AMOSSHE Executive Committee meeting: minutes

27 to 28 July 2023, Crowne Plaza, Glasgow

Attendees

- Jill Stevenson (JS)
- Emma Bales (EB)
- Helen McNeely (HM)
- Chris Warrington (CW)
- Aleata Alstad-Calkins (AAC)
- Sammy Li (SL)
- Paul Rossi (PR)
- Claire Slater (CS)
- Sarah Sweeney (SS)
- Anya Barbazza (AB)
- John Bloomfield (JB)
- Sam Boyle (SB)
- Benjamin Parsons (BP)

Apologies

- Ravteg Singh Dhesi (RSD)

Item 1: Welcome and conversation time

JS thanked the outgoing Executive members, congratulated EB on her election as Vice Chair, and thanked everyone who nominated.

Item 2: Reserved business, conflicts of interest & AOB check

None.

Item 3: Minutes and matters arising

See paper 23-24-01.

Ruth Wilson is no longer able to join the Executive team because she has moved to a new role.

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

Actions progress:

- 51 – Resources workstream to ensure to be aware of inclusive language on the new platform – closed (action allocated to workstream group).
- 53 – CPD planning group to pick up on the sustainability of events, and also the representation of the membership when choosing speakers, considering the predomination of Russell Group affiliated speakers in the past – closed (action allocated to workstream group).
- 56 – BP to link the EDI policy to the member etiquette and sponsor engagement policies – ongoing.
- 60 – SB and JB to progress a discussion with Universities UK and other sector stakeholders (possibly including ARC) about duty of care, without committing to developing resources at this stage, but to ask how AMOSSHE can support the sector to come to a position on this topic – on agenda for this meeting (item 6).
- 61 – SB to progress a discussion group about fitness to study / fitness to practise / fitness to reside / naming these processes / punitive use / underuse as part of a regular monthly member discussion. – on agenda for this meeting (item 6).
- 66 – JB to put together a process for reacting to emerging media issues through WhatsApp. – Complete. JB has devised this process: JB will put a message in the Executive WhatsApp

group, giving a brief outline and asking Executive members to check their emails for more information. The email will explain what has happened and the process for response.

- 68 – SB ask Executive for lead members to help him work with duty of care requests – complete.
- 69 – SB to speak to UUK and ARC about coordinating our work with theirs in relation to duty of care – complete.
- 70 – SB to engage with the Student Support Champion to ensure AMOSSHE representation on the taskforce group – complete.
- 71 – EB to circulate OfS strategic business plan to Executive team – complete.
- 72 CW and NO to consider trusted contacts as a CPD topic for next year (case studies, EDI, etc) – complete.
- 73 – Benchmarking group to consider a pulse survey about trusted contacts and the percentage of these that are next of kin. And whether institutions collect next of kin and trusted contact separately, and when they collect the data. – ongoing.
- 74 – BP to update the Executive sign up sheet to include the policy leads. – complete.
- 75 – ALL to review our statement on student-staff relationships and provide feedback to BP by Wednesday 14 June. – complete.
- 76 – SB to amend the paper before publication to make the language more neutral regarding the GBV charter before publication. – ongoing (action for BP).
- 77 – SB and JB to work on a combination of the two proposed processes, to present at the July residential meeting. – on agenda for this meeting (item 6).
- 78 – JB to undertake a detailed financial risk assessment and appraisal of the Ready Membership platform, and opportunities to negotiate discounts for multi-year deals for Executive to review at July residential 2023 – see paper 23-24-05.
- 79 – JB to summarise strategy timeline in July residential 2023, meeting with strategy leads – on agenda for this meeting (item 13).
- 80 – Each workstream to define the tasks they will undertake in 2023/24, to present at residential 2023. – on agenda for this meeting (item 7).
- 81 – BP and External Development team to continue discussions to gather more information and report back in Autumn Executive meetings. – complete.
- 82 – BP/JB to look into the implications of this in terms of the resource it would take, speak to members who work with Kazakhstan and Asia Universities Alliance, British Council and UUKi, and consider the media optics of this work. – closed.
- 83 – HH, JB, BP and EDI team to amend the policy's reference to the complaints procedure should say "Executive Director or one of the Chairs of AMOSSHE" and "complaints" rather than "grievance". – ongoing.
- 84 – HM and JB to put together complaints policy – ongoing.
- 85 – NO and CW to expand CPD2 to a full day, including trusted contacts, online in October / November 2023 – complete.
- 86 – NO and CW to include member discussion on OfS – complete.

ACTION: JB to record process for reacting to emerging media issues through WhatsApp for future Executive members.

ACTION: JB to record process for future proposals for helping other countries start Student Services associations: Business ethics committee to consider proposals and bring to the Executive Committee for review.

Item 4: Opening remarks and agenda for residential

The Executive agreed by vote that Executive meetings will not be hybrid for this year. They will either take place fully in-person or fully online. All this year's Executive meetings will be in person in London, but a meeting will move to fully online if required by circumstances.

The Chairs team will continue evaluating the current setup and the balance of meeting in person and online, to account for environmental impact, community / relationship building and the value of offline conversations.

Item 5: Introductions and team building

Each member of the Executive talked about their reasons for being on the committee and one thing they would like to achieve during their time on the Executive. Here are some of the reasons mentioned:

- Contributing to the development of Student Services, finding out what's happening on a national level, working in a team, being part of something.
- Drawing on the expertise of others, connecting home nations work and perspectives with work elsewhere in the UK.
- There's a need for an organisation working sector-wide in a complex and sometimes hard context.
- Representing non-lead members.
- AMOSSHE is a good way to engage more meaningfully with the sector.
- The value of cross-sector input, rather than being isolated in your institution. The value of joint working, being a part of it and making a difference. Enabling members to connect. Being part of an enjoyable collaborative group, where everyone is valued.
- Having gained so much from the network, being part of the Executive is an opportunity to give back and stay connected. This is a supportive, helpful and beneficial network. There's a value in getting away from the day job and getting a fresh perspective.
- Working with a great team of people, drawing on the expertise of others, and contributing in turn. The opportunity to effect change in the face of criticism of the work / value of Student Services.
- Actively contributing the create change, especially around representation and diversity.
- It's great to be part of the association when it's growing and changing. Daily work can be isolating and highly pressured, so this is a good outlet and opportunity to connect to the bigger picture.

Item 6: Policy update

See paper 23-24-02.

Developing fitness to study/ fitness to practice case studies and examples of good practice

The Executive Committee agreed that an insights report will be valuable. The current site can host shared policies and the new platform will be able to. We can aim to develop and launch before CPD2 in November 2023, and continue to develop using the insights from that event. The timeline for developing the insight report may be impacted by summer holidays followed by welcome and induction.

ACTION: SB to go ahead with the plan to develop an insights report about fitness to study.

Higher Education Mental Health Implementation Taskforce (HEMHIT)

The Committee discussed subject areas that AMOSSHE could be taking a lead on within the taskforce's priorities.

Policy development process

The Executive agreed that the nominated leads for policy work will have oversight and steer AMOSSHE's policy development. The leads will work with SB to draw on Executive and wider member expertise to work on specific policy areas.

For policy scenarios where our actions may constitute a reputational risk to AMOSSHE (for example responses to high profile media or sector criticism) the AMOSSHE Chairs will discuss and decide on a position, then run it by the rest of the Executive Committee for input if there's time, ideally in a quick meeting. Otherwise the Chairs will take responsibility for the position, and the rest of the Executive Committee will be informed as it goes out.

Item 7: Current strategy status

Update on revised priorities for each workstream

External Development

See paper 23-24-03. The Executive approved the prioritised workstream activity for the final year as stated in the paper, but in addition re-prioritised engagement with external organisations and action with them.

The Executive agreed to allocate these activities to the new strategy:

- Deciding how to promote new opportunities to members.
- Create a database of people who can represent / speak on behalf of AMOSSHE at events and meetings.
- Decide on a review process to see how effective and beneficial it is for members and AMOSSHE.

ACTION: JB to add progress in proactive external development as a standing item for future Executive meetings.

Member Engagement

See paper 23-24-04. The Executive approved the prioritised workstream activity for the final year as stated in the paper, with the addition of:

- Devise member 'personas' based on roles to enable testing of the new platform.

The Executive agreed to allocate these activities to the new strategy:

- Identify areas of activity / opinions that a majority of members would agree with that we can promote as areas of common narrative.
- Undertake a survey to capture the diversity of our membership, in order to understand how to best support and engage under-represented groups.
- Create measurable targets to understand the impact of new and existing networking opportunities.
- Create common narrative messages about the impact of student services on student and institutional success.

Resources

See paper 23-24-05. The Executive approved the prioritised workstream activity for the final year as stated in the paper, and agreed to allocate the outstanding activities to the new strategy as stated in the paper.

