

Action Plan in relation to: BCNO Group

This combined action plan includes specific conditions arising from RQ visits in:

- February 2025 – BSc (Hons) Ost Med, (this is a three year full-time programme being delivered from September 2025 at the BCNO Kent campus)
- November 2025 (This was a review of BCNO's existing recognised programmes currently being taught out)
- General conditions that apply to all Recognised Qualifications.

The conditions reflect BCNO Group's transition to a single site over the next two years as it focuses pre-registration education on its three year BSc (Hons) Ost Med, and manages the teach out of existing recognised qualifications. Where conditions are deemed to have been met, this is shown. The nature of some requires more ongoing monitoring, which is normal in this transitional period.

Ref	Condition	Timeframe	Provider action and implementation	Action closed
Conditions arising from RQ review visit of new BSc (Hons) Ost Med programme – February 2025				
1	In the continued design of the new three-year programme, the BCNO Group must ensure comprehensive engagement with all areas of the organisation involved in or affected by its delivery. This engagement must thoroughly	End June 2025 to ensure all engagement groups	July 2025: Created frequently asked questions, which will be distributed to stakeholders. The new course is being discussed at the Student Engagement, faculty engagement and revisited with patient engagement meeting. This will be	

	address student concerns about the increased pressures associated with completing the course in a condensed format and ensure that adequate resources are available to support their studies. Additionally, the BCNO Group needs to consider the perspectives of support staff, teaching staff, clinic tutors, and patients to ensure that the programme's design encompasses all aspects of delivery.	have been met and feedback received	followed up with information based on frequently asked questions to all groups and the mapping of assessments in a pictorial form to aid understanding. Material will also be added to the student newsletter and the staff newsletter. Students have already fed into the timetable around formative assessments. The Support staff have been involved in producing the new non-curricular information for students. Resources on the VLE will be reviewed for signposting of resources for the students to aid in teaching and learning. October 2025 - Completed - actioned through informal means through frequently asked questions, Head of department meetings, and faculty development day. Formally through committees such as student engagement, patient engagement, programme committees. February 2026 – Programme Lead has ensured modules containing clinic hours are presented with module changes to the validating university in line with their processing deadlines. Second year research module moved to semester 2 to balance credits appropriately in that year.	
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2	To allow staff and stakeholders to understand the changes that are taking place and to ensure there is a clear direction and milestones to increase accountability and the effectiveness of the management structure, the BCNO Group must produce a strategic plan document which gives an overview of their plans for development over the next three to five years showing clear timeframes, costings, and areas of responsibility.	End of May for framework; end of July for completion by HoD	July 2025: Working groups set up by the Board that comprise of stakeholder groups to evaluate potential opportunities for BCNO going forward. The Senior management Team will once the opportunities have been considered will evaluate in terms of academic potential and finance potential. February 2026 - A formal Board-approved strategic statement was developed and communicated to regulators, staff, and students, providing clarity on institutional direction, delivery locations, and programme continuity. A detailed business and operational plan was produced to support the strategic direction, including academic delivery planning, resource allocation, financial sustainability modelling, and risk management.	
3	The BCNO Group must ensure that all relevant course materials have been reviewed, approved, and are in place before the commencement of the new three-year programme.	Start of academic year	July 2025: Frameworks for module handbooks, quality handbooks, assessment briefs and mark sheets to be completed and sent to Teams. Teams to complete with schedules and assessments.	Condition met - Agreed PEC June 2026

