

AMOSSHE Annual General Meeting

Wednesday 16th July 2014, 5.00pm – 6.00pm



Hilton Hotel Manchester

All individuals named in AMOSSHE memberships are invited to join this year's AGM. Please note that votes are by member organisation, not by individual.

Agenda

1. Apologies*
2. Minutes of the 2013 AGM
3. Matters arising from the 2013 AGM
4. Officer reports
 - a. Chair
 - b. Vice Chair (Operations) {paper to follow}
 - c. Vice Chair (Professional Development) {paper to follow}
 - d. Vice Chair
5. Financial updates and accounts {paper to follow}
6. Elections 2014
7. AOB

**Email apologies to the Vice Chair (Operations) on info@amossheshe.org.uk no later than Friday 11th July 2013.*

***One vote per member organisation. This is normally the lead, but can be delegated to a proxy vote.*

AMOSSHE Annual General Meeting

Wednesday 10th July 2013 at 5.30pm

Hilton Hotel, Liverpool



Present

Executive

Ben Bailey, University of Derby
Sam Dale, University of Durham
Brian Hipkin, Regent's University London
Gillian Jack, University of South Wales
Ben Lewis, Cardiff University
Chris Lusk, University of St Andrew's
Nicole Redman, University of East London
Fay Sherrington, University of Salford
Julie Walkling, Anglia Ruskin University
Sally Olohan, Nottingham Trent University

HEI's and lead members present

Baljit Gill, Aston University
Cheryl Hutton, Bader International Study Centre
Maria Lorenzini, Bangor University
Sara Gallagher, Bath Spa University
Pamela Bell-Ashe, Birmingham City University
Claire Anderson, BISC, Queen's University
Nick Brown, Brightside
Lorri Currie, Canterbury Christ Church University
John Tibble, City University London
Phil Scarffe, De Montfort University
Veronique Johnston, Edinburgh Napier University
Lucy Cox, Falmouth University & University of Exeter, Cornwall Campus
Margaret Ward, Glasgow Caledonian University
Sue Cowan, Guildhall School of Music & Drama
Ben Wraith, Harlaxton College
Clare Hewitt, Institute of Education
Ian Munton, Keele University
Hilary Simmons, Lancaster University
Priscilla Preston, Leeds Metropolitan University
Tim Leadbeater, Leeds Trinity University
Linda Barry, Limerick Institute of Technology
John Ryan, Liverpool Hope University

Yvonne Turnbull, Liverpool John Moores University
Stephen Hackett, London South Bank University
Yvonne Harris, Manchester Metropolitan University
Nick Bevan , Middlesex University
Lyn Beverley, Newman University
Levi Pay, Northumbria University
Karen Burrige, Norwich University of the Arts
Kay Brannan, Ravensbourne
John Gallally, Royal College of Art
Claire Gandy, Sheffield Hallam University
Phil Gibson, Southampton Solent University
Sara Doherty, St. George's, University of London
Sue Whitham, St. Marys University College
David Allman, Staffordshire University
Charlotte Hurt, The Royal Central School of Speech and Drama
Karen Jackson, The University of Brighton
Chantalle Hawley, University Campus Suffolk
Lucy Gaunt, University College London
Kristy Widdicombe, University for the Creative Arts
Lucy Foley, University of Aberdeen
Mark Ames , University of Bath
Tim Stone, University of Bedfordshire
Richard Edwards, University of Bristol
Pamela Aspden, University of Central Lancashire
Heather Blundell, University of Chester
Lisa Sandercock, University of Exeter
Pat Sponder, University of Manchester
Elsa Bell, University of Oxford
Andrew West, University of Sheffield
Jayne Storey, University of the West of England
Nic Streatfield, York St John University
Helen McNeely, Queen's University Belfast

Agenda



1. Apologies*

2. Minutes of the 2012 AGM

- a. The minutes were agreed as a true and accurate record of the meeting

3. Matters arising from the 2012 AGM

- a. There were no matters arising not addressed elsewhere in the agenda

4. Officer reports

4.1 Chair

- a. The Chair noted the changes and achievements for AMOSSHE in 2012/13, in particular:
 - i. The development of solid systems and processes within the National Office
 - ii. A restructure of national office staffing
 - iii. New milestone in membership levels 150 UK HE Providers and 500 individual members
- b. The chair summarised the progress made on the current AMOSSHE projects and partnerships in particular:
 - i. AMOSSHE 20 projects published at the conference and have so far received a very positive response. No formal decision has been made on whether to repeat the projects in future years but due to their success this seems likely. The Executive will look into this once the National Office re-structure is complete.
 - ii. The Student First project was completed last summer and despite some initial technical issues received some very positive feedback.
 - iii. Partnership working with the Equality Challenge Unit and Heads of University Counselling Services.
- c. The chair noted the Student Life and Services Forums had run 3 times in the year with positive feedback received about them all. Some issues were raised about the format and location which will be looked at to improve these forums going forward.

