

AMOSSHE Executive meeting

02 November 2018 | AMOSSHE National Office, London

Minutes

In attendance:

Jayne Aldridge (JA)	Fay Sherrington (FS)	Rotimi Akinsete (RA)	John Bloomfield (JB)
Simon Lee (SL)	Nicole Redman (NR)	Jill Stevenson (JS)	Helen McNeely (HM)
Chris Warrington (CW)	Benjamin Parsons (BP)	Kirsteen Coupar (KC)	Anya Knight (AK)
Claire Slater (CS)			

Apologies:

Nic Streatfield (NS), Richard Irons (RI)

Item no.	Actions
2	<ul style="list-style-type: none"> - BP to determine potential member content from LFHE safeguarding guide - JA to update progress with AMOSSHE and OfS at next Executive meeting 18th January 2019 - JA to confirm to the AMOSSHE membership the OfS deadline for mental health project funding is still the 9th November 2018 - JB to write formal reserves policy - JA to await feedback from CEO at DSA-QAG and let JB and NO know - NO to write an official letter on behalf of JA to DSA-QAG, SLC and DFE to say that we have concerns about the framework and other issues, and we need representation and engagement and to articulate the differences across the UK nations - MB to represent on behalf of AMOSSHE - MB to compile list of issues with DSA-QAG to address, and suggest solutions - JA has approached DSA-QAG and she will chase the CEO if we still haven't had a response in the coming weeks. - Officers to work with NO to identify and prioritise sector bodies to work with - HM to draft a scope for a sector stakeholder advisory board - JB to update representation list and recirculate and Exec to identify colleagues who can represent for us, and also identify any missing groups - JA and officers to lead developing the tender and sending this out, agreed £10k maximum budget for tender phase. Tender to be delivered in time for January meeting for next phase to be agreed.
3	<ul style="list-style-type: none"> - JA to reach out to Welsh members RE: joining the AMOSSHE Executive Committee - NO to write to the East and Midlands groups if no response from Welsh members - NO to put out a call to all colleagues who have stepped down from the Executive over the last 4 years to see if anyone would be willing to step in and be co-opted on again, if no response from member groups. Be clear about what they would be stepping in to (Webinar, CPD event, business ethics committee). - NR to put together a summary of the role for Executive members to review.
4	National Office update

Item no.	Actions
5	<ul style="list-style-type: none"> - ALL to send comments on the implementation plan to JS, CW and RA by the end of November, using the links on Box. - JS to expand on our members' remits at the beginning of the strategy document, and then use 'Student Services' as shorthand for those remits thereafter. - ALL to consider the term Student Services in the April 2019 Executive meeting - Executive to review strategy summary by the 30th November (via review document so all can collaborate on it) - Executive to review 18 month implementation strategy by the 30th November (via review document so all can collaborate on it) - Chairs to discuss the plan on the next Chairs teleconference before 30 November, and JS to incorporate Exec comments and re-send for review.
7	<ul style="list-style-type: none"> - FS and BP to circulate the strategy paper to the wider executive - BP and FS to ensure that this aligns to JS's strategy document
8	<ul style="list-style-type: none"> - HM to review the ideas for the advisory board and discuss again in January meeting
9	<ul style="list-style-type: none"> - ALL to discuss a funding review for conference speakers at March Executive meeting - JB to produce proposed figures based on increasing the membership fee to cover the costs of conference speaker fees and to look at the positives and negatives of doing so
10	<ul style="list-style-type: none"> - JA to suggest her Deputy PVC as a possible speaker, also a possible speaker from the USA - Executive to consider safeguarding as a CPD for 2019/20 due to the popularity of CPD2 in December.
11	<ul style="list-style-type: none"> - JB to share paperwork with Executive. - JB to continue dialog with Goldfish. - ALL to think about the development of a development framework. - RA to put together some suggestions to inform an AMOSSHE letter about Student Services responses to Sam Gymah's letter to VCs (we welcome the insight, and offer an invitation to further dialogue.) - CS to look into stimulating a South West meeting, and contact Ian Munton about starting the Midlands group meetings
12	<ul style="list-style-type: none"> - Officers to respond to the Jiscmail conversation to say we are not going to refute the BBC's data because HEIs must do that individually, and ask if there is an appetite to produce our own data set. - NO to circulate suggestions about UKCISA and ACPA agenda items

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 - AMOSSHE Reserves Policy		Jayne Aldridge John Bloomfield	18-19-08 18-19-09

Previous minutes agreed.

Outstanding actions from the previous executive meeting:

- Action no. 3 (BP to determine potential member content from LFHE safeguarding guide) – ongoing
- Action no. 17 (NO to set up a meeting with OfS to start engagement exercise) is now complete: JA has met with OfS (Office for Students) and explained that Nicola Dandridge is eager to engage with the AMOSSHE membership. The opening meeting addressed where the collaboration should start and how to prioritise various action points. OfS have a large agenda and are trying to push the barriers, in particular the ministerial focus. OfS are experiencing a lot of movement within the organisation at present but are keen to develop a relationship with AMOSSHE in the future.

ACTION: JA to update progress with AMOSSHE and OfS at next Executive meeting 18th January 2019.

ACTION: JA to confirm to the AMOSSHE membership the OfS deadline for mental health project funding is still the 9th November 2018.

AMOSSHE may have the opportunity to participate on the deciding panel for the OfS project proposals: HM and JS happy to participate in this, as neither of their institutions are eligible for the funding. JA will pass details on if this opportunity arises.

- Action no. 25 (JB to write formal reserves policy) ongoing
- Action no. 37 (below) ongoing - awaiting a response from DSA-QAG

JA to await feedback from CEO at DSA-QAG and let JB and NO know

NO to write an official letter on behalf of JA to DSA-QAG, SLC and DFE to say that we have concerns about the framework and other issues, and we need representation and engagement and to articulate the differences across the UK nations

NO to approach Rebecca Harrison about representation on DSA-QAG board

JS and HM to send Scotland and NI issues details with DSA-QAG to NO to inform JA's letter

MB to represent on behalf of AMOSSHE

MB to compile list of issues with DSA-QAG to address, and suggest solutions

ACTION: JA has approached DSA-QAG and she will chase the CEO if we still haven't had a response in the coming weeks.

