

AMOSSHE Executive meeting

6 June 2025 | AMOSSHE National Office

Formal meeting time: 10:30 to 15:30

Attendees: Jill Stevenson (JST), Sarah Sweeney (SSW), Emma Bales (EBA), Chris Warrington (CWA), Andy Shanks (ASH), Aleata Alstad-Calkins (AAL), Keith Houghton (KHO), Paul Rossi (PRO), John Bloomfield (JBL), Benjamin Parsons (BPA), Emma Maslin (EMA), Jaimee Shan (JSH), Angela Scanlon (ASC), Sammy Li (SLI); Michelle Scop (MSC), Sally Lambah (SLA)

Apologies: Julia Jean-Baptiste (JJE), Ian Munton (IMU)

Minutes

Welcome, minutes and matters arising

Item 1 Standing item: Reserved business, Conflicts of interest and check for any other business.

Apologies: JJE and IMU

No conflicts of interest declared.

Item 2 Standing item: Minutes and matters arising

Correction to 'Item 4 Draft budget 2024/25' – we didn't agree the deficit that was presented, but a different percentage (7%) and the Exec Director was directed to bring a balanced budget.

Otherwise an accurate record.

Action log

- 31 – JBL / BPA to devise / share a process for responding to requests to work with AMOSSHE that come through Chairs or other Executive members. – **Ongoing**
- 38 – JBL to discuss / follow up about self-swab kits with other sector organisations, including NUS. – **Ongoing – JBL has been directly approached by Enough and will have a meeting to listen to their approach so that we are informed. JBL will listen and feed back to the Executive in order to support our members as the best way.**
- 40 – JBL to add an item to the June and July Executive meetings to interrogate each of the HEMHIT outputs and consider their implications for the work of Student Services, and what AMOSSHE can do to support members. – **Closed**
- 42 – JBL to convene a group (Commercial Growth?) to discuss the implications of including an inflationary fee increase (or no change in case of deflation) in our rules of association. – **Ongoing**
- 46 – JSH to schedule initial CPD1 and CPD2 meetings. – **Ongoing**
- 47 – JSH and BPA to meet with EucA to agree a theme for Winter Conference to present at the June Executive meeting. – **Complete**
- 49 – JBL to share the strategy targets / measures paper with the Executive for review by email once this has been signed off by the strategy oversight group. The agreed statements will be presented at the June Executive meeting. – **Ongoing**

ACTION: JBL to add the HEMHIT outputs to the residential agenda for review / discussion.

ACTION: BPA and EMA to share the strategy measures in advance of the residential and to JST.

Item 3 Standing item: Policy update

EHRC

SLI said that staff do not have to declare their biological sex, and they can refuse to declare it. And if declared, this information is kept confidential (even from line manager). Harassment by association and assumption can lead to situations in which it's not reasonable for HEPs to investigate or ask for evidence.

PRO discussed: How do we provide the right support if we don't have the information about a person's assigned sex? What's our process for responding to single-sex support requests?

Freedom of speech

ACTION: All to send EMA suggestions for topics / areas to discuss in the Advance HE freedom of speech webinar, which will inform a sector briefing.

The Executive discussed contributing to a special issue about Student Services, but the publication should be freely available to members. There are strategic benefits of doing this (influence our sector and cultivate excellence), but it is a similar ask and resource implication to the Pivot. There's impact from having Student Services working with academics, and speaking to an academic audience. We should focus on the topics we want to include, rather than open up for suggestions.

ACTION: All to assess whether we contribute to the journal along with other projects at the July residential, and EMA to keep the journal engaged until the decision has been made.

Discussion and approval items

These agenda items were discussed and approved as per the directives within each paper.

Item 4 Communications strategy update

BPA presented the communication strategy progress for the year. The report was well received by the Executive and they asked the National Office to thank JJE for the hard work that was put into solidifying AMOSSHE online presence.

Item 5 Finance Management Report (Operations)

The Executive discussed their institutions' plans for budgets for the coming academic year. Some institutions are delaying budget decisions until next year's student intake is established. There may be in-year adjustments. Many (90?) institutions are making cuts.

The Executive discussed the factors that may impact AMOSSHE's income into 2025/26 and how can we mitigate them.

ACTION: JBL and MSC to arrange meetings of the Commercial Growth group to discuss plans to generate income / manage costs going forward to get the organisation back to within our six-months reserved policy. Also to establish the lowest level reserves we can manage.

Item 6 CPD structure, CPD topics

The Executive agreed the proposed programme (including the topics included, the sequence of the topics, and the number of events without the extra pre-Christmas half day event).

The topic for CPD9 (Connecting up frameworks) is risky for having low numbers of attendees if members don't prioritise their own (senior level) CPD. So it might be a good idea to change this topic, perhaps to something disability-related. Or hold it as an open slot to respond to emerging issues. We could also create another post-Christmas CPD to hold for this purpose.

Should the topic of harassment be earlier, because this will give people more time to utilise findings from the sexual misconduct survey.

Winter Conference might be a good time to discuss the EHRC guidance.

We could also perhaps have a session about the outputs of HEMHIT, and two sessions related to student death – one related to suicide, the other focused on other processes related to student death.

Should we charge for our webinar series about personal / professional development? Could we link our free professional development webinars to our three career stage personas?

Appoint two leads for the Winter Conference (the leads for the remaining events can be appointed at the residential in July).

Consider options for collaborating on events with other associations.

Winter Conference leads confirmed at PRO and EBA.

SLA is interested in doing National Conference, KHO is interested in the disability-related event.

ACTION: CPD Development team to create a new revised programme incorporating the suggestions from the meeting and share with the Executive for approval before residential.

Item 10 Residential Agenda

The topic about finance and operations should be before strategic prioritisation; and policy should be before strategy prioritisation as well.

If the residential papers are available a week before the meeting that would be helpful.

We should/could have an online meeting ahead of residential to update about the financial position (during the weeks between conference and residential).

ACTION: JBL to put Finance and Policy before Workstreams on the residential agenda. Also, put the strategy survey on Thursday, so that EMA can analyse the results before doing the focus groups on Friday.

ACTION: JBL to provide papers a week in advance for residential

ACTION: MSC top arrange a 45 minute finance meeting before residential

AMOSSHE Executive meeting

6 June 2025 | AMOSSHE National Office

Formal meeting time: 10:30 to 15:30

Agenda

Welcome, minutes and matters arising: 10:30 to 12:30

Item	Title	Status	Presented by	Paper
1	Standing item: Reserved business, Conflicts of interest and AOB check	Discussion	Jill Stevenson	
2	Standing item: Minutes and matters arising	Approval	Jill Stevenson	24-25-38
3	Standing item: Policy update	Discussion	Emma Maslin Jill Stevenson	24-25-39

Lunch: 12:30 to 13:00

Discussion and approval items: 13:00 to 15:15

These agenda items are to be discussed and approved as per the directives within each paper.

Item	Title		Presented by	Paper
4	Communications strategy update	Discussion	Benjamin Parsons	24-25-40
5	Finance management report (Operations)	Discussion	John Bloomfield	24-25-41
6	CPD structure, CPD topics	Approval	Leads Benjamin Parsons	24-25-42
7	Strategy oversight update	Approval	Sarah Sweeney	24-25-43
8	Cultivate Excellence update	Discussion	Leads	24-25-44
9	Update from and Empower our Community and Influence our Sector workstreams	Discussion	Leads	24-25-45 24-25-46
10	Residential agenda	Discussion	John Bloomfield	24-25-47

Break: 14:45 to 15:00

Points for noting and AOB: 15:15 to 15:30

These agenda items are only to be discussed if members have particular questions.

