

## AMOSSHE Executive meeting

1 April 2022 | AMOSSHE National Office, London

Formal meeting time: 11:00 – 15:30



### Minutes

#### Attendees:

- Anya Barbazza (AB), Operations Manager, AMOSSHE National Office
- Benjamin Parsons (BP), Head of Engagement, AMOSSHE National Office
- Chris Warrington (CW), Executive Member
- Claire Slater (CS), Executive Member
- Clive Baldock (Cba), Senior Accountant, Menzies (*attendance during item 5 only*)
- Craig Best (CB), Executive Member
- Emma Bales (EB), Executive Member
- Helen McNeely (HM), Vice Chair (Operations)
- Hiba tul Habib (HH), Admin and Comms Officer, AMOSSHE National Office
- John Bloomfield (JB), Executive Director, AMOSSHE National Office
- Jill Stevenson (JS), Chair
- Kelsey Coward (KC), Executive Member
- Nic Streatfield (NS), Vice Chair (Professional Development)
- Simon Lee (SL), Vice Chair
- Sarah Sweeney (SS), Executive Member

#### Apologies:

Sarah Cavendish (SC), Executive Member and Sammy Li (SLi), Executive Member

### Agenda

N = Noting

D = Discussion

A = Approval

#### Welcome, minutes and matters arising: 10:30 – 12:15

Item	Title		Presented by	Paper
1	Welcome and conversation time (until 11:00 at the latest)			
2	Standing item: Reserved business, Conflicts of Interest & AOB check	D	Jill Stevenson	
3	Standing item: Minutes and matters arising	A	Jill Stevenson	21-22-25
4	Standing item: External environmental update	D	Jill Stevenson	21-22-26

#### Central Operations: 12:25 – 13:30

Item	Title		Presented by	Paper
5	Standing item: Operations update		Helen McNeely	21-22-27
	Finance update	A	John Bloomfield	21-22-28
	Year end accounts	A	Clive Baldock	21-22-29
6	AMOSSHE Residential meeting: 28-29 July 22	D	Anya Knight	

**Resources: 14:00 – 14:40**

Item	Title		Presented by	Paper
7	Strategy workstream update	N	Simon Lee / Leads	21-22-31
8	Professionalisation project	D	Working group	
9	CPD and National Conference	A	Nic Streatfield Conference Leads	

**Member engagement: 14:40 – 15:00**

Item	Title		Presented by	Paper
10	Strategy workstream update	N	Leads	21-22-30
11	AMOSSHE benchmarking survey update	N	Benjamin Parsons	
12	Standing item: AMOSSHE EDI	D	Sammy Li	
13	AMOSSHE elections update	N	Simon Lee	
14	Polish-German Colloquium	D	John Bloomfield	

**External Development: 15:00 – 15:15**

Item	Title		Presented by	Paper
15	Strategy workstream update	N	Leads	21-22-32
16	Standing item: Representation update	N	Jill Stevenson	21-22-26

**AOB and refection time: 15:15 – 15:30**

Item	Title		Presented by	Paper
17	Reserved Business	D	Jill Stevenson	
18	Any Other Business	D	Jill Stevenson	
19	Reflection time	D	Jill Stevenson	

*Item 1: welcome and conversation*

The Executive team met online from 10:00 (in person) and 10:45 (online) to network and catch up.

*Item 2: Standing item: Reserved business, conflicts of interest & AOB check*

This 'Reserved business' section of the meeting wasn't recorded. No conflicts of interest or AOB raised by members.

*Item 3: Standing item: Minutes and matters arising*

JS ran through the previous minutes, two notes from JS and HM to be amended on the previous meetings minutes:

- Page 5 – Mental Health Charter should state “strong expectation” instead of “mandating”
- Page 7 – the conversion therapy piece should have its own header, separate from Emily Test

**ACTION:** AB to make amendments on the January 2022 minutes and recirculate to all

With the above amendments included, all agreed they were accurate and a true recording of the meeting. JS then ran through the action log to cover matters arising:

- Action no. 39, ongoing: JS and JB to continue to liaise with Universities UK and Student Minds about the Mental Health Charter and report back at a future Executive meeting when appropriate
- Action no. 40, complete: JB and JS will continue to liaise with Ben Rogers at ARC about further developments to the work in response to the 1752 Group petition. JS explained she didn't feel that leading on the response was AMOSSHE's role, as we could overstep boundaries with other organisations' purposes. Apart from keeping an eye on developments, AMOSSHE will not pursue anything further.
- Action no. 41, closed: ALL to share reflections on the NICE guidelines on self-harm to share with the wider team.
- Action no. 42, on agenda today: CPD team to consider an event looking at approaches to coordination with NHS services or looking at collating case studies of collaborations between NHS and university services.
- Action no. 43, complete: JB and CB to meet to discuss GDPR updates for AMOSSHE in 2022
- Action no. 44, complete: BP to email Executive and share 'call for speakers' to gather speaker suggestions for the 'women in leadership' webinar, and candidates for 'faces of AMOSSHE'. AMOSSHE's women in leadership webinar was successful and the faces of AMOSSHE is also ticking along nicely with Alice Ludgate featuring this month in the newsletter.
- Action no. 45, complete: CS, CB and SLi led a webinar on Women in Leadership in March 2022. It was a very successful event, well received by all.
- Action no. 46, complete: BP and HH have put together timeline of data analysis and will share reports with the Executive Committee after the workstream team meeting on Tuesday 5 April
- Action no. 47, ongoing: SLi to continue working with JB and JS to develop the EDI policy alongside the guidelines and frameworks
- Action no. 48, ongoing: Executive still to review the stakeholder map and suggest changes and priorities
- Action no. 49, complete: Confirming the Executive's attendance at the IASAS conference in Cork, Ireland June 2022 – JS, BP and HM are attending
- Action no. 50, complete: Ben Lewis is attending IASAS with two AMOSSHE representatives and HM, to discuss and report back after the June conference
- Action no. 51, on agenda today: CPD team to consider a further event to take forward work on suicide prevention and postvention
- Action no. 52, complete: JB recirculated the draft professionalisation procurement document prior to this meeting for all to review again and include professionalisation on the next Executive agenda
- Action no. 53, on agenda today: HM, KC, SS, SC, EB and JB to update on the professionalisation project aims, timescales, budget and alignment with aims to diversify Student Services, including relationships to the AUA, Advance HE and NADP framework models
- Action no. 54, on agenda today: ALL to think of CPD topic suggestions to share at the next Executive meeting in April
- Action no. 55, ongoing: CPD team to devise an annual report on all the CPD feedback to understand what was successful and what needs to be improved. Executive team to review this report at the summer residential, July 2022

- Action no. 56, complete: SLi has asked colleagues from University of Birmingham for suggestions for the National Conference 2022 student panel keynote and sent through details to AB. This was also discussed at the North group meeting last week
- Action no. 57, ongoing: Executive Committee to think about specialist speaker suggestions for EB for the CPD9 event, to talk about their experiences of being managed by a non-specialist – ongoing, still looking for a speaker for this – NS may have a lead on this, JS may also have a lead if needed

**ACTION:** CW to gather speaker suggestion updates from the North meeting for student panellists at NC 2022 Thursday keynote panel

**ACTION:** CW, NS and JS happy to offer colleagues as suggestions for CPD9 (specialist being managed by a non-specialist)

**ACTION:** BP to share the report on member engagement with the AMOSSHE newsletter and CPD events with the Executive team once discussed with the member engagement workstream leads

#### *Item 4: Standing item: External environment update*

The Executive Committee discussed the Ukraine / Russia conflict, updating on recent responses and action plans. CW shared that the University of Leeds has held discussions outlining immediate support for a small number of Ukrainian and Russian students, and refugee students, and offering exchange student places at other EU institutions closer by. The key question for many is if those from a warzone come to stay in the UK, how best can we truly support them?

AMOSSHE hosted an online discussion for members this week about 'Supporting students impacted by the war in Ukraine'. The event went well, members discussed: visas, longer-term finance, extending accommodation to students who can't currently access money, and debating if institutions can provide this support longer term. Not many answers but lots of great discussion points. CS shared that the Refugee Education organisation have sent around a survey to institutions asking what more they could do to support impacted students. EB also shared the letter received from Michelle Donelan about hosting a government scheme to support Ukraine. The University of Cumbria has signed up to this support, EB explained it was extensive.

**ACTION:** CS to send through a link to a survey about support for students impacted by the war in Ukraine to [info@amoshe.org.uk](mailto:info@amoshe.org.uk) and NO to circulate to Executive.

AMOSSHE will offer to meet and share best practice whenever possible and needed or called for by the membership.

**ACTION:** UMHAN / BACP information sharing report has not yet been circulated as it was received within the last 24 hours, JS and JB to circulate to the Executive Committee.

**ACTION:** JB to share an ARC proposal document about diversity in the sector to the Executive, ALL to bring further comments about this to AOB.

#### *Item 5: Standing item: operations update*

JB updated the Executive on the following operations from the team: National Office staff team, Woburn House office space, membership, GDPR, AMOSSHE elections and AMOSSHE's finances (including budget forecast, revised budget and proposed CPD structure).

Membership increases: the Executive agreed to the proposal of a 7% increase for 2022/23 as outlined, and the simplification of the additional member rates, to propose at the AGM.

BP raised that additional membership fees for some organisations that had lots of additional members would increase quite a bit, because of the removal of the discount for more than three additional members. JB had accounted in the budget for members that perhaps decide not to renew, alongside dropping numbers across all tiers.

