

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
<p>The Executive agreed the previous minutes were accurate and ran through the outstanding actions.</p> <p>Action 112 – ongoing, not completed for the June meeting so the action responsibility has changed from Nicole Redman to JB</p> <p>Action 113 – ongoing</p> <p>Action 119 – ongoing</p> <p>Action 123 – ongoing</p> <p>Action 125 – ongoing</p> <p>Action 140 – ongoing</p> <p>Action 149 – complete</p> <p>Action 150 – ongoing, change action to JB</p> <p>Action 153 – closed</p> <p>Action 156 – ongoing</p> <p>Action 157 – ongoing</p> <p>Action 158 – ongoing</p> <p>Action 159 – closed</p> <p>Action 162 – closed</p> <p>Action 166 – ongoing</p> <p>Action 167 – complete</p> <p>Action 170 – ongoing</p> <p>Action 174 – closed</p> <p>Action 175 – complete</p> <p>Action 176 – ongoing, RA to chase once more</p> <p>Action 177 – ongoing, JB to chase</p> <p>Action 180 – ongoing, change action to JB and JS in advance of conversation on Wednesday 23 October</p> <p>Action 181 – complete</p> <p>Action 184 – closed</p> <p>Action 185 – closed</p> <p>Action 186 – closed</p> <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>				

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	

AMOSSHE Executive meeting minutes

9 August 2019 | Crowne Plaza, Newcastle

Agenda

Attendance: Jayne Aldridge (JA), Fay Sherrington (FS), Nic Streatfield (NS), Helen McNeely (HM), Chris Warrington (CW), Rotimi Akinsete (RA), Claire Slater (CS), Kirsteen Coupar (KC), Lesley O’Keefe (LOK), Angela Gardiner (AG), and the National Office (NO) team: John Bloomfield (JB), Anya Knight (AK), Benjamin Parsons (BP)

Apologies: Simon Lee (SL), Jill Stevenson (JS), Hiba tul Habib (HH)

Item no.	Action log
2	<p>ACTION: JA to gather dates from UCAS advisory board and send to NO</p> <p>ACTION: NO to get in touch with Caryn Thorogood as backup to attend the UCAS meetings</p> <p>ACTION: JB to get in touch with John De Pury for more info and dates for upcoming mental health related meetings</p> <p>ACTION: SL to initiate planning a Futures event with sector stakeholders</p>
3	<p>ACTION: JB to undertake additional training with the NO about GDPR</p> <p>ACTION: JB to contact FS regarding coming in to assess our GDPR processes before the next Executive meeting</p> <p>ACTION: JB to look into improvements that AMOSSHE can make on the induction of individuals to the Executive and report back to the Executive once completed</p> <p>ACTION: Chairs team and JB to discuss the Rules and Articles of Association changes</p> <p>ACTION: JB to send information to the Executive team about their Companies House responsibilities</p>
4	<p>ACTION: Strategy leads to consider GPs as part of AMOSSHE’s stakeholder analysis in relation to our strategic priorities</p> <p>ACTION: Strategy leads JA and CW to work with JB in developing the 5 year outcomes and immediate actions to be discussed and agreed at the coming Executive meeting (October 2019).</p> <p>ACTION: JB to ask JS if she would like to be involved in the above work on the strategy</p> <p>ACTION: JB to add strategy alignment / development as a standing item on Executive agendas</p>
5	<p>ACTION: 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)</p> <p>ACTION: 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</p> <p>ACTION: AK to send Get Out Stay Out National Conference proposal to RA and CS for review</p> <p>ACTION: CPD5 leads to review the Get Out Stay Out proposal and how it will work</p> <p>ACTION: BP to share the feedback from “My Student Services” with CPD5 leads</p> <p>ACTION: Executive to provide ideas for webinars at the next (October 2019) Executive meeting</p>

6	ACTION: BP to put the AMOSSHE Insight call for proposals on hold for 2019/20 ACTION: 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
7	ACTION: JB to set up a calendar of AMOSSHE events / representation, and share instructions with group
8	ACTION: NO to review comments in feedback from 2019 and circulate to the national conference leads ACTION: AK to organise 2019 debrief call with previous national conference leads and new leads for 2020
9	ACTION: JB to re-circulate the professionalisation timeline to the Executive ACTION: JB and JA to meet and summarise progress in advance of meeting with the steering group
10	ACTION: RA to put AK and JB in touch with potential international sponsors for 2020 ACTION: 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 ACTION: JB to put conflicts of interest on future Executive agendas ACTION: 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 ACTION: JA to ask the membership on Jiscmail about resources for audits, in connection with the University Mental Health Charter ACTION: AG to send over care leaver information to JA

Item no.	Title	Timing: 11:40 – 12:00 (20mins)	Presented by	Paper
1	Reserved business		Jayne Aldridge	

Item no.	Title	Timing: 12:00 – 12:05 (5mins)	Presented by	Paper
2	Previous meeting minutes and actions		Jayne Aldridge	19-20-01 19-20-02

The Executive Committee agreed the previous minutes and ran through the outstanding actions:

Action 57: on agenda
Action 75: closed
Action 89: closed
Action 94: closed – to be considered now in phase two of professionalisation project.
Action 107: closed – this will be an AMOSSHE Futures event (SL leading – Simon to take forward).
Action 112: ongoing
Action 113: ongoing – NO is changing over accountants.
Action 116: closed – no response from La Trobe University.
Action 119: ongoing
Action 121: complete – buddies were successful and will be rolled out again next year
Action 122: complete
Action 123: ongoing
Action 124: ongoing – new leads on benchmarking surveys – new meeting to be set up to agree actions going forward
Action 125: ongoing – FS to continue discussions with BP
Action 131: closed
Action 135: ongoing – RA to complete by date confirmed with JB (three week deadline by end of August to circulate)
Action 140: ongoing – to be incorporated into the strategy. FS to continue discussing with BP – ongoing
Action 145: complete

Action 147: complete – JA updated the Executive about the UCAS advisory board: x2 meeting commitments, Cheltenham or London in June and November. Caryn Thorogood attended on our behalf for the last June meeting. KC and CS volunteered to attend meetings.

Action 149: JB is awaiting response from John de Pury to confirm dates for meetings

ACTION: JA to gather dates from UCAS advisory board and send to NO

ACTION: NO to get in touch with Caryn Thorogood as backup to attend the UCAS meetings

ACTION: JB to get in touch with John De Pury for more info and dates for upcoming mental health related meetings

ACTION: SL to initiate planning a Futures event with sector stakeholders

Item no.	Title	Timing: 12:05 – 12:15 (10mins)	Presented by	Paper
3	Discussion: National office update			
	- Management accounts June 2018		John Bloomfield	19-20-03
	- Budget 2019-20			19-20-04
	- Discussion: Rules and Articles of Association			19-20-05

JB presented the management accounts to the Executive, noting that VAT adjustments alongside other conference costs are still to be taken out of the overall budgets, which is why we are currently making a surplus of over £30,000. Overall, AMOSSHE's budget is healthy. The year-end accounts will be produced in time for the next meeting, and will be a true reflection of our situation from an accounting perspective. Sponsorship revenue streams are due to expand. See draft budget in papers.

Since membership renewals have started, 25 institutions have now changed membership tier based on their student FTE HESA data. With institutions that have moved into the Small and Specialist tier, we have seen a common drop in individual members (as they only have one member as a part of their core instead of a lead and a core member). This is because they don't want to carry on the additional membership for the previous core member.

ACTION: JB to undertake additional training with the NO about GDPR

ACTION: JB to contact FS regarding coming in to assess our GDPR processes before the next Executive meeting

The group discussed AMOSSHE's rules and articles of association. This was discussed to evaluate whether the current rules are clear enough when it comes to decision making, and how to alleviate this. The Executive agreed that the Chairs will discuss this during conference calls with the NO and present back to the wider Executive at the next meeting in October 2019.

ACTION: JB to look into improvements that AMOSSHE can make on the induction of individuals to the Executive and report back to the Executive once completed

ACTION: Chairs team and JB to discuss the Rules and Articles of Association changes

ACTION: JB to send information to the Executive team about their Companies House responsibilities

Item no.	Title	Timing: 12:15 – 12:25 (10mins)	Presented by	Paper
4	Discussion: AMOSSHE strategy development		Jill Stevenson	

The Executive split into two groups to discuss AMOSSHE's 5 year strategy (the main vision and priority areas 1,2,3) outcomes and initial thoughts. Here is a summary of the discussions:

- Direct student outreach to gather feedback on Student Services departments will be useful
- National Conference enables colleagues to see that they are a part of a bigger community – how can we ensure this is felt beyond National Conference?
- The National Union of Students is now becoming a smaller organisation due to recent changes; they provided a lot of training for student representative bodies – should this be an opportunity for AMOSSHE to provide training?
- Online learning platforms and resources could create ongoing engagement, which would open up the CPD offering as e-learning for delegates unable to attend events; this could be achieved by recording events to provide / add

to our learning catalogue; our professionalisation project falls into this remit with the ability to link e-learning to the wider CPD structure

- Internal and external influence on sector bodies who feed this back to others on our behalf
- Partnerships with UCEA – RA question about Surrey model including student and staff support in one. Should AMOSSHE look to support both?