The Executive discussed in detail the new website proposal, including costs, and how long we should consider signing a deal for. To accommodate rises in inflation, a five year contract would correspond

with our five year strategy. The Executive is happy with the current direction of travel with the website. JB will continue to update the team as more information and final proposals are sent through.

ACTION: JB to consider a three plus two year contract for the new website platform, with the option to extend if we would like.

Communications strategy update

See paper 23-24-06. JB gave an update on the progress of this project.

Item 8: AMOSSHE operations and activities

JB gave an update on progress.

Finance update

See paper 23-24-07. The Executive Committee is happy with the finances and thanked JB for his diligent work. The Executive agreed the revised annual budget for 2023/24.

Member engagement activity update

See paper 23-24-08. The membership has grown slightly. This was a strategic decision by the AMOSSHE Executive not to grow the membership this year.

ACTION: Membership engagement workstream to look at reconfiguring the England regional groups to improve engagement.

Risk register

See paper 23-24-09. HM gave an overview of the paper. The Executive discussed and agreed changes to the risk register and associated documents.

ACTION: HM and JB to write up the methodology for the RAG (red, amber, green) rating of the risk register, and expand the register according to JS and PR's feedback (risk to organisation and current assessment).

ACTION: JB to schedule a detailed review of the risk register for the whole Executive team.

Executive Committee changes

See paper 23-24-10. HM gave an overview of the situation. Executive Member vacancies have arisen as a result of post-election withdrawals from the Executive Committee.

As EB has been elected as Vice Chair for one year, unsuccessful nominee Sally Lambah (Wrexham Glyndwr University) has confirmed that she will take the vacant one year Executive Member role.

Newly elected Ruth Wilson is no longer joining the committee, so PR will fill this role for two years (instead of one year as originally elected).

This leaves an Executive Member vacancy of one year to replace PR.

Also, RSD may need to step down, leaving another one year Executive Member role available.

The Executive voted to conduct an election to fill the one / two one year Executive posts, so that these new members are in post before the October 2023 meeting.

ACTION: JB and BP to organise an election for the vacant Executive Member posts, with emphasis on the nature of their institutional roles.

The Executive also considered changes to the Rules of Association to provide further clarity on:

- The alignment of a member's institutional job role and the activity and responsibilities of the Executive Committee.
- The options to co-opt members to fill vacant roles on the Executive Committee.
- Whether a nominee for a chair role should already have served as an Executive Member.

Any changes will need to be agreed by the membership at the 2024 Annual General Meeting.

ACTION: HM and JB to bring suggestions for changes to the Rules of Association to the October 2023 meeting.

Item 11: Reflection time

JS opened up the morning to ask the Executive Committee for their comments and reflections on yesterday. These included:

- Having a national view and voice.
- Encouragement and excitement with how much we've been able to do this last year.
- Highlighting the importance of our roles within Student Services.
- Communication is very important, how are we showcasing our work to our members.
- Future proofing – how are we going to deliver this?
- How can we include yesterday's conversations in our strategy, working on our strategic approach?

Item 12: Understanding the landscape

The Executive Committee undertook a series of exercises to understand AMOSSHE's current position in the sector, including identifying the strengths, weaknesses, opportunities and threats for the organisation.

ACTION: JB and BP to bring a summary of 'understanding the landscape' workshop outputs to the October 2023.

Item 13: Future strategy

The Executive Committee undertook a series of exercises to begin developing the next organisational strategy period to follow completion of the current five year strategy.

The team discussed key elements from current strategy, and picked out areas to maintain for the new strategy, as well as identifying gaps. Ideas about what the new strategy should include:

- Student success.
- A globally regarded world class student experience.
- The strategic goals of the UK student experience.
- Learning from international practices.
- Internationally recognised and leading.
- Supporting our members to be the very best they can be.
- Globally recognised as AMOSSHE but through collaboration and partnerships.

Our mission and vision statements need to be more succinct, one line that people can remember. We need more succinct values, stripping out behaviours we're striving towards. We need to propose new vision / values / mission statements to the wider membership – frame something first and then go out to the membership to sense check.

Value suggestions:

- Member led (could we use community instead? People focussed?)

- Impact (influence)
- Inclusivity

Suggestions for our strategic priorities:

- Enable members (alignment with the Resources workstream)
- Collaboration (alignment with the Member Engagement and External Development workstreams)
- Influence (alignment with the External Development workstream)

ACTION: JB and BP to bring a summary of 'future strategy' workshop outputs to the future strategy leads group.

Item 15: Allocation of lead activity

The Executive Committee discussed their expressions of interest for leading on aspects of AMOSSHE's work.

ACTION: JB to allocate Executive leads according to expressions of interest.

ACTION: BP to arrange meetings for all leads for the year ahead.

Item 16: Any Other Business

None.

AMOSSHE Residential meeting

27 and 28 July 2023 | Crowne Plaza, Glasgow

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 is 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 logo's you will see throughout the papers. These papers are best viewed using a pdf viewer such as adobe.

Agenda

Thursday 27 July

Morning introduction: 11:30 – 12:30

Item	Title	Status	Presented by	Paper
1	Welcome and conversation time (until 11:30 at the latest)	Noting	Jill Stevenson	
2	Standing item: Reserved business, Conflicts of Interest & AOB check	Discussion	Jill Stevenson	
3	Standing item: Minutes and matters arising	Approval	Jill Stevenson	23-24-01
4	Opening remarks and agenda for residential	Noting	Jill Stevenson	
5	Introductions and team building	Discussion	John Bloomfield	

Lunch: 12:30 – 13:30

13:30 – 17:30 (with 30min break at around 15:00)

Item	Title	Status	Presented by	Paper
6	Standing item: Policy update	Approval	Sam Boyle	23-24-02
7	Current strategy status 1. Update on revised priorities for each workstream 2. Communications strategy update	Approval	Workstream leads Benjamin Parsons John Bloomfield	23-24-03 23-24-04 23-24-05 23-24-06
8	AMOSSHE operations and activities - Finance update - Member engagement activity update - Risk register - Executive Committee changes	Discussion	John Bloomfield Benjamin Parsons Helen McNeely Chris Warrington	23-24-07 23-24-08 23-24-09 23-24-10
9	Reflection time	Discussion	Jill Stevenson	
10	Tour of the venue			

Friday 28 July

09:00 – 13:15 (with a break at around 11:00)

11	Reflection time	Noting	John Bloomfield Benjamin Parsons	
12	Understanding the landscape - (SWOT analysis and discussion)	Discussion	John Bloomfield	
13	Future strategy	Discussion	Benjamin Parsons John Bloomfield	
14	Reserved Business	Discussion	Jill Stevenson	
15	Allocation of lead activity	Approval	John Bloomfield	

Any Other Business: 13:15 – 13:30

16	Any Other Business	Discussion	Jill Stevenson	
17	Reflection time	Discussion	Jill Stevenson	

Lunch and finish: 13:30 – 14:30

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Oct-22	23	4	JB to write up a process / guidelines for the External Relations group to refer to when taking action.	JB	Complete
Oct-22	28	5	HM and JB to put a colour-coded column on the risk register front page for a snapshot of risk priorities.	JB, HM	Complete
Jan-23	39	3	JB to share a process for activating notifications for the External Relations MS Teams group, for all to test.	JB	Closed
Jan-23	48	5	ALL to consider what Executive resources are needed online and feed back to JB.	ALL	Closed
Jan-23	51	6	Resources workstream to ensure to be aware of inclusive language on the new platform	Resources leads	Ongoing
Jan-23	53	8	CPD planning group to pick up on the sustainability of events, and also the representation of the membership when choosing speakers, considering the predomination of Russell Group affiliated speakers in the past.	CPD planning group	Ongoing
Jan-23	56	10	BP to link the EDI policy to the member etiquette and sponsor engagement policies	BP	Ongoing
Mar-23	60	4	SB and JB to progress a discussion with Universities UK and other sector stakeholders (possibly including ARC) about duty of care, without committing to developing resources at this stage, but to ask how AMOSSHE can support the sector to come to a position on this topic	SB, JB	Ongoing
Mar-23	61	4	SB to progress a discussion group about fitness to study / fitness to practise / fitness to reside / naming these processes / punitive use / underuse as part of a regular monthly member discussion.	SB	Ongoing
Mar-23	62	4	CPD leads (CW and HM) to include fitness to study / fitness to practise / fitness to reside / naming these processes / punitive use / underuse as part of the CPD programme for 2023/24.	CW, HM	Complete
Mar-23	65	6	JB to sign contracts for the 2024 National Conference venue.	JB	Complete
Jun-23	66	3	JB to put together a process for reacting to emerging media issues through WhatsApp.	JB	Ongoing
Jun-23	67	3	BP and JB to arrange new member election for Vice Chair next week	JB, BP	Complete
Jun-23	68	4	SB ask Executive for lead members to help him work with duty of care requests	SB	Ongoing
Jun-23	69	4	SB to speak to UUK and ARC about coordinating our work with theirs in relation to duty of care.	SB	Ongoing
Jun-23	70	4	SB to engage with the Student Support Champion to ensure AMOSSHE representation on the taskforce group.	SB	Ongoing
Jun-23	71	4	EB to circulate OfS strategic business plan to Executive team.	EB	Ongoing
Jun-23	72	4	CW and NO to consider trusted contacts as a CPD topic for next year (case studies, EDI, etc)	CW, NO	Ongoing

