

AMOSSHE Executive Meeting

4 September 2015, 1:00pm – 2:45pm

Radison Blu Hotel, Glasgow

Agenda

- Apologies
- Reserved Business
- Previous meeting minutes and actions

| Item no. | Title | Timing: 13:00 – 13:10 (10mins) | Presented by | Paper |
|----------|--------------------------------------|--------------------------------|--------------|----------|
| 1 | Previous meeting minutes and actions | | Ben Lewis | 15-16-13 |

| Item no. | Title | Timing: 13:10 – 13:20 (10mins) | Presented by | Paper |
|----------|--|--------------------------------|---------------|----------|
| 2 | Finance, membership and national office update | | Nicole Redman | 15-16-08 |

| Item no. | Title | Timing: 13:20 – 13:30 (10mins) | Presented by | Paper |
|----------|------------|--------------------------------|--------------|-------|
| 3 | CPD update | | Sam Dale | |

| Item no. | Title | Timing: 13:30 – 13:40 (10mins) | Presented by | Paper |
|----------|--------------------|--------------------------------|--------------|-------|
| 4 | Conferences update | | Ben Lewis | |

| Item no. | Title | Timing: 13:40 – 13:50 (10mins) | Presented by | Paper |
|----------|-------------------|--------------------------------|--------------|-------|
| 5 | AMOSSHE structure | | Brian Hipkin | |

| Item no. | Title | Timing: 13:50 – 14:00 (10mins) | Presented by | Paper |
|----------|-----------------------|--------------------------------|--------------|-------|
| 6 | AMOSSHE Strategy work | | Brian Hipkin | |

| Item no. | Title | Timing: 14:00 – 14:10 (10mins) | Presented by | Paper |
|----------|--------------------------------------|--------------------------------|--------------|-------|
| 7 | International exchange / development | | Ben Lewis | |

| Item no. | Title | Timing: 14:10 – 14:40 (30mins) | Presented by | Paper |
|----------|-------|--------------------------------|--------------|-------|
| 8 | AOB | | Ben Lewis | |

| Item no. | Title | Timing: 14:40 – 14:45 (5mins) | Presented by | Paper |
|----------|---|-------------------------------|--------------|-------|
| 9 | Date, time and place of remaining meetings: <ul style="list-style-type: none"> - 20 November, 11am – 3.30pm, National Office - 5 February, 11am – 3.30pm, National Office - 8 April, 11am – 3.30pm, National Office - 10 June, 11am – 3.30pm, National Office | | Ben Lewis | |

AMOSSHE Residential meeting 3-4 September 2015

Radisson Blu, 301 Argyle Street, Glasgow G2 8DL

In attendance:

Ben Lewis (BL), Nicole Redman (NR), Brian Hipkin (BH), Ben Bailey (BB), Sam Dale (SD), Fay Sherrington (FS), Jayne Aldridge (JA), Christine Lowther (CL), Ian Munton (IM), Helen McNeely (HM), Nic Streatfield (NS), Mandi Barron (MB), John Bloomfield (JB), Mary Sy (MS)

| Point | Detail | Who |
|-------|--|-----------|
| 2c. | Executive members and JB to identify key questions to ask at regional/national meetings | EXEC & JB |
| 3a. | NO to plan a chairs meeting and strategy and present to officers for consideration | NO |
| 3b. | JB to investigate potential head-hunters to work with as part of a programme of activity | JB |
| 3c. | JB to add 'feedback of NASPA trip' to the next executive meeting agenda | JB |
| 3c. | Executive to consider how we might want to change our governance to ensure representation on executive can be achieved on a national scale | EXEC |
| 4b. | MS to email Ellen to see if the Hilton in Birmingham is available (just for comparisons) | MS |
| 4c. | JB to ask Eric for some examples of his webinars and to discuss taking this forward with BH as a lead | JB |
| 4c. | Executives to introduce webinars in their regional meetings | EXEC |
| 6a. | JB to write up a proposal for the first webinars for the next meeting | JB |
| 6a. | JB to create budget plan for the pricing of conference and CPD events | JB |
| 6b. | Executive to use regional meetings to gain an idea of thoughts and feelings towards sponsors | EXEC |
| 6b. | JB to create a framework of the process to agreeing work with particular sponsors, possibly through an ethics committee structure | JB |
| 6b. | NO to gather institutions who are not currently members of AMOSSHE | NO |
| 6c. | JB to create a paper for the next meeting illustrating the pros and cons for operating as a charity compared to how we currently operate | JB |
| 7a. | JB to contact Liz Bromley and Keith Zimmerman in relation to speaking at our 'management and leadership' CPD event | JB |
| 7a. | JA to send MS potential venues next to Kings Cross | JA |
| 7a. | NO to investigate potential London based venues | NO |
| 7a. | JA to send details of the cartoonist | JA |
| 7b. | JB to start working on the structure of the winter conference | JB |
| 7c. | BL will continue the conversation with CACUSS and will report back in the next executive meeting | BL |
| 7c. | CL to report back to the executive on her conversation about an AMOSSHE – ANSSZA exchange | CL |
| 7d. | MS to contact Wes Streeting and Mhairi Black | MS |
| 7d. | Executive to send through potential keynote speakers to contact for National Conference | EXEC |

