AMOSSHE Executive meeting

1 November 2024 | AMOSSHE National Office
Formal meeting time: 10:30 to 15:30

Attendees: Jill Stevenson (JST), Sarah Sweeney (SSW), Emma Bales (EBA), Chris Warrington (CWA), Andy Shanks (ASH), Aleata Alstad-Calkins (AAL), Keith Houghton (KHO), Sammy Li (SLI), Paul Rossi (PRO), John Bloomfield (JBL), Benjamin Parsons (BPA), Emma Maslin (EMA), Julia Jean-Baptiste (JJE), Jaimee Shan (JSH)

Apologies: Angela Scanlon (ASC), Ian Munton (IMU), Sally Lambah (SLA), Michelle Scop (MSC)

Minutes

Welcome, minutes and matters arising

1. Standing item: Reserved business, Conflicts of interest and check for any other business

    No conflicts of interest or other business raised.

2. Standing item: Minutes and matters arising

    The minutes of the July 2024 meeting were confirmed as an accurate record.

    Action log:
    - 31 – JBL / BPA to devise / share a process for responding to requests to work with AMOSSHE that come through Chairs or other Executive members. – **Ongoing**
    - 32 – JBL and BPA to extract actions from the Rules of Association paper in order to implement the changes. – **Ongoing – this will be signed off by the Chairs before publication**
    - 33 – JBL and EBA to review ideas about extending Executive terms from two years. – **Ongoing**
    - 38 – JBL to review the allocation processing with AMOSSHE's accountants to better stabilise showcasing income. – **Ongoing**
    - 49 – CWA to try to meet the interim CEO of Student Minds. JBL to reach out for a meeting in the meantime. CWA to report back. – **Complete**
    - 62 – BPA and JJE to consider how to advertise the benefits of AMOSSHE membership and why you should join to coincide with rising costs. – **Complete**
    - 1 – Executive Committee to send in details to the National Office of anyone they know who chairs or is on the executive of similar association organisations so we can update the linked areas on the stakeholder mapping relationships. – **Complete**
    - 2 – Stakeholder mapping group to create a column on the spreadsheet indicating the links between these relationships and the strategy – **Closed – delegate to the influence our sector working group**
    - 3 – EMA to ask members for examples of best practice around encampment issues specifically regarding campus relations or general student support in order to collate and share as a members-only resource. – **Complete**
    - 4 – EMA to contact Scotland Leads as to whether it would be appropriate/relevant for AMOSSHE to respond to the Scottish government funding consultation. – **Complete**

- 5 – Executive to ensure the stakeholder spreadsheet is up-to-date with the relationships and groups they represent AMOSSHE on. – **Closed**
- 6 – JBL to present final budget figures at the October Executive meeting. – **Complete**
- 7 – CPD leads for CPD10 and winter conference to consider the above points for the Winter Conference and other CPD events. – **Complete**
- 8 – EBA and JBL to look at risks associated with the EGM/AGM. – **Ongoing**
- 9 – JBL to contact IT and ask the question regarding access to systems for National Office equipment for potential future threats related to the Microsoft hack. – **Complete**
- 10 – The CPD development group to consider the costs of continuing professional development alongside the promotion of member benefits. – **Complete**
- 11 – JBL to make reviewing our organisational priorities a long-standing agenda item to ensure our policy updates are relevant to the organisation and our approach. – **Complete**
- 12 – Workstream working groups to be set up to start working on the prioritised areas and agree timescales and implementation plans. – **Complete**
- 13 – JBL to look and review the Executive Committee representation allocations – **Complete**
- 14 – Executive Committee members to look at the sustainability work and put themselves forward. – **Ongoing**
- 15 – JBL to consider shorter more frequent breaks for next year's residential and more time for the Friday tasks. – **Closed**
- 16 – JBL to look at different workshop techniques and skill building for future residential meetings (IMU may be able to advise). – **Closed**

3. Standing item: Policy update

EMA and JBL discussed paper 24-25-10.

The Executive Committee decided the following:

- Regarding the cross-cutting themes for our policy positions, the wider Executive Committee are happy with the procedure in which these key messages are curated and finalised.
- The Executive agreed that AMOSSHE should collate best practice with regard to the Office for Students published condition E6 for English higher education providers for tackling sexual harassment and misconduct. This should collate examples of practice from across the UK, in order to establish a resource bank of good / established (rather than 'best') practice for the sector. We should avoid endorsing particular practice, but we could draw out themes. We should ask the Office for Students to be part of the development of this.
- The Executive agreed that AMOSSHE should respond to the public consultation for the development of a ten year health plan for England. This could be an opportunity to establish boundaries between NHS and university mental health provision.

ACTION: Policy and research group to start a project to collate examples of practice for tackling harassment and sexual misconduct, and delegate to the Benchmarking group where required.

ACTION: Policy and research group to start a project to respond to the public consultation for the development of a ten year health plan for England. Look at the process for how we will undertake creating this response, starting with a draft based on Executive input, which the membership can review and comment on. Also discuss with Jane Harris at HUCS.

ACTION: Stakeholder mapping group to update the map with the advisory group for the Office for Students sexual violence prevalence survey.

ACTION: Stakeholder mapping group to update the map with CUC (Council of University Chairs) regarding the work of mental health strategy.

ACTION: Commercial activity / growth group to consider co-working with Epigeum and Intersol Global about tackling harassment and sexual misconduct.

Discussion and approval items

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

4. Strategy oversight group: SSW discussed paper 24-25-11 and the structure of the working groups. Most groups have only met once so far, to establish terms of reference and goals for this academic year.

   ACTION: JBL and BPA to revise the working groups diagram to make it clearer what the reporting lines are, including reporting to the Executive Committee.

   ACTION: JBL and BPA to revise the strategy progress tables to indicate where a task is dependent on the progress of another task.

   ACTION: Strategy oversight group to consider, for the strategy launch at Winter Conference 2025, how we should articulate what success will look like and what we aim to achieve at the end of each year. Our achievements / aims may also link to our key policy asks.

   ACTION: Benchmarking group to consider a survey of the membership to determine whether our strategic progress is making an impact, at the end of the year.

   Influence our sector: JST discussed paper 24-25-12.

   Empower our community: AAL and SLI discussed paper 24-25-13.

   Cultivate excellence: SSW discussed paper 24-25-14.

5. EDI (equity, diversity, inclusion) oversight group: SLI discussed paper 24-25-15.

   Sustainability oversight group: PRO gave an overview of this group's work, which is to help all the groups to do sustainable practice and consider sustainability in everything we do. We may need to get training for staff and/or Executive to ensure we have the skills to ensure sustainable practice.

   ACTION: Sustainability group to include EBA as a new co-lead, and JBL to update the group leads and representation list.

   ACTION: JBL to include the Sustainability group terms of reference in the papers for the January 2025 Executive meeting.

6. Finance update (operations): JBL discussed paper 24-25-16. The Executive Committee agreed the budget figures as final for 2024/25.

7. GDPR verbal update (operations): PRO provided this update. PRO and JBL have met once to discuss office structure, training, and checks and balances to ensure compliance. Existing approaches were reviewed and found to be robust currently, but there will be new developments in terms of simplifying administration and training.

Points for noting and any other business

Paper 24-25-17. These agenda items were only discussed if anyone had particular questions.

8. CPD development update (Cultivate Excellence).

9. Communications update (operations).

   ACTION: Communications group to consider a campaign about who AMOSSHE is, in advance of our strategy launch in 2025.

10. Finance management report (operations).

11. Membership update (Empower our Community).

12. AOB (any other business).

    ACTION: JBL to include a link to our report on who is attending external events and meetings on behalf of AMOSSHE.