The Executive then discussed what is achievable and what success looks like in the 5-year strategy for AMOSSHE against priority points 1,2 and 3 of the strategy document.

Priority 1 outcomes:

“Provide our members with the cutting edge tools, skills, knowledge, opportunities and networks to successfully deliver innovative and impactful student services programmes.”

- Identifying tools and techniques that enable our members
- Working collaboratively with other organisations, stakeholders, digital providers to ensure our approach is cutting edge
- Enable members to articulate / record the benefits of their learning through AMOSSHE
- Skills, tools and resources are available to 100% of the membership
- Ensuring these skills are innovative and impactful
- Include a diverse range of views within Student Services and the higher education sector
- Topics covered by AMOSSHE are responsive, and also anticipate needs before they become hot topics
- Mapping Student Services success against AMOSSHE’s contributions to the sector
- Supportive academic endeavours: academics actively seeking to work with AMOSSHE on areas that overlap with Student Services (pastoral roles, etc)

Tools to achieve this:

- Recorded learning catalogue, so the CPD isn’t just what’s currently on offer
- Create an online learning platform as well as events
- A collaborative data platform for measuring student services success / value
- Map Student Services success to AMOSSHE input

Priority 2 outcomes:

“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.”

- We need to identify: Who are the influencers? Who we want to collaborate with?
- We have identified our partners and what the relationships are, through stakeholder mapping
- We are sought to be involved in all aspects of Student Services
- We have a number of quality collaborations with other sector associations
- We have conversations with other associations
- We focus on relationships that raise our profile and enhance our influence
- We are known by those who don’t know us, and for those who do, we have articulated our true values / value

Priority 3 outcomes:

“Establish 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.”

- Identifying behaviours in the professionalisation project
- We see more diversity in the leadership of Student Services
- We lead the movement
- We work with students directly and see a rising appreciation / value for Student Services
- We have regular / meaningful consultations / collaboration with students to influence our direction and work
- We work to upskill and support Students’ Union staff who would have been trained by the National Union of Students otherwise (factor dependent)
- We maintain connections and sense of community among the membership beyond the National Conference
- Volunteers want to represent AMOSSHE
- We hear the language / messages of AMOSSHE reflected back at us, for example by leadership teams, other associations
- We have moved towards a student and staff services organisation

How to achieve this:

- Look to work with organisations who have experience in creating community movements / groundswell movements
- Look at how other large organisations create a sense of movement
- Look at how the professionalisation project can create a consistency of skills / expertise / mission
- Identify the baseline of how members feel about AMOSSHE
- Consider non-members who are critical to the work of our members
- Look at how we can be more out-reaching, using different communications methods and social media
- Facilitating engagement and opportunities to get involved

ACTION: Consider GPs as part of AMOSSHE’s stakeholder analysis in relation to our strategic priorities

ACTION: Strategy leads JA and CW to work with JB in developing the 5 year outcomes and immediate actions to be discussed and agreed at the coming Executive meeting (October 2019).

ACTION: JB to ask JS if she would like to be involved in the above work on the strategy

ACTION: JB to add strategy alignment / development as a standing item on Executive agendas

Item no.	Title	Timing: 12:25 – 12:35 (10mins)	Presented by	Paper
5	Discussion: CPD	<ul style="list-style-type: none"> - Confirmation of CPD events and leads for 2019-20 - Discussion on Video/Podcasts - MHA workshops/CPD discussion update - Conference speaker costs 	Nic Streatfield John Bloomfield	19-20-06 19-20-07

Here are the agreed Executive leads and topics for the 2019/20 CPD programme:

- Safeguarding & duty of care – NS and CW
- Integrating services, future proofing, collaboration – FS and HM
- Winter conference: wellbeing and mental health – JS and SL
- How to do more with less: key aspects to leading significant change, how to guide, who looks after you, not letting things go and letting students suffer when budgets don’t meet demand; boundaries, staff wellbeing; managing increased student demand, expectations and challenges – AG and JA
- Intersectionality, particular student groups (diversity, closing the attainment gap, intersectionality) – RA and CS
- National Conference 2020: CW (lead), KC (lead), LOK (succession lead)

The Executive agreed that the structure of Winter Conference 2020 is to be signed off by the CPD3 leads (SL and JS), with ultimate sign off by NS.

ACTION: 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)

ACTION: 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

ACTION: AK to send Get Out Stay Out National Conference proposal to RA and CS for review

ACTION: CPD5 leads to review the Get Out Stay Out proposal and how it will work

ACTION: BP to share the feedback from “My Student Services” with CPD5 leads

ACTION: Executive to provide ideas for webinars at the next (October 2019) Executive meeting

Item no.	Title	Timing: 12:35 – 12:45 (10mins)	Presented by	Paper
6	Insight projects 2019-20		John Bloomfield	

The Executive debated how best the funding is used for Insight projects, alongside the following:

- Could we use the money to commission articles for a journal?
- Could we use the money to produce sector guidance?

- Can we blog / vlog about ideas and conversations from conferences?

ACTION: BP to put the AMOSSHE Insight call for proposals on hold for 2019/20
 ACTION: 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

Item no.	Title	Timing: 12:45 – 12:50 (5mins)	Presented by	Paper
7	Representation opportunities		John Bloomfield	
<p>The Executive agreed that representation requests should go out to the National Office and Executive, and the person who is best placed to attend an event does so. Executive members are also willing to help others out by briefing and discussing ideas in advance of a meeting to enable the person who is going to attend. Requests should be put out via the email in the usual manner by JB or HH.</p> <p>ACTION: JB to set up a calendar of AMOSSHE events / representation, and share instructions with group</p>				

Item no.	Title	Timing: 12:50 – 13:00 (10mins)	Presented by	Paper
8	Update: Conference 2020 & 2021		National Office	
<p>The Executive agreed that the NO will continue venue scoping in advance, securing lower prices two years in advance at preferred locations across the UK.</p> <p>ACTION: NO to review comments in feedback from 2019 and circulate to the national conference leads ACTION: AK to organise 2019 debrief call with previous national conference leads and new leads for 2020</p>				

Item no.	Title	Timing: 13:00 – 13:25 (25mins)	Presented by	Paper
9	AMOSSHE professional development		Jayne Aldridge	
<p>The next phase agreed at AGM to go ahead. The Executive discussed the timeline previously agreed, ensuring it is sustainable and tied in with our strategy and CPD programme. The cost is likely to be around £50,000 to deliver this phase two and the full delivery, which is half of AMOSSHE's development reserves pot. This does not affect our contingency reserves money, which equates to six months' running costs.</p> <p>ACTION: JB to re-circulate the professionalisation timeline to the Executive ACTION: JB and JA to meet and summarise progress in advance of meeting with the steering group</p>				

Item no.	Title	Timing: 13:25 – 13:30 (15mins)	Presented by	Paper
10	AOB		Jayne Aldridge	
<p>RA asked how AMOSSHE handles international enquiries about sponsorship. JB advised to direct any such enquiries to the NO.</p> <p>ACTION: RA to put AK and JB in touch with potential international sponsors for 2020</p> <p>The Student Room is interested in starting up dialogue with AMOSSHE. JA has a conflict of interest because Sussex has been involved in the proposed project. The Student Room CEO has approached JA about the development of an app with AMOSSHE.</p> <p>ACTION: 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 ACTION: JB to put conflicts of interest on future Executive agendas</p>				

Student Minds has asked JA how they can best support us through the University Mental Health Charter launch, so that this engages AMOSSHE members effectively. How can they support us and our members to engage with it across the entire organisation? Do we have any advice or resources, for example peer networks that blend clinical practitioners and Student Services?

The Executive agreed that Student Minds should present a workshop at the Winter Conference after the charter launch.

ACTION: 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

ACTION: JA to ask the membership on Jiscmail about resources for audits, in connection with the University Mental Health Charter

AG raised a discussion point about the Care Leaver Covenant.

