AMOSSHE Executive Committee meeting: minutes

20 January 2023, Online Zoom meeting

Attendees

- Jill Stevenson (JS)
- Simon Lee (SL)
- Helen McNeely (HM)
- Chris Warrington (CW)
- Rotimi Akinsete (RA)
- Emma Bales (EB)
- Craig Best (CB)
- Sammy Li (SLi)
- Ravteg Singh Dhesi (RSD)
- Claire Slater (CS)
- Sarah Sweeney (SS)
- John Bloomfield (JB)
- Sam Boyle (SB)
- Chloe Kitts (CK)
- Benjamin Parsons (BP)

Apologies

- Sarah Cavendish (SC)
- Hiba tul Habib (HH)

Item 1: Welcome and conversation time

Item 2: Conflicts of Interest & AOB check

None.

Meeting protocols

The Chairs team has devised the Executive meeting protocols document (paper 22-23-19), which the committee approved.

ACTION: JB to add the Executive meeting protocols to the documents library for current and future Executive members.

Item 3: Minutes and matters arising

The Executive Committee signed off the previous minutes as an accurate record.

Actions progress:

- JB to send through updated finance reserves explanation for all to review – COMPLETE
- HH / JB to add EDI to the strategy overview meeting agendas, and invite SLi – COMPLETE
- SLi to recirculate EDI policy document to strategy workstream leads– COMPLETE, paper 22-23-27
- ALL to contribute ideas about the priorities that we want to present to the Student Support Champion as our key for making a difference. JB to put out a request to the Executive for their ideas, then the Chairs to review – COMPLETE
- EB to circulate the updates from the Student Support Champion to the Executive – COMPLETE
- Winter Conference team to consider opportunities to have a public discussion / Q&A with the Student Support Champion – COMPLETE
- AB to set up an External Relations MS Teams group and invite all Executive members to process all future media / sector responses – COMPLETE

- JB to write up a process / guidelines for the External Relations group to refer to when taking action – ONGOING. Currently not all Executive members are receiving updates to the external relations Teams group, which need to be resolved as part of establishing the process.
- BP / JB to put together detail on the legal duties on higher education providers (considering home nations and implications of Ofsted inspections) to prepare for our responses – COMPLETE
- BP and JB to catch up with NADP (National Association of Disability Practitioners) to see if they have been approached about reviewing the Disabled Students Commission – COMPLETE
- If a survey is put together about reviewing the Disabled Students Commission, BP to circulate the survey to the membership – COMPLETE
- Executive from English institutions to ask their teams if they know of this funding and report back to National Office by 21 October 2022 – COMPLETE
- HM and JB to put a colour-coded column on the risk register front page for a snapshot of risk priorities – COMPLETE
- JB to schedule a six-monthly review of the risk register, and an annual update to the Executive Committee – COMPLETE
- HH to schedule a meeting before December 2022 to bring all the workstreams (and subgroups – professionalisation, benchmarking) together in order to prioritise tasks and allocate resources – COMPLETE
- CPD development team to review virtual and in-person CPD events in July 2022 and review share of virtual and in-person and how they are spread out for the next academic year – ONGOING
- BP to share a brief summary of National Conference 2022 feedback to the January 2023 Executive meeting – COMPLETE, paper 22-23-26
- JB to follow up with GatsbySanderson about their diversity survey that has been published in affiliation with AMOSSHE, as we did not review this or agree before publication – COMPLETE. AMOSSHE was removed from the branding for the final survey, because we were not involved. The survey found that there are issues with diversity in professional services. They are holding a round table in London with ARC, Universities UK and others. It is on the same date as Winter Conference so attendance is difficult. We have asked the South East member group for a volunteer to attends.
- SLi to put together the AMOSSHE EDI policy for all to review ahead of the next Executive meeting on 20 January 2023 – COMPLETE, 22-23-27
- Workstream leads to review communications strategy and report back at the next Executive meeting in January 2022 – COMPLETE, on agenda
- RA and CS to see how the member discussion goes on Monday 17 October, to leave space to discuss duty of care if leads feel members would like to discuss this issue instead – COMPLETE

ACTION: Winter Conference team to arrange a meeting at the event between Edward Peck and the Executive members who are attending the conference, and Executive attendees to agree discussion topics.

The External Relations MS Teams group was not successful because people did not get the notifications. If we can't make the Teams notifications work, we will use WhatsApp or another method to alert people to look in Teams.

ACTION: JB to share a process for activating notifications for the External Relations MS Teams group, for all to test.

ACTION: JB to share details about the diversity round table in London on 24 February with the Executive to see if someone can attend on behalf of AMOSSHE.

Action log:
- Professionalisation group to consider and investigate utilising an existing framework from either HEA, AUA or Advance HE to develop a matrix of behaviours / knowledge based on an existing framework (once established, the framework can be mapped across the CPD to programme to show how our CPD will contribute to development) – COMPLETE
- ALL to establish an EDI central working group to look at AMOSSHE EDI policy, events checklist and coordinating EDI approach through the workstreams – COMPLETE

Item 4: Policy update

SB presented a summary of paper 22-23-21. SB explained that the paper is an attempt to do horizon scanning for upcoming topics and consultations, but it does not attempt to capture every topic. There are also prompts for whether we need to do more work on topics that have arisen from member discussions. JS thanked SB for a very helpful and informative paper, and suggested that going forward the briefing can include as many topics as are needed, but to pull out key points and suggestions for action. This paper can also be merged with representation feedback for future meetings.

Key questions for the Executive to consider:
- **Are the following areas broadly the right priorities for AMOSSHE engagement?**
  The Office for Students consultation on regulations about tackling sexual violence and harassment is rightly a key priority. Surveys and consultations are often circulated to Vice Chancellors but can arrive on members' desks quite close to deadlines. Accommodation pressure is also important, as well as the Renters Reform Bill.
- **Are there any other projects or priorities, not covered in this paper, that AMOSSHE should be focusing on this year?**
  HM suggested that work around the Drugs and Alcohol Taskforce should be included in the priorities, as this is a big piece of work and there is sector anxiety about reputational risk. The cost of living also needs to be prioritised among AMOSSHE's work, as well as the impact of budget cuts on Student Services provision. Also the Prevent programme, because a review has been completed. Also member representation in court, for example at Coroner's inquests and legal cases. Also duty of care and suicide prevention, and home nation policy priorities need to be enhanced for future papers.
- **Would it be valuable for the AMOSSHE Executive and/or group leads to arrange meetings with SB to look at our policy priorities in more detail?**
  SB is looking for a small group of Executive / other members to form a policy group. This should include home nation representatives. The Executive Committee agreed that SB should draw on Executive representatives on sector groups to inform / coordinate policy work. JS, HM and SL volunteered to be part of the group. We would need Northern Ireland and Wales representation.

ACTION: ALL to consider how AMOSSHE can support members' work in relation to cost of living and make suggestions to SB.

ACTION: ALL to respond to SB's questions in the policy paper by email.

ACTION: SB to convene a policy group (SL, JS and HM) to develop recommendations for action going forward.

ARC meeting feedback

JB and JS spoke to ARC (Academic Registrars' Council) about getting involved in a roundtable discussion about mental health led by EAB (sector consultants). Further discussion needs to be undertaken about how to work together more effectively with ARC on this topic and others. There may also be opportunities to work with ARC for career development opportunities for AMOSSHE members.

ACTION: JB to discuss approaches to working with ARC with the External Development workstream group.

LEARN network feedback

JS and JB met Lee Fryatt from the LEARN network to discuss higher education providers' duty of care towards student mental health and wellbeing. AMOSSHE is looking for specific approaches going forward. Conversations are ongoing. JS has also had conversations on the same subject with Papyrus.

ACTION: BP / SB to consider duty of care, suicide and Coroner's inquests as topics for member discussions and the communications plan.

Item 5: Central operations

Operations update

Paper 22-23-22 proposes changes to some event and activity timings. The Executive Committee agreed to move the Executive elections schedule and AGM (annual general meeting) to a month earlier going forward. New Executive members would still start on 1 August as currently, but they would know that they are elected sooner. Membership fees for the coming year would be signed off earlier at AGM.

ACTION: National Office to implement the changes to AGM and the elections process.