| | | |
|-----|---|---------|
| 7d. | CL to investigate possibility of hosting a show around at the University of Glasgow | CL |
| 7e. | Ideas and further thoughts on extended insight projects in the next meeting. JB to add this to the next executive meeting. | JB |
| 8. | JB/BP to chase up from previous email asking why they did not renew their membership | JB/BP |
| 8. | JB/MS to look into the structure of our membership | JB/MS |
| 8. | JB to email Susie from the Radisson with our thoughts about the inconsistent service and report back with update of our finalised venue at the next meeting | JB |
| 8. | MS and JB to revisit the Hilton (Glasgow) | MS & JB |
| 8. | NS to report back the feedback from the event at the Radisson at the next meeting | NS |
| 8. | JB/BP to do include a section in the newsletter about AMOSSHE values | JB/BP |
| 8. | JB and BP to create a communication strategy timeline | JB & BP |
| AOB | JB to check and amend the executive meeting in March (this should be taking place on 8th of April not in March as stated) | JB |

Agenda

1) Apologies

Ben Bailey will be arriving later this evening

2) Updates

a) Review of the year 2014/15

Executive were given the task to jot down key successes which took place in 2014/15. A summary of the notes:

- Winter conference (really well attended)
- Work with UUK on prevent
- Insight programme in 4 Universities
- Opportunity for international representation
- NASPA exchange
- Study tour (communication to membership)
- National office (great leadership management, fantastic team, efficient and effective, great support)
- Conference (success of the summer conference, good theme, topics for conference engaged members)
- Residential (good decisions made at last year's residential meeting e.g. Benjamin's contract from part time to full time, engagement of Hobsons)
- Profile raising (greater engagements, more reports for expertise, could do more internationally, very well known in the sector)
- Level of strategic conversation at executive meetings
- Identifying common areas of concern (e.g. duty of care, sexual violence, lad culture)
- Sponsorship (keeping prices of membership down)
- AMOSSHE presented at NASPA, ECSTA, NASPA international
- Tax (resolving corporation tax)
- Newsletters (weekly updates, improved communication with members, email updates)
- JISCMail discussions (shows good practice)
- Regional meetings
- DSA engagement (DSA lobbying, influencing at top level, having a range of speakers at the DSA event, DSA related activity)

b) Looking forward to this year and a glance at the planning calendar

The national office have created a planning calendar for 2015/16 in a format for easy viewing. This will ensure that everyone is able to clearly see the schedule on a monthly basis. It acts as a visual representation to assist with the core planning of the year and gives a timeline of when we need to make decisions by. This highlights the importance for executives to deliver at their agreed timeline as it can have a knock on effect for the national office.

c) Looking through the Benchmarking and Membership survey results

The response rate for the membership survey has not been very good which means the results represent only a small proportion of the membership; this is something to bear in mind when making key decisions. The results however indicate areas which the national office can consider for the year ahead and focus on areas which are important for members.

As the response rates were very low and not ideal for basing major decisions on, it was suggested that the executive can take advantage of the regional and national meetings to ask members key questions which could assist the national office with future planning.

Action: Executive members and JB to identify key questions to ask at regional/national meetings.