ACTION: AG to send over care leaver information to JA

Item no.	Title	Presented by	Paper
11	Date, time and place of remaining meetings: <ul style="list-style-type: none"> - 18 October, AMOSSHE National Office - 17 January 2020, AMOSSHE National Office - 27 March 2020, AMOSSHE National Office - 5 June 2020, AMOSSHE National Office 	Jayne Aldridge	

AMOSSHE residential meeting minutes



Attendance:

Apologies: Simon Lee (SL), Hiba tul Habib (HH), Jill Stevenson (JS) for Friday

Attendance: Jayne Aldridge (JA), Fay Sherrington (FS), Nic Streatfield (NS), Helen McNeely (HM), Jill Stevenson (JS), Chris Warrington (CW), Rotimi Akinsete (RA), Claire Slater (CS), Kirsteen Coupar (KC), Lesley O'Keefe (LOK), Angela Gardiner (AG), and the National Office (NO) team: John Bloomfield (JB), Anya Knight (AK), Benjamin Parsons (BP)

Outcomes for AMOSSHE 2019 residential:

- Provide a clear focus for strategy development and an understanding of what the five years and first 18 months will be
- Agree the detail and leads for activities happening this year
- Ensure an understanding of the role that everyone plays within the AMOSSHE Executive and how we want to work as an Executive Committee and National Office team

AMOSSHE Executive commitments 2019/20:

Activity	Leads	Timing
AMOSSHE Insight	Lesley O'Keeffe, Fay Sherrington, Jill Stevenson, Anji Gardiner	TBC
Insight mentors	Fay Sherrington, Simon Lee, Anji Gardiner	TBC
National Conference 2020	Leads: Chris Warrington, Kirsteen Coupar Succession lead: Lesley O'Keeffe	8 th – 10 th July 2020
CPD 1: Safeguarding and duty of care	Nic Streatfield, Chris Warrington	1 st November 2019
CPD2: working as a coherent service	Fay Sherrington, Helen McNeely	29 th November or 6 th December 2019
CPD3: Winter Conference	Simon Lee, Jill Stevenson	13 th – 14 th February 2020
CPD4: More with less	Jayne Aldridge, Anji Gardiner	March / April 2020
CPD5: Intersectionality	Rotimi Akinsete, Claire Slater	Late April / May 2020
Webinars	Nic Streatfield	TBC
AMOSSHE Futures	Simon Lee, Fay Sherrington	TBC
International Exchanges (NASPA, CACUSS, ANZSSA)	Jill Stevenson, Chris Warrington, Kirsteen Coupar, Simon Lee	TBC
AMOSSHE Surveys (benchmarking, CPD, membership)	Fay Sherrington, Helen McNeely, Rotimi Akinsete, Jill Stevenson, Nic Streatfield	TBC
Professionalisation	Helen McNeely, Simon Lee, Jill Stevenson, Anji Gardiner	TBC
Consultations	Simon Lee, Jayne Aldridge, Jill Stevenson	TBC
Business Ethics Committee	Helen McNeely, Jayne Aldridge	TBC
Resilience Toolkit project	Claire Slater, Rotimi Akinsete, Fay Sherrington, Simon Lee, Nic Streatfield	TBC
Strategy leads	Jayne Aldridge, Chris Warrington	TBC

Activity	Timing	Notes
Thursday		
Introduction and Icebreaker	11:00 – 13:15	Welcome new members of the Executive and icebreaker
Recap of the year		Go through the residential agenda, recap briefly the budget and events/discussions that have taken place this year
Governance and representation		Understanding of the role of an Executive Committee and start thinking about the role of the National Office staff, Executive and members Please see governance wheel attached to papers
Lunch	13:15 – 14:00	
Strategy session 1	14:00 – 15:15	Discussion on AMOSSHE 5 year outcomes Please see strategy attached to papers
Break	15:15 – 15:30	Check in if not already able to do so
Strategy session 2	15:30- 18:00	Finish 5 year outcomes and 18 month objectives
CPD programme		Agree and finalise CPD programme for the year Please see exec paper ref: 19-20-06, CPD proposal form
Evening social	19:30 – 21:30	Dinner in hotel
Friday		
Conference 2020 walk round	08:45 – 09:00	A look around the conference venue for 2020
Representation	09:00 – 11:20	Leading on from the governance conversation, look at how we want to manage representation opportunities through our strategy and Executive responsibilities
Current programme session		Discuss and agree core activity for AMOSSHE this year Please see exec paper ref: 19-20-06, 19-20-07, National Conference 2019 keynote 1 feedback
Break	11:20 – 11:40	
Exec meeting	11:40 – 13:40	Formalise and record the decisions agreed throughout the residential plus any further discussion points Please see Executive meeting agenda and reference papers
Lunch and finish	13:40 – 14:30	

Recap of the year

The Executive discussed their motivations for being a part of the AMOSSHE Executive Committee for 2019/20 to help see where we may be able to match motivation to outputs, and in general to help the Executive team understand why people have volunteered their time.

BP gave a summary of AMOSSHE's work from 2018/19, which consisted of the following:

- Five continuing professional development (CPD) events: CPD1 Positive approaches for growth and success, CPD2 Safeguarding and duty of care, CPD3 Winter Conference: data and technology, CPD4 crisis communications, and CPD5 Finding your feet in Student Services
- National Conference 2019 – Collaboration and communities. Over 300 delegates, largest conference by far (previous years hitting just under 270)
- AMOSSHE Insight projects – members bid for up to £10,000 for each project, yet to be decided which project is taken forward

- Professionalisation project – continuing from 2017/18. Phase 1 now complete and Phase 2 is underway
- NASPA conference – RA attended
- CACUSS exchange – NS attended
- NASPA exchange – AMOSSHE volunteers selected, but planned exchange date delayed
- ANZSSA exchange – ANZSSA delegate unable to attend the 2019 AMOSSHE National Conference, so will attend in 2020 instead
- AMOSSHE's 5 year strategy is underway
- Student Services benchmarking survey not undertaken due to review of internal engagement activities
- Various representation opportunities and collaborations: Universities UK, Student Minds, GuildHE

JB then gave a financial overview for the academic year: see Executive paper reference 19-20-05.

Governance and representation

The Executive and National Office completed the governance wheel in advance of the residential meeting. The results demonstrated that Executive members felt that although we were doing OK in a number of areas, two in particular stood out to be focussed on within initial conversations, as follows.

Foundation principle:

- AMOSSHE to pursue 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. Other suggestions included organising mentors, networking with Executive colleagues in advance of the residential meeting, and:
 - o Being proactive with reserves, succession planning, etc
 - o To continue shadowing roles in anticipation of the following year
 - o Clarity of expectations and commitment in advance of elections and clearly outlining this to the wider membership
- Other areas discussed were:
 - o Contingency planning to support others on the Executive when crises happen
 - o National Office / Executive representation – who is best placed to lead either CPD events, meetings, projects, policy, etc. 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.

Diversity:

The Executive discussed what diversity means in our context, as the governance wheel is more focussed on charities. Areas discussed were:

- o The definition of diversity as regards the AMOSSHE Executive / organisation / membership body
- o Decision to add this to the 18 month objective plan
- o Skills audits (in line with expectations and expertise for the strategy)

- AMOSSHE's new tier membership adds to this area of work and acknowledges smaller student numbers
- Regional networks to report in via National Office, how to engage non-lead members
- Engaging the devolved nations
- Consider how we recruit the Executive Committee in future

ACTION: NO to work with Chairs to pitch the definition of diversity at the next Executive meeting, including how it will benefit AMOSSHE to conduct a diversity audit, how regional networks might report in, and how to engage non-lead members and the devolved nations

ACTION: 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

ACTION: Chairs/Executive 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

ACTION: JB to revisit the governance wheel mid-academic year (January executive meeting)

Strategy discussion

The Executive split into two groups to discuss AMOSSHE's 5 year strategy (the main vision and priority areas 1,2,3) outcomes and initial thoughts. Here is a summary of the discussions:

- Direct student outreach to gather feedback on Student Services departments will be useful
- National Conference enables colleagues to see that they are a part of a bigger community – how can we ensure this is felt beyond National Conference?
- The National Union of Students is now becoming a smaller organisation due to recent changes; they provided a lot of training for student representative bodies – should this be an opportunity for AMOSSHE to provide training?
- Online learning platforms and resources could create ongoing engagement, which would open up the CPD offering as e-learning for delegates unable to attend events; this could be achieved by recording events to provide / add to our learning catalogue; our professionalisation project falls into this remit with the ability to link e-learning to the wider CPD structure
- Internal and external influence on sector bodies who feed this back to others on our behalf
- Partnerships with UCEA – RA question about Surrey model including student and staff support in one. Should AMOSSHE look to support both?

