

AMOSSHE Executive meeting minutes

24 October 2025 | AMOSSHE National Office

Formal meeting time: 10:30 to 15:30

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

Apologies: Michelle Scop (MSC)

Minutes

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

1. Standing item: Reserved business

None recorded

2. Standing item: Minutes and matters arising

Minutes were passed as a true and accurate record

Outstanding actions:

No 42: Ongoing

No 4: Ongoing

No 7: Complete

No 11: Ongoing, reporting in January 2026 meeting

No 14: Ongoing

No 17: Ongoing

3. Standing item: Policy update including AI intern EMA

Office for Students (OfS) survey data

Executive members suggested a number of areas we want to ensure are included in the letter we are looking to send back to OfS regarding the outcomes of the sexual misconduct survey data collection. This includes sending out wider and more succinct datasets so all members can access some data, formally ask them about their intentions are for the data now and longer term, challenges in utilising National Student Survey (NSS) as a conduit for completion of the survey.

ACTION: EMA/JBL to add these to the formal letter to be sent out. This will be sent out later in the academic year.

Requests for how to present the data

The Executive discussed how we might want to see the data to be presented that might be helpful, this included; by region, disability type, academic departments and through sector level (size of institutions, campus v city based)

Special issue journal in perspectives

The Executive agreed they were happy with the theme and want to confirm if this is UK and can have international submissions. It was agreed some international submissions would support the theme for the journal well.

ACTION: EMA to explore whether journal is UK only. If not, we should consider how we encourage Europe/American submissions, given that our winter conference is in partnership with EUCA.

Tackling harassment and sexual misconduct case studies

Executive members fed back their thoughts on the project to collate case studies on harassment and sexual misconduct and why members were not as receptive as we expected. A number of thoughts came up which will be logged for future projects of this type.

Points for noting

A brief verbal update was given on the points for noting.

ACTION: JBL to ask at next HEMHIT meeting about the broken link to the case studies for compassionate communications.

4. CPD programme discussion JSH, CWA

Executive members discussed potential sessions and lead members for remaining events for the year. These were noted and will be prepared for the CPD leads from CPD5 onwards.

ACTION: JSH to ensure potential leads and ideas for each CPD session are passed on to the leads in the initial meetings list.

ACTION: EMA to access LASER notes from their meeting in June 2025 for useful information on AI and student services.

5. Finance Update JBL

JBL talked through the finance management report and the changes to the colour coding system we have recently implemented.

Executive members asked if we would consider putting our reserves into a higher interest account to claw back some of our lost interest.

ACTION: JBL to investigate higher rate accounts to generate further interest in savings.

We are currently working towards a break even budget for the year but there are some big variables that will determine our end of year position, mainly at the present time; member retention, CPD event attendance (in-person events are the highest risk), appetite for sponsorship. We have been more risk adverse than last year and reduced expectations around CPD and sponsorship in particular but it is hard to determine how this will play out across the year.

6. Strategy outcomes

EMA presented the strategy outcomes report leading on from the initial draft from the July residential meeting and asked for comments from the executive to support how we manage the final draft of the report.

We will be looking at producing this as an annual report, ideally 4 pages maximum.

We may look at utilising testimonials in the report to demonstrate member value and context

We will ensure that it aligns with the strategy report.

We discussed the variation in regional/national group meetings attendee numbers. JBL explained that the membership for North is for all members as per their decision to keep this an open group. Regional groups will need to be looked at further in future activity to see how we can ensure they are engaging and relevant to more members.

ACTION: EMA to liaise with ASC regarding Northern Ireland meetings

ACTION: EMA to use feedback from the Executive Committee to create a member-facing report with the findings to be published in spring 2026.

7. Representation of AMOSSHE

Executive members discussed the current structure for completing feedback from meetings where we are representing the membership and the process and reasons for the current system. It was agreed that we will continue with the current arrangement with minor amendments.

- Even if we can't provide the detail of the meeting due to confidentiality we can still inform the membership that we attended a meeting that would be relevant to their work.
- We will explore the use of an online form that can be completed for feedback to make it as easy as possible to feed back quickly and efficiently,

ACTION: National Office team to explore the use of a form to gather representative feedback from Executive members.

8. Influence our sector – engagement priorities JBL

JBL presented the current thinking on those people/organisations that AMOSSHE should be prioritising proactive engagement with which will maximise outcomes for members. Executive members fed back on these and suggested some slight amendments.

- We should ensure we look to engage with the FE student support champion and consider proactive work around FE/HE transition.
- We need to ensure that we are explaining the risk that members are holding in respect to students with mental health conditions who should be within the NHS care system.
- We should consider engaging with NHS directly on some of these issues to ensure that the direct message from our members is not getting lost.

The influence our sector group will consider the points above when strategy work comes back online at the end of January.

9. Empower our community – discussion groups campaign

JJE presented on the current plan and timeline to transition into our discussion groups. This was well received however Executive members are conscious on how easy it currently is to use JISMAIL and we should be mindful in how and when we do this.

ACTION: Executive members to send suggestions to JJE regarding how to engage members with discussion groups.

10. Operations update (including membership update)

There were no points of action.

11. AOB

None.

AMOSSHE Executive meeting

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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	Sarah Sweeney	
2	Standing item: Minutes and matters arising	Approval	Sarah Sweeney	25-26-08
3	Standing item: Policy update including AI intern	Discussion	Emma Maslin	25-26-09

Discussion and approval items: 12:30 – 14:45

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

Autumn policy update

Quick links

[Policy updates for discussion](#)

- [OfS sexual misconduct survey](#)
- [Special issue in 'Perspectives: Policy and Practice in Higher Education journal'](#)
- [Tackling harassment and sexual misconduct case studies](#)

[Policy updates for noting](#)

- [AMOSSHE policy and research work](#)
 - [AI intern](#)
 - [Wonkhe podcast](#)
- [UK and international legislation and policy updates](#)
 - [Higher education mental health implementation taskforce](#)
 - [Hillsborough Law](#)
 - [Change to UK immigration rules](#)
 - [Lifelong learning entitlement and alternative student finance](#)
- [Devolved nations legislation and policy updates](#)
 - [Scottish government ministerial change and consultation on part-time, distance and disabled students](#)
 - [Medr condition of registration on staff and student welfare](#)
 - [Northern Ireland student finance](#)

Policy updates for discussion

[Office for Students' sexual misconduct survey](#)

On 25 September 2025, the Office for Students published the results of the sexual misconduct survey¹. We were given prior access to the data, and attended a meeting with OfS staff about the main findings and their plans for dissemination across the sector.

We shared the findings from the survey with members in our newsletter. As well, we published a briefing which provided a summary of the survey findings and key implications for members' practice².