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Jun-23	73	4	Benchmarking group to consider a pulse survey about trusted contacts and the percentage of these that are next of kin. And whether institutions collect next of kin and trusted contact separately, and when they collect the data.	Benchmarking team	Ongoing
Jun-23	74	4	BP to update the Executive sign up sheet to include the policy leads.	BP	Ongoing
Jun-23	75	4	ALL to review our statement on student-staff relationships and provide feedback to BP by Wednesday 14 June.	All	Ongoing
Jun-23	76	4	SB to amend the paper before publication to make the language more neutral regarding the GBV charter before publication.	SB	Ongoing
Jun-23	77	4	SB and JB to work on a combination of the two proposed processes, to present at the July residential meeting.	JB, SB	Ongoing
Jun-23	78	5	JB to undertake a detailed financial risk assessment and appraisal of the Ready Membership platform, and opportunities to negotiate discounts for multi-year deals for Executive to review at July residential 2023	JB	Ongoing
Jun-23	79	6	JB to summarise strategy timeline in July residential 2023, meeting with strategy leads	JB	Ongoing
Jun-23	80	6	Each workstream to define the tasks they will undertake in 2023/24, to present at residential 2023.	Workstream leads	Ongoing
Jun-23	81	7	BP and External Development team to continue discussions to gather more information and report back in Autumn Executive meetings.	External Dev, BP	Ongoing
Jun-23	82	7	BP/JB to look into the implications of this in terms of the resource it would take, speak to members who work with Kazakhstan and Asia Universities Alliance, British Council and UUKi, and consider the media optics of this work.	BP, JB	Ongoing
Jun-23	83	8	HH, JB, BP and EDI team to amend the policy's reference to the complaints procedure should say "Executive Director or one of the Chairs of AMOSSHE" and "complaints" rather than "grievance".	JB, EDI team	Ongoing
Jun-23	84	8	HM and JB to put together complaints policy	HM, JB	Ongoing
Jun-23	85	9	NO and CW to expand CPD2 to a full day, including trusted contacts, online in October / November 2023.	CW, NO	Ongoing
Jun-23	86	9	NO and CW to include member discussion on OfS	CW, NO	Ongoing

Policy report for AMOSSHE Residential meeting: July 2023

Table of Contents

Introduction:

This policy paper covers key policy areas for discussion and updates for noting. Part 1 covers topics for Residential discussion. Part 2 covers updates from AMOSSHE since the last Executive meeting. This paper is separate from the wider horizon scanning document which provides a more general overview of the policy landscape, including AMOSSHE actions.

There are several items up for approval at the July 2023 meeting. The Executive are asked to provide feedback and direction on two discussion topics presented in this paper.

1. Areas of policy work for discussion and feedback:

1.1 Developing fitness to study/ fitness to practice case studies and examples of good practice.

At a previous meeting, SB asked Executive members about developing fitness to study/practice guidance for the benefit of AMOSSHE members. As a means of informing this potential area of work, AMOSSHE held a member's roundtable on the subject which generated additional member insights.

Since the original Executive discussion, there have been several sector developments which AMOSSHE will need to consider when discussing the importance of this work and where AMOSSHE can have the most impact.

The Taskforce led by Professor Peck (HEMHIT) is looking to establish a university student commitment, which covers compassionate communications and includes fitness to study procedures within its remit. The expectation appears to be that the OIA will take the university student commitment into account when reviewing individual complaints.

The Student Support Champion is looking to host roundtables with higher education providers on the subject of fitness to study and fitness practice procedures later this year. This work is being carried out with Advance HE and UUK's student policy network.

Taking this work forward

It would SB's preference for AMOSSHE to directly inform the work of the Student Support Champion. SB is having discussions with Sandra Binns (one of Edward Pecks project managers) to ascertain AMOSSHE's potential role in delivering this work.

However, there are no guarantees that Sandra and her team will want to bring in additional partners to deliver this project.

Therefore, SB wants feedback on an alternative proposal where AMOSSHE would host good practice guidance on its website. This could be accompanied by an insights report highlighting key member insights, challenges and examples of good practice.

For Executive approval/discussion:
- For Executive to approve this work. The working timeframe for the project is to be confirmed, however SB believes that this could be achieved ahead of CPD2, which will focus on this topic. SB also believes there is value in aiming to publish the insights report ahead of the Student Support Champion's workshop (first week of October). This would enable AMOSSHE to share findings from the insights report with the Student Support Champion ahead of their roundtable. It could also provide valuable insights for JS to share with HEMHIT.
- For SB to establish working groups with members to inform the content of the insights report.
- For AMOSSHE to ask members for examples of their policies and procedures, including any reviews of policies and what they have changed. The policies would be published on our website.
- To promote blogs from members who have successfully reviewed their practices on AMOSSHE's website.

Proposed timelines for the project (specific details tbc based on the projects viability).
1. Early August- Announce project to members and invite members to join a working group (to meet twice by Mid-September).
2. August- Mid September – Collect and publish members policies on AMOSSHE's website.

3. Late September- Publish insights report and finish publishing examples of good practice on AMOSSHE's website.

- Should AMOSSHE try to actively lead on producing guidance, either alongside the Student Support Champion or independently?
- Would the Executive support AMOSSHE generating an insights report accompanying the guidance – highlighting common challenges, solutions and examples of good practice?

1.2 Higher Education Mental Health Implementation Taskforce (HEMHIT)

JS attended the first meeting of Edward Peck's Taskforce. The Taskforce sets out five key priority areas for members to progress in order to deliver Minister Halfon's objectives.
This includes developing a new university student commitment, facilitating the adoption of improved wellbeing analytics, establishing a national review of student suicides, and ensuring that higher education providers are signed up to sector charters such as Student Minds Mental Health charter.
The Minister is looking to establish subgroups to aid the delivery of some of the projects. Given the potential resource implication for Taskforce members and the limited time JS will have to support this work, it would be valuable to have a general discussion about where the AMOSSHE staff team can best support AMOSSHE aims within the Taskforce.
Questions for Residential:
- Are there any subject areas that AMOSSHE could be taking a lead on within the taskforce?

2.AMOSSHE updates for noting since the last meeting

2.1 Office for Students (OfS) consultation on new proposals for regulating harassment and sexual misconduct.

AMOSSHE submitted a consultation response to OfS proposals for regulating harassment and sexual misconduct. OfS and an externally commissioned organisation are currently reviewing the consultation responses.
The consultation closed on 4 May 2023. Our key positions are:
- We, in principle, support a new condition of registration, subject to the main proposals being revised.
- We believe that the current timeframe for introducing a new condition is unrealistic and unworkable. We have suggested a staggered approach to implementation with at least 12 months before the overall condition comes into effect.
- We disagree with the current training requirements being proposed and have called on OfS to produce further research and guidance to get a better understanding of what could work in practice.
- AMOSSHE does not agree with the current format of the requirement for a single document outlining all of a HEP's policies and procedures.
- AMOSSHE does not oppose OfS plans to introduce requirements for HEPs to publish a register of student-staff relationships. However, AMOSSHE has recommended that OfS looks at strengthening professional conduct frameworks as an alternative to their existing proposals.

- The Women and Equalities Committee has [published a new report](#) recommending that OfS proceeds with introducing a new condition of registration and that they include a requirement that all higher education providers introduce mandatory bystander training for all first-year students.
- The OfS will be running engagement sessions with higher education providers later this year about key proposed requirements in the consultation.
- The Prevalence Survey fieldwork is restarting in September. AMOSSHE will be speaking to Rob Denny from OfS to help them understand member concerns.

2.2 Higher Education (Freedom of Speech Act-) Banning the use of Non-disclosure agreements (NDA's) in sexual harassment cases.

In December 2022, the House of Lords adopted an amendment to the Freedom of Speech Bill which would ban [HEP's from adopting NDA's relating to misconduct or alleged misconduct by any individual](#).
The Bill has now been [passed and has become an Act of Parliament](#).
In the recent OfS consultation on sexual misconduct and harassment, there was a proposal to ban the use of NDAs in relation to any cases involving students. This would include retrospective bans affecting NDAs signed before the regulation is introduced.
AMOSSHE set out its position on NDAs in English Higher Education in our consultation response.
In Wales and Scotland, universities have already committed to not using NDAs.

