

# AMOSSHE Executive meeting minutes

22 March 2024 | AMOSSHE National Office

Formal meeting time: 10:30 to 15:30



## Attendees

Jill Stevenson (JS), Chris Warrington (CW), Andy Shanks (AS), Sammy Li (SLi), Ravteg Singh Dhesi (RSD), Paul Rossi (PR), John Bloomfield (JB), Benjamin Parsons (BP), Anya Barbazza (AB), Michelle Scop (MS), Julia Jean-Baptiste (JJB).

## Apologies

Helen McNeely (HM), Ian Munton (IM), Sarah Sweeney (SS), Sally Lambah (SL), Aleata Alstad-Calkins (AAC), Emma Bales (EB)

### Item 1: Standing item: Reserved business, conflicts of interest and AOB check

No declared conflicts of interest or other business. JS welcomed JJB from the National Office team to her first meeting.

### Item 2: Standing item: Minutes and matters arising

The Executive agreed that the January 2024 meeting minutes were a true and accurate record.

See paper 23-24-29. JB reminded the Executive Committee that some actions marked as ongoing are currently paused due to staff resource.

- 56 – BP to link the EDI policy to the member etiquette and sponsor engagement policies – **Paused – allocate to EDI group.**
- 6 – Membership engagement workstream to look at reconfiguring the England regional groups to improve engagement) – **Paused – allocate to Membership Engagement group.**
- 7 – HM and JB to write up the methodology for the RAG (red, amber, green) rating of the risk register, and expand the register according to JS and PR’s feedback (risk to organisation and current assessment). – **Ongoing – on agenda for the June 2024 meeting.**
- 8 – JB to schedule a detailed review of the risk register for the whole Executive team – **Ongoing – on agenda for the June 2024 meeting.**
- 20 – JB to share the list of Executive leads for each area of work. – **Complete.**
- 21 – Resources and Membership Engagement workstream teams to consider how we can use the new website platform to gather diversity data about our membership. This will require attention to our GDPR procedures for holding this sensitive data. There also needs to be a process for ongoing collection of this data. – **Ongoing – allocate to Membership Engagement group.**
- 22 – Membership Engagement workstream to look at how we might encourage / manage diversity in the Executive Committee – **Paused – allocate to Membership Engagement group.**
- 23 – SB to look at opportunities to support other associations’ responses to the Office for Students consultations. – **Complete.**
- 24 – JS and SB to lead on conversations with Universities UK about resourcing the University Mental Health Charter, to ensure that the full budget / resource requirement doesn’t fall to Student Services. – **Ongoing – allocate to JB.**

- 25 – SB and BP to lead on a statement for members to clarify our position with regard to the University Mental Health Charter. – **Complete**.
- 26 – JS and SB to lead on considering a framework for what mental health accountability might look like. – **Paused – allocate to JB**.
- 27 – SB to work with the policy leads group to develop a set of AMOSSHE priority policy areas for the wider Executive to review. Also to identify the priorities of ministers / other sector organisations to position AMOSSHE in relation to those. – **Paused – allocate to JB and Policy Leads group**.
- 28 – Strategy leads to include considerations from the January Executive strategy discussion into the next strategy draft. – **Complete**.
- 29 – BP to adjust the National Conference 2024 themes to reflect ‘impactful’ instead of ‘influential’. – **Complete**.
- 30 – JB to put in a review of current stakeholder progress as a standing item in each Executive meeting. – **Complete**.
- 31 – JB / BP to devise / share a process for responding to requests to work with AMOSSHE that come through Chairs or other Executive members. – **ongoing**.
- 32 – JB and BP to extract actions from the Rules of Association paper in order to implement the changes. – **Ongoing**.
- 33 – JB and HM to review ideas about extending Executive terms from two years. – **Ongoing**.

**ACTION:** JB to allocate paused actions to relevant workstreams.

### Item 3: Standing item: Policy update

JS opened the discussion and noted that Sam Boyle has since moved on from AMOSSHE. JB thanked Sam for his fantastic policy work at AMOSSHE. JS then handed over to JB to update on paper 23-24-30.

The Executive discussed the stakeholder mapping spreadsheet and reviewed current strategic priorities.

**ACTION:** External Development workstream to review stakeholder mapping spreadsheet and reprioritise organisations noted as a 3 on our progress chart. Priorities should either be progressed or re-prioritised. This review should be a standing item in the workstream group.

PR noted recent connections with the London Higher Group on collaboration with the NHS and that they are putting together a working group. The Executive agreed it would be great to get AMOSSHE representation on this.

**ACTION:** BP and PR to reach out to LASER (London And South East Region) members and ask who would like to represent AMOSSHE on the London Higher working group for NHS collaborations. PR and RSD are happy to help connect colleagues.

### Higher Education Mental Health Implementation Taskforce (HEMHIT)

Here are the AMOSSHE representatives on the different HEMHIT groups:

- Main meeting – JS.
- Sub group: NHS Secondary Care partnerships – SS.
- Sub group: Professionalisation of Services – EB.

These meetings and subgroups were noted as work in progress. EB sent updates via email to JB, including concepts around supporting students. It was noted that the framework indicates that

signposting is unhelpful, whereas AMOSSHE may see that it is beneficial in certain circumstances and should review the framework for EB to feed back.

**ACTION:** JB to circulate notes and draft competency framework on behalf of EB. Executive to feed back any thoughts or comments.

Office for Students consultation on proposals for regulating harassment and sexual misconduct

The Office for Students is no longer presenting at the AMOSSHE National Conference due to staff capacities. There is no new timeline for the consultation results.