¹ OfS. (2025). OfS publishes new data on the scale of sexual misconduct in English higher education. Retrieved October 14, 2025, from <https://www.officeforstudents.org.uk/news-blog-and-events/press-and-media/ofs-publishes-new-data-on-the-scale-of-sexual-misconduct-in-english-higher-education/>

² AMOSSHE. (2025). The implications of the Office for Students' sexual misconduct survey for Student Services. Retrieved October 15, 2025, from <https://www.amosshe.org.uk/resource/the-implications-of-the-office-for-students-sexual-misconduct-survey-for-student-services.html>

We've previously written to the OfS with members' feedback on the sexual misconduct survey during its implementation in Winter 2024³. The letter highlighted members' concerns and points for learning for future iterations of the survey.

The OfS welcome feedback on the how the data has been presented to the sector. They're also happy to receive additional comments that could inform future iterations of the survey.

We feel it'd be useful to write to the OfS which highlights some of the feedback we've already received from members regarding the survey data. This includes the difficulties some members have had in viewing their data, plus the gaps in data received by providers as a result of low response rates. Members have also told us they'd like to see the data presented in alternate ways. For example, to be split by region, and by breaking down further by disability.

Questions for executive:

- What other points would you like us to include in our letter to OfS?
- Are there any other ways you'd like the data to be presented?

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

At the July 2025 executive committee meeting, it was agreed to develop an AMOSSHE special issue for the journal 'Perspectives: Policy and Practice in Higher Education'. The academic journal aims to inform and challenge higher education professionals, both within the UK and internationally. They publish academic material designed to enhance knowledge of academics and practitioners within higher education.

Timeline

We're waiting for a timeline to be drafted for us, but we anticipate the issue will not be published until late 2027. This timescale is usual for academic publications.

Editing the journal

At a previous exec meeting SLI expressed an interest in co-editing the special issue with EMA. SLI's experience in reviewing and editing academic articles for journal submission will be valuable during the process. It may be helpful to recruit a third reviewer, but this'll be assessed when we're further along the process.

Theme

We're proposing that the special issue uses the theme of our Winter Conference: 'the Student Services effect'. The articles will demonstrate the importance of

³ AMOSSHE. (2025). OfS sexual misconduct survey: AMOSSHE letter. Retrieved May 20, 2025, from <https://www.amossh.org.uk/resource/ofs-sexual-misconduct-survey-amossh-letter.html>

student services in developing inclusive, responsive and resilient university communities. We believe that this is sufficiently broad to encompass a wide range of articles. It'll also fit with our recruitment process.

Proposed recruitment process

We'll assess the proposals of those interested on criteria which'll include theme fit, and type of article the proposal would be best suited to produce.

We plan for a multi-phased recruitment process which'll adapt depending on the number and quality of article proposals received:

1. Participants who submit proposals for the AMOSSHE National Conference 2026 will have the option to express interest in submitting an article based on their proposed conference session. Proposals open on **Wednesday 19 November 2025**, and close on **Friday 20 February 2025**. 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 submitting to the special issue.
2. We'll approach authors from Pivot articles that have been published prior to the journal issue call out (the first two editions). The articles will need to fit specific criteria that avoids self-plagiarism. The content will also need to be substantially different from the content in their Pivot article.
3. We'll review our Winter Conference sessions and reach out to any speakers.
4. We'll host an open call with AMOSSHE members through the newsletter, and advertisement at monthly member discussions and regional meetings.
5. If necessary, we'll extend the call publicly via our wider contact email list, and on LinkedIn.

EMA has also recently met with David Gilani (2025 Winter Conference keynote speaker) who has recently co-edited a special issue for this particular journal for advice and guidance on the process of curating a special issue.

Questions for the executive:

- Is the executive happy with this theme and approach to recruiting articles for the journal?
- Does the executive have any other questions regarding the project at this stage?

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Tackling harassment and sexual misconduct case studies

In Spring 2025, we launched a call for members to submit how they're tackling harassment and sexual misconduct⁴. This was designed to support our English

⁴ AMOSSHE. (2025). Examples of practice in tackling harassment and sexual misconduct. Retrieved October 15, 2025, from <https://www.amosse.org.uk/latest/share-your-expertise/examples-tackling-harassment-and-sexual-misconduct.html>

members in particular to address the Office for Students' E6 condition of registration.

We've received a total of 12 case studies. These are tagged by area of interest, relating to the E6 condition⁵:

- Student training
- Staff training
- Comprehensive source of information
- Student-staff relationships
- Reporting and investigations
- Student support

We broadened the submission criteria to allow members to submit information in whichever format they'd prefer to increase the likelihood of submissions. This included links to external webpages, and scope to upload documents.

We'd planned to create a report which summarised the common approaches across the case studies provided. This wasn't possible because the spread of case studies across the areas of interest was uneven. For example, only 2 case studies related to the single comprehensive source of information. As well, broadening the scope for submissions to the case studies meant that the information contained in each area was difficult to compare in order to highlight top-level themes.

Questions for the executive:

- What reflections should we take from this project?
- If we were to undertake a similar project in the future, how could we increase the submissions?

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Policy updates for noting

AMOSSHE policy and research work

AI intern

At the July 2025 executive residential, AI use within Student Services was identified as a key opportunity for AMOSSHE to further explore and support members to navigate.

We worked with AMOSSHE Chairs to put together a proposal to recruit a UKRI-funded (or equivalent) PhD student for a three-month internship exploring the use of artificial intelligence in higher education within Student Services. They'll

⁵ AMOSSHE. (2025). Tackling harassment and sexual misconduct. Retrieved October 15, 2025, from <https://www.amossh.org.uk/resources/case-studies/tackling-harassment-and-sexual-misconduct.html>

take the lead on designing the project, including conducting primary research and analysing the findings. The research will then be presented as part of our May CPD event 'AI: the new member of your Student Services team?'⁶

This is at no additional cost to the organisation, as UKRI-funded PhD students have access to placement funding which'll cover any accommodation and travel costs relating to the placement, in addition to their normal stipend. We're keen to ensure that this is an opportunity for any funded PhD student in the UK, so the opportunity is advertised as a hybrid position. We'll have a conversation with the successful candidate to determine any in-person travel required. We'll ask them to attend the March 2026 executive meeting to provide them wider experience

Applications opened for the role on 14 October 2025⁷. They'll close on Monday 10 November.

Update for executive:

- The executive committee are encouraged to share this opportunity with their own institutional networks for further advertisement of the programme.

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Wonkhe podcast

On 12 September 2025, EMA was a guest speaker on the Wonkhe podcast. Along with Ben Vuillamy, Executive Director of AHUA (Association for Heads of University Administration), they discussed the merger of the University of Kent and Greenwich. EMA highlighted the importance of considering how big governance changes like these might manifest for students and staff, and to not underestimate the impact anticipated change might have on staff and student belonging.

Update for the executive:

- The episode is available to listen on streaming services⁸.

