

## AMOSSHE Executive meeting

18 January 2019 | AMOSSHE National Office, London

### Minutes

#### In attendance:

Jayne Aldridge (JA)	Rotimi Akinsete (RA)	John Bloomfield (JB)	Simon Lee (SL)
Jill Stevenson (JS)	Helen McNeely (HM)	Chris Warrington (CW)	Benjamin Parsons (BP)
Anya Knight (AK)	Hiba tul Habib (HH)	Nic Streatfield (NS)	

#### Apologies:

Claire Slater (CS), Fay Sherrington (FS), Kirsteen Coupar (KC), Nicole Redman (NR)

Item no.	Action log
2	<ul style="list-style-type: none"> <li>- (Action 31) <b>AK</b> to run searches for National Conference venues 2020 and 2021</li> <li>- Action 46) <b>NO</b> to ask Fiona Waye about the December sexual violence event and whether this will showcase catalyst outcomes. <b>NO</b> to approach OfS about sharing outcomes for projects through AMOSSHE.</li> <li>- <b>JA</b> and <b>JB</b> to take this forward with Nicola Dandridge and Kate McAllister at Office for Students and Fiona Waye at UUK.</li> <li>- (Action 83) <b>CS</b> to stimulate a South West meeting and contact Ian Munton about starting the Midlands group meetings</li> </ul>
4	<ul style="list-style-type: none"> <li>- <b>JB</b> to present year-end accounts at the April meeting for the Executive to review, JA and FS will need to officially sign the documents once the executive board has approved them.</li> <li>- <b>JB</b> to give an overview of how AMOSSHE could engage with small and specialist providers at the April meeting.</li> </ul>
5	<ul style="list-style-type: none"> <li>- <b>JS</b> to revise the wording in the third paragraph in line with Executive discussion - 'irrespective' instead of 'rather than'.</li> <li>- <b>JB</b> and <b>BP</b> to consider AMOSSHE strategy aims when planning 2019/2020 elections.</li> <li>- <b>JS</b> and <b>AK</b> to send out deadline to the Executive for revisions and suggestions, specifically around the indicators for success.</li> <li>- <b>JS</b> to map strategic goals to the seven underpinning values.</li> <li>- <b>BP</b> to map the internal influence strategy to the seven underpinning values (figure 2 in paper).</li> <li>- <b>ALL</b> to review 18-month strategy and get back with drafts before the next meeting and JB to put this on the next agenda and papers.</li> </ul>
7	<ul style="list-style-type: none"> <li>- <b>JB</b> and <b>JA</b> to add mentoring to the first or second phase implementation work if appropriate</li> <li>- <b>FS</b> and <b>BP</b> to carry forward the agreed internal influence actions, with <b>NR</b> and <b>SL</b> and additional leads.</li> </ul>

8	<ul style="list-style-type: none"> <li>- <b>BP</b> to advise membership of Executive changes and continuing as an 11-member committee for the rest of this academic year. Offer any members interested in standing for election the opportunity to come and observe future meetings.</li> <li>- <b>BP</b> to promote elections specifically to the Wales and Midlands groups to get representation.</li> <li>- <b>Executive</b> to consider before the next meeting an efficient strategy for co-opting when AMOSSHE doesn't have additional nominees from the election.</li> <li>- <b>JA</b> to circulate papers to Executive.</li> <li>- <b>JA</b> to continue conversations with Student Minds on behalf of AMOSSHE.</li> <li>- <b>JB</b> and <b>BP</b> to reach out to Wonkhe again in the coming weeks and update the Chairs via email about the co-branding of the event and potential Executive representation.</li> <li>- <b>HM</b> and <b>CW</b> to send JA sentence on revision suggestion for the competency framework.</li> <li>- <b>ALL</b> to give suggestions to JA on revisions and updates by midnight on Wednesday 23<sup>rd</sup> January 2019.</li> </ul>
10	<ul style="list-style-type: none"> <li>- <b>NO, NS</b> and <b>FS</b> CPD2 team to review feedback.</li> <li>- <b>JA</b> to send details of a CPD5 keynote suggestion, Andrea (lead member from Hull University).</li> </ul>
11	<ul style="list-style-type: none"> <li>- <b>JB</b> to put together training content in a webinar for the Executive to view.</li> </ul>
12	<ul style="list-style-type: none"> <li>- <b>HM</b> and <b>SL</b> to facilitate an AMOSSHE breakfast meeting.</li> <li>- <b>BP</b> to ensure JS, SL, CS and KC have business cards.</li> </ul>
13	<ul style="list-style-type: none"> <li>- <b>BP</b> to send administrator information to JS (<a href="mailto:changeculture@jiscmail.ac.uk">changeculture@jiscmail.ac.uk</a>).</li> <li>- <b>BP</b> to look further at the administration of the current network and see if we can find out how sustainable it is and if this is something AMOSSHE should look to take on for the sector</li> </ul>

Item no.	Title	Timing: 11:00 – 11:10 (10mins)	Presented by	Paper
1	Reserved business		Jayne Aldridge	

Item no.	Title	Timing: 11:10 – 11:20 (10mins)	Presented by	Paper
2	Previous meeting minutes and actions		Jayne Aldridge John Bloomfield	18-19-13

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

Action 31 – ongoing.

Action 46 – Catalyst projects resources: CW attended a round table with Tender about how they work with higher education and discussed hosting the project outcomes. Anglia Ruskin University are looking at how they could possibly take this forward along with UUK.

HM has had requests from AMOSSHE members to ask if we would be able to publicise these resources and outcomes, perhaps via a poster demonstration at National Conference. The Executive agreed that AMOSSHE should take further action with the Office for Students (ongoing sustainability) to sustain the development and keep this going which will include talking to UUK as well.

ACTION: JA and JB to take this forward with Nicola Dandridge and Kate McAllister at Office for Students and Fiona Waye at UUK.

Action 57 – Ongoing – to be discussed in this meeting.

Action 66 – Internal influence to be discussed in this meeting.

Action 71 – Updated rules and articles for AMOSSHE's new accounting year reviewed by Chairs and complete.

Action 82 – Action closed as Sam Gyimah is no longer HE minister.

Action 83 – Ongoing.