**ACTION:** Additional member fees sticking to £90 (without dropping the discount to £50 after three additional members) this will all be discussed at the AGM and put it to the membership, chairs to ensure that the AGM articulates this change clearly as a potential cost increase for some organisations

**ACTION:** JB and BP to look at the roles of the additional members who are at the £50 rate to see how we can engage these members going forward

No further comments from the Executive, all happy with how AMOSSHE is running so far, no questions raised. JS gave thanks to National Office team for hard work.

Clive Baldock (Senior Accountant, Menzies) then came into the office to give an update on AMOSSHE's accounts to the Executive team.

CBa ran through how AMOSSHE's accounts work and the two year history with Menzies since transferring accountants in 2020. CBa explained to the Executive that the accounts appear to show that additional funds are available in this year, however this is a correction from how funds were accounted for in previous years. Bringing it all into this year should make the accounts more accurate moving forward. As a result of these changes, £15,184 of income from 2019 (originally deferred) is now being accounted for in 2021.

The other major factor is accrued costs for previous Insight projects being reversed. To ensure that all costs are accounted for we are including over £30,000 worth of Insight costs from a number of previous years into 2021. This was accounted for in previous years and either not fulfilled (the project was unfinished) or it was double counted. As a result the accounts expenditure has a negative figure of over £30,000, in effect 'refunding' the amount back to AMOSSHE.

These factors mean that the accounts show a £53,000 surplus. However, this is covering the £30,000 from project costs and £15,000 carried over from 2019 membership costs. So, this isn't additional money for AMOSSHE, this is money being accounted for in 2021. There is no change to our cash in hand or bank situation or money owed to AMOSSHE.

The Executive were happy with the above update, no further comments other than clarity of the above summary from CBa.

#### *Item 6: Belfast residential July 2022*

AB discussed the options for AMOSSHE's Belfast residential for the Executive Committee at the end of July 2022. There are a few options for hosting residential, but all Belfast options need to accommodate flights for all and prove difficult for many Executive members to attend. The Executive Committee decided that Belfast is a too complicated as a location to host the residential in July 2022 due to travel and time out of the office.

**ACTION:** AB to find residential venue in either Birmingham or Manchester for July 2022

*Item 7: Standing item: Resources workstream update*

SS updated the Executive Committee about progress: the survey and regional / national group exercises are in progress with interesting feedback so far (there will be a lot to analyse). The focus groups will convene after Easter.

*Item 8: Standing item: Professionalisation project*

Working group leads HM, KC and EB have met to work on the professionalisation project, picking up where the project was left before the pandemic. AMOSSHE members represent a profession within a profession, with many specialisms. The consultants suggested functional, competency and behaviour-based frameworks. The membership agreed at AGM 2019 that a competency-based framework is the way to go, touching on some behavioural areas too. This will be a framework rather than an accreditation process.

The Executive discussed whether this decision made in 2019 (a competency-based framework) is still relevant and if other options have arisen in the sector. Is a framework or toolkit still the best approach now or should we look to commission an external organisation to develop this?

SS recommended the idea of linking the framework to CPD. This kind of approach would need resource to ensure that events link to the framework and provide opportunities for all levels of those undertaking the framework journey. A framework will enable members to recognise what their skills are, what they have achieved, and areas they need to develop. We could pick out the competencies our CPD events speak to, so that there's connection between the framework and the events programme. The Executive agreed that this should be investigated further by the working group and dedicate the resource accordingly.

SS agreed to help be a part of this working group should she be elected on to AMOSSHE Executive again in 2022/23.

**ACTION:** Current Professionalisation Project working group to meet again and discuss how best to move the work on the project forward as discussed at the Executive meeting

*Item 9: CPD and National Conference*

NS updated the Executive on all CPD events that have taken place since the last Executive meeting in January 2022. Great feedback from both CPD6 (devolved nations) and CPD7 (Winter Conference). AMOSSHE also hosted a consent training member discussion in January and in March we hosted the following: Meeting your AMOSSHE peers, Women in Leadership, and Supporting students impacted by the war in Ukraine. Upcoming events: CPD8 next week is on the topic of diversity and inclusivity, and CPD9 in May is on the topic of managing specialist services as a non-specialist. There is an additional CPD event on opt-in consent in May in collaboration with Southampton and other institutions.

The Executive agreed the following CPD topics for the start of 2022/23 academic year:

- CPD1 (October) – tackling sexual violence and misconduct (CW and SS to lead)
- CPD2 (November) – Working with the NHS and other sector partners (SL and HM to lead)

**ACTION:** JS to put SL and HM in touch with Andy Shanks for the Scottish perspective for NHS partnerships CPD

**ACTION:** HH to set up meetings for the 2022/23 CPD1 and CPD2 teams to start planning the events

Suicide prevention was also suggested as a CPD topic for the start of the academic year. NS shared that the University of Wolverhampton is already hosting an event on Suicide prevention / postvention on 5 October 2022. Most of the event is already organised, including the venue set at the University of Wolverhampton. NS has spoken with the event lead, Claire Dickens, and she would be happy to collaborate with AMOSSHE on this. The Executive agreed for AMOSSHE to collaborate on this event, but changes to the structure and content would need to be made. We would also propose this would be a chargeable event, as this would need to be a part of AMOSSHE's budget agreed for 2022/23. It is likely that Wolverhampton will want to continue with their event as planned, and in this case AMOSSHE will need to postpone a suicide-related event to 2023.

**ACTION:** NS to check if Claire Dickens is happy for AMOSSHE to collaborate on the Wolverhampton suicide prevention / postvention event as a chargeable event, and if she would consider delaying the event slightly to collaborate with AMOSSHE

The Executive agreed the proposed 2022/23 CPD plan in relation to the number and type of events.

CS updated the Executive Committee on National Conference 2022. Everything is coming together well. The programme is officially up online, and the quality of the proposals submitted this year was so high that the team has included a higher number of proposals than normal. We currently have 38 residential bookings since conference registration opened, which is a great number for now.

The National Conference team have also decided on venue choices for Belfast 2023. BP put together a presentation to showcase the Belfast 2023 venue choice to the Executive Committee. At this point the meeting was overrunning, so BP proposed to send through this presentation via email for all to review.

**ACTION:** BP to share the Belfast 2023 presentation with the Executive team

*Item 10: Standing item: Member engagement workstream update*

CS updated the Executive team on the latest member engagement developments, which include the Faces of AMOSSHE campaign, Women in Leadership event and members' discussion forums. The National Office is currently collating topics for the first one.

A full analysis of the membership engagement with the newsletter and CPD has taken place and will be reported back to the Executive Committee once the workstream leads have had the opportunity to discuss this and move forward with recommendations for it.

*Item 11: Benchmarking survey update*

BP updated the Executive on the benchmarking survey working group. They have developed the first of three surveys that will go out to the membership in the coming months. The first one is due to go out next week. This initial survey is to ask members what they would like to see in the main benchmarking survey.

*Item 12: Standing item: AMOSSHE EDI*

Unfortunately SLi was unable to attend this meeting, SLi to update at the next meeting in June 2022.

*Item 13: AMOSSHE elections update*

SL presented the elections update. He confirmed that HM is up for re-election. Nominations are open as of today. If there needs to be a member vote, voting runs from 13 May to 16 June. Announcements of the new Executive members will be made at the AGM on 23 June 2022. The Vice Chair Professional Development role is available for nomination as NS can no longer continue on the AMOSSHE Executive due to coming to the end of his tenure. NS and JS encouraged the Executive to consider this position.

*Item 14: Polish-German Colloquium update*

JB mentioned that he has received little interest from the Executive about attending the Polish-German Colloquium in June 2022. NS has expressed interested so far to JB, but may not be able to attend due to other commitments. The Executive agreed to let JB know if they would be interested in attending, and if not, the Executive agreed that AMOSSHE will go out to the wider membership with the invitation. AMOSSHE would fund this trip in return for a report about the conference.

**ACTION:** JB and BP to put together an overview of what AMOSSHE would fund in return for the report about the Polish-German Colloquium, and a call for proposals from members

*Item 15: Standing item: External development workstream update*

CW and SL updated the Executive with current External Development workstream progress. All is going well so far with this, the team need to move forward a bit quicker with various actions that have been delayed due to missed meetings.

**ACTION:** Executive Committee members to respond to the stakeholder mapping sheet and associated papers (Google form) that JB has sent about external development.

*Item 16: Standing item: Representation update*

AMOSSHE has been accepted for the Office for Students What Works Wellbeing Mental Health 18 month project funding, as part of a collaboration with TASO and other organisations including Universities UK and Student Minds. Further details will be shared in due course. This is subject to ratification by the Office for Students in mid-April, so this news is not to be shared more widely until this has been confirmed.

**ACTION:** JB to share details of TASO collaboration project with the Executive Committee once it has been confirmed in April.

*Item 17: Reserved business continued*

This reserved business section of the meeting wasn't recorded.

*Item 18: AOB*

There was very little time to discuss further AOB. The Executive are asked to read through the documents from UMHAN and ARC in further detail and report back any concerns via JB to the Chairs after the meeting.