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UK and international legislation and policy updates

Higher education mental health implementation taskforce

⁶ AMOSSHE. (2025). AI: the new member of your student services team? Retrieved October 14 2025, from <https://www.amosse.org.uk/latest/our-events/ai-the-new-member-of-your-student-services-team.html>

⁷ AMOSSHE. (2025). Policy and research intern. Retrieved October 14, 2025, from <https://www.amosse.org.uk/resource/policy-and-research-intern.html>

⁸ Wonkhe. (2025). Podcast: mergers, reshuffle. Retrieved October 14, 2025, from <https://wonkhe.com/blogs/podcast-mergers-reshuffle/>

The new higher education student support champion and chair of HEMHIT (higher education mental health implementation taskforce) hasn't been publicly announced. The case management report and NHS-HE partnership report that was expected to be published in July 2025 has also not been published at the time of writing. We expect this to happen soon.

Update for executive:

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

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Hillsborough Law

The UK Parliament has introduced the Public Office (Accountability) Bill⁹, also referred to as the Hillsborough Law, which would impose a duty of candour on public authorities and officials. A duty of candour refers to an open and honest culture when dealing with incidents and it'd apply to staff in higher education providers across the UK.

The recommendation of a duty of candour was also highlighted in the recommendations following the National Review of Student Suicides¹⁰.

Update for executive:

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

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Change to UK immigration rules

On 14 October 2025, it was confirmed that the graduate route would reduce to 18 months for undergraduate and postgraduate taught international students¹¹. This will change for applications made on or after 1 January 2027. The three-year graduate route for doctoral students remains unaffected.

Other changes include an increase of 3.1% in the proof of funds international students are required to demonstrate that they own in order to afford to attend university in the UK.

Update for executive:

⁹ UK Parliament. (2025). Public Office (Accountability) Bill. Retrieved October 14, 2025, from <https://bills.parliament.uk/bills/4019>

¹⁰ Gov.uk. (2025). National review of student suicides. Retrieved October 14, 2025, from <https://www.gov.uk/government/publications/national-review-of-higher-education-student-suicide-deaths>

¹¹ Gov.uk. (2025). Statement of changes to the Immigration Rules: HC 1333, 14 October 2025. Retrieved October 15, 2025, from <https://www.gov.uk/government/publications/statement-of-changes-to-the-immigration-rules-hc-1333-14-october-2025>

- EMA to continue to monitor the progress of changes to immigration policy and circulate with executive and wider membership accordingly.

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Lifelong learning entitlement and alternative student finance

The Student Loans Company has published their 2025-26 business plan for implementing the lifelong learning entitlement (LLE)¹². This includes a commitment to ensuring it will be ready to successfully launch in September 2026.

They've also committed to starting the process to establish alternative student finance provision. This would address the sharia-compliant finance needs of Muslim students in higher education. However, they've not yet provided an implementation timeline.

Update for executive:

- EMA to continue to monitor the progress of the LLE and alternative student finance packages and circulate with executive and wider membership accordingly.

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Devolved nations legislation and policy updates

Scottish Government ministerial change and consultation on part-time, distance and disabled students

As part of a wider cabinet reshuffle, Ben MacPherson is the new Minister for Further Education, Higher Education and Science of Scotland¹³.

In July 2025, the Scottish government launched a consultation seeking the views of the sector on support for part-time, distance and disabled students. We consulted AMOSSHE Scotland members on our approach to responding to the consultation. It was decided that we'd work with Universities' Scotland to inform their consultation response. This was a combination of enforcing key messages through a single response, in addition to current staffing shortages in the National Office team.

¹² SLC. (2025). SLC business plan 2025-26. Retrieved September 17, 2025, from <https://www.gov.uk/government/publications/slc-annual-business-plan-2025-26>

¹³ Scottish Government. (2025). Minister for Higher and Further Education. Retrieved October 14, 2025, from <https://www.gov.scot/about/who-runs-government/cabinet-and-ministers/minister-for-higher-and-further-education/>

Their response supports the introduction of living cost support, as well it included multiple points that suggest changes shouldn't impact current funding and that students need more information about their funding options.

Update for executive:

- You can read the response on the Universities' Scotland website¹⁴

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Medr condition of registration on staff and student welfare

We're expecting Medr, the regulatory body for Welsh higher education providers, to open a consultation on a new condition of registration on staff and student welfare. It'll cover a range of areas including mental health and wellbeing, harassment, sexual misconduct and hate crime.

Update for executive:

- EMA meets with Medr on a monthly basis, and they'll be coming into an AMOSSHE Wales meeting on Tuesday 25 November 2025 to present the consultation and receive feedback from the membership
- EMA will work with AMOSSHE Wales to put together a consultation response.

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Northern Ireland student finance

On 17 September 2025, The Department for Economy opened a consultation to increase postgraduate tuition fee loans for Northern Irish students¹⁵. They propose to increase the loan amount from £6,500 to £10,000 to ensure students are not being required to make up the shortfall.

They've also published regulation proposing to raise undergraduate tuition fees from £4,855 to £4,985 for Northern Irish home students¹⁶.

Update for executive:

- EMA to continue to monitor the progress of the funding changes in Northern Ireland and circulate with the wider membership accordingly.

¹⁴ Universities Scotland. (2025). Support for part-time and disabled students consultation response. Retrieved October 15, 2025, from <https://www.universities-scotland.ac.uk/briefing-evidence/ptanddisabledconsult/>

¹⁵ Department for the Economy. (2025). Consultation on the Northern Ireland Postgraduate Tuition Fee loan. Retrieved October 15, 2025, from <https://www.economy-ni.gov.uk/consultations/consultation-northern-ireland-postgraduate-tuition-fee-loan>

¹⁶ Department for Economy. (2025). The Student Fees (Amounts) (Amendment) Regulations (Northern Ireland) 2025. Retrieved October 14, 2025, from <https://www.legislation.gov.uk/nisr/2025/164/made/data.html>

CPD development programme 2025/26

The CPD programme for 2025/2026 is confirmed below. All events are online for booking.

[CPD1: Preparing university staff to respond to student deaths, including suicide](#)

Online half day event. Wednesday 5 November 2025

Target delegate numbers: 50 | Actual numbers: 53

[CPD2: Beyond compliance: tackling sexual harassment at universities across the UK](#)

Online half day event. Wednesday 19 November 2025

Target delegate numbers: 50 | Actual numbers: TBC

[CPD3: Supporting yourself, your colleagues and your future \(part 1\)](#)

Online 3-part 90min webinar series. No target numbers, no cost.

[CPD4: Winter Conference 2026: the Student Services effect.](#)

In-person event, Manchester Deansgate hotel. Friday 13 February 2026

Target numbers: 170

[CPD5: Supporting yourself, your colleagues and your future \(part 2\)](#)

Online 3-part 90min webinar series. No target numbers, no cost.

[CPD6: HEMHIT inputs: developing compassionate and data driven wellbeing services](#)

Online half day event. Thursday 26 March 2026

Target numbers: 50 | Actual numbers: TBC

[CPD7: A holistic approach to embedding reasonable adjustments in higher education](#)

Online half day event. Wednesday 15 April 2026

Target numbers: 50 | Actual numbers: TBC

[CPD8: AI: the new members of your student services team?](#)

Online half day event. Wednesday 6 May 2026

Target numbers: 50 | Actual numbers: TBC

[CPD9: Supporting yourself, your colleagues and your future](#)

Online 3-part 90min webinar series. No target numbers, no cost.

