RQ Review Action Plan

Revised (Dec 2018)

Conditions	Meta Objectives	Sub Objectives	Responsibility	Completion	Outcome Required	Process to be followed	Status
Condition 1 Evaluate the operation and impact of the revised academic governance and management structure to provide proportionate and accountable reporting which ensures the achievement of academic standards and the quality of students' learning experience	**1.1** *Construct continuous monitoring and review process to ensure that the Governance and Management Structure reflects the needs of the school as determined by committee/board operational feedback*		Head of Quality	1/10/2018	Review process will ensure that any issues are identified, and actions tracked through Quality & Standards Committee	For every Committee/Board check: periodicity of meetings via Academic Calendar; Agendas, Minutes, Action Points and follow through; Conduct of Meetings by observation; Attendance of Members; Adherence to remit; Generation of required reports; Membership feedback; Chair understanding of role, place of that Committee/Board in the overall structure, and obligations in communication with other committees/boards. Report to Quality & Standards Committee.	Completed and agreed by Executive Team
	1.2 *Undertake a review of all board/ committees' activities, checking for efficient operation, with adherence to agreed remits, appropriate member attendance and the recording and follow through of all action plans.*		Head of Quality	1/10/2019	Completed a review of all board/committee's activities, actions arising formulated and agreed and monitored through Quality and Standards Committee.	Process as outlined above to be followed through overseen by Head of Quality	Review commenced from the start of the Academic Session 2018/19. Academic Board activity first to be reviewed
	1.3 *Undertake a review of the impact on staff and institutional resources of operating the new academic governance and management structure.*		Executive Team	1/10/2019	Completed a review of the impact upon academic staff work-load, of the Governance and Management Structure, drafted and agreed actions through the Quality and Standards Committee.	Stakeholder feedback of impact of meeting required quality activities on their personal workload plans. Evaluation of the resource allocation to support the operation of the structure.	To be pursued in parallel with the review of board/committee activity. Has commenced with the Academic Board.

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Condition 2 Implement the proposals for the reform of the Board to provide a cohesive and responsive framework in supporting the effective future governance of the School	*2.1* *To appoint a Chair and to set terms of reference for interface between governance and management*		Trustees	05/07/2018	Chair appointed. Agreed working pattern arranged. Key priorities set.		Completed. Permanent appointment of CEO and Executive Team (see Condition 3). CEO reporting to the Chair of Trustees. Executive Team reporting to the CEO.
	2.2 *Recruit/ nominate one pair of y2 students and one pair of y3 students to the Board. Only one student from each year group to sit on the Board at any one meeting. Student trustees to have full voting rights.*	a) Set up process and recruit students.	Head of Quality and Chair	19/10/2018	Design and implement recruitment/ nomination process for students. Sufficient applications received.	Process as follows: e-mail to all Yr2 & Yr 3 students outlining Board of Trustees reform, providing basic information regarding role and operation of the Board and inviting interested students to register interest with Executive Team. Interested parties to be invited to attend informal presentation by Executive Team to discuss any queries, followed by a meeting with the Chair of Trustees + Company Sec or additional trustee. Those wishing to continue to submit application to Company Sec. Final selection by Chair of Trustees. (see Appendix for sources used to inform this process).	Board signed off action 5/7/18. Process agreed, and implementation begun as from August 24th, 2018.
		b) Appoint students	Board of Trustees	26/10/2018	Two students appointed for each of year 2 and year 3 cohorts.		Students appointed. (Two Yr. 2 and two Yr. 3 students).
		c) Undertake training and induction for students	Head of Quality and Company Secretary	31/01/2019	Students inducted and trained	To include discussions with Executive Team, Chair of Trustees and Company Secretary and using an in-house process lead by the Company Secretary (15th & 22nd Jan 2019).	Student trustees will attend first Board Meeting on Feb 7th, 2019
	2.3 *By 31 October 2018 to have recruited/ nominated two clinical tutors, one*	a) Set up process and nominate teaching, clinical and administrative staff.	Chair and Company Secretary	31/08/2018	Design and implement recruitment/nomination process for staff.	Process as follows: e-mail to all teaching faculty (Clinic & Classroom) + Administrative Staff,	Process agreed, and implementation begun as from August 24th, 2018.