Item	Title		Presented by	Paper
11	Election results confirmation	Noting	Emma Bales	24-25-48
12	CPD events update (Cultivate Excellence)	Noting	Jaimee Shan	
13	EDI and sustainability oversight groups	Noting	Strategy leads	
14	Membership update (Empower our Community)	Noting	Benjamin Parsons	
15	AOB (any other business)	Discussion	Jill Stevenson	

Action Log

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Jan-24	31	6	JBL / BPA to devise / share a process for responding to requests to work with AMOSSHE that come through Chairs or other Executive members.	JBL, BPA	Ongoing
Mar-25	38	3	JBL to discuss / follow up about self-swab kits with other sector organisations, including NUS.	JBL	Ongoing
Mar-25	39	3	CWA to share the self-swab kits briefing to university senior leadership with the Executive.	CWA	Complete
Mar-25	40	3	JBL to add an item to the June and July Executive meetings to interrogate each of the HEMHIT outputs and consider their implications for the work of Student Services, and what AMOSSHE can do to support members.	JBL	Ongoing
Mar-25	41	3	EMA to review the 'Higher education mental health and implementation taskforce' part of paper 24-25-30 before its publication after June to ensure accuracy.	EMA	Complete
Mar-25	42	5	JBL to convene a group (Commercial Growth?) to discuss the implications of including an inflationary fee increase (or no change in case of deflation) in our rules of association.	JBL	Ongoing
Mar-25	43	5	JBL and EMA and Executive members to emphasise the importance of attending AGM at regional and National lead member meetings.	JBL, EMA	Complete
Mar-25	44	5	JBL and BPA to reduce the AGM to 30 minutes.	BPA	Complete
Mar-25	45	5	JBL to draft a final agenda for the AGM.	JBL	Complete
Mar-25	46	6	JSH to schedule initial CPD1 and CPD2 meetings.	JSH	Ongoing
Mar-25	47	6	JSH and BPA to meet with EucA to agree a theme for Winter Conference to present at the June Executive meeting.	BPA, JSH	Ongoing
Mar-25	48	6	JSH and EMA to meet UUK to discuss collaboration and co-ordinating dates to ensure there are no clashes.	JSH, EMA	Complete
Mar-25	49	7	JBL to share the strategy targets / measures paper with the Executive for review by email once this has been signed off by the strategy oversight group. The agreed statements will be presented at the June Executive meeting.	JBL	Ongoing

Summer 2025 policy update

Quick links

[Policy updates for discussion](#)

[AMOSSHE's response to the EHRC code of practice consultation](#)

[Higher Education \(Freedom of Speech\) Act 2023](#)

[Special issue in Perspectives: Policy and Practice in Higher Education journal](#)

[Policy updates for noting](#)

[AMOSSHE policy and research work](#)

[Higher education mental health and implementation taskforce](#)

[AMOSSHE's response to the OfS sexual misconduct survey](#)

[HESA consultation: AMOSSHE response](#)

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[Duty of candour](#)

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[Medr regulatory framework and planned consultation \(Wales\)](#)

[Scottish mental health action plan delivery group \(Scotland\)](#)

Policy updates for discussion

AMOSSHE's response to the EHRC code of practice consultation

The EHRC (Equality and Human Rights Commission) has launched a consultation on the code of practice for services, public functions and associations following the UK Supreme Court judgement on the ruling of sex in the Equality Act 2010.

We're hoping to work with sector colleagues from AdvanceHE, GuildHE, UUK and UCEA to put together a joint response.

Questions for executive:

- Does the executive committee have any thoughts for the statement from a student services perspective?
- We've asked for any member contributions in the newsletter.

Higher Education (Freedom of Speech) Act 2023

The Higher Education (Freedom of Speech) Act 2023 will become law on 1 August 2025 for England and Wales. The Office for Students (OfS) are publishing guidance and recommendations for providers to ensure they're compliant. We're expecting this will include examples of best practice.

We're hosting an online event with Advance HE on 27 June 2025 1-2.30pm to support members in understanding how the act will impact them. Speakers include:

- Arif Ahmed, Director for Freedom of Speech and Academic Freedom at the OfS
- Akua Reindorf, KC, Commissioner at EHRC
- Professor Tim Southommasane, Chief Diversity Officer, University of Oxford

Question and update for executive:

- What topics or areas of interest would be useful for members to be covered by the OfS during the webinar?
- The executive are encouraged to publicise our event to colleagues.
- EMA to monitor the progress of the Act and circulate updates with members accordingly.

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Special issue in 'Perspectives: Policy and Practice in Higher Education' journal

We've been approached by the editors of the Taylor and Francis peer-reviewed academic journal 'Perspectives: policy and practice in Higher Education'¹ to ask if we'd be interested in curating a special issue of articles on areas relating to student services.

The academic journal aims to inform and challenge higher education professionals, both within the UK and internationally. They publish academic material designed to enhance knowledge of academics and practitioners within higher education. They're affiliated with AHEP (Association of Higher Education Professionals) which means all AHEP members can access the articles for free. Some of the articles published are open-access. It's also likely that our community already have free access to this journal through their organisation, although we could explore if it'd be possible to get free access to this special issue for AMOSSHE members.

The proposed special issue would host between 8 to 10 research-driven articles and practitioner case studies. The process from the first conception of a special issue to it being published is usually around 18 months, so the earliest the issue would be published would be in December 2026.

EMA would be co-responsible for curating the special issue, so it's likely we'd need 1 to 2 executive members to be co-editors. We'd need help promoting a call for articles and peer-reviewing articles submitted, although this would be an open call rather than an executive only request.

¹ Taylor & Francis. (2025). Perspectives: Policy and practice in higher education. Retrieved May 27, 2025, from <https://www.tandfonline.com/journals/tpsp20>

We'd be able to link Pivot articles within any journal articles submitted, and we consider that these publications would be substantially different to warrant both publications. We also think this may be an attractive development opportunity for members to publish academic publications in their field.

Question for executive:

- Do you think that AMOSSHE should pursue this opportunity? Would curation of this special issue align with our strategy?
- Would anyone be interested in being involved in this project?

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Policy updates for noting

AMOSSHE policy and research work

Higher education mental health and implementation taskforce

The higher education mental health implementation taskforce (HEMHIT) has been announced it will continue². We expect this to be for another year. They'll continue to monitor how the outputs from the taskforce since 2023 are operationalised by providers. They're currently recruiting for a new chair and higher education student support champion, which we believe will be announced in June 2025.

Other notable updates from the taskforce and sub-groups:

Case management

AMOSSHE has worked with HEMHIT and UMHAN (University Mental Health Advisers Network) to produce a sector resource to inform the use and adoption of case management systems. Once published it'll support providers in adopting and encouraging routine information sharing within their organisation.

The most recent draft has been reviewed by the taskforce. We expect it'll be published in June 2025.

National review of student suicides

The national review of higher education student suicide deaths was published on Wednesday 21 May 2025³. The report examined incidents of non-fatal self-harm and suspected suicide deaths reported by higher education providers for the 2023 to 2024 academic year. This was to identify areas of good practice in the sector and recommendations for improvement.

² Gov.uk. (2025, May 21). Supporting students in crisis: how we're supporting students with their mental health and suicide prevention. Retrieved May 27, 2025, from <https://educationhub.blog.gov.uk/2025/05/supporting-students-in-crisis-how-were-supporting-students-with-their-mental-health-and-suicide-prevention/>

³ Gov.uk. (2025). National review of higher education student suicide deaths. Retrieved May 22, 2025, from <https://www.gov.uk/government/publications/national-review-of-higher-education-student-suicide-deaths>

We've summarised the key findings and recommendations from the report on our website for members⁴. On Thursday 22 May 2025 AMOSSHE published a public statement on the review and recommendations for the sector⁵. This was shared on LinkedIn on Tuesday 27 May 2025 as we were aware that if published earlier, this could open us up to being questioned on our statement by the media over the bank holiday⁶.

