



AMOSSHE Executive meeting

7 June 2019 | AMOSSHE National Office, London

Minutes

Attendees:

Jayne Aldridge (JA)	John Bloomfield (JB)	Simon Lee (SL)	Jill Stevenson (JS)
Nicole Redman (NR)	Chris Warrington (CW)	Benjamin Parsons (BP)	Anya Knight (AK)
Nic Streatfield (NS)	Claire Slater (CS)	Kirsteen Coupar (KC)	Helen McNeely (HM)
Andrew West (AW)	Jan Shine (JSh)		

Apologies:

Fay Sherrington (FS), Rotimi Atkinsete (RA)

Item no.	Action log
2	ACTION: RA to provide NASPA report for circulation ASAP
3	ACTION: JB and BP to work with chairs on how to include this at AGM ACTION: JA and JB to ask for further examples and references from AUA consulting and commission a short piece of work prior to conference. A draft example of the framework to share with the membership (not labelled either hybrid or competency or behavioural). ACTION: JB to gather costings for the next phase (when presenting at the AGM include that there is enough money in the reserves to fund this but not specify a number at the present time).
7	ACTION: JS, CW, BP and JB to address wording changes to strategy document ACTION: BP and FS to look into how we should be engaging the membership within their internal influence and looking over opportunities and sense check what AMOSSHE is doing to meet their needs and the common voices of each level of leadership ACTION: CW and JS agreed to be a part of the small group to work on the strategy with BP and JB to present at the AGM ACTION: JB to add this to the agenda for residential
8	ACTION: JB to review Executive session preferences to ensure an Executive member is in each session to be in a position of help and volunteer where necessary. ACTION: BP to circulate a note in advance of NSS releases to ensure leads have a substitute member to represent their institution at AGM ACTION: JB to add conference fees, and incorporating the cost of speakers to the residential agenda
9	ACTION: NS and JB to assess the CPD programme

	<p>ACTION: JB to have a conversation with the Executive at conference about who would like to volunteer for CPD events</p>
10	<p>ACTION: JA to circulate UCAS advisory board meeting brief Monday morning ACTION: JB to chase Rotimi for NASPA feedback. ACTION: JA to have a conversation with John dePury at Universities UK about AMOSSHE representing at meetings as the invitations are last minute.</p>

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

Item no.	Title	Timing: 11:20 – 11:30 (10mins)	Presented by	Paper
2	Previous meeting minutes and actions		Jayne Aldridge John Bloomfield	18-19-25

The Executive agreed that the minutes of the previous meeting were accurate, with no corrections, and discussed the following outstanding actions:

- Action 38 – ongoing
- Action 46 – complete
- Action 66 – complete (included in AMOSSHE’s internal influence strategy actions)
- Action 75 – ongoing
- Action 89 – ongoing
- Action 98 – not included as a part of action 112
- Action 111 – ongoing
- Action 113 – ongoing
- Action 114 – to be discussed within this meeting
- Action 116 – ongoing awaiting response (NS La Trobe University)
- Action 122 – ongoing
- Action 125 ongoing
- Action 131 ongoing
- Action 135 – not completed

ACTION: RA to provide NASPA report for circulation ASAP

Action 136 – complete (JS circulated notes in meeting)

Item no.	Title	Timing: 11:30 – 12:30 (60mins)	Presented by	Paper
3	Discussion: AMOSSHE professionalisation report Presenting report: AUA consulting (via conference call)		John Bloomfield AUA Consulting	18-19-26

Andrew West and Jan Shine from AUA Consulting dialled in to the Executive meeting to give an overview of their professionalisation report, including feasible directions for AMOSSHE to take and further develop the project.

AW explained to the Executive that a behavioural framework would be more suitable than task, activity or function-based frameworks from their research. A further discussion looked at the who the framework would be focussed on, and what would be appropriate to support the wider membership body. At this stage it was agreed that whichever framework is chosen it would be more appropriate to look at a phased approach to development to ensure it is appropriate to the needs of the membership. The framework would provide enough support to individual accreditations, however less so for institutional and academic accreditations (hence the need for phased development if this path is approved in future years). It will be important for AMOSSHE to work with key senior and influential stakeholders in the broader sector.