The Executive then discussed what is achievable and what success looks like in the 5-year strategy for AMOSSHE against priority points 1,2 and 3 of the strategy document.

Priority 1 outcomes:

“Provide our members with the cutting edge tools, skills, knowledge, opportunities and networks to successfully deliver innovative and impactful student services programmes.”

- Identifying tools and techniques that enable our members
- Working collaboratively with other organisations, stakeholders, digital providers to ensure our approach is cutting edge
- Enable members to articulate / record the benefits of their learning through AMOSSHE

- Skills, tools and resources are available to 100% of the membership
- Ensuring these skills are innovative and impactful
- Include a diverse range of views within Student Services and the higher education sector
- Topics covered by AMOSSHE are responsive, and also anticipate needs before they become hot topics
- Mapping Student Services success against AMOSSHE's contributions to the sector
- Supportive academic endeavours: academics actively seeking to work with AMOSSHE on areas that overlap with Student Services (pastoral roles, etc)

Tools to achieve this:

- Recorded learning catalogue, so the CPD isn't just what's currently on offer
- Create an online learning platform as well as events
- A collaborative data platform for measuring student services success / value
- Map Student Services success to AMOSSHE input

Priority 2 outcomes:

"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."

- We need to identify: Who are the influencers? Who we want to collaborate with?
- We have identified our partners and what the relationships are, through stakeholder mapping
- We are sought to be involved in all aspects of Student Services
- We have a number of quality collaborations with other sector associations
- We have conversations with other associations
- We focus on relationships that raise our profile and enhance our influence
- We are known by those who don't know us, and for those who do, we have articulated our true values / value

Priority 3 outcomes:

"Establish 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."

- Identifying behaviours in the professionalisation project
- We see more diversity in the leadership of Student Services
- We lead the movement
- We work with students directly and see a rising appreciation / value for Student Services
- We have regular / meaningful consultations / collaboration with students to influence our direction and work
- We work to upskill and support Students' Union staff who would have been trained by the National Union of Students otherwise (factor dependent)
- We maintain connections and sense of community among the membership beyond the National Conference
- Volunteers want to represent AMOSSHE

- We hear the language / messages of AMOSSHE reflected back at us, for example by leadership teams, other associations
- We have moved towards a student and *staff* services organisation

How to achieve this:

- Look to work with organisations who have experience in creating community movements / groundswell movements
- Look at how other large organisations create a sense of movement
- Look at how the professionalisation project can create a consistency of skills / expertise / mission
- Identify the baseline of how members feel about AMOSSHE
- Consider non-members who are critical to the work of our members
- Look at how we can be more out-reaching, using different communications methods and social media
- Facilitating engagement and opportunities to get involved

ACTION: Consider GPs as part of AMOSSHE's stakeholder analysis in relation to our strategic priorities

ACTION: Strategy leads JA and CW to work with JB in developing the 5 year outcomes and immediate actions to be discussed and agreed at the coming Executive meeting (October 2019).

ACTION: JB to ask JS if she would like to be involved in the above work on the strategy

CPD programme 2019/20

Here are the agreed Executive leads and topics for the 2019/20 CPD programme:

- Safeguarding & duty of care – NS and CW
- Integrating services, future proofing, collaboration – FS and HM
- Winter conference: wellbeing and mental health – JS and SL
- How to do more with less: key aspects to leading significant change, how to guide, who looks after you, not letting things go and letting students suffer when budgets don't meet demand; boundaries, staff wellbeing; managing increased student demand, expectations and challenges – AG and JA
- Intersectionality, particular student groups (diversity, closing the attainment gap, intersectionality) – RA and CS
- National Conference 2020: CW (lead), KC (lead), LOK (succession lead)

The Executive agreed that the structure of Winter Conference 2020 is to be signed off by the CPD3 leads (SL and JS), with ultimate sign off by NS.

ACTION: 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)

ACTION: 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

ACTION: AK to send Get Out Stay Out National Conference proposal to RA and CS for review

ACTION: CPD5 leads to review the Get Out Stay Out proposal and how it will work.

ACTION: BP to share the conference programme proposal with the CPD5 team to help them work - and also look at the feedback from “My Student Services”

ACTION: Executive to provide ideas for webinars at the next (October 2019) Executive meeting

Representation

The Executive discussed how best to manage AMOSSHE representation opportunities, in line with our strategy and how we want to collaborate and influence. The Executive agreed that they are happy for the National Office to represent on behalf of the Executive. The requirement in each instance is that whoever is representing is be best placed, and if someone with expertise cannot attend, they should brief the attendee on the subject matter, colleagues and connections, politics, etc.

ACTION: JB to set up a calendar of AMOSSHE events / representation, and share instructions with group

ACTION: JB to publicise the SharePoint links for the Executive to access all information via Wild Apricot

ACTION: BP/JB to change the representation feedback form from a Word doc to an email template and add link for the Executive via the Wild Apricot site, and set up a chasing process after each representation opportunity to gather feedback

ACTION: Executive to review their use of SharePoint at the next Executive meeting (October 2019) – JB to add this to the agenda

ACTION: JB to slim down the Executive update email to just representation opportunities

ACTION: JB to include a representation slot in Executive meeting agendas, and include a list of what people have attended in the papers, giving an opportunity for the Executive to present about this if necessary

Core activities for the year

Executive commitments outlined as above.

Insight projects:

The Executive debated how best the funding is used for Insight projects, alongside the following:

- Could we use the money to commission articles for a journal?
- Could we use the money to produce sector guidance?
- Can we blog / vlog about ideas and conversations from conferences?

ACTION: BP to put the AMOSSHE Insight call for proposals on hold for 2019/20

ACTION: 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

Resilience:

ACTION: CS, RA, FS, SL, NS (Resilience Toolkit group) to meet to discuss the future of the toolkit by the next Executive meeting (October 2019)

AMOSSHE Executive Board action log

Exec Bd	Action No.	Agenda No.	Action	Actioned to	Status
05/18	37	12	a) MB to compile list of issues with DSA-QAG to address, and suggest solutions	MB, JB	Complete – DSA-QAG has been disbanded
07/18	38	1	JB to contact DSA-QAG and check if Mandi Barron can be added as a representative.	JB	Complete – as above
07/18	46	5	NO to ask Fiona Waye about the December sexual violence event and whether this will showcase catalyst outcomes. Depending on outcome NO to approach OfS about sharing outcomes for projects through AMOSSHE.	JB	Complete – we are working with OfS to find appropriate outlets for their information.
07/18	57	9	Steering group potentially be established for phase 2 of the project.	JA, Chairs	Complete – discussed in August 2019 Executive meeting.
11/18	75	5	Chair and Vice chairs to discuss the strategy and plan in a conference call for operational planning purposes	NO, Chairs	Complete
01/19	89	5	To consider the strategy aims when planning 2019/2020 elections	JB/BP	Complete
01/19	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.
01/19	107	12	HM and SL to facilitate an AMOSSHE breakfast meeting	HM, SL, NO	Closed – This will be an AMOSSHE Futures event (SL leading).
04/19	111	2	JA and BP to look into UK government position on DSA changes	JA, BP	Complete
04/19	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
04/19	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

AMOSSHE Executive Board action log

Exec Bd	Action No.	Agenda No.	Action	Actioned to	Status
04/19	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.
04/19	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	Ongoing- dependant on finalised strategy
04/19	120	4	Continue to plan for conference buddies	BP, FS	Complete
04/19	121	4	Monitor conference buddy process, evaluate for future development	BP	Complete – buddies were successful and will be rolled out again next year.
04/19	122	4	JA to introduce FS to Kevin Flynn who leads on areas of action learning sets for the leadership foundation	JA	Complete
04/19	123	4	BP to contact Annie Grant about the pitfalls / tips for producing a journal for AMOSSHE members	BP	Ongoing
04/19	124	4	JB, BP, Chairs to discuss how we facilitate benchmarking survey	JB, BP, NS	Complete – update at October meeting
04/19	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.
04/19	131	9	BP to include the CPD queries when sending out the benchmarking survey?	BP	Complete
04/19	135	10	RA to update executive with NASPA report and feedback from colleagues on the resilience project	RA	Complete – draft sent to NO
06/19	137	3	JB and BP to work with chairs on how to include professionalisation work within the AGM	JB, BP, Chairs	Complete
06/19	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 meeting	JA, JB	Complete
06/19	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
06/19	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	Ongoing – to be incorporated into the strategy, FS to continue discussing with BP.