- Action no. 47 (Officers to work with NO to identify and prioritise sector bodies to work with) ongoing
- Action no. 48 (HM to draft a scope for a sector stakeholder advisory board) ongoing
- Action no. 49 (JB to update representation list and recirculate and Exec to identify colleagues who can represent for us, and also identify any missing groups) ongoing
- Action no. 56 (JA and officers to lead developing the tender and sending this out, agreed £10k maximum budget for tender phase. Tender to be delivered in time for January meeting for next phase to be agreed.) ongoing (JA will try to achieve before Christmas 2018 - FS and JS will help with this)
- Action no. 68 (JB to do some GDPR training at an upcoming Exec meeting) ongoing [due for Jan Exec - rules and articles changes to be done asap]

Item no.	Title	Timing: 11:20 – 11:40 (20mins)	Presented by	Paper
3	AMOSSHE Executive roles and responsibilities - Richard Irons role and responsibilities - Vice Chair Operations		Jayne Aldridge Nicole Redman	

The board discussed the current vacancy on the Executive, as Richard Irons has now left AMOSSHE as an Executive Member. The Chairs have looked at the relevant forms and paperwork and concluded that AMOSSHE should get in touch with members from any nation not currently represented on the Executive.

As a result, the AMOSSHE National Office have reached out to all Welsh AMOSSHE member organisations to ask if any one would like to join our Executive. Usually AMOSSHE would co-opt a new member from unelected nominees, however we haven't been in a position to do so this year. We are still awaiting to hear back from Welsh members.

The board then discussed interim replacements for Richard Irons commitments for this academic year and concluded the following:

- JS happy to volunteer and take over the Business Ethics Committee role
- FS happy to volunteer and take over Executive lead on CPD5 'New to Student Services' AMOSSHE event alongside KC
- Webinar on pedagogy: this will be parked for now.

ACTION: JA to reach out to Welsh members RE: joining the AMOSSHE Executive Committee

The committee agreed to rule out previous Executive members who are now overseas to keep expense costs down.

The Executive then debated the pros and cons of co-opting another executive member from East or Midlands groups where there is no current representation and agreed to await responses from Welsh members before reaching out to East and Midlands members.

ACTION: NO to write to the East and Midlands groups if no response from Welsh members

ACTION: NO to put out a call to all colleagues who have stepped down from the Executive over the last 4 years to see if anyone would be willing to step in and be co-opted on again, if no response from member groups. Be clear about what they would be stepping in to (Webinar, CPD event, business ethics committee).

The board then considered the Vice Chair Operations role and succession planning for whoever takes on the role from NR once her term comes to an end this academic year. The Executive agreed to give the new role some thought, NR offered that potential interested parties could shadow for the role.

ACTION: NR to put together a summary of the role for Executive members to review.

Item no.	Title	Timing: 11:40 – 11:50 (10mins)	Presented by	Paper
4	Update: National office update - Management accounts October 2018		John Bloomfield	18-19-09

JB gave a summary of the AMOSSHE management accounts for this year to end of October 2018, explaining that the accounts have been as expected, subject to profiling changes in a few costs, due to matters out of our control RE: paying deposits for national conference early, etc.

[Membership update - changes in tier are due to student numbers at those HEIs changing

Code 200 and 7020 - question from JA - venue hire is more than just conference, includes residential and some of last years conference (although the latter is to be moved)

Item 400 - spend on Futures is staff cost in case we do one (JB may alter the budget to remove this cost and allocate back centrally.

New finance system implementation has gone well and the NO are starting to see the benefits

AMOSSHE is currently recruiting for a new Communications and Administration Officer, following interviews we are hopeful that our new team member will start the role in January.

Item no.	Title	Timing: 11:50 – 12:50 (60mins)	Presented by	Paper
5	Discussion: AMOSSHE strategy development		Jill Stevenson	18-19-10
<p>JS summarised AMOSSHE’s strategy development over the next 5 years, which aims to address the vision and the mission: AMOSSHE’s internal and external engagement. The Executive agreed with the overall strategy and deliberated the meaning of ‘Student Services’ and what AMOSSHE defines ‘Student Services’ to be. The Committee debated that this term is perhaps now too limited and will get outdated quite quickly due to the nature of changes in the sector and this is now much broader than ‘Student Services’. AMOSSHE should change alongside the shape of the sector in the vision / mission section of our statement.</p> <p>[The Committee is happy with the general structure she of the document. Areas to work on: Ensure that the strategic context is true for AMOSSHE, not for an institution. And that the student experience is equal to, rather than competing with, academic endeavour. How do we measure success after five years? Member satisfaction / member retention / member employability Engagement of other sector organisations with AMOSSHE</p> <p>ACTION - ALL to send comments on the implementation plan to JS, CW and RA by the end of November, using the links on Box.</p> <p>ACTION: JS to expand on our members’ remits at the beginning of the strategy document, and then use ‘Student Services’ as shorthand for those remits thereafter. ACTION: ALL to consider the term Student Services in the April 2019 Executive meeting</p> <p>The Committee then deliberated further wording within the strategy, including: ‘Upskilling our members’, advising how members may react to this, perhaps changing the landscape and working with the context.</p> <p>ACTION: Executive to review strategy summary by the 30th November (via review document so all can collaborate on it) ACTION: Executive to review 18 month implementation strategy by the 30th November (via review document so all can collaborate on it) [ACTION – Chairs to discuss the plan on the next Chairs teleconference before 30 November, and JS to incorporate Exec comments and re-send for review.]</p>				