Question for executive:

- JST, JBL and EMA to continue to monitor taskforce and sub-group updates and circulate with executive and wider membership accordingly

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AMOSSHE's response to the OfS sexual misconduct survey

On 22 April 2025 we wrote to the OfS with members' feedback on the sexual misconduct survey⁷. The letter highlighted members' concerns and points for learning for future iterations of the survey. We've since received a reply from John Blake, Director for Fair Access and Participation at the OfS, which we've shared with the wider membership⁸.

We expect that the results of the survey will be published in Autumn 2025. We're hoping to be involved in the discussions the OfS will have with stakeholders in the summer regarding the data and dissemination across the sector.

Update for executive:

- The executive committee are free to share with colleagues where appropriate.

HESA consultation: AMOSSHE response

On 2 April 2025 AMOSSHE responded to the HESA (Higher Education Statistics Agency) staff record consultation⁹. HESA proposes to expand the scope of the higher education staff record to include technical, professional and operational staff. They also suggest removing terminology that refers to professional services staff as 'non-academic'.

Update for executive:

⁴ AMOSSHE. (2025). National review of student suicide deaths: report summary. Retrieved May 27, 2025, from <https://www.amoshe.org.uk/resource/national-review-of-student-suicide-deaths-report-summary.html>

⁵ AMOSSHE. (2025). Our response to the national review of student suicide deaths. Retrieved May 22, 2025, from <https://www.amoshe.org.uk/resource/our-response-to-the-national-review-of-student-suicide-deaths.html>

⁶ AMOSSHE. (2025, May 27). LinkedIn post. Retrieved May 28, 2025, from https://www.linkedin.com/posts/amoshe-national-office_last-week-as-part-of-the-higher-education-activity-7333050605122342913-tZ6o

⁷ AMOSSHE. (2025). OfS sexual misconduct survey: AMOSSHE letter. Retrieved May 20, 2025, from <https://www.amoshe.org.uk/resource/ofs-sexual-misconduct-survey-amoshe-letter.html>

⁸ AMOSSHE. (2025). Sexual misconduct survey: response to our letter. Retrieved May 22, 2025, from <https://www.amoshe.org.uk/resource/ofs-sexual-misconduct-survey-response-to-amoshe-letter-2025.html>

⁹ AMOSSHE. (2025). HESA staff record: consultation response. Retrieved May 20, 2025, from <https://www.amoshe.org.uk/resource/hesa-staff-record-consultation-response-2025.html>

- The executive committee are welcome to share our response with colleagues where appropriate.

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Tackling harassment and sexual misconduct AMOSSHE resource

Nine of our members organisations responded to our recent call for submissions to contribute to a research project gathering examples of how UK higher education providers are tackling harassment and sexual misconduct. We've collated the information into a resource that features 11 case studies on topics like student and staff training, reporting mechanisms and investigations, creating a single comprehensive resource, and managing relationships between students and staff¹⁰.

EMA will create a report over the summer with overall findings from our resource. This will be publicly accessible and include points for learning for the sector in how the membership is tackling the OfS E6 condition.

Update for executive:

- Members are still able to contribute their examples to this resource. We encourage the executive to submit examples of practice or delegate to colleagues.

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UK and international legislation and policy updates

Duty of candour

A duty of candour refers to an open and transparent culture, and is already in place in health and social care settings¹¹. The Westminster government were going to be implementing a statutory duty of candour to public authorities and officials through the 'Hillsborough law'. This would cover government organisations and officials and ensure transparency and honesty during investigations and enquiries¹².

The recommendation of a duty of candour within the [national review of student suicides](#) was due to coincide with the introduction of the Hillsborough law. This bill has since been delayed, with no set date currently announced for its introduction¹³.

¹⁰ AMOSSHE. (2025). Tackling harassment and sexual misconduct. Retrieved May 20, 2025, from <https://www.amosse.org.uk/resources/case-studies/tackling-harassment-and-sexual-misconduct.html>

¹¹ Department of Health & Social Care. (2025). Findings of the call for evidence on the statutory duty of candour. Retrieved March 17, 2025, from <https://www.gov.uk/government/publications/findings-of-the-call-for-evidence-on-the-statutory-duty-of-candour/findings-of-the-call-for-evidence-on-the-statutory-duty-of-candour>

¹² Institute for Government. (2025). How to legislate for the duty of candour? Retrieved March 15, 2025, from <https://www.instituteforgovernment.org.uk/event/legislate-duty-candour>

¹³ BBC. (2025, April 8). Hillsborough law must be all or nothing, families say. Retrieved May 22, 2025, from <https://www.bbc.co.uk/news/articles/cgjl5v9dzdzo>

Update for executive:

- EMA to monitor the progress of the Hillsborough Law and update the executive accordingly

Immigration white paper

The UK Government has published its immigration white paper.¹⁴ The proposals include reducing the length of the Graduate visa from two years to 18 months and introducing a tax on international student fees.

UKCISA (UK Council for International Student Affairs) has published a response to the proposed white paper¹⁵. They argue that international students should not be included in net migration figures, and emphasise the income the recruitment of international students brings to the sector.

Update for executive:

- EMA to monitor the progress of the immigration white paper and any proposed Acts, and update the executive accordingly

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US student visa change

The United States (US) have ordered universities to stop any interviews with international students in order to conduct comprehensive social media screening for all students¹⁶. Previously this has taken place for students involved in pro-Palestinian campus protests.

This follows President Trump's recent ban on Harvard University recruiting international students¹⁷. They've also issued the university with a list of demands in order for this ban to be revoked. This includes providing disciplinary records for non-immigrant students enrolled at Harvard, and any material which demonstrates illegal, dangerous or violent activity conducted by these students.

Update for executive:

- EMA to monitor the progress of the US student visa changes and update the executive accordingly

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¹⁴ Gov.uk. (2025, May 12). Restoring control over the immigration system: white paper. Retrieved May 22, 2025, from <https://www.gov.uk/government/publications/restoring-control-over-the-immigration-system-white-paper>

¹⁵ UKCISA. (2025, May 13). UKCISA responds to Home Office immigration white paper May 2025. Retrieved May 27, 2025, from <https://www.ukcisa.org.uk/news/ukcisa-responds-to-home-office-immigration-white-paper-may-2025/>

¹⁶ Gedeon, J. (2025, May 27). Trump administration orders US embassies to stop student visa interviews. Retrieved May 27, 2025, from <https://www.theguardian.com/us-news/2025/may/27/international-student-visa-trump>

¹⁷ Epstein, K. (2025, May 22). Trump administration ends Harvard's ability to enrol international students. Retrieved May 28, 2025, from <https://www.bbc.co.uk/news/articles/c05768jmm11o>

BSI suicide awareness standard

The BSI (British Standards Institution) has opened a consultation on their new proposed British standard on suicide awareness¹⁸. They've had input from over 50 organisations to shape practical guidance to help organisations implement effective approaches to suicide across workplaces.

Multiple staff from the higher education sector have been involved in the creation of the proposed guidance. These include Dr Simon Merrywest who is a co-author of guidance hosted on our website to reduce risk and restrict access to means of student suicide¹⁹.

EMA approached Simon to ask if it would be useful for AMOSSHE to respond to the consultation. Simon has suggested that it wouldn't be necessary to respond to the consultation as it's not specific to higher education, and the standard has already received input from colleagues working in higher education. Instead, the consultation could be advertised to members through the newsletter.

Update for executive:

- EMA to make members aware of the BSI consultation through the newsletter.

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England legislation and policy updates

Strategic priorities grant

The Westminster Government has published their guidance to the Office for Students for how to administer the Strategic Priorities Grant for the next academic year²⁰. The grant is provided to English universities as an extra resource to further invest in their provision and facilities. The government has reduced the overall funding, but recommends the same financial allocation for disabled and mental health student premiums.

