AMOSSHE Executive meeting

3 October 2022 | AMOSSHE National Office, London
Formal meeting time: 11:00 – 15:30

Agenda

N = Noting
D = Discussion
A = Approval

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	22-23-11
4	Standing item: External environmental update - Information sharing guidance & Duty of Care - Meeting with Edward Peck, Student Support Champion	D	Jill Stevenson	22-23-12
5	Standing item: Operations update Finance update Risk register	A N D	Helen McNeely John Bloomfield	22-23-13 22-23-14 22-23-15
6	Strategy workstream update	N	Simon Lee / Leads	22-23-16
7	Professionalisation project	N	Working group	
8	CPD and National Conference	N	Chris Warrington Conference Leads	
9	Strategy workstream update	N	Leads	22-23-17
10	AMOSSHE survey update	N	Benjamin Parsons	
11	Standing item: AMOSSHE EDI	D	Sammy Li	
12	Communications strategy update	D	Leads	
13	Strategy workstream update	A	Leads	22-23-18
14	Representation	N	Jill Stevenson	22-23-12
15	Reserved Business	D	Jill Stevenson	
16	Any Other Business	D	Jill Stevenson	
17	Reflection time	D	Jill Stevenson	

AMOSSHE Executive meeting minutes

14 October 2022 | AMOSSHE National Office, Woburn House

Attendees

- Jill Stevenson (JS), Chair
- Helen McNeely (HM), Vice Chair (Operations)
- Chris Warrington (CW), Vice Chair (Professional Development)
- Rotimi Akinsete (RA), Executive Member
- Emma Bales (EB), Executive Member
- Sammy Li (SLi), Executive Member
- Ravteg Singh Dhesi (RSD), Executive Member
- Claire Slater (CS), Executive Member
- Sarah Sweeney (SS), Executive Member
- Anya Barbazza (AB), Operations Manager, AMOSSHE National Office
- John Bloomfield (JB), Executive Director, AMOSSHE National Office
- Hiba tul Habib (HH), Administration and Communications Officer, AMOSSHE National Office
- Benjamin Parsons (BP), Head of Engagement, AMOSSHE National Office

Apologies

Simon Lee (Vice Chair), Craig Best (Executive Member) and Sarah Cavendish (Executive Member)

Item 1: Welcome and conversation time

No official minutes recorded for this portion of the meeting.

Item 2: Standing item: Reserved business, Conflicts of Interest & AOB check

No official minutes recorded for reserved business. No conflicts of interest or AOB raised.

Item 3: Standing item: Minutes and matters arising

Executive agreed minutes from the last meeting.

Action log:

1 – 'HM and JB to prepare a strategic risk register and a business continuity plan, for review at the October 2022 Executive meeting, to then be reviewed by the Executive as a whole once a year' – COMPLETE

2 – 'ALL to suggest risks for the register to HM and JB' – COMPLETE

3 – 'ALL to identify an Executive champion for the risk register and/or establish an external, independent reviewer, perhaps from another sector organisation. JB to add this on to the next risk register discussion in the October 2022 meeting' – HM is happy to continue as risk register champion, working with JB

4 – 'JB to send through updated finance reserves explanation for all to review'

ACTION: JB to send through updated finance reserves explanation for all to review

5 – 'Professionalisation group to consider and investigate utilising an existing framework from either HEA, AUA or Advance HE to develop a matrix of behaviours / knowledge based on an existing framework (once established, the framework can be mapped across the CPD to programme to show how our CPD will contribute to development)' – this will be undertaken by the Professionalisation project group

6 – 'Resources workstream and Professionalisation group to discuss and agree information for new AMOSSHE members' – this will be undertaken by the Resources workstream and Professionalisation project working groups

7 – 'Resources workstream leads to review the objectives and identify priorities and resource requirements' – this will be undertaken by the Resources workstream

8 – 'BP to find the form for Executive members to use to suggest collaboration projects and send through to Executive to review and use' – COMPLETE

9 – 'Member engagement team to look at all the objectives and redraft to make them more succinct and focused for the Executive. ACTION: BP / HH to consider an ongoing engagement measurement model to capture ongoing engagement with the newsletter and CPD' – this will be undertaken by the Member Engagement workstream

10 – 'BP / HH to consider an ongoing engagement measurement model to capture ongoing engagement with the newsletter and CPD' – this will be undertaken by the Member Engagement workstream

11 – 'Workstream leads to review amendments to the stakeholder mapping spreadsheet and evaluate before the next October 2022 Executive meeting' – COMPLETE

12 – 'BP to establish meetings for all the subgroups to get started' – COMPLETE

13 – 'NO to start organising all meetings for CPD and National Conference' – COMPLETE

14 – 'BP to put all Executive meetings in the diary, with 20 January 2023 as a virtual meeting' – COMPLETE

15 – 'NO to add in meetings for the new Communications Strategy group' – COMPLETE

16 – 'ALL to establish an EDI central working group to look at AMOSSHE EDI policy, events checklist and coordinating EDI approach through the workstreams' – the workstream leads need to meet with SLi before Executive meetings (as part of the strategy overview meeting) to update about progress on EDI.

ACTION: HH / JB to add EDI to the strategy overview meeting agendas, and invite SLi.

ACTION: SLi to recirculate EDI policy document to strategy workstream leads

Item 4: Standing item: External environmental update

JS opened up the discussion to the Executive Committee, with two items on the agenda to run through: Information sharing guidance and duty of care, and the meeting with Edward Peck, Student Support Champion. See paper: 22-23-12.

Student Support Champion

JS and JB met with Edward Peck, the new UK government Student Support Champion. Topics covered included: imminent guidance on information sharing between universities and 'trusted contacts' (now published); developing an evidence base on universities' robust response to the increasing number and complexity of students with mental health conditions; partnerships between universities and the NHS; and his interest in developing 'resilience'. Professor Peck is in favour of the Manchester model of NHS collaboration with integrated services, and would like to suggest that all institutions should attempt to establish similar models. JB and JS made it clear that this wouldn't be something all institutions are able to establish, and also the NHS doesn't have the funding to be able to implement this.