AMOSSHE Executive meeting

1 November 2024 | AMOSSHE National Office
Formal meeting time: 10:30 to 15:30

Agenda

Welcome, minutes and matters arising: 10:30 to 12:00

Item	Title	Status	Presented by	Paper
1	Standing item: Reserved business, Conflicts of interest and AOB check	Discussion	Jill Stevenson	
2	Standing item: Minutes and matters arising	Approval	Jill Stevenson	24-25-08 24-25-09
3	Standing item: Policy update	Discussion	Emma Maslin John Bloomfield	24-25-10

Discussion and approval items: 12:00 to 14:45

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

Lunch: 12:30 to 13:00

Item	Title		Presented by	Paper
4	Strategy oversight group Influence our sector Empower our community Cultivate excellence	Discussion	Sarah Sweeney John Bloomfield Strategy leads	24-25-11 24-25-12 24-25-13 24-25-14
5	EDI oversight group Sustainability oversight group	Discussion	leads	24-25-15
6	Finance update (Operations)	Approval	John Bloomfield	24-25-16
7	GDPR verbal update (Operations)	Discussion	Paul Rossi	

Break: 14:45 to 15:00

Points for noting and AOB: 15:00 to 15:30

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

Item	Title		Presented by	Paper
8	CPD development update (Cultivate Excellence)	Noting	Benjamin Parsons	
9	Communications update (Operations)	Noting	Julia Jean-Baptiste	24-25-17
10	Finance management report (Operations)	Noting	John Bloomfield	
11	Membership update (Empower our Community)	Noting	Benjamin Parsons	
12	AOB (any other business)	Discussion	Jill Stevenson	

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Jan-24	31	6	JBL / BPA to devise / share a process for responding to requests to work with AMOSSHE that come through Chairs or other Executive members.	JBL, BPA	Ongoing
Jan-24	32	7	JBL and BPA to extract actions from the Rules of Association paper in order to implement the changes.	JBL, BPA	Ongoing
Jan-24	33	7	JBL and EBA to review ideas about extending Executive terms from two years.	JBL, EBA	Ongoing
Mar-24	38	4	JBL to review the allocation processing with AMOSSHE's accountants to better stabilise showcasing income.	JBL	Ongoing
Mar-24	49	8	CWA to try to meet the interim CEO of Student Minds. JBL to reach out for a meeting in the meantime. CWA to report back.	CWA	Complete
Jun-24	62	8	BPA and JJB to consider how to advertise the benefits of AMOSSHE membership and why you should join to coincide with rising costs.	JJE, BPA	Complete
Jul-24	1	6	Executive committee to send in details to the national office of anyone they know who chairs or is on the executive of similar association organisations so we can update the linked areas on the stakeholder mapping relationships.	Executive	Ongoing
Jul-24	2	6	Stakeholder mapping group to create a column on the spreadsheet indicating the links between these relationships and the strategy	Influence our sector leads	Ongoing
Jul-24	3	6	EMA to ask members for examples of best practice around encampment issues specifically regarding campus relations or general student support in order to collate and share as a members-only resource.	EMA	Complete
Jul-24	4	6	EMA to contact Scotland Leads as to whether it would be appropriate/relevant for AMOSSHE to respond to the Scottish government funding consultation.	EMA	Complete
Jul-24	5	6	Executive to ensure the stakeholder spreadsheet is up-to-date with the relationships and groups they represent AMOSSHE on.	Executive	Closed
Jul-24	6	7	JBL to present final budget figures at the October executive meeting.	JBL	Complete
Jul-24	7	7	CPD leads for CPD10 and winter conference to consider the above points for the winter conference and other CPD events.	CPD teams	Complete
Jul-24	8	7	EBA and JBL to look at risks associated with the EGM/AGM.	JBL, EBA	Ongoing
Jul-24	9	7	JBL to contact IT and ask the question regarding access to systems for national office equipment for potential future threats related to the Microsoft hack.	JBL	
Jul-24	10	8	The CPD development group to consider the costs of CPD alongside the promotion of member benefits.	CPD leads	Complete
Jul-24	11	9	JBL to make reviewing our organisational priorities a long-standing agenda item to ensure our policy updates are relevant to the organisation and our approach.	JBL	Complete

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Jul-24	12	10	Workstream working groups to be set up to start working on the prioritised areas and agree timescales and implementation plans.	JBL	Complete
Jul-24	13	12	JBL to look and review the executive committee representation allocations	JBL	Complete
Jul-24	14	12	Executive committee members to look at the sustainability work and put themselves forward	Executive	Ongoing
Jul-24	15	14	JBL to consider shorter more frequent breaks for next years residential and more time for the Friday tasks.	JBL	Closed
Jul-24	16	14	JBL to look at different workshop techniques and skill building for future residential meetings (IMU may be able to advise).	JBL	Closed

AMOSSHE Executive leads 2024/25: expressions of interest

Here is the final confirmed list of all executive members and the remit they are responsible for within AMOSSHE internal working groups.

Area	Required commitment	Confirmed lead	NO representative
Strategy			
AMOSSHE strategy oversight group Track and coordinate the work of the three strategy workstreams and monitor against strategic objectives.	x5 30 minute meetings in advance of Executive meetings (October, January, March, June, July)	Sarah Sweeney Sammy Li	John Bloomfield Benjamin Parsons
Strategy workstream: Influence our sector Coordinate and carry out tasks for the influence our sector workstream, and report back to the Executive team.	x12 (monthly) 1 hour meetings, plus work as required to implement workstream objectives	Jill Stevenson Chris Warrington Paul Rossi	John Bloomfield Benjamin Parsons
Strategy workstream: Empower our community Coordinate and carry out tasks for the empower our sector workstream, and report back to the Executive team.	x12 (monthly) 1 hour meetings, plus work as required to implement workstream objectives	Sammy Li Aleata Alstad-Calkins Angela Scanlon	John Bloomfield Benjamin Parsons
Strategy workstream: Cultivate excellence Coordinate and carry out tasks for cultivate excellence workstream, and report back to the Executive team.	x12 (monthly) 1 hour meetings, plus work as required to implement workstream objectives	Sarah Sweeney Andy Shanks Angela Scanlon	John Bloomfield Benjamin Parsons
Workstream subgroups			
Benchmarking working group Work with a group of members to devise, schedule and review AMOSSHE's benchmarking surveys.	x12 (monthly) 1 hour meetings, plus work as required to review drafts and outputs	Chris Warrington Sally Lambah Ian Munton	Emma Maslin Benjamin Parsons
Professional recognition and career development project Scope, plan, develop and implement a 'professionalisation framework' or similar for AMOSSHE members.	x12 (monthly) 1 hour meetings, plus work as required	Emma Bales Sally Lambah Keith Houghton	Benjamin Parsons Julia Jean-Baptiste

Area	Required commitment	Confirmed lead	NO representative
CPD development Track and coordinate AMOSSHE's continuing professional development programme, lead on sponsored and ad hoc events, report on progress to the Executive team, plan the 2025/26 programme.	x5 1 hour meetings in advance of Executive meetings (October, January, March, June, July)	Chris Warrington Sammy Li	Jaimee Shan Benjamin Parsons
Operations			
Business ethics committee Review membership requests from new organisations, conduct due diligence on new contractual relationships, including with sponsors.	As and when required to confirm new corporate members or sponsors	Emma Bales Paul Rossi Andy Shanks	John Bloomfield Jaimee Shan
GDPR review Review and advise on AMOSSHE's GDPR procedures, requests and data breaches.	1 annual meeting and potential follow up meeting **1 lead required**	Paul Rossi	John Bloomfield Benjamin Parsons
Policy advisory group Raise awareness of upcoming sector consultations that AMOSSHE should respond to, recruit members to participate and/or submit responses. Also planning positions on emerging policy / issues.	x12 (monthly) 1 hour meetings, plus work as required to review drafts and outputs	Jill Stevenson Sarah Sweeney Ian Munton Andy Shanks	Emma Maslin John Bloomfield Julia Jean-Baptiste
Communications development group Develop a comms plan, working with the workstream leads, and strategic rollout / review.	Meetings usually around every 6 weeks but variable based on outcomes	Jill Stevenson Sarah Sweeney Aleata Alstad-Calkins	Julia Jean-Baptiste Benjamin Parsons
EDI leads Guide and coordinate the strategy workstreams' focus on EDI and lead on any specific work within this area.	One meeting before 25/10 Exec	Sammy Li Keith Houghton Angela Scanlon	John Bloomfield Benjamin Parsons
Sustainability leads To consider our work around sustainability and ensure accountability through AMOSSHE workstreams and other specific areas of work.	One meeting before 25/10 Exec	Paul Rossi	John Bloomfield Benjamin Parsons
Commercial activity / growth Lead on working with the Executive Director on initiatives to increase income in line with strategy.		Aleata Alstad-Calkins Angela Scanlon	John Bloomfield Jaimee Shan