Duty of care and reasonable adjustments ruling from the high court

AMOSSHE will be involved in a joint event looking at reasonable adjustments. AHEP (Association of Higher Education Professionals), ARC (Academic Registrars' Council) and QSN (Quality Standards Network) will be involved in this initial event. Executive members thought it would be beneficial to have UKAT (UK Advising and Teaching) there as well. JB mentioned that we are likely going to look at another event (whether joint or not) as only a limited amount can be covered in this initial one.

Renters Reform Bill

AMOSSHE jointly signed a letter from Universities UK, CUBO (College and University Business Officers) and other organisations. The bill has been revised since, and the group are considering if any further comments are needed.

Disabled Student Commitment: Partnership Group Meeting

**ACTION:** SS to update on the Disabled Student Commitment partnership group meeting in June.

Scottish Government Mental Health Strategy

JS and AS updated the Committee on recent meetings attended.

*CTER announcement of a Mental Health framework across both further and higher education*

The Welsh Government and CTER (Commission on Tertiary Education and Research) have announced a mental health framework for Wales. They are in the early stages of developing this, still asking what people think, so there are likely to be further changes. SL, IM and JB to continue updating as this framework progresses.

#### Item 4: Management report | Draft budget 24-25

JB presented the management report to the Executive, noting a discrepancy with the membership income due to financial years when we send invoices for membership renewal. JB is looking at better ways to code this with our accountants, to avoid confusion. We are on track with income and actuals. The current forecast includes figures from 2022/23 membership year. These will not be moved back; rather we will look at these revised methods of allocating the membership fees moving forwards.

**ACTION:** JB to review the allocation processing with AMOSSHE's accountants to better stabilise showcasing income.

JB also noted the deficit shown in our central expenditure. This is agreed expenditure for the new website, however it was not allocated as a deficit in the initial budget agreed in July 2023, hence showing as a large loss compared to the initial budget.

**ACTION:** JB to share proposed National Office staff structure for the Executive to review.

The Executive approved the current management reports and thanked JB.

#### Item 5: AGM agenda and membership fees

The Executive noted how competitive AMOSSHE prices are in comparison with other sector membership organisations.

The Executive agreed to remodel current pricing, approving a 15% increase while accommodating a smaller fee increase for Small and Specialist and International membership categories, as these organisations represent the most growth in our membership organisations, and are more likely to leave due to fee increases.

**ACTION:** Chairs to ensure membership fees are expressed as amounts rather than percentages when presenting to the Annual General Meeting.

**ACTION:** Membership engagement workstream to work on fees increase to be presented at AGM, marketing how competitive AMOSSHE is and what we offer.

**ACTION:** JB to remodel membership fee increases to accommodate a lower increase for Small and Specialist and International membership categories. JB to send the revised model to the Executive for noting.

The Executive approved the proposed remaining AGM (Annual General Meeting) agenda.

#### Item 6: Strategy review - draft strategy and timeline

The Executive agreed the mission statement with the following suggested amendments:

- First paragraph – “Our mission is to inform, support and empower” – consider the word order of the three verbs.
- Second paragraph: “potential” rather than “academic potential”.
- Consider whether the mission statement should be included in the strategy document as well. Potentially create a version with the statement on, and one without, for review – for member and non-member audiences.

Aims:

- Cultivate excellence – could the team consider a more dynamic word than cultivate? It was noted, though, that once discussed it was a good word but worth looking again at other options.

Vision:

- Point 2 should not just identify but develop / enhance as well.
- Point 3 could include impact as well as influence, correct the typo.
- Ensure that we can identify measures for each aspect of the vision.

**ACTION:** BP and Strategy Development group to implement suggested changes to the strategy document.

The Executive approved the structure of the public facing diagram, and the revised timeline for implementation and member engagement.

**ACTION:** Strategy development team to devise an action plan, including measures of success, which could be published with annual reports to provide updates on progress with the strategy. Team to

consider publishing actions each year to showcase internal work to membership. To be mindful of key performance indicators.

### Item 7: CPD update and CPD 1 & 2

The Executive agreed the following topics to start the 2024/25 academic year:

- 1) Disability and reasonable adjustments – October / November 2024, possibly including:
  - a. Speakers from UKAT (UK Advising and Teaching) and/or ARC (Academic Registrars' Council).
  - b. Assistance animals.
  - c. Support for neurodiverse students.
- 2) Out of hours – October / November 2024, possibly including:
  - a. Member case studies.
  - b. US institutions.
  - c. Speakers from ASRA (Association for Student Residential Accommodation) and/or CUBO (College and University Business Officers).
  - d. Third party providers.
  - e. Working with estates.

**ACTION:** BP to ask the Executive for CPD1 and CPD2 lead volunteers.

**ACTION:** BP to produce a summary of the CPD programme for the June Executive meeting.

**ACTION:** BP to add 'planning for the year ahead' to the schedule for the end of August member discussion.

The Executive agreed the outline programme structure for 2024/25. This is based on five online events and Winter and National Conference events in person.

Other topics for the CPD Development team to consider:

- Preventing access to means to suicide as a possible masterclass, virtual event or Winter Conference session.
- Winter Conference (February 2025):
  - Collaboration across campus, whole institutional approaches.
  - Student co-creation.
  - Risk / duty of care / critical incidents / student death.
- Pastoral support structures (March / May 2025).
- Self care and wellbeing, staff support.
- Student engagement, student voice and co-creation.
- Analytics.
- Career development, progression and recognition.
- Sexual violence / harassment - could be a free update plus member discussions for now.

**ACTION:** CPD development team to review above suggestions from Executive to map out 2024/25 academic year.

### Item 8: Strategy workstreams discussion points

The External Development leads discussed progress with stakeholder engagement.

**ACTION:** CW to try to meet the interim CEO of Student Minds. JB to reach out for a meeting in the meantime.

Item 9: Strategy workstream updates

Discussion.