3) Strategy for the next 2/3 years

a) Political

- BL suggested that we could do more individual representation and create more visibility, for example being less reluctant to say things which are considered controversial - in relation to the DSA changes, we were more cautious than NADP.
- Recognise the difference between influencing government and influencing institutions, or devolved government.
- Profile and position with Vice Chancellors and ensuring they know AMOSSHE is there and understanding what we are there for.
- BH mentioned that AMOSSHE are the 'go-to' people on certain areas and the importance of maintaining this by being more proactive rather than waiting for leads.
- As there is a link between student experience and teaching framework, we can tap into the membership to utilize the expertise of our members.
- It was suggested that we could conduct a quick survey to understand how many members have the responsibility for the prevent agenda within their institution.
- NR questioned whether we have links with the key people – for example UUK. Suggestion for AMOSSHE to facilitate a chairs meeting of relevant chairs and stakeholders of organisations.

Action: NO to plan a chairs meeting and strategy and present to officers for consideration.

b) Educational

- BL suggested that we need to create a strategy and take action on providing webinars. It could be a great revenue stream in the future as no one else is doing it and is generally easy to set up. We as an organisation are behind on current technology and need to consider whether a strategy is needed. We need to be more flexible on how we can communicate information to members and perhaps consider multiple channels. This is especially the case from feedback we have received regarding the difficulty in freeing up time to attend CPD events.
- In line with supporting our members, we could consider offering support to members who have changed roles (head of service) as they not be familiar with colleagues within their remit/level.
- There is currently a gap within management and leadership support. We can investigate how to help people to progress up the ladder, for example supporting a head of counselling to progress to the director level of student services. A suggestion was made to consider working with head-hunters.

Action: JB to investigate potential head-hunters to work with as part of a programme of activity

- BH highlighted the importance of succession planning and suggested that we could perhaps invite headhunting organisations to present something along the lines of 'how to raise member's profile' – e.g. how to use LinkedIn in on a professional level or how can the head of a particular service interact with another?

c) International

- BL indicated that international exchanges are vital for AMOSSHE. These offers are important as AMOSSHE acts as a facilitator for members as well as the executives.
- Should AMOSSHE be a broker with a view to giving members opportunities to develop? BH suggests that it could be useful to use the US as an indication of areas which may crop up. Not only does it give us a heads up on recent activities, but it is also very useful and important to understand how the systems work around the world – we can see how this may be appropriate for our members.
- NR suggests that we need to increase our international reach, as there have been many people who have expressed their interests in working and engaging with us. It is extremely useful to increase this reach as we can learn from one another as the NASPA exchange programme has proven. Feeding back on experiences to the executive as well as members is also a key part to learning from our international colleagues.

Action: JB to add feedback of NASPA trip to the next executive meeting agenda

- The Executive need to consider how our representation system works. At the moment all regions and more importantly Nations are represented however that might not always be the case in the future.

Action: Executive to consider how we might want to change our governance to ensure representation on executive can be achieved on a national scale.

4) AMOSSHE event topics

a) CPD

From the CPD feedback, we were able to grasp the most popular topics and locations. The top 6 locations has not deviated from past results, with London, Birmingham and Manchester remaining as the top 3. Popular topics amongst AMOSSHE members include: management, DSA and prevent.

The amount of respondents completing the surveys are minimal, so we need to look at ways to increase this. An idea from the team was perhaps at every event to push the surveys out and to encourage members to complete it. Voice the importance of their feedback as it will help the programs for the year ahead.

The prevent topic may be more aligned for webinars as there would be a lot of people who would want to take part in this. To grasp a better understanding of what topics to explore, executive can use regional meetings as a platform to engage with members and understand what topics and areas we should approach.

b) Winter conference theme

The feedback received from the first winter conference was very positive with the only downfall being the venue. Due to the inability to comfortably accommodate 100 delegates, there was some criticism from delegates who felt the space was too crowded. However from the feedback we were able to see that delegates were happy with the pricing for this particular one day conference event. Executive have agreed that the winter conference will continue to be a one day conference as opposed to a stay over.

The national office have visited 3 venues in Birmingham for the winter conference this year. As Birmingham (or south) was amongst the most popular locations taken from the feedback,

the search was conducted at the Crowne Plaza, The Studio and the Jury's Inn. All 3 venues fit most of the specifications which we listed for our events coordinator Ellen to explore, they all are very distinctive in terms of feel and practicality.