Item no.	Title	Timing: 11:20 – 11:35 (15mins)	Presented by	Paper
4	Update: National Office update		John Bloomfield	18-19-14
<p>JB presented the management accounts to the Executive, explaining a small profiling difference under the CPD section; this is because invoices are yet to be sent out. Annual and Winter Conference sponsorship packages have sold out, but this isn't reflected on our current accounts as we are awaiting signed contracts before invoices are sent out; this in line with AMOSSHE's 30-day agreement terms. Finally, National Conference costs are slightly higher this year because the Hilton Birmingham Metropole has requested a bigger deposit.</p> <p>The Executive Committee were happy to approve the December finance summary.</p> <p>Year-end accounts don't need to be submitted to Companies House until the 30<sup>th</sup> April 2019. JB is working with our accountants to ensure all information is accurate before presenting to the Executive at the next meeting.</p> <p>AMOSSHE's overall balance is in positive figures.</p> <p>ACTION: JB to present year-end accounts at the April meeting for the Executive to review, JA and FS will need to officially sign the documents once the executive board has approved them.</p> <p>The Executive Committee discussed that AMOSSHE's membership consists of just over 700 members to date, all of which fall under every membership category apart from 'less than 50% HE organisation'. This is something AMOSSHE wants to address. We haven't approached any institutions that would fit this category; we need to be careful of our relationship with NAMSS, as many of these organisations will already be members of NAMSS.</p> <p>The Executive agreed that AMOSSHE should reach out to these institutions, being mindful of other similar membership organisations.</p> <p>ACTION: JB to give an overview of how AMOSSHE could engage with small and specialist providers at the April meeting.</p>				

Item no.	Title	Timing: 11:35 – 12:20 (45mins)	Presented by	Paper
5	Discussion: AMOSSHE strategy development		Jill Stevenson	18-19-15
<p>The Executive Committee discussed the strategy development document, revising the wording ready for a final draft to be put together for review at the next April meeting. Page 21 of the 18-19-15 paper lists the desired outcomes the Committee discussed by the end of the meeting.</p> <p>Page 1 of strategy:</p> <p>ACTION: JS to revise the wording in the third paragraph in line with Executive discussion - 'irrespective' instead of 'rather than'.</p> <p>The Executive Committee debated AMOSSHE's sphere of influence as being wider than just 'local level', this is broader than usual structures or staffing. The Executive and the National Office are enabling members to do these things with the broader knowledge and scope, AMOSSHE aims to enable members by leading by example and facilitating external discussions.</p> <p>The wording on the 2<sup>nd</sup> page of the strategy was changed to cultures, structures and behaviours.</p> <p>The Executive discussed the 'AMOSSHE vision' at great length and approved the summary put forward by JS. The Committee debated what AMOSSHE seeks to achieve and how we are able to demonstrate that UK Student Services are amongst the best developed in the world. They came to a conclusion that the AMOSSHE vision document should be assertive, not trying to prove anything, as UK Student Services really are some of the best in the world.</p> <p>The Executive agreed that we are not putting this out to the membership for review.</p> <p>AMOSSHE mission strategy:</p> <p>The Executive captured all changes to the strategy document, signed off point one on the strategy development actions and decided that the implementation plan should be an internal document, this way it is easier to report at AGM. AMOSSHE will look to categorise our goals and indicators of success against the seven underpinning values (outlined in</p>				

figure 2) and identify if and how these are measurable, this is also the case for any other areas in the strategy that describe what we are planning to achieve over the 5 years.

'Implementing structural change' is a five-year sustainable strategy and something that needs to be developed continuously over time. The Executive Committee discussed the sustainability aspect and how this falls in line with the current Executive structure and continuity: should this impact the way AMOSSHE goes out to the membership in search of new Executive members? Should we ask for colleagues to apply for an Executive role if they have specific experience and expertise that falls in line with our 18-month and five-year strategies?

The Committee then discussed succession planning and thinking about what AMOSSHE aims to achieve within a two year Executive role cycle.

ACTION: JB and BP to consider AMOSSHE strategy aims when planning 2019/2020 elections.

ACTION: JS and AK to send out deadline to the Executive for revisions and suggestions, specifically around the indicators for success.

ACTION: JS to map strategic goals to the seven underpinning values.

ACTION: BP to map the internal influence strategy to the seven underpinning values (figure 2 in paper).

Executive agreed to discuss the 18-month implementation strategy at the next meeting.

Overall strategy agreed up to the indicators of success (once changes agreed in the meeting are changed in the document)

ACTION: ALL to review 18-month strategy and get back with drafts before the next meeting and JB to put this on the next agenda and papers.

Item no.	Title	Timing: 12:20 – 12:50 (30mins)	Presented by	Paper
6	Lunch			

Item no.	Title	Timing: 12:50 – 13:20 (30mins)	Presented by	Paper
7	Discussion: Internal influence strategy		Benjamin Parsons	18-19-16

BP and FS took discussions from the Executive residential meeting in August 2018 and categorised them in terms of how AMOSSHE can achieve key points of the internal strategy and allocated them to the different areas outlined in the 18-19-16 papers. Some of these aims overlap in a few different places.

BP explained the allocated time estimate to each area: Short (could be completed within a couple of weeks), Medium (before the end of the academic year) and Long (in the next couple of years).

1D: This is to do with members, as opposed to sector bodies (i.e. AUA), our members may be connected to more than one association.

1H: This is to ensure consistencies (part of HH's role) with regional meetings, both leads and non-leads, to facilitate and keep them happening regularly. To have this as a framework in itself, put together as a step-by-step guide, guidance that isn't prescriptive.

2A: Mentoring is an important area but we would need to deliver training for mentors to ensure consistency. This will be resource-intensive. What would we want them to mentor about? This could be part of the professionalisation project. More informal / speed-meeting mentoring might be more achievable – perhaps we could trial at National Conference? It was agreed that mentoring may be added to the professional development tender once the initial phase proposals have been reviewed.

ACTION: JB and JA to add mentoring to the first or second phase implementation work if appropriate

2B: Action learning sets will be easier to deliver than mentoring. Also this could lead to members networking and mentoring each other. These could be linked to our CPD event topics, and carry on the discussions raised at events.

The Executive discussed and signed off the first three actions (2A, 2B and 4A), with 2A modified to more informal mentoring so as not to conflict with the professionalisation project.

ACTION: FS and BP to carry forward the agreed internal influence actions, with NR and SL and additional leads.

Item no.	Title	Timing: 13:20 – 13:35 (15mins)	Presented by	Paper
8	Chair's update		Jayne Aldridge	

JA updated the Executive Committee on the replacement of the 12<sup>th</sup> Executive member of AMOSSHE. As no one was available from the Wales group to attend all upcoming Executive meetings and guide the planning of CPD5, FS will take over as lead on CPD5, and the Chairs have discussed the options and value added in going out to the membership again to find a 12<sup>th</sup> member. AMOSSHE will continue with an 11 member Executive Committee for the rest of this academic year, with a focus on gaining new Executive member applications for the next election.

ACTION: BP to advise membership of Executive changes and continuing as an 11-member committee for the rest of this academic year. Offer any members interested in standing for election the opportunity to come and observe future meetings.

ACTION: BP to promote elections specifically to the Wales and Midlands groups to get representation.