## Executive 2021-22 Action Log

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Jan-22	39	4	JS and JB to continue to liaise with Universities UK and Student Minds about the Mental Health Charter and report back at a future Executive meeting.	JB, JS	Ongoing, no further action at this stage
Jan-22	40	4	JB and JS will liaise with Ben Rogers at ARC on any further developments to the work in response to the 1752 Group petition.	JB, JS	Currently discussing with ARC, JS or JB to update in the April meeting
Jan-22	41	4	ALL to share reflections on the NICE guidelines on self-harm to share with the wider team.	ALL	Closed
Jan-22	42	4	CPD team to consider an event looking at approaches to coordination with the NHS services or looking at collating case studies of collaborations between NHS and University services.	NS, SC, AB, BP, JB	To be discussed in April meeting
Jan-22	43	5	JB and CB to meet to discuss GDPR updates for AMOSSHE in 2022.	JB, CB	To be completed 31 March
Jan-22	44	6	BP to email Executive and share 'call for speakers' to gather speaker suggestions for the women in leadership webinar, and candidates for 'faces of AMOSSHE'.	BP	Complete
Jan-22	45	6	CB and SLi agreed to be leads for upcoming webinar on Women in Leadership, March 2022.	CB, SLi, NO	Complete
Jan-22	46	6	BP and HH to put together timeline of data analysis and let the Executive know when to expect a review of reports on newsletter and CPD uptake.	BP, HH	Complete, to be presented in full once reviewed by the Member Engagement team
Jan-22	47	9	SLi to work with JB and JS to develop the EDI policy alongside the guidelines and frameworks to support it.	SLi, JB, JS	Ongoing
Jan-22	48	10	Executive to review the stakeholder map and suggest changes and priorities	Executive	Information out to executive members to review
Jan-22	49	10	Executive to think about if they would be happy to attend the IASAS conference in Cork, Ireland June 2022 and let the National Office know by 9th February 2022.	Executive	Complete
Jan-22	50	10	JB to speak to Ben Lewis about his new role representing Europe at IASAS.	JB	Closed - BL is attending IASAS along with 2 x AMOSSHE reps and will discuss then
Jan-22	51	10	CPD team to consider a further event to take forward work on suicide prevention and postvention.	NS, SC, AB, BP, JB	To be discussed in April meeting
Jan-22	52	12	JB to recirculate the draft professionalisation procurement document after the meeting for ALL Executive to review again, and to include professionalisation on the next Executive agenda to discuss.	JB	Complete, sent with the papers for March meeting
Jan-22	53	12	HM, KC, SS, SC, EB and JB to revisit the professionalisation project aims, timescales and budget. Also, its alignment with aims to diversify Student Services, and relationships to the AUA, Advance HE and NADP framework models.	KC, SS, SC, EB, JB	Complete, an update to be presented at the meeting
Jan-22	54	13	ALL to think of CPD topic suggestions to share at the next Executive meeting in April	ALL	To be discussed in April meeting
Jan-22	55	13	CPD team to devise an annual report on all the CPD feedback to understand what was successful and what needs to be improved. Executive team to review this report at the summer residential July 2022.	NS, SC, AB, BP, JB	Ongoing
Jan-22	56	13	SLi to ask colleagues for suggestions from University of Birmingham for the National Conference 2022 student panel keynote and send through details to AB	SLi	Complete
Jan-22	57	13	Executive to think about suggestions for EB on CPD9 specialist speakers event about their experiences about being managed by a non-specialist.	Executive	Ongoing

## External environment document – April 2022



Name	Update for consideration	Any links/further information	Any suggested actions
John Bloomfield	Government updated guidance on rule of 6 people meeting. This will adversely impact how 'households' are managed in student accommodation	<a href="https://www.gov.uk/government/publications/coronavirus-covid-19-meeting-with-others-safely-social-distancing/coronavirus-covid-19-meeting-with-others-safely-social-distancing">https://www.gov.uk/government/publications/coronavirus-covid-19-meeting-with-others-safely-social-distancing/coronavirus-covid-19-meeting-with-others-safely-social-distancing</a>	Provide an update to members, potential opportunity for discussion for interested members
<b>April 2022</b>			
Jill Stevenson	<p>UUK has published guidance on staff-student relationships. the report recommends that institutions:</p> <ul style="list-style-type: none"> <li>- put clear policies in place to tackle staff-to-student sexual misconduct and ensure policies are understood and used across the whole university</li> <li>- strongly discourage close personal relationships between staff and students. Where relationships do happen, the staff member should declare this and be removed from all responsibilities which could mean a conflict of interest</li> <li>- ban the use of non-disclosure agreements (NDAs) or confidentiality clauses in settlement agreements in sexual misconduct and harassment cases</li> <li>- encourage people to report concerns, with better support and protection for those who speak out, including those who prefer to do so anonymously</li> <li>- collect and keep records on reports of staff-to-student sexual misconduct to help the sector see and understand the problem</li> <li>- establish joined-up thinking across human resources and student services and ensure that staff and student policies and practices work together</li> </ul>	<p><a href="https://www.universitiesuk.ac.uk/sexual-misconduct">Changing the culture: tackling staff-to-student sexual misconduct (universitiesuk.ac.uk)</a></p>	<p>Consider actions for AMOSSHE in supporting members to interpret the guidance and identify/share common challenges and good practice. Scope to work jointly with UUK.</p>

Jill Stevenson	<p>HEPI has published a report highlighting the disadvantage and racism experienced by Black students in UK student accommodation and the impact this has on them. The report calls for sector-wide action on this sector-wide issue, both to address this issue and to gain further traction on two specific issues: namely, the Black awarding gap, which sees Black students being awarded the highest grades at lower levels than White students, and the lower continuation rates for Black students with a mental health condition.</p> <p>"Unite Students Commission: Living Black at University" has now been established in response to the report; first meeting is 8th April and AMOSSHE has been invited to participate. There will be an in-person meeting on 19 May 2022 (location not announced yet)</p> <p>Meetings of the commission will be held every two months over a period of one year. In addition, 3-4 Town Hall meetings will be held to share progress and key messages with a wider audience.</p> <p>The Commission will complete its work by April 2023</p>	<a href="https://www.unitegroup.com/living-black-at-university">https://www.unitegroup.com/living-black-at-university</a>	<p>Consider actions for AMOSSHE in supporting members to interpret the guidance and identify/share common challenges and good practice. Note AMOSSHE is represented (who?) on the Commission which will first meet on 8 April.</p>
Jill Stevenson	<p>The Gender Recognition Reform (Scotland) Bill has been published. If passed, it will result in a series of amendments to the Gender Recognition Act, which has been in place for almost 20 years. It would cut the length of time that someone has to live in their new gender before being legally recognised from two years to six months. It will also scrap the need for people who want to change gender having to obtain a formal medical diagnosis, and lower the age at which people can apply from 18 to 16. The Bill will also require applicants to make a legally binding declaration that they intend to live permanently in their acquired gender, with the falsifying of this statement becoming a criminal offence punishable by up to two years in jail. The Equalities, Human Rights and Civil Justice (EHRCJ) Committee has launched a call for views as part of its consideration of the Bill.</p>	<p><a href="https://www.msn.com/uk/news/scotland/gra-scotland-scottish-parliament-committee-launches-consultation-on-gender-recognition-reform">GRA Scotland: Scottish Parliament committee launches consultation on gender recognition reform (msn.com)</a></p> <p><a href="https://www.inews.co.uk/news/scotland/gender-recognition-act-reform-scotland-to-make-it-easier-for-people-to-change-their-gender-in-uk-first">Gender Recognition Act reform: Scotland to make it easier for people to change their gender in UK first (inews.co.uk)</a></p>	<p>Members to be aware of the existence of the Bill and the significant debate associated with its introduction. There will be implications for student support teams in Scottish universities in relation to providing guidance &amp; support to students.</p>
Jill Stevenson	<p>Police Scotland has published its official toolkit/guidance on messaging around spiking. Whilst produced for Scottish Police and the night time economy, members across the UK might find this useful.</p>	<p>JS can provide a copy if members are interested.</p>	<p>To note</p>
John Bloomfield / Jill Stevenson	<p>Involvement in a project to increase diversity in the leadership of academic and student services. This would be alongside ARC and an external partner GatenbySanderson recruitment. This would involve surveys and focus groups with AMOSSHE and ARC members with the outcome to shine a light on diversity within the HR sector.</p>	<p>JS and JS can provide the project outline to members if required</p>	<p>For executive to make a decision on whether to be involved or not.</p>
John Bloomfield / Jill Stevenson	<p>UMHAN/BACP report: They have been working on a report about information sharing and student suicides and are looking to share this with AMOSSHE.</p>	<p>JB and JS to share this with executive as it becomes available</p>	<p>to note at present</p>

John Bloomfield	DfE asked AMOSSHE to help them find some England members that have worked on spiking in their institutions and would like to present this to Michelle Donelan at a discussion event. JB has contacted a small number of institutions about their potential involvement in the event and has recieved a positive response. AMOSSHE also has a place at the table for the discussions which are due to happen the 3/4th week in May.		Any executive member keen to represent AMOSSHE on this event?
Nic Streatfield / John Bloomfield	AMOSSHE has been asked to provide some advice and guidance on the work research they have commissioned which will look at the implementation of institutional mental health, wellbeing and suicide prevention policies and practices. The work is being carried out by IFFR research and Nic has been in touch with them directly to comment on their initial survey draft.	Nothing at the present time	Nic can provide further information as this progresses

## AMOSSHE Operations Update

### National Office staff team and Woburn House update

The AMOSSHE National Office team are back in the office for at least 2 days each week with the intention of increasing this to include Fridays as well. The team had a planning day in late February to ensure the plans and activities scheduled are achievable and on track.