Sponsorship is a consideration for this winter conference as there was some interest in the previous event, whether it be that the sponsors have a stall at the event or whether we allow them to have handouts at the AMOSSHE reception area.

Executive have agreed to hold the event at The Studio. This venue is a 5 minute walk from the train station and has a very modern, light, and stimulating design to their meeting rooms. Although it does not have accommodation on site, they do have special deals with 2 hotels around the corner from them.

Action: MS to email Ellen to see if the Radisson Blu in Birmingham is available (just for comparisons)

As discussed previously, the agreed theme for winter conference is 'duty of care'. This theme was decided as it is broad and able to expand into different areas and also still relevant to the sector. The different strands it can branch out onto are: student on student complaints, community relationships, prevent and student data.

c) Webinar first topics

As AMOSSHE has no experience in creating webinars, it has been suggested that Eric Stoller could be a lead contact in ensuring the first one is produced at a high quality. We need to stress the importance of creating a high quality webinar as it could impact AMOSSHE's brand if it is not presented well. Eric has been a contact for the technical side of things and has also offered to be a presenter for the first webinar. He charges a fee of £2,000 for his services – executive agree that it is a good investment.

Action: JB to ask Eric for some examples of his webinars and to discuss taking this forward with BH as a lead

JB has looked into free services which can be used as a host – Google hang outs is an example.

The topics to explore for a webinar can include: a day in the life of a student and how students are utilising the digital world. The first webinar could take place in early December to avoid the busy Christmas period.

Action: Executives to introduce and discuss webinars in their regional meetings

5) National conference

The feedback from the national conference was very positive, especially the keynote speakers who were rated extremely high. This highlights the importance of keeping up the standards and ensuring we host quality events. The results from the feedback can be used as a benchmark to enable the national office to improve and enhance future events. As for the national conference next year, we need to think of ideas to develop:

- The theme should recognise that we are in Scotland (perhaps incorporate it in the logo, theme or colour)
- A broad theme so that it doesn't narrow proposals by members
- 'Different together', 'Prevent' could be possible ideas of conference titles
- There is a real opportunity to bring in international speakers through skype if Wi-Fi allows us to

6) AMOSSHE finance and structure

a) Budget/finances

The figures produced are based on how we performed in the last year, with estimated costs alongside to show how much it would cost to run the office on an annual basis. The figures show that we have reserves to cover a 9 month period, as a result we need to look at how we can increase our existing income to develop our events as well as to build up our reserves – this can be achieved through our events and sponsorship in the first instance.

As our conference has continued to grow year on year, we need to ensure that there is sufficient income to support our growth, as we cannot solely rely on sponsorship. To further enable development of our conference, we could benchmark this against other charity conferences.

The pricing for conference has not increased in the last 2 years. A suggestion was made that if we do decide to increase this, we should ensure that it does not exceed the inflation rate.

Action: JB to write up a proposal for the first webinars for the next meeting

Action: JB to create budget plan for the pricing of conference and CPD events

b) Sponsorship

The majority of our income comes from the traditional sponsorship methods. JB has had conversations with potential sponsors that are interested in working with us. He believes the annual sponsorship is waning as there may not be much value for money. This could be due to the inability to track the traffic from AMOSSHE members and as a result, we need to look at alternative ways to develop and acquire some of our sponsor income moving forward. An idea could be to incorporate Insight projects and partner them with potential sponsors who are interested in working together. Another idea is for AMOSSHE to work as a middle man for product developments within the sector e.g. Tribal, by promoting a product and accumulating a share from the sales. AMOSSHE can also consider undertaking consultation work for various organisations. We do however need to ensure that any projects that relate to AMOSSHE will prove beneficial to our members.

AMOSSHE Insight projects are not sustainable unless we can find a stable income stream to support it. It is however an element which AMOSSHE members consider extremely useful. When looking at our options of sponsorship opportunities, we need to ensure that the income is produced in an ethical way and consider questions like 'are the products we endorsing helping our students?'

Action: executive to use regional meetings to gain an idea of thoughts and feelings towards sponsors

Action: JB to create a framework of the process to agreeing work with particular sponsors, possibly through an ethics committee structure

Executive can help talk to non-member institutions to find out why they are not members.