ACTION: JB to retire the Executive mini-site and use links from Sharepoint going forward. JB and BP to review the Executive Only webpage and what resources are available on there.

ACTION: ALL to consider what Executive resources are needed online and feed back to JB.

Finance update

JB gave the finance update (as outlined in paper 22-23-23). The overall situation is healthy. Some discrepancies in allocation of money for accounting reporting are being ironed out, which will change the overall outlook at the next meeting. The National Office is working to mitigate the loss of sponsorship from the cancelled CPD3 event, otherwise CPD (continuing professional development) is ahead of budget at present.

Year-end accounts

JB gave an update (as outlined in paper 22-23-24).The bottom line shows a large profit. This is because membership increased and events and sponsorship income was higher than expected. There were also savings on expenditure against budget. This profit will be invested in new staff roles

and upcoming projects (including a new resources platform, professionalisation project and communications planning).

'F Sherrington' (previous Vice Chair of AMOSSHE) appears as a director on the accounts, which was necessary temporarily to enable a transfer of account holders for AMOSSHE's bank account.

ACTION: JB to remove Fay Sherrington as a Director from Companies House.

The Executive Committee approved the end of year accounts for submission to Companies House.

Resources
Item 6: Strategy workstream update
See paper 22-23-25. The Executive Committee approved the specifications document for the new resources platform, and the timeline for implementation.

ACTION: ALL to feed in any further thoughts to the specification document to the Resources team.

ACTION: Resources workstream to ensure to be aware of inclusive language on the new platform.

Item 7: Professionalisation project
EB updated about the progress of the project, including exploring existing frameworks to create a professional development portal on the new members platform. AMOSSHE will be involved with Advance HE's professional development framework review, and will also work with AUA (Association of University Administrators) about collaborating on a review of their frameworks with the aim of ensuring these are relevant for our members where practicable.

Item 8: CPD and National Conference
CW gave an update on professional development. Our first two events went well in terms of attendance and content. CPD3, our sponsor showcase, did not take place because not enough sponsors were interested in taking part. Planning for future events is going well. Feedback from delegates referred to the impact of rail strikes. The team is keeping an eye on sponsorship targets, and sponsors attending as delegates.

BP gave an overview of the delegate feedback from the 2022 National Conference (see paper 22-23-26), and how this is feeding into events planning. Suggestions for this include vegetarian options for meals, and work on sustainability.

ACTION: BP and CK to share feedback about sustainability (of merchandise) with sponsors, to make recommendations.

ACTION: CPD planning group to pick up on the sustainability of events, and also the representation of the membership when choosing speakers, considering the predomination of Russell Group affiliated speakers in the past.

Member engagement
Item 9: AMOSSHE survey update
BP gave an update about the planned schedule of benchmarking and pulse surveys for the year ahead. SB has worked with BP and the working group to streamline the surveys and enhance the quality of the data we receive.

ACTION: ALL to complete the careers / employability benchmarking survey.

Item 10: AMOSSHE EDI

SLi gave an update about the policy (paper 22-23-27), which looks at the organisation as a membership association as well as an employer. It sets out good practices for inclusion as well as compliance with legal requirements. The policy covers members, sponsors and events attendees as well as staff and the Executive Committee. This policy removes some of the detail in the previous version to focus on guiding principles.

Next steps for this include the creation of event checklists for planning, and also guidance for the development of projects such as the resources platform.

Suggestions for amendments:
- The policy should make its audiences explicit (the needs of members, employees, and associates, for example contractors or event attendees).
- It needs to be clear that the policy does not apply to the listed protected characteristics only.
- Do we need detail about timings for a complaints procedure? This is currently referenced in the staff handbook. This needs to be made public alongside the policy and possibly amended to ensure it is relevant.
- We should refer to legislation outside of England, for example in Northern Ireland – 'other relevant UK legislation'.
- Do we need something in the policy about conducting equality impact assessments for major changes?
- Do we need a separate policy for staff to this public policy? A separate complaints policy to an employee grievance procedure?
- Can we add more about the kinds of support we can offer to members? This is covered by the professional development of members outlined in the current policy.
- What would our process be for enacting the policy in terms of investigations?

ACTION: HM, SLi, CS and NO to meet to review the first draft of the EDI policy, assess all its implications and the next set of processes to be created.

ACTION: BP to link the EDI policy to the member etiquette and sponsor engagement policies.

Item 11: Communications strategy update

BP updated about progress with the communication plan, with the view of bringing a consultant in to help us complete the work and ensure a quick turnaround.

ACTION: BP to bring an update on the progress with consultants to the March Executive meeting.

External Development
Item 12: Strategy workstream update

CW gave an overview of progress on the priority areas as mentioned in the Executive strategy update paper (22-23-28). The Executive approved the amendment to the stakeholder mapping spreadsheet.

International representation

IASAS

IASAS has their global summit in July 2023 in Rome, at which it would be good to have AMOSSHE representation. This is the week after the AMOSSHE National Conference so could be a challenge for some to attend.

ACTION: JB to send around details of the IASAS global summit in July to the Executive and speak to the Chairs about representation, including the number of people we can afford to send.

EucA feedback

Paul Rossi represented AMOSSHE at the EucA (European Conference for Student Affairs) conference in November 2022 (https://www.amosshe.org.uk/international-sector-updates/13051417).

ACTION: JB to provide a written update about AMOSSHE engagement with EucA.

Item 13: Representation
See paper 22-23-29. Accepted without comment.

Item 14: Reserved Business
None.

Item 15: Any Other Business
None.

Executive meeting protocols

This document outlines the expectations of attending and engaging in Executive meetings to enable all Executive members to get the most out of their time engaging with AMOSSHE business. It is a great time to forge new relationships and support networks and enable all executive members to develop work for their peers.

Executive members and National Office staff spend a considerable amount of time preparing items for meetings to ensure the Executive can make informed decisions on behalf of and to support the membership. Full engagement during meetings is not only respectful, it helps to ensure that we are making good, clear and well considered decisions.

This applies to online and in-person meetings.

Attendance at meetings

We expect Executive members to attend all in person and online meetings unless you are unwell and unable to do so. If you are too unwell to attend an in-person meeting and would otherwise not be 'in work' we do not expect you to attend virtually. As a matter of course, meetings will be either online or in person (hybrid meetings will not normally be held.)

In person meetings are an important part of the role of being an AMOSSHE Executive member. Part of the value of in person meetings is the development of a team ethos, strong relationships and a sense of collegiality and shared ownership.

If you are unable to attend a meeting and know this in advance of the day, please let the National Office know. It is recognised that issues can crop up at the last minute both professionally and personally. To help aid planning dates are agreed and published in advance, including the dates of residentials.

Executive members are expected to read through the papers and provide comment on any areas they can input on or might have a question on. Comments or queries can be sent in advance of meetings to the Executive Director and Chair of AMOSSHE, who will ensure that your points are addressed at appropriate times within the conversation.

Engagement in the meetings

All members are asked to be present in the meeting; members are asked to turn off email and notifications so that they can actively listen and participate throughout.

It is recognised that time is valuable to executive members. Meetings are long days with a lot of intense discussion. Therefore, if you need time to make a drink or take a quick break outside the allotted times, please do so. This also applies if you have to make a phone call or attend to something urgent for work. Please do this outside of the meeting room space to ensure that other colleagues are not distracted.t.

It is further recognised that the 'always on' culture which developed through the pandemic means that often we are now in the habit of multi-tasking or feeling that we have to be on top of our emails, and/or messages even when we are in meetings. In recognition of this, and to support the wellbeing of the Executive, breaks are built into meetings so that members can catch up on emails, messages or calls should they need to. As noted above, urgent issues which crop up and cannot wait until a break in the schedule can of course be dealt with and this should be indicated by following the protocols above.

Online meetings only:

When engaging in online meetings we aim to observe the following protocols:
- All online executive meetings will be recorded to aid in note taking, these will be deleted once the meeting minutes have been written up.
- If you have a question, please raise your virtual hand to speak. The Chair will bring you in to the conversation one at a time.
- If you want to share links or particular points for minutes, feel free to add these to the chat function, and these will be collated by the meeting Secretary.
- If you need to take a break from the meeting please mute and turn off your camera. This will indicate to others that you have had to step away.
- If your camera is not working, please notify those in the meeting via the chat function
- All meetings will have subtitles available, These can be accessed on the relevant subtitle or captions links within the meeting software.