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	Boxley lecturer and one administrative staff member to the Board. School staff to have full voting rights. In addition to have recruited one further practising osteopath.					outlining Board Reform, providing basic information regarding the role and operation of the Board and inviting interest to be lodged with the Executive team. Interested parties invited to informal presentation by Executive team to discuss queries, followed by Meeting with Chair of Trustees + Company Sec or additional trustee. Staff still interested to submit application to Company Sec. Chair of Trustees to make final selection. (see Appendix for references used to inform the process).	
		b) Appoint Staff	Board of Trustees	14/09/2018	Four new trustees appointed to the Board representing the academic, clinical and administrative communities within the ESO		In the event no classroom faculty applied. Those appointed have hybrid roles: one clinic tutor/research officer; one clinic tutor/HoD; one standby clinic tutor with classroom experience; one administrative person.
		c) Undertake training and induction for staff	Chair and Company Secretary	30/11/2018	Staff inducted and trained	To include discussions with the Chair of Trustees and the Company Secretary, with the use of a bespoke training programme such as that offered by Advance, HE/ NCVO. (see Appendix for references used to inform the process)	Staff trustees will attend first board meeting on February 7th, 2019.
	2.4 *By 31 January 2019 to have recruited one lay*	a) Set up process and recruit external trustee.	Chair and Company Secretary	21/12/2018	Design and implement recruitment and selection process for recruiting	In essence the process to be followed will be that delineated in the ESO	Board signed off action 5/7/18. Chair already approached one very

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	Trustee with relevant commercial experience.				external trustee. To include accessing local networks and any outstanding actions from recruitment agency. Sufficient applications received.	Board of Trustee "Trustee Recruitment Process". (See Appendix for references used to inform this process).	experienced businessman who has worked internationally for more than 30 years. This person already recruited.
		b) Appoint external Trustee	Board of Trustees	18/01/2019	One lay Trustee with relevant commercial experience .		External trustee now appointed.
		c) Undertake training and induction for external Trustee.	Chair and Company Secretary	22/02/2019	External Trustee inducted and trained.	To include discussion with Chair of Trustees and the Company Secretary with the use of short training programmes such as that offered by Advance, HE/ NCVO. May not be necessary in case of those with previous experience.	
	2.5 *By 30 April 2019 to have recruited one Trustee with relevant higher education experience.*	a) Set up process and recruit external trustee.	Chair and Company Secretary	1/3/2019	Design and implement recruitment and selection process for recruiting external trustee with relevant HEI experience. To include accessing local higher education networks. Sufficient applications received.	In essence the process to be followed will be that delineated in the ESO Board of Trustee "Trustee Recruitment Process". (See Appendix for references used to inform this process).	Board signed off action 5/7/18. Eminent HE Consultant and past QAA Review Coordinator recruited
		b) Appoint external Trustee with relevant HEI experience	Board of Trustees	22/03/2019	One external higher education Trustee appointed.		
		c) Undertake training and induction for external higher education Trustee.	Chair and Company Secretary	26/04/2019	External Trustee with HEI experience inducted and trained.	Discussion with Chair and the Company Secretary with the use of short training programmes such as offered by Advance, HE/ NCVO.	
	2.6 *Review Articles of Association and update where necessary.*	a) Review and update Articles of Association by August 2019	Company Secretary and Board of Trustees	August 2019	Articles of Association to reflect the requirements of the GOsC 2018 RQ Report conditions, the criteria of the Office for Students and education sector trustee standard practice. To include maximum service of 3 x 3 years or 2 x 4	Review articles to ensure their fitness for purpose with reference to legal services as required.	Board signed off action 5/7/18. Recommended changes to be considered at the Board Meeting of Feb 7th 2019. For final presentation at an EGM of August 2019.

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					years.		
		b) Ratify a policy to ensure Trustees' maximum service of terms, allowing for a transitional period phase out of existing long-standing current Trustees as identified as separate actions.	Board of Trustees	30/10/2018	Policy ratified by Trustees.	Standard Board ratification.	
		c) Implement policy to ensure Trustees' maximum service terms.	Company Secretary and Chair	30/03/2020	The intention is for them to share their cumulated knowledge and expertise with new and incoming trustees within the next 18 months following which they will step aside.		Trustee with 30 years' service retired at Board meeting 8/11/18
		d) Ensure all existing trustees sign up to the terms laid out in the Governance manual.	Company Secretary and Chair	August 2019	Governance manual to be updated consistent with updated Articles of Association and trustees to have signed acknowledging their individual agreement to those terms.	Governance manual to be subjected to complete review to ensure fitness for purpose.	Governance Manual currently under review
	2.7 Enhance Trustees' support, development, contextual awareness and assurance of performance.	a) Develop a performance and development policy for all existing and new trustees.	Company Secretary + Chair + HR Manager	30/10/2018	PDR policy and supporting procedures and proformas to be completed, ready for implementation.	Chair and CEO attended NCVO meeting September 12, 2018 to source appropriate trustee performance and development programme. Board of trustees agreed action plan 8 November 2018.	Board signed off action 5/7/18. Two trustees attended NCVO Conference on November 5th, 2018. From start of 2019, trustee training support from NCVO will be accessed.
		b) Train trustees as reviewees and reviewers in the new PDR process and formally start the PDR year.	Company Secretary and Chair	07/02/2019	Training to have been completed and trustees to be working on their individual agreed actions.		PDR Framework now in place.
		c) Complete a midterm review of all Trustees' performance, development needs	Company Secretary and Chair	28/06/2019	All trustees to have undertaken their midterm PDR reviews and actions agreed.		