He has sought our help in gathering a picture of investment in mental health support. He also sought support in dispelling reluctance to adopt the recommendations in the Universities UK information sharing guidance.

AMOSSHE will look to work in alignment with Universities UK where possible to share resources and approaches in our collaborative work with the Student Support Champion.

BP raised two considerations, the first remembering that the Student Support Champion's remit is England while AMOSSHE represents the entire UK. The second, AMOSSHE needs to think about fitting any work arising into our strategy and current restricted resource. AMOSSHE needs to consider our strategy, resources and members' needs as our guide in all our work.

RA mentioned that Edward Peck's key points are already on the Student Services radar. We need to ensure this is something worth dedicating time and resource to.

ACTION: ALL to contribute ideas about the priorities that we want to present to the Student Support Champion as our key for making a difference. JB to put out a request to the Executive for their ideas, then the Chairs to review.

ACTION: EB to circulate the updates from the Student Support Champion to the Executive.

ACTION: Winter Conference team to consider opportunities to have a public discussion / Q&A with the Student Support Champion.

Information sharing guidance and duty of care

JS then opened a discussion about Universities UK's information sharing guidance and duty of care. JB was able to send through a response to AMOSSHE members, received well by all. AMOSSHE has published two statements in response to recent sector conversations about information sharing guidance and duty of care in higher education:

- [Universities UK's guidance on sharing information with trusted contacts: AMOSSHE response](#)
- [Proposed statutory mental health duty of care on universities: AMOSSHE response](#)

RA suggested that AMOSSHE should set up an External Relations group to respond to issues such as this in future, to provide timely responses and take a line where membership opinion is divided. As AMOSSHE's profile rises, we will be called upon to comment in the sector.

AMOSSHE can develop statements and positions on predictable or scheduled topics in advance, and put together a response group to develop statements / responses in a hurry. This could be the whole Executive, so that those with time can volunteer, and we should be able to bring in other members

with expertise or strong opinions. This should not be on email but Teams so that people can be more responsive. Statements can be signed off by the Chairs team. The group needs to define the appropriate time frame in which to respond on a case-by-case basis, and decide on who else we need to consult with (other members / sector organisations). Sometimes a meeting will be required.

There also needs to be a process to capture differing member opinions.

JS and HM offered the following for the Executive Committee to think about:

1) External Relations group set up on MS teams to include the Executive team. A message would go out to all asking who is available to help put together a statement, or jump on a quick call to discuss and administer response with National Office.
2) Building up expertise in the National Office (expertise from the new Senior Research and Policy Officer will help, however we need to think about how to upskill the National Office to respond).

The Executive was happy to set up External Relations MS Teams group. BP raised the suggestion of bringing in other AMOSSHE members to widen the expertise when responding. The Executive agreed to limit the group to elected Executive members, and respond on a case-by-case basis, with final messages signed off by at least two Chairs.

ACTION: AB to set up an External Relations MS Teams group and invite all Executive members to process all future media / sector responses.

ACTION: JB to write up a process / guidelines for the External Relations group to refer to when taking action.

ACTION: BP / JB to put together detail on the legal duties on HEPs (considering home nations and implications of Ofsted inspections) to prep for our responses

Disabled Students Commission review

BP updated the Executive to say AMOSSHE has been approached by a research company working with the Office for Students, asking to gather AMOSSHE members' opinions about the Disabled Students Commission. BP asked the Executive if they had any knowledge of this review. The researchers would like to survey our membership.

The Executive agreed that AMOSSHE should not administer surveys to the membership but would be happy to circulate a survey already put together by another organisation to members. RSD suggested we connect with Caroline Huntley at NADP (National Association of Disability Practitioners) to see if they have been approached to contribute too.

ACTION: BP and JB to catch up with NADP to see if they have been approached about reviewing the Disabled Students Commission.

ACTION: If a survey is put together about reviewing the Disabled Students Commission, BP to circulate the survey to the membership.

NDAs (Non-Disclosure Agreements)

Universities UK is considering their policy response to a new proposed amendment to the Higher Education (Freedom of Speech) Bill which would put provisions on universities in terms of how they use NDAs (non-disclosure agreements). They have asked for our insights on this. The Executive suggested that Universities UK should liaise with UHE (Universities Human Resources).

Strategic Priorities Grant

The Office for Students has asked for AMOSSHE's help with gathering insights about how Strategic Priorities Grant funding is used by Student Services in England. This isn't a monitoring exercise, but to help them get a sense of how this money is valued, in order to secure the grant going forward. They are asking if we could put a survey out to the membership in next few weeks if we would like to accommodate.

ACTION: Executive from English institutions to ask their teams if they know of this funding and report back to National Office by 21 October 2022.

Item 5: Standing item: Operations update, Finance update and Risk Register

JB ran through National Office changes, operations, and financial updates as outlined in the paper. All the Executive are happy, and suggested no amendments. One query from JS about Sam Boyle's start date as Senior Research and Policy Officer. He is due to start in early November 2022. See papers: 22-23-13 and 22-23-14.

For the membership update, there is no indication that our change of fees has impacted membership. The total number of organisations and of individuals has increased.

HM then updated the committee about the Risk Register, which is split into strategic and operational risks. Strategic risk mitigations are linked to the five-year strategy actions. In terms of operational risks, a significant risk is CPD (continuing professional development) and business continuity. The register identifies single points of failure (for example, payroll) and health and safety risks.

The Executive agreed that the Risk Register should be updated every six months and colour coding to be added. See paper: 22-23-15. Any future amendments to be sent to JB and HM. JS thanked JB and HM for their work on this.

ACTION: HM and JB to put a colour-coded column on the risk register front page for a snapshot of risk priorities.