Executive 2022-23 Action Log

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Jul-22	5	9	Professionalisation group to consider and investigate utilising an existing framework from either HEA, AUA or Advance HE to develop a matrix of behaviours / knowledge based on an existing framework (once established, the framework can be mapped across the CPD to programme to show how our CPD will contribute to development).	Professionalisation working group	Ongoing
Jul-22	16	26	ALL to establish an EDI central working group to look at AMOSSHE EDI policy, events checklist and coordinating EDI approach through the workstreams.	ALL, SLi	Ongoing
Oct-22	19	4	ALL to contribute ideas about the priorities that we want to present to the Student Support Champion as our key for making a difference. JB to put out a request to the Executive for their ideas, then the Chairs to review.	ALL	Ongoing
Oct-22	21	4	Winter Conference team to consider opportunities to have a public discussion / Q&A with the Student Support Champion.	WC leads	Ongoing
Oct-22	22	4	AB to set up an External Relations MS Teams group and invite all Executive members to process all future media / sector responses.	AB	Ongoing
Oct-22	23	4	JB to write up a process / guidelines for the External Relations group to refer to when taking action.	JB	Ongoing
Oct-22	25	4	BP and JB to catch up with NADP to see if they have been approached about reviewing the Disabled Students Commission	BP, JB	Ongoing
Oct-22	26	4	If a survey is put together about reviewing the Disabled Students Commission, BP to circulate the survey to the membership.	BP	Ongoing
Oct-22	28	5	HM and JB to put a colour-coded column on the risk register front page for a snapshot of risk priorities.	JB, HM	Ongoing
Oct-22	35	12	workstream leads to review communications strategy and report back at the next Executive meeting in January 2022	ALL strategy workstream leads	Ongoing

Policy overview: Priorities and key activities identified for 2022/2023

Table of Contents

Introduction:

This paper covers some of the key policy areas affecting AMOSSHE members and provide context as to why the organisation should engage with each of them in turn. It is intended to be a living document which can be updated when new policy and consultations are announced, new areas of concern arise, or if AMOSSHE's strategic priorities change.

Support from the Executive:

This document is intended to be a starting point for further discussions about member priorities and AMOSSHE engagement. It does not include the existing external representation groups that AMOSSHE contributes to. At present, the briefing is Westminster focused, but will be updated with content from the other Home Nations.

Key questions for the Executive to consider:

Topline questions
- Are the following areas broadly the right priorities for AMOSSHE engagement?

- Are there any other projects or priorities, not covered in this paper, that AMOSSHE should be focusing on this year?
- Would it be valuable for the AMOSSHE Executive and/or group leads to arrange meetings with SB to look at our policy priorities in more detail?

Questions related to specific themes/ policy areas within the paper:

Section 1

- 1.3: Should AMOSSHE be pushing for limited exemptions in cases where victims/survivors request NDA's?

- 1.4: What would the impact of the Renters Reform Bill be on your departments if it became law? Should we be broadly welcoming the legislation in its current form?

Section 2

- 2.1: Would it be valuable for AMOSSHE to collaborate with UUK, Universities Scotland etc to better support Student Services with resolving accommodation supply issues? AMOSSHE has existing links with their relevant policy contacts.

- 2.2: Is there a piece of work that AMOSSHE should be doing to facilitate better dialogue between student services and academic staff with regards to fitness to study assessments and supporting students? E.g., guidance/ toolkit with good practice case studies.

- 2.3: Would it be valuable for AMOSSHE to produce a toolkit for members on what to consider when supporting students who have remote learning, access and wellbeing needs?
- 2.4: Would the Executive support SB chairing either an existing membership discussion group or establishing an apprenticeship working group which discusses issues with Ofsted's regulatory approach towards HE delivery of apprenticeships for further consultation?

Section 1 covers consultations, calls for evidence and regulatory changes.

1.Consultations/ calls for evidence and expected legislation.

This paper covers confirmed and expected consultations and call for evidence reviews from HM Government departments in Westminster, devolved governments and sector regulators and institutions.

1.1. Office for Students (OfS) consultations- Statement of Expectations condition of registration.

The OfS will be launching a consultation on introducing a condition of registration for HEP's in England to tackle sexual misconduct and harassment. If the proposal is taken forward, the OfS say that the condition could be in place for next academic year.
The consultation follows SUMS Consulting's final evaluation report which makes 16 recommendations for the sector. We are expecting the consultation to land in January and for it to be open for eight weeks.
In addition to the consultation, the OfS is designing a prevalence survey which will be released to the same timetable.

Update for the AMOSSHE Executive:
- AMOSSHE will be responding to the consultation.

- Staff team to discuss membership engagement. SB to propose best forums for getting feedback. SB will contact sector bodies in Ireland and Australia about their prevalence survey designs.

1.2 OfS– Consultation on regulating equality of opportunity – follow up

The OfS is putting improving equality of opportunity as one of its key areas for focus in 2023. The OfS ran a consultation from 6 October to 10 November 2022 which proposed that HEP's access and participation plans focus on equality of opportunity. Universities and colleges will be expected to consider the OfS' new risk register when setting objectives for access and participation plans.

Update for the AMOSSHE Executive:
- The OfS is expected to publish a statement on the consultation findings in March.
- They are expecting to make decisions on the next steps of the new approach to access and participation plans in Spring 2023.

1.3 Freedom of Speech Bill- Banning the use of Non-disclosure agreements (NDA's) in sexual harassment cases.

In December 2022, the House of Lords adopted an amendment to the Freedom of Speech Bill which would ban HEP's from adopting NDA's relating to misconduct or alleged misconduct by any individual.

The Government will be considering the Lord's Amendments this year and it is likely that this clause will be retained if/when the Bill becomes an Act of Parliament.

There are other movements in the sector on this issue. Just before Christmas, the Office for the Independent Adjudicator for Higher Education (OIAHE) updated their Good Practice Framework to advise that it does not consider it to be good practice for HEP's to recommend NDAs to students.

Update for the AMOSSHE Executive:
- AMOSSHE is working with UUK to understand the implications of the Bill should it become an Act of Parliament

Why it matters:
- There is clear evidence that the Government does not think that voluntary action on NDA's is sufficient.

- Whilst the definition of misconduct in the Bill seems appropriate, there is not an exemption in the Bill for providers to use an NDA if a victim requests it.

1.4 Renters Reform Bill

The Renters Reform Bill is expected to be introduced in the current session of Parliament which ends in May 2023. The Bill proposes to abolish Section 21 evictions (better known as no-fault evictions) and outlaw fixed term tenancies.

Why it matters:
- There are concerns that abolishing fixed term tenancies will lead to private sector landlords withdrawing from providing student accommodation.

- Whilst purpose-built student accommodation is given an exemption in the bill, this does not apply to other types of accommodation such as HMOs.

What AMOSSHE is doing:
- Working with sector friends such as UUK to understand the implications of the bill.

1.5 Wales – The establishment of the Commission for Tertiary Education (CETR).

HEFCW is being replaced by CETR. CETR will have a broader remit covering higher education, further education, adult education and apprenticeships. The Bill establishing the Commission become law in September 2022.

Why it matters:
- AMOSSHE members in Wales have strong relationships with HEFCW. There is an opportunity to build strong relationships with CETR at an early stage of its development.
- Several AMOSSHE members have expressed concerns that universities could get drawn into a safeguarding model designed for the FE sector.
- There has been anxiety about ongoing funding from HEFCW potentially being reviewed by CETR e.g., the annual wellbeing fund.

Section 2 : Wider themes for AMOSSHE engagement.

2.1. Accommodation pressures – supply, demand and support for Student Services.

Several AMOSSHE members have reported that they are having difficulties with finding accommodation for students within their towns and cities. In several cases, we have heard that postgraduate students are arriving in the UK and bringing dependents with them.
Issues include:
- A lack of supply of purpose-built student accommodation.
- Planning restrictions within towns and cities.
- Private landlords sometimes withdrawing from providing accommodation to students.
- Student accommodation and private sector rented accommodation becoming increasingly expensive. This has been exacerbated by the cost-of-living crisis.
- A strong growth in student numbers, including for international students.