Executive agreed to have a think about policies around co-opting new members on the Executive if ever this should happen again.

ACTION: Executive to consider before the next meeting an efficient strategy for co-opting when AMOSSHE doesn't have additional nominees from the election.

The Chair updated the Executive Committee on the Mental health charter: host institutions need to be confirmed by 25<sup>th</sup> February 2019. All online questionnaires to be completed by the 1<sup>st</sup> March 2019 by professionals and service user students.

The Universities UK Step Change Framework will be refreshed in September 2019 in line with the university mental health charter with Student Minds. This is a hard time to get this sent out to Student Services leaders due to the time of year. JA will be having conversations with various groups, including: parents of students who committed suicide, BACP practitioners.

Policy leads for the Department for Education, UUP foundation, etc. are funding some of this work. The timeline expected is 11<sup>th</sup> January, dates and venues by 25<sup>th</sup> January. Survey questions are with an ethics committee but also due back in the 25<sup>th</sup> January.

ACTION: JA to circulate papers to Executive.

ACTION: JA to continue conversations with Student Minds on behalf of AMOSSHE.

The Committee discussed Wonkhe's partnership with AMOSSHE on the upcoming event 'The Secret Life of Students', as only our logo is in connection with the event at the moment. AMOSSHE needs to reinforce *true* partnership, as begun in a meeting before Christmas with Wonkhe and the National Office.

ACTION: JB / BP to reach out to Wonkhe again in the coming weeks and update the Chairs via email about the co-branding of the event and potential Executive representation.

Competency framework:

The Executive discussed the revised draft document 'Professionalising student services: feasibility study'. The Executive discussed the summary (page two), debating whether the document is specific enough or too broad. The idea of phase one (up to £10,000) is around general research on the options available and relevant to AMOSSHE and our members.

ACTION: HM and CW to send JA sentence on revision suggestion for the competency framework.

AMOSSHE should focus this professionalisation document towards managerial and senior leadership members.

The Executive discussed how to evaluate the proposals that AMOSSHE receives, and identified these key criteria:

- What is the value to AMOSSHE members?

- Strategic aims
- How they demonstrate the understanding of the sector / CPD frameworks (methodology)
- Quality of writing

The Committee then discussed what would happen if the bids and tenders aren't appropriate for AMOSSHE's funding. In this instance AMOSSHE does not have to move forward with any proposals. The Executive discussed that AMOSSHE should reach out to partner with the following associations when marketing the professionalisation bid: PARN, Wonkhe, HR networks, CIPD.

**ACTION:** All to give suggestions to JA on revisions and updates by midnight on Wednesday 23<sup>rd</sup> January 2019.

Item no.	Title	Timing: 13:35 – 13:45 (10mins)	Presented by	Paper
9	Update and discussion: National Conference		Jill Stevenson Helen McNeely	
<p>AMOSSHE's National Conference call for proposals is still open and there has been a lot of interest from the sector. The deadline for submissions is 18 February and decisions will be made by the conference team on 1<sup>st</sup> March 2019 at the Hilton Birmingham Metropole.</p> <p>This year we are looking to accommodate three keynote slots, one of which would feature the Student Minds mental health charter alongside a university research centre to cover the research behind mental health. Another would include a student panel and VCs / senior university leaders panel discussions, either as one or two separate panels and for the Friday. Jonny Benjamin and his colleague to present their 'Stranger on the Bridge' session to end as the final inspirational keynote.</p> <p>JA suggested that the university mental health charter patrons might be good panellists.</p>				

Item no.	Title	Timing: 13:45 – 14:00 (15mins)	Presented by	Paper
10	Update: CPD		John Bloomfield	
<p>AMOSSHE's CPD programme for this academic year has proved successful. 72 delegates attended CPD2 (safeguarding vs duty of care). The National Office are due to evaluate feedback. The event went well however the common feedback was that the content included a lot of similarities across the day. It was previously agreed that if the event went well we could run it again in the new year, however due to National Office time constraints the Executive have agreed to consider this as a topic to re-run in the next academic year with revisions.</p> <p><b>ACTION:</b> National Office and CPD2 team to review feedback.</p> <p>CPD3 (Winter Conference): Friday 8<sup>th</sup> February in Cardiff. The full programme is now confirmed and up online. The conference team are on track for this event, the National Office are in the midst of logistics and operational planning.</p> <p>CPD4 (risk management): Friday 22<sup>nd</sup> March. There's a network of institutional risk managers that we could investigate to find our speaker about senior leadership team relationships.</p> <p>CPD5 (new to Student Services): Friday 12<sup>th</sup> April. This event is for those new to Student Services management or new to the sector, setting the context for members.</p> <p><b>ACTION:</b> JA to send details of a CPD5 keynote suggestion, Andrea (lead member from Hull University).</p>				

Item no.	Title	Timing: 14:00 – 14:20 (20mins)	Presented by	Paper
11	Presentation: GDPR training		John Bloomfield	
<p><b>ACTION:</b> JB to put together training content in a webinar for the Executive to view.</p>				

Item no.	Title	Timing: 14:20 – 14:40 (20mins)	Presented by	Paper
12	Discussion: AMOSSHE advisory board		Helen McNeely	18-19-17
<p>Council of reference discussion paper. HM has thought about how to structure this and put together a few lower level engagement ideas that could progress to other things, for example Executive members of AMOSSHE to be proactive, distributing business cards, etc.</p> <p>The Executive Committee discussed HM’s suggestions, including the idea of AMOSSHE facilitating breakfast meetings, inviting VCs and influencing in order to gather feedback from leaders (depending on the topic) and not taking up lots of people’s time. To network in an efficient way, if another meeting is happening on the same day, to double up and connect. Capturing the essence but making it more person to person as opposed to organisation to organisation.</p> <p>Executive agreed to move forward with this model.</p> <p>ACTION: HM and SL to facilitate an AMOSSHE breakfast meeting. ACTION: BP to ensure JS, SL, CS and KC have business cards.</p>				

