

AMOSSHE Executive meeting minutes

20 March 2026 | National Office, London

Formal meeting time: 10:30 to 15:30

Attendees: Aleata Alstad-Calkins (AAL), Emma Bales (EBA), Chris Warrington (CWA), Andy Shanks (ASH), Keith Houghton (KHO), Paul Rossi (PRO), John Bloomfield (JBL), Emma Maslin (EMA), Julia Jean-Baptiste (JJE), , Ian Munton (IMU), Sammy Li (SLI), Tricia Wombell (TWO), Ann Duncan (ADU), Angela Scanlon (ASC) and Sarah Richardson (SRI),

Apologies: Sally Lambah (SLA), Jaimee Shan (JSH)

Minutes

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

1. Standing item: Reserved business

AAC welcomed Tricia Wombell (TWO) and Ann Duncan (ADU) to their first in-person Executive Committee.

2. Standing item: Minutes and matters arising

Minutes were passed as true and accurate records.

JBL went through the list of outstanding actions. These have been noted on the action log. It was agreed that the action log would be expanded to have a column with a deadline month for completion so the log can be assessed in priority order.

ACTION: JBL to amend the action log to include the additional deadline date column.

3. Standing item: Policy update

UK Parliament inquiry into young people's mental health

EMA asked for further feedback and clarification from the executive committee on some of the points that we being considered for the final draft of the AMOSSHE response to the inquiry. Executive members included a number of recommendations that have been included in the final report. In particular the section on accountability was discussed and amended to highlight best practice rather than regulatory guidance.

ACTION: EMA to amend the final submission to include the input from the executive committee and submit the response.

Office for Students statement of expectations

This item was pushed to a future agenda due to no new updates on the current position.

Involvement in external projects

EMA briefly summarised the requests for projects to the Executive Committee and opened the floor for questions.

Research study on preventing gender-based violence at universities

The executive agreed that this seems like a valuable project. It was requested that we should complete some due diligence on the lead academic to ensure we are comfortable with the approach and that we ask which other stakeholders are participating.

ACTION: EMA to complete due diligence on the lead academic and investigate other stakeholders in the project and report back to the executive committee for confirmation.

Religion and belief on the UKL university campus: Policy frameworks and lived realities

There was a general consensus that, given we do not get many research projects looking at these aspects that this is of interest. There are a number of questions/queries that need confirming before a final decision is reached.

- Can we get clarification on the title and therefore the range of the project? Religion and belief is very broad but does this include chaplaincy?
- Does this work include Northern Ireland?
- What is the timeline for the project?

Points for noting

EMA highlighted a few of the points for noting;

Benchmarking project

Executive and national office members met with Charles Knight from Advance HE to discuss some points from the initial one page summary of the project.

- There would be a number of stakeholders on the steering group including AMOSSHE with a working group to carry out the bulk of the work, this would mainly be Advance HE staff.
- Advance HE are going to fund the project and lead on it
- The scope is UK wide and ASH suggested that the steering group should have representatives from the devolved nations.
- This will be completed in the 2026-27 academic year
- There are a number of potential outputs from the project including case studies, project reports self-service toolkits
- We will have the ability to shape the project in more detail

AI intern

EMA reported back that the student who we offered the internship to has turned it down due to personal circumstances. Due to the time of the year and workloads we have paused this avenue for support temporarily while we look at how we may utilise this in the future.

Discussion and approval items: 13:00 – 14:45

4. AMOSSHE finances

JBL talked through the year end accounts main points to note. The executive noted that they were content with the accuracy of the finances but there were a few errors on the Directors list. The accounts were passed subject to the following changes:

- Directors names are corrected as per companies house
- Number of staff and directors are corrected

ACTION: JBL to get the year end accounts changes made and the forms out for completion

5. AMOSSHE membership fee and AGM agenda

Membership fee

The executive discussed the options laid out in the papers for the membership fee increases. The following were considered before making a final decision:

- Current sector challenges
- AMOSSHE increased costs including rent contract renewals, core service costs
- Member value from AMOSSHE services
- Ability for AMOSSHE to fulfil service requirements to members

It was agreed that the most sensible and balanced route for AMOSSHE was an increase of around 5%. The finalised details to be agreed and presented to members at the Annual General Meeting (AGM).

ACTION: JBL to finalise the membership figures and prepare the presentation for the AGM.

Annual General Meeting (AGM)

The overview points for the AGM were discussed and agreed by the executive committee. We will ensure there is adequate time questions on membership fees and we will present a brief year in review.