			October 2025: Frameworks completed - Documentation completed and on the VLE for students and staff February 2026: Programme Lead has improved Head of Dept communication and management by having regular team meetings.	
4	The BCNO Group must increase student welfare monitoring in order to provide assurance that students are coping with the new course, able to engage in their clinical studies and ensure the BCNO Group can deal with any issues which may arise due to workload issues.		July 2025: The academic team have created a document to assist students based on the QAA framework for the hidden curriculum. Currently with the academic and support team to review. This will be shared with students for feedback prior to being published. The assessments have been mapped across the three years to monitor load and shared with HoD. Also reviewing a mentor-type programme moving forward. A report will be evaluated by the academic team and then a proposal will be sent to SMT and the academic governance committee. October 2025: Ongoing - handbooks created for mentoring and PALS (peer assisted learning). Further gap analysis to be considered end of 2025/26 academic year following student, staff and faculty feedback both informal and formal	

			feedback to ensure students feel supported within the programme. Student support and engagement discussed at faculty development day. Unit E will be utilised for student attendance. February 2026: Regular student experience meetings and programme committee meetings provide student feedback.	
5	BCNO Group must provide ongoing assurance as the programme progresses (for example, through student and staff feedback and responses to this) that students' academic and welfare needs continue to be met, given the compressed delivery of the three-year programme. (6ii)		For further consideration for implementation during 2026-27 academic year.	
Conditions arising from RQ review of existing RQ programmes being taught out – November 2025				
6	Given the impact of recent changes the BCNO Group must ensure the risk register is not just reviewed but also updated on a monthly basis. The governance section must be reviewed as a matter of urgency and brought fully up to date.	Governance section review: (Feb 26) Risk register review cycle in place: (Jan 26)	In relation to the risk management process and governance oversight, a structured approach to risk review has been implemented. This includes the introduction of monthly risk meetings scheduled following Senior Management Team (SMT) meetings, establishing a systematic and ongoing approach to the review and updating of the risk register.	

			A detailed review of the governance section of the risk register was undertaken on 17th March 2026. This review resulted in a number of agreed actions to refine and restructure governance risks. Operational responsibility for risk management sits with the Senior Management Team, who lead the identification, discussion, and monthly review of risks through the established meeting cycle. Governance oversight is provided at Board level, with the Company Secretary coordinating the submission of the risk register for review, scrutiny, and formal approval. It is recognised that, while these processes are now in operation, further work is required to formalise and document them. To address this, the institution will update the Governance Handbook to clearly articulate the risk management cycle.	
7	Considering the importance of more clarity on the future direction of the organisation for interested parties including staff and students, a decision should be made by the Board by	Board decision: (Dec 25)	Formal communication from BCNO Board to regulators (including GOsC and University of Plymouth) in Dec 2025 confirming Board-	

	February 2026 regarding the strategic plan, and following this, a clear summary document be produced and communicated which sets out how the chosen options will be achieved up to 2028. The strategy should be reflected in an action plan with effective timeframes, costings, review dates, KPIs and areas of responsibility, so that progress towards the targets will be measurable.	Summary strategy document is issued: (Jan 26) Board & Regulators Business Plan: (Feb 26) Implementation in line with the Strategic Gantt chart (2025–2030), which fulfils the GOSC requirement for a structured action plan.	approved strategic direction and London teach-out trajectory, with strategy statement shared. BCNO Board Statement on Future Strategy confirming decision on London campus teach-out completion, Kent campus as sole undergraduate delivery centre from 2028, diversification strategy, and asset plan. Statement circulated to all staff January 2026 following Board governance review. Student-facing ‘BCNO Future Plans – Student FAQs’ document issued January 2026 explaining London campus teach-out, qualification continuity, Kent campus transition, and support arrangements. The BCNO London Teach-Out and Campus Strategy – Board & Regulator Business Plan was submitted to the General Osteopathic Council (GOsC) in February 2026 as evidence of BCNO’s strategic, academic, and financial planning for the London campus teach-out and wider institutional sustainability. Implementation is governed by the CEO’s Strategic Gantt Chart (2025–2030), which provides a single, time-bound framework covering	
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			the London teach-out, Kent campus growth, diversification, international provision, capital reinvestment, and financial recovery. Progress will be monitored through formal Board and Senior Management Team oversight, using the Strategic Gantt chart as a delivery and tracking framework.	
8	This academic year, the BCNO Group must ensure that all out of date policies are updated. and policy access centralised through a single repository, maintaining a simple central register	Central repository live: (Sept 26) Updating out of date policies: (Sept 26)	Policies that are out of date or approaching their review date have been identified and highlighted on levels of risk using a RAG (Red, Amber, Green) system. This is applied through formatting within the register based on the review date recorded in the audit section of the individual policy document, enabling staff to quickly identify policies that require their attention. The register also records policy ownership and the relevant approving authority, whether this is assigned to a specific job role or a committee. SMT have approved plans to move towards a single, central repository to provide access to both internal and external policies via a web-based platform, replacing the current use of Teams channels.	