ACTION: JB to schedule a six-monthly review of the risk register, and an annual update to the Executive Committee.

Item 6: Strategy workstream update: Resources

See paper: 22-23-16. JB updated the Committee about the latest documents, to explain that we're putting more information into the detail of each task. All the strategy workstreams have developed a list of actions to undertake in this academic year and next year. There is a lot to undertake in this academic year, so we may need to prioritise them and consider Executive and National Office resource to undertake them.

ACTION: HH to schedule a meeting before December 2022 to bring all the workstreams (and subgroups – professionalisation, benchmarking) together in order to prioritise tasks and allocate resources.

SS updated the Executive as the Resources workstream lead. The team has started to break down individual tasks, priority orders and which will have the biggest success. We now have lots of feedback from the membership, and the platform specification doesn't have much more to finalise until we move on to the next priority task. Evaluation of the current AMOSSHE website has happened.

The main priority for the Resources workstream for this year is to develop a new / revised member platform. The team will come back to the Executive Committee with a proposal about the new platform.

Sam, our new SPRO will start to contribute to developing resources actions, as well as the benchmarking working group.

Item 7: Professionalisation project

EB reported back to Executive. The team have had two meetings since July 2022. The group has identified three key audiences for the project and reviewed the AUA behaviours framework. The group are also investigating the Advance HE Fellowship framework. They are assessing how we can align with both existing frameworks and link our CPD offering to them. Team have identified these key audiences:

1. Pipeline of expertise into Student Services – these might be non-members who are working in Student Services but looking to move into management / leadership, or those entering HE Student Services at leadership level from other sectors.
2. Current mid-level managers / leaders working in Student Services – for example grade 8 in some institutions, people who manage one or two services / areas, and are looking to move up / sideways / take on more remit / change institution and want to consolidate what they have learned and identify areas to pursue. They want to use a framework to evidence their suitability for promotion / recruitment. These are likely to be AMOSSHE members already.
3. Established high-level Student Services leaders – for example directors with several services / areas under their remit, with high levels of seniority within the institution. These people are looking to consolidate / document their experience in a sector-recognised format, perhaps to move institution or take on more remit / move sideways within their institution (or even argue for more pay / status).

There is a fourth audience, who might not engage with the framework directly, but who influence its impact – senior leadership teams / academics / others who will recognise / value how the framework presents a person's skills / knowledge.

Members agreed that AMOSSHE should move forward with the professionalisation project at the June 2022 AGM. So this project must be included among AMOSSHE's priorities for 2022/23.

Item 8: CPD and National Conference 2023

CW gave an overview of CPD events to date. The whole programme is published, and all except National Conference is open for booking. Current bookings for all upcoming events are going well. The team is also monitoring requests for AMOSSHE to run extra events, including repeating CPD events as training sessions for institutions.

The group is also looking at the accessibility, sustainability and inclusion aspects of our CPD programme, building on feedback from the National Conference 2022.

ACTION: CPD development team to review virtual and in-person CPD events in July 2022 and review share of virtual and in-person and how they are spread out for the next academic year.

EB gave an overview of National Conference 2023 progress. The team has developed a theme for the conference, which will inform the call for session proposals. The team has decided to go ahead with the subvention programme with Visit Belfast. Some details about data use need to be ironed out.

The conference will be a blended in-person and virtual event, with due consideration given to the virtual element following feedback from National Conference 2022 virtual attendees.

ACTION: BP to share a brief summary of National Conference 2022 feedback to the January 2023 Executive meeting.

Item 9: Strategy workstream updates: Member Engagement

See paper: 22-23-17. SLi gave a summary of this workstream's priorities for this year.

These tasks continue from 2021/22:

- Continue with current projects to create opportunities for members to network and get to know each other (regular member discussion groups, Faces of AMOSSHE campaign, webinars linked to diversity calendar events).
- Continue to develop and collate member insights from benchmarking surveys and CPD feedback (assigned to Benchmarking working group and CPD leads).

These tasks are scheduled to start this year:

- Define the different roles that members might have as participating members.
- Undertake a survey to capture the diversity of our membership.
- Identify new opportunities for members to network for each identified member role and under-represented group.
- Identify, draft and promote areas of common narrative that a majority of members would agree with.
- Develop processes to measure member engagement going forward, and definitions of what engagement looks like.
- Establish a process to update the Executive with member feedback, and to update the membership about the direction and impact of AMOSSHE work.

ACTION: JB to follow up with Gatsby Sanderson about their diversity survey that has been published in affiliation with AMOSSHE, as we did not review this or agree before publication.

Item 10: AMOSSHE survey updates

BP updated the Executive to say that a pulse survey is currently underway on welcome and induction of new students, and we are looking to outsource our next benchmarking survey and analysis (currently scheduled to be based on careers) to a group called EAB.

Item 11: AMOSSHE EDI

ACTION: SLi to put together the AMOSSHE EDI policy for all to review ahead of the next Executive meeting on 20 January 2023.

SLi has been offered a fully-funded opportunity to present in Berlin (and possibly Amsterdam) to discuss UK approaches to EDI. The Executive agreed that this would be a good opportunity to persue.

Item 12: Communications strategy update

BP gave an overview of the communications strategy, following a meeting with SC and JS last week. See additional paper.

The Executive agreed that they are happy with the communications working group recommendations list and key principles. The Executive agreed to go ahead with the plan as proposed.

ACTION: workstream leads to review communications strategy and report back at the next Executive meeting in January 2022

Item 13: Strategy workstream update: External Development

See paper: 22-23-18. RA updated the Executive on current updates from the workstream, about approaches to linking up with organisations internationally and focusing on the establishment of key relationships. The group is looking at opportunities to learn from universities / campuses abroad to understand more about how to support international student groups.

The External Development workstream's top priorities are to identify and build partnerships with global institutions that have larger groups of students.

