

## AMOSSHE Residential meeting

17 and 18 July 2025 | Gateshead Newcastle

**Attendees:** Sarah Sweeney (SSW), Emma Bales (EBA), Chris Warrington (CWA), Ian Munton (IMU), Paul Rossi (PRO), Aleata Alstad-Calkins (AAC), Sammy Li (SLI), Sally Lambah (SLA), Angela Scanlon (ASC), Keith Houghton (KHO), Andy Shanks (ASH), Sarah Richardson (SRI), John Bloomfield (JBL), Emma Maslin (EMA), Jaimee Shan (JSH), Michelle Scop (MSC), Julia Jean-Baptiste (JJB).

### Minutes

#### Thursday 17 July 2025

##### Item 1: Welcome and conversation time

SSW welcomed everyone to the meeting, including our new Executive Committee member, Sarah Richardson.

##### Item 2: Standing item- reserved business, conflicts of interest & AOB check

No conflicts of interest or any other business declared.

##### Item 3: Standing item- minutes and matters arising

June minutes were confirmed as accurate and there were no matters arising.

##### Action log:

- 46 Ongoing with CPD1 & 2 meetings, JSH will chat to the leads on these.
  - **ACTION:** JSH to speak to the leads for the first CPDs to get the titles and descriptions before 1 September
- 48: **ACTION:** EMA will update the Exec about whether a member can submit an article to the journal after having submitted to The Pivot.
- 50: Closed. Suggestion to be explored by the CPD workstream.
- 52: Ongoing. JBL will raise the idea about running a discount for charities to participate in sponsorship at the next commercial growth group meeting.
- 54: Closed. CPD development group to discuss at their next meeting.

##### Item 4 Opening remarks and agenda for residential

SSW set the context for the meeting over the next couple of days, our approach to working together for the year ahead, and our culture as a committee.

The residential will support us in allocating activities to the executive for the year ahead and consider the national context of HE as part of the process. This includes the CPD structure and which executive members will run CPD events and other areas of work such as the strategy workstreams.

##### Item 5 Introductions and team building

The Executive Committee took part in team building activities after introducing each other.

## Item 6 Standing item: Policy update and external development stakeholder map

EMA summarised the policy areas from the policy paper. In the section on free speech EMA highlighted that the briefing paper from the Advance HE / AMOSSHE webinar had been written and confirmed by Advance HE, and that this would be published soon.

### **Special issue in ‘Perspectives: Policy and Practice in Higher Education’ journal**

EMA discussed previous executive questions and responses we’d had from the editors of the journal to inform the executive in making a decision on whether AMOSSHE should seek to run our own special issue. Executive Committee consensus is that it would be a good opportunity for our members and a great project for the Empower our community workstream. SLI offered to support in this project given his experience as an academic reviewer/editor.

**ACTION:** EMA to find out which resources the National Office would need in order to proceed with the issue.

**ACTION:** JBL to set up a separate working group for the journal project once details are confirmed.

### **Self-swab kit**

JBL and EMA reported back to the executive around our listening conversation with the co-founder of an organisation that promotes self-swab kits. We’re not taking any further action at this stage with this organisation.

We’ll inform our members about this listening conversation within a wider piece on tackling harassment and sexual misconduct. We are to communicate that our position falls in line with the other sector organisations and the NHS about the kits. The communication will be part of a wider piece related to tackling harassment and sexual misconduct around 1 August when Office for Students’ E6 condition of registration will come into effect.

**ACTION:** EMA and JJE to write the article and send to the Executive Committee for approval before publishing in the newsletter.

**ACTION:** JBL will contact the Enough CEO thanking him about the opportunity for the listening exercise.

## Item 7 AMOSSHE operations and activities

### **Operations update**

Executive agreed with all of the changes related to streamlining the AMOSSHE internal working groups proposed by JBL.

**ACTION:** JBL to action proposed operational changes as agreed by the Executive Committee.

### **Finance update**

JBL presented the current finances of the organisation, but full confirmation on accounts will be confirmed as at the end of the year and through our year end accounts. MSC confirmed that membership renewals were progressing a lot earlier than the previous year as this is our second year of using Ready Membership compared to last year when the team was still getting to grips with the system.

The Executive were happy to approve the draft budget and appreciated the innovative approach from the National Office in cutting back costs where possible.

The proposed budget for 2025/26 has moved from a deficit budget to a balanced budget. The executive paper notes amendments as part of this process.

#### CPD programme overview

CWA and JSH provided an overview of the 2024/25 CPD programme. EMA shared some early findings from the National Conference feedback. Exec agreed that AI will be the topic for CPD8.

**ACTION:** Leads for all CPD events to provide a title and description for the 2025/26 programme by mid September 2025 in order for the National Office to promote the entire events programme at the beginning of the year.

**ACTION:** JJE to provide template to help leads come up with title and descriptions about their topics.

Executive member leads can also look at previous years' CPD programme to help craft messaging around the events to make sure we're not duplicating past event messaging.

**ACTION:** JSH to organise meetings for CPD1 leads to begin preparation for the next academic year.

#### Risk register

EBA and JBL ran through the risk register and asked the executive if there were any further questions. CWA reemphasised that external factors may increase the risk faced by the organisation. EMA reaffirmed that AMOSSHE have an established process which we follow for any external statements or responses which should mitigate this risk.

**ACTION:** JBL and EBA to amend the risk register to include an additional pre-amendments risk matrix.

#### Item 8 PESTLE and SWOT analysis

The Executive Committee engaged in a workshop exercise to produce a PESTLE diagram to understand the sector wide perspective that AMOSSHE needs to be mindful of, and an updated SWOT analysis which looks at the organisation perspectives to help examine the challenges and opportunities that the Executive Committee need to be aware of this coming year.

**ACTION:** JBL to write the PESTLE / SWOT analysis up and share with the executive.

Friday 18 July

#### Item 9 Recap on Yesterdays meetings

SSW reflected on yesterday's positive meetings and how we now turn this into actions and strategies for the coming year(s), whilst being mindful of our capacity within the National Office team.

#### Item 10: Strategy 2024/25 progress item

We group recapped the outcome measures from the survey and progress of each workstream as laid out in the papers progress reports.

#### Outcome measures

EMA presented the proposed outcome measures to measure the effectiveness of the AMOSSHE 2025 to 2030 strategy. The executive asked how much of the measures were automated, to ensure this didn't become too burdensome. Quantitative data can only tell us so much about member engagement with AMOSSHE, so this also needs to be accompanied by information on the context of

the group. For example, if there's been a period of change within the lead members of a particular region.

**ACTION:** EMA to create a report detailing the outcome measures data, and the workload this required to obtain this data, at the next Executive meeting on 24 October 2025

**ACTION:** JJE to continue work looking at lead member stats, and how to go about engaging our lead members more.

### Strategy progress reports

JBL spoke through the progress reports from each of the strategic workstreams to update all members on progress and outstanding actions.

Cultivate excellence. The PRCD portal had been launched. JJE is looking for members to provide feedback on the portal. PRO is presenting the PRCD portal at a conference at University of Arts London. JJE also highlighted the upcoming publication date of the first instalment of the Pivot.

Empower our community. The group discussed the effectiveness of the current structure of the regional and national meetings. Executive suggested a different placement of the discussion groups on the website to encourage use. JBL also discussed the plan to remove JISC mail.

Influence our sector. We're still waiting to talk to Minister Smith. EBA suggested we should try to make connection with the Department for Health given the crossover of our work with health and wellbeing.

**ACTION:** PRO to contact National Office about AMOSSHE representation at the UAL conference session.

**ACTION:** National office to consider the current regional and national meetings structure, and where this can be improved to encourage member engagement and attendance.

**ACTION:** JJE / JBL to consider how JISC mail will be phased out in line with our December 2025 deadline, including auto-replies that instruct members towards the discussion groups and changing the tab location on the website.

**ACTION:** EMA to ask our contact for the Department for Education for a contact at the Department for Health to establish a relationship.

### Item 11 Strategy Impact focus group survey

The executive completed the pilot survey for the measurement of impact of the AMOSSHE 2025 to 2030 strategy to determine any potential changes before this is due to go live.

- Add demographic information at the end of survey (lead/not lead, which tier membership you're in, what stage of career you're in).
- Add into the blurb to remind people to put hands up.
- Add into follow-up survey question the option of receiving the questions in advance, and also offering option of submitting written feedback
- Consider how to manage the focus group if someone attends with more negative views of AMOSSHE, and where a second National Office member might be required to facilitate this.
- Explore offering an in-person alternative to online focus groups.

- Explore offering a written submission as an alternative to attending an interview / focus group.
- Consider that certain terms like 'community' might mean different things to different people, and be prepared to explain what this refers to in this particular context.
- In delivering the focus group, group the questions together so that attendees know what the follow up question will be
- Explore using ChatGPT for analysing the transcripts to reduce workload.