What is happening in the sector:
- UUK have carried out a roundtable with their members, accommodation providers, landlords and policymakers to improve their understanding of issues around student accommodation.

- The Home Nations have adopted different strategies with regards to making accommodation affordable. In Scotland, emergency legislation was introduced, including a temporary rent freeze.) However, the Welsh Government has ruled out introducing a freeze with First Minister , Mark Drakeford, arguing that it is not a pancea.

2.2. Safeguarding and wellbeing- fitness to study

AMOSSHE is aware of member conversations about an increased usage of fitness to practice/study procedures. Several institutions have indicated that they are having to undergo repeat assessments with students. With an increasing number of students being diagnosed with mental health conditions or undergoing assessments, it would be really valuable to get the Executives perspective on what support AMOSSHE should be providing to members.

2.3. Support for students – Online non-academic support

The OfS conducted a [blended learning review at the end of 2022](#) which linked several learning themes to their B1 and B2 conditions of registration.

The review noted that HEP's could be held accountable for failing to provide adequate support, resources and student engagement (as per the B2 condition).

Whilst this was primarily focused on academic and learning support, it is critically important that Student Services departments are able support students effectively outside of their academic experience, regardless of whether this is face to face or remotely.

The OfS referenced student isolation and loneliness as major areas of concern. In conversations with sector experts, AMOSSHE has heard concerns that some institutions may not be offering effective remote support with regards to accessibility and pastoral care.

Whilst most HEP's will be providing strong online support, there may be institutions who are still trying to develop their support across a range of services.

2.4. Safeguarding and wellbeing- apprenticeships and Ofsted regulation

There have been concerns about Ofsted's approach to inspecting apprenticeships provided by HEP's. Several members believe that Ofsted are conflating wellbeing and safeguarding, essentially bringing an FE lens to HEP provision.

AMOSSHE Operations Update

National Office staff team and Woburn House update

I am pleased to announce that just before Christmas we have welcomed two new members of staff to the National Office team.

Sam Boyle is our Senior Policy and Research Officer and Chloe Kitts is our new Events Administrator. They have both settled into the team really well and are getting to grips with all things AMOSSHE. Sam works full time Monday to Friday, Chloe works Wednesday to Friday. The team are coming into the office on a regular basis on Tuesdays and Wednesdays as well as the occasional Fridays.

Membership update

Membership level	October 2022	January 2023
Small and specialist	39	39
Tier 1 organisation	36	36
Tier 2 organisation	58	58
Tier 3 organisation	38	38
Additional member	376	388
International organisation	9	9
International additional member	22	21
Less than 50% HE organisation	0	0
Corporate organisation	3	3
Corporate additional member	9	10
Individual member	5	5
Non-profit organisation	3	3
Non-profit additional member	1	1
Student member	1	1
Total organisations	186	186
Total members	861	867

GDPR update

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

- 29 members have ticked not to receive AMOSSHE updates about news and events (including the AMOSSHE newsletter).
- 3 members have disabled receiving any emails through Wild Apricot.
- 12 members have unsubscribed from Wild Apricot mailings (newsletters, event announcements).
- 7 members have unsubscribed from Wild Apricot event announcements.

Wild Apricot has two settings for members to control whether they share their details with other members for networking purposes. Here are the named members who have unsubscribed, using one of more of the settings:

- 71 members have ticked not to share their details with other members for networking purposes (including Jiscmail and the online lists).
- 1 members have ticked not to share their profile details in online lists.

90 members in total have used one or more of these settings to unsubscribe.

Financial Management report: December 2022

The management report currently shows that we are behind budget by around £25,600. The main cause for this is a discrepancy in the membership income figures which should have an increase of approximately £65,000 at this point in the year. This is being investigated by Menzies as it seems to have happened during the adjustments to the accounts in line with the year end reporting.

In relation to the wider budget figures, income for CPD and sponsorship is ahead of expectations due to people signing up early for events and sponsorship packages. We do however expect sponsorship to be below expectations overall due to the cancellation of the sponsor showcase which was estimated to bring in approximately £12,000 in membership income. Spend is below expectations apart from the conference expenditure, the initial deposit for the venue has been paid which is ahead of time in the current budget.

Executive costs will need to be adjusted when the budget is revised in late February due to the venue hire costs for residential meeting being accounted for in the previous year. I will consult our accountants and see if this can be reversed otherwise I will make the necessary adjustments.

Proposed changes to some event and activity timings

The below lists some of the key decisions that are made within the AMOSSHE Executive meetings for the year ahead along with the timings that these should happen. Some of the National Office team discussed potential changes to this schedule in light of difficult workloads towards the end of the year along between National Conference and the residential meeting with some key considerations which include:

- The lack of time for the National Office team and the Chairs to prepare for the residential meeting between National Conference and the Residential.
- The lack of time to run formal induction with the new members of the executive.
- Difficult to ensure all new executive members can attend due to short timescale between election results and the residential meeting.
- Amount of time to start the process of member renewals.

We did look at changing the timing of the residential meeting however we ruled this out due to a number of reasons, running the residential around the beginning of August is best for executive member attendance and planning purposes for the National Office.

The suggested changes below have been highlighted in yellow and have some further notes alongside them for clarity. We may not be able to or want to put all these in place this year but it is something we should consider. For ease of digesting the below the key changes are:

- Timing of the elections period
- Timing of the AGM (providing we are happy to continue to do this online)
- Timing and decision making of CPD events

- Timing of initial strategy evaluation and revision

2022-2023
20 January meeting
- Year end accounts for the previous year are completed and presented to the executive for sign off.
- Elections dates for the forthcoming elections are notified to the executive – this is usually done at the March meeting ready for a late March/early April commencement of elections. This would mean the notice of elections would go out in early February with the nominations opening around the end of February – approximately 1 month later than usual.

24 March meeting
- Revised in-year budget agreed and signed off along with any decisions on spend or savings dependant on performance so far.
- Anything needed for AGM signed off including changes to member subscription – this usually happens in the June meeting at the latest.
- Agreement of CPD events up to Christmas (this includes agreeing topics and leads) – this would usually happen in the June meeting.
- Conference venue sign off.

May suggested activity
- Elections results – moved from June.
- AGM meeting including election results (around the 22 May) – moved from June.

9 June meeting
- Confirmation and agreement on CPD dates up to Christmas and number and type of CPD for the upcoming year (number of online/in person events and when in the year these would happen).
- Strategy evaluation and revision for the year ahead – happened at residential last year.

June suggested activity
- New executive formal induction.
- Chairs residential agenda agreement and information out to continuing and new executive members.

2023-2024
27-28 July Residential meeting
- Policy landscape discussion.
- SWOT for the year ahead.
- Governance discussion?
- Other considerations.
- Any further strategy revision.

October meeting
- GDPR revision update.
- Risk register update.

Benefits of the changes:

- Provides space to run more formal training for new executive members.
- Time for any handover that might need to happen between incoming and outgoing chairs
- Time for the chairs to agree the agenda for the residential meeting with new chairs in the discussion
- Provides the national office more time to get the membership renewal underway (otherwise the usually runs into August and September at a minimum)
- Provides opportunities to ensure that new executive members are booking to attend residential.
- Provides space within executive meetings to agree and evaluate aspects of the strategy so time can be spent at the residential agreeing how we are going to move this forward.
- Still time at the residential to agree CPD events post Christmas with the National Office team sending out pre and post Christmas event schedules.

Executive minisite

We do have a minisite that AMOSSHE Executive members only can access which lists previous executive meetings, templates and forms and links to an online version of the representation calendar however this does not seem to be used much, if at all. I would like to remove a majority of this information and just have a section where we can share relevant forms and templates with executive members to reduce the duplication of materials, this would be shared via a link and added to the Executive handbook which will be updated later in the year.