AMOSSHE Executive Board action log

Exec Bd	Action No.	Agenda No.	Action	Actioned to	Status
06/19	141	7	JB to add strategy mapping to the residential agenda	JB	Complete
06/19	142	8	JB to review executive preferences for conference and allocate responsibilities accordingly	JB	Complete
06/19	143	8	BP to circulate note in advance of NSS release to ensure leads have substitute people at the AGM if necessary	BP	Complete
06/19	144	8	JB to add conference fees and incorporating costs of speakers to residential agenda	JB	Complete
06/19	145	9	NS and JB to assess the CPD programme	JB, NS	Complete
06/19	146	9	JB to speak to the exec at conference re: volunteer to lead events for CPD	JB	Expired
06/19	147	10	JA to circulate UCAS advisory board brief	JA	Complete – KC and CS volunteered to attend meetings.
06/19	148	10	JB to chase Rotimi for NASPA feedback	JB	Complete
06/19	149	10	JA to have conversation with John De Pury at UUK re: invitations to meetings at last minute	JA	Ongoing
08/19	150	2	JA to gather dates from UCAS advisory board and send to NO	JA, NO	
08/19	151	2	NO to get in touch with Caryn Thorogood as backup to attend the UCAS meetings	NO	Complete
08/19	152	2	JB to get in touch with John De Pury for more info and dates for upcoming mental health related meetings	JB	Complete
08/19	153	2	SL to initiate planning a Futures event with sector stakeholders	SL	Ongoing
08/19	154	3	JB to undertake additional training with the NO about GDPR	JB	Complete
08/19	155	3	JB to contact FS regarding coming in to assess our GDPR processes before the next Executive meeting	JB, FS	Complete
08/19	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	Ongoing
08/19	157	3	Chairs team and JB to discuss the Rules and Articles of Association changes	JB, Chairs	Ongoing

AMOSSHE Executive Board action log

Exec Bd	Action No.	Agenda No.	Action	Actioned to	Status
08/19	158	3	JB to send information to the Executive team about their Companies House responsibilities	JB	Ongoing
08/19	159	4	Strategy leads to consider GPs as part of AMOSSHE's stakeholder analysis in relation to our strategic priorities	JA, CW	Ongoing
08/19	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
08/19	161	4	JB to ask JS if she would like to be involved in the above work on the strategy	JB	Complete
08/19	162	4	JB to add strategy alignment / development as a standing item on Executive agendas	JB	
08/19	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
08/19	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
08/19	165	5	AK to send Get Out Stay Out National Conference proposal to RA and CS for review	AK	Complete
08/19	166	5	CPD5 leads to review the Get Out Stay Out proposal and how it will work.	CS, RA	
08/19	167	5	BP to share the feedback from "My Student Services" with CPD5 leads	BP	
08/19	168	5	Executive to provide ideas for webinars at the next (October 2019) Executive meeting	Executive	Complete – on October agenda
08/19	169	6	BP to put the AMOSSHE Insight call for proposals on hold for 2019/20	BP	Complete
08/19	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	Ongoing – group not met yet
08/19	171	7	JB to set up a calendar of AMOSSHE events / representation, and share instructions with group	JB	Complete

AMOSSHE Executive Board action log

Exec Bd	Action No.	Agenda No.	Action	Actioned to	Status
08/19	172	8	NO to review comments in feedback from 2019 and circulate to the national conference leads	NO	Complete
08/19	173	8	AK to organise 2019 debrief call with previous national conference leads and new leads for 2020	AK	Complete
08/19	174	9	JB to re-circulate the professionalisation timeline to the Executive	JB	Ongoing
08/19	175	9	JB and JA to meet and summarise progress in advance of meeting with the steering group	JA, JB	Ongoing
08/19	176	10	RA to put AK and JB in touch with potential international sponsors for 2020	RA	
08/19	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	
08/19	178	10	JB to put conflicts of interest on future Executive agendas	JB	Complete
08/19	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
08/19	180	10	JA to ask the membership on Jiscmail about resources for audits, in connection with the University Mental Health Charter	JA	Ongoing
08/19	181	10	AG to send over care leaver information to JA	AG	
08/19	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
08/19	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 – no update
08/19	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	Ongoing – no update
08/19	186	10	JB to revisit the governance wheel mid-academic year (January executive meeting)	JB	Ongoing – no update

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

Directors Finance Summary

September 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	£9,650.00	£8,975.00	£675.00	£48,536.00	20	Income from CPD1
	Sponsorship	£0.00	£0.00	£0.00	£60,370.00	0	Sponsorship not expected until Jan/Feb
	Membership	£99,703.00	£88,645.00	£11,058.00	£128,656.54	77	
	Other	£0.00	£0.00	£0.00		100	
	TOTAL	£109,353.00	£97,620.00	£11,733.00	£376,623.04	29	
	Expenditure						
10	Central	£23,759.69	£25,027.00	£1,267.31	£119,602.24	20	
200	Conference	£6,978.18	£7,176.00	£197.82	£166,256.01	4	
300	CPD	£5,162.12	£9,968.00	£4,805.88	£61,409.71	8	
20	Executive	£3,270.51	£4,930.00	£1,659.49	£12,248.00	27	Savings against travel mainly, please can you ensure all receipts are given to the NO
400	Futures	£516.52	£0.00	(£516.52)	£0.00	0	
500	Insight	£796.12	£771.00	(£25.12)	£14,708.01	5	Only 1 payment towards projects made so far from a previous year (£5,000 therefore not allocated this year)
100	Membership	£0.00	£171.00	£171.00	£1,100.00	0	
	TOTAL	£40,483.14	£48,043.00	£7,559.86	£375,323.97	11	
	TOTAL Surplus / Deficit	£68,869.86	£49,577.00	£19,292.86	£1,299.07		

TOTAL Cash position Main account £122,260.00

30/10/2019

Savings account £200,628.59
TOTAL £322,888.59

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

National Office update

Management accounts

The management report shows good progress towards budget expectations. The budget profile has been adjusted to take into account some changes including timings of CPD sessions and expected costs for paying for venues in advance. Further work will be completed on this in the coming months with a revised budget presented at the January meeting once the first 2 CPD events have taken place. Some figures to consider:

- 1) Membership income is reasonable. As usual we have had quite a few people asking for changes to their membership and therefore we are still sending out invoices now for the year.
- 2) We have paid out funds from our insight project from 17-18 (£5,000) however as this has been accounted for in a previous budget, I have not included this in the budget line.
- 3) We will not start to receive any money for sponsorship until January / February as the sponsorship year for contracts starts in January.

Membership update

Membership level	May 2019	October 2019
Small and specialist	0	32
Tier 1 organisation	76	46
Tier 2 organisation	60	59
Tier 3 organisation	27	27
Additional member	252	287
International organisation	15	16
International additional member	14	17
Less than 50% HE organisation	0	0
Corporate organisation	2	1
Corporate additional member	2	2
Individual member	3	3
Non-profit organisation	2	1
Non-profit additional member	1	1
Student member	2	2
Total organisations	182	181
Total members	709	717

The drop in Tier 1 organisations is due to the introduction of the Small and Specialist membership category. Other organisations have move to different tiers due to student FTE changes.

New member organisations in the Small and Specialist category:

- AECC University College (South West)
- University College of Estate Management (LASER)
- David Game College (LASER)

New international member organisations:

- University of Otago (New Zealand)
- Hult International Business School, Dubai campus (UAE)

Member organisations no longer part of the membership:

- Plymouth College of Art and Design (Tier 1)
- Sodexo (Corporate)
- GSM London

GDPR update

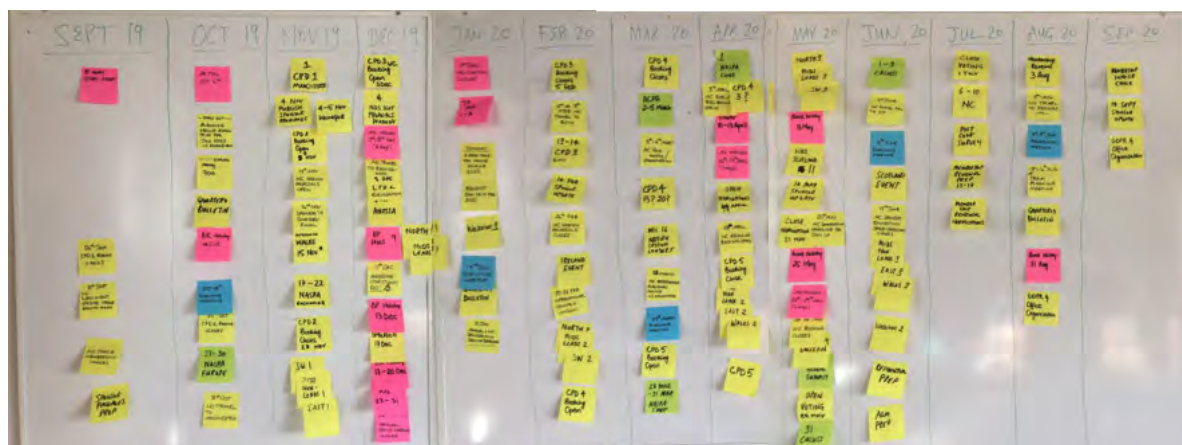
Wild Apricot has four settings for members to control email contact. Here are the named members who have unsubscribed, using one of more of the five settings:

- 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.
- 7 members have unsubscribed from Wild Apricot mailings (newsletters, event announcements).
- 6 members have unsubscribed from Wild Apricot event announcements.

