

Conditions	Meta-objectives	Sub-Objectives	Who responsible	When to be completed	Outcome required	Process to be followed	Status
<b>Condition 1</b>  <b>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</b>	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		VP - Governance & Compliance	01/10/2018	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
	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.		VP - Governance & Compliance	01/10/2019	Completed a review of all board/committees activities, actions arising formulated and agreed and monitored through Quality and Standards Committee.	Process as outlined above to be followed through overseen by VP Governance & Compliance	Review to commence from the start of the Academic Session 2018/19.
	Undertake a review of the impact on staff and institutional resources of operating the new academic governance and management structure.				01/10/2019	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.

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<b>Condition 2</b>	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 - discussions underway on Executive monthly meetings, performance reviews and PDR.
<b>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</b>	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.	Set up process and recruit students.	VP - Governance & Compliance + 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.
		Appoint students	Board of Trustees	26/10/2018	Two students appointed for each of year 2 and year 3 cohorts.		
		Undertake training and induction for students	VP - Governance & Compliance + Company Secretary	30/11/2018	Students inducted and trained	To include discussions with Executive Team, Chair of Trustees and Company Secretary and using a bespoke training programme such as that offered by Advance HE/ NCVO.	

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Condition 2 contd.	By 31 October 2018 to have recruited/nominated one clinical tutor, one Boxley lecturer and one administrative staff member to the Board. School staff to have full voting rights.	Set up process and nominate teaching, clinical and administrative staff.	Chair + 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, 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).	Process agreed and implementation begun as from August 24th 2018.
		Appoint staff	Board of Trustees	14/09/2018	Three new trustees appointed to the Board representing the academic, clinical and administrative communities within the ESO		
		Undertake training and induction for staff	Chair + Company Secretary	19/10/2018	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)	
	By 31 January 2019 to have recruited one lay Trustee with relevant commercial experience and one Trustee with finance experience to sit on the Finance Sub-Committee.	Set up process and recruit external trustees.	Chair + Company Secretary	21/12/2018	Design and implement recruitment and selection process for recruiting external trustees. To include accessing local networks and any outstanding actions from recruitment agency. 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. Chair already approached one very experienced businessman who has worked internationally for more than 30 years. Quarterly review of progress.

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		Appoint external Trustees	Board of Trustees	18/01/2019	One lay Trustee with relevant commercial experience and one Trustee with finance experience appointed.		
		Undertake training and induction for external Trustees.	Chair + Company Secretary	22/02/2019	External Trustees 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.	
	By 30 April 2019 to have recruited one Trustee with relevant higher education experience.	Set up process and recruit external trustee.	Chair + Company Secretary	01/03/2019	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.
		Appoint external Trustee with relevant HEI experience	Board of Trustees	22/03/2019	One external higher education Trustee appointed.		
		Undertake training and induction for external higher education Trustee.	Chair + Company Secretary	26/04/2019	External Trustee with HEI experience 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.	

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	Review Articles of Association and update where necessary.	Review and update Articles of Association by 30/4/19	Company Secretary + Board of Trustees	30/04/2019	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 years.	Review articles to ensure their fitness for purpose with reference to legal services as required.	Board signed off action 5/7/18.
Condition 2 contd.		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.	
		Implement policy to ensure Trustees' maximum service terms .	Company Secretary + Chair	30/01/2020	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's service to retire at Board meeting 8/11/18
		Ensure all existing trustees sign up to the terms laid out in the Governance manual.	Company Secretary/ Chair	30/04/2019	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.	