**ACTION:** EMA to make changes to the survey / focus group as suggested by Executive ahead of their roll out in the summer.

## Item 12 Strategy 2025 – 2030

Our new strategic work areas will be paused whilst we recruit a new member of the team to replace the Head of Membership. Once this is complete (expected around January 2026) the areas identified below will be actioned.

Through workshop activities the following priorities were identified for each workstream area of the strategy.

### **Empower our community:**

Using the Executive Committee members to promote AMOSSHE publicly and the resources to the wider AMOSSHE membership.

Creating a mentoring scheme for AMOSSHE members. The nature and structure of this would still need to be determined.

Look at enhancing the induction process for new members to AMOSSHE. This includes new welcome videos, infographics and resources they can use, support in navigating the benefits of AMOSSHE and how to access them (resources area on the website for example).

### **Influence our sector:**

Focus on the outputs and future direction of HEMHIT given the impact this work will have on members, this includes engagement with the new chair, direction of new work and how progress and prioritisation of outputs from HEMHIT and implemented and monitored by the sector.

More focus on connecting with Office for Students, Medr and Scottish government on plans that impact AMOSSHE members

### **Cultivate Excellence:**

Benchmarking reporting through our strategy outcome measures and other relevant work we can provide for members

Implement a CPD event and resources for AI, this was a key area of developing work for members that AMOSSHE can help support with.

## Item 13 Allocation of lead activity

Executive Committee members will complete the activity spreadsheet to select the areas of work they would prefer to engage in for AMOSSHE by Tuesday 22 July 2025.

**ACTION:** JBL to utilise the work allocation model to finalise which executive members will lead on area of work from the spreadsheet data and inform all Executive Committee members of the outcome.

#### Item 14 Any Other Business

No other business.

#### Item 15 Reflection time

# AMOSSHE residential meeting

17-18 July 2025 | Hilton Newcastle Gateshead



## Navigating these papers

These papers are designed to enable you to navigate them on a tablet or PC using a variety of links throughout the document. Any wording that's underlined will take you to either an external page or another point in this document. To get back to the agenda from this document please click on any of the AMOSSHE logos you will see throughout the papers. These papers are best viewed using a PDF viewer such as Adobe.

## Agenda

### Thursday 17 July

#### Morning introduction: 11:30 to 12:30

Title	Status	Presented by	Paper
Welcome and conversation time (until 11:30 at the latest)	Noting	Sarah Sweeney	
Standing item: reserved business, conflicts of interest and any other business check	Discussion	Sarah Sweeney	
Standing item: minutes and matters arising	Approval	Sarah Sweeney	<a href="#">25-26-01</a>
Opening remarks and agenda for residential	Noting	Sarah Sweeney	
Introductions and team building	Discussion	John Bloomfield	

#### Lunch: 12:30 to 13:15

#### 13:15 to 17:30 (with 20 minute break at around 15:00)

Title	Status	Presented by	Paper
Standing item: policy update and external development stakeholder map	Discussion	Emma Maslin Ext dev leads	<a href="#">25-26-02</a>
<b>AMOSSHE operations and activities</b>	Discussion and Approval	John Bloomfield Jaimee Shan Chris Warrington Emma Bales	<a href="#">25-26-03</a>
- Operations update			<a href="#">25-26-04</a>
- Finance update			<a href="#">25-26-05</a>
- CPD programme overview			<a href="#">25-26-06</a>
- Risk register			
Break incl strategy survey (pilot)			
PESTLE Analysis and SWOT	Discussion	John Bloomfield	<a href="#">25-26-07</a>
Reflection time	Discussion	Sarah Sweeney	

**Friday 18 July****09:00 to 13:15 (with a break at around 11:00)**

Recap on yesterdays meetings	Discussion	Sarah Sweeney	
Strategy progress and reflection: <ul style="list-style-type: none"> <li>• Outcome measures</li> <li>• Cultivate Excellence</li> <li>• Empower our Community</li> <li>• Influence our Sector</li> </ul>	Discussion	John Bloomfield Strategy group	<a href="#">25-26-08</a> <a href="#">25-26-09</a> <a href="#">25-26-10</a> <a href="#">25-26-11</a>
Strategy Impact focus group (pilot)	Discussion	Emma Maslin	
Break			
Strategy 2025 to 2030 - Actions from aims for the coming year	Discussion	John Bloomfield Strategy group	
Allocation of lead activity	Approval	John Bloomfield	
Reserved Business		Sarah Sweeney	

**Any Other Business: 13:15 to 13:30**

Any other business	Discussion	Sarah Sweeney	
Reflection time	Discussion	Sarah Sweeney	

**Lunch and finish: 13:30 to 14:30****Main outcomes from the meeting:**

- 1) Understanding of the current state of AMOSSHE, the external environment factors and what we need to factor in for our activities across the year, does this change our plans or structure of working?
- 2) Allocate activity for executive for the year ahead in terms of CPD and sitting on representation groups
- 3) Agreed strategy activity for the year ahead and understanding on how this will practically work
- 4) An opportunity to meet each other and get to know each other



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	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	46	6	JSH to schedule initial CPD1 and CPD2 meetings.	JSH	Ongoing
Jun-25	47	3	Executive to email EMA / SLI with any suggestions for topics for the joining webinar with Advance HE on the 27 June 2025	Executive	Closed
Jun-25	48	3	EMA to stay in contact with the journal until a decision has been made	EMA	Ongoing
Jun-25	49	3	EMA to contact a previous editor of the journal to understand more the time and workload implications, along with the process of gathering articles for a special issue	EMA	Ongoing
Jun-25	50	5	JSH to consider possible early bird bookings for National Conference 2026	JSH	Ongoing
Jun-25	51	5	CPD Development group to announce the 2025/26 CPD schedule earlier and to include packages	CPD	Closed
Jun-25	52	5	Commercial Growth group to consider discounts for charities interested in exhibiting for 2026 with possible discounted prices	Commercial group	Ongoing
Jun-25	53	5	JBL to consider possible hybrid/online executive meeting next year	JBL	Closed
Jun-25	54	5	CPD Development group to possibility of combining in person conferences with another similar organisation.	CPD	Ongoing
Jun-25	55	6	Commercial Growth group to consider CPD value packages	Commercial group	Closed
Jun-25	56	6	JSH to finalise CPD1 and CPD2 and Winter Conference dates with leads.	JSH	Complete
Jun-25	57	10	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.	JSL	Complete
Jun-25	58	10	JBL to provide papers a week in advance for residential	JBL	Closed
Jun-25	59	10	MSC top arrange a 45 minute finance meeting before residential	MSC	Complete

## Residential 2025-26 policy update

### Quick links

#### [Policy updates for discussion](#)

- [Special issue in 'Perspectives: Policy and Practice in Higher Education' journal](#)
- [Self-swab kits](#)

#### [Policy updates for noting](#)

##### [AMOSSHE policy and research work](#)

- [Freedom of speech](#)
- [Higher education mental health and implementation taskforce](#)

##### [UK and international legislation and policy updates](#)

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

##### [Devolved nations legislation and policy updates](#)

- [Consultation on support for part-time, distance and disabled students \(Scotland\)](#)

### Policy updates for discussion

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

In June 2025, the Executive team discussed the possibility of AMOSSHE curating a special issue in the peer-reviewed academic journal 'Perspectives: policy and practice in Higher Education'. Key information about the proposed special issue can be found in [June's policy paper](#). The Executive asked for further clarification on a couple of key points which are noted below.

#### [Access for members](#)

Journal articles are published with two types of access:

- **open access.** The article is publicly available to read.
- **restricted access.** You'd need a subscription to the journal to read the article(s).

If an article is restricted access, most institutions have a subscription for Taylor & Francis journal articles. This means that members would likely be able to access articles through logging in with their university log-in details. Many institutions also have agreements in place with Taylor & Francis where they'll pay the costs for an article to be made open access if the author is at their institution.

The authors have said they might be able to ask Taylor & Francis to publish all the articles from this special issue as open access **for a limited time**. If we want them published as open access **indefinitely**, Taylor & Francis may request a fee or reciprocal agreement. For example, partnership with the journal to give the journal promotional opportunities at our national conference.

### Contracted work

We wouldn't sign a contract. If a timeline was agreed but there wasn't enough interest for a special issue, then we could agree a new timeline with the journal editors, explore other ways to get article contributions, or not do a special issue. If we had enough interest but not enough articles made it through the peer review process in time, then the publication date could be delayed. If we only had a few articles, they'd be published in a normal issue of the journal. The editors are keen to work with us and build partnerships with sector organisations like ours.