Update for the Executive Committee:
- AMOSSHE has spoken with several members about their use of NDA's and potential issues that may arise as a result of the way that the Act is worded.
- AMOSSHE spoke to DfE about the wording of the bill, outlining members concerns. We will be picking up this conversation with DfE to influence the explanatory guidance which will accompany the new Act.

2.3 Updates on the Student Services redesign project.

SB and JB have met twice with Sandra to discuss the project which is being partnered with Advance HE and UUK Student Policy Network.
Since our last meeting, the Student Support Champion and Advance HE have set out a series of practical objectives they intend to deliver on this year. This includes:
- Publishing a draft Student Needs Framework on Advance HE's website later this summer.
- Publishing case studies highlighting how higher education providers are meeting the needs set out in the framework.
- Running a series of explanation sessions on key topics relating to key themes such as compassionate communications, student analytics, developing models of pastoral support for students and developing student-to-student support mechanisms. These topics are linked to the aims of the HEMHIT Taskforce.

Update for the Executive Committee:
- SB will be discussing how AMOSSHE could support or lead on some of this work with Sandra.
- The guidance being produced and held on Advance HE's website will essentially be a top-level toolkit with good practice examples rather than a resource with clear objectives for progression and measurement.

- Sandra wants to work with AMOSSHE to disseminate the resources more widely.

2.4 Expansion of the Emily Test into England and Wales .

UUK told us that they had been contacted by Fiona Drouet's team about their plans to expand their GBV charter (The Emily Test) into England. Fiona and her team are reaching out English Higher Education Providers (HEPs) to try to get volunteers for a pilot.
The pilot will commence in Autumn and will run for a period of six months. The Emily TEST team are trying to link their GBV charter to the recent OfS sexual misconduct and harassment consultation. However, at present, the expectation is that the Charter will self-funded with individual HEPs paying to complete the programme. The Charter has not been endorsed by the government in Westminster or the Welsh Government.
Jill Stevenson and the National Office (SB and JB) have spoken to UUK's harassment policy lead about how the Charter has landed in Scotland. This was an early opportunity to influence UUK's thinking. JS has also encouraged UUK to liaise with Universities Scotland to get a better understanding of how HEPs have engaged with the Test.

Update for the Executive Committee:
- Emily Test held a webinar for English and Welsh HEPs (attended by SB). The proposed model would be funded by participating institutions with no funding commitments from the Governments in England and Wales.
- SB, JB and JS met with Sarah Bevan (UUK) to discuss approaches.

2.5 Renters Reform Bill

The Renters Reform Bill has finally been introduced in Westminster. AMOSSHE is speaking with sector colleagues to ascertain opportunities for influencing the Bill.
The Bill seeks to ban fixed term tenancy agreements (FTTAs) for private rents and end the practice of 'no fault' evictions (Section 21). Purpose Built Student Accommodation (PBSA) is out of scope of the proposed legislation and FTTAs will still be available for students accessing this type of accommodation.
AMOSSHE (and the sector more widely) have concerns about the Bill because of the proposal to outlaw FTTAs as it will affect student lettings.
If the Bill remains unchanged before becoming an Act of Parliament, it is likely to reduce the availability of student rental properties and push up rental costs.
AMOSSHE has signed a joint letter with partners from the sector, which calls for an exemption in the Bill for private sector student accommodation.

Update for the Executive Committee:

- AMOSSHE has signed a sector letter which outlines concerns about the Bill and calls for the student private rental market to be exempt from the scope of the legislation.
- AMOSSHE (SB and JB) are meeting with CUBO and other partners to discuss strategic joint approaches to engagement with the Bill.
- AMOSSHE has heard that government is considering an exemption for the student private rental sector.

2.6 – (Scotland) Meeting with the Minister for Higher and Further Education

The Scottish Government is publishing a New Student Mental Health Plan which is expected to arrive in Spring. It is currently unclear if there will be any new funding commitments attached to the Plan. In 2018, the Scottish Government established a four-year funding commitment to support over 80 FTE mental health counsellor posts in Higher Education and Further Education.
The Scottish Government is looking to find efficiencies and there is concern that HEPs may be expected to make up the shortfall in funding to support these positions.
Since the last meeting, the Scottish Government has committed an additional, one off, injection of funding to help maintain the provision of counsellors. However, the Minister has been clear that this is a one-off funding announcement which amounts to £3.21 million to be distributed between universities and colleges. This is significantly less than the funding from last year's award (25% less).
JS and Lynn Kilbride (Universities Scotland) will be meeting the Minister to discuss AMOSSHE Scotland priorities.

Update for the Executive Committee:

- We are still awaiting publication of the Scottish Mental Health Action Plan. We are speaking to Universities Scotland, who believe it is unlikely the plan will have significant funding behind it.
- AMOSSHE collated Scottish member responses to pull together a series of key asks to the new Minister. This will be reviewed and updated following the recent announcements on mental health funding.
- AMOSSHE and Universities Scotland will be meeting with the Minister to discuss our shared priorities and the key interventions that are needed from Government.

AMOSSHE External Development Workstream update

Completed tasks for the workstream:

- Developed a new Stakeholder mapping spreadsheet which links into the AMOSSHE representation opportunities and meetings.
- A structure to identify relationship status and level of influence needed for each group/individual/institution identified.
- Methods for engaging with new and existing relationships to ensure impact for members and AMOSSHE as an organisation.

The workstream leads have agreed that the following should be prioritised and be the focus for the final year of the strategy:

- Developing a process for updating the stakeholder mapping spreadsheet and ensuring this is kept relevant.
- In order to help prioritise our engagement with international sector groups, ask members to identify countries from which students provide the biggest challenge to an institution in terms of transition and support. This might be due to for example their culture and adapting to university life, or those who find it harder to feel a sense of belonging to an institution.
- Identify a priority group of global events/activities for AMOSSHE to engage with to provide new initiatives and learning for our members and therefore the connected student communities.

De-prioritised opportunities
The following opportunities have been de-prioritised for the remainder of this strategy, the executive should consider if these are re-instated for the new strategy.

- Deciding how to promote new opportunities to members.
- Create a database of people who can represent / speak on behalf of AMOSSHE at events and meetings.
- Decide on a review process to see how effective and beneficial it is for members and AMOSSHE.

For Executive approval/discussion
- Approve or amend and approve the prioritised workstream activity for the final year.
- Agree which de-prioritised activity will not be moving to the new strategy.

AMOSSHE Member Engagement Workstream update

Completed tasks for the workstream:

- Faces of AMOSSHE campaign
- Scheduled webinars associated with national / international campaigns to raise awareness of the diversity of our members (black history month, disability month, LGBTQ).
- Schedule and host regular online member discussion meetings to provide opportunities for all members to discuss hot topics.
- Regularly survey members for their perspectives, opinions and requirements.
- Establish a process to update the Executive with member perspectives, opinions and requirements from surveys.

The workstream leads have agreed that the following should be prioritised and be the focus for the final year of the strategy:

- Define the different roles that members might have as participating members (for example controlling the budget of the institution, deciding who gets AMOSSHE membership, representing AMOSSHE at sector meetings). This will form part of the new website initiative.
- Identify new opportunities for members to network with other members within AMOSSHE, to support the networking of each identified member role and each under-represented group. This forms part of the new website and the ability for members to interact with each other in a variety of ways.
- Establish a process for the Executive to update the membership about the direction and impact of AMOSSHE work.

De-prioritised opportunities

The following opportunities have been de-prioritised for the remainder of this strategy, the Executive should consider if these are re-instated for the new strategy.

- Identify areas of activity / opinions that a majority of members would agree with that we can promote as areas of common narrative.
- Undertake a survey to capture the diversity of our membership, in order to understand how to best support and engage under-represented groups.
- Create measurable targets to understand the impact of new and existing networking opportunities.
- Create common narrative messages about the impact of student services on student and institutional success.

For Executive approval/discussion
- Approve or amend and approve the prioritised workstream activity for the final year.
- Agree which de-prioritised activity will not be moving to the new strategy.

AMOSSHE Resources Workstream update

Completed tasks for the workstream:

- Implement an advisory group to help support the workstream leads in identifying and testing the new structure or resources platform.
- Complete the specification of requirements for the new platform.
- Utilise requirements to identify a new resources structure or platform to enable improved resources availability and accessibility, which considers the future needs of the membership, and includes analysis and feedback tools for gathering data on usage and impact.
- Agree funding, timescales and implementation plan for deployment of the platform with the Executive Committee.
- Identify a series of KPIs to determine the impact of the agreed changes to the resources platform for members.

The workstream leads have agreed that the following should be prioritised and be the focus for the final year of the strategy:

- Hire in support needed and build out the new platform within a timescale that is achievable with National Office oversight.
- Work with the advisory group to test the new resources structure or platform
- Agree a plan to launch the new platform and decommission the old platform/resources structure.
- Promote the platform using the agreed launch strategy and create/identify resources to monitor to enable the membership to maximise use of its resources.
- Evaluate the effectiveness of the new platform by analysing usage data and collecting member feedback.
- Identify a series of work tasks on research and data that respond to members' needs, to be delivered through the Executive Committee and National Office team.
- Design an approach to gathering and analysing research and data (our own or others') and disseminating that through an AMOSSHE lens for the benefit of our members.