[CPD10: National conference. No theme or title.](#)

In-person event, Hilton Newcastle Gateshead. 1-3 July 2026.

Target numbers: Residential 140 | Actual numbers: TBC

We have created an early bird discount to support members coming for residential places. At the present time a limited number of member and non-member (but associated with universities) can book tickets up to £150 cheaper than a full price.

Executive meeting discussion points

Speaker leads discussion

At the executive meeting we would like to discuss proposed speakers for CPD events 4 – 10. This is an opportunity to use our wider networks to ensure that the presenters we have are as varied as possible.

Each of the titles in the programme above link directly to the event online and the event description.

Policy priorities and CPD overlap

This is an opportunity to discuss an overlap or considerations that we need to review for our current CPD programme, wider events and future activity.

Discussion for the executive committee:

- Thoughts on speakers for the CPD events programme for the remainder of the year.
- A chance to consider policy priorities and concerns aligned with our current and future CPD programme.

Finance and systems update

This paper provides information on our current financial management report and the status of our development work to better and more efficiently monitor our finances.

Finance management report

You can view the current management report here:

The finance report colour management system

This report currently incorporates traffic light system to enable you to quickly see how we are managing against budget. The system is below:

Green: Actual figures are on track or exceeding budget targets.

Yellow: Figures are less than 30% off the budget target.

Amber: Figures are more than 30% off budget target.

Red: The figure is behind target and it may be difficult to regain this money on this budget line.

The colour system within the year to date figures relate only to the actual situation year to date.

The colour system in the full year budget column and corresponding notes column provide a more contextual look at the figures spaced over the year to explain if this is likely to be an ongoing concern.

Context of the finance figures

It is very early into the new year. Our greatest risk areas for the year are CPD income and membership income, neither of these are conclusive to date.

As you can see on the management report the main area of concern is the income we have been receiving from high interest rates. If these are coming down faster than estimated we may need to find the money from other income streams across the year.

Membership fees are estimated at the present time, VAT returns have not been completed at the present time. Membership figures can be found in the membership update which will provide a picture of how close we are to last years numbers.

Finance systems development update

Through our accountants we are creating a more efficient and automated financial analysis process for the Executive Director to monitor current and future performance more easily, reducing errors and enhancing visual performance measures.

Our accountants will be inputting our budgets into our finance software Xero including all department budgets (Conference budget, central budget etc). They will then be linking this to an external analysis system called Fathom which will enable us to create basic management reports to more advanced financial forecasting scenarios over time.

The Executive Director is currently working with them on implementing the first phase of updating our Xero accounts and will report back on progress at the next executive meeting.

Discussion for the executive committee:

- 1) Are you happy with the colour coding system currently used for evaluating the management report figures?
- 2) Are there any questions or concerns regarding current performance?

AMOSSHE 2025 to 2030 strategy – interim report

The purpose of this report is to present to the executive committee the interim data gathered to assess the impact of our AMOSSHE 2025 to 2030 strategy.

Guide to the document

These are our ‘outcome measures’ and will be collected periodically throughout the next five years. The data presented in this report will form the baseline in which to measure the effectiveness of our strategy over the next five years.

The document should be read in consultation with the AMOSSHE 2025 to 2030 strategy outcome measures document¹⁷. This document provides a full breakdown of how the National Office is collecting data in respect to each of the outcome measures listed.

For each area of measurement, we’ve included the data for the 2024-25 academic year. Each section includes analysis of the data, and what the data tells us about the effectiveness of our strategy (where possible). In some instances no analysis is available. This is because the data from this year will be used as a baseline figure where we’ll measure the effectiveness of our strategy over the next five years.

We’ll be using this report to inform a member-facing report published in Spring 2026. We propose this should include the following:

- Infographic of key facts and figures
- Executive summary of report findings
- Welcome from Chair and/or Executive Director

Questions for the executive:

- Is there anything else you’d like to see included in the public-facing report?
- Is there a particular way that you’d like to see the data presented?
- Is there any data you’d consider useful, or not useful, to include given the extent of the data collated?

Quantitative outcome measures

Sector engagement

Measure	Aim	2024-25	Notes
Number of stakeholders we've worked with (UK and international).	EOC2; EOC3; IOS1; IOS2	43	
Guidance and policy AMOSSHE is officially noted to have contributed to.	IOS1; IOS2; CE1; EOC1	7	<p>Guidance and consultation responses:</p> <ul style="list-style-type: none"> • HEMHIT case management report • EHRC code of practice (UUK response) <p>Informing policy and sector practice:</p> <ul style="list-style-type: none"> • Department for Education strategic priorities grant (mental health) information • HESA staff data (joint statement with other membership bodies) • Use of Rape Crisis by AMOSSHE Scotland • Feedback to Student Minds on the University Mental Health Charter • OfS roundtable on experiences of supporting disabled students
Events in which AMOSSHE are represented	EOC2; EOC3; IOS1; IOS2	20	<p>These include representation at:</p> <ul style="list-style-type: none"> • Wonkhe webinar on use of AI in Student Services • Association of Higher Education Providers webinar • Higher education mental health implementation taskforce

What does this tell us?

These figures will be useful for us to understand and contextualise our involvement in areas relating to sector representation across the next five years. The examples of where we've been represented will be useful to include in an infographic for members. They also highlight representation across the UK, including devolved nations.

Member engagement

Measure	Aim	2024-25
Registrations for monthly member discussions (total)	EOC1; EOC2; EOC3; CE1; CE2	437
Actual attendance at monthly member discussions (total).	EOC1; EOC2; EOC3; CE1; CE2	425
Actual attendance at regional and national group meetings (total).	EOC1; EOC2; EOC3; CE1; CE2; IOS1	360

Members monthly discussion	Baseline												
	2024 to 25												
	A	S	O	N	D	J	F	M	A	M	J	J	TOTAL
Registration	0	0	77	49	0	75	43	58	27	25	40	43	437
Actual attendance	60	32	59	33	0	58	38	38	24	24	30	29	425

Regional and national meetings	2024 to 25												
	A	S	O	N	D	J	F	M	A	M	J	J	TOTAL
Scotland	0	0	0	8	0	12	18	16	0	16	14	0	84
Wales	0	0	0	5	0	4	6	7	0	7	8	0	37
Northern Ireland	0	0	0	0	0	0	0	0	0	0	0	0	0
LASER and East	0	0	13	14	0	11	16	12	0	11	11	0	88
South West	0	0	0	6	0	6	0	11	0	5	0	5	33
Midlands	0	0	9	0	10	0	7	0	7	6	0	5	44
North	0	0	0	14	13	8	13	0	13	9	4	0	74

What does this tell us?