ACTION: JBL/TWO to develop the papers and presentation for the AGM.

6. Chairs meeting and National Office planning outcomes

A brief overview was provided of the chairs in person meeting and national office planning meetings.

7. Mentoring programme design day outcomes

IMU provided a brief update on the outcomes of the design day for the mentoring programme. Outcomes from the day included;

- An agreement that we move forward with a pilot project.
- A skeleton structure of the programme
- Next steps to move this forward

Executive members agreed with the outcomes from the day. The cultivate excellence group will be working through some of the logistics in a longer meeting to confirm next steps.

8. Cultivate Excellence and Influence our Sector updates

Both working groups gave a brief update as per the papers. There were no comments from executive members.

9. CPD update – model and structure

CWA presented the CPD structure for 2026-27. The suggested structure is the same as 2025-26 which includes 5 online half day events, 2 in-person events and 3 free online events.

The executive committee agreed to the structure of CPD for 2026-27.

10. Communications update

TWO and JJE presented an update on the current communication methods and outcomes. This included engagement levels with the PRCD portal, discussion groups and LinkedIn.

Points for noting and Any Other Business (AOB): 1500 – 15:30

AMOSSHE papers for noting

JBL gave an overview of the items for noting.

11. Risk register update

No questions

12. Membership update

No questions

13. Any Other Business (AOB)

None

AMOSSHE Executive meeting

20 March 2026 | Online teams meeting



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

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

Item	Title	Status	Presented by	Paper
1	Standing item: Reserved business	Discussion	Aleata Alstad-Calkins	
2	Standing item: Minutes and matters arising	Approval	Aleata Alstad-Calkins	25-26-23
3	Standing item: Policy update	Discussion	Emma Maslin	25-26-24

Lunch: 12:30 – 13:00

Discussion and approval items: 13:00 – 14:45

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

Item	Title	Status	Presented by	Paper
4	Finance year end accounts Finance management	Approval	John Bloomfield	25-26-25
5	Membership fees and AGM		John Bloomfield	25-26-26
6	Chairs meeting and National Office planning outcomes	Discussion	National Office Chairs	-
7	Mentoring programme design day outcomes	Approval	Leads	-
8	Cultivate Excellence and Influence our Sector updates	Discussion	Leads	25-26-27
9	CPD update – model and structure	Noting	Chris Warrington Jaimee Shan	25-26-28
10	Communications update	Discussion	Julia Jean-Baptiste Tricia Wombell	25-26-32

Points for noting and Any Other Business (AOB): 1500 – 15:30

Item	Title	Status	Presented by	Paper
11	Risk register update	Noting	John Bloomfield	25-26-30
12	Membership update	Noting	John Bloomfield	25-26-31
13	Any Other Business (AOB)	Discussion	Aleata Alstad-Calkins	

Executive policy update

Quick links

[Policy updates for discussion](#)

- [UK Parliament inquiry into children and young people's mental health](#)
- [Office for Students statement of expectations for disability](#)
- [AMOSSHE involvement in external projects](#)

[Policy updates for noting](#)

- [AMOSSHE policy and research work](#)
 - [AMOSSHE response to OIA consultation](#)
 - [Student services benchmarking project](#)
 - [Special issue in 'Perspectives: Policy and practice in higher education' journal](#)
 - [Policy and research intern](#)
- [UK and international legislation and policy updates](#)
 - [Office for Students strategic priorities grant consultation](#)
 - [Higher education mental health implementation taskforce](#)
- [Devolved nations legislation and policy updates](#)

Policy updates for discussion

[UK Parliament inquiry into children and young people's mental health](#)

The UK Parliament Education, and Health and Social Care Committees have launched a new inquiry into children and young people's mental health¹. It aims to understand the effectiveness of education providers in this area. Also, the barriers to partnership working between education and healthcare providers, and the roles each sector should play in improving young people's mental health.

¹ UK Parliament. (2026). Children and young people's mental health inquiry. Retrieved February 19, 2026, from <https://committees.parliament.uk/work/9627/children-and-young-peoples-mental-health/>

We're responding to the call for evidence on behalf of members. The call for evidence closes at 23:59 on Friday 27 March 2026. We've taken a similar approach to recent consultation responses in how we gather member opinions to inform the evidence we submit. This has involved gathering opinions at regional and national meetings, plus holding a one-off meeting for interested individuals to contribute.

At the one-off meeting, 25 people attended. 14 people filled out the survey designed to help us understand who's inputting into our formal policy responses. Of these, two-thirds of attendees were the lead member of their institution. Just under half of the attendees were at a Tier 3 organisation, although majority of our membership categories were represented at the meeting. Majority of attendees were senior student services leaders.