Area	Required commitment	Confirmed lead	NO representative
CPD			
CPD2: disability / reasonable adjustments Develop, plan, lead and host the professional development event.	Fortnightly 1 hour meeting (August) Weekly 1 hour meeting (September to November) 1 day to host the event (October / November)	Sammy Li Keith Houghton	Jaimee Shan Benjamin Parsons
CPD3: tackling sexual violence / harassment Develop, plan, lead and host the professional development event.	Fortnightly 1 hour meeting (August) Weekly 1 hour meeting (September to November) 1 day to host the event (November)	Ian Munton Paul Rossi	Jaimee Shan Benjamin Parsons
CPD4: self-care, career development and staff support Develop, plan, lead and host the professional development event.	Fortnightly 1 hour meeting (August) Weekly 1 hour meeting (September to November) 3 days to host the events (November / December)	Chris Warrington Aleata Alstad-Calkins	Jaimee Shan Benjamin Parsons
CPD5: Winter Conference Develop, plan, lead and host the professional development event (topic TBC – 'belonging'?).	1 hour scoping meeting (August) Fortnightly 1 hour meeting (September to October) Weekly 1 hour meeting (October to February) Overnight + 1 day to host the event (February, in-person, location TBC)	Emma Bales Sally Lambah	Jaimee Shan Benjamin Parsons
CPD7: pastoral support models Develop, plan, lead and host the professional development event.	1 hour scoping meeting (August) Fortnightly 1 hour meeting (October to December) Weekly 1 hour meeting (January to March) Half day to host the event (March, online)	Sarah Sweeney Sally Lambah	Jaimee Shan Benjamin Parsons
CPD9: out of hours Develop, plan, lead and host the professional development event.	1 hour scoping meeting (August) Fortnightly 1 hour meeting (November to January) Weekly 1 hour meeting (February to April) Half day to host the event (March / April, online)	Ian Munton Andy Shanks	Jaimee Shan Benjamin Parsons
CPD10: hostile financial environment Develop, plan, lead and host the professional development event.	1 hour scoping meeting (August) Fortnightly 1 hour meeting (December to February) Weekly 1 hour meeting (March to May) 1 day to host the event (May, online)	Chris Warrington Paul Rossi	Jaimee Shan Benjamin Parsons

Area	Required commitment	Confirmed lead	NO representative
CPD12: National Conference 2025 Develop, plan, lead and host the AMOSSHE National Conference 2025, and sign-off forward planning for 2026.	Fortnightly 1 hour meeting (September to March) Overnight +1/2 days planning (session proposals and venue details, in-person, February, Birmingham) Weekly 1 hour meeting (April to July) 1 week to host the event (2 to 4 July, in-person, Birmingham)	Aleata Alstad-Calkins Andy Shanks Keith Houghton (succession lead)	Jaimee Shan Benjamin Parsons

Introduction to autumn policy update

Index for policy update

Policy updates for discussion   **Back to index**

AMOSSHE policy positions

In the policy workshop at the Residential, the Executive decided on three cross-cutting themes that should be embedded into all our policy and communications efforts. These were:

- Impactful approaches to student support and engagement.
- Greater resourcing of Student Services.
- Championing collaborative initiatives.

These would help inform our key messages across topic areas that fitted within AMOSSHE members' remit. The Policy Advisory Group have revised statements in three topic areas (tackling harassment and sexual misconduct; duty of care; campus relations during world conflict) to ensure that these

represent our three cross-cutting themes, and take into account regional and national differences across the devolved nations. EMA and JJE then meet to review and edit these statements to ensure they fit within our communications strategy. Once complete, they will appear in the 'for noting' section as a standard item within the policy update.

A summary of the three cross-cutting themes and the duty of care statement has been completed and can be found in the AMOSSHE policy positions 'for noting' section. The other two statements are pending a communications review and will be included in the next executive policy update.

Question for Executive:

- Are the wider executive committee happy with the procedure in which these key messages are curated and finalised?

Office for Students' condition of registration for tackling sexual misconduct and harassment

In July 2024, the Office for Students published condition E6 for English higher education providers for tackling sexual harassment and misconduct. Under the new condition, English providers must:

- Create a single comprehensive source of information outlining the steps they are taking to meet this condition.
- Stop using non-disclosure agreements (NDAs) in harassment and sexual misconduct cases.
- Take steps to prevent 'abuses of power' between staff and student intimate personal relationships.
- Deliver training for students and staff on university policy and procedures.
- Have effective reporting mechanisms in place.

The condition comes into effect on **1 August 2025**. The ban on using non-disclosure agreements came into effect on **1 September 2024**.

So far, AMOSSHE has supported members in understanding and implementing the condition in their institution by:

- Publishing a summary of the condition for members in August 2024[1].
- Hosting a discussion on the condition for members in August's members' discussion.
- Posing member questions to the Office for Students and publishing clarifications on the condition following this meeting on our website[2].
- Hosting a CPD session on tackling harassment which will include information on the condition and examples of best practice from the membership and beyond[3].

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[1] AMOSSHE. (2024). OfS new condition of registration in tackling harassment and sexual misconduct: summary. Retrieved October 17, 2024, from https://www.amosshe.org.uk/resource/ofs-new-condition-of-registration-in-tackling-harassment-and-sexual-misconduct-summary.html
[2] AMOSSHE. (2024). Further insights into the OfS condition of registration on harassment and sexual misconduct. Retrieved October 17, 2024, from https://www.amosshe.org.uk/resource/further-insights-into-the-ofs-condition-of-registration-on-harassment-and-sexual-misconduct.html
[3] AMOSSHE. (2024). Building a holistic approach to tackling harassment. Retrieved October 25, 2024, from https://www.amosshe.org.uk/latest/our-events/tackling-harassment-2024.html

A common issue raised by members about the condition is the lack of clear guidelines around condition requirements. For example, the condition states that student and staff training should be delivered by someone with credible expertise, but this is not specified in the condition. There is no threshold of what 'credible expertise' means so members are concerned about 'getting it wrong' in their approach and the regulatory repercussions that would involve.

At the recent Office for Students' webinar on the condition[4] they welcomed providers to share best practice and suggested that other sector bodies could facilitate this.

AMOSSHE could facilitate this through collecting and hosting examples of best practice. We'd need to be careful so that we're not advocating for a particular approach, or that we're stating what is or is not compliant with the condition. For example, we'd need to make sure that we're not providing our own definition for credible expertise. Instead, we'd be collating what members are doing for the condition, how they're addressing definitions where unclear, and sharing these examples with the wider membership. This would mean members could see how other institutions of different sizes and localities are approaching the condition.

Questions for Executive:

- Do the Executive agree that AMOSSHE should collate best practice in this area?
- If yes, does the Executive have thoughts on how this could be presented for members to maximise impact?

NHS consultation

On 21 October 2024, UK health secretary Wes Streeting opened a public consultation for the development of a ten year health plan for England. PRO raised the consultation during our LASER regional leads group meeting to ask if members of the LASER group and/or wider AMOSSHE organisation were planning on publishing a response to this.