Item 14: Representation

JS opened with the representation document. See paper: 22-23-12. JB updated about the process for Welsh representation on the Executive Committee. There is a key representative, who will act as a liaison to collate issues / requests / ideas for the committee.

Item 15: Reserved business

None.

Item 16: AOB

None.

Item 17: Reflection time

It was suggested that we ensure the conversation time at the beginning of each executive meeting can be used to raise any issues that people would like support on or to raise any general concerns on current events.

Colleagues felt they needed more time to discuss the Bristol duty of care case.

ACTION: RA and CS to see how the member discussion goes on Monday 17 October, to leave space to discuss duty of care if leads feel members would like to discuss this issue instead.

Key: **Closed**- here action is time limited and now expired   **Complete** – where action has been taken

Executive 2022-23 Action Log

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Jul-22	1	7	HM and JB to prepare a strategic risk register and a business continuity plan, for review at the October 2022 Executive meeting, to then be reviewed by the Executive as a whole once a year.	HM, JB	Complete - to be presented at the October meeting
Jul-22	2	7	ALL to suggest risks for the register to HM and JB.	ALL	To be discussed at the October meeting
Jul-22	3	7	ALL to identify an Executive champion for the risk register and/or establish an external, independent reviewer, perhaps from another sector organisation. JB to add this on to the next risk register discussion in the October 2022 meeting.	ALL	Ongoing
Jul-22	4	8	JB to send through updated finance reserves explanation for all to review.	JB	Complete - to be updated at the October meeting
Jul-22	5	9	Professionalisation group to consider and investigate utilising an existing framework from either HEA, AUA or Advance HE to develop a matrix of behaviours / knowledge based on an existing framework (once established, the framework can be mapped across the CPD to programme to show how our CPD will contribute to development).	Professionalisation working group	Ongoing
Jul-22	6	9	Resources workstream and Professionalisation group to discuss and agree information for new AMOSSHE members.	Resources workstream leads and Professionalisation working group	Ongoing
Jul-22	7	9	Resources workstream leads to review the objectives and identify priorities and resource requirements.	Resources workstream leads	Complete - to be presented at the October meeting
Jul-22	8	12	BP to find the form for Executive members to use to suggest collaboration projects and send through to Executive to review and use.	BP	Complete - sent out with the pre- October meeting information
Jul-22	9	15	Member engagement team to look at all the objectives and redraft to make them more succinct and focused for the Executive.	Member engagement workstream leads	Complete - to be presented at the October meeting
Jul-22	10	15	BP / HH to consider an ongoing engagement measurement model to capture ongoing engagement with the newsletter and CPD.	BP, HH	
Jul-22	11	18	Workstream leads to review amendments to the stakeholder mapping spreadsheet and evaluate before the next October 2022 Executive meeting.	External Development worksteam leads	Complete
Jul-22	12	18	BP to establish meetings for all the subgroups to get started.	BP	Complete
Jul-22	13	22	NO to start organising all meetings for CPD and National Conference.	HH	Complete
Jul-22	14	26	BP to put all Executive meetings in the diary, with 20 January 2023 as a virtual meeting.	BP	Complete
Jul-22	15	26	NO to add in meetings for the new Communications Strategy group.	HH	Complete
Jul-22	16	26	ALL to establish an EDI central working group to look at AMOSSHE EDI policy, events checklist and coordinating EDI approach through the workstreams.	ALL, SLi	Ongoing - not had time to complete

Back to top

AMOSSHE Operations Update

National Office staff team and Woburn House update

The AMOSSHE National office team has a busy couple of months coming up. Anya is due on maternity leave on 28 October and we are currently recruiting someone to come in and cover the administration aspects of her role along with supporting the rest of the team with any additional administration support and being first point of contact with sponsors. The remainder of the team will be supporting the more strategic and contextual elements of her role.

I am pleased to announce that Sam Boyle will be starting as our Senior Policy and Research Officer. Sam will be attending the CPD1 event in London with an official start date most likely the week after but still TBC. In the coming weeks we will be putting together an induction schedule for Sam and will ensure you all get the opportunity to say hello to him soon.

On top of these changes the office the team is continuing to work on the strategy and further areas of development including CPD. There are a significant number of meetings and actions to be completed, we will be closely monitoring the progress of our work and will work with executive members to prioritise this where necessary.

Woburn House asked all tenants if they can close down the building on Fridays to try and reduce energy bills in the lead up to Christmas (otherwise they would have to pass these on). We do not currently come in all Friday's so we agreed to this with the exception of CPD 1 date.

Membership update

Membership level	May 2022	October 2022
Small and specialist	39	39
Tier 1 organisation	41	36
Tier 2 organisation	56	58
Tier 3 organisation	34	38
Additional member	385	376
International organisation	10	9
International additional member	24	22
Less than 50% HE organisation	0	0
Corporate organisation	3	3
Corporate additional member	6	9
Individual member	5	5
Non-profit organisation	3	3
Non-profit additional member	1	1
Student member	2	1
Total organisations	186	187
Total members	848	861

New Small and Specialist member organisations:

- MetFilm School
- Royal Agricultural University

New Tier 1 organisations:

- Arden University
- Harper Adams University (previously Small and Specialist)
- University of London (previously Small and Specialist)

New Tier 2 organisations:

- London Metropolitan University (previously Tier 1)
- Robert Gordon University (previously Tier 1)
- The University of Law (previously Tier 1)
- University of St Andrews (previously Tier 1)
- University of Stirling (previously Tier 1)
- University of Suffolk (previously Tier 1)
- University of Wales Trinity Saint David (previously Tier 1)

New Tier 3 organisations:

- Imperial College London (previously Tier 2)
- Leeds Beckett University (previously Tier 2)
- Ulster University (previously Tier 2)
- University of Salford (previously Tier 2)
- University of Strathclyde (previously Tier 2)

These organisations have left the membership:

- QA Higher Education (Tier 1)
- The Royal College of Surgeons in Ireland (International)
- Writtle University College (Small and Specialist)
- Coventry University (Tier 3)

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:

- 26 members have ticked not to receive AMOSSHE updates about news and events (including the AMOSSHE newsletter).
- 4 members have disabled receiving any emails through Wild Apricot.
- 10 members have unsubscribed from Wild Apricot mailings (newsletters, event announcements).
- 7 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:

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

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

Financial Management report: September 2022

We are too early to see significant differences against budget at this time. We are making good progress on membership and CPD however the actual picture of our programs and initiatives will be clearer in the next report. There are some profiling differences against budget as explained in paper 22-23-14.