JB asked Jan and Andrew to summarise their desk-based summary and research, in comparison to other frameworks (including the NASPA connection), how the report and research was undertaken and how well have other organisations found the uptake. Jan explained that it wasn’t possible to gather information about the uptake, measurement and impact of other frameworks, due to the time limits of the review and internal online forms, questions around the validity and measurables are difficult to compare. Andrew explained that overall this isn’t something they are able to guarantee, because this is all dependant on variables, the appetite of the audience, marketing, the profile, its importance for the target sector, etc. The wider difficulties are around the member engagement and variation across different frameworks, for example, there is high take up in sectors where accreditation is a professional requirement; however, for AMOSSHE it will be voluntary, and it will be impossible to demonstrate the value of participation in advance.

There will always be variability across the different frameworks, some areas will have a bigger take up in comparison to others, member buy in, etc. There isn't a way to prove the impact before the research exists.

AMOSSHE could provide an accreditation framework as a free resource, enabling members and the public to make use of this and report back – to gauge levels of assurance. The Executive debated if we were able to explore a hybrid model as KC asked about the recommendation of a behavioural framework: are we missing something about the link between competencies and the HERA model? Could we have a hybrid of behaviours and competencies? Jan replied that in the research, “competency frameworks” are often quite behavioural, and there's often an overlap. A behavioural framework is aligned to the member feedback, and is more sustainable, and is reflective of AMOSSHE's values.

JA enquired about the ENCE / CICS frameworks, as they are mainly described as competence frameworks that are behaviourally explained. Behaviour that lies behind competence performance: is this something that can be explored? Anything described as this shouldn't be excluded from other models available.

The behavioural model (also can be referred to as characteristics framework) is preferred at the present time as it covers the breadth and depth of what AMOSSHE is looking for from a members perspective as well as being sustainable, having longevity without the need for change and therefore ensuring lower maintenance overheads. As competencies change in line with member responsibilities, a competencies framework would therefore need to be updated more frequently.

HM asked who the framework is targeted at. People looking to get into Student Services management, or those who are already doing the role? HM focused on characteristics for progression into and through Student Services management, providing a helpful pathway or guideline within Student Services. Andrew suggested that complimentary resources or toolkits might be included to help established members, or another tool that uses the framework in an appraisal context, within a team to use as a template to develop themselves and their teams. Complimentary resources would also help provide context for Student Services as well.

JB queried the diversity in responses to the report. Andrew replied that the responses weren't as varied as he anticipated; a new institution, institutions seeking change, restructure and rethinking Student Services etc. These organisations may find this framework especially helpful. Andrew explained that corporate members may also see the benefit for aligning to the work of the membership overall. The breadth of the membership was helpful, however there was no sense of a cohort who would feel particularly excluded or included by the framework (appendix 2 outlines the conversations with members).

JA thanked Andrew West and Jan Shine for their work on this phase of the project, Andrew and Jan then left the discussion.

The Executive agreed that it's feasible to progress to stage two of the project, and to develop in incremental phases.

The Executive agreed that the competency frameworks example didn't feel like the right approach. KC felt that evidencing behaviours is tough (finding ways for individuals to showcase evidence in a positive way and communicate to a diverse range of audiences with recommendations). There are skills that aren't job specific. Perhaps the behavioural framework should be broad enough to enable members to demonstrate / evidence what they've done, without creating an onerous task for members. We should be providing resources and platforms that make it easier for colleagues to showcase and evidence their work. HM suggested that a behavioural framework might be more of an enabler to appraisals.

The Executive agreed to progress the project to phase two. AMOSSHE will continue and develop conversations with AUA and clarify how AMOSSHE members will utilise the report and what is the best approach to showcase.

ACTION: JB and BP to work with chairs on how to include this at AGM

The Executive discussed the project from an institutional perspective, highlighting sector knowledge and how AMOSSHE could add to this; also considering colleagues who have moved through certain memberships (i.e. AMOSSHE to ARC). The Executive agreed that the project needs to be flexible and adaptable, to ensure it is sustainable and permits longevity. KC observed that this shouldn't become a tool to measure deficit and the project needs to add value to the resources already out in the sector.

The Executive debated the competency framework and rethinking behaviours, to enable members to think about this with a narrative instead of being a tick box exercise, asking the questions: What is the interest? Why should people get involved and what makes it worthwhile for members? Are there international frameworks AMOSSHE can aspire to? While we know colleagues and members are supportive, the time invested has to be worth it. NS suggested whether we would be able to link this in to our CPD programme and strategy, working collaboratively with the AMOSSHE National Office. This may encourage the membership to get involved and add value.

The Executive agreed to have outcomes for the following: the next phase of the project, direction of travel, what this looks like and the benefits to AMOSSHE and the wider membership. Ask at the AGM if the membership happy for us to continue to phase two?