We've previously spoken to the Department for Education (DfE) about the negative impact cutting the strategic priorities grant would have on student mental health provision and support. Therefore by maintaining the allocations for these specific premiums this announcement could be viewed as a positive outcome. However, EMA will be seeking further clarification from UUK and DfE for any hidden impact on student services budgets.

Update for executive:

¹⁸ BSI. (2025). BS XXXX Suicide prevention: guidelines for prevention, intervention and support for people affected by suicide. Retrieved May 27, 2025, from <https://standardsdevelopment.bsigroup.com/projects/9024-10460>

¹⁹ AMOSSHE. (2024). Collective responsibility, collective action to prevent suicide. Retrieved May 28, 2025, from <https://www.amosshe.org.uk/resources/guidance-to-reduce-risk-means-of-student-suicide.html>

²⁰ Office for Students. (2025). Guidance from government. Retrieved May 20, 2025, from <https://www.officeforstudents.org.uk/for-providers/regulatory-resources/guidance-from-government/>

- EMA to check our understanding of the impact of the strategic priorities grant on student services with DfE and UUK.
- EMA will report back to the executive at the July residential.

Devolved nations legislation and policy updates

Medr regulatory framework and planned consultation (Wales)

Medr, regulatory body for Wales, have launched a consultation on a new system for regulating tertiary education and training providers in Wales²¹. They're seeking views on their whole regulatory framework, and their proposed powers for intervention. The framework includes a list of the initial proposed conditions of registrations for providers. These are:

- Financial sustainability
- Governance and management
- Quality
- Welfare of staff and students

They're yet to publish details on the condition of registration on staff and student welfare. We expect the consultation on the condition of registration to take place in Autumn 2025.

Update for executive:

- EMA to monitor the outcome of the consultation and will circulate updates with members accordingly.

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Scottish mental health action plan delivery group (Scotland)

The Scottish mental health action plan delivery group met in April 2025. AMOSSHE had not originally been invited to participate in the group. Following successful lobbying from JST and Universities' Scotland we're now represented on the group which will next meet in June 2025.

They'll be working to understand and evaluate how the sector is implementing the government's mental health action plan.

Update for executive:

- We'll ask the member that represents AMOSSHE Scotland on the group to provide feedback for future meetings

²¹ Medr. (2025). New tertiary body launches major consultation on regulatory powers. Retrieved May 22, 2025, from <https://www.medr.cymru/en/News/new-tertiary-body-launches-major-consultation-on-regulatory-powers/>

Communications update June 2025

This report includes information and stats from outputs started in the 2025 calendar year due to the timing of Julia Jean-Baptiste (JJE) starting as Communications Officer and the alignment to our 2025-30 strategy.

Overview

The core objectives of our communications strategy is to inform, connect, and influence our key audiences. Specifically, this includes increasing member engagement and increasing knowledge. We're able to align with our objective by making sure that our communications initiatives align with our 2025 to 2030 strategy plan.

As part of the communications strategy, our main channels of communications include:

- Website.
- Emails (including newsletters, all contact emails, and more); and
- LinkedIn.

And through our communications channels we engage with the following key audience

- Active / lapsed members: includes 919 members
 - We communicate with this audience on a weekly basis. Our most popular channel to get in touch with them is emails, most specifically, our newsletter. As well, our members interact with our content via our website.
- Other contacts (subscribers): includes 1,682 contacts; and
 - We communicate with this audience on a ~biweekly basis. Our most popular channel to get in touch with them is emails.
- Social media followers (followers of the main page and the group): includes 2,191 followers.
 - We communicate with this audience on a weekly basis via our LinkedIn page.

Communications are both planned and, on an ad-hoc basis. At the beginning of every month, during the communications meeting, the team looks at what's coming up and decide the communications and the channels through which news will be shared. Ad hoc communications is sent as needs arise e.g. when an event doesn't have as many delegates as anticipated, etc. The approach is proactive and strategic, but similarly to professionals in the sector, our communications can be reactive and responsive to adjust to the needs of our members/subscribers.

Communications aligning with our strategy

In a previous meeting between JJE and BPA, it was agreed that creating an impactful strategy could only succeed once we established a baseline for all our communications initiatives/channels. Once a baseline was established, it was decided that the communications group would outline clear and measurable goals that would align with the strategy.

BPA has drafted a document detailing all the measurements that the National Office will need to track to ensure its initiatives are successful.

Achievements

Here are the key communications campaigns the team has undertaken since the beginning of this calendar year.

Campaigns	Description	Deliverables	Results	Things to consider next year
Executive elections	Communications campaign encourage leads to vote in the elections	Targeted website announcements & emails, and calls-to-actions (CTA) in weekly newsletter & website	2023/24: 58 votes 2024/25: 71 votes 18% increase	Expanding the narrative to make sure members know that even if they aren't eligible that they can influence their leads to vote for someone that aligns with their priorities
Annual general meeting	Communications campaign to encourage members to attend the AGM	Targeted website announcements & emails, and CTA in weekly newsletter and website	2023/24: 19 votes 2024/25: 29 votes 52% increase	Reaching out to named members, who are involved, but where leads aren't, to get them to vote in the elections instead.
Strategy launch	Communications campaign to get members to interact with our new strategy	Strategy game, and four videos	The game was viewed 500 times, started 104, and we received 53 submissions totalling 51% completion rate.	Think about another way to get members involved with the strategy longer down the line.
National Conference	Communications campaign to receive submission proposals for our NC	Emails, LinkedIn posts, and website banners	2023/24: 60 proposals 2024/25: 52 proposals 14% decrease	Drill in the 'Empower our community' aims so members feel like they have the expertise to submit and present their work.
The Pivot	Campaign for members to submit their pitch for our new benefit.	Emails (newsletter and targeted), website banners, LinkedIn	12 submissions for the very first edition	During the promotion of the release, consider promoting how members can submit for the following editions.

In addition to the successful communications, we reached a new milestone by surpassing **2,000 followers** on LinkedIn in March 2025.

Upcoming campaigns and areas of improvements

Campaigns	Description	Deliverables
The Pivot launch	Communications campaign to get members to	Emails (newsletter and all contacts), LinkedIn, website announcements and banners, and ~August potential event
Jiscmail phase out	Communications campaign to encourage members to attend the AGM	Targeted website announcements & emails, and CTA in weekly newsletter and website

Despite the great achievements we've seen, there are still a few areas of improvements for our communications.

- Active members who still haven't logged in: as of Friday 30 May, 266 members still haven't logged in onto our new website.
- Members and discussion groups: members are still using Jiscmail and aren't taking full advantage of discussion groups.

The challenges and gaps section of the document will address how we want to tackle these issues.

Challenges and gaps

The communications development group recently met and discussed how to tackle the following challenges and gaps. They've agreed that all of them fell under the 'Empower our community' workstream, and so the solutions that were suggested are to be reported on starting next academic year.

Unclear onboarding process

We've identified that our onboarding process for new members lacks clarity and consistency. Without a defined introduction to our benefits, events, and opportunities, new members may feel unsure about how to get involved or the value they can extract from having joined the organisation. Not addressing this gap risks slowing early engagement and reducing long-term participation.

Solution:

- Develop an engaging onboarding journey that includes a welcome email series, with a video, and links to pages to get them involved and more.
 - JJE has changed the onboarding email template, and it was used for the first time on Friday 30 May 2025. JJE still needs to get one of the Exec members to film a welcome video, as suggested by the comms development group, to get new members excited about joining. MSC sends out the onboarding emails, but JJE will be tracking the success of the email.

A strong onboarding process will help new members feel included and confident to engage with the community from the start. A warm introduction to our benefits will empower them to contribute from the outset, which aligns with our goal of creating an environment where every member feels like they belong and can contribute.