4.2 Vice Chair (Operations)

- a. The Vice Chair (Operations) presented the Vice Chair (Operations)' report. She noted the significant rise in membership numbers this year.
- b. The Vice Chair (Operations) noted the departure from the National Office of Raegan Hiles and Tima Moledina after 4 years and 2 years respectively. She expressed thanks on behalf of AMOSSHE for their contribution to the organisation and wished them all the best in their future roles.
- c. The Vice Chair (Operations) officially welcomed Benjamin Parsons to the AMOSSHE National Office Team and noted the significant contribution that Benjamin had already made in the lead up to the conference. Benjamin has taken up a post dedicated to Membership Engagement and Communications.
- d. The Vice Chair (Operations) explained the different roles in National Office (including the new positions) and reassured members that there were no financial issues in the implementation of the new structure. The ability to generate income would be built into the objectives of each new role.

- e. The Vice Chair (Operations) encouraged members to spread the word about the new job opportunities in the National Office and to raise awareness. There is also the possibility of the Research and Policy role being filled by a secondment from a membership institution as it is a 2 year fixed term post.

4.3 Vice Chair (Finance)

- a. The Vice Chair (Finance) presented a summary of AMOSSHE financial matters for 2012/13
- b. The Vice Chair (Finance) reported that AMOSSHE has decided to draw considerably on its reserves in funding core business for 2013/14, and keep membership subscriptions as low as possible. Fees will increase by c1% which will work out at less than £5 per membership institution.
- c. As a result of the membership subscriptions and additional income streams AMOSSHE is due to make a very slight surplus this year.
- d. AMOSSHE's saving account is looking healthy and will be utilised if necessary to fund additional activity.
- e. The Santander bond invested in has matured and a decision will be made later in the year as to the investment of these funds. This has been delayed in light of the changes to the National Office team.

5. Elections 2013-14

- a. The Vice Chair thanked the 52 institutions who voted in the elections this year. The elected members were congratulated in their successful appointment to the positions
- b. Nicole Redman was unopposed as Vice Chair (Operations).

6. Vice Chair Development

- a. The Vice Chair expressed thanks on behalf of AMOSSHE to Gill Jack who had held the post of Vice Chair (Finance) and will step down this year. He noted the robust internal procedures she had put in place and the financial success of the CPD events.
- b. The Vice Chair explained that despite the competition for Executive officer roles no one put themselves forward for the Vice Chair (Finance) role. Therefore discussion had taken place among the Executive members about the requirement for this role. It has been suggested that there is no longer a requirement for a role of this specific nature.
- c. There has been an increased appetite for CPD events and a larger number of research bodies taking notice of AMOSSHE. It is proposed that AMOSSHE should focus on running more CPD events and engaging in an increased number of research projects.
- d. It is therefore proposed that the Vice Chair (Finance) role is replaced by a Vice Chair (Development). This role would focus on developing CPD events and further develop AMOSSHE through project sponsorship. The Vice Chair welcomed comments and thoughts from the membership.
- e. Comment from member that both the Vice Chair (Development) and the Head of Development and Operations held the word Development in their titles and that this could be confusing. The comment was taken on board by the Vice Chair but it was clarified that there would be clear linkages and demarcations between the two roles.

- f. Question from member asking what would we miss by not having a Vice Chair (Finance)? The Vice Chair (Finance) explained that she had put systems into place over the last few years which meant that there is now no need for the Vice Chair (Finance) to troubleshoot problems. She stated she feels convinced that as long as there is oversight of the daily bank account from the national office this would not be a problem.
- g. The Vice Chair (Finance) explained that any transition to National Office staff or other executive members would be managed appropriately.
- h. Question from a member asking the Vice Chair to explain the process of changing the positions – The Vice Chair (Finance) explained that the Vice Chair (Development) role would be filled by a member of the current executive following a nomination for 1 year only so that it could then go to election. This is to ensure the current cycle of the officer roles where 2 are elected one year and two the next to have consistency in the senior roles.