Item 10: Operations update

Nothing to note.

Item 11: Any Other Business

None.

## AMOSSHE Executive meeting

22 March 2024 | AMOSSHE National Office

Formal meeting time: 10:30 – 15:30

### Agenda

#### Welcome, minutes and matters arising: 10:30 – 11:30

Item	Title	Status	Presented by	Paper
1	Standing item: Reserved business, Conflicts of Interest & AOB check	Discussion	Jill Stevenson	
2	Standing item: Minutes and matters arising	Approval	Jill Stevenson	<a href="#">23-24-29</a>
3	Standing item: Policy update	Discussion	John Bloomfield Jill Stevenson	<a href="#">23-24-30</a>

#### Discussion and Approval items: 13:30 – 14:45

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

#### Lunch: 12:30 – 13:00

Item	Title	Status	Presented by	Paper
4	Management report   Draft budget 24-25	Approval	John Bloomfield	<a href="#">23-24-31</a>
5	AGM agenda and membership fees	Approval	John Bloomfield	<a href="#">23-24-32</a>
6	Strategy review - Draft strategy and timeline	Approval	Strategy group	<a href="#">23-24-33</a>
7	CPD update and CPD 1 & 2	Approval	CPD leads	<a href="#">23-24-34</a>
8	Strategy workstreams discussion points - External Development stakeholder progress	Discussion	Leads	<a href="#">23-24-30</a>

#### Break: 14:45 – 15:00

#### Points for noting and AOB: 15:00 – 15:30

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

Item	Title	Status	Presented by	Paper
9	Strategy workstream updates - Resources - External Development - Member Engagement	Noting	Emma Bales / Leads	<a href="#">23-24-35</a> <a href="#">23-24-36</a> <a href="#">23-24-37</a>
10	Operations update	Noting	John Bloomfield	<a href="#">23-24-38</a>
11	Any Other Business	Discussion	Jill Stevenson	

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Jan-23	56	10	BP to link the EDI policy to the member etiquette and sponsor engagement policies	BP	Paused
Jul-23	6	8	Membership engagement workstream to look at reconfiguring the England regional groups to improve engagement.	Member engagement team	Paused
Jul-23	7	8	HM and JB to write up the methodology for the RAG (red, amber, green) rating of the risk register, and expand the register according to JS and PR's feedback (risk to organisation and current assessment).	HM, JB	Ongoing
Jul-23	8	8	JB to schedule a detailed review of the risk register for the whole Executive team	JB	Ongoing
Jan-24	20	2	JB to share the list of Executive leads for each area of work.	JB	Complete
Jan-24	21	2	Resources and Membership Engagement workstream teams to consider how we can use the new website platform to gather diversity data about our membership. This will require attention to our GDPR procedures for holding this sensitive data. There also needs to be a process for ongoing collection of this data.	Resources and member engagement teams	Ongoing
Jan-24	22	2	Membership Engagement workstream to look at how we might encourage / manage diversity in the Executive Committee	Member engagement team	Paused
Jan-24	23	3	SB to look at opportunities to support other associations' responses to the Office for Students consultations.	SB (JB)	Complete
Jan-24	24	3	JS and SB to lead on conversations with Universities UK about resourcing the University Mental Health Charter, to ensure that the full budget / resource requirement doesn't fall to Student Services.	JS, SB (JB)	Ongoing
Jan-24	25	3	SB and BP to lead on a statement for members to clarify our position with regard to the University Mental Health Charter.	SB, BP	Complete
Jan-24	26	3	JS and SB to lead on considering a framework for what mental health accountability might look like.	JS, SB (JB)	Paused
Jan-24	27	3	SB to work with the policy leads group to develop a set of AMOSSHE priority policy areas for the wider Executive to review. Also to identify the priorities of ministers / other sector organisations to position AMOSSHE in relation to those.	SB (JB)	Paused
Jan-24	28	4	Strategy leads to include considerations from the January Executive strategy discussion into the next strategy draft.	Strategy leads	Complete
Jan-24	29	4	BP to adjust the National Conference 2024 themes to reflect 'impactful' instead of 'influential'.	BP	Complete
Jan-24	30	6	JB to put in a review of current stakeholder progress as a standing item in each Executive meeting.	JB	Complete
Jan-24	31	6	JB / BP to devise / share a process for responding to requests to work with AMOSSHE that come through Chairs or other Executive members.	JB, BP	Complete
Jan-24	32	7	JB and BP to extract actions from the Rules of Association paper in order to implement the changes.	JB, HN	Ongoing
Jan-24	33	7	JB and HM to review ideas about extending Executive terms from two years.		

## AMOSSHE Policy update

In the absence of a Senior Policy and Research Officer the policy update for AMOSSHE will be delivered verbally at the meeting. The following areas are for priority discussion at the meeting. The stakeholder mapping spreadsheet also contains relevant information for this update.

### Priority areas for discussion

Higher Education Mental Health Implementation Taskforce (HEMHIT)

- Main meeting – Jill Stevenson.
- Sub group: NHS Secondary Care partnerships – Sarah Sweeney.
- Sub group: Professionalisation of Services – Emma Bales.

Office for Students consultation on proposals for regulating harassment and sexual misconduct

John Bloomfield.

Duty of care and reasonable adjustments ruling from the high court

John Bloomfield.

Renters Reform Bill

John Bloomfield.

Disabled Student Commitment: Partnership Group Meeting

Sarah Sweeney.

Scottish Government Mental Health Strategy

Jill Stevenson.

CTER announcement of a Mental Health framework across both FE and HE

Sally Lambah / Ian Munton / John Bloomfield.