Directors Finance Summary

December 2022

Code	Income	Year to date			Budget	% of full year budget achieved TD*	Notes
		Actual	Budget	Variance	Full Year		
200	Conference	£0.00	£0.00	£0.00	£148,230.00	0	
300	CPD	£35,405.50	£20,370.00	£15,035.50	£49,550.00	71	
	Sponsorship	£46,178.16	£17,984.00	£28,194.16	£89,159.00	52	Ahead on budget for Winter Confernence and majority of organisations signed up for National Conference
	Membership	£61,155.58	£133,475.13	(£72,319.55)	£133,475.13	46	Much bigger than anticipated VAT bill for last quarter - £33,494, there are discrepancies within the income that needs further investigation
	Other income	£0.00	£0.00	£0.00	£16,000.00	100	Full year budget is money for Belfast grant and TASO project (£9k TASO and £7k Belfast subvention)
	TOTAL income	£142,739.24	£171,829.13	(£29,089.89)	£436,414.13	33	
	Expenditure						
10	Central	£67,475.99	£68,108.00	£632.01	£158,740.74	43	Website, rent and accountancy costs are all coming out next month but have been profiled into this month
200	Conference	£32,314.29	£26,874.00	(£5,440.29)	£191,915.52	17	Deposit for the venue has been paid ahead of schedule
300	CPD	£29,341.15	£33,252.00	£3,910.85	£74,742.79	39	Not paid all venue costs as yet
20	Executive	£2,627.02	£6,924.00	£4,296.98	£10,172.00	26	Venue hire for residential has been allocated to trhe previous year, cannot be reversed so budget will be revised accordingly in February
400	Futures	£0.00	£0.00	£0.00	£0.00	0	
500	Insight	£0.00	£0.00	£0.00	£0.00	0	
100	Membership	£0.00	£0.00	£0.00	£0.00	0	
	TOTAL expenditure	£131,758.45	£135,158.00	£3,399.55	£435,571.05	30	
	TOTAL Surplus / Deficit	**£10,980.79**	**£36,671.13**	**(£25,690.34)**	**£843.08**		

TOTAL Cash position	Main account	£110,818.44
31/12/2022		
	Savings account	£271,480.92
	TOTAL	**£382,299.36**

Notes on reading the management report

1 * The full year budget percentage relates to how much income / expenditure has been raised and spent against our budgeted expectations for the year to date

2 The year to date figure only is shown as the monthy figures can vary against budget

3 Area specific expenditure is shown against those areas that are of interest to the executive

4 Figures in red are negative figures

5 Any additional information is supplied on the corresponding executive paper

AMOSSHE end of year accounts 2021 – 2022

Our accountants Menzies have completed the work on our year end accounts for review and approval. These accounts include the changes that are implemented through our VAT payment agreement and have been checked by the Executive Director, John Bloomfield. As far as is reasonably practicable the accounts agree with expectations for the year in question. The below lists some of the key details from the accounts for your consideration.

Overview against budget

	Income	Expenditure	TOTAL	Difference v budget
Initial budget	£ 336,594.00	£ 339,199.00	-£ 2,605.00	
Revised mid-year budget	£ 394,581.00	£ 372,325.00	£ 22,256.00	
Year end accounts actual	£ 419,471.00	£ 344,075.00	£ 75,396.00	£ 53,140.00

As you are aware we monitor the budget through management reports on a monthly or bi-monthly basis. This enables us to track major changes against budget and understand, primarily if we have overlooked significant areas of change. The management reports leading up to the end of the year led us to believe that we would be making a significant profit. The below lists the major areas of change that led us to this position:

Income
Membership fee
- We increased our membership income for the year, it is challenging to get this 100% accurate as we apply the VAT calculation to the membership totals in the budget, this is recalculated at the end of the year with updated information which always leads to a difference in income.

CPD income:
- We added in an additional CPD event last year that was not associated to the budget (Student Mental Health declarations) which, being an online event was all profit.

Conference income
- We surpassed even our revised conference income figure for the year, partly due to the number of non-members attending the event.

Sponsorship income
- We added on additional sponsorship spaces to the National Conference and had additional mail outs to members during the year above estimates which made a significant difference to the sponsorship income for the year.

TOTAL increase against the revised budget: £23,809

Expenditure
We had a number of savings across the board, the largest and most significant are:

Staff costs
- We revised our budget in February in the hope that we could recruit and bring in our Senior Research and Policy Officer and our Events Administrator a little early. As we were delayed in this recruitment process we had a saving of nearly £17,000 against budget.

Venue hire
- We saved £4,500 against budget due to amending some of the arrangements at the conference, we also saved a total of over £4,000 on minor equipment and equipment hire for the year.

Contingency
- Due to the success and stability of our events programme we saved over 50% of our contingency budget for the year.

Savings for these expenditure areas alone against the revised budget were over £30,500. Combined with the increased income this totals £55,500.

The above are the most significant changes, other budget lines did have differences but this is not uncommon and does not change the narrative of the accounts.

We ask that the executive committee approve these budgets for submission to Companies House.

UNAUDITED DIRECTORS'
REPORT AND FINANCIAL
STATEMENTS

FOR THE YEAR ENDED

31 JULY 2022

AMOSSHE, THE STUDENT
SERVICES
ORGANISATION LIMITED
(A Company Limited by
Guarantee)

MENZIES
BRIGHTER THINKING

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

COMPANY INFORMATION

Directors
R Akinsete (resigned 1 August 2021, appointed 1 August 2022)
R S Dhesi (appointed 1 August 2022)
S Lee
H McNeely
F Sherrington (appointed 25 September 2022)
C Slater
J Stevenson
C Warrington
E J Bales (appointed 1 August 2021)
J Bloomfield (appointed 25 September 2022)
C Best (appointed 1 August 2021)
S Cavendish (appointed 1 August 2021)
C H Li (appointed 1 August 2021)
S Sweeney

Registered number
04778650

Registered office
Woburn House
20-24 Tavistock Square
London
WC1H 9HQ

Accountants
Menzies LLP
Chartered Accountants
Lynton House
7-12 Tavistock Square
London WC1H 9LT

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

CONTENTS

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 JULY 2022

The directors present their report and the financial statements for the year ended 31 July 2022.

Directors

The directors who served during the year were:

R Akinsete (resigned 1 August 2021, appointed 1 August 2022)
S Lee
H McNeely
C Slater
J Stevenson
C Warrington
E J Bales (appointed 1 August 2021)
C Best (appointed 1 August 2021)
S Cavendish (appointed 1 August 2021)
C H Li (appointed 1 August 2021)
S Sweeney

Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board on   and signed on its behalf.

J Stevenson
Director

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

MENZIES
BRIGHTER THINKING

CHARTERED ACCOUNTANTS' REPORT TO THE BOARD OF DIRECTORS ON THE PREPARATION OF THE UNAUDITED STATUTORY FINANCIAL STATEMENTS OF AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED FOR THE YEAR ENDED 31 JULY 2022

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of AMOSSHE, The Student Services Organisation Limited for the year ended 31 July 2022 which comprise the Statement of Comprehensive Income, the Balance Sheet and the related notes from the Company's accounting records and from information and explanations you have given to us.

As a member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at:
www.icaew.com/en/members/regulations-standards-and-guidance/.

This report is made solely to the Board of Directors of AMOSSHE, The Student Services Organisation Limited, as a body, in accordance with the terms of our engagement letter dated 20 November 2019. Our work has been undertaken solely to prepare for your approval the financial statements of AMOSSHE, The Student Services Organisation Limited and state those matters that we have agreed to state to the Board of Directors of AMOSSHE, The Student Services Organisation Limited, as a body, in this report in accordance with ICAEW Technical Release TECH07/16AAF. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than AMOSSHE, The Student Services Organisation Limited and its Board of Directors, as a body, for our work or for this report.

It is your duty to ensure that AMOSSHE, The Student Services Organisation Limited has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the Company's assets, liabilities, financial position and profit. You consider that AMOSSHE, The Student Services Organisation Limited is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or review of the financial statements of AMOSSHE, The Student Services Organisation Limited. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

Menzies LLP

Lynton House
7-12 Tavistock Square
London
WC1H 9LT

Date:

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 JULY 2022

		2022 £	2021 £
Turnover		419,471	240,498
Gross profit		419,471	240,498
Administrative expenses		(344,075)	(183,166)
Operating profit		75,396	57,332
Interest receivable and similar income		13	20
Profit before tax		75,409	57,352
Tax on profit	4	(14,834)	(3,720)
Profit for the financial year		60,575	53,632

There was no other comprehensive income for 2022 (2021:£NIL).

The notes on pages 5 to 11 form part of these financial statements.