Item no.	Title	Timing: 14:40 – 15:00 (20mins)	Presented by	Paper
13	AOB		Jayne Aldridge	
<p>JS updated the Executive on work related to tackling sexual violence and hate crimes. Maria Lorenzini has been in touch about a colleague who is leading a change the culture project. They suggested that there are no UK sharing practices for higher education staff (such as NADP, NASMA, etc.) with a focus on these activities. However, there is a JISCmail group (tackling sexual violence – change the culture), and Anglia Ruskin University is hosting institutional based resources. The Executive Committee debated if there is a need to create a network for this. One already exists, but maybe we should look to take on the administration of this, perhaps to also tie in with the resource bank of Catalyst projects.</p> <p>ACTION: BP to send administrator information to JS (<a href="mailto:changeculture@jiscmail.ac.uk">changeculture@jiscmail.ac.uk</a>). ACTION: BP to look further at the administration of the current network and see if we can find out how sustainable it is and if this is something AMOSSHE should look to take on for the sector</p> <p>Scotland updates:</p> <p>The Scottish Government has mandated that universities need to tackle mental health and sexual violence, to put together a list of what they think should be happening around mental health. The University of Stirling had the meeting last week in order to encourage further engagement and develop working groups. The government is looking to fund counsellors.</p> <p>JS is currently representing AMOSSHE on the working group for the Equally Safe project (tackling gender-based violence). The University of Strathclyde have now had further funding for their sector toolkit, which incorporates the work of other Scottish institutions.</p> <p>The Scottish Government is planning to re-write the Pinsent Mason guidelines about sexual misconduct disclosures developed with Universities UK to account for Scottish law.</p>				

Item no.	Title		Presented by	Paper
14	Date, time and place of remaining meetings:		Jayne Aldridge	
	- 5 April 2019, AMOSSHE National Office			
	- 7 June 2019, AMOSSHE National Office			

## AMOSSHE Executive meeting

18 January 2019 | AMOSSHE National Office, London

### Agenda

- **Apologies:** Claire Slater, Fay Sherrington
- Kirsteen Coupar to call into the meeting

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4	Update: National office update		John Bloomfield	18-19-14

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5	Discussion: AMOSSHE strategy development		Jill Stevenson	18-19-15

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7	Discussion: Internal influence strategy		Benjamin Parsons	18-19-16

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8	Chairs update		Jayne Aldridge	

Item no.	Title	Timing: 13:35 – 13:45 (10mins)	Presented by	Paper
9	Update and discussion: Conference		Jill Stevenson Helen McNeely	

Item no.	Title	Timing: 13:45 – 14:00 (15mins)	Presented by	Paper
10	Update: CPD		John Bloomfield	

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**Directors Finance Summary**

**December 2018**

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	£120,131.00	0	
300	CPD	£27,992.50	£33,735.00	(£5,742.50)	£52,915.00	53	Profiling difference
	Sponsorship	£300.00	£17,875.00	(£17,575.00)	£52,225.00	1	Agreements out totalling £28,570.00 due in within 3 weeks
	Membership	£124,236.00	£126,179.00	(£1,943.00)	£126,179.20	98	Estimated VAT adjustment has been included
	Other	£3,500.00					Money received for completing the safeguarding guide
	<b>TOTAL</b>	<b>£156,028.50</b>	<b>£177,789.00</b>	<b>(£21,760.50)</b>	<b>£351,450.20</b>	<b>44</b>	
	<b>Expenditure</b>						
10	Central	£52,741.26	£47,078.00	(£5,663.26)	£100,873.95	52	Includes office changes and equipment for new staff member, not in current budget
200	Conference	£23,136.23	£15,189.00	(£7,947.23)	£149,854.06	15	Paid a deposit for conference hotel, outside current budget profile
300	CPD	£9,873.36	£30,461.00	£20,587.64	£56,397.42	18	We have not paid out for venue hire for the initial CPD events yet, profiling difference
20	Executive	£1,688.82	£7,950.00	£6,261.18	£12,940.00	13	Residential costs are being re-allocated to this code, currently not included
400	Futures	£1,142.95	£2,138.00	£995.05	£3,787.34	30	just staffing costs at present, will be re-distributed when revised budget created in February
500	Insight	£5,782.40	£1,789.00	(£3,993.40)	£14,292.56	40	Project that has been paid this year but accounted for in last years accounts, will be amended in revised budget in February
100	Membership	£0.00	£1,100.00	£1,100.00	£1,100.00	0	
	<b>TOTAL</b>	<b>£94,365.02</b>	<b>£105,705.00</b>	<b>£11,339.98</b>	<b>£339,245.33</b>	<b>28</b>	
	<b>TOTAL Surplus / Deficit</b>	<b>£61,663.48</b>	<b>£72,084.00</b>	<b>(£10,420.52)</b>	<b>£12,204.87</b>		

Area specific expenditure							
6000	Staffing	£50,579.09	£48,611.00	(£1,968.09)	£117,317.52	43	
7100	Travel	£3,150.03	£6,170.00	£3,019.97	£12,690.00	25	
7020	Venue hire	£6,452.29	£17,507.00	£11,054.71	£110,655.76	6	Not paid for venue hire yet for CPD venues
	<b>TOTAL</b>	<b>£60,181.41</b>	<b>£72,288.00</b>	<b>£12,106.59</b>	<b>£240,663.28</b>		

TOTAL Cash position	Main account	£71,072.04
<b>31/12/2018</b>	Savings account	£160,324.25
	<b>TOTAL</b>	<b>£231,396.29</b>

**Notes on reading the management report**

- 1 \* The full year budget percentage relates to how much income / expenditure has been raised and spent against our budgeted expectations for the year to date
- 2 The year to date figure only is shown as the monthly figures can vary against budget
- 3 Area specific expenditure is shown against those areas that are of interest to the executive
- 4 Figures in red are negative figures
- 5 Any additional information is supplied on the corresponding executive paper

## National Office update

### Management accounts

The management accounts show expected progress for the year to date. Notes can be seen in the corresponding columns if there are any major differences against budget. The main points are outlined below:

We are expecting lots of sponsorship money in, we have sent out agreements totalling over £28k but have changed the process this year and are not sending out invoices until we have received a signed copy of the contract.

The difference in income for CPD is due to profiling as we did not send out many of the invoices for Winter conference until January and therefore not accounted for in these accounts. The savings against expenditure for CPD is mainly due to us not having paid for venue hire yet for 2 out of 3 CPD venues. We have still made savings against venue hire though to date.

Some of the additional expenditure for central budget is due to paying out additional costs for moving the office round (structural costs) and buying new equipment for the office.

Due to a delay in some of the final figures for the year end accounts this has now been delayed until the April meeting to ensure that the figures being presented are up-to-date. Our deadline for submission to Companies House is the 30 April so we still have time to complete this.

### Membership update

Membership level	October 2018	December 2018
Tier 1 organisation	73	75
Tier 2 organisation	60	60
Tier 3 organisation	29	29
Additional member	238	249
International organisation	14	14
International additional member	14	14
Less than 50% HE organisation	0	0
Corporate organisation	2	2
Corporate additional member	2	2
Individual member	3	3
Non-profit organisation	1	2
Non-profit additional member	0	0
Student member	3	3
<b>Total organisations</b>	<b>179</b>	<b>182</b>
<b>Total members</b>	<b>692</b>	<b>704</b>

As you can see, we have increased in membership at this stage of the year. We do still have outstanding payments for some members however so these will be chased for payment in the next month and if confirmation is not received, we will be removing them from the membership.