Question for the executive:

- EMA to give a verbal overview of the evidence we plan to submit at the meeting.
- EMA to ask the executive a series of questions at the meeting to further inform our response.

Office for Students statement of expectations for disability

On 26 February 2026, the Office for Students (OfS) announced it'll develop a [statement of expectations](#) for English higher education providers on their provision for disabled students. The statement will set out the minimum standard it expects providers to meet in the support they provide for disabled students. In October 2025, the OfS published an insight briefing on how providers could better support disabled students². It offers an indication of the principles that'll inform the statement.

The statement will be created in consultation with the sector and is set to be published and enforced in early 2027. The OfS would like to collaborate with the sector on what should be included in their statement of expectations, so they've

² OfS. (2025). One size doesn't fit all: Equality of opportunity for disabled students. Retrieved February 19. 2026, from <https://www.officeforstudents.org.uk/publications/one-size-doesn-t-fit-all-equality-of-opportunity-for-disabled-students/>

asked to run a workshop with our members at our National Conference to discuss this. We feel that this'll give members a good opportunity to engage directly with the OfS to share their views and concerns. In the meantime, the OfS has provided us with frequently asked questions about the statement that can be used to aid our conversations with members. They cover how the statement will intersect with the Equality Act 2010, how they envisage it'll intersect with existing frameworks and charters, and whether it'll become a condition of registration.

We understand that members will be concerned about the negative impact this will have on their workload, and we've already shared with the OfS member concerns that the statement will eventually lead to another condition of registration. We plan to send a formal letter to the OfS in Summer 2026 which outlines members' concerns and suggestions for the statement. It'll include key themes that arise in their planned workshop at National Conference.

Question for the executive:

- Are the executive happy with this approach to the proposed statement of expectations?

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AMOSSHE involvement in external projects

We've had two requests for our involvement in external projects. Information about each project, and the requirements for the National Office and Executive team where known are listed below. Both studies are dependent on research funding.

Research study on preventing gender-based violence at universities

Professor Chris Bonell (London School of Hygiene and Tropical Medicine) is applying to the National Institute of Health Research for the funding of a systematic review of international evidence on 'what works' in preventing gender-based violence at universities.

If we'd like to participate in this opportunity, we'd have to provide an email to say we're interested in the research, and have an executive member attend two stakeholder meetings.

Religion and Belief on the UK university campus: Policy frameworks and lived realities

This project aims to identify how religion and belief feature in university policy and practice in England, Scotland and Wales, and the consequent implications for freedom of religion and belief among students and staff. They'll undertake a survey of around 6,000 students conducted with survey company Savanta, analyse university policies, and conduct interviews and observations at 3 case study universities.

They're planning an extended analysis in the final phase of the project, involving a series of regional consultations/ workshops with people such as student services staff, chaplains, university managers, EDI or legal services staff. This, along with the findings, will inform recommendations and outputs for the sector.

They'd like to work with a select number of project partners for these impact activities and already have several bodies on board including HEPI (Higher Education Policy Institute) and the National Higher Education Chaplaincy Network. They're open as to what form such activities take. For example, there might be online or in-person events, production of a toolkit for chaplains and student services staff, online resources, and so on. They're also working on plans to produce podcasts and a short film to communicate their findings to a wide audience of stakeholders.

Question for the executive:

- Based on the project(s) content and time requirement, does the Executive believe we should participate in these opportunities?

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Policy updates for noting

AMOSSHE policy and research work

AMOSSHE response to OIA consultation on tackling harassment and sexual misconduct

On 6 February 2026, we responded to a consultation for a draft section of a framework for providers who design and operate procedures to respond to incidents of harassment and sexual misconduct. The Office of the Independent Adjudicator for Higher Education (OIA) opened a consultation seeking feedback for a new section in its Good Practice framework³. The consultation sought the opinions of the sector to ensure the framework helps providers develop and follow fair processes, and to serve as a tool to evaluate procedures.

As we represent professionals who design, manage and implement practices that tackle harassment and sexual misconduct, we sought the views of our members during various feedback sessions. Our response⁴ mainly endorses the introduction of the framework, although we recommend greater clarity, defined roles, and additional case studies.

Update for the executive:

- The executive are welcome to share our consultation response with their colleagues and the wider sector.