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

National Office

We have been busy setting up details for CPD 1,2 and 3. We have completed our planning days in which we have mapped out the year in details for operational purposes which provides the opportunity to see where the peak periods are in the year. These are March and April in particular due to the cross over of CPD, conference bookings, conference preparation and lead up to elections.



Representation update

AMOSSHE executive and members have been busy over the period between September to date. Below is a list of the groups that AMOSSHE has been represented on since the residential meeting and includes a few up-coming meetings. All dates and times can be found in the representation calendar that can only be accessed by AMOSSHE executive members on the website:

<https://www.amosse.org.uk/AMOSSHE-Executive-only> you will need to login to view the page.

No	Group	AMOSHE Representative
1	GuildHE student support network meeting	Benjamin Parsons
2	UCAS disability, SEN and mental health roundtable	Caryn Thorogood
3	UCEA Health and Safety Committee	Jill Stevenson (looking for a local replacement)
4	Scottish Government's Mental Health Working Group	Jill Stevenson
5	DfE Ensemble Meeting	John Bloomfield
6	UUK advisory group on preventing and responding to racial harassment of students	Kirsteen Couper
7	SLC Stakeholder Operations Group	Lynne Condell
8	SLC Vulnerable Students Stakeholder Group	Lynne Condell
9	SLC HEBSS steering group	Phil Davis
10	UUK Initiations working group	Simon Lee
11	SLC Disabled Student Stakeholder Group	Simon Morris
12	Advisory Board on Developing a Quality Mark for Care Leavers in HE/FE	Anji Gardiner
13	Enhancing the Quality of Student Services Across HE Forum	Lesley O'Keeffe
14	Mental Health in Higher Education advisory group	Jayne Aldridge

There has also been a meeting of the Scotland national group. Further meetings have been arranged for:

- LASER
- Wales
- North

Scotland national meeting covered a variety of areas on the day, these included:

- SFC funding for additional counsellors within Scottish universities
- Universities Scotland Gender Based Violence group – call for additional members
- Pathways to mental health support through specific links in through NHS
- Emergency contact and the challenge of 'opt-in'
- What are institutions doing around Brexit

Risk ID	Risk Category	Cause	Effect	Impact	Probability	Risk Factor	Risk Response	Risk Owner	Risk Actionee	Actions
				High - 3 Medium - 2 Low - 1	Probable - 4 Possible - 3 Remote - 2 Negligible - 1	High - 9-12 Medium - 5-8 Low - 0-4				
1	Staff	Long term absence through illness or other factors such as resignation	Difficulty in maintaining level of service or core activity.	2	3	6	Ensure contacts are kept with preferred staffing suppliers and at least twice yearly catch up calls to understand support available. Need to ensure that the operations of the office continue. Develop a calendar of operations to ensure the legislative aspects of AMOSSHE are covered in the absence of the ED	John Bloomfield	John Bloomfield	Once a year with preferred recruitment agency
2	Executive	Executive member(s) resign	Reduced support for events and activities	1	3	3	Always ensure 2 leads for events in case of resignation. Ask other executive members to step in. Inact procedure to bring another member onto the board	John Bloomfield Chair	Chair	Write down agreed processes for replacement of executive board members as agreed by the executive board
3	Members	Spate of members leaving AMOSSHE	Reduced income initially and potentially ongoing	2	3	6	Short term this can be covered with reserves. Longer term would involve a reorganisation of budgets. Need to ensure that we know why members are leaving and understand any trends and what might bring them back on board	Benjamin Parsons	Benjamin Parsons John Bloomfield	Add this point to the staff training programme so everyone knows to alert Benamin when this happens or ask the right questions
4	AMOSSHE	Government policy leads to budget cuts or a change in direction for member resources	Reduced membership which leads to reduced income and influence	3	2	6	Need to ensure that our strategy continues to address external challenges and influences as well as internal ones	John Bloomfield	John Bloomfield	Ensure that strategy development and annual cycle for the executive includes a PESTLE analysis at the residential meeting
5	AMOSSHE	Unable to fulfil contracts with third parties which we use to run our services (website, filing systems, office space) either from our side or the companies going out of business/closing services	1) No office space available that we can afford	3	2	6	Short term policy would be home working which we are structured to be able to deliver. Long term challenges on staff morale and communication, Would need to seek accomodation that we could afford in a reasonable central location	John Bloomfield	John Bloomfield	Check dates for break clause in office space contract, ensure that we start conversations early about continuing the contract
2) Members impacted through lack of reasonable website and resources area			3	3	9	Ensure resources are stored in other areas than the website which we can activate to be access remotely by members. Long term: Develop new basic website through wordpress to deliver basic functions whilst furtherdevelopment work on a new website can begin	Benjamin Parsons	Benjamin Parsons	Look into how we would record wild apricot resouces offline and agree	
3) Potential loss of files / reduced access to files			3	1	3	Ensure we have a backup of files on a regular basis. Move onto another similar online services such as box or dropbox to enable us to secure our files in alternate places	Benjamin Parsons	Benjamin Parsons	Buy and install new storage drive which saves all files on a regular basis	
8	AMOSSHE	Loss of financial information from online platform	Loss of legislative required financial records for previous years and loss of current records	3	2	6	Ensure that we are backing up the online data into a secure filing system at the office on a monthly basis	John Bloomfield	John Bloomfield	As above
9	Staff	Staff disciplinary	Impact on staf morale, dependant on the severity of the discipline may include suspension or removing staff. Length of the process would also detract from work and need to be managed closely	3	1	3	Unlikely but if this situation did occur AMOSSHE should bring in an independent HR consultant to assist in the process	John Bloomfield	John Bloomfield	JB to select a preferred HR consultant and agree costs in the event of assistance needed
10	AMOSSHE Executive	Media targeting AMOSSHE as an organisation or individual executive members due to either something they have done or work/position of AMOSSHE or executive member on a sensitive topic	Reputational damage to AMOSSHE, potential need to investigate / remove executive member. National office not able to cope with enquiries, demand for interviews. Negative impact on staff and other external relationships	3	3	9	Training for executive members and/or national office staff on how to manage media related situations. Ensure due diligence forms are completed for new executive members.	John Bloomfield	John Bloomfield	JB to look into media related training for staff in the first instance
11	AMOSSHE	Brexit	1) International income may be affected / reduced membership 2) May lead to an independence review in Scotland, reduction in members and change of political priorities 3) Would Brexit change laws around data?	3	2	6	1) review the situation on a regular basis, there is contingency but may need to alter aspects of current and future budgets 2) Look at scenario planning in this instance, articulate the value of AMOSSHE to Scottish members and ensure engagement about what we can assist with as an organisation in the build up to the 1 November 3) Looks unlikely at the moment and planning on ICO demonstrate that there is nothing for us to do	John Bloomfield Executive	John Bloomfield	Look at scenrio planning and create some options in the case of no deal Brexit. Keep up to date with HMRC, Companies House and ICO to ensure that we are informed of any changes
12	AMOSSHE	OFS, UUK or other organisation taking up the role of supporting student services - direct competitor with more resources	Reduced members or forced to reduce membership fees and change nature of our work to remain competitive	3	2	6	Ensure that we demonstrate our value to members but also external stakeholders within the sector. Run stakeholder mapping to ensure that we understand who are key influencers are to help us strategically manage our situation	John Bloomfield Executive	John Bloomfield	Complete stakeholder mapping, prioritise relationships in line with strategy
13	AMOSSHE	Brexit / GDPR regulations	Due to Brexit we have changes in our GDPR legislation which changes the way we can manage our data or changes the way we need to work as an association	2	2	4	Any changes in Brexit legislation is unlikely to change GDPR, we will also still be required to adhere to GDPR for any international members.	John Bloomfield	John Bloomfield	Check legislation requirements on ICO website post Brexit to ensure AMOSSHE adhere to it
14	AMOSSHE	Issues that prevent the NO and executive from working	1) Building closed down/uninhabitable 2) One of our systems is hacked and we are prevented from accessing our data	2	2	4	1) Everyone works from home initially whilst the issue is resolved using zoom conferencing software and portable equipment. If laptops and ipads were destroyed then new ones would be reinstated ASAP. 2) Review the situation with IT support who could advise on best course of action. Have a backup of key files to ensure that we can have access to data offline	John Bloomfield	John Bloomfield	Ensure that our IT support team continues to monitor our service a reporting mechanism. Create a backup of key files from office 365, Wild Apricot and Xero
15	AMOSSHE	Legal challenges through, death, injury breach of contract	1) Death/Injury: we have a employers liability insurance to help us manage this. Could effect our ability to run similar events in the future and may affect reputation 2) Breach of contract: Might not be able to run future events in the future. If this involves national conference this would cost AMOSSHE an excessive amount of money from reserves	3	1	3	1) Events or employer liability insurance would most probably cover us, we would need to ensure that the event warrents insurance. Most hotels will have their own insurance which would cover accidents etc. 2) Review contracts on a yearly basis to ensure they are fit for purpose and have not changed (or if we have changed as an org we would need to request changes)	John Bloomfield	John Bloomfield	Look into costs for events insurance for all events and implement if not extensive. Review contracts on a yearly basis, create a specific point in the yea in which we can do that (August/September each year)