### Monetary cost

Other than potential access costs as noted above, there's no monetary cost to AMOSSHE for involvement and publication of a special issue. The monetary costs involved relate to the National Office staff time in managing the process.

### Re-using material from the Pivot towards an academic article

This is a bit more complicated and would need to be looked at on a case-by-case basis. We've asked for further clarification from the journal editors and we're waiting reply.

#### **Question for executive:**

- Do you think that AMOSSHE should pursue this opportunity? Would curation of this special issue align with our strategy?
- Would time-limited blanket open-access (for 3-6 months after the issue is published) be a possibility, given that the authors may end up publishing open access anyway?

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### Self-swab kits

JBL and EMA had been contacted on LinkedIn by the co-founder of 'Enough' to ask for a meeting to discuss further their organisation. We've agreed to a listening conversation following the decision from the wider executive at the March 2025 meeting<sup>1</sup>. This meeting has been arranged for Tuesday 15 July 2025 and we'll provide an update on the outcomes of the meeting at the residential.

Rape Crisis have issued a position statement on self-swab kits, although they're not publicising this on social media<sup>2</sup>. Their position is similar to the other positions previously publicised by organisations like the NHS.

#### **Question for executive:**

- Depending on the outcome of this meeting with Enough, how would the executive like to proceed with our response to this organisation and their work?

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<sup>1</sup> AMOSSHE. (2025, June 12). AMOSSHE executive meeting March 2025. Retrieved July 7, 2025, from <https://www.amosshe.org.uk/resource/amossh-executive-meeting-march-2025.html>

<sup>2</sup> Rape Crisis. (2025, June 18). Our position on self-swab 'rape kits'. Retrieved June 26, 2025, from <https://rapecrisis.org.uk/news/our-position-on-self-swab-rape-kits/>

## Policy updates for noting

### AMOSSHE policy and research work

#### Freedom of speech

The Higher Education (Freedom of Speech) Act 2023 will become law on **Friday 1 August 2025** for England and Wales. The Office for Students (OfS) has published regulatory guidance for English providers to ensure they're protecting and promoting legal free speech.

In letters between the OfS and UK Secretary of State for Education Bridget Phillipson<sup>3</sup>, they've confirmed there'll be a condition of registration on freedom of speech for English providers. This'll be open to consultation, but no timescale has been given for this process at the time of writing.

We've published a summary of the regulatory guidance on our website<sup>4</sup>. Key points are:

- The guidance only applies to providers with campuses in England.
- Free speech may include lawful speech that could be offensive or hurtful.
- Providers need to have a free speech code of practice in place
- Providers should train all students and staff in free speech practices 'where reasonably practical'

We hosted an online event with Advance HE on 27 June 2025 to support members in understanding how the act will impact them. A briefing note summarising the webinar will be published on our website for members.

#### Update for executive:

- EMA to circulate the AMOSSHE briefing of the webinar once published to the executive. It will also be advertised through the newsletter.

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### Higher education mental health and implementation taskforce

At the time of writing, the new higher education student support champion and chair of HEMHIT (higher education mental health implementation taskforce) hasn't been announced.

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. It encourages universities to adopt case management approaches to ensure routine information sharing within their organisation.

The key findings and recommendations were presented at the 2025 AMOSSHE National Conference to delegates. It'll be published by the Department for Education some time in July 2025.

#### Update for executive:

- JBL, EMA and the new executive representative on HEMHIT to continue to monitor taskforce and sub-group updates and circulate with executive and wider membership accordingly.

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<sup>3</sup> OfS. (2025). Guidance from government. Retrieved June 24, 2025, from <https://www.officeforstudents.org.uk/for-providers/regulatory-resources/guidance-from-government/>

<sup>4</sup> AMOSSHE. (2025). OfS freedom of speech guidance: summary. Retrieved June 24, 2025, from <https://www.amosshe.org.uk/resource/ofs-freedom-of-speech-guidance-summary-june-2025.html>

- EMA to circulate information about the new chair of HEMHIT and the case management report to the executive once published. It'll also be shared in the newsletter.

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## UK and international legislation and policy updates

AMOSSHE's contribution to the EHRC code of practice consultation

The EHRC (Equality and Human Rights Commission) 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 worked with sector colleagues from AdvanceHE, GuildHE, UUK and UCEA to put together a joint response. This was coordinated by UUK and submitted on Monday 30 June 2025. Once the response is published on their website, we'll write a summary for our members highlighting our specific contributions to this joint statement. This'll be published on our website.

### Update for executive:

- EMA to circulate the AMOSSHE EHRC response summary to the executive once published. It'll also be shared in the newsletter.

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## Devolved nations legislation and policy updates

Consultation on support for part-time, distance and disabled students (Scotland)

The Scottish government has launched a consultation seeking the views of the sector on support for part-time, distance and disabled students. The section on disabled students mostly asks questions on how students access disabled students' allowance and non-medical help. There's a single question on non-monetary improvements for disabled students.

The consultation closes on 9 October 2025. EMA will liaise with AMOSSHE Scotland members to put together a response to the consultation.

### Update for executive:

- EMA to work with AMOSSHE Scotland to inform the consultation response.

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## Stakeholder mapping spreadsheet

Please see link to the current iteration of the stakeholder mapping spreadsheet

## Operations Update - activity

### AMOSSHE 'Core' Activity

The following are proposed as core AMOSSHE activity to support the temporary reduced staffing resources in the AMOSSHE National Office and enable us to manage and plan an appropriate workload for the short term. The following changes were also proposed to reduce the number of meetings across AMOSSHE and avoid duplication where possible.

### Proposed changes:

- Integrate the Policy and Research Advisory Group into the Influence our Sector workstream group
- Combine EDI and Sustainability working groups
- Combine Commercial growth group and business ethics group
- PRCD group into Cultivate Excellence main workstream group

### Cultivate Excellence workstream activity

#### Core activity

- CPD events programme (as already agreed)
- PRCD portal general updates (not phase 2)
- Benchmarking strategy outcome measures
- The Pivot

#### Paused activity

- PRCD phase 2
- Additional CPD events (if suggested / requested)
- New strategy priorities

### Influence our Sector workstream activity

#### Core activity

- Stakeholder mapping spreadsheet
- Continuation of sector priority people/organisations to develop
- Attendance at sector meetings and events
- Responding to consultations – assessed at the time

#### Paused activity

- Development of additional engagement priority areas
- New strategy priorities

### Empower our Community workstream activity

#### Core activity

- Online member discussion groups and associated comms
- National / Regional meetings and administration

#### Paused activity

- AMOSSHE roadshow / comms to raise awareness of our work
- New strategy priorities

## Strategy oversight activity / operational activity

### Core activity

- General communications around key work including updating of website, LinkedIn, Newsletter
- Sponsorship income generation activities/promotions
- Finance – management and administration
- Member renewals and communications

### Paused activity

- New strategy priorities

## Changes to meetings

### Ongoing groups (no changes)

- Commercial growth group / Business Ethics
- All CPD event groups
- Strategy oversight group
- GDPR review
- Policy Advisory group/ Influence our sector

### Reduced frequency groups

- PRCD project group (for changes/amendments from feedback)
- CPD development group

### Paused group meetings

- Member engagement workstream
- Empower our community workstream
- Communications strategy group
- EDI / Sustainability

## Discussion at the executive meeting:

- Are the executive happy with the proposed changes to the integrated meetings and workload?
- Are the executive happy with the proposal to pause some activity and meetings due to reduced staffing levels?

## Finance update

### Management report 7 July 2025

JBL met with the commercial growth group to present the management report up until 7 July 2025 which included all costs known to date and estimated costs for the remainder of the year. Please note that these will change due to the VAT adjustments and deferral process of invoices that move across more than one year. Below are some key points from the discussion and outcomes from the meeting:

- The overall deficit for the year is approximately £45,840.
- AMOSSHE will not break into our 6 months reserves.
- Where we have opened the renewals process on time this year (delayed last year due to the new website) we have additional funds to the main account. However, even without these funds AMOSSHE would not have broken into the 6 month reserves fund.
- The primary concern from the previous meeting was the national conference and sponsorship income being behind expectations. JSH managed to sign up an additional 3 sponsors to the exhibition for conference and we were able to reach minimum numbers for the hotel contract. This significantly reduced the conference expenditure concerns.
- The non-allowable VAT is very difficult to calculate and therefore an estimated total has been used. For these management accounts this is included within the CPD and Conference expenditure budgets and removed from the central budget.
- For clarity of accounting purposes the 2025-26 draft budget moves non-allowable VAT back into the central budget line, this is where it will be managed as part of the year end accounts as well, therefore moving this back into the central budget will be clearer for our 25-26 budget.

You can access the management report here:

### 2025-26 draft budget

This budget has been devised to be a balanced budget. To enable this to happen there were several things that were amended.