You will see the reserves amount on the management report have increased by £70,000. After reviewing the main bank account it was confirmed that we are safely able to transfer over this money into our reserves account. This is due to the better than expected performance of AMOSSHE since 2018, gradually increasing the amount of money in the main account. We refrained from moving any money during COVID as it was expected that we would need this as a buffer, we are in a much more stable position to be able to move this money now.

Risk Register

The risk register has been reviewed and the overview sheet, with links to the in-depth descriptions for each risk has been included. Please review paper 22-23-15 for further information.

Directors Finance Summary

September 2022

	Year to date			Budget	% of full year budget achieved TD*	Notes
	Actual	Budget	Variance	Full Year		
Income						
Conference	£0.00	£0.00	£0.00	£148,230.00	0	
CPD	£13,124.00	£0.00	£13,124.00	£49,550.00	26	Early sign ups for CPD events as we released the initial 2 events earlier than budgeted
Sponsorship	£7,496.00	£0.00	£7,496.00	£89,159.00	8	Early sign ups for annual packages and CPD1
Membership	£93,610.00	£88,983.00	£4,627.00	£133,475.13	70	
Other income	£0.00	£0.00	£0.00	£16,000.00	100	Full year budget is money for Belfast grant and TASO project (£9k TASO and £7k Belfast subvention)
TOTAL income	£114,230.00	£88,983.00	£25,247.00	£436,414.13	26	
Expenditure						
Central	£13,284.88	£31,029.00	£17,744.12	£158,740.74	8	Website, rent and accountancy costs are all coming out next month but have been profiled into this month
Conference	£9,121.42	£10,341.00	£1,219.58	£191,915.52	5	
CPD	£6,736.06	£8,525.00	£1,788.94	£74,742.79	9	Not paid all venue costs as yet
Executive	£453.83	£5,300.00	£4,846.17	£10,172.00	4	Not registering the residential costs at the present time due to end of year changes that need to be
Futures	£0.00	£0.00	£0.00	£0.00	0	
Insight	£0.00	£0.00	£0.00	£0.00	0	
Membership		£0.00	£0.00	£0.00	0	
TOTAL expenditure	£29,596.19	£55,195.00	£25,598.81	£435,571.05	7	
TOTAL Surplus / Deficit	£84,633.81	£33,788.00	£50,845.81	£843.08		

TOTAL Cash position	Main account	£136,473.92	
31/05/2022	Savings account	£271,123.06	
	TOTAL	**£407,596.98**	

AMOSSHE Strategic and Operational Risk Register Overview

Strategic Risk Factors

Risk Title	Risk No	Risk Description
Governance	1	AMOSSHE is a company limited by guarantee with 12 directors listed on Companies House and 5 members of staff. AMOSSHE need to have good governance procedures in places to ensure to we comply with relevant company law both as our responsibility as a company but to our employees as well.
Reduced funding / income	2	Severe reduction in funding from key activity including membership income, CPD income and sponsorship would severely impact the activity that AMOSSHE would be able to complete.
Member engagement	3	AMOSSHE needs to ensure we remain relevant to our members, provide value for money and produce work/activities/information and networks that are timely and appreciated. If we are out of touch with member needs we are likely to see disengagement with AMOSSHE and reduction in income, relevancy and reputation.
Strategic direction	4	AMOSSHE needs to ensure that it is relevant to members, the wider HE environment and creates impact in the work that it does. A good strategy should enable us to provide value for member whilst ensuring that we progress and develop in line with member and sector needs.
External profile / Reputation	5	AMOSSHE needs to maintain a positive reputation to enable us to engage with external partners but we need to ensure that we can maintain this within our organisation. The more that we do the more risk there is to our reputation and the amount of activities we can get involved in.

Operational Risk Factors

Risk Title	Risk No	Risk Description
Staff recruitment and retention	1	Staff do not feel supported/paid appropriately/staff benefits are not in line with sector expectations leading to more than one member of staff leaving in quick succession and AMOSSHE are unable to recruit to the vacant roles.
CPD events	2	Staff being unable to attend an event due to sickness. The event not being able to take place due to circumstances outside our control. Cancellation of key speakers at events.

Management of basic operational systems	3	AMOSSHE has a number of systems it uses in order to complete daily tasks, store files and comply with the law. If these systems were to stop working it would compromise the ability for AMOSSHE to complete it's work. The key systems are: - Wild Apricot: Membership system and website - Office 365: Filing system including HR - Payroll - Xero: Accounting system
HR processes	4	AMOSSHE need to ensure that it has good systems for managing and updating HR process and practices to maintain effective management of staff and reduce the risk to the organisation.
Single point of failure	5	AMOSSHE needs to ensure that we have adequate controls in place to ensure that we can continue to run the organisation in the event that staff with key responsibilities are unable to fulfil their duties.
Health and Safety	6	AMOSSHE has a duty to ensure that the organisation and the work it carries out can be run safely for the staff and delegates. We have a duty to ensure that the staff are mentally healthy and can work in an environment that is supportive.