Item no.	Title	Timing: 12:50 – 13:20 (30mins)	Presented by	Paper
6	Lunch			

Item no.	Title	Timing: 13:20 – 13:50 (30mins)	Presented by	Paper
7	Discussion: Internal influence strategy - AMOSSHE Awards		Fay Sherrington	
<p>FS and BP have developed an internal (member) engagement strategy, based on ideas from the Executive residential meeting. There are a number of ideas and actions, but these need to be prioritised to account for resource availability. FS asked for volunteers to help refine the strategy.</p> <p>NR and SL agreed to take part and help with AMOSSHE’s internal influence strategy.</p> <p>ACTION: FS and BP to circulate the strategy paper to the wider executive</p> <p>ACTION: BP and FS to ensure that this aligns to JS's strategy document</p>				

Item no.	Title	Timing: 13:50 – 14:05 (15mins)	Presented by	Paper
8	AMOSSHE advisory board		Helen McNeely	18-19-11
<p>The Executive discussed whether we should be learning from others or influencing / sharing our expertise, or both. This could be a useful tool for AMOSSHE to engage with external bodies in a more informal, but still impactful, way. The resource required would be similar to producing AMOSSHE Futures events, the intention is to get the sector's input into our strategy. If it's too formal it might be less useful.</p> <p>The Executive agreed that the first event should ensure a good impression of AMOSSHE and be well structured, with clear benefits to attendees and clear outcomes. We should pitch at different levels of organisations for different topics e.g. practitioner associations vs national representative bodies.</p> <p>AMOSSHE could create a subgroup to plan benefits for potential bodies attending these future networking events.</p> <p>The board discussed that AMOSSHE is already on the radar for various influencers within HE, such as: OfS, NUS and UUK. It can be valuable to make direct links to some of these organisations, such as Advance HE and QAA and this would affect our current external influence strategy.</p> <p>ACTION: HM to review the ideas for this and discuss again in January meeting</p>				

Item no.	Title	Timing: 14:05 – 14:35 (30mins)	Presented by	Paper
9	Update and discussion: Conference - Keynote speaker suggestions for 2019		Jill Stevenson Helen McNeely	18-19-12
<p>JS and HM gave an overview of planning and preparation for the AMOSSHE national conference 2019. The team are looking to move away from a thematic strapline to ensure that our call for proposals reflects the true interests and expertise of members, from which we can develop the conference.</p> <p>The Executive then discussed the new speaker policy in great length, referencing the paper, which is based on research in the sector and costing. Members who present will pay to attend, because there is a great benefit to them, and we will flag these sessions as member-led sessions.</p> <p>The conference team will have discretion to decide on sessions to invite to the conference, including members if they will not be able to attend and we will lose a valuable session otherwise.</p> <p>KC and CS suggested that making presenters pay is exclusive of those members with tight budgets. A suggestion was made to link conference fees to membership, i.e. raise membership to cover speaker fees at the conference and therefore it is not a huge cost rise.</p> <p>The Committee agreed, but as there isn't time now to review this before opening 2019 conference proposals on 14 November, we will need to go ahead with the conference team's plan for this year and review this pricing structure again before the 2020 conference.</p> <p>ACTION: ALL to discuss a funding review for conference speakers at March Executive meeting ACTION: JB to produce proposed figures based on increasing the membership fee to cover the costs of conference speaker fees and to look at the positives and negatives of doing so</p>				

Item no.	Title	Timing: 14:35 – 14:50 (15mins)	Presented by	Paper
10	Update: CPD		John Bloomfield	
<p>JB gave an overview of the upcoming CPD events scheduled for this academic year from November 2018 – July 2019. All upcoming CPD events are on course and due for successful running.</p>				

JB asked the board for any speaker suggestions for Winter Conference, February 2019. Key suggestions included: student facing tech, chat bots, enquiry software, AI, VR, hologram lecturers, if not lecture capture, then what?, Is fully inclusive teaching without adjustments a myth? The future of technology - what will tech make possible?

ACTION: JA to suggest her Deputy PVC as a possible speaker, also a possible speaker from the USA

Other speaker suggestions included: PwC have done a lot of work with universities (eg Deakin University) on digital capabilities, Nottingham Trent have done some good work in this area, especially the outreach team, University Planners Association (HESPA) might be a potential lead, Kingston has a system for getting data on students and impact, and risks as a result of not having the data you need.

ACTION: Executive to consider safeguarding as a CPD for 2019/20 due to the popularity of CPD2 in December.

Item no.	Title	Timing: 14:50 – 15:20 (30mins)	Presented by	Paper
11	Representation / opportunities	<ul style="list-style-type: none"> - Promotion of student research and surveys - Racial harassment and hate crime and the equality rights commission - Work with external partner on data and impact work - Regional and National groups feedback 	<p>John Bloomfield Rotimi Akinsete</p> <p>Jayne Aldridge</p>	

DECISION: Students requesting AMOSSHE to distribute surveys for research: we won't do this because there's no value for members, and we can't validate the quality of the survey, and may never see the research results.
[moved here to follow the agenda]

Racial harassment and hate crime: the Equality and Human Rights Commission will be looking for engagement from members.

ACTION: JB to share paperwork with Executive.

Other organisations are also talking about racial harassment in HE, so this is a topic that AMOSSHE should keep an eye on.

Proposal for a joint bid for Catalyst funding with Goldfish - we're not in a position to do this, but we want to keep the conversation going with them. If any members are interested in working with Goldfish they should approach them directly.

ACTION: JB to continue dialog with Goldfish.

ACTION: ALL to think about the development of a development framework.

AMOSSHE is badged on the ProtectED accreditation scheme, which costs £10k, because we were on their advisory board. We need to ensure that we are careful about these kinds of engagements for the future.

Groups meetings feedback:

Scotland group would like a template document to help organise meetings. They discussed student opt-in for contacting designated 'parent' about their wellbeing. Also discussion about suicide prevention advice for staff.

LASER group discussed post-Catalyst projects, and also the letter from the Minister about mental health. How should AMOSSHE respond to this sort of thing, directly to the Minister?