			The publication of external facing policies on a public-facing website will be coordinated by the Quality Team moving from Marketing team. This approach ensures consistency, standardisation, and effective monitoring within the policy review process.	
9	The BCNO Group should ensure that KPIs are regularly reviewed, recorded and updated at least each semester in order to measure progress and effectiveness of the Teach out plan.	Completed review cycle for Semester 1 modules: (May 26)	A new End-of-Module Reporting process has been implemented as a core component of the Teach-Out Monitoring Framework. The redesigned End-of-Module Report consolidates key performance indicators relating to student experience, academic outcomes, assessment performance, teaching quality, attendance and academic integrity. Completed End-of-Module Reports will be collated and reviewed collectively through scheduled Head of Department monitoring meetings. These meetings provide structured academic oversight, enabling identification of performance trends, emerging risks, and areas requiring intervention or enhancement. Implementation and effectiveness of the Teach-Out monitoring will be overseen through scheduled Head of Department meetings. End-of-Module Reports, which capture key performance	

			indicators will be collated and reviewed to identify performance trends, risks, and areas requiring action. Agreed actions will be recorded and monitored through subsequent Head of Department meetings.	
General conditions that apply to all Recognised Qualifications				
10	BCNO Group must submit an Annual Report, within a three month period of the date the request was first made, to the Education Committee of the General Council.	Annual reports are typically submitted in December each year	Report analyses are reported to the March Policy and Education Committee	
11	BCNO Group must inform the Education Committee of the General Council as soon as practicable, of any change or proposed substantial change likely to influence the quality of the course leading to the qualification and its delivery, including but not limited to: i. substantial changes in finance ii. substantial changes in management iii. changes to the title of the qualification iv. changes to the level of the qualification v. changes to franchise agreements	No such notifications received as at May 2026		

	vi. changes to validation agreements vii. changes to the length of the course and the mode of its delivery viii. substantial changes in clinical provision ix. changes in teaching personnel x. changes in assessment xi. changes in student entry requirements xii. changes in student numbers (an increase or decline of 20 per cent or more in the number of students admitted to the course relative to the previous academic year should be reported) xiii. changes in patient numbers passing through the student clinic (an increase or decline of 20 per cent in the number of patients passing through the clinic relative to the previous academic year should be reported) xiv. changes in teaching accommodation			
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	xv. changes in IT, library, and other learning resource provision xvi. any event that might cause adverse reputational damage xvii. any event that may impact educational standards and patient safety			
12	BCNO Group must comply with the General Council's requirements for the assessment of the osteopathic clinical performance of students and its requirements for monitoring the quality and ensuring the standards of this assessment. These are outlined in the <i>Graduate Outcomes for Osteopathic Pre-registration Education and Standards for Education and Training, 2022</i>, General Osteopathic Council. The participation of real patients in a real clinical setting must be included in this assessment. Any changes in these requirements will be communicated in writing to BCNO Group giving not less than 9 months notice.	These requirements are considered in RQ reviews and ongoing annual reporting		
Additional item being monitored				

13	BCNO Group reported on recommendations made in a governance review process in autumn 2025.		The findings of the review, recommendations made and implementation to date was reported to the Policy and Education Committee's private meetings in March 2026 and June 2026, and will continue to be monitored.	
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