Business continuity plan

The plan can be found here: Business continuity plan.docx

The business continuity plan also links into the business critical action list which can be found here: Business critical actions list.docx

AMOSSHE strategy resources workstream

2022/23 plan

Outcomes

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

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

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

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

Status:
RED: None or little progress made
AMBER: Starting to make progress but behind on original timelines
GREEN: Going well and making expected progress

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
🟩	JB	Implement an advisory group to help support the workstream leads in identifying and testing the new structure or resources platform.	Evaluation framework	1		2022/23
🟩	JB	• Ask previous resources workstream members if they would be interested	Evaluation framework	1		2022/23
🟥		• If no, promote opportunity to membership	Evaluation framework	1		2022/23

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		• Decide timescales and activities with advisory group	Evaluation framework	1		2022/23
		Complete the specification of requirements for the new platform, including what information is public and what information is restricted to members only. How the platform should be structured and administered.	Evaluation and success	1		2022/23
		• Revise and add more detail to current specifications document	Evaluation and success	1		2022/23
		• Check specifications main components with advisory group	Evaluation and success	1		2022/23
		• Get sign off from executive committee on specifications	Evaluation and success	1		2022/23
		Utilise requirements to identify a new resources structure or platform to enable improved resources availability and accessibility, which considers the future needs of the membership, and includes analysis and feedback tools for gathering data on usage and impact.	Evaluation and success	1		2022/23
		• Identify a list of potential platforms/options	Evaluation and success	1		2022/23
		• Evaluate each one against requirements, rate them and decide on preferred provider	Evaluation and success	1		2022/23
		• Create a presentation of recommendations for the executive committee	Evaluation and success	1		2022/23
		Agree funding, timescales and implementation plan for deployment of the platform with the executive committee	Financial support	1		2022/23

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		Hire support to build out and test new resources structure or platform	Project delivery	1		2022/23
		• Identify the support needed in line with the implementation plan		1		2022/23
		• Hire in support needed and build out new platform within a timescale that is achievable with National Office oversight		1		2022/23
		Work with the advisory group to test the new resources structure or platform		1		2022/23
		• Provide an online private link to enable advisory group members to browse the site		1		2022/23
		• Devise a list of questions, test activities to see if the site achieves it's goals. If not, implement necessary changes and re-run the process.		1		2022/23
		Identify a series of resources and associated KPIs to determine the impact of the agreed changes to the available resources for members.		1		2022/23
		Agree a plan to launch the new platform and decommission the old platform/resources structure		1		2022/23
		• Link into the comms strategy plan to manage and plan implementation/promotion to members				2022/23
		Launch the new resources structure or platform.		1		2022/23
		• Switch over to the active platform		1		2022/23

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		• Test site to ensure it is online and working correctly		1		2022/23
		Promote the platform using the agreed launch strategy and create/identify resources to monitor to enable the membership to maximise use of its resources.		1		2023/24
		Evaluate the effectiveness of the new platform by analysing usage data and collecting member feedback to answer the following questions: • Are the resources on the new platform making a difference to members' work within their institutions? • Are the resources that we have the right resources now they are more easily accessible to members? • Are there any needs from the membership that we are not meeting or gaps where we lack resources that would better support the work of our members? • Does the new platform effectively support the aims of AMOSSHE?		1		2023/24
		Revise the platform based on the evaluation results and create a process of monitoring and evaluation process for annual evaluation and improvement.		1		2023/24
		The professionalisation project team should determine the KPI's for the project and report this back separately to the Executive Committee.		2		2022/23

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		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.		5		2022/23
		• Identify areas of priority based on member need		5		2022/23
		Identify a series of work tasks on research and data that respond to members' needs, to be delivered through the Executive Committee and National Office team.		5		2022/23
		Identify a series of outcomes on tasks agreed and completed on research and data to determine if these are providing a positive impact for members.		5		2022/23

AMOSSHE strategy member engagement workstream

2022/23 plan

Outcomes

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

- 3b) AMOSSHE members have increased opportunities to network.
- 6) Our members can articulate a common narrative about the impact of student services on student and institutional success
- 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.

Status:

RED: None or little progress made
AMBER: Starting to make progress but behind on original timelines
GREEN: Going well and making expected progress

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
■	HH and BP	Continue Faces of AMOSSHE campaign through 2022/23 to raise profile of fellow members.	Network Opportunities	3b		October 2022 to October 2023
■	HH and BP	Schedule webinars associated with national / international campaigns to raise awareness of the diversity of our members.	Network Opportunities	3b		October 2022 to October 2023
■	CS	• Black History Month (October 2022)	Network Opportunities	3b		October 2022
■		• Disability History Month (7 December 2022)	Network Opportunities	3b		December 2022
■		• LGBTQ+ History Month (February 2023)	Network Opportunities	3b		February 2023
■	HH and BP	Schedule and host regular online member discussion meetings to provide opportunities for all members to discuss hot topics.	Network Opportunities	3b		October 2022 to October 2023

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
	CB, SLi, CS	Define the different roles that members might have as members (for example controlling the budget of the institution, deciding who gets AMOSSHE membership, representing AMOSSHE at sector meetings).	Network Opportunities	3b		October 2022
		• Look at some case studies of when an active lead member has changed and how the institution and its members get involved with AMOSSHE.	Network Opportunities	3b		2022/23
		Undertake a survey to capture the diversity of our membership, in order to understand how to best support and engage under-represented groups.	Network Opportunities	3b		January 2023
	CB, SLi, CS	• Identify what we should be asking in a diversity survey, and what aspects of diversity we want to know about.	Network Opportunities	3b		October 2022
	CB, SLi, CS	• Devise a narrative for members to outline why are we are asking diversity questions, in order to promote engagement with the survey.	Network Opportunities	3b		October 2022
		Identify new opportunities for members to network with other members within AMOSSHE, to support the networking of each identified member role and each under-represented group.	Network Opportunities	3b		February 2023
		Create measurable targets to understand the impact of new and existing networking opportunities.	Evaluation, Monitoring and Success Framework	3b		2023/24
		Identify areas of activity / opinions that a majority of members would agree with that we can promote as areas of common narrative.	Common Narrative – Definition	6		February 2023
			Promotion and Communication	6		February 2023