## AMOSSHE finance update

### Management reports

The management report for February presents our current financial position profiled against the budget that was approved in July 2023. Included within this report is a reforecast for the year to provide an understanding of actual performance to the end of February and revised expectations by the end of the year. The budget vs forecast variance column is the difference between the approved budget and the forecast figures to enable executive members to easily see the difference between the two sets of figures. Below is a brief summary of the key points from the management report for consideration.

#### Income

- CPD income is above current expectations due to online and Winter Conference events performing better than expected. The in-person CPD on harassment did well but did not quite match budget expectations. Given the current position the forecast figure is slightly improved for the end of the year.
- Sponsorship is above expectations but this is mainly due to early bookings for National Conference sponsorship. Increased exhibitors at Winter Conference means the forecast figures are slightly increased for the forecast.
- Membership figures are a little unsettled at the present time. Now all adjustments have been made in our accounting software from the 22-23 year end accounts it seems that we still have a profiling error as we have more money than expected within this year's accounts. Having investigated this thoroughly there is no clear reason for this apart from an overlap of new and renewal of membership fees across 21-22 and 22-23 accounting years (which is difficult to unpick even at the time). JB is currently discussing this with the accountants to find a way to reduce or remove unexpected variances within these figures for future years. Due to an error in the membership calculation sheet the expected income figure from membership was £158,851.42 (down from £165,024 in the approved budget). The reforecast has been calculated on actual figures from this year's accounts of £181,455 as this figure will not be adjusted.
- Other income includes late payments of TASO project fee and the subvention from the Belfast national conference.

#### Expenditure

- The majority of the change here is within the central budget figures. This is mainly down to the new website costs (no figures were factored into the expenditure at the time of budget approval but the executive agreed a £50k budget for build cost).
- Staff costs are higher than expected due to utilising temporary staff for longer than anticipated at the beginning of the year and recruitment costs for 2 staff members which were not originally factored in.

Although the budget has shifted to a higher deficit figure within the forecast we are still in a good position given that our new website build costs of £50k was expected and agreed. There is still lots of movement that can take place in the remaining events for the year and close attention will be paid to the accounts to ensure we are managing our expectations appropriately.

## Draft budget 2024-25

In anticipation of the General Meeting (AGM) for AMOSSHE an initial draft budget has been devised to help the decision making process for membership fee increases for the coming year. This budget is not to be taken as final, as further conversations will take place with teams that have responsibility for different areas such as CPD to determine if there are more effective ways to hit budget targets within their areas of responsibility. This budget has been compiled by the Executive Director based on reasonable assumptions and past performance. This budget will go through a minimum of two revisions before being signed off at the Executive residential meeting in July 2024. The below is a list of key changes from the previous years agreed budget. Please note that costs for AMOSSHE have increased significantly over the past 2 years due to rising costs, expanding the staff team and investing in equipment and software such as the website and CRM upgrade as part of our strategy goals.

### Income

- This budget is based on an increase in membership fees of 15% across all categories.
- All online CPD events have a cost increase of £10 per delegate.
- Increased cost of conference delegate places by 5%.
- Increased sponsor income by approximately £7k.
- Included bank interest on savings (under VAT adjustment tab currently) £4.2k.

### Staff

- Included costs for 5 full time staff members and 1 staff member on 4 days a week.
- Salary inflationary increases (projected) for later in the year.

### General Expenses

- Increased costs for software subscriptions and IT support, £1k.
- Increased costs for accountants, £4k.
- Reduced contingency for CPD and conference events by £1.5k.
- Reduced equipment hire cost for conference by £3k (some equipment is built in).
- Reduced international engagement money by £1k.

There are many other decisions that can be made to these budgets to help us ensure we are on track to deliver for members and further revisions will be agreed initially by the chairs before being presented to the executive committee for approval.

### For executive discussion

- To discuss the draft budget in reference to the increase in membership fees

## AMOSSHE Annual General Meeting (AGM)

The AMOSSHE AGM will take place on the 15 May from 12:30 – 13:30 online and hosted by the Chairs of AMOSSHE.

As such the executive committee need to agree areas for presentation at the AGM, particularly in relation to anything that needs to be voted on.

### Membership fees

Last year AMOSSHE agreed a 4% increase in AMOSSHE membership fees. At the time we believed this was the most feasible increase given our current financial position.

The draft budget for 2024-2025 shows that we have made significant investments in the last 2 years to our staffing team and our website and CRM infrastructure in particular. We are looking to increase costs elsewhere and bring in more revenue from our sponsors and partners but for this year it would be prudent to increase membership prices again to help stabilise us through this transition.

The table below provides different % increases across the membership categories. For each set of increases the left column shows the overall increased fee of that % increase with the right shaded column providing details of the price difference from the current membership fee.

Member category	Current	4% increase		7% increase		10% increase		15% increase	
Small and Specialist	£450	£468	£18	£482	£32	£495	£45	£518	£68
Tier 1	£680	£707	£27	£728	£48	£748	£68	£782	£102
Tier 2	£850	£884	£34	£910	£60	£935	£85	£978	£128
Tier 3	£1,015	£1,056	£41	£1,086	£71	£1,117	£102	£1,167	£152
Less than 50% HE	£615	£640	£25	£658	£43	£677	£62	£707	£92
International	£510	£530	£20	£546	£36	£561	£51	£587	£77
Corporate	£1,350	£1,404	£54	£1,445	£95	£1,485	£135	£1,553	£203
Non-profit	£780	£811	£31	£835	£55	£858	£78	£897	£117
Individual	£335	£348	£13	£358	£23	£369	£34	£385	£50
Student	£52	£54	£2	£56	£4	£57	£5	£60	£8
Additional	£95	£99	£4	£102	£7	£105	£10	£109	£14
<b>TOTAL</b>	<b>£158,851</b>	<b>£165,205</b>	<b>£6,354</b>	<b>£169,971</b>	<b>£11,120</b>	<b>£174,737</b>	<b>£15,885</b>	<b>£182,679</b>	<b>£23,828</b>

### Other AGM agenda items current included

- Present the year in review
- Present the 22-23 year end financial figures
- Election results
- Note the changes to the Rules of Association
- Any Other Business

### For executive approval

- To approve a 15% increase to the membership fee and present this to the membership.