Description
Staff members that work for AMOSSHE on full or part time basis
People and organisations that are members of AMOSSHE

The 12 elected representatives of AMOSSHE
Means the whole organisation is impacted

AMOSSHE Strategy outcomes

Overview timeline

August 2019 – January 2021:

Understand and agree the baseline data/context to enable us to measure our success in achieving the outcomes in 2024.

January 2021 – December 2023:

Main scope of the work developed in line with agreed parameters including the scope for success.

December 2023 – July 2024:

Final stages completed and reported back to AGM, also discussed throughout this stage is the development of the new strategy for 2024-2029 to be agreed at the AGM.

AMOSSHE executive workshop session

The aim of the session will be the following:

- Agree the outcomes we are looking to achieve by 2024 for each priority
- Agree objectives for the coming 13 months (remaining time from initial 18month starting point)

In order to achieve this please consider the following:

- These objectives and outcomes have been written up based on the conversations from residential. These are by no means fully agreed. The purpose of this workshop is to consider these areas, make amendments where necessary to ensure an explicit set of outcomes and objectives. Please bear in mind that this way of doing things may not be everyone's preferred method but we are trying to find a relatively straight forward structured way to achieve consensus.
- We may not all agree fully on the outcomes, we need to consider what is in the best interest of the members and agree a majority decision.
- Do not digress! It may be easy to have additional thoughts around each area but try to stick to the questions to ensure we can have a consistent conversation around outcomes and objectives within the time frame.

Understanding the below document:

The priorities on page 3 onwards of this document have been created to help us frame our discussions in the workshop during the executive meeting.

Each priority has a set of outcomes that we are aiming to achieve by the end of our strategy in 2024. These have been created based (albeit some loosely) on the conversation and points raised at the executive residential. Each of those outcomes has been labelled as a number. The objectives below the outcomes section (for each priority) is also numbered. Each number corresponds to the outcome. So, outcome 1 is what we are trying to achieve and objective 1 describes what we need to do in the initial 13 months towards achieving that particular outcome. Please review each of the outcomes and subsequent objectives. Once we have agreed both the outcomes and initial objectives

the Strategy working group (and agreed leads for specific areas) can look to fill in the gaps in the subsequent years to create a reasonable plan for ensuring we achieve each objective.

This will be agreed and discussed during the AMOSSHE executive meeting using the following process:

Time	Activity
10mins	Introduction and time to re-read the strategy
25mins	Split into 3 groups. Each group will look at one priority in this section and answer the questions laid out in this document in relation to their priority. Please consider the following when doing this: <ul style="list-style-type: none"> - Start with the outcomes that were most popular within the scoring averages - Feel free to add further outcomes if the ones detailed are no longer realistic (although do not get offended if others do not agree) - Agree the outcomes by 2024 and then look at the objectives, if a new outcome has been created then consider some overview objectives for it - Consider adding more detail to either area (or both) for each - Please write clearly, this needs to be ready by the next group to read and review
15mins	Each group swaps priorities and then reviews this in line with the same set of questions (e.g. if you started with priority 1 you will then move to priority 2, priority 2 moves to priority 3, 3 moves to 1)
15mins	Each group swaps priorities again to the one they have not yet seen and reviews according to the same questions
25mins	Each group swaps back to their original set of priorities and presents them to the wider executive in turn. The executive will agree outcomes and initial objectives for each of them

Questions:

For each objective:

1. Does this relate to the strategic priority?
2. Does it add value for members?
3. Is this realistic and achievable?
4. Does this outcome link to other priorities and if so how? Is this a problem?
5. Will this be relevant in 5 years time?

AMOSSHE Vision:

UK student services are some of the best in the world, and are universally recognised as being fundamental to the achievement of (i) student success; (ii) a globally regarded world class student experience; and (iii) the strategic goals of UK universities.

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:

1. AMOSSHE has an online learning/resources 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.
2. We can map our contributions within the sector (through presenting at conferences, representing at events and meetings and other relevant engagement) to member success and impact. (see point 3 and priority 2, point 2)
3. Academics, other sector bodies and government proactively seek to work with AMOSSHE to create impactful contributions within the sector.
4. The AMOSSHE professionalisation behaviours framework is well utilised by members and integrates with the AMOSSHE CPD framework.

2019-21 objectives (remaining 13months):

- 1) Learning/resources platform
 - a. Scope out the size and structure of the project.
 - b. Member feedback into the composition of a platform and what would be impactful and deemed a member benefit
- 2) Collaborations and contributions
 - a. Agree what we mean by collaborations in the context of tools, skills and knowledge (events, knowledge exchange etc)
 - b. Identify priority collaborations we may want to have
 - c. Agree how we might measure impact of collaborations
 - d. Agree what we deem as a success
- 3) Academics, sector bodies, government networks
 - a. Understand what impact we want to make in these relationships
 - b. Agree how we measure success in relation to these relationships
 - c. Agree a target number per year and how often should be revise the target in relation to changes in the sector
- 4) Professionalisation framework
 - a. Finalise phase 2 of the professionalisation project which is a complete framework for members to use
 - b. Understand through members what the value of a CPD framework might look like and what it might bring to their work, scope out the feasibility of this as a phase 3 of the professionalisation project.
 - c. Agree how we measure engagement with the framework to be able to review the success in 2021 (note: review the framework by July 2021 to understand uptake, next steps and impact of integrated CPD)

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:

1. We have developed a knowledge base of influencers within the sector based on the top 7 remit areas as identified by our members in the 2019, 20,21,22 benchmarking surveys.
2. We have identified 7 quality collaborations within the sector and we have initiated project or policy work with those organisations as part of demonstrating the success of UK student services leaders on a national and global stage.
3. Developed key datasets and research that enables members to effectively influence internal and external stakeholders within their institutions. (This may include evidence of the impact of systems and structures of work on student retention and ability to continue at their institutions.)

2019-21 objectives (remaining 13months):

- 1) Knowledge base of influencers
 - a. Complete the 2019 benchmarking survey in relation to strategic areas of work (including remit of SS members)
 - b. Identify the influencers that we want to approach in each of the areas (2/3 for each area ideally)
 - c. Agree what the scope of influence means in each relationship. What would we want to achieve?
 - d. Run a stakeholder mapping exercise to ascertain who we feel our stakeholders are in each area of work
- 2) 7 quality collaborations
 - a. Agree what we mean by quality collaborations (may differ dependant on collaborator)
 - b. Agree what we want to approach each collaborator with and create a framework of engagement over the coming 3 or 4 years.
- 3) Datasets and research
 - a. Begin to scope out what data we will need in order to achieve this success for members and how we can develop this (links into priority 1, point 1)

Strategic Priority 3:

Nurturing 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.