ACTION: RA to put together some suggestions to inform an AMOSSHE letter about Student Services responses to Sam Gymah's letter to VCs – we welcome the insight, and offer an invitation to further dialogue.

ACTION: CS to look into stimulating a South West meeting, and contact Ian Munton about starting the Midlands group meetings

Northern Ireland – the Office for Students wrote to devolved nations to suggest that they would publish TEF data, but they have now backed down.

Item no.	Title	Timing: 15:20 – 15:30 (10mins)	Presented by	Paper
12	AOB <ul style="list-style-type: none"> - Executive update emails - UKCISA update: consequences of Brexit - BBC article on mental health - OfS Prevent return 		Jayne Aldridge Benjamin Parsons Benjamin Parsons Jayne Aldridge	

Items for information only:

- Executive update emails: could all Executive members please respond to JB's update emails
- Prevent return: Chairs to discuss this at the next call about contacting the Office for Students to clarify what they're asking for
- BBC article about mental health services - can we use this as an opportunity to do benchmarking and publish publicly today fire of press attention - we could ask whether people are happy for their institution to be identified.

ACTION: Officers to respond to the Jiscmail conversation to say that we are not going to refute the BBC's data because HEIs must do that individually, and ask if there is an appetite to produce our own data set.

ACTION: NO to circulate suggestions about UKCISA and ACPA agenda items

Item no.	Title		Presented by	Paper
13	Date, time and place of remaining meetings: <ul style="list-style-type: none"> - 18 January 2019, AMOSSHE National Office - 5 April 2019, AMOSSHE National Office - 7 June 2019, AMOSSHE National Office 		Jayne Aldridge	

AMOSSHE Executive meeting

2 November 2018 | AMOSSHE National Office, London



Agenda

- **Apologies:** Nic Streatfield, Richard Irons

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11	Representation / opportunities - Promotion of student research and surveys - Racial harassment and hate crime and the equality rights commission - Work with external partner on data and impact work - Regional and National groups feedback		John Bloomfield Rotimi Akinsete Jayne Aldridge	
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13	Date, time and place of remaining meetings:		Jayne Aldridge	

	<ul style="list-style-type: none">- 18 January 2019, AMOSSHE National Office- 5 April 2019, AMOSSHE National Office- 7 June 2019, AMOSSHE National Office		
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AMOSSHE EXECUTIVE BOARD Actions Log

Exec Bd	Action No.	Agenda No.	Action	Actioned to	Status
03/18	1		NO and NS to discuss potential HUCS CPD event	NO /NS	Initial action complete.
03/18	2		JB to chase JISC about GDPR impact on our processes	JB	Complete. They have changed their subscribe process although there are errors with the process that we have flagged with them
03/18	3		BP to determine potential member content from LFHE safeguarding guide	BP	Ongoing
03/18	4		JS to submit sexual violence toolkit and MOOC to ethics committee after its April launch	JS	Complete – endorsement not required
03/18	5		NO to reconsider contractual processes with sponsors (inc expiry date for unsigned contracts	NO	Complete. New agreement in place for 1819.
03/18	6		Exec to consider developing a membership tier for HEPs with up to 1000 FTE students in the next Exec cycle	JB	See action 41
03/18	7		BP to create an online member survey re professional development plans with deadline for responses 12/05/18	BP	Closed
03/18	8		To produce a Video for the CPD survey NO and FS to write script HM to introduce as a video With deadline for response by 12/05/18	NO/FS/HM	Closed Not taken forward due to time constraints?
03/18	9		Change to Accounting Yr: JB to confirm authority for sign off BP to inform change to membership	JB BP	Complete. JB to update Board (May 18) To follow May Board mtg
03/18	10		1819 Residential Date – officers confirm date by April 18	Officers	Closed
03/18	11		NO and NS to discuss CPD Topic ideas for 2018/19	NO/NS	Complete
03/18	12		CS to identify demand for ‘AMOSSHE-Registrar’ member group and to report back to next Exec Bd	CS	Complete. Twice yearly mtgs at time of AMOSSHE/ARC National Conference

AMOSSHE EXECUTIVE BOARD Actions Log

Exec Bd	Action No.	Agenda No.	Action	Actioned to	Status
03/18	13		Representation: BP to recirculate the template for giving feedback for representation - BP to ask Fiona Waye re invite to the UUK group RE staff-student violence. - NR to send holding email to David Malpass	JA	See action 50
03/18	14		NO to investigate how to best gather membership expertise areas to broaden AMOSSHE's representation reach	BP / FS	BP and FS will meet to take this forward
03/18	15		Executive to canvass regions on use of Insight project funding	Exec	Complete On agenda Aug 18
03/18	16		Consultation: Exec to feedback and input in to post 18 education finance consultation BP to canvass membership JEA and MB to lead on response	Exec BP JEA/MB	Completed To discuss May 18
03/18	17		NO to set up a meeting with OfS to start engagement exercise	JB	Complete – meeting between JA and Nicola Dandridge took place on 8 October
03/18	18		JB to feedback to Exec RE audit at next meeting	JB	Complete On agenda for May 18
03/18	19		BP to circulate details of German polish colloquium and Chile Global summit to Exec re interest	BP	Complete
03/18	20		Exec to consider communications strategy project in next Exec cycle	Exec	Complete – taken forward by BP/FS in different way
03/18	21		Exec to consider NO workloads with recommendations ahead of the next Executive cycle	Officers	Complete – new part time staff post agreed and put to advert
03/18	22		JB to review minutes and papers from 23.03.18 meetings and add anything not discussed to the next agenda	JEA/ GRJ	Complete
05/18	23	3	JB to send our amended management report for May 2018	JB	Complete
05/18	24	3	JB to circulate discussions and outcomes with accountant to Executive	JB	Complete
05/18	25	3	JB to write formal reserves policy	JB	Ongoing, to be circulated by email