7. Articles of Association

- a. A vote was required to change the wording in AMOSSHE's Articles of Association. It is proposed that the wording Higher Education Institution is altered to read Higher Education Provider due to the better description of the range of membership organisations including private providers. **The vote was passed by a majority of 26 votes for, none against and 1 abstention.**
- b. A vote was required to change the Vice Chair (Finance) role to a Vice Chair (Development) role as previously discussed. **The vote was passed by a majority of 31 votes for, none against and no abstentions.**

8. Strategy (Future Directions)

- a. The Chair noted that the board had agreed to look at revising the AMOSSHE strategy but this had been delayed due to the changes in the National Office. This will be looked at further in Autumn by the executive.

9. Any Other Business

There was no other business.

The Chair declared the AGM closed at 18:15

Chair AGM report

Manchester Hilton Deansgate Hotel 16th July 2014



Summary

2013/14 has been an extremely busy and successful year for AMOSSHE. We have continued to grow in stature as an organisation and have demonstrated this commitment with the appointment of a new National Office staffing structure and completely new team to help drive us into a new era of development for our members.

Representing our members

We have continued to increase our representation across the sector, developing links across other organisations and bidding to be involved in sector changing conversations. AMOSSHE now represents its members on 20 different advisory and stakeholder groups across the country. These groups meet at various times and locations throughout the year and deal with issues from vulnerable students issues to operation advisory groups for the student loans company. We continue to strive to be involved in the conversation. We intend to continue to build these relationships and will be developing a more cohesive approach for member involvement in these conversations over the coming year.

Areas that we have been considerably vocal in, and will continue to be so include DSA arrangements for HEIs. We will continue to influence the agenda through our various networks and will continue to look at ways we can support members through the transition. We are working with sector organisations to produce some guidelines around fitness to study, an area close to members given the complexities of this area and intend to increase the speed of this piece of work after the conference.

Insight projects and Futures discussions

Given the success of last year's projects, the executive unanimously agreed that we should again fund projects on the same principles this year with £15,000 of reserves utilised for this purpose. We rebranded the initiative as Insight and received nine project proposals submitted before the deadline, all of extremely good quality, five of which were fully funded.

All projects are presented at conference and will be available for download and viewing on the AMOSSHE website the week after conference. We will continue to look at how best to engage with our members on developing best practice and encouraging innovative progress within the sector.

'Futures' is the rebranded title for the 'Future of Student Life and Services Forums'. We asked the membership back in November to choose which topics we should cover this year. The finalised topics were:

- Sponsor silence: is it time for higher education providers to stop complaining about Tier 4 (13 February 2014, chaired by Ben Lewis, Cardiff University)
- Segregated in prayer: has the model of separate Muslim prayer facilities has its day? (9 May 2014, chaired by Fay Sherrington, Lancaster University)
- Unintended consequences? What impact do league tables have on student services and the student experience? (23 May 2014, chaired by Chris Twine, University of Birmingham)

These topics have provided some very fruitful discussions this year, and is an activity area AMOSSHE intends to grow further with valuable input from members and external organisations.

AMOSSHE Insight and AMOSSHE Futures will benefit from refined and clarified terms of reference and more definition in terms of their place in AMOSSHE's offer. This should be a priority within the overall strategy of the organisation going forward.

CPD and Conference

CPD is still a strong area of focus for AMOSSHE, demonstrated by the shift in officer structure agreed at the last AGM. We are continuing to look at developing these events to maximise their usefulness to members and I would strongly encourage you to get involved if you have not done so already.

Given the timing of the new office team we were later than usual in organising the programme this year. We did though fulfil our ambition and commitment to run five events throughout the year and in different parts of the UK. More information on the CPD events is detailed in Sam Dales VC Professional Development report.

Conference has gone from strength to strength. Last year was the most well attended conference to date and I am pleased to say that this year has achieved record numbers again. Over 180 of you are staying for the full event and over 200 will be in attendance on Thursday, the largest gathering ever. This reflects the positive feedback we have been receiving on conference and the need for members to have an opportunity to reflect on their year with their peers, learn from each other and look to the future.