## Strategy 2025 to 2030 update

### Summary

Utilising the feedback from the previous Executive meeting, the strategy development group has amended the strategy to incorporate the changes and align the aims more succinctly. The following has been amended from the previous version:

- Mission statement has been added (please see below, this will sit on the public facing section of the website 'About us').
- A strategy vision has been added with bullet points that link to each aim.
- The aims have been renamed and the language amended to make it clearer what is covered within that area of work (within the previous meeting the empowering members and excellence aims were overlapping too much). Displayed within the public facing diagram of our strategy.
- Operational enablers have been discussed and added below (these will be internal only).
- The timeline has been amended to reflect current thinking about how to best present the new strategy and ensure further feedback from members this academic year (see below).

### Mission statement

AMOSSHE The Student Services Organisation is a not-for-profit professional membership association for Student Services leaders in higher education.

Our mission is to inform, support and empower our community of Student Service leaders to enhance the higher education student experience and help students fulfil their academic potential.

We do this through collaboration and networking, sharing good practice, enhancing professional development and influencing policy and investment.

### Operational enablers

These are organisation-wide activities and projects to keep the organisation running and therefore enable the delivery of the strategy. These can be streamlined into groups to help us more effectively manage them. Here are suggestions for how these could be grouped:

#### Communications

- Comms strategy review and progress.
- Brand awareness and evaluation.

#### Central development

- Staffing support.
- Finance evaluation / ensuring financial sustainability and growth for future investment.
- Sponsorship / partnerships.
- Technology.

#### Strategy development

- Monitoring of strategy vs agreed goals.
- Changes to strategy.
- Understanding of the overall strategy and communicating across workstreams.

#### EDI / sustainability development

- Ensuring EDI measures and impacts across all workstreams.
- EDI embedded through central operations.
- Ensuring sustainability is considered and implemented.

## For Executive approval

- Executive members to approve the mission statement.
- Approve the structure of the public facing diagram.
- Approve the revised timeline for implementation and member engagement.

## Strategy timeline



## Vision

Our vision is to strengthen our community of exceptional Student Services leaders delivering an outstanding student experience. In five years we'll ensure that:

- All our members are engaged in our community according to their diverse needs.
- All our members can identify their professional development and career development needs and find the resources and tools they need.
- The work of Student Services work is recognised as vital to the success of higher education and our expertise informs the development of the sector.

## Aims

### Empower our community

- We'll create an environment where every member feels included and empowered to contribute their talents and perspectives.
- We'll create opportunities for everyone in our community to engage with each other and make an impact.
- We'll connect and collaborate with partners and influencers in the UK and around the world to inform and strengthen our community.

### Cultivate excellence

- We'll share and develop the tools, resources and encouragement to empower our community to excel, innovate and contribute.
- We'll provide experiences and opportunities that foster learning, skills enhancement and personal growth.
- We'll provide opportunities for everyone in our community to identify and enhance their personal skillset to make the most of their ambitions and abilities.

### Influence our sector

- We'll influence the work of leaders and stakeholders in our sector and beyond to highlight the impact of Student Services.
- We'll use our community's voice to influence higher education policy and investment in Student Services.
- We'll use our collective expertise to develop and share practice that's informed by research and practical application to make a positive impact for our students.

## Values

### Collaborative

We believe in the power of collective intelligence and the strength that comes from working together. By uniting our expertise and leveraging the unique talents of everyone in our community we can establish strong connections and partnerships, both among ourselves and with others.

### Supportive

Everyone in our community is important, wherever they are on their professional journey. We embrace the diversity of our colleagues and welcome everyone into a supportive environment that fosters belonging, trust, mutual respect and understanding.

### Impactful

Everything we do has purpose and is clearly informed by expertise to inspire confidence and trust. We strive to ensure that our actions create lasting, positive impact, both within our community and in the wider higher education environment.

## CPD and National Conference updates

The Executive Committee is asked to:

- Note the update on the 2023/24 programme.
- Discuss the recommendation for the structure of the 2024/25 programme.
- Discuss and prioritise the themes/topics for 2024/25 CPD1 and CPD2.

### 2023/24 programme overview

Here are the completed events that comprised the CPD programme in the 2023/24 academic year:

- **CPD1 – ‘Support through the uncertainty of student life: a discussion with Student Space by Student Minds’** on 25 October 2023. Free partner webinar. 139 total attendees (54 budgeted). 0 sponsors (0 budgeted).
- **CPD2 – ‘Fitness to study (what’s in a name?)’** on 10 November 2023. Half day online event. 75 total attendees, 68 paying registrants (60 budgeted), 7 free places. 0 sponsors (0 budgeted).
- **CPD3 – ‘Harassment in higher education: prevention and response’** on 1 December 2023. In-person one day event, London. 57 total attendees, 42 paying registrants (71 budgeted), 15 free places. 10 corporate attendees. 3 sponsors (4 budgeted).
- **CPD3A – ‘Evidence and evaluation: how to improve support for student mental health’** on 14 December 2023. Free partner webinar. 262 total attendees (0 budgeted). 0 sponsors (0 budgeted).
- **CPD4 – ‘AMOSSHE Winter Conference 2024: boundaries, understanding and impact’** on 9 February 2024. In-person one day event, Cardiff. 161 total attendees, 132 paying registrants (122 budgeted), 29 free places. 33 corporate attendees. 14 sponsors (12 budgeted).