De-prioritised opportunities

The following opportunities have been de-prioritised for the remainder of this strategy, the Executive should consider if these are re-instated for the new strategy.

- Revise the platform based on the evaluation results and create a process of monitoring and evaluation process for annual evaluation and improvement.
- Identify a series of outcomes on tasks agreed and completed on research and data to determine if these are providing a positive impact for members.

For Executive approval/discussion
- Approve or amend and approve the prioritised workstream activity for the final year.
- Agree which de-prioritised activity will not be moving to the new strategy.

Communications Strategy update

Progress to date

At the AMOSSHE residential meeting in July 2022 we identified a need to create and deliver a communications strategy to enable us to understand what we needed to communicate to members and the wider HE sector and identify the best way to do this. After a procurement process we agreed that Red Pencil Consultants were the right people to help us move this forward. After the initial discussions with our consultants and an in-depth review of our current process, resources and strategy we held a strategy workshop day with members of the Executive and National Office team to consider:

- Audiences and channels of communication
- Key messages
- Strategy development

As part of the workshop Red Pencil presented their review of our communications which included looking at our use of language, website colours, structure, how we are positioning our messages and compared our current communications against other relevant sector organisations such as UUK, ARC, AUA. This was an insightful exercise and one which will be fundamental to the resources workstream when building out our new website and member engagement opportunities linked to this work.

The remainder of the workshop focussed on looking at content for our communications strategy maps which will allow us to understand how best to use the resources we have and where we can look to focus our work. We also delved into developing our key messages as an organisation and utilised a template that we can deploy when developing our key messages and what methods of sharing we want to use.

Next steps

Since the workshop our consultants have written up a draft of the meeting messages and content. JB and BP will be working with the consultants in August to develop these further to present back to the communications strategy group. The consultants have also drafted an audience and channels map, and communications strategy map based on the outcomes of the day. These will both be reviewed with the communications strategy group later in August/September and be presented to the Executive in the October executive meeting as a finished piece of work along with agreed key messages.

For discussion/approval:
- This paper is for discussion, no approval needed.

AMOSSHE Finances

Financial management report June 2023

This report provides a current check on the financial status of the organisation against budget. A management report is produced for every Executive meeting to enable the Executive to monitor performance against expectations. The current annual budget was revised in February 2023 based on the first 6 months performance.

As you can see current performance is better than expected against budget for the year but there are particular reasons for this. From an income perspective this was primarily due to stronger than expected income on CPD events (including National Conference) and better than expected performance on CPD and membership income.

Expenditure savings are currently out of sync in the budget profile as we have not paid all costs for the national conference. I expect these will come more into line at the end of the year.

As is the case every year the accounts will be adjusted once we have given the accountants final figures for the CPD events to calculate our final VAT position, this will invariably change our final position.

Revised annual budget 2023-2024

This revised budget takes into account the following factors:

- Increased membership income due to the agreed inflationary increase of 4%.
- Increased delegate cost for conference and CPD events.
  - Conference increases of around 14%
  - CPD increases of between £10-30
- One additional CPD event for the year (could also be offset with sponsorship income, TBC)
- Increased sponsorship income due to increasing the cost of sponsorship in line with inflation but also including more stalls at National Conference (we have a larger exhibition space this year).
- Increase in staffing costs.
- The increased annual costs for the new website (one off costs have not been factored in).
- Increased venue hire costs (around 20-25% higher than previous years).

This budget is more ambitious that previous years and you will see it has a significant increase in both income and expenditure on previous years. I do believe this is achievable as the areas for growth are aligned with reasonable expectations within the sector and membership retention is looking strong at the moment.

Management reports will be produced for each executive meeting to enable executive members to consider the trajectory of budget against expectations.

For Executive approval/discussion
- Agree the revised annual budget for 2023-2024

Directors Finance Summary

June 2023

		Year to date			Budget	% of full year budget achieved TD*	Notes
	Actual	Budget	Variance		Full Year		
Income							
Conference	£146,231.37	£130,563.00	£15,668.37		£130,563.00	112	
CPD	£73,827.50	£67,186.50	£6,641.00		£67,186.50	110	Improved with virtual delegate numbers in the final few events of the year
Sponsorship	£91,405.66	£94,400.66	(£2,995.00)		£94,400.66	97	Most sponsorship accounted for now, we have managed to catch up a significant amount of lost revenue
Membership	£136,063.02	£129,605.64	£6,457.38		£129,605.64	105	
Other income	£6,300.00	£13,500.00	(£7,200.00)		£16,500.00	100	Full year budget is money for Belfast grant and TASO project (£9k TASO and £7.5k Belfast subvention) - not due until next financial year now
TOTAL income	£453,827.55	£435,255.80	£18,571.75		£438,255.80	104	
Expenditure							
Central	£169,715.40	£160,895.00	(£8,820.40)		£174,516.70	97	Increased in recruitment costs, temp staff salaries, accountancy fee and consultancy fees for comms work
Conference	£153,503.60	£175,273.00	£21,769.40		£180,784.52	85	Still some outstanding finances but have made significant savings on contingency, travel and other minor costs
CPD	£65,153.47	£66,770.00	£1,616.53		£71,178.95	92	

Executive	£12,624.77	£6,035.00	(£6,589.77)		£6,135.00	206	Additional costs for representing AMOSSHE at events such as Duty of Care and the Communications planning workshop
Futures	£0.00	£0.00	£0.00		£0.00	0	
Insight	£0.00	£0.00	£0.00		£0.00	0	
Membership	£0.00	£0.00	£0.00		£0.00	0	
TOTAL expenditure	£400,997.24	£408,973.00	£7,975.76		£432,615.17	93	
TOTAL Surplus / Deficit	**£52,830.31**	**£26,282.80**	**£26,547.51**		**£5,640.63**		
TOTAL Cash position	Main account	£78,672.42					
30/06/2023	Savings account	£273,164.69					
	TOTAL	**£351,837.11**					
Notes on reading the management report							
* The full year budget percentage relates to how much income / expenditure has been raised and spent against our budgeted expectations for the year to date							
The year to date figure only is shown as the monthly figures can vary against budget							
Area specific expenditure is shown against those areas that are of interest to the executive							

Figures in red are negative figures								
Any additional information is supplied on the corresponding executive paper								

Summary overview	
Income totals	£ 524,836.35
Expenditure total	£ 528,946.53
TOTAL	-£ 4,110.18
Contingency expected savings (50%)	£ 4,442.60
Projected TOTAL	**£ 332.42**

Calculated reserves:	1 year
Staffing	£ 241,080.00
Website maintenance	£ 16,280.00
Insurance	£ 2,900.00
Telephone	£ 1,800.00
Accounting fee	£ 10,072.00
Bank charges	£ 1,040.00
Tenancy	£ 24,308.34
IT support	£ 3,000.00
TOTAL	**£ 300,480.34**

AMOSSHE savings cash position: 19/07/2023	£ 273,523.92
6 months calculated reserves	£ 150,240.17
Remaining reserves	**£ 123,283.75**

Income detail	
Membership income	165,024.93
CPD income	68,117.00
Conference income	157,346.42
Project / research grant	2,000.00
Sponsorship Income	132,348.00
Income TOTAL	**£ 524,836.35**

Expenditure detail	
Staffing	241,080.00
Marketing	1,500.00
Venue Hire cost	132,433.00
Speaker Fee	5,100.00
Website Maintenance	16,280.00
Staff training	3,000.00
Insurance	2,900.00
Telephone	1,800.00
Travel	9,880.00
Hospitality	23,775.00
Subsistence	2,190.00
Refreshments	2,000.00
Postage and Carriage	750.00
Stationary	120.00
Accounting Fee	10,072.00
Consultancy fee	1,115.00
Tenancy costs	24,308.34
Equipment Hire	13,500.00
Minor Equipment / Software purchases	4,392.00
Miscellaneous/Contingency	8,885.19
Bank Charges and Stripe bank fees	1,040.00
International engagement costs	3,000.00
VAT non-allowable	15,000.00
Equipment depreciation	3,626.00
Contingency expected savings (50%)	-£ 4,442.60
Expenditure TOTAL	**£ 524,503.94**

AMOSSHE member activity report

The following provides an update on five key areas of member activity to provide executive members with an overview of some key areas of engagement with members.