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		Create common narrative messages about the impact of student services on student and institutional success.	Common Narrative – Definition	6		March 2023
		• Get sign off of the common narrative messages from the Executive team.	Common Narrative – Definition	6		March 2023
		Identity ways that we can promote the agreed areas of common narrative to promote the understanding of our members' work.	Common Narrative – Definition	6		April 2023
			Promotion and Communication	6		April 2023
		Undertake promotion of the common narratives to members.	Common Narrative – Definition	6		May 2023
			Network Opportunities	6		2023/24
			Promotion and Communication	6		2023/24
		Review with members how useful / impactful the common narrative statements are, and identify improvements.	Common Narrative – Definition	6		2023/24
			Promotion and Communication	6		2023/24
		Define what we mean by member engagement and how we would measure this.	Membership – Definition	7		March 2023
			Evaluation, Monitoring and Success Framework	7		2023/24

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		Develop a process for ongoing review of member engagement with AMOSSHE.	Membership – Definition	7		December 2022
			Evaluation, Monitoring and Success Framework	7		2023/24
		Identify KPIs to help track member engagement over time.	Membership – Definition	7		December 2022
			Evaluation, Monitoring and Success Framework	7		2023/24
	JB and CPD leads	Establish a process to update the Executive about feedback from member discussions and CPD events.	Membership – Definition	7		December 2022
			Evaluation, Monitoring and Success Framework	7		2023/24
	Benchmarking working group	Regularly survey members for their perspectives, opinions and requirements.	Membership – Definition	7		October 2022 to October 2023
	Benchmarking working group		Evaluation, Monitoring and Success Framework	7		2023/24
	Benchmarking working group	• Benchmarking pulse surveys.	Membership – Definition	7		October 2022 to October 2023

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
🟥			Evaluation, Monitoring and Success Framework	7		2023/24
🟩	CPD leads	• CPD feedback surveys.	Membership – Definition	7		November 2022 to July 2023
🟥	CPD leads		Evaluation, Monitoring and Success Framework	7		2023/24
🟥	Benchmarking working group	Establish a process to update the Executive with member perspectives, opinions and requirements from surveys.	Membership – Definition	7		January 2023
🟥			Evaluation, Monitoring and Success Framework	7		2023/24
🟥		Establish a process to gather feedback from national and regional member meetings and update the Executive.	Membership – Definition	7		January 2023
🟥			Evaluation, Monitoring and Success Framework	7		2023/24
🟥		Establish a process for the Executive to update the membership about the direction and impact of AMOSSHE work.	Membership – Definition	7		February 2023
🟥			Evaluation, Monitoring and Success Framework	7		2023/24

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
🟥		• At national and regional member meetings.	Membership – Definition	7		February 2023
🟥			Evaluation, Monitoring and Success Framework	7		2023/24
🟥	BP	• Through representation feedback (newsletters), governance documentation (website) and quarterly updates (bulletins).	Membership – Definition	7		February 2023
🟥			Evaluation, Monitoring and Success Framework	7		2023/24

AMOSSHE strategy external development workstream

2022/23 plan

Outcomes

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

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

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

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

Status:
RED: None or little progress made
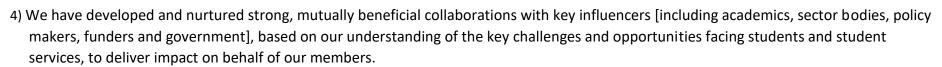AMBER: Starting to make progress but behind on original timelines
GREEN: Going well and making expected progress

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
■	HH / JB / SL / CW / RA	Identify new opportunities for members, or Executive members to represent AMOSSHE throughout the sector.	Networking opportunities	3a		2022/23
■		• Develop a formal process for members to follow when representing AMOSSHE at meetings and events.	Networking opportunities	3a		2022/23
■		• Decide how we want to promote the opportunity (evaluate people's ability?) and promote	Promotion and Communication	3a		2022/23

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		• Create a database of people who can represent / speak on behalf of AMOSSHE at events and meetings	Promotion and Communication	3a		2022/23
		• Decide on a review process to see how effective and beneficial it is for members and AMOSSHE	Evaluation, Monitoring and Success Framework	3a		2022/23
		Create outcomes to identify impact of the process and opportunities	Evaluation, Monitoring and Success Framework	3a		2022/23
		• Decide on future of the project based on the review.	Evaluation, Monitoring and Success Framework	3a		2022/23
		Identify key relationships in line with AMOSSHE's strategy and member needs.	Implementation	4		2022/23
		• Agree priority areas with the executive committee	Implementation	4		2022/23
		• Agree organisations/individuals to work with based on agreed priority areas	Implementation	4		2022/23
		Agree what success looks like for these relationships and base conversations and activities to achieve these	Evaluation, Monitoring and Success Framework	4		2022/23
		• Contact and meet with agreed organisations/individuals	Promotion and Communication	4		2022/23

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		• Evaluate outcome of conversations in line with success measures	Evaluation, Monitoring and Success Framework	4		2022/23
		Develop a process for review and amendment of the stakeholder mapping spreadsheet	Evaluation, Monitoring and Success Framework	4		2022/23
		Agree to streamline the stakeholder mapping spreadsheet	Evaluation, Monitoring and Success Framework	4		2022/23
		• Decide on a renewed structure for the spreadsheet against agreed priorities moving forward	Evaluation, Monitoring and Success Framework	4		2022/23
		• Make changes to the spreadsheet	Implementation	4		2022/23
		• Review structure of the spreadsheet with the executive committee	Evaluation, Monitoring and Success Framework	4		2022/23
		Identify a priority group of global partners to build reciprocal partnerships with that enables us to understand groups of students that have the greatest impact on the culture of our member universities	Implementation	8		2022/23