AMOSSHE EXECUTIVE BOARD Actions Log

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05/18	26	3	NO to recirculate correct members figures	NO	Closed
05/18	27	4	NO to schedule fringe session at conference to update members	NO	Complete
05/18	28	4	BP to include thank you to members for their input to the survey and opportunities to pick this up at conference 2018 in the next newsletter	BP	Complete
05/18	29	5	NO to implement attendance certificate	NO	Ongoing – to be implemented for new CPD programme with ED signature included
05/18	30	7	JB to check that Menzies pricing structures are correct	JB	Ongoing – JB will be speaking to them in reference to a mid-year transition
05/18	31	8	NO to run searches for national conference venue for coming 2 years (2020 and 2021)	NO	Ongoing – ensure Belfast is on the list for searches
05/18	32	10	NO to action GDPR notification to members	NO	Complete, sent 22 May
05/18	33	11	BP to work with DFE on a survey of AMOSSHE members	BP	Survey sent and info passed on
05/18	34	11	BP and JA to produce invitation letter about the Truth project and coordinate with UUK	BP/JA	Complete
05/18	35	11	AMOSSHE Wales insight feedback to be put on next agenda	JB	Complete
05/18	36	11	JA to circulate elements of new step change updates from UUK mental health, executive to review	JA	Ongoing
05/18	37	12	<ul style="list-style-type: none"> a) JA to await feedback from CEO at DSA-QAG and let JB and NO know b) NO to write an official letter on behalf of JA to DSA-QAG, SLC and DFE to say that we have concerns about the framework and other issues, and we need representation and engagement and to articulate the differences across the UK nations c) NO to approach Rebecca Harrison about representation on DSA-QAG board 	<p>JA</p> <p>NO/JB</p> <p>JA</p>	<p>Complete</p> <p>Ongoing</p> <p>Complete</p>

AMOSSHE EXECUTIVE BOARD Actions Log

Exec Bd	Action No.	Agenda No.	Action	Actioned to	Status
			<ul style="list-style-type: none"> d) JS and HM to send Scotland and NI issues details with DSA-QAG to NO to inform JA's letter e) MB to represent on behalf of AMOSSHE f) MB to compile list of issues with DSA-QAG to address, and suggest solutions 	<p>JS/HM</p> <p>MB</p> <p>MB</p>	<p>JS complete, HM ongoing</p> <p>Complete</p> <p>Ongoing</p>
07/18	38	1	JA to contact DSA-QAG and check if Mandi Barron can be added as a rep	JA	Ongoing
07/18	39	1	Send round representative feedback form to exec, Mandi Barron and Lynne Condell	NO	Sent to all apart from Lynne Condell
07/18	40	3	JB to contact new executive members about executive information pack.	JB	Ongoing
07/18	41	3	JB to ensure membership tier discussion is added to the March agenda and create a pro's and con's and financial modelling paper for the meeting.	JB	Ongoing
07/18	42	4	<p>CW, JS, RI, RA will develop this. Strategy document to be reduced and focussed.</p> <p>It will centre on 2 aspects: Internal influence, which will be led by FS on behalf of AMOSSHE and External Influence, led by JA.</p>	<p>JS</p> <p>AK</p>	<p>Ongoing – initial phone call setup</p> <p>Phone calls to be set up between NO and FS and different call between JA and NO.</p>
07/18	43	4	NO to set up initial meetings for these strategy strands.	AK	Setup in October
07/18	44	4	JS to convene the strategy sub group either in person or via conferencing software.	AK	See action 42 - complete
07/18	45	5	Exec and NO to identify webinar leads from wider membership for GDPR and student/staff sexual harassment.	All	Ongoing
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.	BP	Ongoing

AMOSSHE EXECUTIVE BOARD Actions Log

Exec Bd	Action No.	Agenda No.	Action	Actioned to	Status
07/18	47	6	Officers to work with NO to identify and prioritise sector bodies to work with	Officers/NO	External Influence: Ongoing
07/18	48	6	HM to draft a scope for a sector stakeholder advisory board	HM	External influence: ongoing
07/18	49	7	JB to update representation list and recirculate and Exec to identify colleagues who can represent for us, and also identify any missing groups	JB	External influence: Ongoing–circulated but awaiting response
07/18	50	7	JA ask Fiona Waye to forward an invite to AMOSSHE to have someone on the board about staff to student sexual violence working group. David Malpas will then be confirmed as our representative.	JA	Complete
07/18	51	7	JA to approach Lynne Condell about representing on SLC groups	JA	Ongoing
07/18	52	7	JB to continue to send updates with revised reply date of Monday's. This to be added to the November meeting for update.	JB	Ongoing
07/18	53	8	NO to set up initial meetings for conference team	NO	Complete
07/18	54	8	Executive to consider prospective keynote speakers for conference	Executive	Add to exec update and Nov agenda – complete
07/18	55	8	Conference team to agree a deadline to ask for suggestions for keynotes	Conference team	End october
07/18	56	9	JA and officers to lead developing the tender and sending this out, agreed £10k maximum budget for tender phase. Tender to be delivered in time for January meeting for next phase to be agreed.	JA/Officers	Ongoing