- The salary for the Head of Engagement and Operations position begins from January 2026 onwards. This envisages at least a two to three months of notice for the new person if we move quickly to recruit, if we are unable to move that quickly it will be an additional saving depending on notice period of the new person joining the team.
- We have reduced CPD delegate numbers across all online events (total reduced by 40 spaces at online events but increased the cost per each delegate rate by £30).
- Reduced delegate numbers for National Conference to contracted numbers only.
- Reduced staff training budget by £800.
- Moved the January executive meeting to an online meeting only.
- Reduced sponsorship income in line with this year's total (a reduction of over £20k on the previous year).
- Removed additional HR support from the budget, reduced total to £1,200 from £7,000.
- Reduced contingency budgets for all events, these are no less than 2% of total expenditure budget in each event.



- Slightly reduced software and phone costs (renegotiating contracts and support at the present time).
- Reduced budget for entertainment for national conference.
- We are still confirming the venue for the Winter Conference so these are estimated at the present time until a decision is made but these are based on our preferred venue.
- Please note that reserves calculation (in months) at the bottom of the budget has increased to 8 months. This is due to savings in the staff vacancy over the first 5 months of this year.

The draft budget can be accessed here:

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### Summary

The income figures for 2025-26 are very similar to the actual figures for the 2024-25 financial year but with reduced risk levels for AMOSSHE, especially in venue hire and other major fixed costs.

It is important to note that these figures are likely to change once we start working on these events but any amendments will focus on ensuring that we are reducing identified risks and we have balanced the current total profit/loss expected for each area.

The management reports will be reviewed on a monthly basis and reported back to the chairs and executive committee regular meetings.

### For discussion at the executive meeting:

- Are the executive happy with the management report for July 2025?
- Do you approve the 2025-26 draft budget?



## 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

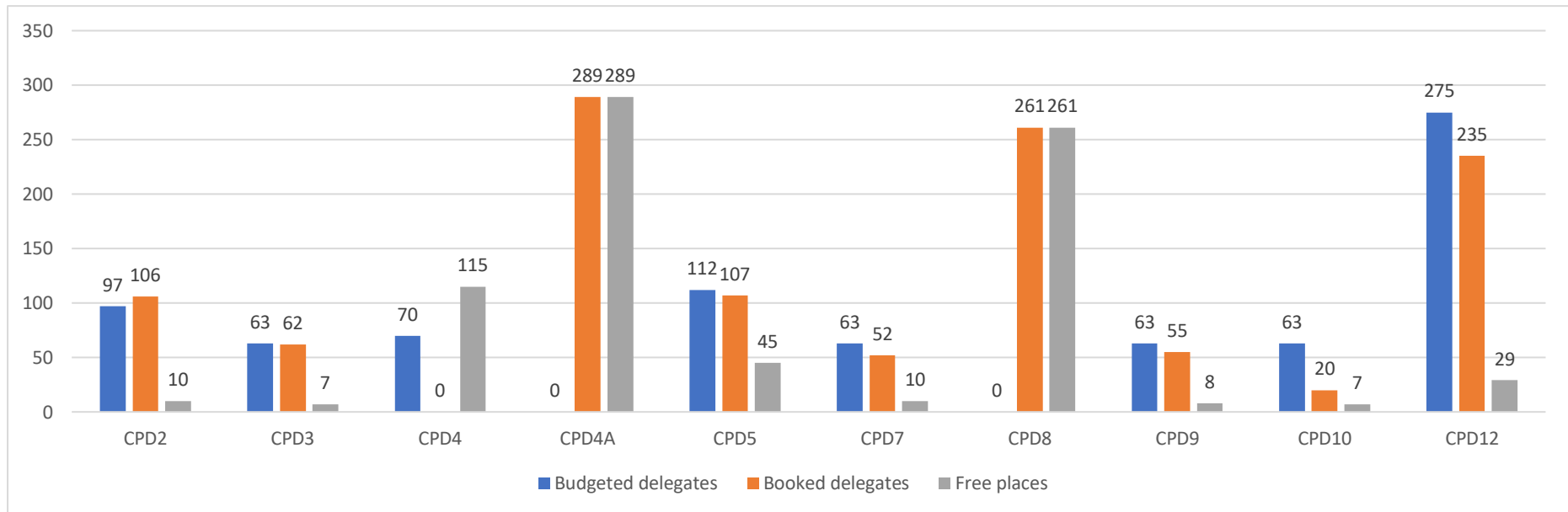
Here are the events that comprised the CPD programme in the 2024/25 academic year:

- **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.
  - **CPD11** – partner webinar, didn't take place
  - **CPD12 - National Conference 2-4 July 2025**
    - 235 total attendees out of which there were 141 paying residential delegates (including sponsors) and 9 free residential delegates (NO team and 3 x leads). 85 day delegates, 20 of which were free speakers. (275 budgeted).
    - 15 sponsors (2 virtual)
    - Budget: TBC, actual: TBC (approximate deficit), variance: TBC (deficit)
    - Delegate feedback: to be processed

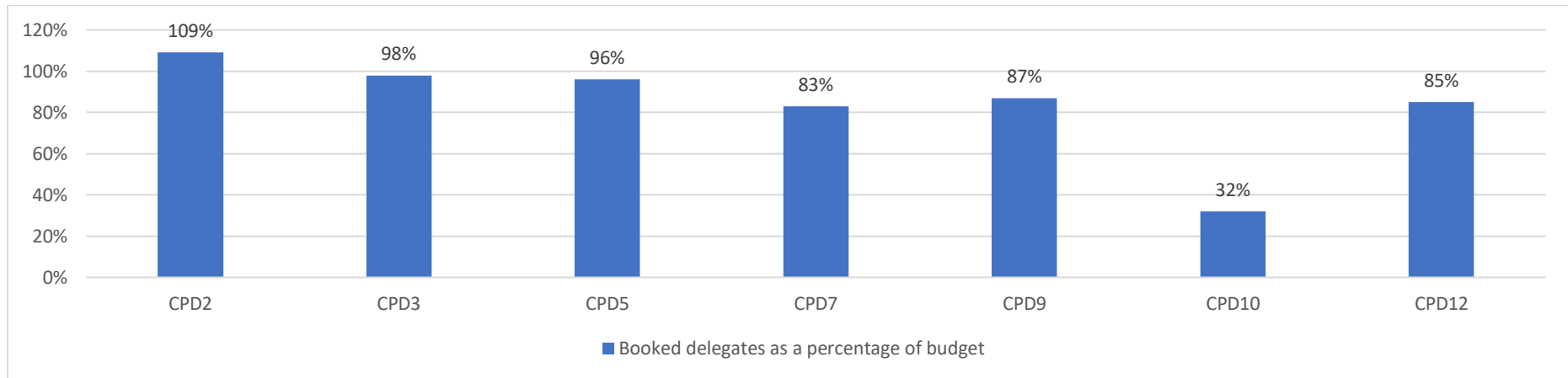
## Attendees

This table shows the number of delegate bookings for each event, compared to the budgeted number, with the number of free places given to leads, speakers and sponsors.



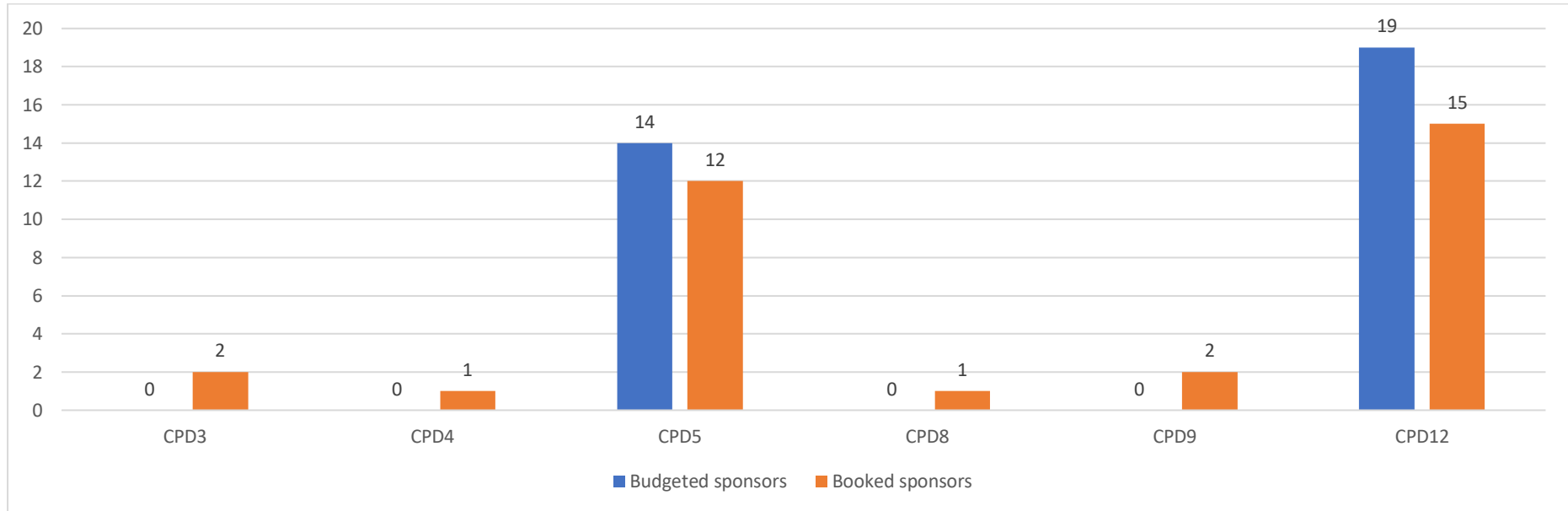
### Performance against budget (bookings)

For chargeable events, this table shows bookings as a percentage of budget.