### Membership update

Membership level	January 2022	March 2022
Small and specialist	38	38
Tier 1 organisation	41	41
Tier 2 organisation	55	55
Tier 3 organisation	34	34
Additional member	350	368
International organisation	10	10
International additional member	22	22
Less than 50% HE organisation	0	0
Corporate organisation	3	3
Corporate additional member	6	6
Individual member	5	5
Non-profit organisation	3	3
Non-profit additional member	1	1
Student member	2	2
<b>Total organisations</b>	<b>184</b>	<b>184</b>
<b>Total members</b>	<b>807</b>	<b>830</b>

### GDPR update

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

- 10 members have ticked not to receive AMOSSHE updates about news and events (including the AMOSSHE newsletter).
- 6 members have disabled receiving any emails through Wild Apricot.
- 12 members have unsubscribed from Wild Apricot mailings (newsletters, event announcements).
- 9 members have unsubscribed from Wild Apricot event announcements.

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

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

57 members in total have used one or more of these settings to unsubscribe.

JB and CB are due to meet shortly before the executive meeting to review AMOSSHE's GDPR process and policies, if this takes place a verbal update will be presented at the meeting.

### [AMOSSHE Elections 2022- 2024](#)

The AMOSSHE elections are fast approaching, the notice of elections went out in the newsletter last week and the nominations open on 1 April 2022. As Helen McNeely is due for re-election Vice Chair Simon Lee will be the Returning Officer. Details of those due for re-election and the timeline is below:

#### **Executive up for election**

<b>Name</b>	<b>Position</b>	<b>Can run again?</b>
Helen McNeely	Vice Chair Operations	Yes
Nic Streatfield	Vice Chair Professional Development	No
Chris Warrington	Executive	Yes
Sarah Sweeney	Executive	Yes
Sammy Li	Executive	Yes
Kelsey Coward	Executive	Yes

#### **Elections timeline**

<b>Activity</b>	<b>When</b>
Notice of upcoming election	24 March
Open nominations	1 April
Close nominations	9 May
Voting opens	13 May
Voting closes	16 June
Numbers & results confirmed	20 June
Nominees informed of results	21 June
Results announced at AGM	23 June

### [AMOSSHE Finances](#)

#### [AMOSSHE Year-end accounts 2020-2021](#)

Our accountants Menzies have prepared the year end accounts for us. This is the second year they have completed the accounts for AMOSSHE. Last years accounts were challenging due to the transition from our old accountants. This year we are seeking to finalise some of the remaining queries with our finances to ensure that moving ahead we do not have any older payments being carried over into the following year.

The year end accounts therefore show that we have made £53,632 in the year 20-21. These accounts do however include a number of costs to ensure that money that was deferred in previous accounting years is now accounted for appropriately. Below is a short explanation of the accounts, a member of the Menzies team will be available in the meeting to explain the accounts in more detail and answer any questions:

#### **Income:**

We performed better than expected for the year against budget, primarily in Sponsorship income (increase of £24k against budget) and CPD (£5k increase against budget).

Included in income is £15k of membership income from 2019 that was not deferred last year and therefore has been accounted for in this year to balance the book from an accounting perspective.

**Expenditure:**

We were able to save in most areas of the expenditure budget but most notably we decided that we should account for money not spent from previous insight grants but had been carried forward as an expense (in the event that these remaining projects were completed, they were not). The total remaining to be accounted for was £30,161.

As in previous years our total VAT liability is not fully realised until the end of the year as it depends on our CPD performance. This has been calculated within these budgets.

In real terms, removing these changes we would likely have made a slight profit at the end of the year which sits more in line with our expectations through the management accounts to June last year. To reiterate these are accounting principles that have been applied to ensure that our accounts are more balanced in general, we have not increased our income significantly at the end of last year.

[Financial Management report: February 2022](#)

Please see the management report for the detailed figures. This management report has been revised in line with the revised budget however there are still some profiling differences that need to be worked out and will be demonstrated in future management reports. In comparison to the previous budget and management reports you can see that AMOSSHE is exceeding expectations this year against original budgets which puts us in a great position to move forward with our strategic improvements to AMOSSHE.

[Revised budget 2021 – 2022](#)

The attached revised budget is devised by evaluating the performance of AMOSSHE in the year to date and includes any amendments and projections for the remainder of the year. There is still some uncertainty this year in relation to the performance of the National Conference but there are a number of other amendments that have been made, the most notable of which are listed below:

- Membership income increased in line with actual membership figures this year
- Sponsorship continued to exceed target so this has been revised upwards in line with sales in relation to National Conference
- Increased confidence in demand for the national conference means income has been revised upwards for this event
- Removed costs for executive residential as it did not take place this year
- Reduced costs for international engagement funds as NASPA exchange did not happen this year
- Included costs for changes in staffing to demonstrate the implications if recommendations are agreed at the 1 April executive meeting

Please note that we also have another paid for CPD event happening in May but budgets and costs have not yet been agreed, this will be additional income on top of this revised budget.

## Budget forecast 2022 – 2023

Included within these papers is a forecast budget for the coming year. This was devised due to the need to include a conversation about potential changes to membership fees for the coming year and the justification for these. This budget has been developed to include the following major changes:

- Increased staff resource to enable AMOSSHE to meet current and future workstream objectives. This includes an increase to current staff support and the addition of another full time staff member.
- Includes additional money for subscription costs for a new or amended resources area. This is based on a worst case scenario including a new website and resources area.
- Removed 1 in-person executive meeting for the year
- Based on running a number of different types of CPD events, details further below
- Continuing to attract a large number of sponsors to events and opportunities
- Includes one off costs within the reserves area:
  - o Professionalisation project (£50,000)
  - o Short term staff support for this year (£3,000)
  - o Additional costs for developing and transition to a new website (if needed) (£7,000)

Some of these changes and additions can be paid for through a slight increase in CPD delegate rates (£5 per delegate) and by ensuring our sponsorship income remains high. However, to ensure that we are able to sustain the level of increased funding we are seeking to increase membership fees.

After the chairs team were presented with two different scenarios the recommendation for AMOSSHE is that we seek to increase the membership fees by around 7% this coming year for most membership rates and aim to increase by a further 4% the following year subject to rising costs and inflation, this can be reviewed again in the March 2023 Executive meeting. We are also recommending to simplify the additional member fees category by having a single cost for additional members of £90 (which remains the same as last year), this removes the discount members received if they had over three additional members joining AMOSSHE (a reduced cost of £50).

The change in fees to each membership type is detailed below based on the recommended 7% increase:

Member type	Current cost	Revised cost	Difference
Small and Specialist	£ 400.00	£ 430.00	£ 30.00
Tier 1	£ 610.00	£ 650.00	£ 40.00
Tier 2	£ 761.00	£ 815.00	£ 54.00
Tier 3	£ 913.00	£ 975.00	£ 62.00
Less than 50% HE	£ 550.00	£ 590.00	£ 40.00
International	£ 459.00	£ 490.00	£ 31.00
Corporate	£ 1,200.00	£ 1,300.00	£ 100.00
Non-profit	£ 700.00	£ 750.00	£ 50.00
Individual	£ 300.00	£ 320.00	£ 20.00
Student	£ 50.00	£ 50.00	£ -
Additional members	£ 90.00	£ 90.00	£ -



### **Proposed CPD structure for 2022 – 2023**

In reference to the forecast budget for 2022-23 the following CPD structure is recommended and has been utilised in reference to the forecast budget. This can be discussed in more detail in the CPD and National Conference agenda alongside proposed topics for the first two in person events.

October 2022:	In person CPD event
November 2022:	In person CPD event
December 2022:	Virtual event (either webinar or free event)
January 2023 or February 2023:	Virtual sponsor showcase event
February 2023:	In person Winter Conference event
March 2023:	Virtual webinar
April 2023:	Virtual half day event
May 2023:	Virtual half day event
July 2023: as per 2022 NC)	In person and virtual National Conference (blended approach likely)

## Directors Finance Summary

February 2022

Code	Income	Year to date			Budget Full Year	% of full year budget achieved TD*
		Actual	Budget	Variance		
200	Conference	£0.00	£0.00	£0.00	£135,225.00	0
300	CPD	£21,460.00	£20,175.00	£1,285.00	£28,025.00	77
	Sponsorship	£49,549.40	£43,251.00	£6,298.40	£96,684.20	51
	Membership	£135,845.43	£128,049.43	£7,796.00	£128,049.43	106
	Other income	£0.00	£0.00	£0.00	£0.00	100
	<b>TOTAL income</b>	<b>£206,854.83</b>	<b>£191,475.43</b>	<b>£15,379.40</b>	<b>£387,983.63</b>	<b>53</b>
	<b>Expenditure</b>					
10	Central	£66,656.41	£63,934.00	(£2,722.41)	£136,232.87	49
200	Conference	£30,749.28	£30,149.00	(£600.28)	£185,925.55	17
300	CPD	£22,527.85	£23,212.00	£684.15	£43,670.78	52
20	Executive	£2,643.80	£3,579.00	£935.20	£6,427.00	41
400	Futures	£0.00	£0.00	£0.00	£0.00	0
500	Insight	£0.00	£0.00	£0.00	£0.00	0
100	Membership	£0.00	£0.00	£0.00	£0.00	0
	<b>TOTAL expenditure</b>	<b>£122,577.34</b>	<b>£120,874.00</b>	<b>(£1,703.34)</b>	<b>£372,256.20</b>	<b>33</b>
	<b>TOTAL Surplus / Deficit</b>	<b>£84,277.49</b>	<b>£70,601.43</b>	<b>£13,676.06</b>	<b>£15,727.43</b>	