AMOSSHE EXECUTIVE BOARD Actions Log

Exec Bd	Action No.	Agenda No.	Action	Actioned to	Status
07/18	57	9	Steering group potentially be established for phase 2 of the project.	JA/Officers	Ongoing – linked to action 56
07/18	58	10	NO to arrange initial meeting dates for the insight projects group.	AK	Complete
07/18	59	10	NO to consider our current engagement with external stakeholders and reflect this in the letters we will be sending out in relation to our external stakeholders work.	NO	External influence: Ongoing To be actioned post November meeting
07/18	60	10	Executive board to consider awards at conference in next meeting.	All	Complete – on agenda
07/18	61	10	JA and NR to dial into Safer suicide call on 13 August if not heard back from John DePury. If necessary to make the point that AMOSSHE will not endorse the toolkit as it stands.	NR, JA	Complete but JA to explain the context at the meeting
07/18	62	10	Depending on outcome of the call, NO be prepared to write 2 press releases. 1) If our name appears on the toolkit 2) Where we stand if it is released in its current form (without our name on it).	NO	Complete – press release not needed
07/18	63	Residential	That any other exec members interested in the VC Ops role to come forward (to JA) – potential to job shadow over the course of the year	Executive	Ongoing – on agenda for November
07/18	64	Residential	Executive to prioritise key stakeholders we want to work with in specific areas. Notes on those considered so far will be sent out with actions	Executive	External influence: Ongoing
07/18	65	Residential	Exec / NO to identify opportunities for members to write opinion pieces for WONKHE, HEPI and others to raise our concerns, topics and elevate AMOSSHE status within the HE sector.	Executive/NO	Internal influence: Ongoing
07/18	66	Residential	NO to gather some resources / guidance on writing opinion pieces to support members in this	NO	See action: 65
07/18	67	Residential	JB to circulate GDPR audit report to executive members including the plan to complete compliance and link to privacy policy	JB	Complete – in executive papers for November meeting

AMOSSHE EXECUTIVE BOARD Actions Log

Exec Bd	Action No.	Agenda No.	Action	Actioned to	Status
07/18	68	Residential	JB to do some GDPR training at an upcoming Exec meeting	JB	Ongoing
07/18	69	Residential	JB to check out bank protection levels for our money in case of bank crashes.	JB	Ongoing – complete. JB to update in November meeting
07/18	70	Residential	JB send the CPD partnership proposal form to NS.	JB	Complete
07/18	71	Residential	JB to make changes to rules and articles in line with agreed AMOSSHE year changes at the AGM in July 2018	JB	Ongoing

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

National Office update

Management accounts

The management accounts show progress for AMOSSHE in the first 2 months of 2018/19 financial year. If executive members recall our new accounting period runs from the 1 August – 31 July each year. As a result the profiling for the coming year may be out a little. Any variations from budget will be explained in the notes column in the management reports.

The accounts demonstrate AMOSSHE is meeting expected progress for the year to date. Our new sponsorship packages do not take effect until January 2019 so these will not show up in the accounts until later in the year or early 2019. We are a little behind in collecting membership fees but will be chasing this up accordingly. We have also paid out an early deposit for our national conference venue as per our contract which is outside the current profiling within the budget.

The AMOSSHE year end management accounts for 2017/18 are currently being produced with the view for them to be signed off at the next executive meeting in January.

Membership update

Membership level	May 2018	October 2018
Tier 1 organisation	73	73
Tier 2 organisation	62	60
Tier 3 organisation	27	29
Additional member	224	238
International organisation	14	14
International additional member	11	14
Less than 50% HE organisation	0	0
Corporate organisation	2	2
Corporate additional member	2	2
Individual member	3	3
Non-profit organisation	2	1
Non-profit additional member	0	0
Student member	3	3
Total organisations	180	179
Total members	681	692

We have had some organisations move between tiers, this has not caused a problem for any organisation to date that we are aware of. The AMOSSHE National Office wrote to each of the institutions who were to change tier separately and explained the differences before sending them an invoice.

Office team

The office team is busy in preparing for the up-coming CPD events and preparing for the year ahead. The officer team has also worked with the Executive Director to agree the new role in the National Office team to help the team cope with the increased demand from our activities.

We have also fully implemented the new finance system Xero into the office. As a result executive members should expect to see a new process for submitting expenses very soon which will reduce the administrative burden for both the executive and the staff. The new system will also help us keep track of payments much more closely.

Communications and Administration Officer

This new role is part time based on 24 hours a week to help support the existing team in developing AMOSSHE in line with our strategic and operational plans and has been carefully considered to ensure a balance of responsibilities across the team. The role is out for recruitment and can be seen on the website here: <https://www.amoshe.org.uk/sector-jobs>. We are looking to welcoming the new staff member into the office in January.

**Directors Finance Summary
September 2018**

Code	Income	Year to date			Budget	% of full year budget achieved TD*	Notes
		Actual	Budget	Variance			
	Income				Full Year		
200	Conference		£0.00	£0.00	£120,131.00	0	
300	CPD		£0.00	£0.00	£52,915.00	0	
	Sponsorship		£0.00	£0.00	£52,225.00	0	
	Membership	£119,981.96	£126,179.20	(£6,197.24)	£126,179.20	95	Estimated VAT adjustment has been included
	Other						
	TOTAL	£119,981.96	£126,179.20	(£6,197.24)	£351,450.20	34	
	Expenditure						
	Central	£23,256.33	£22,129.00	(£1,127.33)	£100,873.95	23	
10							
200	Conference	£10,106.82	£5,196.00	(£4,910.82)	£149,854.06	7	Paid a deposit for conference hotel, outside current budget profile
300	CPD	£1,854.78	£4,712.00	£2,857.22	£56,397.42	3	We have not paid out for venue hire for the initial CPD events yet, profiling difference
20	Executive	£1,028.80	£5,370.00	£4,341.20	£12,940.00	8	Residential costs are being re-allocated to this code, currently not included
400	Futures	£227.53	£471.00	£243.47	£3,787.34	6	
	Insight	£3,954.02	£715.00	(£3,239.02)	£14,292.56	28	A project has currently been paid from this years allocation rather than last year, will be adjusted accordingly
500							
100	Membership	£0.00	£171.00	£171.00	£1,100.00	0	
	TOTAL	£40,428.28	£38,764.00	(£1,664.28)	£339,245.33	12	
	TOTAL Surplus / Deficit	£79,553.68	£87,415.20	(£7,861.52)	£12,204.87		
	Area specific expenditure						
6000	Staffing	£10,843.99	£19,445.00	£8,601.01	£117,317.52	9	
7100	Travel	£1,648.12	£950.00	(£698.12)	£12,690.00	13	
7020	Venue hire	£7,652.29	£4,400.00	(£3,252.29)	£110,655.76	7	Difference due to paying early deposit for conference hotel
	TOTAL	£20,144.40	£24,795.00	£4,650.60	£240,663.28		
	TOTAL Cash position	Main account	£97,977.20				
	31/06/2018	Savings account	£160,228.35				
		TOTAL	£258,205.55				

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



AMOSSHE DRAFT 5 Year Strategy

Our Vision

Through influencing key stakeholders and empowering & upskilling our members, AMOSSHE will ensure that student services are recognised as being central to student success and a world class student experience in UK universities.