The future of AMOSSHE

The sector seems in constant flux and AMOSSHE needs to ensure we are in a position to shift with it and be able to support and represent our members in the best way possible. The next Executive to needs to shape the strategy for the organisation to reflect this.

The new National Office team are now settled and able to help us respond to the needs of the members quicker than ever.

We intend to continue to grow our partnerships and relationships with key sector organisations and governing bodies to ensure we are at the forefront of the discussions that affect you.

We need to evaluate our CPD programme and investigate new ways to diversify how we deliver these sessions, to ensure that a higher proportion of our members are able to attend or be involved in our organisation. We need to ensure that our offer to members remains both value for money and member-led in terms of style and presentation.

We should seek to continue project work in member institutions which enables learning in new ways, and sharing of that learning through AMOSSHE. Our members say they have found this invaluable and it allows our organisation to utilise the skills of our members for the benefit of the sector and informs the content of our CPD offer.

AMOSSHE has entered a new era supporting, representing and working with our members and I am personally delighted to have played a part in this alongside such dedicated and experienced colleagues.

I urge members to get involved in AMOSSHE through events, projects and surveys or any other way that you can. Feedback to me, other members of the executive or members of the National Office team and help us shape the future of AMOSSHE and what we can do to support you.

Vice Chair Operations AGM report

Manchester Hilton Deansgate Hotel 16th July 2014

National Office

We now have a new team of staff in place with the last member, Mary Sy joining in December last year. The new office structure is:

- John Bloomfield, Head of Development and Operations
- Benjamin Parsons, Member Engagement and Communications Officer
- Mary Sy, Development and Operations Administrator

Beatrice Addo, Policy and Research Officer will be leaving AMOSSHE in September to begin a Masters at Oxford University. We would like to take this opportunity to thank Beatrice for all her work for AMOSSHE and wish her well for the future.

There have been a number of improvements within the National Office since the new structure, such as:

- Improved administration on events and finance
- Improved engagement with the membership on updates, news and policy work
- Improved website access and resource collection online
- Increased support for the executive committee on a day-to-day basis
- Increased presence at National and Regional AMOSSHE meetings
- increased support for CPD event content, delivery and outcomes
- Internal improvements to the running of the National Office including data management, processes and procedures

Executive committee

The committee met 5 times this year with the first being in October to discuss and agree the direction for the year. At the second meeting in November Sam dale was co-opted to the position of Vice Chair (Professional Development) in line with the changes in role agreed at the AGM in 2013. Sam's Vice Chair role will continue until 2015 when the position will be open for re-election. This role enables AMOSSHE to add more resource and focus on developing our professional programmes for members.

AMOSSHE Membership activity

National Office staff have done an extensive clean-up of our membership database and Jisc mailing lists, ensuring that all lead and associate members are accounted for alongside institutions numbers.

- 148 Higher Education Providers
- 5 International members
- 537 individual members (lead and additional members)

AMOSSHE Futures discussion groups

This year we ran three discussion groups as part of our Futures discussions (previously called Future of Student Life and Services). These were three topics discussed at the groups:

- 13 February 2014: Sponsor silence: is it time for higher education providers to stop complaining about Tier 4. (report available online)
- 9 May 2014: Segregated in prayer: has the model of separate Muslim prayer facilities on campus had its day? (report available online)
- 23 May 2014: Unintended consequences? What impact do league tables have on student services and the student experience? (report available shortly)

All discussions have been extremely well received and AMOSSHE intend to continue the Futures discussions this coming year.

Surveys to the membership

This year also saw a change in the structure of the AMOSSHE surveys to members. Two were sent this year to make them timelier, manageable and more focussed. These were:

- Annual benchmarking survey (results available after conference)
- Annual membership survey (results available after conference)

These are extremely valuable to enable AMOSSHE and our members to see where they are placed on a national scale and to help AMOSSHE develop future strategy for the organisation. These surveys will be evaluated and improved over time to ensure they are a valuable resource to members.