The Executive agreed to ensure a broad approach, showcasing this at AGM to the membership to ensure that we suggest something in line with the resources we have to produce. Including the phased approach recommendations within this.

Connections to CPD and core values of AMOSSHE: CIPD do something similar (profession map including 8 core behaviours to create value for individual organisations) this links into their own training and evidencing what you have contributed. Should AMOSSHE consider this and review how this runs, looking at stakeholders to add value?

The Executive agreed that there isn't anything else to be included at this stage, however, we are in need of more examples and working with other organisations. It is important now for AMOSSHE to specify and articulate what we'd like the membership to do next.

ACTION: JA and JB to ask for further examples and references from AUA consulting and commission a short piece of work prior to conference. A draft example of the framework to share with the membership (not labelled either hybrid or competency or behavioural).

The Executive agreed that they are happy to continue as the project is feasible, agreeing that phasing is the better route and the next step is to go out to the membership to gather permission (based on the frameworks, etc), to pick up good practice, to narrow down the approach, so this isn't functional and reference the CIPD coaching – a day / a week in the life of a leader in this field, and finally, to ensure feedback from different institutions frameworks for the AGM and for this to be included in phase 2.

ACTION: JB to gather costings for the next phase (when presenting at the AGM include that there is enough money in the reserves to fund this but not specify a number at the present time).

To express to the membership at AGM that this will always be done with due diligence and expertise, to be thorough with the wording around this. Upmost importance: value to members and the benefits to AMOSSHE.

The Executive agreed to bring the funds to future AMOSSHE Executive meetings for sign off, creating a full business case to review each element.

Item no.	Title	Timing: 12:30 – 13:00 (30mins)	Presented by	Paper
5	Lunch			

Item no.	Title	Timing: 13:00 – 13:30 (30mins)	Presented by	Paper
6	Update: National Office update Discussion: Draft budget 2019-20 Update: Transition of accountants		John Bloomfield Nicole Redman	18-19-27 18-19-28 18-19-29

The Executive agreed to reflect the CPD programme timing from 2018/19 into 2019/20 finishing in April, to ensure more effective workload for the National Office, and better engagement for members.

NR thanked all her Executive colleagues and the NO team as her term as an Executive Member and Vice Chair Operations has come to an end. JA thanked NR on behalf of the Executive and National Office for all her hard work on the Board.

JB presented the draft budget for the next academic year to the Executive Committee, explaining that it is based on the current academic year. This accounts for a new membership tier, which involves an overall reduction in membership income, a slight dip in sponsorship, and five CPD events. Conference costs are going up year on year, so it's likely we'll need to put up conference fees to accommodate this.

Executive agreed to sign off the draft budget for 2019/2020 and are happy that the transition of accountants is in progress.

Item no.	Title	Timing: 13:30 – 13:45 (15mins)	Presented by	Paper
7	Update: Strategy feedback		John Bloomfield	

The strategy document is out for review with the membership until 19 June and the National Office are still collating this feedback. So far, the feedback from regional AMOSSHE meetings has been around the language, and other feedback has been about operational topics. We need to get the AGM papers out to members by 27 June at the latest, so we need a working group to sign off any changes as a result of the feedback.

ACTION: JS, CW, BP and JB to address wording changes to strategy document

More substantial feedback includes:

- The strategy focuses on why Student Services is of use to universities rather than why AMOSSHE is useful to members – we need to articulate that this is what AMOSSHE aims to enable members to do
- Internal pressure groups in AMOSSHE means that strategic-level members have less space for conversation
- Too optimistic – we need to change the language to articulate that this is a vision we're aiming for over the 5 years

ACTION: BP and FS to look into how we should be engaging the membership within their internal influence and looking over opportunities and sense check what AMOSSHE is doing to meet their needs and the common voices of each level of leadership

ACTION: CW and JS agreed to be a part of the small group to work on the strategy with BP and JB to present at the AGM

The Executive discussed that AMOSSHE needs to further clarify what the strategy will look like by the end of 2024 and agreed that the road mapping for the strategy will be discussed at the Residential in early August 2019.