Events still to come are:

- CPD5 – Partner webinar (TBC, possibly Office for Students about harassment and misconduct regulation)
- CPD6 – International students, 18 April, online (half day)
- CPD7 – Partner webinar (TBC)
- CPD8 – Leadership and influence, 22 May, online (full day, call for proposals open)
- CPD9 – National Conference, 26 to 28 June, Glasgow

Winter Conference matched expectations in terms of attendee numbers, and was successful in terms of delegate feedback, sponsor engagement and income.

### 2024/25 events programme

It is important to begin planning the CPD programme for 2024/25 with sufficient time to identify leads (noting forthcoming elections), discuss and explore programmes and enable effective marketing and promotion.

The CPD leads have been reviewing CPD programmes over recent years and discussing feedback and key factors. For the last two years some higher education providers have asked for access to an online version of CPD events based on challenges travelling to venues. The CPD leads, in discussion with the National Office, recognise that there are challenges with offering dual delivery (hybrid) events. There are also operational complications of 'selling' content after an in-person event. There are also definite logistical benefits in offering events online over in person, and focusing in person on popular flagship events.

Therefore the CPD leads recommend we focus on two in-person events for 2024/25 (rather than three): Winter Conference (February 2025) and National Conference (July 2025).

The other events will be online, but allowing for more discussion time. We will look into a residential package for Winter Conference to make it more accessible for members, but otherwise keep the format the same.

The 2024/25 schedule might look as follows:

- Late October / early November 2024: online half day
- November 2024: online half day
- February 2025: Winter Conference (in-person, location TBC)
- March 2025: online half day
- April 2025: online half day
- May 2025: online half day
- July 2025: National Conference (in-person, Birmingham)

#### CPD themes for consideration

Considering topics / themes for professional development events, it will be useful to consider the most appropriate format too – an opportunity for discussion vs updates about guidance / current practice. Further, there is the option to offer shorter masterclasses on a narrow subject – for example 'Experiences of preparing to attend a Coroners Court.' All these considerations might inform whether events are virtual half days, webinars or in person.

Event attendee feedback across the year so far has suggested these main themes. Please note that a number of these could be combined into one event.

#### Disability:

- Supporting students with autism.
- Support for disabled students.
- Mental health and disability focus.
- Intersectionality with mental health and disability, some more information about disability services.
- Inclusivity, particularly moving away from individual support / medical model for disabled students.
- Different types of assessment to allow for reasonable adjustments.
- Supporting neurodiverse students.
- Supporting students with a working diagnosis.

#### Harassment / sexual violence:

- Continue speaking about broader harassment.
- Domestic abuse and sexual violence support given the upcoming required changes.
- Report and support, procedures for investigating unwanted behaviour and supporting both complainant and 'complainee'.
- Tackling sexual harassment / violence, specifically what OfS expects us to do.
- The contradiction of what is expected of us in terms of combating hate crime versus last year's Freedom of Academic Speech Act.
- Supporting the whole community in the context of Israel-Gaza.
- Interdisciplinary case management approach.

#### Student engagement:

- Involving students in service design.
- How to communicate effectively with students - how do universities keep students informed and engaged with the wide range of news, opportunities and interests that are available from the whole institution.
- More on belonging and intersectionality.
- Improving diversity within the student body.
- Cultural competency.
- Student voice – share some ideas of what has worked for others in terms of encouraging participation from students.
- Assessing student needs, some student perspectives.

#### Support to study:

- Continued events on Support to Study / Fitness to Study and difficulties within this.
- More on fitness to study in light of updates regarding the Bristol case.
- Fitness to study / reside policies and procedures.
- Student conduct, examples of successful practices, more opportunities for people to exchange ideas.
- Creativity and support approaches in managing disciplinary outcomes.

#### Mental health / wellbeing:

- Trends in student wellbeing, student case studies and examples of best practice wellbeing activity within the sector.
- Mental health support.
- Quality improvement for wellbeing interventions.
- Pastoral support structures in halls.
- Intersectionality with mental health and disability, some more information about disability services.
- UMHC sharing good practice.
- Compassionate practice / communication.

#### Postgraduate student support:

- Inclusive support for PhD students.
- PGT student mental health over the summer when they're isolated and trying to finish their dissertations.

#### Out of hours:

- Interesting to follow some of the case students, experiences longer term - i.e. Bath Spa out of hours liaison and Newcastle University student thriving community - how do they pan out over time? E.g. Newcastle it is a university culture change.
- Student Assistance Programmes to offer 24/7 support.
- Out of hours (again).

#### Risk:

- Managing risk as non-clinical managers.
- Managing risk (physical health as well as mental health).
- Managing student death or critical incidents.

#### Collaboration:

- More on boundaries between statutory services.
- Continuing to highlight practice in developing partnerships with NHS.
- Bringing academics and professional services on the same page.

#### Staff support:

- How are universities supporting their staff who are dealing with crises and complex cases. Supervision? Reflective practice?
- Staff wellbeing.

#### Duty of care:

- Duty of care and what that looks like for big and small institutions.
- A safe space to discuss duty of care.

#### Safeguarding:

- Safeguarding and Prevent and navigating the increasing regulation / expectations on providers (especially for those who offer apprenticeships).
- Embedding safeguarding as a whole university approach.

#### Data / technology:

- Data collection methods and how to interpret data.
- More on data collection, analysis and reporting.
- Technology (especially AI).

Feedback about support for international students should be covered by our CPD6 event in April.