Insight projects

AMOSSHE commissioned 5 projects this year after the success of the twentieth anniversary projects last year, all current projects are presenting at conference. Beatrice Addo, Policy and Research Officer has been liaising with the project leads to monitor progress and completion. The projects are:

- Psychological profile of an academic year – University of Dundee
- What we can learn from the systems in place in the higher education sector to support international students with a disability? (University of Kent)
- Making a difference with data (AMOSSHE East Group)
- The impact on engagement and retention of Student Support and Guidance Tutors (SSGTs) in the School of Architecture at University of Brighton (University of Brighton)
- Delivering inductions to new students studying part-time and through distance learning in order to identify best practice for the sector (institute of Education)

Other statistics of note for members:

Activity	This year	Last year
Posts on AMOSSHE super mailing list (Sept – June)	443	257
Delegates on average attending CPD events	37	41
Attendance at annual conference	208	159

Vice Chair Professional Development AGM report

Manchester Hilton Deansgate Hotel 16th July 2014

Continuous Professional Development (CPD)

This year we have seen five CPD events take place across the country for our members. These were chosen based on feedback received throughout the year from members, evaluating the responses received at our annual conference and through the Jiscmail lists. We are increasingly looking a new events and activities that are of relevance to our members which add value to the work they do and increases the value of your membership with AMOSSHE.

This year we held events in:

- London (x2)
- Birmingham (x1)
- Newcastle (x2)

This reflected a desire to try and escape London centric CPD events programmes and experiment with the delivery of some of these events across the country. Feedback indicates these were a success although location still remains a challenge for AMOSSHE given the locations of some of our members.

CPD Feedback

Feedback from the events were scaled from 1-5 (1 = poor and 5=excellent). The following feedback is cumulative across all 5 events.

Event overall	Good / Excellent	99%
Content	Good / Excellent	96%
Venue	Good / Excellent	82%
Presenters	Good / Excellent	100%
Refreshments	Good / Excellent	88%
Administration	Good / Excellent	98%
Relevant to my role	Good / Excellent	99%
Worthwhile	Good / Excellent	99%
Interesting	Good / Excellent	99%
Enjoyable	Good / Excellent	96%
Good value for money	Good / Excellent	85%
Useful for making practicable changes at my organisation	Good / Excellent	96%

The feedback indicated that venues were generally well received with an understanding that these events are good value for money. AMOSSHE will be working hard to ensure prices are kept as low to enable as many delegates to attend as possible.

CPD topics

This year we ran three topics for the CPD events, these were:

- Fit to Study: Who decides? Who is responsible?
- A practical guide for producing social media for students
- Working 5 – 9? What should institutions be doing to meet the needs of students out of hours?

This year, for the first time we ran the 'Fit to Study' session on multiple occasions. This was in response to demand and feedback received from members via the AMOSSHE JISCMail. The feedback highlighted that there was (across the sector) a clear view that supporting students with mental health difficulties was an increasingly complex and challenging area for Student Services. . The additional sessions enabled us to run good sized discussion groups for those that attended which were well received. We also released feedback notes to all participants after the event, further information will be available online to the remainder of the membership before the end of the year.

We have asked for feedback on CPD activity through the AMOSSHE members survey and I encourage members to discuss the development of our CPD programme and feedback through the executive or the National Office team.

We will be developing the CPD programme for 2014/15 in the weeks after conference to produce a list of confirmed events by October / early November.

We will also be looking at developing differing ways of presenting programmes and topics of interest including webinars and video conferencing links for sessions so please look out for these throughout next year once we have been able to fully research and develop some of these approaches.

Vice Chair AGM report

Manchester Hilton Deansgate Hotel 16th July 2014



Summary

This paper outlines the previous years annual accounts, AMOSSHE's current position and outlines future financial plans.

Annual accounts 2012/2013

Please see the attached final accounts. These have been provided by our external accountants from the figures that we presented to them in October 2013. As you will on page 7 of the accounts (profit and loss table for the year) there are some significant differences between the two sets of figures presented in the document. There are a couple of contributing factors to these changes.

- Due to the crossover of financial years some information has been logged within incorrect accounting periods and therefore some of the figures look slightly skewed. This is certainly the case for conference which shows huge income for 2012 when some money should have been allocated back to the 2011 accounts. We are working on making this information more consistent going forward by utilising a new accounting package. It is important to note that this does not affect AMOSSHE's overall financial position, it is just a change in how the information has been presented.
- Changes in National Office staff structure and final costs for relocation have contributed to the rise of National Office costs. As you will know the National Office staff team has completely changed over the past 12 months with four new members of staff employed, increasing the structured staffing from two to four people in total. It should be noted however that we were investing in a significant amount of temporary staff to meet the increasing demand on the office staff to cope with demand on resources.