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		• Ask members to identify international student groups that provide the biggest challenge to an institution. This might be due to their culture and adapting to university life, the transition programme that they follow or those who find it harder to feel belonging to an institution	Implementation			2022/23
		• Identify organisations that represent the top 3 student groups and make contact	Implementation			2022/23
		• Agree what we are asking for from these organisations and what can provide in return	Implementation			2022/23
		• Review the agreed outcomes of conversations and present them to the executive for consideration / approval (if financial aid is involved or something that might carry a strategic risk to the organisation)	Evaluation, Monitoring and Success Framework			2022/23
		Identify a priority group of global events/activities for AMOSSHE to engage with to provide new initiatives and learning for our members and therefore the connected student communities.	Evaluation, Monitoring and Success Framework			2022/23
		• Agree 2/3 top events or conferences that we want to engage with	Evaluation, Monitoring and Success Framework			2022/23

Status	Resource / input	Task	Deliverable	Outcome	Impact / success measure	Priority (academic year)
		• Ask the international exchange team to discuss and agree a process for selecting members to attend these events and feed back to the wider membership	Implementation			2022/23

Communications Framework

Purpose and context
Summarise purpose of plan and context

Define the aims and intended outcomes of the plan

Set out links to strategy and key priorities/factors influencing

Target audiences
Internal stakeholders

- Directors
- Aspiring/deputy Directors
- Practitioners
- Staff who are new to student services
- New AMOSSHE members (regardless of position/role)

External stakeholders
- Vice Chancellors
- Secretaries, Registrars
- Government (UK, Scotland, Wales, NI)
- OFS
- Universities UK
- Universities Scotland
- ARC
- ….

Key messages

Internal

A: Ensure members are clear about the added value of being an AMOSSHE member

B:

External

C: Continued investment in student services must continue to be a high priority for universities

D: Universities should work within their boundaries to support students; collaborations with key partners e.g. NHS are vital

E:

High level communications plan

No	Audience	Key messages	Details of message	Channels	Lead	Date	Other information	Risks	Status
1	Vice Chancellors	A, B	Continued investment in student services must continue to be a high priority for universities. Include data on increasing number of students accessing universities and associated increasing costs of support. Include data on value of student services and links to retention and positive outcomes	VCs briefing? WonkHE article? Slot at appropriate conference(s)	JB, JS	January 2023 February 2023 June 2023	Include links to key supporting data/ documents here	Risk of not communicating message is that investment declines/ value is unknown amongst VCs	
2	Staff who are new to student services	C	Clarify the added value of being an AMOSSHE member to new student services staff. Clearly set out benefits and	Dedicated communication to existing members	BP, XX	December 2022	Include links to key supporting data/	Risk of not communicating regularly is that new staff may	

No	Audience	Key messages	Details of message	Channels	Lead	Date	Other information	Risks	Status
			how to become a member. Any incentives for becoming a member?	*to be shared with new staff* *Welcome message to new members* *Annual introductory webinar/ conference session for new members*		*September 2023, March 2022* *July 2023*	*documents here, including agreed text for messages*	*not see the value in becoming a member, with loss of potential income stream*	

AMOSSHE Communications Plan

Context

At the AMOSSHE Residential meeting in July 2022, it was agreed that a Communications Plan should be developed to enable a more strategic approach to communications planning (proactive and reactive) throughout the year.

Subsequently, a subgroup (JB, BP, JS and SC) met to scope out the parameter and principles of a Communications Plan and associated approach for consideration by the wider Executive team.

Principles

It is proposed that a Communication Plan should address and enable the following:

- Identification of key audiences: who do want to influence (internal and external)
- Identification and prioritisation of key messages
- Clarity on the different messages that would apply to the key audiences
- A more pro-active position on key issues/in advance of known dates of relevance (for example, relating to planned release of relevant sector guidance framework, or relating to notable dates e.g., Black History Month, University Mental Health Day.
- A more agile response to emerging issues (e.g. petition of a duty of care on universities). This can be supported through the creation of a resource bank of statements/key lines on topics of high/recurring interest e.g. suicide prevention, information sharing, NDAs
- Clarity on boundaries, including clarity on processes to be followed if AMOSSHE is asked to set out a public position/speak to media at short notice
- Key dates and communications channels
- Resource implications
- Risks

Key documents and approach

Overarching Communications plan template

This template would form the overarching plan, where key messages and audiences would be set out, along with high level details of key dates, communication channels/platforms, lead officers and risks associated with specific messages.

Annual plan

The communications plan template can be supplemented by an annual "snapshot" in calendar form, which sets out in one page the key dates identified for an event/campaign/communication. This can be broken down by theme (key audience, for example.) The annual plan would be developed at the start of each year and kept under regular review.

Maintenance of content

Content would be dynamic, generated by the strategy subgroups as part of their ongoing work/discussions, and reviewed by the wider Executive as a standing item on the Executive agenda. Prioritisation would be considered during the Executive meeting discussions.

Overview of the plan would be maintained by the AMOSSHE Head of Engagement (Benjamin Parsons) supported by a nominated Executive Lead (currently Sarah Cavendish).

Specific campaigns
At times, there may be specific campaigns which are large scale and would warrant a dedicated communications plan to manage messages *e.g. consultation and launch of a new strategic plan*. The Communications Plan template can be used to set out key messages, audiences, and actions for specific communications campaigns as appropriate.

Recommendations

1. AMOSSHE Executive to approve the principles and key documents/approach set out above
2. Communications Plan to be added to Strategy Sub Group and Executive meetings as standing agenda item
3. Strategy Sub Group leads, supported by SC and BP, to identify key audiences and key messages for their workstream and populate template. As part of this discussion, sub groups should identify aspects which are likely to require proactive lines to be developed.
4. SC, BP, JB, JS to develop and propose processes for reactive communications
5. SC, BP, JB, JS to review next version of integrated plan and propose priorities and indicative NO and Exec resource allocations to next Executive meeting

JS, BP, SC, JB

October 2022