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Student services benchmarking project with Advance HE

³ OIA. (2025). Consultation – handling reports of harassment and sexual misconduct. Retrieved 20 January 2026, from <https://www.oiahe.org.uk/resources-and-publications/good-practice-framework/consultation-handling-reports-of-harassment-and-sexual-misconduct/>

⁴ AMOSSHE. (2026). Handling reports of harassment and sexual misconduct: consultation response. Retrieved February 19, 2026, from <https://www.amosshere.org.uk/resource/handling-reports-of-harassment-and-sexual-misconduct-consultation-response.html>

We're waiting for more information about the project. Advance HE are meeting with GuildHE as another collaborative partner, and we know they've also spoken to UUK.

We've been sent a [one-page summary](#) of the project. We've made comments on the document, ready for further conversations with Advance HE. The comments request further clarity about the project deliverables and outputs.

Update for the executive:

- JBL/EMA to provide a verbal update on any further information about the project.

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Special issue in 'Perspectives: Policy and practice in higher education' journal

At the [October 2025 Executive meeting](#), the Executive committee agreed on the following process for recruiting articles for the AMOSSHE special issue. Below provides a proposed timeline for the journal for the remainder of the academic year.

Date	Action	Notes
February to March 2026	Review National Conference proposals that have expressed interest in submitting an article, based on their proposed conference session.	If there's an article suited to submission for the journal, but isn't selected to present at National Conference, they'll still be considered for the special issue.
March to May 2026	Approach authors from Pivot articles published before the journal issue callout (the first two editions).	The articles will need to fit specific criteria that avoid self-plagiarism. The content will also need to be substantially different from the content in their Pivot article.
	Review Winter Conference sessions and reach out to any speakers.	

Summer 2026	Host an open call with AMOSSHE members through the newsletter, and advertisement at monthly member discussions and regional meetings.	
	If necessary, extend the call publicly via our wider contact email list, and on LinkedIn.	

At the time of writing, 16 National Conference proposals that had ticked the box on the submission form are eligible for the special issue theme.

Update for executive:

- SLI and EMA will review the eligible proposals in March/April 2026.

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Policy and Research intern

The second successful candidate has declined the internship due to their extenuating circumstances. At this stage we will pause our internship hiring processes. We hope to pick this up again in Summer 2026 where we'll revisit the organisation's needs and what would be of value for an intern to undertake in their role.

Update for executive:

- National Office will pause internship recruiting until a later date.

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

Office for Students strategic priorities grant funding review

We've received intelligence that the Office for Students (OfS) plan to open a consultation about how English providers allocate and use the Strategic Priorities

Grant⁵. The consultation will cover how the funding is allocated for mental health and student wellbeing.

We've previously spoken to the Department for Education about how our members use the strategic priorities grant to fund their services. This was discussed at the November 2024 Executive Committee meeting⁶. The consultation is expected to open for responses in late Spring/early Summer 2026.

Update for executive:

- EMA/JBL to speak to sector colleagues for further information about the planned consultation.
- EMA to liaise with members to inform consultation response accordingly.

Higher education mental health implementation taskforce

The Higher Education Student Support champion has sent a letter to vice-chancellors across England to set out the taskforce's priorities and ask for further support for the work. The letter details information about an upcoming survey for Vice-Chancellors, which aims to understand how providers have captured data on students who have required mental health or wellbeing support during their studies. The Student Support Champion is also asking for information on their institution's intervention approaches, risk and critical incident reporting.

This is part of the taskforce's wider remit to investigate ways in which to make the sector accountable for student mental health.

Update for executive:

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

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⁵ OfS. (2025). OfS receives funding guidance for 2025-26. Retrieved February 20, 2026, from <https://www.officeforstudents.org.uk/news-blog-and-events/press-and-media/ofs-receives-funding-guidance-for-2025-26/>

⁶ AMOSSHE. (2024). AMOSSHE executive meeting November 2024. Retrieved February 20, 2026, from <https://www.amosshe.org.uk/resource/amosshe-executive-meeting-minutes-november-2024.html>

Devolved nations legislation and policy updates

No updates at this time

AMOSSHE Finances

Year-end accounts

Please view the final year end accounts for 2024-25 here:

These accounts show a loss of £42,698. Our initial budget was a profit of £48.17 and expected losses of £45,000 by the end of the year through our management accounts.

We experienced losses to Conference, CPD and Sponsorship whilst struggling with rising costs for services in particular. This was the first year in which we saw the impact of the changes happening within the HE sector.

As a result we made significant changes to our budgets for the 25-26 year to enable us to remain stable as an organisation whilst seeking to maintain our services to members.