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<b>Condition 2 contd.</b>	Enhance Trustees' support, development, contextual awareness and assurance of performance.	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 Chief Operating Officer to attend NCVO meeting September 12, 2018 to source appropriate trustee performance and development programme. Board of trustees to agree action plan by 8 November 2018.	Board signed off action 5/7/18.
		Train trustees as reviewees and reviewers in the new PDR process and formally start the PDR year.	Chair + Company Secretary	04/01/2019	Training to have been completed and trustees to be working on their individual agreed actions.		
		Complete a mid term review of all Trustees' performance, development needs and agreed actions.	Chair + Company Secretary	28/06/2019	All trustees to have undertaken their mid term PDR reviews and actions agreed.		
		Complete year end performance and development reviews of all trustees.	Chair + Company Secretary	20/12/2018	All trustees to have undertaken their year end PDR reviews and actions agreed.		
		All trustees to be actively linked to specific areas of School business.	Chair	30/04/2020	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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<b>Condition 3</b>  <b>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.</b>	Implement permanent senior executive management structure for School.	Review current Interim arrangements and implement permanent arrangements.	Sub-committee of Board of Trustees with delegated authority to review Interim Executive Management Team arrangements.	16/07/2018	Permanent Executive Management Team appointed by 5/7/18		Board completed action 5/7/18. Permanent Executive Management Team appointed.	
		Initiate PDR process for newly appointed Executive Management Team.		30/11/2018	Chair to have agreed performance objectives and personal development plans with the VP Governance and Compliance, Dean and Chief Operating Officer and Dean to have agreed performance objectives with Registrar.		Monthly individual 1:1 meetings scheduled for next 12 months began 1 August 2018. Personal objectives and development plans in place for each individual. Subsequent performance to be measured against these.	
		Complete mid-term PDR of Executive Management team			31/07/2019	Chair to have carried out mid term personal development and performance review of VP Governance and Compliance, Dean and Chief Operating Officer and Dean to have carried out the same with the Registrar.		
		Complete year end PDR and set next year's actions.			23/12/2019	Chair to have carried out personal development and performance review of VP Governance and Compliance, Dean and Chief Operating Officer and Dean to have carried out the same with the Registrar.		

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		Complete review into the effectiveness of the Executive Management Team and identify smart actions arising.	Chair	20/07/2020	By 30 July 2020 Chair to have carried out review of the operational and strategic effectiveness of the leadership and management structure of the Executive Management Team.		
<b>Condition 4</b>  <b>Complete and implement the five-year strategic plan to secure the future direction and success of the School.</b>	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; administrative services and estates strategy.	Departments to contribute to draft strategic plan, including stakeholders.	Executive Team + project manager	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 faculty meeting scheduled for November 2018. Stage 1 and 2 of Business Development Committee consideration of outline projects	
		Strategic planning away day	Department Heads + Executive Team	15/02/2019	Draft strategic plan completed	Development projects follow standard quality cascade including stakeholder engagement, Programme Committee and Academic Board scrutiny.	
		Board sign off of strategic plan	Board of Trustees	01/04/2019	Strategic plan agreed		
	Elements of strategy already proposed by Interim Executive Team that were awaiting Board approval that will now form part of a comprehensive five year strategic plan subject to the outcome of the strategic planning process.	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.
		To restructure International Department by October 2018.	Executive Team	30/10/2018	Team restructured.		Board signed off action 5/7/18. Process underway.



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Condition 4 contd.		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.	VP - Governance & Compliance	(a) 31/12/18; (b) 15/5/2019	(a) Implement Access & Participation Plan; (b) Complete application	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 has already been drafted and approved by the Executive Team and work is proceeding with a self assessment of the ESO's compliance with Consumer Law. A student protection plan is also well underway. Once all of the required elements have been completed and approved by the Executive Team they will be submitted to the Board of Trustees for its approval. This will have been achieved before the end of December 2018.
		Review and restructure Student, Administrative and Site Services.	Executive Team	31/07/2019	To have reviewed these services and implemented and completed a restructure plan if and where necessary.	Board signed off action 5/7/18.	
		To operate compressed full time Bachelor's pre-registration osteopathy programme with practising Master's continuation route.	Executive Team, Heads of Department	15/09/2020	Based on existing Bucks programme and its modules, this will be ready for first cohort entry September 2020. Viability of the programme to be tested via Business Development Committee.	Board signed off action 5/7/18.	

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Condition 4 contd.		To operate compressed part time Master's pre-registration osteopathy programme with practising Bachelor's step off for first entry October 2021.	Executive Team, Heads of Department	15/09/2021	Based on existing Bucks programme and its modules, this will be ready for first cohort entry September 2021. Viability of the programme to be tested via Business Development Committee.		Board signed off action 5/7/18.
		To develop Tonbridge Road clinic into multidisciplinary health centre by October 2020.	Executive Team, Heads of Department	15/09/2020	Separate facility within Tonbridge Road site for supporting and allied health professions to widen Bucks students' access to other healthcare disciplines.		Board signed off action 5/7/18.
		To internally validate international programme for first entry in October 2019.	Executive Team + 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.