Commented [JS1]: i.e. what we want to have achieved by the end of 5 years; what will success look like?

Our Mission

Our mission is to be regarded nationally and internationally as the lead agency for matters relating to student experience in the UK, and to empower and equip our members to lead the delivery of innovative, impactful, student focused services that enhance the holistic experience and nurture student success.

Commented [JS2]: i.e. what is the purpose of AMOSSHE, what are we doing to achieve our vision?

Organisational Values

In delivering our mission and achieving our vision, we endorse and espouse the following values:

- **Proactive:** we will proactively influence policy and investment decisions relating to student experience and success
- **Evidence based:** we will base all our decisions on robust data and evidence
- **Collaborative:** we will work together as a movement and in partnership with key stakeholders to influence change and continually enhance the UK student experience
- **Innovative:** we will be bold and continually seek new and improved ways of working in the pursuit of our vision
- **Diversity:** we will recognise the diverse needs of students and AMOSSHE members across the UK and will ensure that our policies and practices pay regard to this
- **Supportive:** we will nurture a strong and supportive community of practitioners and facilitate opportunities for good practice to be shared and joint solutions to be generated

Guiding Principles

We recognise that the political, economic, social and legislative environment will continually change during the period of this strategy. Regardless of changing priorities, themes and actions, we have identified a number of guiding principles that underpin the implementation of our strategy and will enable us to remain focused on the achievement of our mission and vision. As such, we will:

- Invest in and utilise **evidence-based research** to inform our decisions and evaluate the impact of our work
- Build **strong, influential partnerships**, both with key external agencies and stakeholders but also with our peers and with colleagues in our institutions
- Continually scan the horizon to identify factors likely to impact on our sphere of work, and **take action proactively to influence these developments** and mitigate against risks
- 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
- Enhance opportunities for our members to engage in and benefit from **peer support**

[Click here to enter text.1](#)

Strategic Context

Our work in Student Services is pivotal to the retention and success of students and is core to creating a world class student experience; we know from research and student feedback that experiences and services out with the classroom are as important as key academic elements such as quality teaching, clear and timeous feedback and excellent supervisors/academic advisers.

It is the aim of AMOSSHE and our members to facilitate student success through the delivery of fit for purpose, student focused, innovative services that respond to the diverse and changing needs of our students at the right time and in the right place. To achieve this, we believe that students need to be sufficiently prepared, connected, supported, developed, and empowered to succeed by their university's services, staff, facilities, curriculum and culture.

Prepared

- Add context around managing expectations, pre-entry activities, induction and preparation at key transitions

Connected

- Add context around the need to build supportive, connected communities that provide students with a sense of belonging and purpose

Supported

- Add context around the importance of appropriately resources and deployed professional support services, supported by robust referral processes and a network of partnerships across institutions and with key external partners e.g. NHS

Developing an institution-wide support framework relies on a culture of collaboration and shared ownership for the holistic student experience. It is known that many academic and professional services staff lack literacy in matters such as mental health, disability awareness, building resilience and referring for support. Yet they remain at the "front line" and are best placed to spot "red flags" at an early stage, so it is imperative that they are able to respond effectively and refer students to appropriate sources of support speedily and appropriately. Building partnerships between Student Services, Faculties, Professional Services, students and external agencies (notably NHS and community organisations) is critical.

Developed

- Add context around skills and personal development and employability

Student 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 this is recognised and that the work of student services is 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 at university and beyond.

Strategic Goals/Indicators of Success

[Click here to enter text.2](#)

Commented [JS3]: Section to be further developed: this is the current context which underpins the whole strategy, the vision, mission, values and our initial implementation plan. There may be aspects of the text in the existing "thematic areas" section of the current strategy that could be integrated here or in the "current themes/priorities" section of the supporting implementation plan

Commented [JS4]: Cite

Paper reference: 18-19-10 | presented by: Jill Stevenson

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.

[Click here to enter text.](#)³

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 targets/measures of success.

Context: Current themes and priorities facing the sector

Commented [JS5]: May be 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 following the Exec meeting.

When developing the content of our work to support members, and when seeking to influence policy and investment decisions, AMOSSHE members will be mindful of the following current strategic priorities for the sector:

- Building 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 and resilience, and taking steps to avoid mental ill health in our student community
- 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 poorer socio-economic backgrounds
- Developing a support framework that is sufficiently flexible to respond to the varying needs of students, including research post graduates, distance learners/TNE students, and part time students
- Working in effective partnership with regulatory bodies, including the Office for Students, the QAA and funding councils
- Responding effectively to increasing financial pressures for students
- The need to create employable, well rounded graduates with experience of work based learning and a suite of core skills for entry into the workplace

Strategic Objectives

Commented [JS6]: Strategic objectives for the coming 18 months

By **end of operational period**, we will:

[Click here to enter text.4](#)

Paper reference: 18-19-10 | presented by: Jill Stevenson

- **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
- 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 – and, where appropriate, involvement of our members** - 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

Commented [JS7]: Links with pedagogy and embedding support into the curriculum – influencing academics to do this in partnership with Student Services

Commented [JS8]: Particularly in relation to coping with and overcoming challenges associated with operating in a difficult financial environment/at a time of cuts

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

[Click here to enter text.5](#)