TOTAL Cash position Main account £127,659.29

28/02/2022

Savings account £200,999.89  
**TOTAL £328,659.18**

### Notes on reading the management report

- \* The full year budget percentage relates to how much income / expenditure has been raised and spent against our budgeted expenditure
- The year to date figure only is shown as the monthly figures can vary against budget
- Area specific expenditure is shown against those areas that are of interest to the executive
- Figures in red are negative figures
- Any additional information is supplied on the corresponding executive paper

**Notes**

Sponsorship has been invoiced ahead of profiling expectations for CPD and National Conference  
Likely to drop once VAT adjustments have been made later in the year

Zoom still accounted for here instead of CPD which equates to £700, in addition to change in timings for some software renewals for Adobe and McAfee specifically  
Paid one of the speaker fees for conference ahead of profile

ectations for the year to date

AMOSSHE

Department

Code	Month Description	1	2	3	4	5	6	7	8	9	10	11	12	
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
<b>Income</b>														
4000-4020	Membership income	64,025	64,025	-	-	-	-	-	-	-	-	-	-	128,049.43
4100-4104	CPD income	-	-	2,227	4,157	-	535	13,256	-	6,000	1,850	-	-	28,025.00
4200-4204	Conference income	-	-	-	-	-	-	-	-	-	135,225	-	-	135,225.00
4300	Project / research grant	-	-	-	-	-	-	-	-	-	-	-	-	-
4400	Sponsorship Income	-	-	599	300	12,446	27,180	2,726	49,837	2,997	599	-	-	96,684.20
	VAT adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-
	Release of capital grant	-	-	-	-	-	-	-	-	-	-	-	-	-
		64,025	64,025	2,826	4,457	12,446	27,715	15,982	49,837	8,997	137,674	-	-	387,983.63

**Expenditure**

**Staff Related Costs**

6010	Permanent Staff Costs	11,237	11,237	11,237	11,237	11,237	11,237	11,237	11,844	11,844	11,844	11,844	11,844	137,876.59	Includes pension and NI
6060	Temporary Staff	-	-	-	-	-	-	-	-	1,000	5,350	7,350	4,350	18,050.00	
6070	Employers NI	1,236	1,236	1,236	1,236	1,236	1,236	1,236	1,303	1,303	1,303	1,303	1,303	15,166.42	
6080	Employers Pensions	674	674	674	674	674	674	674	711	711	711	711	711	8,272.60	
6090	Recruitment Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	
		13,147	13,147	13,147	13,147	13,147	13,147	13,147	13,857	14,857	19,207	21,207	18,207	179,365.61	

**Other Direct Costs**

7000	Marketing	-	-	-	-	-	-	-	-	-	3,000	-	-	3,000.00	
7020	Venue Hire cost	-	-	-	-	-	-	-	-	1,260	97,930	-	-	99,190.00	CPD and Conference venues mainly
7030	Speaker Fee	695	-	504	-	-	-	-	504	400	2,800	504	-	5,407.00	Conference mainly but some backup for CPD events
7310	Conferences misc	-	-	-	-	-	-	-	-	-	-	-	-	-	
7040	Website Maintenance	-	2,400	-	-	-	-	-	-	-	-	-	-	2,400.00	ongoing website costs at present
7060	Subscriptions	30	30	30	30	30	30	30	30	30	30	30	30	360.00	Times Higher subscription
7070	Staff training	-	-	-	-	-	-	200	200	200	200	200	200	1,200.00	
7080	Insurance	-	1,200	-	-	-	-	-	-	-	-	-	-	1,200.00	
7090	Telephone	170	170	170	170	170	170	170	170	170	170	170	170	2,040.00	
7100	Travel	100	100	900	100	100	100	800	900	800	900	900	100	5,800.00	
7110	Hospitality	-	-	-	-	-	-	-	-	-	2,000	-	-	2,000.00	
7130	Subsistence	10	10	10	10	10	10	10	10	10	610	10	10	720.00	
7140	Refreshments	-	-	120	-	-	-	200	120	-	2,968	120	-	3,528.00	
7150	Printing	-	-	-	-	-	-	-	-	-	-	-	-	-	
7160	Postage and Carriage	-	-	-	-	-	-	-	-	-	400	-	-	400.00	
7180	Stationary	-	-	-	-	-	-	-	-	-	-	-	-	-	
7190	Accounting Fee	84	1,800	84	84	2,300	84	84	1,800	84	84	3,500	84	10,072.00	
7200	Consultancy fee	-	-	1,500	-	-	-	-	-	-	-	-	-	1,500.00	
7210	Tenancy costs	3,410	4,080	37	37	4,080	37	37	4,080	37	37	4,080	37	19,989.62	Includes rent, business rates, cleaning and broadband
7220	Equipment Hire	-	-	-	-	-	-	-	-	-	13,800	-	-	13,800.00	AV costs mainly
7230	Minor Equipment / Software purchases	400	400	1,310	510	550	510	550	400	620	3,220	400	400	9,270.00	Office 365, Xero, IT support, online storage
7300	Miscellaneous/Contingency	560	-	-	-	-	-	-	64	564	7,245	64	64	8,560.97	Contingency for all CPD and conferences
9000	Bank Interest Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	
7500	Bank Charges and Stripe bank fees	100	100	100	100	100	100	100	100	100	100	100	100	1,200.00	
7005	International engagement costs	-	-	-	-	-	-	-	-	-	-	1,000	-	1,000.00	Reduced as likely to be IASAS conference rather than NASPA
	VAT non-allowable	-	-	3,373	-	-	-	-	-	-	-	-	-	3,373.00	venue hire VAT
		5,559	10,290	1,392	1,041	7,340	1,041	2,181	8,378	4,275	135,494	11,078	1,195	189,264.59	

**Depreciation**

41	Fixture and Fitting Depn	-	-	-	-	-	-	-	-	-	-	-	265	265.00
31	Office Equipment Depn	-	-	-	-	-	-	-	-	-	-	-	3,361	3,361.00
		-	-	-	-	-	-	-	-	-	-	-	3,626	3,626.00

**Total Expenditure**

**Net Surplus/(Deficit)**

		18,707	23,437	14,539	14,188	20,487	14,188	15,328	22,235	19,132	154,701	32,285	23,028	372,256.20
		45,318	40,588	- 11,713	- 9,731	- 8,041	13,527	654	27,602	- 10,135	- 17,027	- 32,285	- 23,028	15,727.43

**TOTAL**  
 Projected save on contingency (50%)  
**TOTAL**  
 Corporation tax

**AMOSHE Reserves position 2020-21**

Updated 06/10/2021

**15,727.43 TOTAL AMOSSHE**

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Staffing	£ 179,365.61
Website maintenance	£ 2,400.00
Insurance	£ 1,200.00
Telephone	£ 2,040.00
Accounting fee	£ 10,072.00
Bank charges	£ 1,200.00
Tenancy	£ 19,989.62
IT support	£ 2,000.00
<b>TOTAL</b>	<b>£ 218,267.23</b>

Current reserves	£ 200,991.46
Cost per month (average)	£ 18,188.94
Calculated reserves (months)	11.1
Remaining reserves, 6 mths contingency removed	£ 91,857.85

AMOSSHE

Department

Code	Month Description	1 Aug	2 Sep	3 Oct	4 Nov	5 Dec	6 Jan	7 Feb	8 Mar	9 Apr	10 May	11 Jun	12 Jul	
<b>Income</b>														
4000-4020	Membership income	44,492	44,492	44,492	-	-	-	-	-	-	-	-	-	133,475.13
4100-4104	CPD income	-	-	9,190	10,415	-	21,670	-	2,815	2,815	-	-	-	46,905.00
4200-4204	Conference income	-	-	-	-	-	-	-	-	-	163,048	-	-	163,048.35
4300	Project / research grant	-	-	-	-	-	-	-	-	-	-	-	-	-
4400	Sponsorship Income	-	-	1,198	1,198	-	41,579	-	39,995	1,198	-	-	-	85,168.00
	VAT adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-
	Release of capital grant	-	-	-	-	-	-	-	-	-	-	-	-	-
		44,492	44,492	54,880	11,613	-	63,249	-	42,810	4,013	163,048	-	-	428,596.48

**Expenditure**

**Staff Related Costs**

6010	Permanent Staff Costs	14,707	14,707	14,707	14,707	14,707	14,707	14,707	14,707	14,707	14,707	14,707	14,707	176,487.76	Includes pension and NI
6020	Executive Director	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	57,000.00	
6030	Operations Coordinator	2,496	2,496	2,496	2,496	2,496	2,496	2,496	2,496	2,496	2,496	2,496	2,496	29,946.30	
6040	Head of Engagement	3,298	3,298	3,298	3,298	3,298	3,298	3,298	3,298	3,298	3,298	3,298	3,298	39,571.90	
6045	Admin and Comms Officer	1,414	1,414	1,414	1,414	1,414	1,414	1,414	1,414	1,414	1,414	1,414	1,414	16,969.56	
	Policy and Research Officer	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	33,000.00	
6060	Temporary Staff	-	-	-	-	-	-	-	-	-	1,000	-	-	1,000.00	Conference staff cover
6070	Employers NI	1,765	1,765	1,765	1,765	1,765	1,765	1,765	1,765	1,765	1,765	1,765	1,765	21,178.53	
6080	Employers Pensions	882	882	882	882	882	882	882	882	882	882	882	882	10,589.27	
6090	Recruitment Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	
		17,355	17,355	17,355	17,355	17,355	17,355	17,355	17,355	17,355	18,355	17,355	17,355	209,255.56	