Limited communication beyond event news

We have ~1,200 subscribers who want to receive emails from us. However, our communications to that list doesn't reflect the full range of the work we are currently undertaking as an organisation. Most of the communication is about the promotion of our events. Instead, we want to engage more informally and highlight the initiatives we've taken to influence our sector, whether that's on behalf of our members and/or students.

Solution:

- We've decided to send out a quarterly round-up for subscribers. It'll hoover public 'influence our sector' initiatives we've undertaken in the previous months, highlight our upcoming events, and link to recent partner updates.

It's important to move past event promotions with our subscribers. Subscribers could be converted into members, and so it's a great opportunity to get them to feel connect to the community.

Low engagement from a portion of members

A significant high number of our active members either still haven't engaged e.g. haven't logged in onto our new website, aren't using discussion groups, etc. This signals that we aren't understanding their needs/preferences or that we aren't promoting our platform well enough. Tailored and targeted communication may help re-establish connection and encourage participation.

Solutions:

- Re-engagement campaign with members who haven't logged in. Using a warm and empathetic tone, this email campaign would feature what we've done in the past few months, the features on our website, etc.
- JJE will investigate our lead active members who appear disengaged. The purpose is to understand whether the rest of the organisation is active. Knowing if other named members are engaged could be helpful when it comes to elections and similar activities.

- Discussion groups campaign – this is in progress with the empower our community stream to craft an effective communications campaign. By the end of the summer, regional and national groups will no longer be on Jiscmail. And by the end of the year, we'll terminate all email lists and move people to discussion groups.

We want to remove barriers to member engagement. These solutions aim to help members feel connected and access the benefits most relevant to their needs.

Finance management report

The finance management report for April 2025 can be accessed [here](#):

The figures currently show a loss vs budget of over £150k up to and including May 2025.

Expenditure

The expenditure will be mainly accounted for in the budget in May, as a majority is made up from the conference deposit being paid in advance of our budget profile (£46k).

Income

As reported in the last papers we were behind in CPD income and unfortunately the final two online events did not hit target numbers and therefore we are likely to have a loss of around £22,000 for the year for CPD, this can be confirmed at the July residential meeting but reflect sector trends in the last 6 months of the year in reduced budgets for CPD.

Conference sponsorship is currently behind expectations, it seems many of our usual sponsors are reducing their investments this year. We are currently around £25k behind in sponsorship income against target (this incorporates figures to mid May). We have generated new leads for conference and chasing some outstanding sponsors to look to fill this gap. For your information this is around 5 conference exhibitors. We will report back on the outcome in the July residential meeting.

Conference income is also behind profile expectations, we are increasing our messaging to ensure members know when the booking closes. Members have been consistently booking on late to CPD this year however with the current sector trends of restrictions to staff development budgets this may well impact us. Conference booking closes in the middle of June.

AMOSSHE have around 7 months of operating costs, our reserves policy states we should seek to have around 6 months operating costs in the bank. This means we have just over £30k available in the savings account and another £30-60k in the main account (max £90k which provides around 2-3 months flex at the present time).

We will continue to look to see how we can reduce our overheads into 2025-26 and we will need to consider how we can reduce the risk on our income and expenditure budgets as we expect the current trend of erratic fluctuations with HEP budgets are likely to last for the next year or two. TO provide examples of changes we are looking at:

- Reducing the contracted rooms and day delegates we have to pay for at Winter and National Conference events.
- Increasing the cost of CPD (not excessively) whilst reducing the number of expected delegates attending.
- Looking at the potential of early bird booking discounts to encourage members to join events early.
- Increasing our pool of potential sponsors and the range of things we can offer to sponsors.
- Reducing our IT infrastructure support and other central costs.

Discussion for the Executive:

- What intelligence do executive members have about their institutions plans for budgets for the coming academic year?
- What factors may impact AMOSSHE's income into 2025-26 and how can we mitigate them?

AMOSSHE continuing professional development programme 2025/26 proposal

The CPD Development group proposes the following programme of events for the 2025/26 academic year.

At the March 2025 Executive meeting, the Executive agreed the outline programme and the topics for the first online half day event (student death), the free webinar series (personal / professional development and wellbeing), and the theme for Winter Conference 2026 (campus cohesion, subject to agreement by our conference partners, EucA).

The Executive also discussed the following topics for the remainder of the programme:

- A separate (but linked) half day online event about student death and prevention / postvention.
- Mental health – looking at the various frameworks and outputs.
- Connecting up frameworks (for example, Disabled Students Charter, UMHC, EmilyTest, E6).
- Harassment and sexual misconduct, perhaps later in the year to review how the first year of E6 went down.
- Disability support, reasonable adjustments, assessments. Engagement with UKAT.
- Compassionate communications.
- Bite size learning in collaboration, for example with AGCAS, UKAT, NASMA.

In the proposed programme below, there are fewer available events than there were topic suggestions. The topics that are not included are:

- A separate (but linked) half day online event about student death and prevention / postvention.
- Mental health – looking at the various frameworks and outputs.
- Compassionate communications.
- Bite size learning in collaboration, for example with AGCAS, UKAT, NASMA.

The proposed programme also has one less half day online event than was originally agreed. This was due to take place before Christmas 2025. The CPD Development group is concerned that the National Office workload for events before Christmas is very heavy. As well as delivering the pre-Christmas events, most of the Winter Conference work takes place before Christmas, as well as the January webinar and National Conference planning). As well as this, the new Head of Engagement and Operations may not be in post until September, meaning that the team resources will be stretched in the autumn due to induction. Therefore, the group proposes dropping one half day event before Christmas, as in the proposed programme below. Losing this event has implications in terms of the number of topics our events can cover, and the loss of income from tickets / potential sponsorship.

Proposed 2025/26 programme

CPD1 Student death

Online half day.

Dates: Wednesday 15 or Thursday 30 October 2025.

Leads: IMU and ASH.

Topics:

- Bereavement.
- Memorials.
- Staff and cohort support.
- Suicide – in light of new guidance about duty of candour.
- Working with families.
- Links with neurodiversity.
- Access to means.
- HEMHIT's report.

CPD2 (sponsored partner webinar)

Free, online, 60 minutes.

Dates: October / November 2025.

CPD3 Personal / professional development (part 1)

Free 90-minute webinar.

Dates: Wednesday 12, Thursday 13 or Wednesday 19 November 2025.

Leads: EBA and AAC.

[CHRISTMAS]

CPD4 (sponsored partner webinar)

Free, online, 60 minutes.

Dates: January / February 2026.

CPD5 Winter Conference 2026 (campus cohesion)

One day, in-person.

Manchester Deansgate or Queen's Leeds.

Collaboration with EucA.

Dates: Friday 6 February 2026, networking drinks on Thursday 5 February.

Leads: TBC.

Topics:

- Explore belonging for all.
- Focus on dignity and respect.
- Barriers to community cohesion.
- Diversity of the student population and how to coexist on campus.
- Inter-professional education.
- Focus on sharper / knottier issues.
- We will need to collaborate with EucA on the theme.

CPD6 (Disability support, reasonable adjustments, assessments)

Online half day.

Dates: Wednesday 25, Thursday 26 February. Wednesday 5, Thursday 6, Wednesday 12, Thursday 13 March

Leads: TBC.

CPD7 (sponsored partner webinar)

Free, online, 60 minutes.

Dates: March 2026

CPD8 Personal / professional development (part 2)

Free 90 minute webinar.

Dates: Wednesday 19, Thursday 20, Wednesday 26, Thursday 27 March.

Leads: EBA and AAC.

[EASTER]

CPD9 (Connecting up frameworks)

Online half day.

Dates: Wednesday 15 April, Thursday 16 April, Wednesday 22 April

Leads: TBC.

CPD10 (sponsored partner webinar)

Free, online, 60 minutes.