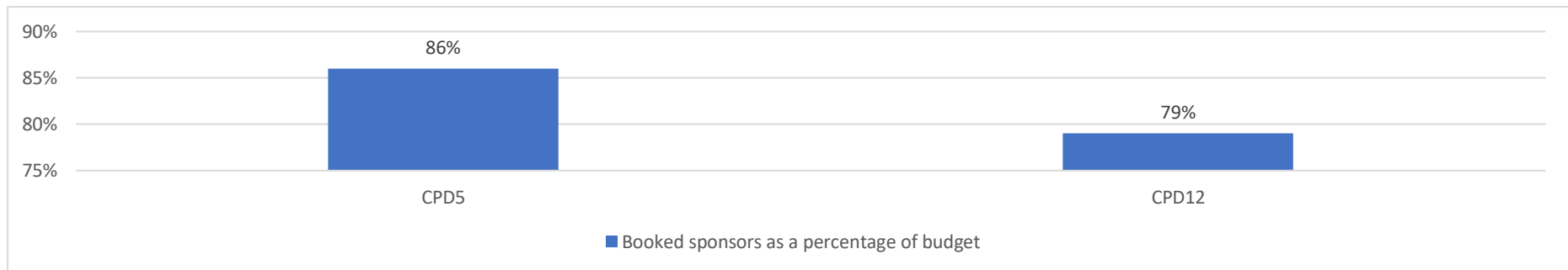
## Sponsorship

For sponsored events, this table shows the number of sponsors for each event, compared to the budgeted number.



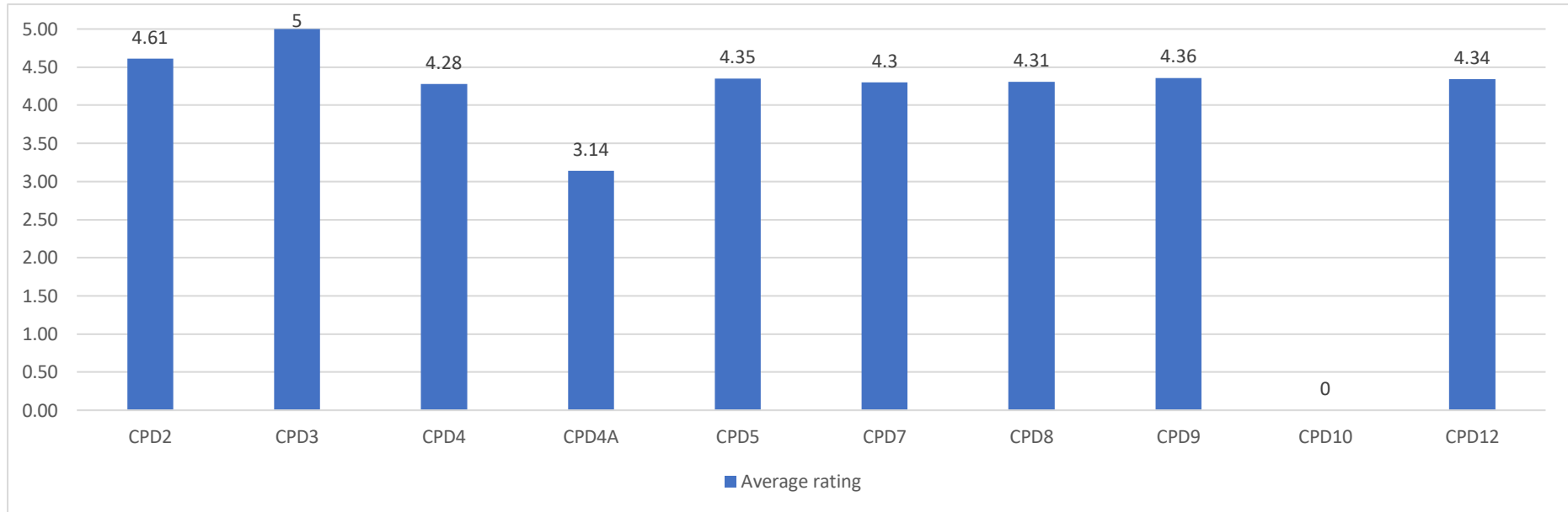
## Performance against budget (sponsorship)

This table shows sponsorship as a percentage of budget, for the events for which sponsorship was budgeted.



### Delegate rating overall

This table shows the average overall rating that delegates gave to each event for which we have feedback data. On the rating scale 1 = Poor and 5 = Excellent.





## AMOSSHE continuing professional development programme 2025/26

Version 3

### Changes from previous version

In the June Executive meeting, these changes were suggested to the proposed version of the 2025/26 programme (version 2):

- The topic of harassment be earlier, because this will give people more time to utilise findings from the sexual misconduct survey. Survey results due out in August. Need to double check dates of NSS with EMA. We replace the Autumn Term sponsor webinar with the Sexual Harassment topic and the date of this would be the same as the personal and professional development CPD and move the Personal and professional development to later in November.
- 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.
- 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.
- We should create another post-Christmas CPD to hold to respond to emerging issues. JBL to decide whether to include this in the budget.
- The question was raised of whether we should charge for our webinar series about personal / professional development. This would directly contradict our decision and reasoning of last year, when we made this event free because we thought that members are less likely to get professional development for their own personal development / support. The team decided that we should still offer the 3 part series for free, as value to be members of AMOSSHE, in particular, appealing to people within member institutions who are not members.
- Partnering with other sector groups to make our programme available to a wider audience. E.g. offer attendance at member rates. Can ask the leads for each event to see if the CPD topic speaks to other organisations within the sector.
- Bundle up CPD event to members in packages. JBL will review RM to see how this could work. We can identify issues that this could potentially present but definitely worth having a look to see how viable an option this is. Even if it's not something we can do now, we can consider it going forward for 26/27.
- Enabling members to buy credits/vouchers to use later in the year

The following proposed programme incorporates these changes.

### Programme

#### CPD1 Student death

Online half day.

Dates: Wednesday 15 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 (Harassment and sexual misconduct)

Online half day

Dates: Early November 2025.

Leads: SLI and

Topics:

CPD3 Personal / professional development (part 1)

Free 90-minute webinar.

Dates: Wednesday 19 November 2025.

Leads: EBA and AAC.

Topics:

- Possibly themed to focus on our three career stage personas.

**[CHRISTMAS]**

CPD4 Winter Conference 2026 (campus cohesion)

One day, in-person.

Manchester Deansgate (11,12,13 Feb) or Queen's Leeds.

Collaboration with EucA.

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

Leads: PRO and EBA.

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.
- EHRC guidance around sex / gender.
- EucA will provide content for roughly half of the sessions.

CPD5 Personal / professional development (part 2)

Free 90 minute webinar.

Dates: Wednesday 19, Thursday 20 March

Leads: EBA and AAC.

CPD6 (HEMHIT outputs)

Online half day.

Dates: Wednesday 26, Thursday 27 March.

Leads: TBC.

**[EASTER]**

CPD7 (Disability support, reasonable adjustments, assessments)

Online half day.

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

Leads: TBC.

CPD8 (Student death 2 OR hold for emerging issues, such as freedom of speech or AI)

Online half day.

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

Leads: TBC.

CPD9 Personal / professional development (part 3)

Free 90 minute webinar.

Dates: Wednesday 20 May, Thursday 21 May

Leads: EBA and AAC.

CPD10 National Conference 2026

In person, three days, Hilton Newcastle / Gateshead.

Dates: Wednesday 1 – Friday 3 July 2026

Leads: KHO and SLA TBC x1

CPD (sponsored partner webinar) x 5 spaces

Free, online, 60 minutes.