**Other Direct Costs**

7000	Marketing	-	-	-	-	-	-	-	-	-	3,500	-	-	3,500.00	
7020	Venue Hire cost	2,000	-	3,364	3,130	-	5,590	-	504	-	107,245	504	-	122,337.00	CPD and Conference venues mainly
7030	Speaker Fee	-	-	300	300	-	600	-	200	-	3,000	-	-	4,400.00	Conference mainly but some backup for CPD events
7310	Conferences misc	-	-	-	-	-	-	-	-	-	1,500	-	-	1,500.00	
7040	Website Maintenance	360	2,760	360	360	360	360	360	360	360	360	360	360	6,720.00	ongoing website costs at present
7060	Subscriptions	30	30	30	30	30	30	30	30	30	30	30	30	360.00	Times Higher subscription
7070	Staff training	250	250	250	250	250	250	250	250	250	250	250	250	3,000.00	
7080	Insurance	-	1,200	-	-	-	-	-	-	-	-	-	-	1,200.00	
7090	Telephone	150	150	150	150	150	150	150	150	150	150	150	150	1,800.00	
7100	Travel	900	200	1,780	1,080	200	1,420	200	900	200	1,000	900	200	8,980.00	
7110	Hospitality	-	-	-	-	150	-	-	-	-	2,500	-	-	2,650.00	
7130	Subsistence	20	20	160	160	220	230	20	20	20	620	20	20	1,530.00	
7140	Refreshments	400	-	120	-	-	-	-	120	-	1,484	120	-	2,244.00	
7150	Printing	-	-	-	-	-	-	-	-	-	-	-	-	-	
7160	Postage and Carriage	-	-	-	-	-	-	-	-	-	300	-	-	300.00	
7180	Stationary	10	10	10	10	10	10	10	10	10	10	10	10	120.00	
7190	Accounting Fee	84	1,800	84	84	2,300	84	84	1,800	84	84	3,500	84	10,072.00	
7200	Consultancy fee	-	-	-	-	-	-	-	-	-	-	-	-	-	
7210	Tenancy costs	3,410	5,160	37	37	5,160	37	37	5,160	37	37	5,160	37	24,308.34	Includes rent, business rates, cleaning and broadband
7220	Equipment Hire	-	-	-	-	-	-	-	-	-	8,800	-	-	8,800.00	AV costs mainly
7230	Minor Equipment / Software purchases	430	430	540	650	430	1,050	430	540	430	540	430	430	6,330.00	Office 365, Xero, IT support, online storage
7300	Miscellaneous/Contingency	64	64	472	485	64	1,318	64	359	64	7,846	64	64	10,928.92	Contingency for all CPD and conferences
9000	Bank Interest Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	
7500	Bank Charges and Stripe bank fees	100	100	100	100	100	100	100	100	150	150	150	150	1,400.00	
7005	International engagement costs	-	-	-	-	-	-	-	-	-	-	3,000	-	3,000.00	NASPA budget for this year
	VAT non-allowable	-	-	-	-	-	-	-	-	-	-	-	-	-	venue hire VAT
		8,209	12,174	7,757	6,826	9,424	11,229	1,735	10,502	1,785	139,406	14,648	1,785	225,480.26	

**Depreciation**

41	Fixture and Fitting Depn	-	-	-	-	-	-	-	-	-	-	-	200	200.00
31	Office Equipment Depn	-	-	-	-	-	-	-	-	-	-	-	3,000	3,000.00
		-	-	-	-	-	-	-	-	-	-	-	3,200	3,200.00

**Total Expenditure**      25,563      29,528      25,111      24,181      26,778      28,584      19,090      27,857      19,140      157,760      32,002      22,340      437,935.82

<b>Net Surplus/(Deficit)</b>	<b>18,929</b>	<b>14,963</b>	<b>29,768</b>	<b>-</b>	<b>12,568</b>	<b>-</b>	<b>26,778</b>	<b>34,665</b>	<b>-</b>	<b>19,090</b>	<b>14,953</b>	<b>-</b>	<b>15,127</b>	<b>5,288</b>	<b>-</b>	<b>32,002</b>	<b>-</b>	<b>22,340</b>	<b>-</b>	<b>9,339.34</b>	<b>TOTAL</b>		
																					<b>5,464.46</b>	Projected save on contingency (50%)	
																						<b>- 3,874.88</b>	TOTAL
																							Corporation tax
																						<b>- 3,874.88</b>	<b>TOTAL AMOSSHE</b>

**One - off project costs**

Professionalisation project	£ 50,000.00
Website and resources transition and build	£ 7,000.00
Temporary staff costs (from 21-22)	£ 3,000.00
<b>TOTAL</b>	<b>£ 60,000.00</b>

**AMOSSHE Reserves position 2020-21**

Updated 20/03/2022

Staffing	£ 209,255.56
Website maintenance	£ 6,720.00
Insurance	£ 1,200.00
Telephone	£ 1,800.00
Accounting fee	£ 10,072.00
Bank charges	£ 1,400.00
Tenancy	£ 24,308.34
IT support	£ 2,000.00
<b>TOTAL</b>	<b>£ 256,755.90</b>

Current reserves	£ 201,006.39
Minus one-off project costs	£ 141,006.39
Cost per month (average)	£ 21,396.32
Calculated reserves (months)	6.6

Remaining reserves, 6 mths contingency removed £ 12,628.44

UNAUDITED DIRECTORS'  
REPORT AND FINANCIAL  
STATEMENTS

FOR THE YEAR ENDED

31 JULY 2021

AMOSSHE, THE STUDENT  
SERVICES  
ORGANISATION LIMITED  
(A Company Limited by  
Guarantee)



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# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

(A Company Limited by Guarantee)

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## COMPANY INFORMATION

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<b>Directors</b>	R Akinsete (resigned 1 August 2021) J Aldridge (resigned 1 August 2021) Dr A Gardiner (resigned 31 July 2021) S Lee H McNeely L O'Keeffe F Sherrington C Slater J Stevenson N Streatfield C Warrington K Coupar (resigned 27 August 2020) E J Bales (appointed 1 August 2021) K Coward C Best (appointed 1 August 2021) S Cavendish (appointed 1 August 2021) K Coward (appointed 3 August 2020) C H Li (appointed 1 August 2021) S Sweeney (appointed 1 August 2021)
<b>Registered number</b>	04778650
<b>Registered office</b>	Woburn House 20-24 Tavistock Square London WC1H 9HQ
<b>Accountants</b>	Menzies LLP Chartered Accountants Lynton House 7-12 Tavistock Square London WC1H 9LT

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# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

(A Company Limited by Guarantee)

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<b>Statement of Changes in Equity</b>	5 - 6
<b>Notes to the Financial Statements</b>	7 - 11
The following pages do not form part of the statutory financial statements:	
<b>Detailed Profit and Loss Account and Summaries</b>	12 - 15

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# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

## (A Company Limited by Guarantee)

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### DIRECTORS' REPORT FOR THE YEAR ENDED 31 JULY 2021

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The directors present their report and the financial statements for the year ended 31 July 2021.

#### **Principal activity**

The principal activity of the Company in the year was that of a professional association of managers of student services in higher education. The current period reflects the results for the year to 31 July 2021.

#### **Directors**

The directors who served during the year were:

R Akinsete (resigned 1 August 2021)  
J Aldridge (resigned 1 August 2021)  
Dr A Gardiner (resigned 31 July 2021)  
S Lee  
H McNeely  
L O'Keeffe  
F Sherrington  
C Slater  
J Stevenson  
N Streatfield  
C Warrington  
K Coupar (resigned 27 August 2020)  
K Coward  
K Coward (appointed 3 August 2020)

#### **Small companies note**

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board on

and signed on its behalf.

**J Stevenson**  
Director

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# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

(A Company Limited by Guarantee)

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## CHARTERED ACCOUNTANTS' REPORT TO THE BOARD OF DIRECTORS ON THE PREPARATION OF THE UNAUDITED STATUTORY FINANCIAL STATEMENTS OF AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED FOR THE YEAR ENDED 31 JULY 2021

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In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of AMOSSHE, The Student Services Organisation Limited for the year ended 31 July 2021 which comprise the Statement of Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity and the related notes from the Company's accounting records and from information and explanations you have given us.

As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at <http://www.icaew.com/en/members/regulations-standards-and-guidance/>.

This report is made solely to the Board of Directors of AMOSSHE, The Student Services Organisation Limited, as a body, in accordance with the terms of our engagement letter dated [date] . Our work has been undertaken solely to prepare for your approval the financial statements of AMOSSHE, The Student Services Organisation Limited and state those matters that we have agreed to state to the Board of Directors of AMOSSHE, The Student Services Organisation Limited, as a body, in this report in accordance with ICAEW Technical Release TECH07/16AAF. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than AMOSSHE, The Student Services Organisation Limited and its Board of Directors, as a body, for our work or for this report.