Dates: Thursday 23 April, Tuesday 28 April, Wednesday 29 April, Thursday 30 April

CPD11 (Harassment and sexual misconduct)

Online half day.

Dates: Wednesday 6 May, Thursday 7 May, Thursday 14 May

Leads: TBC.

CPD12 Personal / professional development (part 3)

Free 90 minute webinar.

Dates: Wednesday 20 May, Thursday 21 May

Leads: EBA and AAC.

CPD13 (sponsored partner webinar)

Free, online, 60 minutes.

Dates: Tuesday 2 June, Wednesday 3 June, Thursday 4 June

CPD14 National Conference 2026

In person, three days, Hilton Newcastle / Gateshead.

Dates: Wednesday 1 – Friday 3 July 2026

Leads: KHO and TBC x2

[For Executive discussion / agreement](#)

The CPD Development group asks the Executive Committee to:

1. Agree the proposed programme (including the topics included, the sequence of the topics, and the number of events without the extra pre-Christmas half day event).
2. Refine some of the proposed topics (especially disability and tackling harassment). These are quite high level, and it will be useful to refine / focus these slightly to help shape the programme before the event leads discuss the detail of the sessions.
3. Appoint two leads for the Winter Conference (the leads for the remaining events can be appointed at the residential in July).

Strategy progress status update: Strategy oversight

Date: June 2024

Summary update:

The oversight group have been looking at their role and remit in further detail, looking to understand how best to monitor progress and support the workstream groups.

Terms of reference:

Strategy enablers and living values:

Value	Impactful	What is the purpose / impact of what we're doing, and how does it relate to our strategic aims?
Value	Collaborative	Who do we need to work with? Are we establishing strong connections and partnerships, with other stakeholders in the UK and abroad?
Value	Supportive	Are we engaging everyone in our community (considering diversity and wherever they are on their professional journey)?
Enabler	Using technology and data	Is what we're doing clearly informed by expertise / data / evidence / using the right technology to have the most effective impact?
Enabler	Sustainable (financial and environmental)	Are we being sustainable in what we're doing, both in terms of our own resources and protecting the planet's resources?
Enabler	Using data to measure impact	How are we measuring the impact of what we are doing?

Progress status:

RED: None or little progress made

AMBER: Starting to make progress but behind on original timelines

GREEN: Going well and making expected progress

BLUE: Not started yet

Status	Task	Area of work	Aim short code	Progress update	Deadline for completion
	Cultivate Excellence	PRCD portal	CE3	PRCD portal online structure is completed, the initial content pages are written. Further work needed on case studies and linking structure and content ready for testing.	1 July 2025 (phase 1)
		CPD development	CE1	CPD structure for the year is in place, the initial topics have been agreed, remaining topics to be agreed in June executive meeting, all leads to be confirmed at the executive meeting.	5 June 2025
		The Pivot	CE2	The Pivot content has been chosen and currently being shaped for the first edition, 11 submissions in total were received.	28 July 2025
	Influence our sector	Meeting with Jacqui Smith	IOS1 IOS2	Still waiting confirmation and timing of meeting.	31 July 2025
		OfS networking	IOS1	We are being kept in the loop for a number of current projects, marked as complete for now.	Completed
		Scotland MH plan	IOS2	AMOSHE is now part of the working group looking at this work, JST to report back on progress and any additional work areas.	Ongoing
		HEMHIT / DfE	IOS3	HEMHIT will continue and we will shape some of the agenda, being asked for more of our time for DfE related work.	Ongoing
		Stakeholder engagement plan	IOS1	This is being updated when details change, this enables us to have a snapshot of engagement across the sector as and when needed.	Ongoing
	Empower our Community	Discussion groups	EOC1 EOC2	Groups are taking shape, these should be up shortly once new structure is completed. We will have 4 types of groups; National/Regional groups, Member Networks, Member Project Groups, Topic Discussion Groups.	5 June 2025
		International engagement initiatives	EOC3	A process is being put together to assess international opportunities and prioritise these based on potential impact to AMOSSHE and our members.	31 July 2025

Strategy progress status update: Cultivate Excellence

Date: 5 June 2025

Summary update:

All main areas of progress are on track at the present time. The Pivot team has agreed on the submissions to include, and is working with the submitters to refine their content.

The PRCD project is on track to deliver at National Conference. The web structure has been agreed and a lot of the content written to date.

The CPD Development group has developed the outline for the 2025/26 year of events and will agree final topics and structure changes at the June Executive meeting.

The Benchmarking group is looking at the impact measures that have been agreed across all workstreams to turn this into a functional collection exercise for year 1, 3 and 5 of the strategy as a minimum.

Terms of reference:

Progress status:

RED: None or little progress made

AMBER: Starting to make progress but behind on original timelines

GREEN: Going well and making expected progress

BLUE: Not started yet

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	Enable members to produce content	Development of a framework for members to produce their own content including types of content	Established process, understood by members and submitting content		Completed
		Understanding and upskilling of members skills to produce content	Content submitted matches the quality expected from the guidance produced	Members are being supported to develop their submissions, after this we can review the process and produce further guidance to members.	June 2025
		Communication plan for member content dissemination.	Comms plan is created, along with measures to track impact and engagement.	Initial dissemination plans are completed, tracking measures still TBC	July 2025
	Deliver CPD events for members	Create a bitesize approach to CPD (lunch and learn)	An initial set of bitesize events are developed and well received by members (measured by feedback and attendance)	All 3 have taken place, feedback has been reviewed and utilised to consider future bite size CPD for members. 267 delegates logged into the sessions (some people may have attended more than one CPD)	Complete
		Develop a varied set of CPD for members both paid and free	Structure for 2025/26 CPD reflects this based on member feedback	We have a new set of these structured into the CPD programme for 2025/26, these are due to be signed off at the June Executive meeting	Complete Topic sign off – June 2025
	PRCD: finalise structure	Review and finalise the overall structure / flow of the portal	Initial structure agreed	Agreed and work progress in train for presenting at National Conference in July 2025	Complete
	PRCD: inventory / review of resources	Review the resources / tools / options that the portal will lead to, to ensure they're up to date and there are no gaps	Every section of the portal triage structure leads to at least one resource	Identification process has been completed	Complete

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	PRCD: develop case studies	Create a list of resources / content that AMOSSHE will need for the portal (for example, case studies).	Variety identified that reflects the portal career stages, personal demographics, and different kinds of HEP	Some still to be completed for the first stage launch	June 2025
		Identify members who have utilised the resources we've identified	Members selected and quality case studies produced	Some members identified but case studies are still to be completed	June 2025
		Gather case studies of how these contributed to professional recognition and career development.	Members selected and quality case studies produced	Some members identified but case studies are still to be completed	June 2025
		Write up case studies.	Three case studies reflecting the three main career stages.		June 2025
		Assign places in the portal where each resource contributes effectively.	Portal structure to include case studies is agreed	Portal structure is completed	June 2025
	PRCD: testing / review	Create a focus group to review the outline and resources.	At least three people to represent the three career stages	Members who were unsuccessful in the elections have been invited to be part of the group, 2 have agreed so far.	9 May 2025
		Demo the portal to the focus group and gather feedback	Workshop completed and feedback written up		June 2025
		Review and implement the feedback into the design	Workshop feedback implemented into the portal design		June 2025
	PRCD: build	Text to guide users through the portal	Content for every module of the portal triage (blue and green sections) written		Complete
		Summaries of resources and how they relate to the user's journey	Content for every module of the portal triage (purple sections) written		Complete
		Create web structure	Complete in Ready Membership	Structure is agreed, needs to be transferred online	June 2025
		Create case studies / resources	TBC		June 2025
		Create tools to record / interrogate user progress	TBC		June 2025