1) Regional and National meetings 2022 – 2023

Since COVID we have continued to run online meetings for members within their region or nation. The National Office team coordinates the timings and send out the links and diary invites and prompts for agenda items and chairs for each meeting. These have been extremely valuable for members but also for the National Office team to share information, garner ideas and understand on a more regular basis the current challenges and successes for members. The timing and frequency of these meetings are:

LASER (London and South East Region)
- Starting from September onwards
- Every 8 weeks for 1 hour
- Mainly leads

Scotland
- Starting mid-August onwards
- Every 6 weeks for 2 hours
- Lead members

South West
- Starting mid-October onwards
- Every 6-8 weeks for 1 hour
- Lead members

North
- Starting end September
- Every 8 weeks for 1 hour
- Open to all members

Midlands
- Starting mid-October
- Monthly for 1 hour
- Lead members only

Wales
- Starting early October
- Monthly for 1 hour
- Lead members only

2) Member discussions

This year AMOSSHE promoted member discussions to provide all members an opportunity to hear about current policy updates, discuss issues that are relevant to them and suggest their own areas of concern or challenge. These run every 6 weeks and are led by Sam Boyle (SB) and Benjamin Parsons (BP). Attendance has varied over the year with numbers from 16 people to over 100 based on the content being discussed.

3) Membership engagement strategy webinars

These webinars were arrange with members volunteering their time and expertise to present and led by one of the membership engagement leads. Attendance was around 20 people for each one, these are saved as recorded resources on our website platform.

- **Black History Month webinar (second half of October)**
  Wednesday 19 October 2022 (10:30 – 11:15)
- **Disability History Month webinar (November into December)**
  Wednesday 7 December (10:30 – 11:15)
- **LGBTQ+ History Month webinar (Feb 2023)**
  Wednesday 15 February (10:30 – 11:15)

4) Membership summary 2022-2023

The below is a comparison on the development of membership numbers for AMOSSHE across the previous year. We cannot provide up to date details of figures for this year as the renewal process is ongoing however initial indications are that we have a strong uptake of members at the present time. The 2023-24 AMOSSHE budget is based on the May 2023 membership figures.

Membership level	October 2022	May 2023	Difference
Small and specialist	39	40	+1
Tier 1 organisation	36	36	=
Tier 2 organisation	58	58	=
Tier 3 organisation	38	38	=
Additional member	376	416	+40
International organisation	9	9	=
International additional member	22	19	-3
Less than 50% HE organisation	0	0	=
Corporate organisation	3	3	=
Corporate additional member	9	10	+1
Individual member	5	5	=
Non-profit organisation	3	3	=
Non-profit additional member	1	1	=
Student member	1	1	=
Total organisations	187	188	+1
Total members	861	889	+28

5) AMOSSHE CPD programme 2022-2023 review

This report summarises the impact of the AMOSSHE continuing professional development (CPD) programme for the 2022-2023 academic year, based on performance against estimates and delegate feedback.
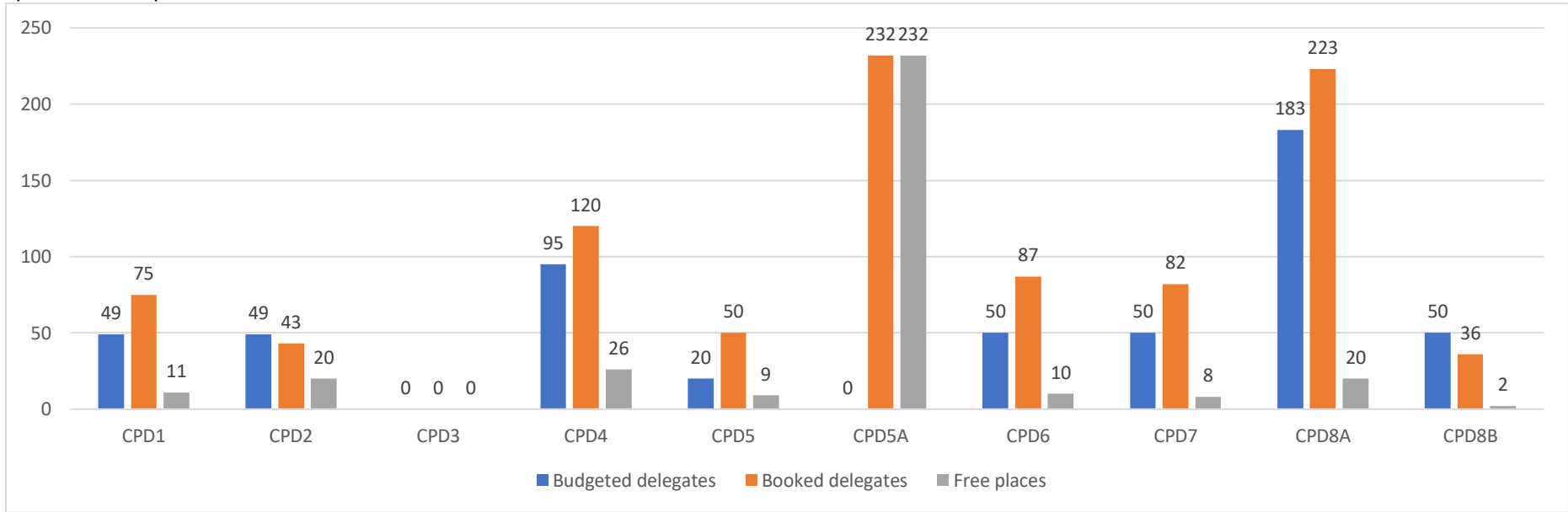
Programme overview
Here are the events that comprised the CPD programme in the 2022-2023 academic year:
- **CPD1 – 'Sexual harassment and misconduct: supporting students'** on 4 November 2022. In-person one day event, London. 86 total attendees, 75 paying registrants (49 budgeted), 11 free places. 2 sponsors (2 budgeted).
- **CPD2 – 'Working with the NHS and other sector partners'** on 18 November 2022. In-person one day event, Manchester. 63 total attendees, 43 paying registrants (49 budgeted), 20 free places. 0 sponsors (2 budgeted).
- **CPD3 – 'Cost of living: how can third-party providers help you support students?'** on 1 December 2022. Free half day online event. 98 registrants. 0 sponsors (14 budgeted). Event cancelled due to lack of sponsor interest.
- **CPD4 – 'AMOSSHE Winter Conference 2023: thriving under pressure'** on 24 February 2023. In-person one day event, Bath. 149 total attendees, 120 paying registrants (95 budgeted), 29 free places. 26 corporate attendees. 10 sponsors (6 budgeted).

- **CPD5 – 'Your Student Services professional development journey'** on 16 March 2023. Webinar. 59 total attendees, 50 paying registrants (20 budgeted), 9 free places. 0 sponsors (1 budgeted).
- **CPD5A – 'Building bridges internationally: US student mental health support practices and their relevance to the UK'** on 20 April 2023. Free sponsored webinar. 232 total attendees, 0 paying registrants (0 budgeted), 232 free places. 1 sponsor (0 budgeted).
- **CPD6 – 'Joined-up university approaches to inclusivity for disabled students'** on 26 April 2023. Half day online event. 97 total attendees, 87 paying registrants (50 budgeted), 10 free places. 1 sponsor (2 budgeted).
- **CPD7 – 'Suicide postvention'** on 17 May 2023. Half day online event. 90 total attendees, 82 paying registrants (50 budgeted), 8 free places. 0 sponsors (2 budgeted).
- **CPD8A – 'AMOSSHE National Conference 2023 (Belfast)'** from 5 to 7 July 2023, three day in-person event. 223 total attendees, 203 paying registrants (183 budgeted), 20 free places. 10 sponsors (10 budgeted). Delegate feedback still to be recorded.
- **CPD8B – 'AMOSSHE National Conference 2023 (Online)'** on 6 July 2023, one day online event. 36 total attendees, 34 paying registrants (50 budgeted), 2 free places. 0 sponsors (2 budgeted). Delegate feedback still to be recorded.
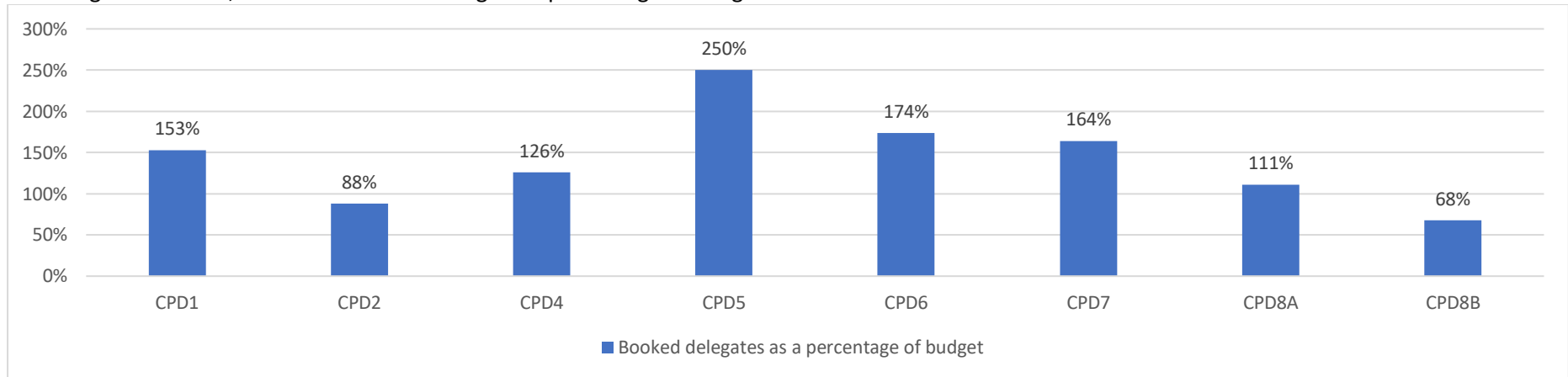
Attendees

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.