It is your duty to ensure that AMOSSHE, The Student Services Organisation Limited has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and profit of AMOSSHE, The Student Services Organisation Limited. You consider that AMOSSHE, The Student Services Organisation Limited is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or review of the financial statements of AMOSSHE, The Student Services Organisation Limited. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

### **Menzies LLP**

Lynton House  
7-12 Tavistock Square  
London  
WC1H 9LT  
Date:

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# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

(A Company Limited by Guarantee)

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## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 JULY 2021

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	2021 £	2020 £
Turnover	240,498	201,713
<b>Gross profit</b>	<b>240,498</b>	<b>201,713</b>
Administrative expenses	(183,166)	(240,219)
<b>Operating profit/(loss)</b>	<b>57,332</b>	<b>(38,506)</b>
Interest receivable and similar income	20	421
<b>Profit/(loss) before tax</b>	<b>57,352</b>	<b>(38,085)</b>
Tax on profit/(loss)	(3,720)	241
<b>Profit/(loss) for the financial year</b>	<b>53,632</b>	<b>(37,844)</b>

There was no other comprehensive income for 2021 (2020:£NIL).

The notes on pages 7 to 11 form part of these financial statements.

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**AMOSSHE, THE STUDENT SERVICES  
ORGANISATION LIMITED**  
(A Company Limited by Guarantee)  
REGISTERED NUMBER:04778650

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**BALANCE SHEET  
AS AT 31 JULY 2021**

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	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	4	3,943	5,356
		<u>3,943</u>	<u>5,356</u>
<b>Current assets</b>			
Debtors: amounts falling due within one year	5	72,733	120,258
Cash at bank and in hand	6	227,396	226,493
		<u>300,129</u>	<u>346,751</u>
Creditors: amounts falling due within one year	7	(64,724)	(166,391)
<b>Net current assets</b>		<u>235,405</u>	180,360
<b>Net assets</b>		<u><u>239,348</u></u>	<u><u>185,716</u></u>
<b>Capital and reserves</b>			
Other reserves	9	69,360	69,360
Profit and loss account	9	169,988	116,356
		<u>239,348</u>	<u>185,716</u>

The directors consider that the Company is entitled to exemption from audit under section 477 of the Companies Act 2006 and members have not required the Company to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on

**J Stevenson**  
Director

**S Lee**  
Director

The notes on pages 7 to 11 form part of these financial statements.

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AMOSSHE, THE STUDENT SERVICES  
ORGANISATION LIMITED  
(A Company Limited by Guarantee)

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STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 JULY 2021

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	Other reserves £	Profit and loss account £	Total equity £
At 1 August 2020	69,360	116,356	185,716
<b>Comprehensive income for the year</b>			
Profit for the year	-	53,632	53,632
	<hr/>	<hr/>	<hr/>
<b>At 31 July 2021</b>	<b>69,360</b>	<b>169,988</b>	<b>239,348</b>

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AMOSSHE, THE STUDENT SERVICES  
ORGANISATION LIMITED  
(A Company Limited by Guarantee)

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STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 JULY 2020

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	Other reserves £	Profit and loss account £	Total equity £
At 1 August 2019	69,360	154,200	223,560
<b>Comprehensive income for the year</b>			
Loss for the year	-	(37,844)	(37,844)
	<hr/>	<hr/>	<hr/>
<b>At 31 July 2020</b>	<b>69,360</b>	<b>116,356</b>	<b>185,716</b>



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# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

## (A Company Limited by Guarantee)

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

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#### 1. General information

AMOSSHE, The Student Services Organisation Ltd is a Company limited by guarantee registered in England Wales. The Company registration number is 04778650. The registered office is Woburn House, 20-24 Tavistock Square, London, WC1H 9HQ.

The financial statements are presented in pound sterling which is the functional currency of the Company and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

#### 2. Accounting policies

##### 2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The following principal accounting policies have been applied:

##### 2.2 Going concern

The Coronavirus pandemic is creating significant uncertainty and the company is not immune to this although, at this stage, it is not possible to reliably forecast what the long-term impact of this may be. The directors are confident, however, that the company will be able to see through the current uncertainty. Therefore, it is the director's opinion that the going concern basis of preparation of the accounts continues to be appropriate

##### 2.3 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

###### Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

##### 2.4 Interest income

Interest income is recognised in the Statement of Comprehensive Income using the effective interest method.

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# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

## (A Company Limited by Guarantee)

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

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#### 2. Accounting policies (continued)

##### 2.5 Pensions

###### Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independently administered funds.

##### 2.6 Taxation

Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the Company operates and generates income.

##### 2.7 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, on a reducing balance basis.

Depreciation is provided on the following basis:

Fixtures and fittings	-	25% reducing balance basis
Office equipment	-	33% reducing balance basis

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Income.

##### 2.8 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

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# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

## (A Company Limited by Guarantee)

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

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#### 2. Accounting policies (continued)

##### 2.9 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

##### 2.10 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

#### 3. Employees

The average monthly number of employees, including directors, during the year was 4 (2020 - 4).

#### 4. Tangible fixed assets

	Fixtures and fittings £	Office equipment £	Total £
<b>Cost or valuation</b>			
At 1 August 2020	1,671	19,143	20,814
Additions	438	-	438
At 31 July 2021	<u>2,109</u>	<u>19,143</u>	<u>21,252</u>
<b>Depreciation</b>			
At 1 August 2020	1,141	14,317	15,458
Charge for the year on owned assets	242	1,609	1,851
At 31 July 2021	<u>1,383</u>	<u>15,926</u>	<u>17,309</u>
<b>Net book value</b>			
At 31 July 2021	<u>726</u>	<u>3,217</u>	<u>3,943</u>
At 31 July 2020	<u>530</u>	<u>4,826</u>	<u>5,356</u>

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# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

(A Company Limited by Guarantee)

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## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

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### 5. Debtors

	2021 £	2020 £
Trade debtors	47,228	93,573
Other debtors	-	1,753
Prepayments and accrued income	25,505	24,932
	<u>72,733</u>	<u>120,258</u>

### 6. Cash and cash equivalents

	2021 £	2020 £
Cash at bank and in hand	227,396	226,493
	<u>227,396</u>	<u>226,493</u>

### 7. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	1,704	3,768
Corporation tax	11,165	-
Other taxation and social security	9,143	12,874
Accruals and deferred income	42,712	149,749
	<u>64,724</u>	<u>166,391</u>

### 8. Company status

The Company is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

### 9. Reserves

#### Other reserves

The Company has other reserves which relate to pre-incorporation reserves.

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# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

(A Company Limited by Guarantee)

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## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

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### **10. Pension commitments**

The Company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the Company to the fund and amounted to £4,147 (2020 - £5,430). Contributions totaling £2,025 (2020 - £2,009) were payable to the fund at the balance sheet date and are included in creditors.

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# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

(A Company Limited by Guarantee)

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## DETAILED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 JULY 2021

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	2021 £	2020 £
Turnover	240,498	201,713
<b>Gross profit</b>	<u>240,498</u>	<u>201,713</u>
<b>Less: overheads</b>		
Administration expenses	(183,166)	(240,219)
<b>Operating profit/(loss)</b>	<u>57,332</u>	<u>(38,506)</u>
Interest receivable	20	421
Tax on profit/(loss) on ordinary activities	(3,720)	241
<b>Profit/(Loss) for the year</b>	<u>53,632</u>	<u>(37,844)</u>

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AMOSSHE, THE STUDENT SERVICES  
ORGANISATION LIMITED  
(A Company Limited by Guarantee)

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SCHEDULE TO THE DETAILED ACCOUNTS  
FOR THE YEAR ENDED 31 JULY 2021

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	2021 £	2020 £
<b>Turnover</b>		
Subscriptions	123,121	111,244
CPD	30,213	60,587
Research grant	1,750	-
Conferences	19,915	(10)
Sponsorship	50,315	29,892
2019 Membership Income	15,184	-
	<u>240,498</u>	<u>201,713</u>

# AMOSSHE, THE STUDENT SERVICES ORGANISATION LIMITED

(A Company Limited by Guarantee)

## SCHEDULE TO THE DETAILED ACCOUNTS FOR THE YEAR ENDED 31 JULY 2021

	2021 £	2020 £
<b>Administration expenses</b>		
National insurance	6,990	13,315
Directors salaries	51,918	50,857
Pension costs	4,147	5,430
Admin and communications officer	12,624	13,895
Staff training	240	212
Hotels, travel and subsistence	750	7,531
Consultancy	6,556	-
Printing and stationery	107	234
Postage	682	496
Telephone and fax	2,087	2,273
Computer costs	2,051	274
Minor equipment/ software	13,428	9,149
Advertising and promotion	873	853
Membership	329	341
Project grant	(30,161)	(2,002)
Accountancy fees	9,793	10,195
Equipment hire	-	969
Bank charges	614	141
Bad debts	-	4,200
Miscellaneous	5,147	2,397
Conference miscellaneous	205	999
Tenancy costs	17,360	20,699
Insurances	916	861
Computer equipment depreciation	1,609	3,096
Fixtures and fittings depreciation	242	265
Operations manager	29,074	28,554
Head of engagement	38,419	37,716
International engagement	135	277
Venue hire	3,758	23,816
VAT Disallowed	3,273	3,176
	<b>183,166</b>	<b>240,219</b>
	<b>183,166</b>	<b>240,219</b>



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AMOSSHE, THE STUDENT SERVICES  
ORGANISATION LIMITED  
(A Company Limited by Guarantee)

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SCHEDULE TO THE DETAILED ACCOUNTS  
FOR THE YEAR ENDED 31 JULY 2021

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	2021 £	2020 £
<b>Interest receivable</b>		
Bank interest receivable	20	421
	<u>20</u>	<u>421</u>
	<u><u>20</u></u>	<u><u>421</u></u>

## AMOSSHE Strategy Workstream Executive progress report: Resources

Executive meeting: April 2022

This sheet is designed for AMOSSHE Strategy members to briefly report back on the progress of their workstream activity to the AMOSSHE executive committee. Answers should be short and to the point, some can be explored further within the meeting.