Other themes (not necessarily arising from attendee feedback) might include:

- Career development / recognition.
- Self / staff support
- Policy / process / legality (especially regarding misconduct, support to study).

#### For Executive approval

- Executive to agree topics for 2024/25 CPD1 and CPD2 with leads.

## AMOSSHE strategy resources workstream

2023/24 plan

### Outcomes

Here are the strategy tasks that this workstream is working towards:

- 1) AMOSSHE has an **online platform** comprising resources including research, data and knowledge exchange materials that can be accessed by 100% of the membership and provides a base for continuous learning and collaborative work between members. The data from this platform will demonstrate the impact of AMOSSHE work within institutions in a variety of ways.
- 2) The **AMOSSHE professional behaviours framework** is utilised by members and integrates with the AMOSSHE CPD framework. It provides a recognised evidence base and framework to drive personal development within professional student services: **PAUSED**
- 5) AMOSSHE has, through the commissioning, analysis and dissemination of research and data, **enabled members to effectively influence** internal and external stakeholders: **PAUSED**

Status:

**RED:** None or little progress made

**AMBER:** Starting to make progress but behind on original timelines

**GREEN:** Going well and making expected progress

**BLUE:** Not scheduled to begin yet

**GREY:** Completed

Status	Resource / input	Task	Category	Outcome	Impact / success measure	Deadlines
		Identify a series of KPIs to determine the impact of the agreed changes to the resources platform for members.		1		January 2023
	SS EB SLi JB BP	Include a mechanism for reviewing and updating existing content (when to archive / refresh)	Planning			November 2023 (meeting)

Status	Resource / input	Task	Category	Outcome	Impact / success measure	Deadlines
	JB BP	Identify the support needed in line with the implementation plan	Build	1		February 2024
	JB BP AB	Initial training for NO staff on website features	Build			February 2024
		Website front end completed by RM	Build			February 2024
	JB BP	Hire in support needed and build out new platform within a timescale that is achievable with National Office oversight	Build	1		March 2024
	JB BP	Initial data migration completed	Build			March 2024
	SS EB SLi JB BP	Agree a plan to launch the new platform and decommission the old platform/resources structure	Project delivery	1		March 2024
	JB BP	Third party integrations (Vimeo, Zoom etc)	Build			March 2024
	SS EB SLi JB BP	Consider EDI in the specification (accessibility and language) – ask for advice from AbilityNet	Planning			March 2024
	SS EB SLi JB BP	Work with the advisory group to test the new resources structure or platform	Testing	1		March 2024
	SS EB SLi JB BP	<ul style="list-style-type: none"> <li>Decide timescales and activities with advisory group</li> </ul>	Testing	1		March 2024
	SS EB SLi JB BP	<ul style="list-style-type: none"> <li>Provide an online private link to enable advisory group members to browse the site</li> </ul>	Testing	1		March 2024
	SS EB SLi JB BP	<ul style="list-style-type: none"> <li>Devise a list of questions, test activities to see if the site achieves its goals. If not, implement necessary changes and re-run the process.</li> </ul>	Testing	1		April 2024
	JB BP	Content upload completed	Build			April 2024
	JB BP	Link into the comms strategy plan to manage and plan implementation/promotion to members	Comms			April 2024
	JB BP	2 <sup>nd</sup> data migration completed	Build/Test			End April 2024
	SS EB SLi JB BP	Launch the new resources structure or platform.	Project delivery	1		w/c 6 May 2024

Status	Resource / input	Task	Category	Outcome	Impact / success measure	Deadlines
	JB BP	Switch over to the active platform	Project delivery	1		May 2024
	JB BP	Xero integration completed and switched over	Build			June 2024
	SS EB SLi JB BP	Evaluate the effectiveness of the new platform by analysing usage data and collecting member feedback to answer the following questions: <ul style="list-style-type: none"> <li>• Are the resources on the new platform making a difference to members' work within their institutions?</li> <li>• Are the resources that we have the right resources now they are more easily accessible to members?</li> <li>• Are there any needs from the membership that we are not meeting or gaps where we lack resources that would better support the work of our members?</li> <li>• Does the new platform effectively support the aims of AMOSSHE?</li> </ul>	Review	1		Autumn 2024
	JB BP	Revise the platform based on the evaluation results and create a process of monitoring and evaluation process for annual evaluation and improvement.	Review	1		Autumn 2024

## AMOSSHE strategy external development workstream

2022/23 plan

### Outcomes

Here are the strategy outcomes that this workstream is working towards:

3b) AMOSSHE members have increased **opportunities to be represented throughout the sector and beyond. PAUSED**

4) We have developed and nurtured strong, mutually beneficial collaborations with key influencers [including academics, sector bodies, policy makers, funders and government], based on our understanding of the key challenges and opportunities facing students and student services, to deliver impact on behalf of our members.

8) AMOSSHE mutually influences and learns from a **global network of student services leaders**, for the benefit of our students.