Dates: TBC and can be slotted in around other CPD events

## AMOSSHE Risk Register

### Summary

This risk register has been updated recently to reflect the current changes for AMOSSHE and the wider environment. The additional actions attributed to the risk action plans will be carried out and progress reported back in relevant executive meetings.

You can access the overview document [here](#), this document includes links to each of the risk action plans:

### [How to read our Risk Register Overview and Risk Action Plans](#)

The risk register overview lists each of the areas that we evaluate and provides the description of the risk and the risk rating with a colour coding. The colour coding system matrix can be seen at the bottom of the risk register overview. The number in brackets on the risk rating section indicates the previous years rating so you can see at a glance which ones have changed.

The initial sections within the risk action plan is designed to provide an overview of the risk, where it relates to in our strategy and who is leading on developing these.

The risk matrix scoring is based on what the risk would be if we did not follow these protocols and mitigating actions. EBA and JBL will review these at 6 months and review the risk matrix once the actions within the 'Further actions to improve risk' section have been completed.

Once we review this at 6 months we will look to include a revised risk score which will reflect the position after the risk mitigations have been applied.

The final review box hosts the previous actions that were taken to ensure there is a log of activity to demonstrate the evaluate and progress of each risk plan.

Changes to the risk actions plans from previous years are highlighted in yellow.

### [Key changes / amendments to the risks](#)

The below are a few key points from those risks that have changed from the previous year. Within the risk register overview section you will see a number in brackets next to each of the risk ratings. This is the previous years score which will enable you to see very quickly where we have amended the risk and listed some bullet points from each one below.

#### Funding strategic risk

- Increased the likelihood of the challenges of income generation given the current funding climate
- Developed a series of further actions to mitigate this impact including further accounts monitoring and a green/amber/red warning system connected to accounts to help visibly see the current trend of the profile against budget

#### Strategic direction

- Increased risk due to pause of recruitment to the role of Head of Engagement and Operations
- Some activity will be paused on the proviso that we can recruit to the role in the near future, if this is not possible there is a higher likelihood of challenges to our strategy.

#### External profile and reputation

- Slightly increased on the previous year as, although policy work is prioritised there may not be as many opportunities to engage with opportunities externally if there are too many at the same time.
- There are mitigations to this as listed in the further actions

#### Staff recruitment and retention

- The risk factor has increased due to the current position we are in with the pause on recruitment.
- The risk is not higher due to the mitigations we already have in place and the work that was done with the recently departed Head of Engagement and the Executive Director to ensure we had all major areas of work covered across the team.

#### CPD events

- This has gone up slightly due to the volatility of the sector at the moment.
- Budgets have been factored to include a reduction in attendance at all events.

#### Operational: Management of basic operational systems

- Mitigations have been put in place for a lot of the single points of failure associated with individuals knowing how systems work.
- The new website still has further training videos and aspects that we are recording and filing to ensure that all the major areas of AMOSSHE can be monitored and utilised by multiple people if required.

#### Single point of failure

- This risk rating has not changed but the justifications have.
- The change of website/CRM and changes to the accounting system as a result has changed the narrative of the risk.
- With the departure of BPA as well this has increased the likelihood we may miss something
- We have mitigations in place for this that we will continue to work through in the NO team planning day later in August.

#### For discussion at the executive meeting:

- Are all current risks identified within the risk action plans?
- Are the executive happy with the current mitigations in place?

## AMOSSHE SWOT analysis summary

This SWOT analysis was updated in residential 2024 with additional comments and thoughts. This will be used as part of the PESTLE analysis workshop on the first day of the AMOSSHE residential 2025. Please note, this is for information only and to be used as part of the workshop.

## Strengths

### \*Member-led organisation

- Representing all four UK nations
- Broad membership community – do we understand the diversity of our membership? Opportunity?
- Feeling of connection through Jiscmail, engagement and collegiate approach – Jiscmail is a weakness, but the new platform is an opportunity
- Members welcome the opportunity to shape AMOSSHE's work – opportunity to make this more explicit and how we shape the sector
- Institutional membership mandates to represent sector

### Networking

- Members have the opportunity to network with each other through our events, conferences, Jiscmail and more, regional / national groups
- Expertise and experience across a broad range of Student Services
- Members' influence and position
- Members' understanding of an institution's strategy and reputation alongside the operational understanding of issues and challenges

### \*Influencing the sector

- Collaborative relationships with sector friends – we lead / facilitate this, consciously outward looking as an organisation (also an opportunity)

### CPD programme / member resources

- Focused on specific topics that members need
- Our connections with expertise across the sector and beyond helps us find CPD speakers
- Competitive pricing / value for money
- Sponsors want to work with us / income
- Resources we provide to our members

### Values-led

- Strong values led approach

### \*Team / operational resources

- Committed Executive members
- Good National Office team – better than good
- Good (better than good?) relationship between National Office and Executive team, which positions us well to collaborate / reshape strategy

Financially sound and sustainable

## Weaknesses

### Diversity and inclusion\*

- Lack of representation of diverse demographic attendees and institutions at conferences. Do we have demographic data on this to confirm that it's a weakness? Is this a sector thing though?
- Supporting minority groups within the membership to network Dataset on this again?
- Diversity of the membership / Executive in terms of personal characteristics, and we don't know enough
- English issues and policies swamp / outweigh home nations – opportunity (for sharing good practice)
- If we do not have data on this demographic information, this is a weakness that should be added

### Communications

- 'Recently developed' (?) communications plan impacting members' understanding and perceptions of AMOSSHE's positioning and policy
- It's not clear that we can support members' professional development
- Lower "brand awareness" – not all HEI people have heard of AMOSSHE, or its pronunciation, within the membership but also in the wider sector

### Understanding our members

- What do we mean by member?
- We don't understand our members enough through data including diversity of membership
- We're not using CPD feedback data enough / effectively

### Resources

- Limited resources compared to some other organisations

### Student voice and engagement\*

- No relationship with NUS
- Students' understanding of Student Services
- Small numbers of student membership

## Opportunities

### Income

- Income generation through internationalisation and consultancy, including training sessions for teams at HEIs rather than conferences
- Income generation via sponsorship at events – increase the cost?
- Grow our income for re-investment
- Grow income from sponsors
- Grow income from online CPD – increase cost for attending?

### Communication

- Communicate more effectively what we ARE doing and set the expectation of what we CAN do
- Get professional advice on how to get our voice heard - complete
- Develop a high-impact internal and external communications strategy to promote our 'brand' and improve understanding of what AMOSSHE represents
- Grow online presence to influence growing our membership – doing things differently

### Support for member groups

- Early career CPD
- Encourage aspiring managers to engage
- Provide introductions to HE Student Services
- Bring forward the voice of the practitioner more
- Look into potential membership groups not aligned to region, for example specialist provider networks
- Strengthen regional / national groups – more effective and impactful for members, strategic, drive new engagement
- Develop ways for minority groups within the membership to network
- Alumni network
- Special interest groups – specialist areas

### External networking

- Student reference group / panel (working with NUS?)- weakness
- Engagement with students' unions
- Opportunity to influence the world, working with international universities that have been interested in events, learning and influence, leading institutions to be better / professionalise
- Learn from other countries as well for best practise

## Threats

### Resources

- Inflation costs (venue hire, conferences leading to less representation at events and impact on budget)
- Members attending our events: lack of departmental resources limits who attends our events and that impacts our goals towards access and participation
- Cuts to institutional budgets impacting members' ability to engage with events (particularly small institutions)
- Cuts within departments within the sector will directly impact AMOSSHE's financial situation
- Members own resources might be at capacity, which affects their capacity to engage with AMOSSHE including Execs

### Sector policy

- Student Support Champion – awaiting developments
- Universities UK de-prioritising mental health agenda and delegating tasks to AMOSSHE – As not played out as we foresaw. Awaiting development with new government
- Debate has moved on and evolved due to the work of HEMMIT and OfS
- University Mental Health Charter programme risks duplication of some of our networking/sharing good practice activities – uncertain about what will come from this new government – and we might need to act quickly once its steer in a direction

### Additional threats

- AMOSSHE sector status as newer sector bodies are created are we as relevant? e.g. UUK reaching out to AHUA concerning duty of care
- Our relevance to small and specialists – FE related issues rather than HE – should we start thinking about collaborating with FE to make sure we are kept in the loop. Worth considering how Lifelong Learning Entitlement will affect us.