Key aspects of the year end accounts to consider:

- We had more money in the bank at the end of the year in 2025 than we did in 2024. This is due to starting the member renewals process earlier than the year before. Enabling a more fluid bank balance, we intend to do the same this year.
- We will not be liable for any corporation tax this year, we may be in line for a small rebate.
- CPD (not including national conference) made more money in 2025 than in 2024.
- Costs for all services continue to rise, this is not expected to stabilise next year. We will need to ensure that we are covering service costs for increases of around 3%.

Finance management report

You can view the figures for the most recent finance management report to the end of February 2026 here:

The report indicates that AMOSSHE is doing well in all areas. CPD is behind at the moment due to the winter conference income. This has been discussed at previous meetings.

We are ahead on membership fees at the present time, due to the changes in % VAT amendments we may find that we are ahead of target once the year end accounts have been finalised.

At the present time we are focussed on achieving strong attendance figures for the final CPD events of the year including national conference.

AMOSSHE membership fee and AGM

Membership fee agreement for 2026-2027 membership year.

Please see below some considerations for the membership fee for the coming year. At the executive meeting in March 2025 we discussed setting an expectation with the membership that we will look to raise prices in line with inflation as a standard and any deviation from this would be brought to the membership for consideration and voting. In order to implement the changes the membership will need to vote on the change to the rules of association to make this part of the usual operations. The below table provides the most common forms of rate of inflation that we can use as our benchmark for annual price rises.

- CPI (Consumer Prices Index) – most common in the UK (currently 3%, year average 2.5%)
- CPIH (CPI including housing costs) – recommended by the UK Office for National Statistics (currently 3.2%, year average 3.9%)
- RPI (Retail Prices Index) – still used by some organisations but no longer an official “national statistic” (currently 3.8%, year average 3.8%)

In addition, we will need to decide how we want to implement an inflation increase. There are two usual ways to do this:

- 1) Use a set point in the year to benchmark against, for AMOSSHE it would seem sensible given the time of year to set this as January.
- 2) To average the past years monthly inflation rates to get an average %.

To set this into context the below table includes the January inflation rate of 3.2% based on the CPIH and the yearly average rate of 3.9% based on the CIPH.

Member category	Members	Current	3.2% increase		3.9% increase		5% increase		7% increase	
Small & Specialist	41	£510	£526	£15	£530	£26	£536	£26	£546	£36
Tier 1	31	£840	£867	£25	£873	£42	£882	£42	£899	£59
Tier 2	59	£1,050	£1,084	£32	£1,091	£53	£1,103	£53	£1,124	£74
Tier 3	43	£1,250	£1,290	£38	£1,299	£63	£1,313	£63	£1,338	£88
International	10	£575	£593	£17	£597	£29	£604	£29	£615	£40
Corporate	1	£1,700	£1,754	£51	£1,766	£85	£1,785	£85	£1,819	£119
Non-profit	3	£965	£996	£29	£1,003	£48	£1,013	£48	£1,033	£68
Individual	5	£415	£428	£12	£431	£21	£436	£21	£444	£29
Student	3	£65	£67	£2	£68	£3	£68	£3	£70	£5
Additional	450	£115	£119	£3	£119	£6	£121	£6	£123	£8
Income		£194,551	£200,778		£202,139		£204,279		£208,170	
Difference			£6,227		£7,588		£9,728		£13,619	

Annual General Meeting (AGM) agenda

To ensure that we are quorate it would be prudent to reduce the length of it as much as possible. Therefore it is suggested that the meeting lasts no longer than 45 minutes and includes the following:

- 1) Minutes and matters arising
- 2) Year end accounts
- 3) Proposed member increase and change to rules (all in 1 agenda point but with 2 voting aspects required)
- 4) Election results

5) AOB

Executive discussion/approval:

- 1) That AMOSSHE will move ahead with asking members to approve a set inflationary increase to membership fees each year
- 2) A decision is made on the inflationary index utilising and the method in which this is going to be calculated.
- 3) A rate increase is agreed for the upcoming year
- 4) That the AGM agenda is agreed as laid out in this paper in preparation for the meeting

Strategy progress status update: Strategy oversight

Date: March 2026

Summary update:

The group has met to initially discuss the project starts and how to monitor each of the workstreams. Once the workstream actions have been agreed the strategy oversight group will seek to ensure that activities align to the strategy and consider how best to report this to the membership.

The below table indicates the start positions for each of the workstreams.