The closing date for the consultation is 5pm on 2 December 2024. Depending on the type of response the executive considers AMOSSHE should submit (if at all), this may require substantial National Office resource for member consultation and to draft a response. The next LASER group meeting is scheduled for 28 November 2024 which is only a few days before the consultation closes.

Questions for Executive:

- Should AMOSSHE respond to the consultation?
- If yes, what kind of consultation response with members should this involve?
- Alternatively, are there any other organisations (e.g. London Higher) we may want to speak to to collaborate with?

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[4] Office for Students. (2024). Regulating harassment and sexual misconduct: webinars. Retrieved October 17, 2024, from https://www.officeforstudents.org.uk/news-blog-and-events/events/regulating-harassment-and-sexual-misconduct-webinars/

Policy updates for noting

AMOSSHE policy and research work

AMOSSHE policy positions

In the policy workshop at the Residential, the Executive decided on three cross-cutting themes that should be embedded into all our policy and communications efforts. These were:

- Impactful approaches to student support and engagement
- Greater resourcing of Student Services
- Championing collaborative initiatives

A short summary on each of these messages is provided below.

Impactful approaches to student support

We recognise that multiple frameworks, guidelines, commitments and charters govern all aspects of the student experience. To avoid causing undue pressure on students and staff, their implementation needs to be impactful and intuitive. This includes ensuring reporting mechanisms are efficient without unnecessary duplication of reporting channels. These initiatives should be presented to the sector in a way that helps Student Services leaders to prioritise the ones to implement or endorse in individual providers, nationally and across the sector. Achieving this requires sector-wide collaboration paired with adequate resources to ensure all approaches are deployed and connected in the most impactful way.

Resourcing Student Services

Student Services needs adequate resourcing to support the student body, including increased funding opportunities to maintain and expand services, staff training and skills. Decisions about what constitutes appropriate resourcing needs to be informed by the local, regional and national contexts of providers, while also considering the consequences of under-resourcing. It's vital to cultivate the Student Services of tomorrow as it enables staff to support future students. Achieving this vision relies on the collaboration across the sector to ensure these services are delivered.

Championing collaborative approaches

A united sector will foster a favourable student experience and improve diversity, inclusion and innovation across the sector. We celebrate and support all types of collaborative approaches, and they include:

- Collaboration within providers to ensure a whole-institution approach to supporting students.
- Collaboration and co-creation with students to ensure all student experiences are accounted for and valued in Student Services provision.
- Collaboration between providers sharing best practice, including the accomplishments and challenges along the process.
- Collaboration with wider representative organisations.
- Collaboration with charities and third-party providers.
- Collaboration with statutory services.
- Collaboration with national and local government.
- Collaboration with the international higher education sector for sharing best practice.

Duty of care

Sub-tag: duty of care; reasonable adjustments; disability

Why is this a topic important to members?

The phrase 'duty of care' can be unclear in its sector implications. Whilst previously noted that the UK government Department for Education considers providers as having a general duty of care to its students[5], there has been substantial discussion as to the extent to which this should be acted upon by institutions. Organisations such as the LEARN Network advocates for a statutory duty of care to be adopted by providers. AMOSSHE published their position on this in 2023[6] stating that as an organisation we don't believe an additional legal statutory duty of care is the right approach for embedding the wider improvements identified by bereaved families and the LEARN Network. As an organisation we feel efforts should be focused on increasing NHS funding to support student mental health and promoting a whole-institution approach to student health and wellbeing.

Separate to the debates around having a statutory duty of care, there are legal implications regarding providers' responsibilities to ensure the safety and wellbeing of its students. This has come under particular scrutiny following the case of Natasha Abrahart who sadly died by suicide in 2018, and the consequential legal case where the parents of Natasha successfully sued the University of Bristol in 2022 for the breach of the Equality Act 2010. The University of Bristol appealed the ruling, and the case was taken to the High Court at the end of 2023. EHRC (Equality and Human Rights Commission) was given permission to intervene in this legal case to offer fair and impartial advice during the trial. The advice to providers were presented to members at the National Conference 2024 and are now published[7].

How are our members tackling this issue?

- All members have dedicated teams with a remit for supporting student health and wellbeing.
- Members are using guidance from other organisations, including UUK (Universities' UK) and the EHRC (Equality and Human Rights Commission), to ensure they're aware of the role of reasonable and anticipatory adjustments at their institution.
- Some English members are using the Disabled Students' Commitment in order to frame their response to anticipatory and reasonable adjustments. The Disabled Students' Commitment is also being explored by members in Scotland in how it can support the devolved nations in their work in this area.

How are we currently tackling this issue on behalf of members?

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[5] Lewis, J & Bolton, P. (2023). Student mental health in England: Statistics, policy and guidance. Research Briefing. House of Commons Library. Retrieved 4th July, 2024, from https://shorturl.at/qgrFs

[6] AMOSSHE. (2023). AMOSSHE's position on a proposed additional statutory duty of care. Published June 2, 2023. Retrieved 4th July, 2024, from https://shorturl.at/MXkDb

[7] EHRC. (2024). Advice note for the higher education sector from the legal case of University of Bristol vs Abrahart. Retrieved July 10, 2024, from https://t.ly/lL_NN

- AMOSSHE helped develop the Universities UK Suicide Safer framework[8] which has supported members around sharing information with trusted contacts and postvention approaches.
- AMOSSHE are represented on the Higher Education Mental Health Implementation Taskforce and in a number of the sub-groups.
- AMOSSHE hosted the EHRC (Equality and Human Rights Commission) at the National Conference to share the note for learning with members following the legal case of Abrahart v Bristol prior to the advice note's publication.
- AMOSSHE published a short summary of the EHRC advice note which is available on our webpage[9].

Relevant stakeholders

- Government ministers (Jacqui Smith; Graeme Dey; Vikki Howells; Paul Givan)
- Government agencies (OfS, MEDR, SFC)
- Media
- High-influence peer associations (UUK, AHUA)
- Lower-influence peer associations (UMHAN, HUCS)
- Our membership
- Students
- Lobbyists (e.g. LEARN network, EmilyTest)

Statement for stakeholders

Opening statement: AMOSSHE is committed to supporting the welfare and wellbeing of students and staff. This commitment involves approaching each situation with the utmost care, as we recognise that every case presents unique experiences. We share best practice, resources and guidance to remove barriers and foster a healthy environment in the higher education sector.

AMOSSHE doesn't believe an additional statutory duty of care effectively create safer learning and living environments for students at providers. Whilst we don't view the legal duty as the solution to promoting good practice across the sector, we sympathise with and support many of the LEARN Network's aims and proposed actions as their mission emphases creating a more compassionate culture within higher education. This mission aligns with our value to creating lasting and positive change in supporting students.

Impactful approaches to student support and engagement

Opening statement: Any frameworks, guidance and/or commitments around duty of care need to ensure they are impactful and intuitive in a way that avoids causing undue pressure on students and staff.

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[8] Universities UK. Suicide-safer universities. Retrieved September 5, 2024, from https://www.universitiesuk.ac.uk/what-we-do/policy-and-research/publications/features/suicide-safer-universities
[9] AMOSSHE. (2024). Advice note from the legal case of University of Bristol vs Abrahart: guidance summary. Retrieved July 11, 2024, from https://amosshe.org.uk/disability-sector-updates/13380692

- AMOSSHE believes a statutory duty of care isn't sufficiently nuanced to account for the different cases that could arise when accommodating students. Every student population is unique and procedures can vary from one institution to the next. A statutory duty of care restricts a provider's ability to independently evaluate each case. As such providers need a wide scope to accommodate a student's specific needs.
- AMOSSHE supports the need for providers to be accountable and consistent in their approach to student disability support. Students living with disabilities are one of the student groups facing the biggest challenges throughout the student lifecycle. By encouraging providers to help these students, their approaches have evolved as they often require student input to create more welcoming and inclusive environments.