<ul style="list-style-type: none"> <li>• Do more to support members with internationalisation, (for example, joint CPD with sector partners like UKCISA, other international organisations)</li> <li>• Engagement with peer associations, including shared services for members (for example, joint events)</li> <li>• Work with Student Minds to have real impact on national agendas</li> <li>• Carefully and strategically position AMOSSHE given Universities UK's de-prioritisation of mental health</li> <li>• Replace Universities UK as a major policy developer / influencer in relation to student support</li> <li>• Utilise the stakeholder mapping work through executive members / members to make the most out of the opportunities</li> </ul> <p><b>Broader focus</b></p> <ul style="list-style-type: none"> <li>• Address issues other than mental health in order to support our wider membership</li> <li>• Use online CPD to help address niche issues - strength</li> <li>• Align with Sustainable Development Goals, to be part of an international movement</li> <li>• Growth and expansion and involvement in important issues</li> </ul> <p><b>Member engagement / development</b></p> <ul style="list-style-type: none"> <li>• Involve our members more in our work</li> <li>• Help members to develop their professional recognition and progression</li> </ul>	
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## AMOSSHE strategy 2025 to 2030 outcome measures

### Measurement schedule

- August / early September 2025 – establish a baseline of impact during the first year of the strategy (the 2024/25 academic year).
- August / early September 2027 – a mid-strategy review, at the same time of year using the same questions.
- August / early September 2029 – a final review to inform the reporting of the strategy outcomes / impact, again at the same time of year using the same questions.

Quantitative measurement ought to be continual throughout, to avoid a time-consuming data collection / review project at the measurement key stages.

All measures are for the academic year previously. For example, the August / early September 2025 survey and focus groups will be measuring the impact of the 2024/25 academic year.

### Strategic aims

Overall strategic aim	Specific aim	Short code
Empower our community	Create an environment where every member feels included and empowered to contribute their talents and perspectives	EOC1
	Create opportunities for everyone in our community to engage with each other and make an impact	EOC2
	Connect and collaborate with partners and influencers in the UK and around the world to inform and strengthen our community	EOC3
Cultivate excellence	Share and develop the tools, resources and encouragement to empower our community to excel, innovate and contribute	CE1
	Provide experiences and opportunities that foster learning, skills enhancement and personal growth	CE2
	Provide opportunities for everyone in our community to identify and enhance their personal skillset to make the most of their ambitions and abilities	CE3
Influence our sector	Influence the work of leaders and stakeholders in our sector and beyond to highlight the impact of Student Services	IOS1
	Use our community's voice to influence higher education policy and investment in Student Services	IOS2
	Use our collective expertise to develop and share practice that's informed by research and practical application to make a positive impact for our students	IOS3

## Measures

### Sector engagement

Measure	Method	Notes	Aim
Number of stakeholders we've worked with (UK and international).	National Office count	<p>This includes:</p> <ul style="list-style-type: none"> <li>Any stakeholders we've met in the last academic year (irrespective of the frequency of these meetings)</li> <li>Groups in which we're represented (e.g. SLC groups)</li> <li>Where we've met with different divisions of the same group (e.g. the different SLC groups), these count as separate stakeholders.</li> </ul>	<p>EOC2 EOC3 IOS1 IOS2</p>
Guidance and policy AMOSSHE is officially noted to have contributed to.	National Office count	<p>We're measuring our own guidance / policy separately.</p> <p>This measure includes:</p> <ul style="list-style-type: none"> <li>Other organisation's consultation responses</li> <li>Other organisation's position statements</li> <li>Other organisation's research</li> </ul> <p><i>The number will be small, so we'll also include a short description for each of the guidance / policy in any reporting.</i></p>	<p>IOS1 IOS2 CE1 EOC1</p>
Events in which AMOSSHE are represented.	National Office count	<p>This includes:</p> <ul style="list-style-type: none"> <li>Events where we've been asked to contribute a speaker</li> <li>National Office and / or Executive members representing AMOSSHE</li> </ul>	<p>EOC2 EOC3 IOS1 IOS2</p>

## Member engagement

Measure	Method	Notes	Aim
Registrations for monthly member discussions.	Ready Membership analysis		EOC1 EOC2 EOC3 CE1 CE2
Actual attendance at monthly member discussions.	Zoom analysis		EOC1 EOC2 EOC3 CE1 CE2
Actual attendance at regional and national group meetings.	National Office count	In reporting this figure, this should also be recorded by group e.g. AMOSSHE Scotland attendance.	EOC1 EOC2 EOC3 CE1 CE2 IOS1

## Calls to action

Measure	Method	Notes	Aim
Number of AMOSSHE position statements and consultation responses	National Office count	These are publicly-published only.	EOC1 EOC2 CE1 IOS1 IOS3

Measure	Method	Notes	Aim
Number of members who've participated in AMOSSHE activity.	National Office count	<p>This includes AMOSSHE:</p> <ul style="list-style-type: none"> <li>• Research</li> <li>• Case studies</li> <li>• Focus groups</li> <li>• Surveys</li> </ul> <p>This <b>does not</b> include:</p> <ul style="list-style-type: none"> <li>• Number of members who've participated in CPD surveys.</li> <li>• Executive working groups</li> </ul> <p>Numbers recorded should be broken down by type of participation e.g. 'X participated in surveys, X provided case studies...'</p> <p>Where the same member has participated on multiple occasions, this <u>does not</u> count as 1.</p>	EOC1 EOC2 EOC3 CE1 CE2 IOS1 IOS2 IOS3
Number of pitches for the Pivot.	National Office count		EOC1 EOC2 CE1 CE2 IOS1
Number of expressions of interest for participation in international exchanges.	National Office count		EOC1 EOC2 EOC3 CE2 CE3

## Online discussion groups

Measure	Method	Notes	Aim
Subscribers to <b>online groups</b> (member network groups and impact groups only).	Ready Membership analysis	For reporting purposes, subscribers would be noted per group. Members may be involved in more than one group.  This <b>does not</b> include: <ul style="list-style-type: none"> <li>• topic discussion groups</li> <li>• Regional and national groups</li> </ul>	EOC1 EOC2 CE1 CE2
Posts, replies and documents uploaded in <b>online groups</b> (member network groups and impact groups only).	Ready Membership analysis	Online groups are defined as above.  For reporting purposes, the following should be noted separately: <ul style="list-style-type: none"> <li>• Posts</li> <li>• Replies</li> <li>• Documents uploaded by members</li> </ul>	EOC1 EOC2 CE1 CE2
Posts, replies and documents uploaded in <b>topic discussion groups</b> and <b>regional and national groups</b> .	Ready Membership analysis	For reporting purposes, the following should be noted separately: <ul style="list-style-type: none"> <li>• Original posts</li> <li>• Replies to original posts</li> <li>• Documents uploaded by members</li> </ul>	EOC1 EOC2 CE1 CE2

## Executive

Measure	Method	Notes
Number of nominations for Executive.	National Office count	EOC1 CE2 CE3
Number of votes in Executive elections.	Ready Membership analysis	EOC1

CPD

Measure	Method	Notes	Aim
Bookings for CPD events (breakdown chargeable vs free).	Ready Membership analysis		EOC3 CE1 CE2 CE3*
Actual attendance at CPD events.	National Office count		EOC3 CE1 CE2 CE3*
Attendance at one or more events.	Ready Membership analysis	<p>When recorded this should be separated into the following:</p> <ul style="list-style-type: none"> <li>• 2024-25 active/lapsed member who have attended more than one event (paid)</li> <li>• 2024-25 non members who have attended more than one paid event (exc. sponsors)</li> <li>• 2024-25 non members who have attended more than one free event (exc. sponsors)</li> <li>• 2024-25 active/lapsed members who have attended more than one free event</li> </ul>	EOC3 CE2 CE3*
Number of AMOSSHE members speaking at our events.	National Office count	<p>If a member has spoken twice at our events across the year, this counts as two.</p> <p>This does not include:</p> <ul style="list-style-type: none"> <li>• Current executive members</li> </ul>	EOC1 EOC2 EOC3 CE1 CE2 CE3

Measure	Method	Notes	Aim
Submitted proposals for National Conference.	National Office count		EOC1 EOC2 EOC3 CE1 CE2 CE3
CPD feedback.	Post-CPD feedback survey	<p>This should be broken down into two areas.</p> <p><u>Rating of events</u> When reporting, it should be noted:</p> <ul style="list-style-type: none"> <li>• The average CPD rating for the year overall</li> <li>• The average score of each individual CPD event</li> </ul> <p><u>Yes / No response questions</u> When reporting, it should be noted:</p> <ul style="list-style-type: none"> <li>• The average %</li> <li>• The average % for each individual CPD event</li> </ul>	CE1 CE2 CE3* EOC3
Number of tickets 'sold' for campus tours.	National Office count		EOC1 EOC2 EOC3 CE2