**Office team**

I would like to formally welcome our newest staff member Hiba tul Habib as our Administration and Communications Officer. Hiba comes with a wealth of experience and has settled really well into the role and into the office team. The office team have been busy with Hiba's induction and ensuring the office is setup for our growing team.

## AMOSSHE Strategy Development actions

In reference to the strategy papers the executive board is asked to consider the following:

1. Agree the strategy context, vision, mission & guiding principles at the meeting. I think we are close to this and hopefully we can sign this off.
2. Identify indicators of success for the 5 year strategy through discussion at the Exec meeting (and probably further work thereafter) **Action: can all members please think about this in advance of the meeting and come with any thoughts about appropriate indicators of success?**
3. Agree whether the strategic context in the 18 month implementation plan is comprehensive enough, or identify which aspects need to be “beefed up”. I am aware that this section is considerably pared down compared to the context section (thematic areas) in the previous strategy, but I am deliberately trying to be brief and focused in order that we and our members know exactly what our priorities are and are able to target our resources accordingly. **Action: Can all members please look at the previous version of the strategy and identify any particular aspect of the text that think we need to include in the context section of the next version?**
4. Agree the strategic objectives for the coming 18 months and agree an end date for that period.
5. Agree the actions in the 18 month implementation plan, and allocate lead and supporting Exec members/NO officers to each. I’ve had a good go at this, but we need to agree on this – and there are gaps towards the end especially. I also think the responsibility for actions currently lies too heavily on a few Exec members (notably Jayne and Faye)...so we need to allocate the lead roles out at the meeting as much as we can.



## AMOSSHE DRAFT 5 Year Strategy: 2019-2024

### AMOSSHE and our members

AMOSSHE is a membership organisation representing, largely, the Directors of Student Services, plus colleagues with a remit for and interest in establishing sector leading standards for the delivery of an excellent student experience and student success.

AMOSSHE informs, supports and upskills its members and represents, advocates for and promotes the enhancement of the positive student experience globally. Our members' work assists students in fulfilling their academic potential, enjoying a fulfilling and empowering student experience through all phases of the student lifecycle, while developing lifelong skills and attributes that make them some of the most employable, resilient, skilled and adaptable graduates in the world. Our members do this through collaboration and partnership with students and a wide range of academic and professional services and external stakeholders, ensuring that students, regardless of origin, diversity, discipline, mode of study, domicile or residential status are sufficiently prepared, connected, supported and developed before, during and after their time at University.

Further, many of our members' services are targeted to ensure that the most vulnerable or challenged students, such as those who are care experienced, disabled, estranged from their families or who come from families experiencing social deprivation, are able to access and experience university life fairly, without barriers and on a level playing field. The people delivering student services are committed to adding value to students in a way that promotes their academic ability – rather than background or personal characteristics – through a culture of recognition, respect, nurturing talent and championing achievement.

**Commented [JS1]:** Do we need to specify what our typical services look like?

### The unique value proposition of student services

Professional support and development services have a key locus at all stages of the student lifecycle, from recruitment to transition from university into the workforce. To deliver an excellent student experience and nurture student success, is imperative that the work of student services professionals is recognised and embedded into every step of the student journey. No longer should student services be regarded as reactive, to be deployed solely in times of crisis; rather, they should be recognised as fundamental to the development of essential life skills that empower students to achieve their potential and navigate opportunities and challenges, both during their time at University and beyond.

Services delivered by and through AMOSSHE members are done so professionally, underpinned by the principles of inclusion, equality of opportunity and respect for the vast and rich diversity that characterises student bodies. Through a commitment to collaboration, professional support and sharing of evidence based, innovative practice, our members ensure that professional student services are fundamental to the delivery of a world class student experience, are recognised as being pivotal to student success, and directly enhance the value proposition of higher education institutions.

Over the period of this strategy, the focus of the AMOSSHE Executive and National Office will be to create the structures, cultures and behaviours necessary to ensure that student services are widely recognised throughout the HE sector and beyond as being instrumental to the achievement of student success and the broader strategic ambitions of universities. We are committed to providing our members with the cutting edge tools, skills, knowledge and opportunities to successfully deliver innovative and impactful student services programmes. We will collaborate with students, university leaders, policy makers, funders, government (local and national), advocates, and other key stakeholders to ensure that the importance of student services is fundamentally recognised during all conversations about the safeguarding and enhancement of the student experience. And we will strive to create a new culture amongst the leaders of student services which results in the establishment of a dynamic and integrated movement focused on protecting 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.

**AMOSSHE Vision: What we seek to achieve**

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.

**AMOSSHE Mission: What we will do to achieve our vision**

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

We will influence key stakeholders to support us in the pursuit of our vision by advocating the value of professional student services which transform the student experience and promote student success.

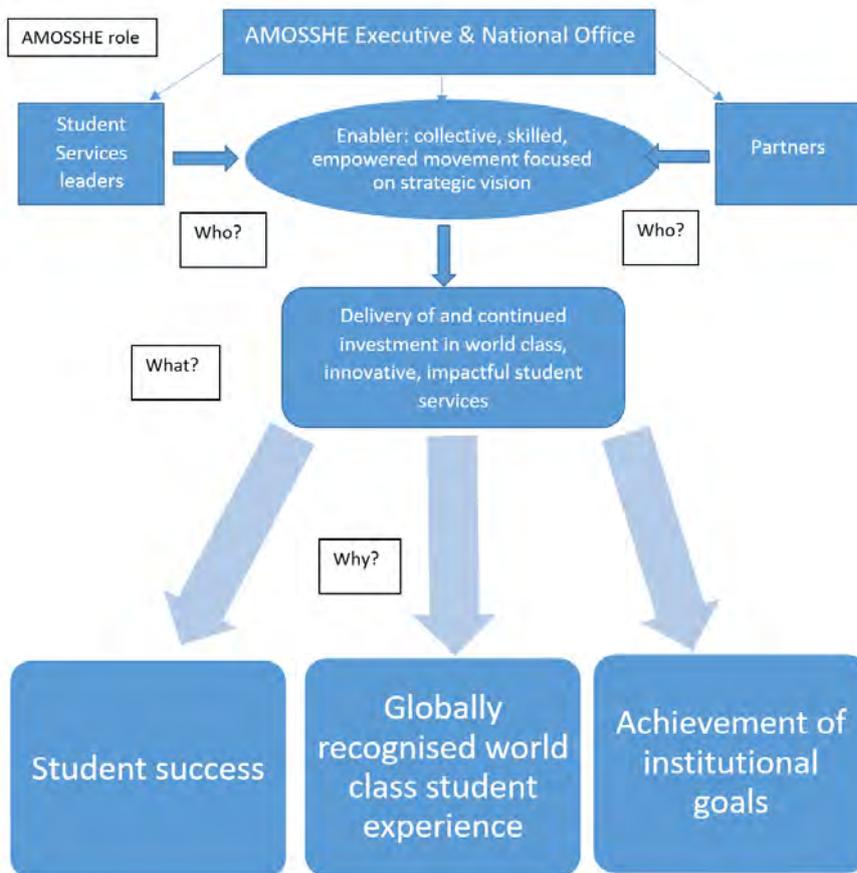


Figure 1: Relationship between AMOSSHE role, mission and vision

### Values-Based Guiding Principles

We recognise that the political, economic, social and legislative environment will continually evolve during the period of this strategy. Regardless of the changing environment, we have identified seven **collective values-based guiding principles** that underpin the implementation of our strategy and will enable us to remain focused, as a movement, on the achievement of our mission and vision. As such, we will:

- Work together as a movement to build strong, influential **partnerships** with key external agencies and stakeholders, but also with our peers and with institutional colleagues, to influence positive change
- Invest in and utilise data and **evidence-based** research to inform our decisions and evaluate the impact of our work

- Continually scan the horizon to identify developments likely to impact on our sphere of work, and take **proactive action** to mitigate against risks and influence policy and investment decisions relating to student success
- Invest in the **continued professional development** of our members and their teams, equipping them with the professional skills, knowledge, experience, opportunities and networks to influence change and impact directly on student success
- Be bold and continually seek new, **innovative** and improved ways to achieve our vision, including funding evidence-based research that informs new practices
- Nurture a strong and **supportive** community of student services leaders and practitioners, facilitating opportunities for good practice to be shared and joint solutions to be generated
- Recognise the **diverse needs** of students and AMOSSHE members across the UK and take steps to ensure that our policies, practices and programme of work are cognisant of this



Figure 2: Collective values-based guiding principles underpinning the delivery of the AMOSSHE strategy

### Strategic Goals/Indicators of Success

If we are successful in achieving this 5-year strategy, how will we measure this at the end of the period? What indicators will demonstrate progress towards our vision? Suggest we might want to include milestones as well as final indicators, where possible, to chart progress.

#### Some ideas...

Impact on students: student success and an excellent student experience

- If we are successful, surely we need to demonstrate the impact on our students, the end users?

#### External influence: measuring the impact of our advocacy work

- Increase in conversations with influencers – quality as well as quantity
- Increase in programme of influential communications (written, media, presentations at conferences) by our members
- Increase in invitations to sit on strategic influencing groups
- Launch of AMOSSHE blog showcasing members' posts? If so, indicators would need to be identified based on reaction and engagement with the content e.g. retweets/comments/views and subsequent impact
- How do we measure global recognition of the quality and impact of UK student services

#### Empowering our members

- Delivery of high quality programme of CPD events
- Generation of high quality, externally cited, evidence based research projects (e.g. funded through Insights)
- Identify indicators through a members' survey – do we provide to them what they need to carry out their roles effectively?
- Creation of a new Professionalisation framework
- Increasing number of opportunities for members to represent AMOSSHE nationally and internationally e.g. at well-respected conferences

**Commented [JS2]:** This needs the most work, and requires joint decision making as we will all be accountable for the success of this strategy. Suggest this forms the basis of a discussion at the Exec meeting

**Commented [JS3]:** Specify how we measure this? Baseline % of those who are satisfied with the events we deliver?

## APPENDIX

### 18-month Implementation Plan

Each year, the AMOSSHE Executive will review and update a supporting implementation plan, designed to ensure progress towards our vision and to support the effective discharge of our mission. This rolling plan will identify a number of high-level, measurable strategic objectives for the coming 18 months as well as a detailed operational plan comprising actions, timescales, resource implications and KPIs/measures of success.

#### Context: Current themes and priorities facing the sector

When designing activities to support our members and when influencing policy and investment decisions in the coming 18 months, AMOSSHE Executive members and National Office staff will be cognisant of current factors and strategic drivers affecting universities and their students:

- Building safer and cohesive communities and campus cultures that enable student success
- Enhancing preparation for university and support during key transitions, including more effectively managing student expectations through their time at university
- Identifying increasingly efficient, effective & innovative practices which respond to increasing student numbers and static or reduced resource levels for student services
- Protecting and enhancing student wellbeing, resilience and mental health
- Ensuring that staff involved in the support of students are themselves supported
- Building an institutional culture of respect, including the implementation of strategies to tackle gender-based violence, sexual violence and hate crime
- Developing and nurturing an institutional culture of accessibility and inclusion for all, with a particular focus on removing barriers facing disabled students, international students, commuters, care experienced students, student carers and students from more deprived socio-economic backgrounds
- Developing a support framework that is sufficiently flexible to respond to the varying needs of students, including international students, research post graduates, distance learners/TNE students, and part time students
- Responding effectively to the increasing financial pressures for students and the requirement for students to balance study with part time work
- The need to create employable, resilient, well rounded graduates with experience of work based learning and a suite of core skills for entry into the workplace
- Responding to the impact of Brexit, both in terms of the financial consequences and in respect of changing demographics of the UK student body
- Working in effective partnership with regulatory, funding and lobbying bodies, including the Office for Students, UK and devolved governments, funding councils, the QAA, Advance HE, UUK and home country arms e.g. Universities Scotland

**Commented [JS4]:** Exec members and NO should consider whether this is sufficient or whether any additional aspects of the existing text in the "thematic areas" section of the existing strategy that are still relevant and which should be added here for context. Needs a cross-check by all members now.

## Strategic Objectives 2019-2020

By [end of operational period date TBC], we will:

- **Increase our organisational influence and credibility** in the external policy environment and within member institutions by nurturing strong partnerships with an identified group of key stakeholders and undertaking strategic activities that increase our visibility and impact
- Scope out the parameters, feasibility, impact and costs of establishing a **Professionalisation Framework** designed to upskill our members and create the Student Services leaders of the future
- Deliver a series of **high quality CPD events** that fulfil the current knowledge requirements and skills development needs of our members, and provide a range of opportunities for collaboration
- Explore new and innovative ways to **increase engagement of and - where appropriate - involvement of our members in the delivery of the strategy**, including digital methodologies
- Provide members with the **evidence and data** they require to make a robust case for investment in student services as a fundamental element of an excellent student experience
- Explore ways to **enhance peer support** for - **and strengthen resilience** amongst - our members and their teams
- Celebrate and **promote the successes** and achievements of AMOSSHE and our members

Detailed operational plan under development and available in separate document (spreadsheet)

**Commented [JS5]:** Strategic objectives for the coming 18 months

**Commented [JS6]:** Links with pedagogy and embedding support into the curriculum – influencing academics to do this in partnership with Student Services