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		and agreed actions. d) Complete year end performance and development reviews of all trustees.	Company Secretary and Chair	20/12/2019	All trustees to have undertaken their year-end PDR reviews and actions agreed.		
		e) All trustees to be actively linked to specific areas of School business.	Chair	30/4/2020	Linked Trustees to undertake four visits per year to their linked service areas and to have reported to the relevant Trustee meetings.		

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Condition 3 Evaluate the interim executive arrangements as part of establishing and implementing plans for the medium and long-term responsible and accountable leadership and management of the School.	*3.1* *Implement permanent senior executive management structure for School.*	a) Review current Interim arrangements and implement permanent arrangements.	Sub-committee of Board of Trustees with delegated authority to review Interim Executive Management Team arrangements.	November 30th 2018	Permanent Executive Management Team appointed by completion date		Following departure of the previous Academic Dean in October, Trustees agreed to implement a single figurehead style of leadership with permanent appointment of CEO + Executive Team of Head of Quality, Dean of Academic Studies and Head of Student Services. Agreed by the Board at the Meeting of Nov 8th and "out of committee" on Nov 12th 2018.
		b) Initiate PDR process for newly appointed Executive Management Team.	Chair/CEO	30/1/2019	Chair to have agreed performance objectives and personal development plans with the Chief Executive Officer. CEO in turn to have agreed performance objectives and personal development plans with his Executive Team members.		Chair meets monthly with CEO. CEO meets monthly with members of his Executive Team. Personal objectives and development plans are being developed for CEO and Executive team.
		c) Complete mid-term PDR of Executive Management team	Chair/CEO	31/07/2019	Chair to have carried out mid-term personal development and performance review of CEO. CEO to have carried out the same process with the Head of Quality, the Head of Student Services and the Dean of Academic Studies.		
		d) Complete year end PDR and set next year's actions.	Chair/CEO	23/12/2019	Chair to have carried out personal development and performance review of CEO and CEO to have achieved the same for the Head of Quality, the Head of Student Services and the Dean of Academic Studies.		
		e) Complete review into the effectiveness of the Executive Management Team and identify smart	Chair/CEO	20/07/2020	By 30 July 2020 Chair to have carried out review of the operational and strategic effectiveness of the leadership and		

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		actions arising.			management structure of the Executive Management Team in conjunction with the CEO.		

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Condition 4 Complete and implement the five-year strategic plan to secure the future direction and success of the School.	*4.1* *Develop and implement 5-year strategic plan for the School including: undergraduate programme portfolio; access to higher education programmes; post graduate programme offer including CPD; international programme development & department direction; teaching, learning & quality strategies; and administrative services strategy.*	a) Departments to contribute to draft strategic plan, including stakeholders.	Executive Team	30/11/2018	Cross School draft ideas for future strategy completed.	Two half day meetings scheduled for October 2018 for Executive Team to begin to conceptualise the detail of the strategic plan. Outline ideas to be presented and discussed at a series of faculty meeting scheduled for November 2018.	The two half day meetings took place as scheduled, following the departure of the previous Academic Dean. Executive Team concluded that aspects of the Strategy as initially conceived required modification. It was agreed (and formally approved by the Trustees) that underlying message of Strategy should be consolidation and not further change. These outline ideas (see later) presented at a series of meetings with faculty and staff. These smaller meetings permitted more informal two-way exchange of ideas.
		b) Strategic planning away day	Heads of Department and Executive Team	15/03/2019	Development of detailed draft strategy	Development projects follow standard quality cascade including stakeholder engagement, Programme Committee and Academic Board scrutiny.	
		c) Board sign off strategic plan	Board of Trustees	01/07/2019	Detail of Strategic plan agreed		
	4.2 *Elements of strategy already proposed by Interim Executive Team that were awaiting Board approval and additional features proposed by the new CEO and his Executive Team that will now form part of a comprehensive five-year strategic plan subject to the outcome of the strategic planning process.*	a) To ensure all programme module gross margins and their fixed costs are optimised for academic year 2018-19.	Executive Team	30/07/2019	Ongoing task throughout academic year to ensure that resource allocation into programmes are optimal.		Board signed off action 5/7/18 and updated agreed action on 8/11/18.
		b) To restructure International	Executive Team	30/10/2018	Team restructured		Board signed off action 5/7/18. Process complete.