Resourcing Student Services

Opening statement: An impactful approach to student support and engagement requires adequate funding to be able to appropriately address the requirements.

- In line with EHRC (Equality and Human Rights Commission)'s advice note on reasonable adjustments[10], Student Services and academic staff need to collaborate to ensure academic programmes accommodate all learning types. Student Services possesses necessary knowledge to follow the recommendation, but without appropriate resourcing, effective approaches may not be shared with the relevant staff across departments without appropriate resources. Proper resourcing comes in the form of time, training staff and workload capacity.
- Staff with the appropriate skills and expertise are needed to implement reasonable adjustments. This includes experience in implementing reasonable adjustments at a provider level and having extensive knowledge of the relevant laws, regulations, and best practice. Their knowledge should be continuously enhanced through ongoing training and professional development, which can only be delivered with adequate funding.
- The higher education sector has seen an increase in disabled students entering higher education[11], meaning there are more students requiring support from Student Services staff. This might include assessment for reasonable adjustments during their studies. As well providers need to hire more staff to cope with the increased demand whilst ensuring they have the appropriate level of training to support the students.
- Student Services are increasingly adopting new technologies to support their students, and sufficient funding is required to implement the technologies and upskill staff. For example, many providers have started using AI-generated 24/7 support. When adopting AI-assisted technologies, providers need to uphold their

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[10] EHRC. (2024). Advice note for the higher education sector from the legal case of University of Bristol vs Abrahart. Retrieved July 10, 2024, from https://t.ly/IL_NN
[11] TASO. (2023). What works to reduce equality for gaps for disabled students. Retrieved October 21, 2024, from https://taso.org.uk/wp-content/uploads/TASO-report-what-works-to-reduce-equality-gaps-for-disabled-students.pdf

commitment to students' wellbeing by ensuring ongoing updates and training for both the technology and staff to deliver fair and unbiased service.

Collaborative initiatives

Opening statement: Any initiatives around duty of care must include collaboration with the relevant departments at providers, sector organisations, and third-party organisations, as a joint-up approach facilitates the delivery of our services.

AMOSSHE is committed to collaborating with external organisations to implement best practice and share information, advice and guidance to the sector.

Collaborative approaches are needed between professional services and academic staff to ensure they are sufficiently trained in supporting students.

- AMOSSHE advocates for greater collaboration between the sector and the NHS. We believe it's important for the NHS to lead in providing clinical support to students, as it is better equipped than Student Services. We strongly advocate for better referral pathways to ensure students receive timely care by the right professionals.
- AMOSSHE is actively involved with working groups in the sector that advocate for student mental health and wellbeing. The working groups bring organisations with diverse expertise to identify and support the development of best practice in the sector. AMOSSHE is on the Higher Education Mental Health Implementation Taskforce, which ensures key initiatives for student mental health are implemented and tracked.
- AMOSSHE has a co-ordinated approach to supporting student mental health across the United Kingdom. As a membership organisation with members across England, Scotland, Wales and Northern Ireland, we draw on staff expertise across the devolved nations. The approach provides a comprehensive understanding of all national contexts for student mental health provision and to share best practice.
- AMOSSHE welcomes cross-departmental collaboration that ensures disabled students are supported during their time at providers. An increasing number of providers are sharing information and working cohesively across different areas of the institution to offer better support for disabled students. This approach was reinforced through our representation on the Disabled Students' Commission, which helped shape the Disabled Students' Commitment, embedding these collaborative practices into the sector.
- AMOSSHE encourages co-creation with students to inform providers' approach to duty of care and reasonable adjustments. The partnership informs students about the existing policies and practices and empowers them to suggest further improvements. Student Services ensures that the sector stays aligned with the evolving needs and expectations of students by collaborating with Student Unions.

Student Minds consultation on the university mental health charter

In October 2024, AMOSSHE were invited by Student Minds to provide feedback on the university mental health charter programme and award process as part of a formal consultation. Due to numerous factors (short consultation window, National Office annual leave, new website), we surveyed a small number of individuals and also used our member feedback gathered in Autumn 2023 to form our response. Our main feedback to Student Minds was as followed:

- Framework is out of date on some aspects of disability legislation.
- It is difficult for some members to establish value for money for enrolment onto the programme.
- The strong mandating from Westminster for English universities to sign up was off-putting for some members that were already doing this work and experiencing financial challenges. Westminster has since altered their stance on mandating sign up to the charter (see higher educational mental health and implementation taskforce).
- The charter should consider how it can share best practice in the sector and acknowledge the diversity of sector approaches to mental health and wellbeing.
- The charter should recognise the workload it requires of staff involved and support in reducing this where possible. Examples given include removing the word limit for the award and allowing submission of other forms of evidence like website links.
- Student Minds should work with other university of areas (senior leadership, student body, prospective students) to increase buy-in to the award.

Update for Executive:

- JBL and EMA met with Student Minds to provide member feedback on the charter.
- EMA to monitor any updates following the consultation and circulate any useful information to members.

Department for Education funding request

In conjunction with the work of HEMHIT (higher education mental health and implementation taskforce), the Department for Education (DfE) have asked AMOSSHE to survey members on the real costs of funding changes on Student Services. They're interested in how the Office for Students' strategic priorities grant funding is used for mental health support within English providers. However, AMOSSHE are seeking input from all member organisations across the four nations to create a national picture of sector finances and their impact on Student Services.

Update for Executive:

- EMA is currently analysing the data to send to the DfE.
- EMA/JBL will ask DfE if there are restrictions on what AMOSSHE can share from the survey data we collect.
- Depending on data restrictions, EMA and the policy advisory group will consider how best to share survey outcomes with the wider membership.

Rape crisis funding in Scotland

The Scottish Government has stated that it may not be able to continue funding the national post that focuses on education and training for universities and colleges at Rape Crisis Scotland. This removal of funding is not guaranteed, but given the current financial climate it is a risk. Rape Crisis Scotland at a meeting with Scottish Government and Universities Scotland proposed a funding model where universities contributed to their national funding for education and training. It was discussed at the recent AMOSSHE Scotland national meeting whether this would be a possible funding model that members could contribute to, as well as how members used the education portion of Rape Crisis Scotland at the moment and the possible impact the removal of this funding would have (if at all) on AMOSSHE Scotland members and their provision for students.

Update for Executive:

- EMA to work with JST to survey AMOSSHE Scotland to gather this feedback from members
- EMA/JBL to work with JST and Universities Scotland to put together a response to Scottish Government based on member feedback

Office for Students' equality in higher education innovation fund Back to index

On 2 September 2024 the Office for Students (OfS) announced bidding guidance for the new equality in higher education innovation fund[12]. The fund will support new ideas and innovation in supporting equality of opportunity in higher education in projects taking place across any part of the student lifecycle. The bids must be collaborative between multiple registered higher education providers and/or organisations that provide services in connection with higher education. The closing date for applications was **Friday 25 October 2024**.

EMA/JBL explored the possibility of AMOSSHE creating a funding bid but decided against applying. This was primarily due to the tight turnaround for applications which needed to include the design of a new innovative programme and organising a collaboration with at least one higher education provider.

Update for Executive:

- EMA to monitor the projects that are funded to inform our understanding of the fund and bidding process that may be useful for future applications.

Encampments on campus   Back to index

At the last executive meeting we agreed that AMOSSHE would bring together examples of best practice in supporting students and staff regarding encampments on campus to share with the wider membership. However in our call for case studies, we did not receive any submissions from members.

Update for Executive:

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[12] OfS. (2024). Equality in higher education innovation fund. Retrieved October 18, 2024, from https://www.officeforstudents.org.uk/for-providers/equality-of-opportunity/equality-in-higher-education-innovation-fund/

- We ceased our call for best practice given that there doesn't appear an appetite for this from the membership at this present time.

UK legislation and policy updates
Nothing to note.