The statistics from this year broadly show that majority of registrations for members' meetings lead to member attendance, with higher attendance at the start of the first two terms (October and January). Understanding regional and national engagement is more complex because of the differing number of institutions that exist per region. Scotland has the higher attendance rate given the number of eligible institutions. By contrast, North is the most poorly attended as this meeting is open to all named members. These figures will be useful for us to examine patterns of member engagement across the next five years.

Calls to action

Measure	Aim	2024-25	Notes
Number of AMOSSHE position statements and consultation responses	EOC1; EOC2; CE1; IOS1; IOS3	4	These are: <ul style="list-style-type: none"> • HESA staff data (consultation response) • Statement on the published National review of student suicides • OfS strategy (consultation response) • OfS sexual misconduct survey (statement)
Number of members who've participated in AMOSSHE activity.	EOC1; EOC2; EOC3; CE1; CE2; IOS1; IOS2; IOS3	65	We had 53 responses across 4 surveys for members. These were broken down as follows: <ul style="list-style-type: none"> • DfE strategic priorities grant (mental health) information request (23 responses) • Use of Rape Crisis by AMOSSHE Scotland (10 responses) • Use of Emily Test by AMOSSHE Scotland (15 responses) • Feedback to Student Minds on the University Mental Health Charter (5 responses) <p>We had 12 case study submissions for the tackling harassment AMOSSHE resource.</p>
Number of pitches for the Pivot.	EOC1; EOC2; CE1; CE2; IOS1	12	This refers to the first edition only, as the Pivot was only launched in late summer 2025.
Number of expressions of interest for participation in international exchanges.	EOC1; EOC2; EOC3; CE2; CE3	0	There were no international exchanges for the academic year 2024 to 25.

What does this tell us?

These figures will be useful for us to understand and contextualise our communities' engagement with our calls to action across the next five years. We'd expect submissions for the Pivot to increase, as there should be at least two issues released per academic year.

Online discussion groups

Measure	Aim	2024-25	Notes
Subscribers to online groups (member network groups and impact groups only).	EOC1; EOC2; CE1; CE2	n/a	
Posts, replies and documents uploaded in online groups (member network groups and impact groups only).	EOC1; EOC2; CE1; CE2	n/a	
Posts, replies and documents uploaded in topic discussion groups and regional and national groups .	EOC1; EOC2; CE1; CE2	53	These can be broken down as follows: <ul style="list-style-type: none"> • 18 original posts • 35 replies to original posts • 0 documents uploaded by members

What does this tell us?

Subscribers to online groups, plus any posts, replies and uploaded documents could not be recorded as we didn't launch discussion groups to members during 2024/25. We'll launch these in the next academic year. We'd expect the number of posts, replies and documents uploaded in online groups, topic discussion groups, and regional and national groups to increase as they replace the function of Jisc mail for members.

Executive

Measure	Aim	2024-25
Number of nominations for Executive.	EOC1; CE2; CE3	18
Number of votes in Executive elections.	EOC1	71

What does this tell us?

Based on the previous academic year, we received two more executive nominations, and 13 extra votes during our 2024-25 executive election period. This information is only to help contextualise these results since it lies outside of this strategy period. These figures will be useful for us to understand and contextualise our communities' engagement in joining the executive committee across the next five years.

Membership

Measure	Aim	2024-25
Number of named individual members retained from previous academic year	EOC1; EOC2	917
Number of named individual members gained from previous academic year	EOC1; EOC2	0

What does this tell us?

We've retained the same number of individual named members from the previous 2023 to 2024 academic year. We hadn't gained in number any further members. The numbers aren't sophisticated enough to tell us if these are the same individuals. For example, we may have lost 5 members but then gained 5 different members to reach the same total number.

CPD

Measure	Aim	2024-25
Bookings for CPD events (breakdown chargeable vs free).	EOC3; CE1; CE2; CE3*	301 (paying) 844 (free)
Number of AMOSSHE members speaking at our events.	EOC1; EOC2; EOC3; CE1; CE2; CE3	36
Submitted proposals for National Conference.	EOC1; EOC2; EOC3; CE1; CE2; CE3	51
Number of tickets 'sold' for campus tours.	EOC1; EOC2; EOC3; CE2	70

What does this tell us?

We received 9 fewer proposals for our 2025 national conference when compared to the previous academic year. This information is only to help contextualise these results since it lies outside of this strategy period. These figures will be useful for us to understand and contextualise the success of our CPD events across the next five years, particularly given the financial difficulties of the sector.

CPD Feedback	2024 to 25																
	CPD1	CPD2	CPD3	CPD4				OfS webinar	CPD5 (WC)	CPD6 (PW)	CPD7	CPD8 (PW)	CPD9	CPD10	CPD11 (PW)	CPD12 (NC)	Overall
Mean average CPD attendee rating (1-5) (number of responses)	n/a	4.62 (21)	5.00 (5)	CPD 4a	CPD 4b	CPD 4c	TOTAL	3.14 (29)	4.35 (37)	n/a	4.31 (16)	4.31 (16)	4.36 (11)	n/a	n/a	4.34 (58)	4.3
				4.26 (19)	4.29 (7)	4.33 (6)	4.28										
Did taking part in the event make you feel empowered to make a difference in your work? (% yes)	n/a															94.80 %	n/a
Did you get the opportunity to engage with your community? (% yes)	n/a															98.20 %	n/a

Resources

Measure	Aim	2024-25	Notes
Engagement with resources from active and lapsed users	EOC3; CE1; IOS1; IOS2	See table below.	<p>The resources refer to:</p> <ul style="list-style-type: none"> • Policy priorities updates • AMOSSHE research • Guidance we're hosting on our website on behalf of others (does not include guidance we refer to in articles for the newsletter) • Representation feedback from members on our behalf <p><i>We're unable to understand engagement on an individual basis without manually checking each user.</i></p>
Views of event resources (before and after they become available to all members).	CE1; CE2	See table below	
Visits to the PRCD portal (homepage).	EOC1; EOC2; CE1; CE3	219 views (active users). 460 views (total).	
Use of PRCD resources.	CE1; CE3		<p>There were a total of 7 resources available to view. There were:</p> <ul style="list-style-type: none"> • 0 views from active users • 0 views in total • 18 impressions
Sign-ups for PRCD updates.	CE1; CE3	73	
Feedback on the PRCD portal.	EOC2; CE1; CE3	1	

Engagement with resources from active and lapsed users				
Information type	Active user views	Views total	Number of downloads	Average engagement time on webpages
Representation feedback (8)	6	10	0	00:00:18
AMOSSHE research (11)	109	50	69	00:00:36
Tackling harassment / sexual misconduct case study: Lancaster University			16	
Tackling harassment / sexual misconduct case study: University of Greenwich			7	
Tackling harassment / sexual misconduct case study: Newcastle University			6	
Tackling harassment / sexual misconduct case study: University of Leeds			9	
Tackling harassment / sexual misconduct case study: Aberystwyth University			0	
Tackling harassment / sexual misconduct case study: Norwich University of the Arts			10	
Tackling harassment / sexual misconduct case study: Nottingham Trent University			17	
Tackling harassment / sexual misconduct case study: University of Brighton			4	