Terms of reference:

Strategy enablers and living values:

Value	Impactful	What is the purpose / impact of what we're doing, and how does it relate to our strategic aims?
Value	Collaborative	Who do we need to work with? Are we establishing strong connections and partnerships, with other stakeholders in the UK and abroad?
Value	Supportive	Are we engaging everyone in our community (considering diversity and wherever they are on their professional journey)?

Enabler	Using technology and data	Is what we're doing clearly informed by expertise / data / evidence / using the right technology to have the most effective impact?
Enabler	Sustainable (financial and environmental)	Are we being sustainable in what we're doing, both in terms of our own resources and protecting the planet's resources?
Enabler	Using data to measure impact	How are we measuring the impact of what we are doing?

Progress status:

RED: None or little progress

GREEN: On track

AMBER: Making progress but timelines

BLUE: Not started

Status	Task	Area of work	Aim short code	Progress update	Deadline for completion
AMBER	Cultivate Excellence	Advance HE benchmarking	CE3	Waiting for a meeting with Advance HE to consider next steps. CE group agreed that AMOSSHE should be involved in the project but extent and direction are to be agreed.	September 2026
GREEN		CPD development	CE1	Confirm structure and number of CPD events for the following year and consider how we can ensure that we are aligning these to the PRCD portal more deliberately.	October 2026

Status	Task	Area of work	Aim short code	Progress update	Deadline for completion
		The Pivot	CE2	The second edition was published in February and has been well received. It has fewer articles than in the first edition – 7 articles and 1 video. After one month the open rate is already greater at 63% than the first edition, which has been available since August 2025. For the next edition we plan to look at improving it's AMOSSHE brand messages.	Edition 3 to be published in March.
	Influence our Sector	OfS networking	IOS1	Ofs has asked to be part of the National Conference in July to talk to members about the new statement of expectations on Disability	July 2026
		HEMHIT / DfE	IOS3	HEMHIT will continue and we will shape some of the agenda, being asked for more of our time for DfE related work.	October 2026
		Stakeholder engagement plan	IOS1	This is being updated when details change, this enables us to have a snapshot of engagement across the sector as and when needed.	Ongoing
		International engagement initiatives	IOS3 EOC3	A process is being put together to assess international opportunities and prioritise these based on potential impact to AMOSSHE and our members.	Ongoing
		Medr	IOS1	Medr consultation is closed, outcomes due before August. Recently had a meeting with Welsh govt as well to introduce ourselves and our work.	Ongoing

Status	Task	Area of work	Aim short code	Progress update	Deadline for completion
		FE-HE transition	IOS2	Considering an approach to the FE student support champion to look at areas of transition from FE to HE and how we can work more closely together.	July 2026
		Collaborative connections	IOS1	Seeking to align work around mental health and where we can collaborate and bring interested parties together. Currently lines of consideration: NHS, sector MH work, Wales MH partnership, HEMHIT	Ongoing
	Empower our Community	Discussion groups	EOC1 EOC2	We are into the second phase of the Group Discussions launch. With a decision to be made in time for the new year – July 2026 on the final Jisc list group that we have running. The Discussion Groups have been reviewed and soft launched to members.	July 2026
		Mentoring programme	EOC2	The project will start off with a 'design day' which will enable us to understand how we move forward with this work and agree the type of mentoring we can provide.	TBC

AMOSSHE CPD Update

This paper contains two main themes; feedback on the AMOSSHE events so far including the Winter Conference and Membership structure and event types for the 2026-27 CPD year for approval.

Feedback introduction

It was a good approach to launch the full series of the CPD in advance. The result of this is that we have bookings across the series of CPD events.

While the Winter Conference did not meet financial targets, it did not make a loss. The event has received excellent feedback with overall ratings at 4 or 5, and worth also noting that value for money was also rated 4 or 5 by everyone who completed the form. (See a summary feedback comments below.)

Future Events

- Looking ahead, CPD6 HEMHIT has proved challenging to put together a programme, but the contributors we do have confirmed are hugely knowledgeable and positive about taking part. We are still hopeful that some of the people we have approached, particularly around case studies, will come through for us.
- The Roehampton presenter, Luke Davey, who was unable to attend the Winter Conference to do a session on Data Engagement has agreed to re-schedule, and that event will now take place at the end of April. This event will only be available to those who attended the Winter Conference.
- The National Conference has benefited from the Earlybird discount campaign, with 62 people taking advantage of the offer. JSH's work on Sponsors has been tremendous, with all the Partner and Corporate spots already confirmed. There are only two charity spots remaining and we may plan to offer those to Corporates, as conversations are ongoing with a couple of potential sponsors.
- The Call for Proposal submissions was strong, 58 submissions in total, with a good third of these arriving in the last few days before the deadline closed. While this number of actual submissions is more than last year, it is not quite as many as the 60 received in 2024. The review of the submissions took place on the 10-11 March in Newcastle, and we've been able to whittle them down to what we think will make an engaging three days. Work is ongoing to plot the

programme across the personas so that all sections of the membership have a good professional development experience.