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER:04778650

BALANCE SHEET
AS AT 31 JULY 2022

	Note	2022 £		2021 £
Fixed assets				
Tangible assets	5	**7,020**		*3,943*
		7,020		*3,943*
Current assets				
Debtors: amounts falling due within one year	6	**99,806**	*72,733*	
Cash at bank and in hand	7	**325,924**	*227,396*	
		425,730	*300,129*	
Creditors: amounts falling due within one year	8	**(131,669)**	*(64,724)*	
Net current assets		**294,061**		*235,405*
Total assets less current liabilities		**301,081**		*239,348*
Provisions for liabilities				
Deferred tax	10	**(1,158)**		*-*
Net assets		**299,923**		*239,348*
Capital and reserves				
Other reserves	11	**69,360**		*69,360*
Profit and loss account	11	**230,563**		*169,988*
		299,923		*239,348*

The directors consider that the Company is entitled to exemption from audit under section 477 of the Companies Act 2006 and members have not required the Company to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on

J Stevenson
Director

S Lee
Director

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

1. **General information**

   AMOSSHE, The Student Services Organisation Ltd is a Company limited by guarantee registered in England Wales. The Company registration number is 04778650. The registered office is Woburn House, 20-24 Tavistock Square, London, WC1H 9HQ.

   The financial statements are presented in pound sterling which is the functional currency of the Company and rounded to the nearest pound.

   The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

2. **Accounting policies**

   ### 2.1 Basis of preparation of financial statements

   The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

   The following principal accounting policies have been applied:

   ### 2.2 Going concern

   After making appropriate enquiries, the Directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis when preparing the financial statements.

   ### 2.3 Revenue

   Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

   Rendering of services

   Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

   - the amount of revenue can be measured reliably;
   - it is probable that the Company will receive the consideration due under the contract;
   - the stage of completion of the contract at the end of the reporting period can be measured reliably; and
   - the costs incurred and the costs to complete the contract can be measured reliably.

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

2.   Accounting policies (continued)

2.4   Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independently administered funds.

2.5   Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the Company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and

- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

2.6   Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

2.   Accounting policies (continued)

2.6   Tangible fixed assets (continued)

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, on a reducing balance basis.

Depreciation is provided on the following basis:

Fixtures and fittings	-	25% reducing balance basis
Office equipment	-	33% reducing balance basis

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.7   Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.8   Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.9   Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

3.   Employees

The average monthly number of employees, including directors, during the year was 11 *(2021 - 9)*.

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

4.   Taxation

	2022 £	2021 £
Corporation tax		
Current tax on profits for the year	**13,676**	3,720
	13,676	3,720
Total current tax	**13,676**	3,720
Deferred tax		
Origination and reversal of timing differences	**1,158**	-
Total deferred tax	**1,158**	-
Taxation on profit on ordinary activities	**14,834**	3,720

Factors affecting tax charge for the year

There were no factors that affected the tax charge for the year which has been calculated on the profits on ordinary activities before tax at the standard rate of corporation tax in the UK of   19% *(2021 - 19%)*.

Factors that may affect future tax charges

There were no factors that may affect future tax charges.

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

5. **Tangible fixed assets**

	Fixtures and fittings £	Office equipment £	Total £
Cost or valuation			
At 1 August 2021	**2,109**	**19,143**	**21,252**
Additions	**-**	**4,617**	**4,617**
At 31 July 2022	**2,109**	**23,760**	**25,869**
Depreciation			
At 1 August 2021	**1,383**	**15,926**	**17,309**
Charge for the year on owned assets	**182**	**1,358**	**1,540**
At 31 July 2022	**1,565**	**17,284**	**18,849**
Net book value			
At 31 July 2022	**544**	**6,476**	**7,020**
At 31 July 2021	*726*	*3,217*	*3,943*

6. **Debtors**

	2022 £	2021 £
Trade debtors	**94,465**	*47,228*
Prepayments and accrued income	**5,341**	*25,505*
	99,806	*72,733*

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

7. Cash and cash equivalents

	2022 £	2021 £
Cash at bank and in hand	325,924	227,396
	325,924	227,396

8. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	19,079	1,704
Corporation tax	13,537	11,165
Other taxation and social security	8,209	9,143
Accruals and deferred income	90,844	42,712
	131,669	64,724

9. Company status

The Company is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

10. Deferred taxation

	2022 £
Charged to profit or loss	(1,158)
At end of year	(1,158)

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

10. Deferred taxation (continued)

The deferred taxation balance is made up as follows:

	2022 £	2021 £
Accelerated capital allowances	(1,158)	-
	(1,158)	-

11. Reserves

Other reserves

The Company has other reserves which relate to pre-incorporation reserves.

12. Pension commitments

The Company operates a defined contributions pension scheme. The assets of the scheme are help separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the Company to the fund and amounted to £4,662 (2021 - £4,147). Contributions totaling £2,339 (2021 - £2,025) were payable to the fund at the balance sheet date and are included in creditors.

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

(A Company Limited by Guarantee)

DETAILED PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 JULY 2022

	2022 £	2021 £
Turnover	419,471	240,498
Gross profit	419,471	240,498
Less: overheads		
Administration expenses	(344,075)	(183,166)
Operating profit	75,396	57,332
Interest receivable	13	20
Tax on profit on ordinary activities	(14,834)	(3,720)
Profit for the year	60,575	53,632

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

(A Company Limited by Guarantee)

SCHEDULE TO THE DETAILED ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2022

	2022 £	2021 £
Turnover		
Subscriptions	**137,080**	123,121
CPD	**38,587**	30,213
Research grant	**-**	1,750
Conferences	**141,075**	19,915
Sponsorship	**102,729**	50,315
2019 Membership Income	**-**	15,184
	419,471	240,498

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED
(A Company Limited by Guarantee)

SCHEDULE TO THE DETAILED ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2022

	2022 £	2021 £
Administration expenses		
National insurance	6,594	6,990
Directors salaries	54,944	51,918
Pension costs	4,662	4,147
Admin and communication officer	17,488	12,624
Staff training	1,420	240
Hotels, travel and subsistence	10,669	750
Consultancy	1,500	6,556
Printing and stationery	-	107
Postage	264	682
Telephone and fax	1,499	2,087
Computer costs	2,330	2,051
Minor equipment / software	9,066	13,428
Advertising and promotion	2,433	873
Membership	2,827	329
Project grant	-	(30,161)
Accountancy fees	10,214	9,793
Equipment hire	10,588	-
Bank charges	964	614
Bad debts	(4,200)	-
Miscellaneous	498	5,147
Conference miscellaneous	3,284	205
Tenancy costs	20,884	17,360
Insurances	939	916
Depreciation - office equipment	1,358	1,609
Depreciation - fixtures and fittings	182	242
Operations Manager	29,946	29,074
Head of engagement	39,572	38,419
International engagement	320	135
Venue hire	94,683	3,758
VAT Disallowed	19,147	3,273
	344,075	183,166

AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

(A Company Limited by Guarantee)

SCHEDULE TO THE DETAILED ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2022

	2022 £	2021 £
Interest receivable		
Bank interest receivable	**13**	*20*
	13	*20*

AMOSSHE strategy resources workstream

2022/23 workstream update

Outcomes

Here are the strategy outcomes that this workstream is working towards:

1) AMOSSHE has an **online platform** comprising resources including research, data and knowledge exchange materials that can be accessed by 100% of the membership and provides a base for continuous learning and collaborative work between members. The data from this platform will demonstrate the impact of AMOSSHE work within institutions in a variety of ways.

2) The **AMOSSHE professional behaviours framework** is utilised by members and integrates with the AMOSSHE CPD framework. It provides a recognised evidence base and framework to drive personal development within professional student services.

5) AMOSSHE has, through the commissioning, analysis and dissemination of research and data, **enabled members to effectively influence** internal and external stakeholders.