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	PRCD: launch	Publish portal on website.			National Conference 2025 (2 to 4 July 2025)
		Lead National Conference session.	Feedback from conference session		
	PRCD: engagement campaign	Consider how to launch the portal and create engagement with it, for example email / social media campaigns, events, working with sector partners	Email opens / clicks. Social media engagement. User data from analytics. Partner testimonials. Launch event attendance		Executive meeting October 2025
		Devise a process for ongoing review / updating of the portal	Process designed and written up		
	PRCD: review	User data from analytics		Executive meeting January 2026	
	Benchmarking / research	Develop a benchmarking survey to analyse the qualitative outputs from the strategy	Survey is designed to deliver measures for each of the 3 workstreams that can be evaluated at least 3 times in total across the strategy period	The areas for evaluation have been agreed, questions are currently being developed	August 2025
		Agree and measure data points aligned to the strategy workstreams engagement points	Data points are identified and the process for gathering them has been agreed and recorded	Data points have been identified	August 2025
		Create a dissemination and communications plan for engagement with the survey	Plan in created and enacted	TBC	August 2025

Strategy progress status update: Empower our community

Date: 28 March 2025

Summary update:

The EDI policy has been published and implemented on the website and within our member etiquette and sponsorship areas.

The peer support groups for the website have been agreed and the structure of the groups, the groups will be coming online very soon and will seek to replace the national and regional JISCMAIL lists in August and the main AMOSSHE JISCMAIL list in December 2025.

No other areas of work have been started yet but the group given the resources available at present but these will be discussed at the next meeting.

Terms of reference:

Progress status:

RED: None or little progress made

AMBER: Starting to make progress but behind on original timelines

GREEN: Going well and making expected progress

BLUE: Not started yet

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
GREEN	Publish new EDI policy	Update the complaints policy, member etiquette and sponsorship contracts in line with the new policy	All are updated and agreed by the group		Complete
		Publicise the policy to members	Flagged to all regional and national meeting Added to the newsletter trackable links		

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
		Publish new policy on the website	Refer this to sponsors		
	Peer support groups/national and regional theme-based community groups	Decide which groups to start with, how to maintain them and get engagement.	Created a list of groups that is passed by the executive along with communication plan		Complete
		Create housekeeping rules about how to set up / run a group, the support they can get, and the time commitment.	These are developed and added to shared areas, members engage with them		March 2025 Executive meeting
		Find group champions who we can mentor to help them lead and get the community going.	Champion (and backup champion) identified and trained for each group, and the champion has initiated discussion in their group.		March 2025 Executive meeting
		Develop a working group of members to consult / input.	TBC	This will be made up from members and those running in exec elections that did not get in.	March 2025 Executive meeting
		Release a suite of groups along with guidelines for engaging members.	Group listings are released, members recognise how to engage with them and are joining		March 2025 Executive meeting
		Devise ways to monitor and evaluate the impact of groups (whether they're being used, and are	TBC		March 2025 Executive meeting

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	Create a channel to update the membership on Executive activity	empowering the community), along with decisions on how and when to kick start / retire groups.			June 2025 Executive meeting
		Establish an annual review of how groups are doing.	TBC		
		Decide what to share and how to share it.			
		Develop a process and champions, which shouldn't be too labour intensive. For example, a short vlog from an Executive member following an Executive meeting to update about what was discussed / decided, which we can track with analytics. Work with the Communication group on this.	Process is developed and we have clear measures on how to track engagement		
	Bring external partners to membership discussions	Create a communications plan and associated training in developing content.	Integrated into current comms plan including how to track engagement		June 2025 Executive meeting
		Decide whether member discussions are the best forum for external partners.	TBC		June 2025 Executive meeting
		Create a description of the difference between a webinar and external speakers at member discussions	TBC		
	Campaign/roadshow to raise awareness with members of the benefits of	Ensure that external partners potential linking into member discussions is driven through the communications and policy group catch up so people are invited as and when it will benefit members	TBC		
		Decide what we are looking to achieve from this work and the resources that will go into implementation.	TBC		AGM (May 2025) to coincide with renewals beginning
		Develop a working group of members to consult / input (as above).	TBC		

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	membership and get them involved	Identify those who don't currently engage much and devise how to engage them / understand what they want / need.	TBC		
		Promote additional membership as a development opportunity for future managers.	TBC		
		Create a communications plan to align with the intended outcomes.	TBC		
		Meet with communications group to agree milestones / actions for the campaign (by March 2025).	TBC		
		Use regional leads to mobilise this campaign and take ownership of it. Give people the tools to run with it and empower their teams.	TBC		

Strategy progress status update: Influence our sector

Date: 5 June 2025

Summary update:

The group have been focussing on the development of the pro-active engagement plan to map out who we should be working to influence more proactively. This includes understand what resources we need to help influence the work and how we should approach getting the agreed activity (in this case meetings). The group has also been working on amending the long term engagement map as part of this and re-prioritised some of the high and medium priority engagements accordingly.

We have written to Minister Jacqui Smith for a meeting but we have assurances that this will happen from colleagues in DfE. In addition we have now had multiple meetings with John Blake from OfS and are making good progress as a trusted sector contact.

Terms of reference:

Progress status:

RED: None or little progress made

AMBER: Starting to make progress but behind on original timelines

GREEN: Going well and making expected progress

BLUE: Not started yet

PURPLE: Complete

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	Develop our key messages and policy positions / Identify common narrative messages	Policy and Research Advisory Group (PRAG) to develop the key messages and statements as agreed through the residential	4 key statement areas agreed by PRAG	4 key statement content has been signed off (change in direction as opposed to full statements agreed).	Complete
			They have been approved through the policy advisory group which includes communications language		Complete
			These have been passed to the Influence our sector group for implementation through the pro-active stakeholder engagement plan	IoS leads to discuss messaging and content	Complete
	Develop a pro-active stakeholder engagement plan	Develop a plan for how we want to engage with and influence key stakeholders	Engagement plan and structure is completed	Plan tab is linked on stakeholder map, content has been agreed and priority engagements have been agreed for Jacqui Smith (Govt) and Susan Lapworth/John Blake (OfS)	Complete
			The plan is implemented and the targets within the plan are met		
		Integrate key messages for communication into the overarching communications plan (liaising with communications sub group)	The process for integrating key messages is developed and the communications plan and related messaging works in tandem with the work of the stakeholder engagement plan	Decision still needs to be taken on what we will report back to the membership on the outcomes of these conversations, this will take place post meetings to help write a narrative.	July 2025
	Stakeholder mapping	Continue to develop the stakeholder mapping spreadsheet to identify those to move through the pro-active engagement strategy	The plan is developed further to work in tandem with the stakeholder engagement plan	Structure and organisations have been agreed to date.	Complete
			The stakeholder map is updated in line with the engagement plan and reported back through the executive committee	Content of current engagements will need reviewing at each meeting to ensure we are up to date with current conversations.	Ongoing at each meeting

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	Identify our knowledge and practice gaps	Based on the stakeholder engagement strategy, we will identify any gaps in knowledge that need to be filled to enable us to progress targeted conversations (liaising with the Policy & Research Sub Group)	Knowledge gaps to enable us to deliver the engagement plan has been identified	No current knowledge gaps for the agreed conversations with Govt and OfS. This may change for future meetings so this action will remain	Complete but to be reviewed post engagement meetings
			Work is implemented into work plans for development		n/a
			Knowledge resources are developed in line with timescales for discussions through the stakeholder engagement plan		n/a
	Target sector press and comms outlets	Use the communications plan to target sector press and comms outlets on specific areas identified as a priority for AMOSSHE to be pushing messages through	The communications plan is developed to include external sources of influence and developed as a strand of our communications work, where possible engagement statistics will be provided to help us understand impact	This is currently de-prioritised until work on the conversations has been completed. May be revived earlier by the Communications Development Group if needed.	