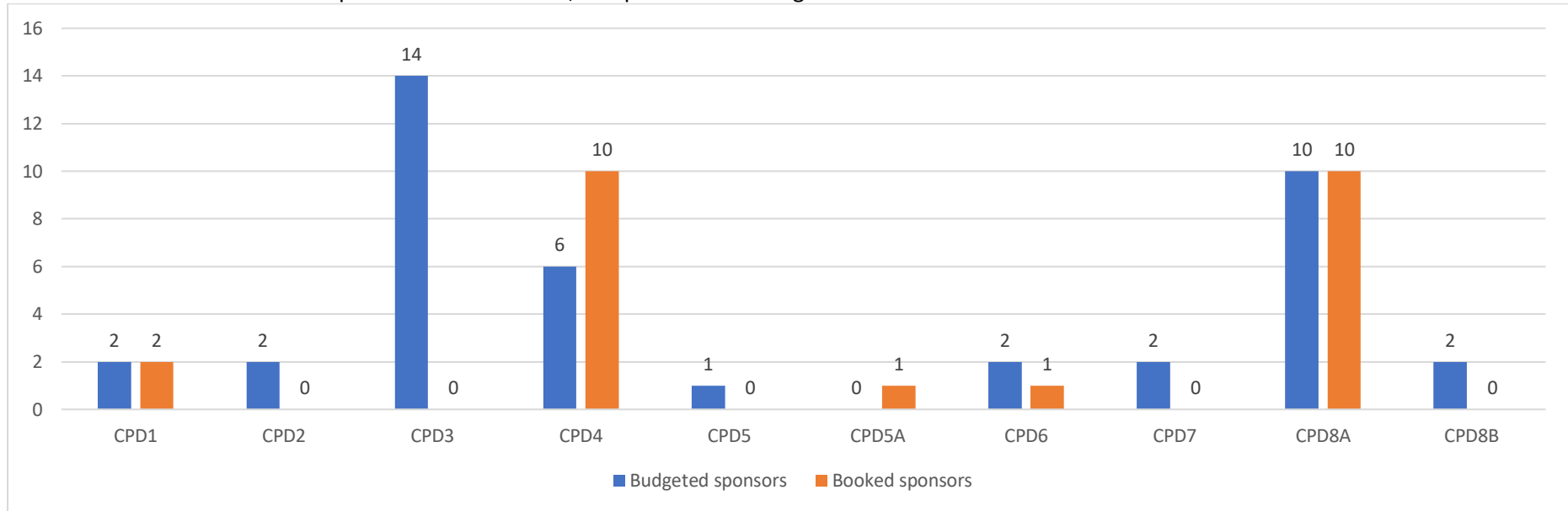| Event	Budgeted delegates	Booked delegates	Free places
CPD1	49	75	11
CPD2	49	43	20
CPD3	0	0	0
CPD4	95	120	26
CPD5	20	50	9
CPD5A	0	232	232
CPD6	50	87	10
CPD7	50	82	8
CPD8A	183	223	20
CPD8B	50	36	2

Performance against budget (bookings)

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

Chart data:

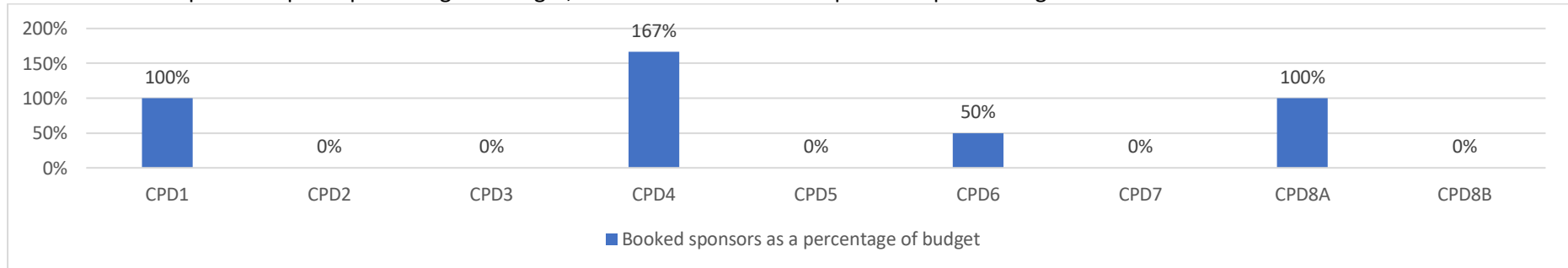| Event	Booked delegates as a percentage of budget
CPD1	153%
CPD2	88%
CPD4	126%
CPD5	250%
CPD6	174%
CPD7	164%
CPD8A	111%
CPD8B	68%

Sponsorship

This table shows the number of sponsors for each event, compared to the budgeted number.


Legend: ■ Budgeted sponsors ■ Booked sponsors

Data shown:
- CPD1: Budgeted 2, Booked 2
- CPD2: Budgeted 2, Booked 0
- CPD3: Budgeted 14, Booked 0
- CPD4: Budgeted 6, Booked 10
- CPD5: Budgeted 1, Booked 0
- CPD5A: Budgeted 0, Booked 1
- CPD6: Budgeted 2, Booked 1
- CPD7: Budgeted 2, Booked 0
- CPD8A: Budgeted 10, Booked 10
- CPD8B: Budgeted 2, Booked 0

Performance against budget (sponsorship)

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

Legend: ■ Booked sponsors as a percentage of budget

Data shown:
- CPD1: 100%
- CPD2: 0%
- CPD3: 0%
- CPD4: 167%
- CPD5: 0%
- CPD6: 50%
- CPD7: 0%
- CPD8A: 100%
- CPD8B: 0%

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.
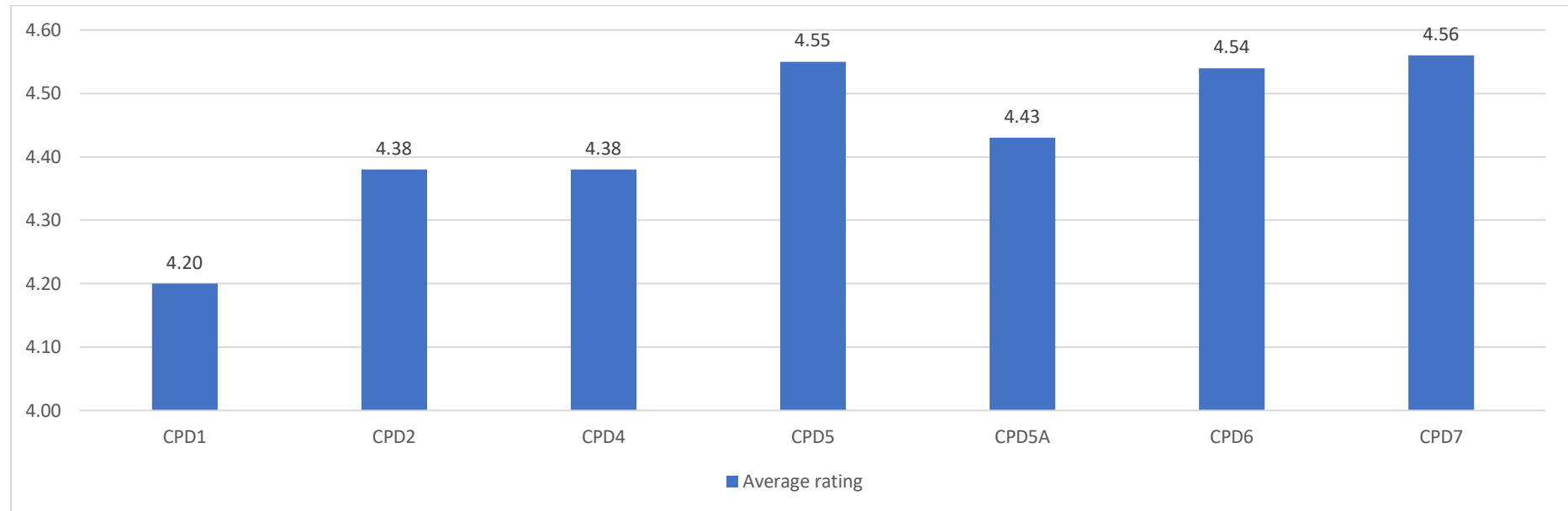
For Executive approval/discussion:
- This is for discussion only, no approval measures needed.