Completed Events

Events	Date	Bookings
CPD4: AMOSSHE Winter Conference,	13 Feb	133, In person
CPD3: Supporting yourself, your colleagues and future part 1	19 Nov	165, Online, free
CPD2: Beyond compliance; tackling sexual harassment at universities across the UK	5 Nov	58, Online
CPD1: Preparing university staff to respond to student deaths, including suicide	15 Oct	67, Online

Upcoming CPD

Event	Date	Bookings
CPD5 Supporting yourself, your colleagues and your future (part 2)	18 March	148
CPD6 HEMHIT outputs: developing compassionate and data-driven wellbeing services	26 March	27, Online
CPD7: A holistic approach to embedding reasonable adjustments in higher education	15 April	5, Online
Winter Conference: Roehampton Analytics	29 April	Online
CPD8: AI: the new member of your Student Services team?	6 May	7, Online
CPD9: Supporting yourself, your colleagues and your future (part 3)	20 May	47, Online, Free
CPD10: National Conference	1-3 July	64, In Person

Feedback on the Winter Conference

The response rate was just over 14% when all attendees are included; and is at a respectable 27% for Student Services professionals.

Overall Event Experience

- **Event ratings were very high**, with most people scoring **4 or 5 out of 5** – including value for money.
- Delegates repeatedly described the event as:
 - *“Fantastic and inspirational”*
 - *“Thought-provoking”*
 - *“Great combination of keynotes and sessions”*
 - *“Impeccably organised”*

Key Learnings / Takeaways

Frequent themes:

- **Systems thinking** – especially implementation and prevention.
- **Data quality and improvement** – from poor to good data collection.
- **Effective student engagement and communications.**
- **Sector-wide challenges and similarities.**
- **Understanding student expectations and how services should adapt.**
- **WIIFM (What’s in it for me) framework** — highlighted by several attendees.
- Peer learning from **Manchester Met, Balliol College**, and **European partners** was especially valued.

Additional Comments

Themes include:

- Praise for staff and organisation.
- Enjoyment of tours and university visits.
- European-wide collaboration appreciated; some suggested involving **American partners** too.
- Requests to repeat split sessions later in the day to allow all attendees to join everything.

Future Topic Suggestions

Common areas requested: Retention and continuation; Streamlining processes / service design; Systems thinking (more); Data collection improvement.

Influencing senior leaders; Bullying; Effective student communication models.

CPD structure for 2026-27

The CPD development group met and discussed the balance of events, income and feedback received so far across the year when considering the draft structure for the events schedule for the 2026-27 membership year.

Overall, the team are keen to keep the current structure in place, it provides a balance of in-person opportunities at key points in the year, with online specific areas of learning throughout the year at good intervals for the team to manage and promote.

The structure will include:

- 3 online events before Christmas
- 5 online events post Christmas
- 2 in-person events (Winter Conference and National Conference)
- 3 of these online events we are aiming to be free online events for members (we will look to alternative topics to cover at these)

Whilst the biggest challenge this year has been attendance to the in-person Winter Conference event in Manchester there are clear benefits in keeping the structure of the event. The team will be seeking different models to reduce costs for members to attend and reduce risk to AMOSSHE in the event that attendance is not as high as our budget targets.

For an idea of timings of CPD across the year please see the list of completed and up-coming events above, this will likely look similar for the following year. We will also seek to ensure there is space for sponsor webinars if we are approached for this opportunity.

Executive discussion/approval

1. For the executive to agree the number and structure of CPD events for the 2026-27 academic year.

Risk Register update

The risk register for AMOSSHE has had a brief update on the action and outcomes from the beginning of the year. The new plan for online security has been added.

Please view the risk register overview here:

Any updates have been highlighted in yellow for convenience.

JBL will be going through this with EBA and making amendments where appropriate.