England legislation and policy updates
Office for Students pilot survey on prevalence of sexual misconduct
On Friday 11 October 2024, the Office for Students announced that they will be launching a pilot survey for all final year undergraduate students in England to get national insight into the prevalence of sexual misconduct in English higher education. Further guidance was published on 23 October 2024 as part of the 2025 National Student Survey (NSS) guidance[13]. The aim of the survey is to:

- Test how to deliver a survey on sexual misconduct on students.
- Estimate the prevalence of sexual misconduct in universities.
- Explore experiences of sexual misconduct for students with different characteristics.

The survey is a shorter version of the 2023 pilot survey on sexual misconduct[14]. It'll cover students' experiences of sexual harassment, sexual assault/violence and reporting sexual misconduct to providers. The survey will feature content warnings and links to national-level resources for supporting students' wellbeing. The OfS are also exploring ways that providers could include links to their own support services and resources in the survey.

The survey will be optional for students to complete and students will be invited to take part once they have completed the NSS. Ipsos will be coordinating the survey setup and will contact providers in early November. It is still unclear at the time of writing how survey insights gained, and the raw survey data collected, will be shared with the wider sector.

Update for executive:

- EMA to ask OfS for more information about the implementation of the survey in next catch-up
- EMA will monitor updates to the prevalence survey and will circulate any appropriate updates to members.

Higher education mental health and implementation taskforce
AMOSSHE have continued to be represented on HEMHIIT which resumed meetings in September 2024. Although there has been a change of government, the new minister for higher education (Baroness Jacqui Smith) is supportive of the taskforce and the taskforce continues to be chaired by Professor Edward Peck. Due to the pause during the election, the deadline for taskforce completion

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[13] OfS. (2024). The national student survey 2025. Retrieved October 23, 2024, from https://www.officeforstudents.org.uk/media/0jcnjyjm/the-national-student-survey-2025-launch-publication.pdf
[14] OfS. (2024). Sexual misconduct prevalence survey pilot 2023 – evaluation. Retrieved October 23, 2024, from https://www.officeforstudents.org.uk/publications/sexual-misconduct-prevalence-survey-pilot-2023-evaluation/

is now **May 2025.** The second report from the taskforce is due to be shared publicly in November 2024, but the following can be internally shared with the executive committee:

- HEMHIT will no longer be monitoring institution sign-ups to the Student Minds mental health charter as it did previously.
- There is no longer an emphasis on primary care partnerships, however secondary care partnerships remain a priority for the taskforce.

Following AMOSSHE's representation on HEMHIT, we were approached by Ben McCarthy (Student Support Champion at Nottingham Trent University) on behalf of the taskforce to help develop guidance and collate best practice in the implementation of case management approaches. We'll work with Ben McCarthy and Dr Rachel Spacey at UMHAN (University Mental Health Advisers Network) to survey our membership on best practices of case management. This will be incorporated into the guidance which aims to influence sector approaches in this space.

Update for executive:

- JST, JBL and EMA to monitor taskforce and sub-group updates and circulate with executive and wider membership accordingly
- EMA will be the AMOSSHE representative on the case management project. EMA will contact the executive committee and the wider membership in due course for examples of best practice in case management.

Renters' rights bill

The Renters' Rights Bill has been introduced in Westminster[15], a variation of the Renters' Reform Bill that was introduced by the previous government but did not gain royal ascent. University-maintained student accommodation and PBSAs (purpose-built student accommodation) remain exempt from the bill but this will impact students living in privately-rented accommodation and/or in houses of multiple occupancy (HMOs).

AMOSSHE previously signed a letter calling for amendments to the previous Renters' Reform Bill in conjunction with sector friends at UUK (Universities' UK), CUBO (College and Universities' Business Officers), HESPA (Higher Education Strategic Planners Association) and the Association of University Directors of Estates. The letter stated that we were concerned how the abolishment of fixed term tenancies would impact the student rental market. The introduction of open-ended tenancies and a two-month notice period would mean landlords switch their student housing to the private rental market and reduce the student housing pool. This concern remains with the Renters' Rights Bill[16], as does the importance in recognising the different markets accessing HMOs that the bill risks.

On 14 October 2024 the UK government released a call for evidence for the Renters' Rights Bill[17].

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[15] Guide to the Renters' Rights Bill. (2024). Retrieved 15 October, 2024, from https://www.gov.uk/government/publications/guide-to-the-renters-rights-bill

[16] Dickinson, J. (2024). Won't somebody think of the landlords, Wonkhe. 10 October 2024. Retrieved 15 October 2024, from https://wonkhe.com/wonk-corner/wont-somebody-think-of-the-landlords/

[17] UK Parliament. (2024). Renters' rights bill: call for evidence. Retrieved 15 October 2024, from https://www.parliament.uk/business/news/2024/october/renters-rights-bill-call-for-evidence

Update for Executive:

- EMA and policy advisory group to discuss further the impact the bill may have on student services and whether this is an area we want to complete further work on.
- EMA to monitor the progress of the bill and circulate updates with members accordingly.
- JBL/EMA to speak to UUK to ask if they are submitting anything for the call for evidence, and whether we could contribute to this.

Devolved nations legislation and policy updates

Student mental health action plan (Scotland)

On 13 September 2024 the Scottish government published their student mental health action plan to address student mental health in Scotland[18]. The plan emphasises the importance of partnership between the Scottish government, universities, colleges, the NHS and other health and social care partnerships. There is no further commitment to providing extra funding to providers to support them in enacting the plan. There is also no commitment to reinstate the funding for counsellors that was previously provided[19].

The plan does recognise that colleagues and universities cannot provide, not should they be expected to provide, clinical support. This has been added following lobbying from JST, AMOSSHE Scotland members and Universities Scotland.

Update for Executive:

- EMA to monitor the progress of the bill and circulate updates with members accordingly.
- AMOSSHE Scotland will be involved in a meeting with Scottish Government and Universities Scotland to understand what the collaboration aspect of plan will mean in practice.
- EMA has previously contacted Wonkhe regarding JST/AMOSSHE writing an article on what the plan means in practice and will follow up on this accordingly.

Higher education landscape update (Wales)

Vikki Howells is the new minister for further and higher education in Wales. On 15 October 2024 she set out her aims and objectives for her new ministerial role. This included promoting the role of Medr and cross-government working to improve the skills and opportunities of Welsh workforces[20]. She also made comments that suggested the Welsh government were creating a fund to support

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[18] Gov.scot. (2024). Student mental health action plan. Retrieved October 18, 2024, from https://www.gov.scot/publications/student-mental-health-action-plan/

[19] Dickinson, J. (2024). Scotland publishes an action plan on student mental. 16 September 2024. Retrieved October 18, 2024, from https://wonkhe.com/wonk-corner/scotland-publishes-an-action-plan-on-student-mental-health/

[20] Welsh Government. (2024). Minister for Further and Higher Education outlines aims for post-16 education. Retrieved October 18, 2024, from https://www.gov.wales/minister-further-and-higher-education-outlines-aims-post-16-education