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		Department by October 2018.					
		c) To have achieved 'Approved' status with the Office for students by August 2019. This will include an access and participation statement to widen access and will include provision for student bursaries.	Head of Quality	a) 31/12/18 b) 15/5/19	(a) Implement Access & Participation Plan; (b) submit application by this date	Regulatory Advice 3: Registration of new providers for 2019/20, provides advice and guidance for the application process and templates to aid with the satisfying of the conditions attaching to registering under the category of "Approved". (See Appendix for reference documentation used)	Board signed off action 5/7/18. The Access and Participation Statement already drafted and approved by the Executive Team and work is proceeding with self-assessment of the ESO's compliance with Consumer Law. A student protection plan also completed. Once all the required elements completed and approved by the Executive Team, they will be considered at Programme Committee and Academic Board prior to being submitted to the Board of Trustees for approval. This will have been achieved by the beginning of April 2019, one month ahead of the deadline for submission.
		d)Review Student, Administrative and Site Services.	Executive Team	31/07/2019	To have reviewed these services and implemented and completed an enhancement plan if and where necessary.		Board signed off action 5/7/18.
		e) To develop Tonbridge Road clinic into multidisciplinary health centre by October 2020.	Executive Team and Heads of Department	15/09/2020	Separate facility within Tonbridge Rd Teaching Clinic offering additional support in selected complementary and allied health care.		Board signed off action 5/7/18.
		f)To internally validate international programme for first entry in October 2019.	Executive Team and International Development Team	15/09/2019	Validated programme for flying faculty model with staff trained and materials ready for launch.		Board signed off action 5/7/18.
		g) To work with ESO Patrons in the promotion of the School and the	Chair of Trustees and Chancellor	Current ongoing commitment already underway.	Increased awareness of the ESO amongst all those gaps identified in the	Optimising the PR aspects of such things as Graduation and Clinic	Board signed off action Nov 8th, 2018.

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		profession			School's Access and Participation Statement, and increased awareness amongst the population at large of the career potential of osteopathy as a profession.	Anniversary celebrations and creating photo opportunities involving our patrons promoting the profession.	
		h) To accelerate the enhancement of the Student Experience, by addressing faculty cohesion, CRM Development, teaching and learning opportunities, the Virtual Learning Environment, Campus development, student study facilities and one-on-one learning.	Executive Team and Heads of Department	All identified areas to be measurably enhanced by July 2020	Student & faculty satisfaction in all areas to demonstrate required enhancement.	Executive Team to meet with HoDs at monthly intervals to work up action plan with delegated responsibility for pursuance and achievement of targets.	Board signed of action Nov 8th, 2018
		i) To develop a one-year foundation year (level zero) to allow for the recruitment onto the M.Ost of those with no appropriate formal qualifications for entry into Year 1.	Executive Team and Heads of Department	Student recruitment Sept 2021	Based on existing models in other HEIs, that will be ready for first cohort entry in Sept 2021. Viability to be tested via Business Development Committee.		Board signed off action Nov 8th, 2018
		j) To undertake a comprehensive review of the Bucks validated programme following first graduation of July 2021.	Executive Team and Heads of Department.	Mid- Sept 2021	To have completed a full review of all four years of the Bucks validated programme, making use of Annual Review outcomes, and faculty, student and external examiner feedback.		Board signed off action Nov 8th, 2018.
		k) To develop a BSc (Hons) Osteopathy Degree pathway (with practice rights) for those students not wishing to pursue Level 7 study	Executive Team and Heads of Department	Mid-Sept 2022	To have gained University and GOsC approval for this objective for student recruitment Sept 2022. Viability to be tested via the Business Development Committee.	Using the outcomes of the full Bucks validated programme with additional input from external examiners and students to enable an informed modification of	

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						Yr 4 modules permitting a Level 6 teaching and learning experience for the students (this will not affect the Clinical Practice Modules which both Level 6 and Level 7 students will follow).	