Action: NO to gather institutions who are not currently members of AMOSSHE.

c) AMOSSHE structure (charity status and membership structure)

It is important to note that a charitable status will not change our position against the VAT we currently pay. The current structure is not a matter of urgency but something that can be discussed and decided upon later in the year.

JB will create a paper for the next executive meeting illustrating what it will mean to become a charity compared to how we are currently operating in line with the decisions and future direction of AMOSSHE.

Action: JB to create the paper for the next executive meeting

7) Practical planning

a) CPD

The theme which proved most popular amongst the executive team (for the third CPD event) was 'management and leadership'. This theme could be broken down into many strands where we could touch on topics such as: key changes, influencing skills (upwards and downwards), community cohesion and different beliefs whilst studying and living together. This should focus on student services and leadership in particular. The theme was also popular amongst members as it was listed on the feedback survey. Liz Bromley from Goldsmiths and Keith Zimmerman could be potential speakers for the event, whilst BH has offered to speak at the event himself.

Action: JB to contact Liz Bromley and Keith Zimmerman and work with the CPD3 lead to develop a plan and outcomes for the event.

As this may prove as a popular event, we need to consider venues outside the national office to ensure we are able to accommodate delegates comfortably. SOAS and LSE could be potential venues.

Action: JA to send MS potential venue next to Kings Cross. NO to investigate potential London based venues.

Another suggestion for a CPD event was to look at lessons to be learned around from student services around the world.

There was also suggestion for a cartoonist to summarise the event in a light hearted manner by illustrating the events and activities that are run throughout the day. JA has a contact which she recommends from an event she has attended. This is something we could potentially incorporate in future events.

Action: JA to send details of the cartoonist

b) Winter conference

As the winter conference this year proved very successful, we have decided to repeat the same concept. This event's theme has been agreed as 'duty of care', where potential speakers include Carolyn Pyke (legal), Sian Davies-Jones, Nicola Bennison (Eversheds), Sinitta Jamda, Chris Lusk, Wales coordinator from Prevent and Wes Streeting MP and former NUS president.

The theme can explore the different legal issues within different regions, whilst also having a human angle. We can look into legal framework, living in the community, police liaison, student discipline matters, student oversight, parents expectations, asylum seekers (Helen Kennedy Foundation, Wes Streeting MP), policies and framework in terms of how it reflects duty of care, reasonable adjustments (beyond reasonable adjustments), fitness to practice, care leavers, social media, duty of care and prevent. We can also contact private providers in student accommodation such as Unite, the security team and chair of Aston University, Rosie from Student Mind and Chris Lusk.

The structure of the day will start with an opening keynote in the main room and will then split into smaller plenary sessions. We will have one room for 50 delegates and two smaller plenary sessions taking place simultaneously. Executive point out that we need a 'lighter' session to end of the day, such as an interactive/networking session.

Action: JB to start working on the structure of the event

We could run sessions twice during the day so that delegates are able to attend both. One plenary session can start with a legal stance and ending with a member led stance. Another

suggestion is to end the day with a panel, with a list of questions that could make a big impact – this way the audience can take part and voice their opinions.

c) International Exchange – CACUSS

BL met the chair CACUSS at the NASPA conference and had a conversation about doing a NASPA style exchange. This could be a great idea as it has very little financial constraints- the institution will usually host the accommodation and the main costs will be from administrative duties.

Action: BL will continue the conversation with CACUSS and will report back in the next executive meeting with the view to run an exchange either this year or next year

CL has arranged for a meeting with University of Sydney (Australia and New Zealand) to discuss potential ideas of international exchange and will be liaise with BL for discussion.

Action: CL to report back to the executive on her conversation about an AMOSSHE – ANSSZA exchange

d) National conference

The themes suggested for next year's conference includes:

- Breaking boundaries – this theme will allow us to follow on from last year's conference 'All change'. It could demonstrate how we are working in partnerships and state boundaries brought from international institutions. The theme can also extend to incorporate the AMOSSHE strategy to include political and educational boundaries. Wes Streeting and Mhairi Black were suggested as potential speakers for the political strand.

Action: MS to contact Wes Streeting and Mhairi Black?

Action: Executive to send through potential keynote speakers to contact

- The second theme suggested was 'people in focus' or 'people power'

Executive have agreed to go ahead with 'breaking boundaries' as the theme. This theme has a distinct connection to AMOSSHE's values and feels more aligned to strategies of the organisation.