Welsh universities in financial difficulty, but this has since been retracted stating the fund is in the 'exploratory stage'[21].
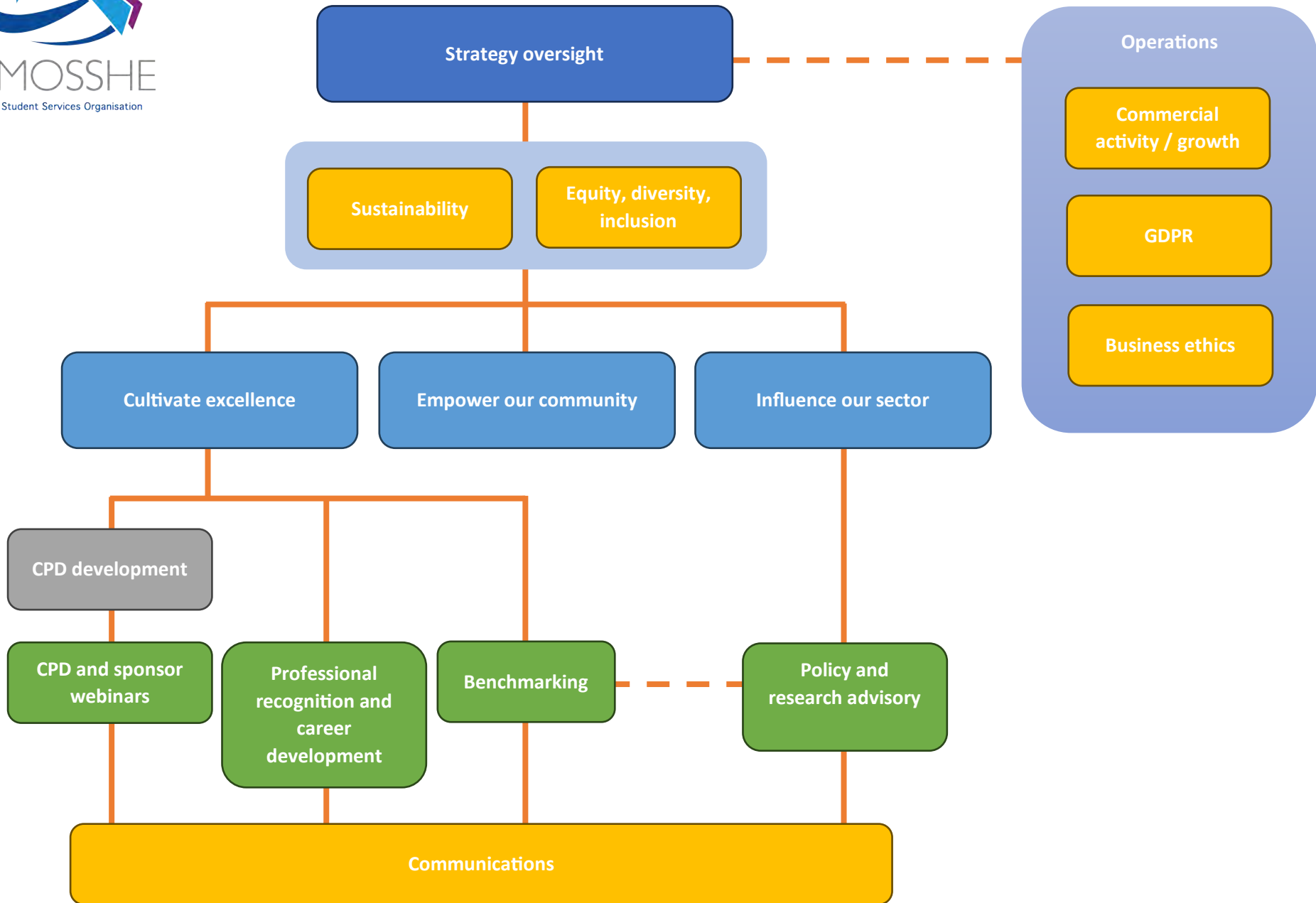
In September 2024 Medr published their strategic plan 2025-2030 and opened consultation which closed on 25 October 2024[22]. As part of their strategic aim 1 which is to centre the tertiary education sector around learner needs, Medr will develop a framework for mental health and wellbeing. This will be developed by 1 August 2026. Regulatory conditions will also be set out to improve access, participation, continuation and outcomes for students irrespective of background.

Update for Executive:

- EMA to monitor the higher education landscape in Wales and circulate updates with members accordingly.

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[21] Wales Online. (2024). Welsh government minister accused of giving 'false hope' to universities after rowing back on fund promise. Retrieved October 18, 2024, from https://www.walesonline.co.uk/news/wales-news/welsh-government-minister-accused-giving-30164733

[22] Medr. (2024). Strategic plan 2025-2030. Retrieved October 18, 2024, from https://www.medr.cymru/en/strategic-plan

AMOSSHE
The Student Services Organisation

Strategy oversight

Operations

Commercial activity / growth

GDPR

Business ethics

Sustainability

Equity, diversity, inclusion

Cultivate excellence

Empower our community

Influence our sector

CPD development

CPD and sponsor webinars

Professional recognition and career development

Benchmarking

Policy and research advisory

Communications

Strategy progress status update: Influence our sector
Date: 1 November 2024

Summary update:

The group have met and agreed the priority work tasks for the group for the coming year. This was based on the outcomes from the residential. A lot of time was spent understanding the order in which work should be carried out and how the group can develop this with the help of the policy and research advisory group and the communications group. The next meeting will look at each of the prioritised tasks in further detail and develop set outcomes and success measures for these along with deadlines for completion.

Progress 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 started yet

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	Develop our key messages and policy positions / Identify common narrative messages	Policy advisory group to develop the key messages and statements as agreed through the residential	TBC		

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	Pro-active engagement strategy to speak with key stakeholders	Develop a strategy for how we want to engagement with key stakeholders	TBC		
		Communications plan established to agreed dissemination, implemented by the communications sub group	TBC		
	Stakeholder mapping	Continue to develop the stakeholder mapping spreadsheet to identify those to move through the pro-active engagement strategy	TBC		
	Identify our knowledge and practice gaps	Based on the identification of stakeholders to work through the engagement strategy we will identify any gaps in knowledge that will enable us to progress targeted conversations	TBC		
		Work with the policy advisory group to identify any knowledge gaps that we need to fill in order to maximise the impact of our messaging	TBC		
	Target sector press and comms outlets	Use the communications plan to target sector press and comms outlets on specific areas identified as a priority for AMOSSHE to be pushing messages through	TBC		

Strategy progress status update: Empower our community

Date: 1 November 2024

Summary update:

The group's members have met and agreed on the priority work tasks for the group for the coming year. This was based on the outcomes from the residential. The next meeting will look at each of the prioritised tasks in further detail and develop set outcomes and success measures for these along with deadlines for completion.

Progress 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 started yet

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	Publish new EDI policy	Publish new policy on the website	TBC		January 2025 Executive meeting
		Publicise the policy to members	TBC		
		Update the complaints policy, member etiquette and sponsorship contracts in line with the new policy	TBC		
	Peer support groups/national and regional theme-	Decide which groups to start with, how to maintain them and get engagement.	TBC		January 2025 Executive meeting

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	based community groups	Create housekeeping rules about how to set up / run a group, the support they can get, and the time commitment.	TBC		
		Find group champions who we can mentor to help them lead and get the community going.	Champion (and backup champion) identified and trained for each group, and the champion has initiated discussion in their group.		
		Develop a working group of members to consult / input.	TBC		
		Release a suite of groups along with guidelines for engaging members.	TBC		
		Devise ways to monitor and evaluate the impact of groups (whether they're being used, and are empowering the community), along with decisions on how and when to kick start / retire groups.	TBC		
		Establish an annual review of how groups are doing.	TBC		
	Create a channel to update the membership on Executive activity	Decide what to share and how to share it.	TBC		March 2025 Executive meeting
		Develop a process and champions, which shouldn't be too labour intensive. For example, a short vlog from an Executive member following an Executive meeting to update about what was discussed / decided, which we can track with analytics. Work with the Communication group on this.	TBC		
		Create a communications plan and associated training in developing content.	TBC		

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	Campaign/roadshow to raise awareness with members of the benefits of membership and get them involved	Decide what we are looking to achieve from this work and the resources that will go into implementation.	TBC		AGM (May 2025) to coincide with renewals beginning
		Develop a working group of members to consult / input (as above).	TBC		
		Identify those who don't currently engage much and devise how to engage them / understand what they want / need.	TBC		
		Promote additional membership as a development opportunity for future managers.	TBC		
		Create a communications plan to align with the intended outcomes.	TBC		
		Meet with communications group to agree milestones / actions for the campaign (by March 2025).	TBC		
		Use regional leads to mobilise this campaign and take ownership of it. Give people the tools to run with it and empower their teams.	TBC		
	Bring external partners to membership discussions	Decide whether member discussions are the best forum for external partners.	TBC		March 2025 Executive meeting
		Create a plan for who we would invite to member discussions (or whatever forum), when and why.	TBC		
		Implement a framework for bringing external partners' expertise to the membership, working with the CPD development group.	TBC		

Strategy progress status update: Cultivate Excellence
Date: 1 November 2024

Summary update:

The group have met and agreed the priority work tasks for the group for the coming year. This was based on the outcomes from the residential. The next meeting will look at each of the prioritised tasks in further detail and develop set outcomes and success measures for these along with deadlines for completion. There were also two other areas that were prioritised within this group but it was decided that they actually sit within the 'Empower our community' group. These are: Bring in (external) partners to member discussions, Create national/regional and theme-based communities and working groups to diversify the voices from our membership and provide leadership opportunities.