Guidance (3)				
Collective responsibility, collective action to prevent student suicide	843	1809	881	n/a
Guidance on compassionate communication	256	389	N/A	00:00:20
NUS and UUK letter about tackling hate speech and racism September 2024	15	17	5	00:00:04
Policy priorities winter 2025	21	36	N/A	00:01:12
Policy priorities autumn 2024	25	45	N/A	00:00:30
Policy priorities spring 2025	15	35	N/A	00:01:18
Policy priorities summer 2025	19	52	N/A	00:01:11
Policy priorities summer 2024	14	26	N/A	00:00:57

Views of event resources (before and after they become available to all members - Delegates only)			
2024/25 events	Unique viewers	Views total	Total watched time
Reasonable adjustments: how can Student Services take the lead? (Jan 31)	4	24	04:07:22
Building a holistic approach to tackling harassment (Feb 12)	7	23	02:10:16

Student Services leadership: self-care, team support and professional development (part 1) (free)	N/A	N/A	N/A
Student Services leadership: self-care, team support and professional development (part 2) (free)	N/A	N/A	N/A
Student Services leadership: self-care, team support and professional development (part 3) (free)	N/A	N/A	N/A
Tackling harassment: insights from the Office for Students	N/A	N/A	N/A
AMOSSHE Winter Conference 2025: communities and collaboration	N/A	N/A	N/A
Understanding pastoral support models: strategies and methods (Jun 4)	3	21	04:11:46
Beyond the chatbot: transforming student support with AI	N/A	N/A	N/A
Expect the unexpected: supporting students out of hours (4 videos - June 25 videos)	1	11	02:31:03
Impactful Student Services in a challenging financial environment (4 videos)	0	0	0
AMOSSHE National Conference 2025: innovate, inspire, influence	N/A	N/A	N/A

Top 10 resources for 2024-25	
Resource name	# of downloads
Support for students studying abroad: guidelines	107
Office for Students Condition E6 session January 2025	57
OfS response to AMOSSHE SMS letter	37
Understanding belonging: the role we can all play in creating inclusive higher education communities	36
AMOSSHE letter to OfS on sexual misconduct survey	31
Thriving not just surviving: looking after yourself as a Student Services leader	30
Supporting disabled students: updating our approach	29
AMOSSHE strategy 2025 to 2030	27
Compassionate communications: supporting students throughout their experience	26
Fitness / support to study insights report: improving policies and procedures	26

What does this tell us?

We anticipate that the use of the PRCD portal resources, sign-up for PRCD updates and feedback on the portal will increase following further promotion and additions to the resource over the next five years. The most popular resource was the guidelines for supporting students abroad. This may be because it's one of our featured resources on our website. Three of the top ten resources used by members related to the Office for Students' E6 condition, demonstrating member interest in this area. These figures will be useful for us to understand and contextualise the use of AMOSSHE resources by members across the next five years.

Emails and social media

Measure	Aim	2024-25	Notes
Engagement with AMOSSHE through LinkedIn.	EOC2; CE1; IOS1; IOS2; IOS3	See table.	This information is collected on a monthly basis.

LinkedIn Reporting Template														
Year	Content						Page				Followers		Competitors	
	Posts	Impressions	Comments	Reactions	Reposts	Engagement rate	Unique visitors	Members reached	Clicks	Page views	New followers	Total followers by the end of the academic year	Your total posts vs. competitors	Your engagement vs. competitors
2024 to 25 (Baseline)	16	5142	5	119	6	21.98	97	2811	371	191	58	2344	-19.40%	18.44%

Measure	Aim	2024-25	Notes
Member engagement with the newsletter.	EOC1; CE1	See table.	This is collected on a monthly basis, on the 1 st of every month. CTR focuses on the percentage of delivered emails that result in clicks, while CTOR focuses on the percentage of opened emails that result in clicks.
Number of non-member subscriptions for news emails.	EOC2; CE1; IOS1	1824	Number of users on the email list titled 'non-member blast email list'.
Non-member engagement with news emails.	EOC2; CE1	See table.	This may include: <ul style="list-style-type: none"> • updates • sponsor updates • the Pivot This does not include: <ul style="list-style-type: none"> • CPD emails.

Non-member engagement with news emails									
Year	Delivery		Engagement						
	Sent	Delivered	Unique opens	Total opens	Open rate	Clicked	Clicked total	CTR	CTOR
2024/2025 baseline	1493	1467	313	466	20.96%	86	266	5.76%	27.48%

What does this tell us?

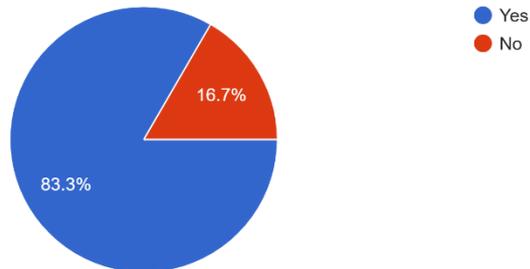
These figures will be useful for us to and contextualise data generated through emails and social media across the next five years.

Member survey

A total of 54 members complete the strategy impact survey. The results are highlighted below.

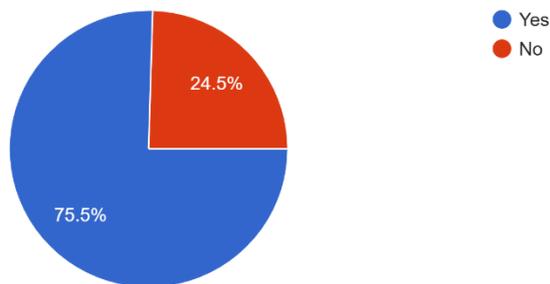
Do you feel included in the AMOSSHE community?

54 responses



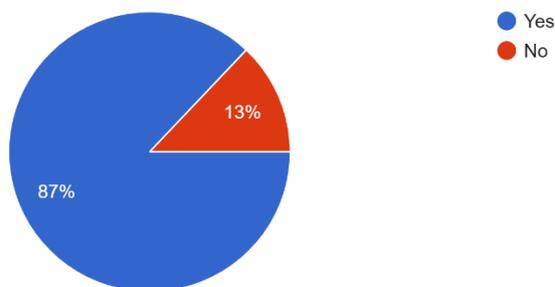
As a member, do you feel connected to your peers?

53 responses



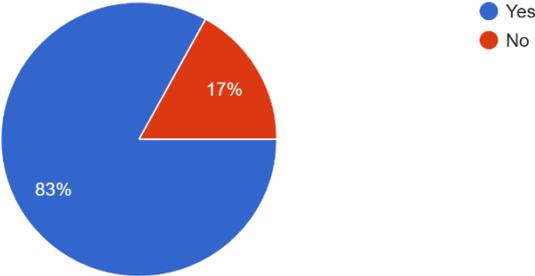
As a member, do you feel connected to the wider sector?