The financial reserves position of AMOSSHE at the end of this accounting year improved from £230,054 to £238,498.

Current financial position

AMOSSHE has had a successful and healthy year to date. The new staff team has settled in well and have been taking control of the day-to-day financial activity. The Executive team has been monitoring the financial transactions on a regular basis and will continue to do so.

Points of note on our current position:

- We have exceeded budget targets for membership income with a larger proportion of members renewing this year.
- Consultancy and accounting costs are much higher than anticipated. There has been an issue with VAT that AMOSSHE has been dealing with. HMRC ruled that AMOSSHE should be registered to pay VAT and therefore we have been negotiating our position and what we should be paying and what we owe, this has taken up additional resource costs to utilise the necessary consultants to help us through this process. This will be explained further at the AGM.
- We ran five CPD events rather than the budgeted 6, hence a drop in income, this is reflected in the expenditure for CPD.
- Conference costs have increased this year however these are reflected with the increase in income from higher than expected delegate numbers.

The table below shows our financial position to 30 June 2014 and projected year end based on committed spend.

	Budget TD	Actual TD	Variation	Total Budget	Projected Actual	Variation
Income						
Membership fees	£106,000	£109,625	£3,625	£106,000	£109,905	£3,905
CPD Events	£35,715	£21,115	(£14,600)	£35,715	£23,070	(£12,645)
Conference	£87,292	£91,207	£3,915	£87,292	£107,478	£20,186
Sponsorship	£39,650	£38,144	(1,506)	£39,650	£40,159	£509
Projects grant	-	-	-	£13,800	£13,800	-
Total Income	£268,657	£260,091	(£8,566)	£282,457	£294,412	£11,955
Expenditure						
Staff	£94,013	£92,072	£1,943	£116,218	£115,595	£623
Travel & Subsistence	£20,542	£11,612	£8,930	£22,373	£13,722	£8,601
Rent & Rates	£13,500	£7,668	£5,832	£15,700	£10,668	£5,032
Other central costs	£5,675	£4,445	£1,230	£7,210	£5,300	£1,910
Equipment and IT	£7,120	£5,622	£1,498	£8,550	£6,000	£2,550
Accounting & Consultancy	£27,071	£33,734	(6,663)	£27,471	£34,500	(£7,029)
CPD Events	£12,018	£6,847	£5,171	£12,018	£6,977	£5,041
Conference	£20,188	£3,142	£17,046	£86,188	£106,000	(£19,812)
Projects	-	-	-	£13,800	£13,800	-
Total Expenditure	£200,127	£165,140	£34,987	£295,728	£298,812	(£3,084)

Total projected Surplus / (Deficit): **(£4,400)**

Budgeting for 14/15

Below is a proposed outline budget for AMOSSHE for 2014/15 academic year. This has been structured to demonstrate the costs of the activities that we do. Please note the following:

- A percentage of staffing costs and central operating costs (such as phone bills, rent etc) have been split between the activities that we do. This is to reflect the amount of resources each activity takes from the team and allows us to monitor accurately the true costs per activity. We also need to run this exercise for our VAT returns.
- Please be aware that although it shows some activities are loss – making we are able to claim some money back from losses on these events against VAT we owe. This VAT reclaim is estimated based on these losses and included in the figures below.
- This budget includes all staffing costs and accounting costs for the year as expected to date. Any significant investments outside these costs will be agreed by the Executive to come from the reserves budget and will be accounted for and detailed in next years AGM.
- Any significant investment by the Executive will be accompanied by a discussion around financial sustainability. This is to ensure that one-off costs are truly one off and there is a plan in place to fund or resource on-going costs to ensure the sustainability of the organisation.

Budget 14/15	Income	Expenditure	Surplus / Deficit
Membership fee	£97,943	£12,242	£85,701
CPD events	£31,000	£30,116	£844
Conference	£105,490	£127,362	(£21,872)
Insight	£10,000	£10,605	(£605)
Sponsorship	£40,000	-	£40,000
Central costs	-	£84,683	(£84,683)
Futures	-	£10,021	(£10,021)
Executive /Representation	-	£8,150	(£8,150)
Total	£284,433	£283,179	£1,254