Status:
RED: None or little progress made
AMBER: Starting to make progress but behind on original timelines
GREEN: Going well and making expected progress

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
🟩	JB	Implement an advisory group to help support the workstream leads in identifying and testing the new structure or resources platform.	Evaluation framework	1		2022/23
🟩	JB	• Ask previous resources workstream members if they would be interested	Evaluation framework	1		2022/23
🟥		• If no, promote opportunity to membership	Evaluation framework	1		2022/23

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		• Decide timescales and activities with advisory group	Evaluation framework	1		2022/23
	SS EB RD JB BP	Complete the specification of requirements for the new platform, including how the platform should be structured and administered.	Evaluation and success	1		January 2023
	SS EB RD JB BP	• Decide what information is public and what information is restricted to members only	Evaluation and success	1		January 2023
	SS EB RD JB BP	• Include a mechanism for reviewing and updating existing content				January 2023
	SS EB RD JB BP	• Include reporting tools for site useage				January 2023
	SS EB RD JB BP	• Consider EDI in the specification				January 2023
	SS EB RD JB BP	• Revise and add more detail to current specifications document	Evaluation and success	1		January 2023
	SS EB RD JB BP	• Check specifications main components with advisory group	Evaluation and success	1		January 2023
	SS EB RD JB BP	• Get sign off from Executive Committee on specifications	Evaluation and success	1		January 2023
	JB BP	Utilise requirements to identify a new resources structure or platform to enable improved resources availability and accessibility, which considers the future needs of the membership, and includes analysis and feedback tools for gathering data on usage and impact.	Evaluation and success	1		June 2023
	JB BP	• Identify a list of potential platforms/options	Evaluation and success	1		June 2023
	JB BP	• Evaluate each one against requirements, rate them and decide on preferred provider	Evaluation and success	1		June 2023

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
🟥	JB BP	• Create a presentation of recommendations for the executive committee	Evaluation and success	1		June 2023
🟥	SS EB RD JB BP	Agree funding, timescales and implementation plan for deployment of the platform with the executive committee	Financial support	1		June 2023
🟥		Hire support to build out and test new resources structure or platform	Project delivery	1		August 2023
🟥		• Identify the support needed in line with the implementation plan		1		August 2023
🟥		• Hire in support needed and build out new platform within a timescale that is achievable with National Office oversight		1		August 2023
🟥		Work with the advisory group to test the new resources structure or platform		1		Autumn 2023
🟥		• Provide an online private link to enable advisory group members to browse the site		1		Autumn 2023
🟥		• Devise a list of questions, test activities to see if the site achieves it's goals. If not, implement necessary changes and re-run the process.		1		Autumn 2023
🟩		Identify a series of KPIs to determine the impact of the agreed changes to the resources platform for members.		1		January 2023

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		Agree a plan to launch the new platform and decommission the old platform/resources structure		1		Autumn 2023
		• Link into the comms strategy plan to manage and plan implementation/promotion to members				Winter 2023
		Launch the new resources structure or platform.		1		January 2024
		• Switch over to the active platform		1		January 2024
		• Test site to ensure it is online and working correctly		1		Autumn 2023
		Promote the platform using the agreed launch strategy and create/identify resources to monitor to enable the membership to maximise use of its resources.		1		Winter Conference 2024

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
█		Evaluate the effectiveness of the new platform by analysing usage data and collecting member feedback to answer the following questions: • Are the resources on the new platform making a difference to members' work within their institutions? • Are the resources that we have the right resources now they are more easily accessible to members? • Are there any needs from the membership that we are not meeting or gaps where we lack resources that would better support the work of our members? • Does the new platform effectively support the aims of AMOSSHE?		1		National Conference 2024
█		Revise the platform based on the evaluation results and create a process of monitoring and evaluation process for annual evaluation and improvement.		1		September 2024
█	Professionalisation team	The professionalisation project team should determine the KPI's for the project and report this back separately to the Executive Committee.		2		2022/23
█	SB	Design an approach to gathering and analysing research and data (our own or others') and disseminating that through an AMOSSHE lens for the benefit of our members.		5		January 2024

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
	SB	• Identify areas of priority based on member need		5		2022/23
	SB	Identify a series of work tasks on research and data that respond to members' needs, to be delivered through the Executive Committee and National Office team.		5		2022/23
	SB	Identify a series of outcomes on tasks agreed and completed on research and data to determine if these are providing a positive impact for members.		5		2022/23

Additional notes

The workstream plan for the new website is on schedule with the specification requirements being presented to the executive meeting along with this project plan for the next steps in the project implementation.

Sam Boyle is settling into the role within the National Office team and now we are back in the office after Christmas we will be working further towards the tasks above. Sam will be reporting back on some trends within the sector as part of a policy update and then further develop this with a number of executive members to help progress these priorities.

Resources that have been identified to complete the project at this stage:

The project will require funding for initial setup of the new site and then funding for its future maintenance. This will be confirmed once we have had conversations with potential suppliers.

Questions / considerations for the Executive Committee at this stage:

- The executive is asked to approve the specifications document, viewed here:
  https://amosshe275.sharepoint.com/:x:/g/Ea1_fFgZAktGo9mC6p_WGsQB3fc1I_PdIqWOb3FLeGi3gg?e=HQdXEV
- The executive is asked to approve the timeline for implementation as per the plan above

AMOSSHE National Conference 2022 delegate feedback summary

Commended sessions

- Mental Health review from Hull.
- 'An exploration of non-specialist staff perceptions and understanding of duty of care in relation to student mental health'.
- Care leavers session.
- Student Sexual Violence and Misconduct (Oxford).
- Sessions on the Mental Health Charter.
- Safeguarding.
- Suicide postvention.
- Student Support Review (Queen Mary).
- Mental health strategy.
- The Gala.

In-person programme

Most respondents said that the in-person programme was well structured, with a good balance of breaks and sessions, a mix of session lengths, and a good choice of content.
Criticism included the following:

- Too many parallel sessions at the same time.
- Scheduling alongside the virtual programme was confusing.
- Gaps between sessions were too short to find the next session. The gap between the end of the day sessions and the evening events was too short.
- The 90 minute workshops were too long.
- The 09:00 sessions were too early.

Virtual programme

All feedback about the virtual programme was critical. Not of the session content itself, but of the programme overall. Criticism included the following:

- Disappointment that the in-person content wasn't available virtually.
- There were few virtual sessions compared to the in-person programme.
- The virtual sessions were scheduled poorly, with long gaps and late sessions.
- The sessions mostly related to mental health.
- There were limited opportunities for interaction.

Future topic suggestions

Respondents gave many detailed suggestions for session content, in these areas:

- Topical / relevant to current issues / concerns.
- Meeting Office for Students requirements.
- Student inclusion / belonging (especially LGBTQ+ students).
- Communications / influencing senior leaders.
- Suicide.
- Data analytics.
- International outlook.

- Safeguarding.
- Mental health.
- Staff resilience / focus on different roles.
- HE policy and politics.
- Working with stakeholders.
- AMOSSHE's work and role, how AMOSSHE can take work forward, AMOSSHE's positions on topics, helping members coordinate work.

Thoughts on kinds of content

Some respondents wanted to see more representation at the conference from sector organisations such as the Office for Students, Universities UK, UCAS, Student Minds.
Some felt that the student panel were not diverse in terms of their institutions (which were all Russell Group).
Some wanted more interactivity in sessions.
Several respondents felt that there was too much presentation content.
Several wanted content that reflected different kinds of institutions.

Sponsors

Conference sponsors gave this feedback:
- Some felt that the exhibition area had good flow, others felt it was cramped.
- Exhibitor stalls were not visited while delegates were in sessions.
- There might not be a need for the exhibition to be there for the full three days.
- One sponsor found aspects quite poorly organised, especially around communications, prizes, leading their session and customer service.
- Universities could sponsor as well as companies.

Delegates gave this feedback about sponsor sessions:
- Too many sponsor-led sessions.
- Some of the sessions were engaging and inspiring, others felt like an advert for a sponsor or a product.
- The sponsor sessions where they made an effort to really cover student support issues rather than just sell their product were much better.
- Sponsor sessions would possibly have been more helpful if they had included co-presentation from a current client to bring the product to life.

Venue

Many respondents said that the venue was excellent, good quality and comfortable, with good facilities and helpful staff. The Stephenson Suite was especially commended.
Many said that the rooms were too cold.
Most respondents complained about the food, especially the options for dietary requirements (particularly vegan), and lack of water. The menus were a bit random (especially lunches). Some vegan delegates were made by staff to feel difficult.
Some found the layout difficult and thought there was too little signage.
For some meals there was too little seating.

RD Mobile

60% of respondents reported a good experience with RD Mobile.
23% of respondents reported that their experience was OK / minor issues.
17% of respondents reported a poor experience (logging in, difficulty using the site / app vs a printed brochure).