It has been suggested from last year's conference that we should incorporate an organised day event the night before conference. This can be hosted in a nearby institution of the conference venue and consist of a prearranged tour of the institution. As the conference is taking place in Glasgow, we could approach the University of Glasgow and other Glasgow based institutions to see if they can host a day event. This event may be of particular interest to new delegates as they will be able to create connections before the actual start of conference.

Action: CL to investigate possibility of hosting a show around at the University of Glasgow and discuss at the next Scotland national meeting

e) Extended insight projects or alternative

The Insight project is a core activity which AMOSSHE provides funding for. It is an activity which is costly but essential to AMOSSHE's work. However we do need to consider how we can financially sustain this area as AMOSSHE cannot afford year on year to pull money out from reserves.

There are many people asking for a different stance to the projects and we need to consider the ideas surrounding this – e.g. proposals from external organisation. As per the previous discussion under sponsorship JB and BL will investigate this further and report back to the executive.

Action: Ideas and further thoughts in the next meeting. JB to add this to the next executive meeting.

8) Executive meeting

There are no changes to the minutes from the last executive meeting.

Item 1 from the action list to be chased again.

Action: JB/BP to chase up from previous email

Apart from item 1, all actions are either ongoing or already completed.

As discussed previously, AMOSSHE has been set up with the new accounting software with SAGE. National office is utilising the new system and has so far no complaints over what the system can produce. The year-end accounts will be produced in time for the November executive meeting. Executive would like to thank JB for producing such a detailed budget, which proves extremely useful for forecasting purposes.

The invoices for the renewal of membership have been sent out to members, which means payment should be with us within the next few months. The membership tier levels have remained in the same structure for a number of years now which may cause for a slight concern in 2020 for example. The big changes in student numbers and potential future mergers of institutions could impact the structure of the tier levels and as a result have a negative impact on AMOSSHE financially.

Action: JB/MS to look into the structure of our membership to report back in further detail at a future executive meeting.

There are no updates on the national office, but executive would like to say thanks for their hard work.

All of the CPD events for the coming year have been agreed. We have the themes, the day plan and dates confirmed. These will be:

CPD 1: Sexual harassment and Sexual assault

CPD 2: Winter conference – Duty of Care

CPD 3: Management and Leadership

For the futures events, a suggestion was made to incorporate 'disability funding' as a topic. JA is happy to progress should we decide to host one.

The theme for next year's conference has been agreed by executive. However we are yet to question the Radisson over some issues with their service and quality during our stay. With saying this, BL feels that we should revisit the Hilton to see whether the venue is up the standards we require for our conference. Although the two venues were compared previously at our shortlisting stage, it would be useful to remind ourselves what aspects of the venue swayed us to the Radisson.

Action: JB to email Susie from the Radisson with our thoughts about the inconsistent service and report back with update of our finalised venue at the next meeting

Executive would like to thank Fay and Maria for the success of conference this year.

Action: MS and JB to revisit the Hilton

NS mentioned that he is able to contact someone from the event hosted at the Radisson during the time of our stay with a review of how the event was received and hosted.

Action: NS to report back at the next meeting

The current structure of AMOSSHE is still yet in question, however the status is not an urgent issue. BH suggested that we should present a paper in the next meeting which lists the pros and cons of becoming a charity and using this as a guideline to work backwards from the 2016 AGM.

AMOSSHE's strategies and values have been tied in together and is effectively linked to our conference theme next year. As noted, no publicity has been made surrounding this which suggests we could place this in a future newsletter

Action: JB/BP to include a section in the newsletter about AMOSSHE values and strategy

Organising AMOSSHE events over the year requires frequent communication between the national office and the executive team. The suggestion of a communication strategy could prove very helpful as it would be aligned with upcoming events – e.g. insight projects, international engagement, CPD events and help us in deciding the best ways of disseminating the information back to the membership

Action: JB and BP to create a communications strategy

In relation to the international exchange BL will continue to speak with CACUSS and CL will arrange to speak with ANSSZA.

The NASPA exchange team are happy to feedback at one of our executive meetings.

AOB

Action: JB to check and amend the executive meeting dates in the agenda and minutes (this should be taking place on 8th of April not in March as stated).