54 responses



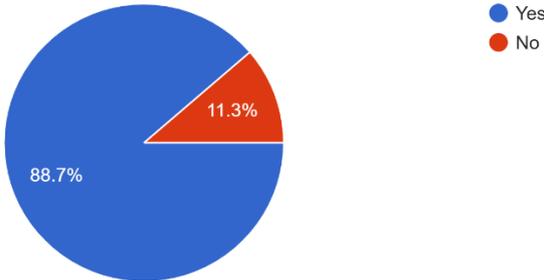
Has being part of the AMOSSHE community helped you make an impact with your work?

53 responses



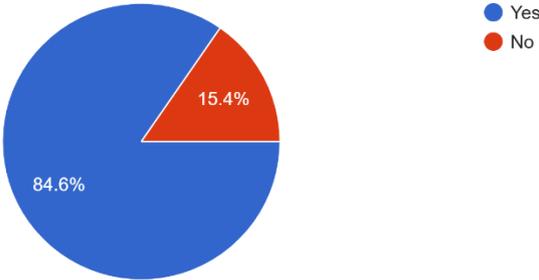
Do we give you the opportunity to contribute to your community?

53 responses



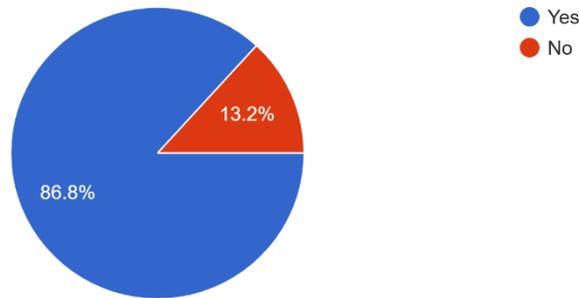
Do we give you the opportunity to develop good practice for the sector?

52 responses



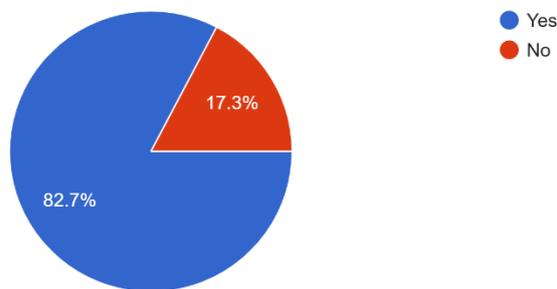
Do we provide you with opportunities and resources to learn, enhance your skills and develop as a professional?

53 responses



Do you think we're influencing the work of leaders and stakeholders in our sector to highlight the impact of Student Services in higher education?

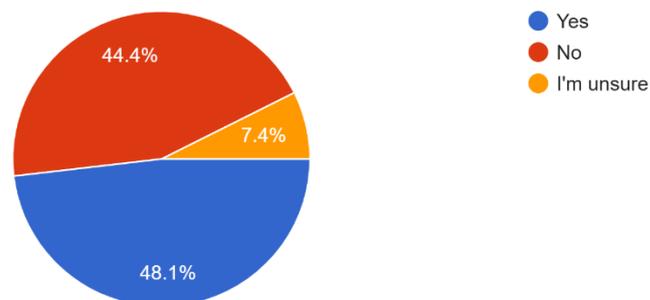
52 responses



The demographic information collected as part of the survey was as follows:

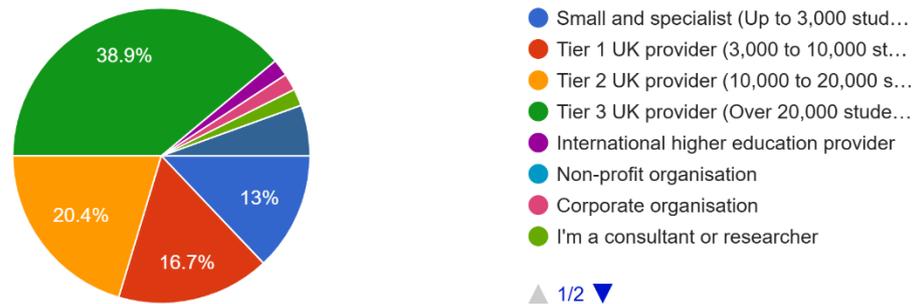
Are you the lead member for your institution's AMOSSHE membership? If you're a consultant, researcher or student member please choose yes.

54 responses



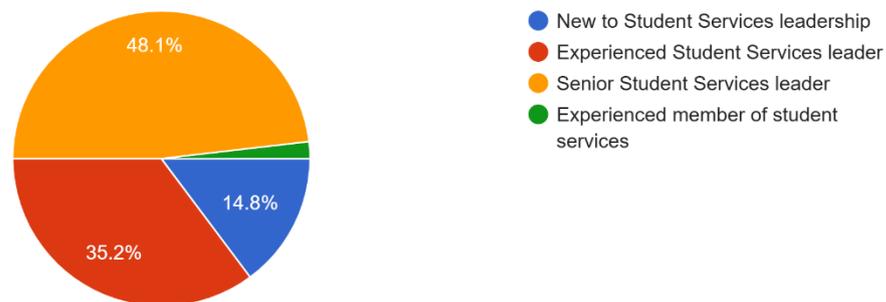
Under which category does your provider's membership fall under?

54 responses



Which best reflects your experience level in Student Services?

54 responses



Focus groups and interviews

A total of 24 members expressed an interest in participating in an interview or focus group. Of these, 9 people attended focus groups and a further 2 attended a 1-2-1 interview. The focus groups and interviews took place in September and October 2025. As a result, qualitative data analysis has not yet commenced.

However, emerging themes are as follows:

- **Broadening scope outside of mental health.** Some felt that we focused too much on mental health, when Student Services encompasses lots of other areas (harassment, free speech, disability, accommodation, careers, and so on).
- **Meeting other members.** They'd like more opportunity to meet members. A number of participants suggested a space to discuss topic-based queries would be useful. Others mentioned in-person meet ups by region, and mentoring opportunities between early career Student Services staff and experienced senior leaders.

- **A louder, more proactive voice to influence policy and practice.**

Influencing policy, rather than simply responding to policy changes in the sector. Participants often said we didn't influence the sector.

A note on the use of incentives

A number of members who participated in a focus group / interview said they liked the incentive of a free place at an online CPD event. In some cases, it had encouraged a members' involvement in the focus group. The winning participant also elected to give their free place to their colleague. I'd recommend the use of this incentive again for future surveys, although we'd need to avoid using this too frequently to 'water down' the attractiveness of the incentive.

One member suggested we could use incentives for speakers at our events, giving them a voucher for % off attending a CPD event.

Representation of AMOSSHE

Executive committee members represent AMOSSHE on a number of different groups on a regular basis, and as one off opportunities arise.

This year we have 'rolled on' representation from the regular group meetings, one off opportunities come through as an executive update over email for all executive members to provide their availability. All executive members should be responding to these, a direct reply 'no' to the sender if you cannot do it, a 'yes' response replying to all if you can so it is clear that someone is free and interested in the opportunity.