ACTION: JB to add this to the agenda for residential

Item no.	Title	Timing: 13:45 – 14:05 (20mins)	Presented by	Paper
8	Update: AMOSSHE National Conference - 2020 venue decision - 2021 venue search update - Conference fees discussion		Jill Stevenson Helen McNeely John Bloomfield	18-19-30
<p>JS updated the Executive on all preparations for the AMOSSHE National Conference 2019. Everything is on target for conference, including bookings and all keynotes are scheduled. The National Office are now finalising planning and logistics for the conference, working closely with the Hilton team. AMOSSHE had over 60 sessions proposed this year, all high quality, and we have accepted 28 sessions. Sponsorship packages are sold out.</p> <p>JA highlighted that the time of NSS release from OfS is 09:30am on Wednesday 3rd July, so to be mindful of colleagues.</p> <p>ACTION: JB to review Executive session preferences to ensure an Executive member is in each session to be in a position of help and volunteer where necessary.</p> <p>ACTION: BP to circulate a note in advance of NSS releases to ensure leads have a substitute member to represent their institution at AGM</p> <p>HM presented to the Executive that the National Conference 2020 is confirmed for the Crowne Plaza Newcastle.</p> <p>JS presented the potential options for 2021, these include: London, Manchester and Belfast.</p> <p>The Executive debated the locations for 2021. JA noted that if the final decision is Belfast, AMOSSHE should be mindful of its carbon footprint; to consider a planting, organising group travel, etc. The National Office asked the Executive to list the venues and locations in order of priority choice: Europa, Principle, London and then Assembly rooms.</p> <p>ACTION: JB to add conference fees, and incorporating the cost of speakers to the residential agenda</p>				

Item no.	Title	Timing: 14:05 – 14:25 (20mins)	Presented by	Paper
9	Discussion: CPD programme 2019/20		John Bloomfield Nic Streatfield	18-19-31
<p>NS presented the feedback for the 2019/20 CPD programme. The Executive agreed to ensure one day events are hosted in more accessible cities across the UK, being cost effective and keeping overall travel costs in mind for members: London, Manchester, Birmingham, to be used as a primary focus as these are accessible and easy for the majority of the membership to do the return journey in one day. This is with the exception of Winter Conference, as AMOSSHE is now building the networking evening the night before into the conference.</p> <p>NS highlighted that the top subjects put forward by members for the 2019/2020 CPD programme were wellbeing and mental health.</p> <p>The Executive agreed to keep the CPD programme at five events per year at the same time of year as 2018 / 2019.</p> <p>CPD topics discussed included: Safeguarding - before Christmas (London) Nic Streatfield volunteered to act as CPD lead Focus on student groups – closing the attainment gap, diversity, increasing opportunities, intersectionality - before Christmas Drugs and alcohol impact – working with NHS and other partners Mental health, wellbeing, sexual violence, academic partnerships – Winter Conference 2020 Staff wellbeing Systems to evaluate (evidence-based practice, initiatives, demonstrating impact)</p>				

General: consumer attitudes, media, what are universities for? – is this what Student Services is supposed to be doing? Expectations and grey areas... in loco parentis, RFI, etc

The Executive agreed to feature the key topics addressed and asked for by the membership for our bigger event of the year in Winter Conference 2020 (mental health and wellbeing).

The Executive agreed to release CPD event topics and dates further in advance and to rerun the safeguarding event, being mindful that the CPD team will have to redevelop the event (to combat the repetition) and consider other speakers.

ACTION: NS and JB to assess the CPD programme

ACTION: JB to have a conversation with the Executive at conference about who would like to volunteer for CPD events

Item no.	Title	Timing: 14:25 – 14:45 (20mins)	Presented by	Paper
10	Update: representation		All	

HM attended a SOAS meeting about free speech and freedom of information on campus. The group want to have a breakfast meeting with AMOSSHE.

JA asked the Executive if anyone was able to represent AMOSSHE on the UCAS advisory board on 12th June

ACTION: JA to circulate UCAS advisory board meeting brief Monday morning

ACTION: JB to chase Rotimi for NASPA feedback.

JB represented at the AMOSSHE Wales meeting; they are looking at working together as a nation more closely to get some funding from HEFCW. The members are working collaboratively, but they have no candidates for the AMOSSHE Executive.

CW attended the DfE transition group, but it's still unclear what the objectives are. CW to attend the next meeting on 10th July.

JA was unable to attend the UUK mental health group or the information sharing group.

ACTION: JA to have a conversation with John dePury at Universities UK about AMOSSHE representing at meetings as the invitations are last minute.

SL attended the UK government event on safeguarding, 40 people in attendance, a positive meeting including a lot of diverse agenda points.

JA highlighted that Mind is providing £10 million to fund wellbeing initiatives.

Item no.	Title	Timing: 14:55 – 15:15 (20mins)	Presented by	Paper
11	AOB		Jayne Aldridge	

Item no.	Title		Presented by	Paper
12	Date, time and place of remaining meetings: - Residential 8,9 August 2019		Jayne Aldridge	