Membership update

Membership level	December 2025	March 2026
Small and specialist	40	41
Tier 1 organisation	29	31
Tier 2 organisation	59	59
Tier 3 organisation	42	43
International organisation	10	10
Corporate organisation	1	1
Individual member	5	5
Non-profit organisation	3	3
Student member	2	3
Additional members		450
Total organisations	184	194
Total members	884	902

These organisations have joined the membership:

- RCSI – University of Medicine and Health Sciences Ireland

These organisations have left the membership:

- SUMS consulting - Corporate
- London Academy of Music and Dramatic Art – Small and specialist
- Brain in Hand – Corporate
- Rose Bruford College – Small and specialist
- Royal Academy of Music – Small and specialist
- London School of Architecture – Small and specialist
- Lincoln Bishop University – Small and specialist
- St Georges, University London – now part of City, University London
- University of Galway
- Arts University Plymouth

GDPR update

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

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

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

Communications and engagement update

Cultivate excellence

The Pivot

It's early days in the lifecycle of our online magazine, The Pivot, and we can already see a growth in readership and the length of time spent reading the publication between the first and second edition.

For the third edition, the focus will be on ensuring that AMOSSHE's brand identity is more present in the issue, and that it clearly links to other services that AMOSSHE provide, as well as the digital communications channels. The submissions period for the third edition closed on 11 March, and the interest in being in the publication is greater than for the previous editions.

Professional recognition and career development portal

While the PRCD project was paused, 150 individuals signed up to receive updates for new resources. Of note, over the past few weeks there was an uptick in visits to the portal. Over the next few months, the plan is to ensure there's cross-promotion of the portal, particularly when promoting our professional development events.

CPD

Full detail of the CPD update is in the event section of the paper for the meeting. From a communications perspective, we need to consider how we develop messaging that asserts AMOSSHE brand identity to ensure members understand why the organisation and our events are a key part of their professional development.

Empower our community

Discussion groups

Phase two of migrating our members to discussion groups is underway. All discussion groups have been updated, teasers and overviews revised and certain topics were merged. By default, we've added all members into the groups to give them an opportunity to engage with the groups, and if they wish to do so, they can remove themselves from groups that do not interest them.

There are currently:

- 1 project impact group.

- 10 national / regional groups.
- 11 topic discussion groups.

The plan is to set up a small focus group of members for occasional check in to review and advise on the group discussions with us. We are still determining the closure date of the final Jiscmail list.

Engagement

The organisation's member retention remains high (over 90%), with cancellations of membership from the core membership of HEIs in the single figures. We acquired one new member (non-members) during this renewal period.

Retention and 'acquisitions' - attracting new members, will need to be key elements of our communications and improving messaging around Welcome/Onboarding and finding ways to share and celebrate membership will become part of the developing engagement strategy.

Influence our sector

Policy

The policy working group is currently prioritising outputs from the Taskforce and ensuring that our members are staying up to date with any regulation around tackling harassment and sexual misconduct. Through a communications and engagement lens, it's key that we track the participation from our members when responding to policy-related communications. In February 2026, over 200 people volunteered to share their views on emerging topics from the sector. We'll be focusing on tracking participation, so we can highlight the impact of the meetings, and potential outcomes from them. It's of value to highlight the meetings as it's a benefit of being a member, and it gives us an opportunity to demonstrate the community-effect of our membership.

Recent meetings:

- 32 participants for a meeting about student training related to the E6 condition, took place on February 6 2026.
- 45 participants for a meeting on support to study, took place on February 16 2026.
- 71 participants for a meeting about assessing student risk, took place on February 25 2026.

To support EMA's work, we'll be developing key messages for the relevant target audiences to affirm the benefits of sharing their expertise for consultations. The key messages will highlight the benefits of being a member and the impact of AMOSSHE work.

Communications & engagement: points to note

Elections: We are running a members-led campaign to encourage members to put themselves forward for the Executive. The campaign will highlight the benefits of being a member and getting involved with the organisation. The response to the campaign launch, started on 17 March 2026, has been positive.

Social media: LinkedIn is our only social media channel, JJE has increased our follower count to 2,724. That's an increase of 32% since March 2025; and a 96% increase since we started tracking LinkedIn in March 2024. We're looking to better understand our followers on the LinkedIn channel to help improve the messaging since we're also transitioning to a 'members-owned' channel with discussion groups.

Website: We are planning to start tracking user behaviours to understand drop offs, so we can craft better user-friendly journeys for our members. To do this we'll be looking at using Google Analytics statistics to inform our next steps.

Executive guidance of communications: We will reinstate the Communications development group, starting with a meeting on 24 March 2026. The meeting will include updating the terms of reference, discussing strategies and tactics for our upcoming projects, and agreeing on the frequency of meetings.