AMOSSHE 18 MONTH OPERATIONAL PLAN

Strategic Objective	Action	Lead Officer	Supporting Officers	Timescales	Resources	KPI	RAG status	Progress/comments
Increase external influence/nurture impactful partnerships	Proactively develop a suite of agreed key policy lines to inform consultations, sectoral developments or media requests	JB	JA, FS, BP, Full Exec					
	Develop map of key strategic partnerships and networking priorities	BP	JB, JA, Full Exec					
	Develop a terms of reference for a new Stakeholder Advisory Board	HM	JB, JA					
	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)	JB/BP	JA					
	Agree plan to resource responses to key consultation responses	JA	Full Exec					
	Review current list of representations and identify priorities for the coming 18 months.	BP	Full Exec					
Develop Professionalisation Framework for Student Services leaders	Establish a schedule of regular meetings with most important stakeholders to nurture strong relationships	JA/FS/JP						
	Develop a plan to scope out a framework for the Professionalisation of Student Services	?? FS?	?? TBC					
	Develop brief for consultant to advise what existing frameworks exist and what the gaps in the market might be	??	?? TBC					
	Identify members communications strategy to further inform development of framework	??	?? TBC					
Deliver a high quality CPD programme for members	Deliver National Conference : Community and Collaboration	HM, JS, JB, BP	CW, AK					
	Deliver Winter Conference (CPD3) - Technology in Student Services	SL, NR						
	CPD 1: Resilience and positive transition to University	NS, CW	NO					
	CPD 2: Safeguarding and duty of care	ND, FS,	RA, NO					
	CPD 4: Comms/media/risk management	CS, HM	NO					
	CPD 5: Professional support for those new to Student Services	KC, RI	NO					
	Webinar 1: Strategic interface between pedagogy & support services	RI						
	Webinar 2: TBC							
Increase engagement with and involvement of our members	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	JB	Full Exec					
	Develop guidance on the creation of member led articles and opinion pieces (good practice guideline)							
Build a strong evidence base for our members	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	AMOSSHE Exec regional leads						
	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/BP	Exec members TBC					
Develop mechanisms to build peer support, resilience and self care for staff supporting students	Explore mechanisms to develop a peer support network across the AMOSSHE network	??	??					
	Explore possibility of introducing a coaching/mentoring programme for lead members (link to Professionalisation Framework)	??	??					
	Agree induction/support programme (including allocation of an AMOSSHE Exec mentor) for new Exec members	??	??					
Celebrating success	Investigate mechanisms to celebrate and reward good practice amongst members							
	Encourage a wider proportion of members to deliver high quality workshop sessions at Conference and CPD events							

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 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, 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 meeting 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.

Benefits

- AMOSSHE would be able to benefit from the input of peers in the sector
- AMOSSHE would be in a position to receive critical feedback which will either endorse or challenge the direction of travel
- AMOSSHE would create the opportunity for peers to network, out of which could come future strategic opportunities
- AMOSSHE could further increase its profile by bringing in sector groups to help shape its work
- AMOSSHE would be adding value to members by engaging in such a strategic way with other sector groups
- AMOSSHE would be adding another strand to membership engagement were it to be agreed that regional reps could attend the Council

Membership

Invited members would include some of the key sector groups which are working across the sector and may be supplemented by additional members for particular meetings or discussions.

Given the remit of the proposed Council – thought would need to be given to whether AMOSSHE is inviting groups so that they can influence this organisation, or whether the invite is extended in order to be of influence, the latter being different in outcome and purpose.

Guidance would be given to the role of members and what AMOSSHE seeks from their input – in other words making it clear that they are invited to contribute as well as learn.

Suggested membership;

- UKCISA
- Academic Registrars Council (and / or AMOSSHE Registrars Group)

- Advance HE
- HUCS
- NADAP
- UUK
- QAA
- OfS
- NUS
- SLC
- Pro Vice Chancellors with student experience in their remit
- Members of AMOSSHE Executive
- Ex members of AMOSSHE Executive (by invitation)
- Regional members of AMOSSHE (by invitation)
- Other active sector groups depending on AMOSSHE strategy at any given time - for example 'Student Minds', British Council etc

Points for discussion;

Does the proposed aim of the Council reflect a worthwhile enterprise?

Is the distinction between a Council and a sector Forum relevant or is this overly cautious?

Does the proposed membership represent the key groups? How does the executive feel about having current regional members on the Council as well as recent members of executive on an invitational basis?

Should we limit this to a two year pilot in order to have an opportunity to evaluate the ongoing benefit?

Do we have the infrastructure to resource the Council in terms of executive and National Office time?

Do we reimburse members to attend the meetings given that they are coming primarily for our benefit?

Next Steps;

Assuming the Executive agree to the proposal a Terms of Reference will be drawn up and agreed by email so that the Executive Lead and the National Office could arrange a first meeting of the Council.

AMOSSHE National Conference

Discussion paper on Speaker fees

The AMOSSHE national conference team have been reviewing AMOSSHE guidance for how we manage bookings for anyone who proposes a session at the AMOSSHE national conference. This paper outlines the recommendations of the team in relation to individuals proposing sessions.

The team evaluated a number of models for discounts for session leaders at conference, based on the number of speakers and conference rates in 2018. This was completed alongside research of sector practice with regard to calls for proposals, both in the U.K. and abroad.

The conference team recommend that the member organisation staff who lead a session should pay to attend the conference. This is because presenting at conference is a benefit / opportunity in itself. The proposal form can ask for the details of the people who will present, and make it explicit that they are expected to pay.

This model follows the trend identified in the sector research, is financially more sustainable for AMOSSHE, and is less administratively burdensome for the NO.

Drawbacks to this are that some people may be put off from proposing a session because of the cost. If they contact AMOSSHE we can consider a discounted rate if their proposal is accepted and we're really keen to include their session. Another drawback is that we might have less sessions that involve students taking part.

For other sector organisations, AMOSSHE will invite proposals, on the understanding that they will not have to pay to attend, but come along to contribute their expertise only. The difference is that AMOSSHE is inviting them and is how we can differentiate from proposals whilst still ensuring sector knowledge is being presented at the event.