We want to ensure we are able to clearly let members know that we are representing on their behalf across a number of topic areas and that we are making a significant contribution and impact to sector conversations.

Upon reflecting on our current system there are some points we wish to raise and reflect on with the executive to ensure we are being as clear and accountable as possible.

AMOSSHE representation list

We hold a central list of all ongoing and one-off engagement activities. These are updated when we have new information. This ensures that a copy of the information is stored centrally for future reference.

The national office will ask to be added to the list of respondents for all regular groups to enable us to collect and reference papers and meeting dates. This also enables us to chase up post meeting information to share with members via a short email form after the meeting.

You can find a link to the current representation sheet below:

Actions for the executive committee:

- Executive members to check the representation spreadsheet and inform the national office of any updates/changes for meetings. If you represent AMOSSHE on a meeting that is not listed please inform the national office.
- National office staff to identify any groups where we are not on the mailing list for meetings and papers. We will need the lead of those meetings to ask for info@amosshes.org.uk to be added to the mailing list.

The representation process

At the present time members who attend meetings are sent a quick feedback form to complete on the content and AMOSSHE actions arising from the meeting. There are several reasons we do this:

- 1) Provide a record of the work we are involved in to track against our strategy areas.
- 2) Demonstrate to members the areas we represent them on and the impact that we make through our newsletters and meetings with members.
- 3) Showcase our executive members and their expertise.

Actions for the executive committee

- 1) Are you happy with the process for recording meetings?
- 2) Is there anything you wish to add or change to the form or process?

Influence our sector – engagement priorities

The Influence our sector strategy group met recently, as members may recall this group now incorporates aspects of policy and research advisory group and influence our sector groups.

The basis of this first meeting was to discuss and suggest priority engagement areas that AMOSSHE will focus on this year.

Engagement priorities

There are four areas that were discussed for a focus this year:

1) Department for Education (DfE) / Government

We will continue to look at avenues to engage with Minister Smith. We will look to further engage with representatives from the DfE on mental health and student safety in particular to ensure that we have good links into the work and influence of HEMHIT.

2) Engage with the Further Education Student Support Champion around transitions to Higher Education.

Transition to university is such a challenging time for students which often represents the busiest and most complex of times for student support services in managing student expectations, building belonging and imparting valuable information to students.

We should look to understand the focus of the FE Student Support Champion and see if there is any common ground to seek to work on in relation to transition to HE, such as understanding how to best support the transition of students with a disability or complex mental health condition.

3) The work of the Higher Education Mental Health Implementation Taskforce

We know that the taskforce will be looking to focus on aspects of implementing the reports that were finalised by the previous iteration of the group which included case management systems, compassionate communications and the work on NHS-HE collaborative work. We should ensure we focus on developing good lines of influence to shape the wants and needs of our members and look to align any requirements of the sector to resources to fulfil this.

4) Closer working with Medr

Medr are about to launch a new consultation on a combined student and staff welfare condition of registration which includes health and wellbeing, harassment, sexual misconduct, hate crime as the main aspects. The consultation opens next week. AMOSSHE needs to continue to develop our links and influence within Medr to support the needs of our members in Wales as much as we can.

[Actions for the executive committee:](#)

- Discuss and agree the priorities for AMOSSHE priority engagement for the year

Empower our community – discussion groups

This year we are embarking on a relatively significant change into how our community networks and shares information.

We have been seeking to transition all members onto our discussion groups forums where we can have significantly more structure conversations and store vital information for members as we go.

Below is the outline plan for implementation and the types of groups that we will be seeking to administer as part of this work.

Group types

Topic discussion groups

These groups are generic spaces for members to explore themes or challenges. The groups are based on our resource bank's topics of interest. The groups will operate to replace the general JISCMail list. Members will be automatically added to all the groups, and then they will be given the opportunity to opt-out of discussions.

Member project groups

These groups are time-limited, outcome focussed groups to enable members to work together for an end goal. This might be short term in developing a narrative or sharing and combining information or it might be longer term to establish a common understanding of mental health data (for example). These groups will be run by a couple of members and supported by the national office where possible. Members will need to proactively join these groups.

Regional / national groups

Currently these are based on our current iteration of groups. If you fit the criteria for a group you are automatically included on the membership. You can choose to subscribe to specific discussions when they come up and share documents with your peers.

Member networks

These groups are designed to be suggested by members who want to bring together specific types of staff to discuss shared challenges or ones that might

only be specific to those individuals. These groups will be self-selecting and you will need to proactively join these groups.

Timeline for transition process

This transition into our discussion groups will happen in three phases as listed below

Phase 1: Regional and National groups: End of November 2025

All members of regional and national meetings will have already received an email explaining the change away from JISCMail groups. National office staff will be attending each up-coming regional and national meeting to talk through the change to members on the call and answer any questions they may have.

Phase 2: Communications campaign on new groups and structure: November 2025 – February 2026.

We will finalise all the groups on our website and ensure that the right people are invited to them. We will then engage in a campaign to let members know about the new groups, how they can engage in them and the benefits of using them.

Phase 3: Final transition away from JISCMail: February – March 2026

Once we have focussed on ensuring members are aware of the new groups and how to engage with them we will then seek to remind them that we will be moving away from JISCMail and to utilise the new groups fully in preparation for the move in March.

In the build up to this we will be actively trying to recreate any discussions that have been started in JISCMail in the new discussion groups so members can continue new conversations in the new environment and get used to doing so.

Discussion/actions for the executive committee:

- 1) Are you happy with the revised timescale of the change?
- 2) What are the concerns/challenges you foresee with this change and what can we do to mitigate them?

AMOSSHE operations update: October 2025

Membership update

Membership level	June 2025	October 2025
Small and specialist	46	46
Tier 1 organisation	33	31
Tier 2 organisation	58	59
Tier 3 organisation	42	43
Additional member	417	388
International organisation	9	11
International additional member	15	27
Corporate organisation	2	1
Corporate additional member	10	6
Individual member	5	5
Non-profit organisation	3	3
Non-profit additional member	1	4
Student member	1	3
Total organisations	193	194
Total members	917	905

These organisations have joined the membership:

- RCSI – University of Medicine and Health Sciences Ireland

These organisations have left the membership:

- SUMS consulting

Those left to confirm they are renewing (currently due to non-confirmation they are part of the above figures):

- 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
- Goldsmiths, University of London – Tier 1

- University of Galway – International
- University of Warwick – Tier 3
- Bishop Grosseteste University – Small and specialist

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.

At this time of year we have a number of members joining AMOSSHE who have probably not had an opportunity to log in or manage their membership yet. The national office staff team will look at a targeted campaign to get people to choose their selections and make the most out of their membership.

Staffing update

The advert for the Head of Engagement and Communications has gone live. This will run until the 3 November. Final stage interviews will take place on 18 November at which point I hope to update the executive committee with good news of an appointment.

The advert for AI intern has also gone live with a closing date of 10 November. Online interviews will take place on 21 November.