Resources

Measure	Method	Notes	Aim
Engagement with resources from active and lapsed users	Ready Membership analysis Google analytics	<p>This measures engagement with resources from active and lapsed users according to Ready Membership.</p> <p>The resources here refers to:</p> <ul style="list-style-type: none"> <li>• Policy priorities updates</li> <li>• AMOSSHE research</li> <li>• Guidance we're hosting on our website on behalf of others (does not include guidance we refer to in articles for the newsletter)</li> <li>• Representation feedback from members on our behalf</li> </ul> <p>Use Google Analytics to tell us for each resource:</p> <ul style="list-style-type: none"> <li>• Views from active users (The number of users who have viewed the resource)</li> <li>• View total (This will include multiple views from a single user)</li> <li>• Average engagement time (how long a user spends on the resource)</li> </ul> <p><i>Please note, we're unable to use ready membership to understand engagement on an individual basis without manually checking each user.</i></p>	EOC3 CE1 IOS1 IOS2



Measure	Method	Notes	Aim
Views of event resources (before and after they become available to all members).	Vimeo analytics Google analytics	<p>This measurement will need to be conducted for each individual event, and at two different points in time. These dates need to be clear and decided in advance for data processing purposes. This should be:</p> <ul style="list-style-type: none"> <li>• Just before the event resources are made public to all members</li> <li>• At the time of the outcome measurement period at the end of the academic year</li> </ul> <p>Use Google Analytics to tell us for each event resource:</p> <ul style="list-style-type: none"> <li>• Views from active users (The number of users who have viewed the resource)</li> <li>• View total (This will include multiple views from a single user)</li> <li>• Number of downloads of the materials</li> </ul>	CE1 CE2

### Membership

Measure	Method	Notes	Aim
Number of members: <ul style="list-style-type: none"> <li>• retained</li> <li>• gained</li> </ul>	Ready Membership analysis	<p>When reporting, it should be split into:</p> <ul style="list-style-type: none"> <li>• number of members retained from the previous academic year to the academic year we've just ended</li> <li>• number of members that are new between the previous academic year to the year we've just ended</li> </ul> <p>For example, if conducting the survey in September in 2025, we'd use 2023-24 to compare to 2024-25.</p>	EOC1 EOC2

Measure	Method	Notes	Aim
Visits to the PRCD portal.	Google Analytics	Use Google Analytics to tell us: <ul style="list-style-type: none"> <li>Views from active users (The number of users who have viewed the PRCD portal)</li> <li>View total (This will include multiple views from a single user)</li> </ul>	EOC1 EOC2 CE1 CE3
Use of PRCD resources.	Vimeo analytics Google analytics	Use Vimeo analytics to tell us for each resource uploaded within the year of measurement: <ul style="list-style-type: none"> <li>Views from active users (The number of users who have viewed the resource)</li> <li>View total (This will include multiple views from a single user)</li> <li>Total time watched by users.</li> </ul> Use Google Analytics to tell us for each resource on the PRCD portal: <ul style="list-style-type: none"> <li>Number of downloads of the resource uploaded within the year of measurement</li> </ul>	CE1 CE3
Sign-ups for PRCD updates.	Ready Membership analysis	Number of people subscribed to email list	CE1 CE3
Feedback on the PRCD portal.	Ready membership analysis from form submissions.	The measurement will come from a separate survey not included here.  Eligible participants will be users subscribed to the PRCD portal.	EOC2 CE1 CE3

Social media

Measure	Method	Notes	Aim
Engagement with AMOSSHE through LinkedIn.	LinkedIn analytics.	<p>This should be collected on a monthly basis, on the 1<sup>st</sup> of every month.</p> <p>The full list of measures are:</p> <ul style="list-style-type: none"> <li>• Posts (by AMOSSHE)</li> <li>• Impressions</li> <li>• Comments on AMOSSHE posts</li> <li>• Reactions to AMOSSHE posts</li> <li>• Reports</li> <li>• Engagement rate</li> <li>• Unique visitors</li> <li>• Members reached</li> <li>• Clicks</li> <li>• Page views</li> <li>• New followers</li> <li>• Total followers</li> <li>• Total posts vs competitors</li> <li>• Engagement vs competitors</li> </ul> <p>These are recorded in the communications schedule for the academic year we're measuring.</p>	<p>EOC2 CE1 IOS1 IOS2 IOS3</p>

## Emails

Measure	Method	Notes	Aim
Member engagement with the newsletter.	Ready Membership analysis	<p>This should be collected on a monthly basis, on the 1<sup>st</sup> of every month.</p> <p>The full list of measures are:</p> <ul style="list-style-type: none"> <li>• Sent newsletters</li> <li>• Delivered newsletters</li> <li>• Unique opens</li> <li>• Total opens</li> <li>• Open rate</li> <li>• Clicked</li> <li>• Clicked total</li> <li>• CTR focuses on the percentage of delivered emails that result in clicks, while CTOR focuses on the percentage of opened emails that result in clicks.</li> </ul> <p>These are recorded in the communications schedule for the academic year we're measuring.</p>	EOC1 CE1
Number of non-member subscriptions for news emails.	Ready Membership analysis	Number of users on the email list titled 'non-member blast email list'.	EOC2 CE1 IOS1

Measure	Method	Notes	Aim
Non-member engagement with news emails.	Ready Membership analysis	<p>This should be collected for emails older than a month, on an ad hoc basis.</p> <p>This refers to the open click throughs of ‘subscribers blast’.</p> <p>This may include:</p> <ul style="list-style-type: none"> <li>• updates</li> <li>• sponsor updates</li> <li>• the Pivot</li> </ul> <p>This does not include:</p> <ul style="list-style-type: none"> <li>• CPD emails.</li> </ul> <p>The full list of measures are:</p> <ul style="list-style-type: none"> <li>• Sent emails</li> <li>• Delivered emails</li> <li>• Unique opens</li> <li>• Total opens</li> <li>• Open rate</li> <li>• Clicked</li> <li>• Clicked total</li> <li>• Click through rate (CTR). This refers to the percentage of people who click on a link in the newsletter.</li> <li>• where someone has clicked a link in the newsletter immediately after opening the newsletter.</li> <li>• Clicked through open rate (CTOR). This refers to the percentage of people who, after opening an email, clicked on a link within that email. This is different to CTR because the base number used to calculate the percentage is smaller, focusing on the number of people who’ve opened the email to begin with, and then the number of people clicking the links from there.</li> </ul> <p>These are recorded in the communications schedule for the academic year we’re measuring.</p>	EOC2 CE1

\*The kind of CPD event will determine whether CE3 is being measured (for example an event about skills, leadership, professional development or self-care).

## Strategy progress status update: Cultivate Excellence

Date: 10 July 2025

### Summary update:

#### Completed work:

The PRCD project phase 1 has been completed and launched at National Conference. This was a success and a communications campaign is underway to inform the wider membership about the resource and how to use it.

The CPD development group has mapped out the programme for 2025/26 which includes a series of free events for members. The aim will be to launch these at the beginning of the year if possible along with incentives to help members to sign up early.

#### Ongoing:

The benchmarking group has developed a series of measures to assess the impact of our strategy. These will be tested at the residential meeting and rolled out to members this year to create baseline measures. A communications plan will be developed to promote this to members in August.

### 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: Completed

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
PURPLE	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
PURPLE	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

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	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
	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



Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
		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
	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: 10 July 2025

### Summary update:

Completed:

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

Ongoing:

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. The change for regional in August and the main AMOSSHE JISCMail list in December 2025.

For consideration in 25/26:

- Create a channel to update the membership on Executive activity
- Bring external partners to membership discussions
- Campaign/roadshow to raise awareness with members of the benefits of membership and get them involved

### 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:** Completed

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
Purple	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		
		Publish new policy on the website	Refer this to sponsors		
Green	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
Yellow		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
Yellow		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
Yellow		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

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
		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 empowering the community), along with decisions on how and when to kick start / retire groups.	TBC		March 2025 Executive meeting
		Establish an annual review of how groups are doing.	TBC		
	Create a channel to update the membership on Executive activity	Decide what to share and how to share it.			June 2025 Executive meeting
		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		
		Create a communications plan and associated training in developing content.	Integrated into current comms plan including how to track engagement		June 2025 Executive meeting
	Bring external partners to membership discussions	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		
		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		

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	Campaign/roadshow to raise awareness with members of the benefits of membership and get them involved	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		
		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: 10 July 2025

### Summary update:

#### Completed:

The stakeholder map is up to date and has been included in the papers for residential.

The stakeholder engagement plan has been developed and the process for identifying new leads can be utilised in the next academic year.

#### Ongoing:

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.

#### To be considered for 25/26:

- International engagement.

### 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 The plan is implemented and the targets within the plan are met	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
		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 The stakeholder map is updated in line with the engagement plan and reported back through the executive committee	Structure and organisations have been agreed to date. Content of current engagements will need reviewing at each meeting to ensure we are up to date with current conversations.	Complete 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.	