**Commented [JS7]:** Particularly in relation to coping with and overcoming challenges associated with operating in a difficult financial environment/at a time of cuts

AMOSSHE 18 MONTH OPERATIONAL PLAN

Strategic Objective	Action	Lead Exec Member	Supporting Exec Members	Lead Officer (National Office)	Supporting Officers (NO)	Timescales	Resources	KPI
<b>Increase external influence/nurture impactful partnerships</b>	Proactively develop a suite of agreed key policy lines to inform consultations, sectoral developments or media requests	JA	FS, Full Exec	JB	BP			
	Develop map of key strategic partnerships and networking priorities	JA	FS, Full Exec	BP				
	Develop a terms of reference for a new Stakeholder Advisory Board	HM	Full Exec	JB				
	Write a tailored communication to each identified key stakeholder regarding our aspirations for future engagement (initial message will vary depending on remit and priority for engagement)	JA			JB	BP		
	Agree plan to resource responses to key consultation responses	JA	Full Exec	JB				
	Review current list of representations and identify priorities for the coming 18 months.	JA	Full Exec	BP				
	Establish a schedule of regular meetings with most important stakeholders to nurture strong relationships	JA	FS, Full Exec	JB	BP			
<b>Develop Professionalisation Framework for Student Services leaders</b>	Develop a plan to scope out a framework for the Professionalisation of Student Services	FS	TBC	JB				
	Develop brief for consultant to advise what existing frameworks exist and what the gaps in the market might be	FS	TBC	JB				
	Identify members communications strategy to further inform development of framework			BP				
<b>Deliver a high quality CPD programme for members</b>	Deliver National Conference : Community and Collaboration	HM, JS	CW	JB	BP, AK			
	Deliver Winter Conference (CPD3) - Technology in Student Services	SL, NR		JB	BP, AK			
	CPD 1: Resilience and positive transition to University	NS, CW		JB	BP, AK			
	CPD 2: Safeguarding and duty of care	ND, FS,	RA	JB	BP, AK			
	CPD 4: Comms/media/risk management	CS, HM		JB	BP, AK			
	CPD 5: Professional support for those new to Student Services	KC	TBC	JB	BP, AK			
	Webinar 1: Strategic interface between pedagogy & support services	TBC		JB	BP, AK			
	Webinar 2: TBC							
<b>Increase engagement with and involvement of our members</b>	Create a CPD sub group to consider proposals for CPD events							
	Create map of members and their expertise to help inform future representation and influencing work	TBC	Full Exec	JB				
	Develop guidance on the creation of member led articles and opinion pieces (good practice guideline)	TBC		BP				
	Issue call to members to prepare a series of high quality articles/opinion pieces for proactive use in and beyond the sector	JA		BP				
	Review and circulate guidelines for running of Home Nation/Regional network meetings with a view to optimising the impact of meetings	FS	AMOSSHE Exec regional leads					
<b>Build a strong evidence base for our members</b>	Agree approach to maximise impact of Insights and Futures research funding	Insights sub group						
	Agree new approach to data collection and preparation of annual (or otherwise) report for members	JA	Exec members TBC	BP				
<b>Develop mechanisms to build peer support, resilience and self care for staff supporting students</b>	Explore mechanisms to develop a peer support network across the AMOSSHE network	NS		JB?				
	Explore possibility of introducing a coaching/mentoring programme for lead members (link to Professionalisation Framework)	NS		JB?				
	Agree induction/support programme (including allocation of an AMOSSHE Exec mentor) for new Exec members	NS		JB?				
<b>Celebrating success</b>	Investigate mechanisms to celebrate and reward good practice amongst members	TBC		TBC				
	Encourage a wider proportion of members to deliver high quality workshop sessions at Confernece and CPD events	JA		BP				

## Internal influence strategy

### Background

AMOSSHE Vice Chair Fay Sherrington (FS) and Head of Engagement Benjamin Parsons (BP) have summarised the internal engagement strategic aims that were suggested by the Executive Committee at the 2018 residential meeting. FS and BP also compiled practical ideas to carry this forward, and estimated the time commitment to undertake each.

### Strategic aims

AMOSSHE's internal influence strategic aims have four main areas:

- Member engagement
- Supporting the supporters
- Member development
- Sharing expertise

### Member engagement

Ensure that AMOSSHE is valuable for members.

Key priorities:

- Ensure that members feel a part of their professional association.
- Make the association open for members to contribute.
- Provide opportunities for members to get involved.
- Ensure that all member levels (lead, core, additional, individual etc.) are engaged.
- Ensure that engagement accounts for the national / regional contexts of the membership.

Practical ideas:

Ref	Idea	Time estimate
1A	Broaden AMOSSHE's representation opportunities beyond the Executive team. This needs to be done in a consistent manner.	Medium
1B	Identify key members (for example, look at session proposals). Once identified, the next steps need to be established.	Short-medium
1C	Call out to the membership to identify their areas of expertise.	Short
1D	Create more dialogue with other practitioner bodies.	Long
1E	Develop a short message for all members to articulate quickly and concisely what AMOSSHE is.	Short-medium
1F	Make engagement and influence opportunities part of member benefits offer, backed up by a robust structure of delivering these opportunities.	Long
1G	An annual CPD that is an induction for new members and people who are new to Student Services.	Medium (underway)
1H	Create a framework for delivering regional / national meetings so other members can run them (through Admin and Comms Officer role). Ensure that Exec leads are still engaged / involved. Identify non-Exec leads for areas where required.	Long

## Supporting the supporters

Ensure that members have self-care.

Key priorities:

- Identify and address the moral / emotional pressures that members face.
- Facilitate self-care for members, including helping members identify what they should prioritise or drop.
- Develop supportive networks / a sense of community.
- Help members articulate their value and impact, and have confidence in their expertise, such as risk identification and management.
- Make engagement and influence opportunities part of member benefits offer.

Practical ideas:

Ref	Idea	Time estimate
2A	Develop mentoring for members.	Medium-long
2B	Action learning sets.	Medium-long
1E	Develop a short message for all members to articulate quickly and concisely what AMOSSHE is.	Short-medium
2C	Member surveys on targeted topics.	Medium
2D	Encourage marketing teams to put together a campaign to articulate the professionalism of AMOSSHE.	Medium
2E	Identify hot topics at regional meetings.	Short-medium

## Member development

Provide members with the skills / evidence base they need.

Key priorities:

- Identify gaps and needs in membership expertise.
- Develop members' professional expertise in Student Services, and to upskill in other professional areas (for example leadership, management).
- Build the evidence base for UK Student Services good practice.
- Help members articulate the value and impact of their work to leadership teams.