AMOSSHE Residential meeting agenda

The AMOSSHE Executive residential meeting is a key part of the AMOSSHE calendar year, which provides several outcomes:

- Provides an opportunity to reflect and review on the AMOSSHE strategy work
- Reflect on the current organisation strengths and challenges for AMOSSHE
- Structure our workload and resources in line with our strategy for the coming year
- Develop work on governance/administration (where needed)
- Team building activities

Each year we look at developing a range of activities to ensure we are achieving our outcomes from the meeting. This year's draft agenda will include the following:

Team building exercise

This will be an opportunity for all members to work with each other in a fun exercise designed to encourage team working.

Strategy review

We will review the current outputs from the workstreams, successes, challenges and what we can learn going into year 2 of the strategy. We may link this in with an exercise based on SWOT.

Workstreams prioritisation exercise to look practically at work to deliver in 25-26.

The workstreams will be allocated their work for the year, ensuring that we have a list of activities that could be completed, and where possible a priority order for completion.

Policy key messages

We will look at what messages we should prioritise for this coming year, what are the key things we want to get across in our influencing discussions with stakeholders.

AMOSSHE operations and activities overview

We will run through and agree the operations budget for the year, review the CPD topics for 25-26, assess the risk register for any major changes.

Benchmarking pilot focus group

The executive will go through the workshop that has been designed for the strategy benchmarking exercise and feed back on any potential changes/amendments where needed.

Allocate leads activity

A practical session where executive will put themselves forward for the different aspects of the work we do to lead on different areas.

Executive discussion points

- Is there anything missing or you feel should be taken out?
- Do you have any suggestions for exercises for any of the areas discussed above to maximise productivity?
- Did you have any general points about the residential from the previous year (longer breaks, extend the time on both days etc)

Papers for noting

Election results confirmation

Chair: Sarah Sweeney

Vice Chair (Professional Development): Chris Warrington

Executive member: Sally Lambah

Executive member: Paul Rossi

Executive member: Sarah Richardson

Executive member: Aleata Alstad-Calkins (promoted to Vice Chair)

Executive member: Sammy Li

AMOSSHE CPD programme 2024/25 review

This report summarises the impact of the AMOSSHE continuing professional development (CPD) programme for the 2024/25 academic year, based on performance against estimates and delegate feedback.

Programme overview

Here are the events that comprised the CPD programme in the 2024/25 academic year:

- **CPD1** – partner webinar. Didn't take place.
- **CPD2** – **'Reasonable adjustments: how can Student Services take the lead?'** on Thursday 31 October 2024. Half day online event.
 - 120 total attendees, 106 paying registrants (97 budgeted), 10 free places.
 - 0 sponsors (0 budgeted).
 - Budget: £1,760.13 (surplus), actual: £3,258.55 (surplus), variance: £1,498.42
 - Delegate feedback:
- **CPD3** – **'Building a holistic approach to tackling harassment'** on Thursday 14 November 2024. Half day online event.
 - 75 total attendees, 62 paying registrants (63 budgeted), 7 free places.
 - 2 sponsors (0 budgeted).
 - Budget: £2,755.87 (deficit), actual: £1,599.45 (deficit), variance: £1,156.42
 - Delegate feedback:
- **CPD4** – **'Student Services leadership: self-care, team support and professional development'** on Wednesday 20 November 2024, Wednesday 27 November 2024 and Wednesday 4 December 2024. Three part webinar series.
 - 115 total attendees, 0 paying registrants (0 budgeted), all free places. (part 1 attendees: 101; part 2 attendees: 82; part 3 attendees: 84).
 - 1 sponsor (0 budgeted).
 - Budget: £0, actual: £80 (surplus, but not accounting for staff time), variance: £80
 - Delegate feedback part 1:
 - Delegate feedback part 2:

- Delegate feedback part 3:
- **CPD4A – ‘Tackling harassment: insights from the Office for Students’** on Wednesday 29 January 2025. Free partner webinar.
 - 289 total attendees, 0 paying registrants (0 budgeted), all free places.
 - 0 sponsors (0 budgeted).
 - Budget: £0, actual: £0 (but not accounting for staff time).
 - Delegate feedback:
- **CPD5 – ‘AMOSSHE Winter Conference 2025: communities and collaboration’** on Friday 7 February 2025. Full day in-person (London) with pre-conference activities.
 - 152 total attendees, 107 paying registrants (112 budgeted), 45 free places.
 - 12 sponsors (14 budgeted).
 - Budget: £9,121.39 (surplus), actual: £2,283.83 (surplus), variance: £6,837.56
 - Delegate feedback:
- **CPD6** – partner webinar. Didn’t take place.
- **CPD7 – ‘Understanding pastoral support models: strategies and methods’** on Wednesday 5 March 2025. Half day online event.
 - 62 total attendees, 52 paying registrants (63 budgeted), 10 free places.
 - 0 sponsors (0 budgeted).
 - Budget: £2,755.87 (deficit), actual: £3,999.45 (deficit), variance: £1,243.58
 - Delegate feedback:
- **CPD8 – ‘Beyond the chatbot: transforming student support with AI’** on Thursday 27 March 2025. Free partner webinar.
 - 261 total attendees, 0 paying registrants (0 budgeted), all free places.
 - 1 sponsor (0 budgeted).
 - Budget: £0, actual: £2,252 (surplus), variance: £2,252 (but not accounting for staff time).
 - Delegate feedback:
- **CPD9 – ‘Expect the unexpected: supporting students out of hours’** on Wednesday 2 April 2025. Half day online event.
 - 63 total attendees, 55 paying registrants (63 budgeted), 8 free places.
 - 2 sponsors (0 budgeted).
 - Budget: £2,755.87 (deficit), actual: £2,472.45 (deficit), variance: £283.42
 - Delegate feedback:
- **CPD10 – ‘Impactful Student Services in a challenging financial environment’** on Thursday 15 May 2025. Half day online event.
 - 27 total attendees, 20 paying registrants (63 budgeted), 7 free places.
 - 0 sponsors (0 budgeted).
 - Budget: £2,755.87 (deficit), actual: £7687.45 (deficit), variance: £4931.58
 - Delegate feedback: no feedback received.

EDI and Sustainability groups

These groups have not met since the previous executive meeting, the below is the previous update for information.

The EDI group decided that we needed to shift from looking at Equality to Equity as this is more forward-thinking. This will be reflected in the AMOSSHE EDI policy and any future work. They'll also be creating some checklists for workstreams and projects to consider when implementing new activities.

The Sustainability group have agreed to look at a set of principles by which AMOSSHE can consider our work to ensure we are being as sustainable as possible, some of which will be reflected on considerations for the membership such as travel to conferences etc. Future meetings will also reflect and focus on the [Global Sustainability Goals](#) where we will benchmark what we currently do against these and where we may be able to identify changes we can make. A link to the groups current terms of reference is here: [Sustainability Strategy Group - ToR.docx](#)

Membership update

Membership level	March 2025	May 2025
Small and specialist	46	46
Tier 1 organisation	33	33
Tier 2 organisation	57	58
Tier 3 organisation	42	42
Additional member	393	417
International organisation	8	9
International additional member	10	15
Corporate organisation	2	2
Corporate additional member	10	10
Individual member	5	5
Non-profit organisation	3	3
Non-profit additional member	1	1
Student member	1	1
Total organisations	191	193
Total members	884	917

These organisations have joined the membership:

- University of Galway (International)
- Swansea University (Tier 2)

GDPR update

87 members have said that they do not want to receive emails, or they haven't yet set whether they want to receive emails or not – previously 41.

186 members have said that they do not want to share their details with other members for networking purposes (including Jiscmail and the online lists) – previously 177.

197 members in total have used one or more of these settings to unsubscribe – previously 188.