Outcomes by 2024:

1. A majority of our members can articulate a common language around the impact of student services on student success.
2. External stakeholders within key areas of influence are also utilising the same language in reference to the work of student services
3. We have developed a meaningful structure of regular engagement with members, students and the sector to influence the direction of work relating to student services. (see priority 2)

2019-21 objectives (remaining 13months):

- 1) Common language
 - a. Agree as an executive board what we mean by common language
 - b. Understand how we know we have succeeded, what is the success threshold
 - i. With members
 - ii. With external stakeholders (other associations, senior leaders within institutions, media)
- 2) External stakeholders
 - a. Agree how we are going to measure success in relation to external stakeholders
 - b. Agree which groups we are going to target as priorities in this work (associations, VC's, SU's officers etc)
- 3) Structure of engagement with members
 - a. Understand how our members are currently engaging with AMOSSHE and how many members are engaging as a percentage of our membership
 - b. Agree what meaningful engagement looks like and how this feeds into the wider strategy success evaluation work
 - c. Agree thresholds for success (increase % of members engaging with AMOSSHE by x%)

Professionalisation project key milestones

Activity	Dates	Notes
Executive agreement of project milestones and draft tender document	October 2019	Document to be tabled at the executive meeting
Tender document sent out to consultants	October 2019 December 2019	
Further outreach work (if required) to recruit external members for the group	November 2019	Ideally the steering group would have 3 members and 3/4 executive members
Initial steering group meeting convened to discuss project plan and project aims	December 2019	Via zoom video conferencing software. Steering group membership so far: <ul style="list-style-type: none"> - Helen McNeely - Simon Lee - Jill Stevenson - Anji Gardner - Paddy Woodman, Reading University - Caryn Thurgood, Worcester University (TBC) - Isabel Hutchins, University of Suffolk (TBC)
Proposals reviewed by the steering group and proposal accepted	January 2020	Interview to take place if necessary via video conference (zoom) for a decision to be made
Project initiated	January 2020	
Project reporting milestones	TBC	To be agreed between the consultants and the steering group
Final draft framework signed off by steering group and executive	June 2020	Timescale to be agreed, if the scope is looking too tight then would need to look at the reporting and approval methods needed
Present final draft framework/launch at AMOSSHE national conference	July 2020	Opportunity to engage thinking with members throughout the conference, understand user experience further and agree any final amendments. AGM signs off on draft framework for initiation and adjustment with members



Professionalising Student Services: Scope and Implementation



AMOSSHE NATIONAL OFFICE
March 2019

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EXECUTIVE SUMMARY

AMOSSHE is the nationally recognised representative body for Student Services the UK Higher Education sector. A Company Limited by Guarantee, with an organisational membership of 170 and individual members of over 700, it has been advising national policy makers, guiding sector led initiatives and providing professional network, training and development opportunities for over 26 years.

CHANGING REQUIREMENTS

The UK higher education landscape is rapidly changing with the student experience agenda growing in complexity and expectation. The Student Services professionals, who lead and manage in this challenging environment, are increasingly being required to broaden and deepen their skills and knowledge.

In order to rise to this challenge, in the 2018-19 academic year AMOSSHE put out a tender to explore the feasibility of developing a competence or behavioral framework, in the first instance as part of a phase one to this project. AMOSSHE members passed a motion at our Annual General Meeting (AGM) to agree to move forward with phase two in creating a behavioral framework for our members with the ability to develop the framework further through a series of staged upgrades to the framework.

CREATING THE BEHAVIORAL FRAMEWORK

The Executive Board are interested in receiving expressions of interest to undertake the work to develop this framework in its entirety, including working with our membership to ensure it is fit for purpose through a steering group comprised of members and executive

members. It is expected that the project outcomes would also include recommendations for additional phases to develop the framework further. The recommendations from the phase I report are:

- 1) The Executive should agree a clear and concise purpose for the framework at the outset, and identify the anticipated benefits, the success criteria and how these will be communicated and measured.
- 2) AMOSSHE should develop a professional framework focussed on leadership behaviours, rather than tasks/activities. Cross-reference might be made to functional themes in student services to support practical adoption.
- 3) In designing the framework and any associated processes, AMOSSHE should prefer a concise, non-bureaucratic approach - also with ease of ongoing maintenance in mind.
- 4) AMOSSHE should ensure the framework is credible with established leaders and supports aspiring leaders. Ideally the framework would speak to all HE student services professionals to enable members to apply the framework widely in their organisational setting for broader staff development, professionalisation and succession planning.
- 5) The Executive should prioritise ongoing stakeholder engagement – for example consider establishing a member panel and/or stakeholder steering group to support framework development and the associated communications.
- 6) AMOSSHE should adopt a phased approach to implementation, perhaps proposing the overall desired direction of travel at the outset. For example, it may be too ambitious to aim to link accreditation to the framework at the time of launch. This might form a subsequent stage of implementation.

TIMELINE

The table below outlines the anticipated timelines for phase II.

	ACTIVITY	DATES(S)
Phase I	AGM Ratification of Executive Recommendations	3 July 2019
Phase II	Commissioning Receipt of tenders and Interview	Oct – Dec 2019
Phase II	Award of Contract	January 2020
Phase II	Commencement	January 2020
Phase II	Development; testing: and completion	Jan 2020 – June 2020
Phase II	Executive Board Approval	June 2020
Phase II	AGM: Launch of Behavioral Framework	July 2020

NEXT STEPS

The AMOSSHE Executive Board now welcome applications for Phase II and will be available to receive submissions up to Midnight on 30 December 2019.

It is anticipated that the successful tender will be able to demonstrate a proven track record of successful completion of projects, combined with sufficient knowledge/expertise of higher education student experiential services and professionally recognised competency/CPD frameworks, ideally with accreditation.

Please include within your submission a description of the breadth and depth of fieldwork/desk based research that will be undertaken to inform the work; confirmation of anticipated timelines including potential milestones to report to the steering group; details of any membership engagement you might wish to undertake; clear recommendations on feasibility and associated dependencies. Finally, please also submit the cost (including fees and expected reasonable expenses) to undertake the Phase II Project.

FURTHER INFORMATION

The Phase I completed report is available upon request.

If you would like further background information on AMOSSHE then please visit: <https://www.amosse.org.uk/> and to discuss the tender please contact:

John Bloomfield

Executive Director, AMOSSHE National Office

Phone: +44 (0)20 7380 6633

Email: info@amosse.org.uk

Guide to leading an AMOSSHE CPD event

Who decides the CPD topics?

CPD topics are agreed in advance at the AMOSSHE residential. The time of the year for each CPD event is also agreed at the residential.

Do I need to know much about the topic to lead?

CPD leads do not have to be an expert in the topic. Indeed, one of the benefits of being a CPD lead is to continue your own professional development.

Will I be running it on my own?

No. Usually there are two CPD leads per CPD event but this increases for the Winter and Summer Conference. You will never be on your own as a lead. AMOSSHE National Office will provide considerable support throughout the process.

How do I begin?

AMOSSHE National Office will arrange weekly telecon calls with the office and the CPD leads approximately 10 weeks before the event or through a mutually agreed frequency dependent on the topic. On the first call a venue and dates will be proposed. Discussion will take place as to who AMOSSHE will invite to speak at the event, the structure of the event, timings etc

Is my time commitment just for the hour a week telecon?

No. While AMOSSHE National Office will do all the groundwork – sourcing venues, establishing costs, checking availability, researching presenters, and other logistics for the event the CPD leads can expect to speak to potential presenters and will usually attend the event to introduce it on the day. While National Office will initially reach out to suggested presenters it is desirable that the CPD leads have a conversation with the presenters to a) ensure that the presenter is knowledgeable b) that the content will be relevant for AMOSSHE members c) that the presenter is engaging

What happens on the weekly telecon?

National Office lead each call and follow an agenda. This will likely cover; venue updates (room layouts, sizes, flexibility, audio-visual equipment, accessibility), presenter updates (who has been approached, who has accepted, their presentations and how that fits with others), schedule of the day (start/end time, how the sessions fit together, networking breaks and lunch), booking updates, budget updates and will conclude with a set of actions for the group to take on.

Is there a lead CPD lead?

No. The process of putting on an AMOSSHE CPD event is a collaborative and iterative one. Both CPD leads and National Office staff contribute to the development of the CPD event. Actions are shared out fairly and decisions reached by consensus.

What happens on the day of the event?

The CPD lead is expected to be at the venue early to help National Office and venue staff set up of the event. This might involve coming the night before depending on distance. There is usually little to do thanks to the organisation of AMOSSHE National Office staff.

Will I have to present anything?

No not usually but it is possible for a CPD lead to also present a session. Public speaking is required of a CPD lead though as there are the welcomes, housekeeping, session introductions, sometimes a panel discussion, thanks, goodbyes and feedback requests to speak about. The CPD leads will have already decided on who is going to speak on which aspect. National Office will provide the written text.

The CPD event is over. Am I finished?

No. It is extremely useful to have a debrief of the event so as to inform future learning. This takes place as you are tidying up after the event and again once AMOSSHE National Office have sent through the aggregated feedback.