Practical ideas:

Ref	Idea	Time estimate
2A	Develop mentoring for members.	Medium-long
2B	Action learning sets.	Medium-long
3A	Collaborative partnerships with professional coaches.	Long
3B	Professionalisation project.	Long
3C	Collaborate with other research bodies to deliver research projects.	Medium-long
3D	Develop sector-wide guidance as well as share good practice. Ensure that guidance accounts for sector nuances / differences.	Long
3E	Look at session proposals to gather steer on topics.	Short
2C	Member surveys on targeted topics.	Medium
1C	Call out to membership to identify areas of expertise.	Short

Ref	Idea	Time estimate
1G	An annual CPD that is an induction for new members and people who are new to Student Services.	Medium (underway)
2E	Identify hot topics at regional meetings.	Short-medium
3F	Extrapolate from other sector research (for example HESA data, ECU reports, TEF submissions) to give sector context to the work of Student Services.	Long
3G	Identify role model professional bodies (including international) that AMOSSHE could aspire to emulate in terms of CPD.	Medium-long

### Sharing expertise

Provide avenues for members to share their skills and expertise.

Key priorities:

- Share expertise within the membership.
- Develop opportunities for members to share their expertise on external platforms.
- Help members become better at self-promotion and articulating the pride of their achievements.
- Raise the professional profile of AMOSSHE members.
- Consultation responses - if we are going to respond to these, we need to resource them, and prioritise with other actions. Do we pay someone on a retainer to respond on our behalf and write an opinion piece?

Practical ideas:

Ref	Idea	Time estimate
4A	Ask members to identify their key issues, then ask them to contribute opinion pieces (coordinated through the National Office) for publication on AMOSSHE blogs / Wonkhe.	Short
4B	Develop a journal of expertise / case studies written by members, perhaps on set themes / topics. Possibly create engagement through awards for contributions to the journal.	Medium-long
3D	Develop sector-wide guidance as well as share good practice. Ensure that guidance accounts for sector nuances / differences.	Long

### In progress actions

The following actions are already underway, or will be accounted for by the new Administration and Communications Officer role:

- 1A - Broaden AMOSSHE's representation opportunities beyond the Executive team. This needs to be done in a consistent manner.
- 1G - An annual CPD that is an induction for new members and people who are new to Student Services.
- 1H - Create a framework for delivering regional / national meetings so other members can run them (through Admin and Comms Officer role). Ensure that Exec leads are still engaged / involved. Identify non-Exec leads for areas where required.
- 2E - Identify hot topics at regional meetings.
- 3B - Professionalisation project.

**Executive decision required**

FS and BP have identified the following additional actions to take forward:

- 4A - Ask members to identify their key issues, then ask them to contribute opinion pieces (coordinated through the National Office) for publication on AMOSSHE blogs / Wonkhe (which should encompass aspects of 1B- Identify key members (for example, look at session proposals). Once identified, the next steps need to be established, and 1C - Call out to the membership to identify their areas of expertise).
- 2A - Develop mentoring for members.
- 2B - Action learning sets.

2A and 2B may be quite labour intensive and require some significant staff time, and/or require paying to take part in some facilitated Action Learning Sets (which might be more achievable than setting up formal mentoring as we could outsource a lot of the work, and members then pay to take part to offset the costs).

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**The Executive Committee are requested to:**

- Agree to proceed with actions 4A, 2A and 2B.
- If only one of 2A or 2B is possible, agree to proceed with one of these, and indicate which one.

## AMOSSHE Council of Reference – Discussion paper

### Executive Summary

At the Executive meeting in August it was agreed that a proposal for an 'AMOSSHE Council of Reference' would be brought to the November Executive meeting.

It was proposed at the November meeting that a Council of Reference could be established to act a sounding board and critical friend to the AMOSSHE Executive as we seek to develop and implement a relevant strategy to represent member interests and influence the sector. Meeting once per year, potentially in between the Executive meeting in August and the November meeting, it was suggested that the Council would learn from a small number of current executive members of the organisations direction of travel for the year ahead, seek input and engage in discussions on the pressing issues in Higher Education.

The goal of the meetings would be to either affirm the Strategy and/or give executive members present food for thought on other emerging issues. The Council could also act as an important Forum for the sector groups to share their strategies however caution is needed on this point as, moving towards more of a sector Forum rather than an AMOSSHE Council of Reference, could take us into the realms of debate about who should be in the Forum.

At the Executive meeting in November it was generally agreed that strategically it would be beneficial to continue to make connections with other sector bodies however concerns were raised about;

- AMOSSHE's ability to get a collective of senior staff from sector bodies together
- The purpose of the group – was it an advisory group or was it for knowledge exchange – or both?
- The need to make it impactful for it to be meaningful for those taking the time to attend
- The logistics of getting such a broad group of representatives together versus the benefit to AMOSSHE and those attending

It was agreed that there was a kernel of a good idea within the proposal but that, in light of the above feedback, further thought had to be put into a workable solution (s) which dovetailed and supported the overall AMOSSHE strategy of collaborative working and influence across the sector.

Further points for consideration;

- Breakfast meetings – it was noted at the November meeting that the AMOSSHE Insight breakfast meetings, which were normally thematic in focus, could be used as an invitation events to get some key individuals together to discuss AMOSSHE strategy and/ or position on an issue. For example if there was a major change in policy on an issue it would be relatively easy to invite relevant individuals to a round table. In the past, outcomes of such meetings have been used to shape future CPD events or briefing documents.
- Executive members taking opportunities to represent AMOSSHE as well as their institution when at sector events – this is a simple and effective way for exec members to build links with other key people but needs conscious effort (and remembering to carry our AMOSSHE business cards!).
- Joined up thinking – the ARC Board is meeting in Woburn House on 18 January 2019, the same time as the AMOSSHE executive. With a bit of foreknowledge a short meeting could have been arranged with Chairs and/or members of the respective Boards. We should look for ways to engage with other groups, particularly those who meet in Woburn House. Pursuing

and trying to get meetings in the diary with other groups is time consuming but the meetings are effective – for example the meeting Jayne was able to have with Nicola Dandridge. Seeing if we can exploit opportunities such as this would mean that we are making the connections but in a way that is more efficient and has less impact on exec members diaries (of either organisation).

There may be other ideas among Executive members about how best to meet the aims and intentions of a Council of Reference but which are more manageable. Strategic engagement is the responsibility of all Executive members and can be rewarding both personally and professionally, therefore views are welcome on other opportunities which can be exploited to support the work of AMOSSHE, both formally and informally.

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**The executive board is asked to consider the following:**

- To agree a direction of work for the AMOSSHE council of reference
- For 1 or 2 lead members to be confirmed to work with the National Office in developing this (if the agreed direction includes meetings of any kind)