AMOSSHE Risk Register

This risk register is comprised of a number of different components that enable AMOSSHE to understand it's position in relation to risk on a strategic and operational level. The documents included for review are:

- Overview risk register
- Detailed risk profile sheets
- Business Continuity plan
- Single point of failure actions list

The key document for discussion is the overview of the risk register and associated risk profiles. The links for these other documents can also be found in that document.

Overview risk register and corresponding detailed profile sheets

The overview sheet enables you to see all the agreed risks in one place, this is split between strategic risks and operational risks. These are colour coded to help you understand if there is still some outstanding work or concerns.

Green = No outstanding work or concerns
Amber = A little outstanding work or concerns
Red = Needs immediate discussion and review

The detailed profile sheets provide more information as to the nature of the risk and the steps that have been taken to mitigate these risks. You will see in these plans that we have highlighted some changes from the previous iteration where the risk has changed and needs further discussion.

Business Continuity Plan

This plan provides details that may need to be acted upon in cases of emergency, this also links into the work on the single point of failure actions list.

Single point of failure actions list

This was comprised to enable us to identify areas of work, primarily carried out by the National Office team which would be difficult to complete due to them being the responsibility of one member of staff. The actions were created to reduce the risks relating to this.

For Executive approval/discussion:
- Discuss and agree changes to the risk register and associated documents
- Identify and agree and additional risks

AMOSSHE Strategic and Operational Risk Register Overview

Strategic Risk Factors

Risk Title	Risk No	Risk Description
Governance	1	AMOSSHE is a company limited by guarantee with 12 directors listed on Companies House and 5 members of staff. AMOSSHE need to have good governance procedures in places to ensure to we comply with relevant company law both as our responsibility as a company but to our employees as well.
Reduced funding / income	2	Severe reduction in funding from key activity including membership income, CPD income and sponsorship would severely impact the activity that AMOSSHE would be able to complete.
Member engagement	3	AMOSSHE needs to ensure we remain relevant to our members, provide value for money and produce work/activities/information and networks that are timely and appreciated. If we are out of touch with member needs we are likely to see disengagement with AMOSSHE and reduction in income, relevancy and reputation.
Strategic direction	4	AMOSSHE needs to ensure that it is relevant to members, the wider HE environment and creates impact in the work that it does. A good strategy should enable us to provide value for member whilst ensuring that we progress and develop in line with member and sector needs.
External profile / Reputation	5	AMOSSHE needs to maintain a positive reputation to enable us to engage with external partners but we need to ensure that we can maintain this within our organisation. The more that we do the more risk there is to our reputation and the amount of activities we can get involved in.

Operational Risk Factors

Risk Title	Risk No	Risk Description
Staff recruitment and retention	1	Staff do not feel supported/paid appropriately/staff benefits are not in line with sector expectations leading to more than one member of staff leaving in quick succession and AMOSSHE are unable to recruit to the vacant roles.
CPD events	2	Staff being unable to attend an event due to sickness. The event not being able to take place due to circumstances outside our control. Cancellation of key speakers at events.

Risk Title	Risk No	Risk Description
Management of basic operational systems	3	AMOSSHE has a number of systems it uses in order to complete daily tasks, store files and comply with the law. If these systems were to stop working it would compromise the ability for AMOSSHE to complete it's work. The key systems are: - Wild Apricot: Membership system and website - Office 365: Filing system including HR - Payroll - Xero: Accounting system
HR processes	4	AMOSSHE need to ensure that it has good systems for managing and updating HR process and practices to maintain effective management of staff and reduce the risk to the organisation.
Single point of failure	5	AMOSSHE needs to ensure that we have adequate controls in place to ensure that we can continue to run the organisation in the event that staff with key responsibilities are unable to fulfil their duties.
Health and Safety	6	AMOSSHE has a duty to ensure that the organisation and the work it carries out can be run safely for the staff and delegates. We have a duty to ensure that the staff are mentally healthy and can work in an environment that is supportive.

Business continuity plan and single point of failure actions list

The business continuity plan also links into the business critical action list

AMOSSHE Articles and Rules amendments

Introduction

AMOSSHE is governed by Articles (the 'legal' status of the organisation) and Rules (the operation of the Articles).

Following the Executive elections this year there have been two occasions where recently elected Executive members have subsequently moved to different HEIs and into roles that were not necessarily compatible with the duties of being an Executive member. For example, the new roles were narrow in focus, did not have an institution wide role and / or to be an AMOSSHE member at the new HEI would be a retro-fit in order to permit the person to remain on Executive. Ie the new HEI would not have considered the role as being one of the lead or named AMOSSHE members.

Current Executive members will be aware that the Vice Chair role had go out for election again which subsequently lead to Emma Bales being elected as Vice Chair. The Executive may not be aware that a second person has recently had to leave Executive for the same reason. Having looked at those who originally put themselves forward for election for 2023-25 to fill one outstanding gap on the exec it has come to light that the next eligible candidate has also moved roles to a role in a Student Union.

The Chairs have therefore concluded to pause filling the role in order to have a wider discussion with the Executive.

There are two main issues that need to be considered;

1) As it is up to HEIs to decide who their lead and named members are there is no scrutiny process applied by AMOSSHE. Therefore where leads and non leads put themselves forward for election there is no check and balance to ensure that the nominated person has the required breadth of experience to undertake the increasingly broad range of work required.
2) There is currently no official way of removing someone from the Executive if they technically remain eligible but have moved into a role that is not what the Executive consider eligible to carry out the duties

Articles of Association

The Articles refer to a Director being removed in the following circumstances;

14.1 The office of a Director will be vacated if the Director:

a) ceases to be employed by an organisation with Association membership for a period of more than three months, or their employing organisation ceases to be an Association member; or
b) becomes bankrupt or makes any arrangement or composition with their creditors generally; or
c) is considered by the Executive Committee to have become incapable, whether mentally or physically, of managing their own affairs and remains so for a period of at least three months and a majority of the other Directors resolve that their office be vacated; or
d) resigns their office by notice to the Association; or

e) is absent without permission from two consecutive meetings of the Executive Committee and it is resolved by a majority of the other Directors to remove them; or

f) is considered by a majority of the other Directors to have failed to uphold the principles as laid out in Executive Roles and Values document located in the governance section of the Association website www.amosshe.org.uk/governance.

There is nothing in the Articles which permit the removal of a Director who remains a named member but is no longer in a relevant role.

Rules of Association

The Rules refer to terms of service and note that it is normally the lead member but can be a named member.   As noted before, it is up to the HEI to define who they wish to have as lead and named member

AMOSSHE-rules-of-association-updated-March-2021.pdf

Terms of service and election of the Executive Committee

6.1 Only one representative per UK HEP member shall be able to stand for election as a chair or other directors, to propose or second nominations, or to vote in such elections. This will normally be the lead representative, although they may choose to delegate this to another person named within the organisation's AMOSSHE membership if they choose to. In the event that more than one individual from an institution submits a nomination or ballot papers for a single election, neither will be counted.

In terms of the recent removals – the Vice Chair post was straightforward as we were able to articulate that the new role was not compatible with the Executive Roles. In terms of the second post – the lead member of the new HEI was contacted for a view and confirmed that the new role was not comparable to being on executive (would not likely be considered as a named member of the new HEI).

AMOSSHE-Executive-roles-2022-24.pdf

Recommendation

The Rules of Associate are easier to change than the Articles therefore, should the Executive be in agreement, the most straightforward thing to do is review point 6 of the Rules
please see this text below with some highlighted suggested text for consideration:

'Only one representative per UK HEP member shall be able to stand for election as a chair or other directors, to propose or second nominations, or to vote in such elections. This will normally be the lead representative, although they may choose to delegate this to another person named within the organisation's AMOSSHE membership if they choose to. However, if they are not the lead representative they must be in a sufficiently relevant role to undertake the duties of a Director of AMOSSHE in the broadest sense. Approval needs to be given by the Lead member. Should an elected member subsequently change institution the new role needs to be sufficiently relevant in order to justify the member remaining on the Executive. The Lead member of the new HEI may be consulted to confirm.
In the event that more than one individual from an institution submits a nomination or ballot papers for a single election, neither will be counted.'

For Executive approval/discussion:
- AMOSSHE to consider the best mechanism to fill the final Executive Committee place.
- AMOSSHE to consider and agree changes to the Rules of Association to provide further clarity on the alignment of a members institutional job role and the activity and responsibilities of the Executive Committee.