Please note within the respective objective notes section any resources you think you will need to complete the objective along with potential costs and timelines for completion. Also note any help/conversations you wish to have at the executive meeting to ensure this is highlighted at the meeting.

Each objective should have a status attached to them rating:

**RED:** None or little progress made

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

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

### Outcome 1:

AMOSSHE has an **online platform** comprising resources including research, data and knowledge exchange materials that can be accessed by 100% of the membership and provides a base for continuous learning and collaborative work between members. The data from this platform will demonstrate the impact of AMOSSHE work within institutions in a variety of ways.

### Outcome 2:

The **AMOSSHE professional behaviours framework** is utilised by members and integrates with the AMOSSHE CPD framework. It provides a recognised evidence base and framework to drive personal development within professional student services.

### Outcome 5:

AMOSSHE has, through the commissioning, analysis and dissemination of research and data, **enabled members to effectively influence** internal and external stakeholders.

## Progress report

Status	Outcome	Objective
Green	1	Create a working group to look into the specifics of the project (specifically size and scope of the project).
	Notes	The working group has met on three occasions and are making good progress to date.
Orange	1	Agree how we measure the impact of the platform, including the data from this platform can be utilised to measure success/impact of AMOSSHE work within institutions
	Notes	This will be discussed and agreed with the working group on the outcome of the survey and working groups
Green	1	Collate member feedback on the composition of the platform and ensure that the platform includes our current resources, the resilience project, insight reports, CPD and other event information and future potential work (such as webinars, external content)
	Notes	The resources survey is currently being promoted to members. A resources exercise related to the website is being conducted with each regional and national meeting, we will be booking in focus groups to take place in the coming weeks which will complete the feedback for the time being.
Red	2	Finalise phase 2 of the professionalisation project through an external consultant with the support of an AMOSSHE steering group to ensure aims are met
	Notes	This is not currently prioritised, awaiting further feedback from the executive meeting. If it does resume the groups understanding is that this would likely be a separate working group whose progress feeds back into the resources workstream.
Red	3	Create a skills guide to help members understand what they would need to do to effectively present on behalf of AMOSSHE
	Notes	Not currently prioritised, partly as we have not yet developed further opportunities for members to present. This will be discussed with the external development group once priority stakeholders are agreed.
Green	5	Identify which data is currently available and that which our members need, including gaps in current knowledge and understanding.
	Notes	This is included as part of the surveys and focus groups
Orange	5	Design an approach to gathering and analysing research and data (our own or others') and disseminating that through an AMOSSHE lens for the benefit of our members.
	Notes	This was discussed at the previous executive meeting and a discussion was due to take place with the chairs team to review the potential funding available to bring in a person to cover this work and the work of the insight plans / benchmarking outcomes.
Orange	5	Identify how we will measure the impact of this approach, and agree plans to keep it under review.
	Notes	As above

### Resources that have been identified to complete the project at this stage:

It is likely that money will be needed later in the project once feedback has been collated and analysed to either enable changes to the current platform or build a new one.

Currently strategy group and members time are needed to complete the surveys and focus groups.

NO staff time will be needed to operationalise this work and analyse the data: Currently the team are covering the resources needed for the survey and the resources exercise with members. The aim is to turn around the data from all groups as quickly as possible for the resources group to discuss.

[Questions / considerations for the Executive Committee at this stage:](#)

Any further details on the progression on the professionalisation project.

## AMOSSHE Strategy Workstream Executive progress report: Member Engagement

Executive meeting: April 2022

This sheet is designed for AMOSSHE Strategy members to briefly report back on the progress of their workstream activity to the AMOSSHE executive committee. Answers should be short and to the point, some can be explored further within the meeting.

Please note within the respective objective notes section any resources you think you will need to complete the objective along with potential costs and timelines for completion. Also note any help/conversations you wish to have at the executive meeting to ensure this is highlighted at the meeting

Each objective should have a status attached to them rating:

**RED:** None or little progress made

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

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

### Outcome 3:

AMOSSHE members have increased **opportunities to network** and be represented throughout the sector and beyond.

### Outcome 6:

Our members can articulate a **common narrative** about the impact of student services on student and institutional success

### Outcome 7:

The AMOSSHE Executive, through the support of the National Office, has consolidated and **enhanced engagement with members** to influence the direction and impact of AMOSSHE work

### Objectives and progress report

Status	Outcome	Objective
GREEN	3 and 7	(5) Establish a baseline of current activity (such as member attendance at meetings, events and conferences)
	Notes	Data analysis of newsletter and CPD engagement trends identified and a report has been written. The workstream team will be evaluating the results in their next meeting and agreeing a series of actions to progress the work.

Status	Outcome	Objective
Red	3 and 7	(6) Create measurable targets of increasing member opportunities and what these look like
	Notes	Dependent on objective 5 and will look to develop this from April onwards.
Green	6 and 7	(14) Define and promote our definition of a common narrative to help members understand and be able to articulate the context in which this is meant
	Notes	The Faces of AMOSSHE campaign is underway with some members signed up to be the initial 'Faces' with the idea that this will happen on a monthly basis.  The Women in leadership event has taken place with good attendance and good feedback. The group will look at developing further opportunities across the coming year.
Green	7	(15) Understand how our members are currently engaging with AMOSSHE, including the number of members doing so and how often
	Notes	Research survey in development to understand the diversity of membership. This needs a little more work to ensure that we are gathering the correct information.
Green	7	(16) Agree what impactful (relevant) engagement looks like and how this feels as an AMOSSHE member and a member of the executive
	Notes	As per objectives 14 and 15 above. This is also part of the external development workstream but from a different perspective. The workstreams will discuss this across their April meetings.
Red	7	(17) Develop a narrative of how this feeds into the wider success of the AMOSSHE strategy and promote this to members
	Notes	Dependent on objectives 14, 15 and 16. Cannot complete until 14,15,16 have been completed.
Red	3 and 7	(18) Identify a % of engagement with members once we understand how members are currently engaging and how we would like them to engage with us
	Notes	Dependent on objective 5.

[Resources that have been identified to complete the project at this stage:](#)

Leads, National Office and Executive time to review member roles / responsibilities.

JB time to contribute to modelling potential restructure of membership.

National Office time to administer 'faces of AMOSSHE' campaign, conduct interviews, devise, implement and analyse diversity survey.

Leads time to review and adjust the above.

National Office and leads time to plan and run National Conference session.

Exec volunteers to host regular discussion sessions, and to speak at the topic-related webinar. National Office time to administer these sessions.

[Questions / considerations for the Executive Committee at this stage:](#)

Consideration of restructuring AMOSSHE membership to increase reach and promote engagement.

## AMOSSHE Strategy Workstream Executive progress report: External Development

Executive meeting: April 2022

This sheet is designed for AMOSSHE Strategy members to briefly report back on the progress of their workstream activity to the AMOSSHE executive committee. Answers should be short and to the point, some can be explored further within the meeting.

Please note within the respective objective notes section any resources you think you will need to complete the objective along with potential costs and timelines for completion. Also note any help/conversations you wish to have at the executive meeting to ensure this is highlighted at the meeting.

Each objective should have a status attached to them rating:

**RED:** None or little progress made

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

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

### Outcome 3:

AMOSSHE members have increased **opportunities to network** and be represented throughout the sector and beyond.

### Outcome 4:

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

### Outcome 8:

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

### Progress report

Status	Outcome	Objective
	3	Create a statement of what we mean by impactful contributions within the sector to enable us to measure success
	Notes	A statement has been created and sent to the executive for consideration. It is noted that this is also included in the member development workstream and will be discussed at their April meetings respectively.



Status	Outcome	Objective
Green	4	Working group to look at stakeholder mapping and establish which networks and relationships we currently have, and which do we wish to pursue.
	Notes	The stakeholder spreadsheet has completed the first draft and a version has been sent to the executive to see if there are any organisations missing or within the wrong category. The executive have been sent a form to make any amendments on for the external development group to discuss and amend where appropriate.
Orange	4	Complete stakeholder mapping exercise to include individuals as well as organisations who may be able to help AMOSSHE to positively impact the student experience agenda
	Notes	Individuals are not included yet, this will be part of the second phase of the spreadsheet
Green	4/8	Identify mutual benefits of partnership
	Notes	Some organisations have been identified as part of the stakeholder mapping exercise and an engagement decision sheet has been devised to help identify how best to approach a conversation. This is to be reviewed after each interaction. This has been sent to the executive for review.
Green	8	Working group to look at stakeholder mapping and establish which networks and relationships we currently have, and which do we wish to pursue.
	Notes	Completed as above
Green	8	Identify a priority group of global partners to build reciprocal partnerships with
	Notes	Complete and added to the stakeholder mapping spreadsheet

#### Resources that have been identified to complete the project at this stage:

Resources at this stage is time from executive members to have conversations with individuals and conversations to enable us to develop relationships. The stakeholder mapping sheet indicates individuals identified as potential contact links.

#### Questions / considerations for the Executive Committee at this stage:

We request that the executive review the stakeholder mapping sheet and associated papers and identify any organisations not listed or any that they would like to see included in the priority list.