Accessibility / inclusion

Respondents made these suggestions for improving accessibility and inclusion:

- A video guide or landmarks guide for getting to the venue.
- A familiarisation session in the venue, finding where things are and how to get to the various rooms for sessions.
- Support for navigating refreshments and food, for example have a member of hotel staff to ask for help.
- Speakers should use of the microphones when asking questions from the floor.
- "It is a shame that some of my fellow Student Support colleagues are less supportive."
- Consult within our membership for those with lived experiences which are relevant to how participating in a conference feels.
- The photographer was intrusive. Feeling of no control over the pictures.
- Those who are less extrovert / confident could at times feel a bit lost.
- "It amazes me every conference how little my fellow professionals want to engage with someone on their own."
- A speed dating networking session at the opening evening as an ice breaker for newbies.
- Visually impaired people found the navigation of the networking elements really hard / isolating.

Sustainability

Respondents made many suggestions to make future conferences more sustainable:

- Virtual resources / attendance.
- Sponsors should have less materials or more sustainable materials.
- Conference location should be 'equi-distant for all' and near public transport.
- Reduce food wastage, using less / no meat, use of water jugs instead of disposable bottles.
- Less single-use plastic.
- Many commended less / no printed materials.
- Delegate gifts – the cups should have been provided on the first day / were unnecessary. The Belfast bag was wasteful.
- Partner with hotels that have a sustainable commitment.
- Ensure reuse of conference badges.
- Don't leave lights / aircon on in empty bedrooms before check-in.

Equality, Diversity, and Inclusion Policy

The success of AMOSSHE depends on people. Capitalising on what is unique about individuals and drawing on their different perspectives and experiences will add value to the way we do business.

We are committed to championing equality, diversity, and inclusion (EDI) among our members, their institutions, and the wider sector. We seek to reflect all sections of the communities that we serve thorough our membership, workforce, and activities. We ensure that AMOSSHE will comply with and, where appropriate, exceed statutory requirements of the Equality Act 2010 and relevant legislation, as appropriate and in accordance with current good EDI practice.

As a membership organisation and employer, we take accountability for EDI in our governance, practices, and provision. We proactively support the professional development of our members and employees on EDI issues in Student Services. By accessing, recruiting, and developing talent from the widest possible talent pool, we can gain an insight into different communities and generate greater creativity in anticipating the needs of members, employees, and associates (e.g. contractors or event attendees). We will constantly strive to create a productive environment, representative of and responsive to different cultures and groups, where everyone has an equal chance to participate and succeed.

Our members, employees, and associates all have a responsibility to embrace and support this vision and must continue to challenge behaviour and attitudes that prevent us from ensuring that:

- everyone we have contact with in their dealings with AMOSSHE is treated fairly with dignity and respect
- all members, employees, and associates have an equal chance to participate and contribute to their full potential
- all members, employees, and associates have the right to be free from harassment, bullying, discrimination, or victimisation of any description, or any other form of unwanted behaviour, whether based on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation

Complaints

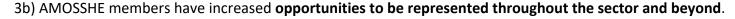If you feel this policy has been breached, you should raise your concerns with the Executive Director in the first instance who will ensure all issues are investigated and dealt with appropriately. If you cannot raise this with the Executive Director this should be raised with the Vice Chair Operations as a secondary contact. Formal complaints about breaches of this policy can be made using the AMOSSHE grievance procedure.
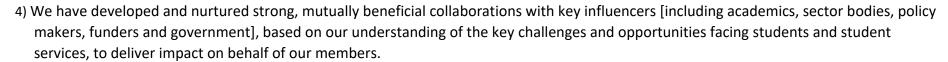
AMOSSHE strategy external development workstream

2022/23 workstream update

Outcomes

Here are the strategy outcomes that this workstream is working towards:

3b) AMOSSHE members have increased **opportunities to be represented throughout the sector and beyond**.

4) We have developed and nurtured strong, mutually beneficial collaborations with key influencers [including academics, sector bodies, policy makers, funders and government], based on our understanding of the key challenges and opportunities facing students and student services, to deliver impact on behalf of our members.

8) AMOSSHE mutually influences and learns from a **global network of student services leaders**, for the benefit of our students.

Status:

RED: None or little progress made

AMBER: Starting to make progress but behind on original timelines

GREEN: Going well and making expected progress

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
■		Develop a formal process for members to follow when representing AMOSSHE at meetings and events.	Networking opportunities	3b		February 2023
■		Create outcomes to identify impact of the process and opportunities	Evaluation, Monitoring and Success Framework	3b		November 2022

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
🟥		• Decide on future of the project based on the review.	Evaluation, Monitoring and Success Framework	3b		2023/24
🟩		Develop a process for review and amendment of the stakeholder mapping spreadsheet	Evaluation, Monitoring and Success Framework	4		February 2023
🟩		Agree to streamline the stakeholder mapping spreadsheet	Evaluation, Monitoring and Success Framework	4		February 2023
🟩		• Decide on a renewed structure for the spreadsheet against agreed priorities moving forward	Evaluation, Monitoring and Success Framework	4		February 2023
🟩		• Make changes to the spreadsheet	Implementation	4		February 2023
🟩		• Review structure of the spreadsheet with the executive committee	Evaluation, Monitoring and Success Framework	4		March 2023

Additional notes:

The workstream has completed the initial stage of amending the stakeholder mapping spreadsheet which can be found here:
https://amosshe275.sharepoint.com/:x:/g/EWug2yLp_4dFhg0YFfDBZAMB2OOpfgyhYPx3wYxa0U6XJw?e=QGvr0w

The workstream will continue to work through these priorities over the coming months.

Resources that have been identified to complete the project at this stage:

No resources apart from executive members time and National Office staff is needed at this stage.

Questions / considerations for the Executive Committee at this stage:

- The executive is asked to approve the amendment to the stakeholder mapping spreadsheet

Activities that have been de-prioritised from the current plan

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
	HH / JB / SL / CW / RA	Identify new opportunities for members, or Executive members to represent AMOSSHE throughout the sector.	Networking opportunities	3b		2022/23
		• Decide how we want to promote the opportunity (evaluate people's ability?) and promote	Promotion and Communication	3b		March-August 2023
		• Create a database of people who can represent / speak on behalf of AMOSSHE at events and meetings	Promotion and Communication	3b		February 2023
		• Decide on a review process to see how effective and beneficial it is for members and AMOSSHE	Evaluation, Monitoring and Success Framework			July 2023
		Identify key relationships in line with AMOSSHE's strategy and member needs.	Implementation	4		March-August 2023
		• Agree priority areas with the Executive Committee	Implementation	4		March-August 2023
		• Agree organisations/individuals to work with based on agreed priority areas	Implementation	4		March-August 2023

		Agree what success looks like for these relationships and base conversations and activities to achieve these	Evaluation, Monitoring and Success Framework	4		November 2022
		• Contact and meet with agreed organisations/individuals	Promotion and Communication	4		2023/24
		• Evaluate outcome of conversations in line with success measures	Evaluation, Monitoring and Success Framework	4		2023/24
		Identify a priority group of global partners to build reciprocal partnerships with that enables us to understand groups of students that have the greatest impact on the culture of our member universities	Implementation	8		March-August 2023
		• Ask members to identify international student groups that provide the biggest challenge to an institution. This might be due to their culture and adapting to university life, the transition programme that they follow or those who find it harder to feel belonging to an institution	Implementation			2023/24
		• Identify organisations that represent the top 3 student groups and make contact	Implementation			2023/24
		• Agree what we are asking for from these organisations and what can provide in return	Implementation			2023/24
		• Review the agreed outcomes of conversations and present them to the executive for consideration /	Evaluation, Monitoring and			2023/24

		approval (if financial aid is involved or something that might carry a strategic risk to the organisation)	Success Framework			
		Identify a priority group of global events/activities for AMOSSHE to engage with to provide new initiatives and learning for our members and therefore the connected student communities.	Evaluation, Monitoring and Success Framework			March-August 2023
		• Agree 2/3 top events or conferences that we want to engage with	Evaluation, Monitoring and Success Framework			March-August 2023
		• Ask the international exchange team to discuss and agree a process for selecting members to attend these events and feed back to the wider membership	Implementation			March-August 2023