Status:

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**BLUE:** Not started yet

**GREY:** Completed

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
RED		Develop a process for review and amendment of the stakeholder mapping spreadsheet	Evaluation, Monitoring and Success Framework	4		December 2023

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		<ul style="list-style-type: none"> <li>Ask members to identify international student groups that provide the biggest challenge to an institution. This might be due to their culture and adapting to university life, the transition programme that they follow or those who find it harder to feel belonging to an institution</li> </ul>	Implementation			December 2023
		Agree to streamline the stakeholder mapping spreadsheet	Evaluation, Monitoring and Success Framework	4		February 2024
		<ul style="list-style-type: none"> <li>Decide on a renewed structure for the spreadsheet against agreed priorities moving forward</li> </ul>	Evaluation, Monitoring and Success Framework	4		February 2024
		<ul style="list-style-type: none"> <li>Make changes to the spreadsheet</li> </ul>	Implementation	4		March 2024
		<ul style="list-style-type: none"> <li>Review structure of the spreadsheet with the executive committee</li> </ul>	Evaluation, Monitoring and Success Framework	4		March 2024
		Identify a priority group of global partners to build reciprocal partnerships with that enables us to understand groups of students that have the greatest impact on the culture of our member universities	Implementation	8		2024
		<ul style="list-style-type: none"> <li>Identify organisations that represent the top 3 student groups and make contact</li> </ul>	Implementation			2024

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		<ul style="list-style-type: none"> <li>Agree what we are asking for from these organisations and what can provide in return</li> </ul>	Implementation			2024
		<ul style="list-style-type: none"> <li>Review the agreed outcomes of conversations and present them to the executive for consideration / approval (if financial aid is involved or something that might carry a strategic risk to the organisation)</li> </ul>	Evaluation, Monitoring and Success Framework			2024
		Identify a priority group of global events/activities for AMOSSHE to engage with to provide new initiatives and learning for our members and therefore the connected student communities.	Evaluation, Monitoring and Success Framework			January 2024
		<ul style="list-style-type: none"> <li>Agree 2/3 top events or conferences that we want to engage with</li> </ul>	Evaluation, Monitoring and Success Framework			January 2024
		<ul style="list-style-type: none"> <li>Ask the international exchange team to discuss and agree a process for selecting members to attend these events and feed back to the wider membership</li> </ul>	Implementation			January 2024

## AMOSSHE strategy member engagement workstream

2023/24 plan

The agreed tasks to be completed by May 2024 are:

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

Due to challenges with central staff recruitment we have had to prioritise work schedules for the coming few months until the staff team are back to full strength, the priority areas are listed below:

- The group has agreed the elements of the roles that members have when joining AMOSSHE (lead, non-lead) and are matching this to the website. Names and description will be agreed and presented here in a future meeting.
- The group has started to create member personas to help us understand how best to structure the website and provide opportunities to all members through the new site and other initiatives. This will enable us to ensure we are providing content and approaches to suit a majority of our members.
- The group has created a list of topic areas that members can select when building their profile on the website, this is succinct but captures the majority of the areas that have been promoted through our newsletters over the past year.
- The group will be mapping resources to member personas to understand where we may currently have gaps in resources for members and what we need to focus.

Status:

**RED:** None or little progress made

**AMBER:** Starting to make progress but behind on original timelines

**GREEN:** Going well and making expected progress

**BLUE:** Not scheduled to begin yet

Status	Resource / input	Task	Category	Outcome	Impact / success measure	Deadlines
GREEN	SS AAC BP JB	Agree details behind each of the roles of lead member and non lead member of institutions	Planning			October 2023
GREEN	SS AAC BP JB	Agree a redefined role structure for member roles	Planning			November 2023
AMBER	SS AAC BP JB	Present redefined roles to the executive	Testing			January 2024
GREEN	JB BP	Devise member personas for AMOSSHE members	Planning			November 2023
AMBER	SS AAC BP JB	Use agreed personas to structure work on the website including networking activity and discussion groups	Testing			December 2023
AMBER	SS AAC BP JB	Use personas to agree additional activity for members	Testing			January 2024
GREEN	BP JB	Evaluate current channels of communication with members and what we currently update members on	Planning			November 2023
BLUE	SS AAC BP JB	Understand what we want the executive to update members on and then agree revised or new channels of communication	Planning			December 2023
AMBER	JB BP	Roll out and test agreed communication channels with members	Testing			January 2024

## AMOSSHE additional updates

### Operations Update

#### National Office

I am pleased to announce that Julia Jean-Baptiste has joined the team as Communications Officer. Julia started at the beginning of March and is a full-time member of staff. Recruitment is underway for a new Senior Policy and Research Officer and Events and Partnerships Officer. Anya will be leaving AMOSSHE by the end of April to have another baby, we wish Anya all the best for the future and thank her for the incredible contribution she has given to the organisation since starting in September 2017.

### Membership update

<b>Membership level</b>	<b>January 2024</b>	<b>March 2024</b>
Small and specialist	44	45
Tier 1 organisation	32	32
Tier 2 organisation	58	58
Tier 3 organisation	43	43
Additional member	392	401
International organisation	10	10
International additional member	24	25
Less than 50% HE organisation	0	0
Corporate organisation	3	4
Corporate additional member	8	8
Individual member	4	4
Non-profit organisation	2	3
Non-profit additional member	0	0
Student member	2	2
<b>Total organisations</b>	<b>192</b>	<b>195</b>
<b>Total members</b>	<b>875</b>	<b>892</b>

These organisations have joined the membership:

- Bristol Old Vic Theatre School (Small and specialist)
- Unite Foundation (Non-profit)
- Empiric Property (Corporate)

### GDPR update

Wild Apricot has four settings for members to control email contact. Here are the named members who have unsubscribed, using one of more of the settings:

- 34 members have ticked not to receive AMOSSHE updates about news and events (including the AMOSSHE newsletter) – previously 34.
- 5 members have disabled receiving any emails through Wild Apricot – previously 6.
- 12 members have unsubscribed from Wild Apricot mailings (newsletters, event announcements) – previously 11.
- 7 members have unsubscribed from Wild Apricot event announcements – previously 8.

Wild Apricot has two settings for members to control whether they share their details with other members for networking purposes. Here are the named members who have unsubscribed, using one of more of the settings:

- 88 members have ticked not to share their details with other members for networking purposes (including Jiscmail and the online lists) – previously 90.
- 1 member has ticked not to share their profile details in online lists – previously 1.

107 members in total have used one or more of these settings to unsubscribe – previously 107.