Progress 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 started yet

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	Benchmarking / research	Understanding what the key motivators are for members to participate / respond.	TBC		
		Developing a structure for promotion and dissemination of results.	TBC		
		Creating clear success measures for the benchmarking group to report back against.	TBC		

Status	Goal	Tasks	Success measures	Progress update	Deadline for completion
	Enable members to produce content	Development of a framework for members to produce their own content including types of content.	TBC		
		Understanding and upskilling of members skills to produce content.	TBC		
		Communication plan for member content dissemination.	TBC		
	Deliver CPD events for members	Create a bitesize approach to CPD (lunch and learn)	TBC		
		Develop a varied set of CPD for members both paid and free	TBC		
	Professional Recognition and Career Development Portal	Finalise the launch the portal	TBC		
		Provide case studies and personal stories to help engage members	TBC		
		Communications dissemination plan	TBC		

Equality Diversity Inclusion (EDI) Oversight Group
Terms of reference

Group membership
- John Bloomfield (JBL), Benjamin Parsons (BPA), Sammy Li (SLI), Keith Houghton (KHO), Angela Scanlon (ASC)

Purpose and remit of the group
The EDI Working Group exists to foster an inclusive culture where diversity is valued, and equality is prioritised within our organisation. The group will:

- Promote best practices for ensuring equality, diversity, and inclusion across AMOSSHE.
- Identify and address barriers to participation and advancement for underrepresented groups, usually through the work of the strategic workstreams.
- Develop and implement strategies that align with our values to promote an inclusive environment as a membership organisation and an employer.
- Advise on and support EDI initiatives across AMOSSHE, ensuring alignment with ongoing projects and objectives developed through the strategic workstreams.

Objectives
- To create and uphold policies of AMOSSHE that promote EDI initiatives.
- To serve as a resource and advocate for EDI issues across the organisation and within the wider sector.
- To collaborate with AMOSSHE strategic working groups to ensure EDI is embedded into their frameworks.
- To track, measure, and report on the impact of EDI initiatives within the organisation.

Core values and enablers that align with this work
- Supportive: Creating an inclusive environment where all voices are heard and respected.
- Collaborative: Engaging with stakeholders and other working groups to progress EDI.

Co-dependent groups within AMOSSHE
The EDI oversight group will work in collaboration with the following groups:

- Empower our community strategy group
- Influence our sector strategy group
- Cultivate excellence strategy group
- CPD Development group
- Benchmarking working group
- Communications group
- Professional Recognition and Career Development (PRCD) portal working group

Finance update

2024-2025 budget

At the July 2024 residential the revised total budget for AMOSSHE 2024 to 2025 was agreed.

The budget has taken into account changes in costs to central services (as far as foreseeable) and taken now has more aligned costs in for some of our events and activities that we were awaiting confirmation on.

The overall budget total has reduced from £2918.55 to £83.37. The below are the major changes to the budget:

Income

- The income for CPD2 has increased aligned with current numbers.
- The income for winter conference has increased with the expectation of residential delegates, the difference in residential and non-residential does not include any profit, purely what we are being charged.

Expenditure

- Costs for Winter conference venue hire are now included and have increased due to the inclusion of residential options and venue location (London)
- Estimates for Winter conference AV hire, drinks reception have also need included
- National conference expenditure has decreased slightly for travel, AV and entertainment.

The budget targets for AMOSSHE have increased significantly over the past couple of years and the targets for break even through our CPD and sponsorship is extremely challenging. In practice this means that the expected number of delegates attending our events are higher than previous years but given the location of the Winter and National conferences and the topics of our online events it was felt that we could be more aggressive with our budgeting.

We will continue to look at the development of commercial opportunities throughout the year but for the purposes of the budget we have included those we are confident of being able to achieve, which is still £15k more than 2023-24.

The executive committee will be kept up to date with the progress. This budget will be reviewed after the winter conference in February with estimated changes for the end of the year.

It is proposed that the executive committee agree these budget figures as final for 2024-2025.

AMOSSHE operations and activities overview

CPD update

We now have a full paid for CPD programme as per below. All online CPD events will now run through our new website and provide us with an additional layer of security when people join events.

At the present time events up to the Winter Conference are being advertised online with the remainder online very soon.

Reasonable adjustments: how can student services take the lead?

Online, Thursday 31 October 2024, 97 delegates to date

Building a holistic approach to tackling harassment

Online, 14 November 2024, 16 delegates to date

Student services leadership (free webinar series)

Online, Part 1: 20 November 2024, 73 delegates to date
Online, part 2: 27 November 2024, 52 delegates to date
Online, part 3: 4 December 2024, 51 delegates to date

AMOSSHE Winter conference 2025: communities and collaboration

In-person, London, 7 February 2025

Pastoral support models

Online, Wednesday 5 March 2025

Out of hours

Online, Wednesday 2 April 2025

Operating in a hostile financial environment

Online, Thursday 15 May 2025

AMOSSHE National Conference

In-person, Birmingham, Wednesday 2 to Friday 4 July 2025

The team are working on further free events throughout the year and will be reporting on these at future meetings.

Communications activity update

The website promotion launch is going well, we have 480 people who have logged onto the site and clicked through the first time login screen.

107 people have joined the 'Office for Students condition to address harassment and sexual misconduct' group, with 3 current discussions in that group. 80 people have joined the 'Support to study' discussion group with 1 current discussion within the group.

We now have a number of very small 'how to' videos to help people engage with different areas of the site and will continue to promote these where appropriate and in line with other communication messages.

Finance management report

The management reports attached provide information to date to the end of September 2024.

Income

- Income is minimal outside of membership fees at the present time. It is important to note that September and October are when the invoices have gone out, we are yet to receive all the money from the invoices.

Expenditure

- Costs are slightly out of alignment to the budget but not excessively. The Central budget has the largest variance but this is mainly due to how we currently spread the cost for things such as accounting, travel and website maintenance across the year. We are also behind paying a couple of invoices which will show in the January management report.

Membership update

Membership level	May 2024	October 2024
Small and specialist	44	47
Tier 1 organisation	31	33
Tier 2 organisation	58	58
Tier 3 organisation	43	43
Additional member	425	422
International organisation	10	8
International additional member	25	20
Corporate organisation	4	4
Corporate additional member	7	10
Individual member	5	5
Non-profit organisation	3	3
Non-profit additional member	1	1
Student member	2	2
Total organisations	193	196
Total members	917	888

These organisations have joined the membership:

- Health Sciences University (Small and specialist)
- NFTS (Small and specialist)
- Royal Academy of Music (Small and specialist)
- Royal Conservatoire of Scotland (Small and specialist)
- University College Birmingham (Tier 1)
- University of Buckingham (Tier 1)

These organisations have left the membership:

- AECC University College (Small and specialist)
- Bader College (International)
- University of Otago (International)

GDPR update

- 35 members have said that they do not want to receive emails – previously 61.
- 33 members haven't yet set whether they want to receive emails or not.
- 138 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 92.
- 146 members in total have used one or more of these settings to unsubscribe – previously 113.