



## Student Protection Plan

2022

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## Introduction

### What is a Student Protection Plan?

The Office for Students (OfS) regulates Canterbury Christ Church University. The OfS is the independent regulator of higher education in England. It aims to ensure that every student, whatever their background, has a fulfilling experience of higher education that enriches their lives and careers. Further details about its work are available on the [OfS website](#).

Every higher education provider must have a Student Protection Plan. It is a condition of our registration with the OfS.

Our Plan explains how we manage risks relating to the education we deliver. We also set out the actions we would take if there were a risk to you continuing your studies. Finally, we describe how we would communicate with you and support you if these events should happen.

Each year, we review and update our Plan.

### Who does the Plan cover?

This Plan covers all applicants to and current students at the University at all levels of study.

Our partner institutions may have their own Student Protection Plan. They must have a Student Protection Plan to register with the Office for Students (OfS). If they have a Plan, they will provide a copy on their website.

### How does the University Manage Risks?

As part of preparing the Student Protection Plan, we undertook a risk assessment. This formed part of the risk management process. The reason was to identify risks likely to come about (or 'crystallise').

We consider risks to the continuation of the delivery of education regularly. We keep a strategic risk register to record the risks we identify. At least four times a year, we review the content of the risk register. It allows us to update the level of each risk and new ways of overcoming the risk. The University's Audit Committee, which is part of our Governing Body, actively monitors risk. It receives and scrutinises reports of our highest risks four times a year.

The risks we identified below could result in a failure to provide an appropriate student experience. These are the risks that we consider regularly. As such, we have in place mitigations to help reduce the impact on students should any of these things come about (or 'crystallise').

We carefully considered the impact of Covid-19 on student protection as part of our Plan to take account of its effects.

## What are our commitments to you as a student in providing student protection?

We commit to:

- openness and transparency should any material risk arise affecting the continuity of your studies, and telling you about it as soon as possible
- explaining to you the reasons for the changes
- protecting your studies if we discontinue a course or close a location where we teach your course
- assessing the impact on students before implementing closure of or substantial changes to a course or closing a location
- consider the needs of all our students and their circumstances and the effect on them of any proposal
- seeking the views of the Students' Union and students on the Plan

## Section 1 An assessment of the range of risks to the continuation of study for our students

What is the risk that the University is no longer financially sustainable?

Category	Risk	Protection
Finance	<p>Our current financial position means the risk we will become unable to operate is <b>low</b>.</p> <p>We identified no risks likely to crystallise that would mean we were no longer financially sustainable.</p>	<p>We continuously monitor our financial performance; reports are submitted monthly to the Senior Management Team and at each Finance &amp; Resources Committee and Governing Body meeting.</p> <p>We emerged from the risks to financial performance encountered in 2020/21, because of Covid-19, in a stronger position than planned. However, we remain mindful that the pandemic may still have negative financial consequences for the country, the Higher Education sector, and the University. Therefore, we have prepared our financial forecasts on a prudent basis. It means the University plans its finance in such a way as to ensure that our students can complete their studies.</p> <p>Our forecasts continue to predict financial sustainability. The University's external auditors are content that we continue to prepare our financial statements on a 'going concern' basis. It means the University is extremely unlikely to be in financial difficulty during the next 12 months.</p> <p>Measures in place to protect students in continuing their studies include robust insurance provisions. These would provide additional financial resources to continue to deliver courses under specific circumstances.</p> <p>Additionally, we can call upon contingency and other funds to meet the commitments set out in this Plan. These are sufficient to refund tuition fees and reimburse costs for students unable to complete their studies if we fail to provide the course. We would consider any payment in line with our <a href="#">Student Refunds and Compensation Policy</a>.</p> <p>We have plans in place to deal with challenges relating to recruitment. These include developing significant new partnership activities and further success in the international market following our strategic plan.</p>

		<p>The financial statements for the institution are prepared on a true and fair basis and signed off by external auditors. Before approval by the Governing Body, these are reviewed and scrutinised by the Audit and Finance &amp; Resources Committees. In addition, we publish our Financial Statements for the previous financial year on our website every December.</p> <p>We have separate internal auditors that work to an annual review programme as agreed with the Audit Committee. The internal audit reports are shared with our external auditors.</p> <p>We continue to meet all our ongoing registration requirements with the OfS. We do not have any conditions attached to our registration. The Governing Body monitors our compliance with the conditions of registration. It receives regular updates from management on changes to or additional regulatory requirements.</p> <p>In the very highly unlikely event that the University must close, we would put at the forefront of our planning measures to protect the student experience. These include</p> <ul style="list-style-type: none"> <li>● undertaking a merger with another institution to maintain all or part of the University’s current provision</li> <li>● closing gradually over a period enabling students to complete their studies at the University</li> <li>● supporting a transfer to an appropriate course at another provider</li> <li>● where applicable, providing compensation to students because of disruption to their studies, and where they suffer demonstrably, material financial loss</li> </ul>
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## What are the risks relating to Covid-19?

Category	Risk	Protection
Covid-19	<p>The risks to the continuation of study for our students relating to Covid-19 remain <b>low</b> because we can use contingency measures to enable students to complete their studies.</p>	<p>The University reacted promptly to mitigate the restrictions resulting from Covid-19 through strategies for supporting students. We enabled students to complete their studies through online delivery and assessment supported by a process of protecting students' academic outcomes. It meant student outcomes were not impacted negatively through alternative approaches to teaching and assessment.</p> <p>Our response provided the basis for the University to respond to Government and health guidance to the evolving environment concerning the pandemic.</p> <p>We provide a mix of face-to-face on-campus learning, teaching and social activities supported by online activities. The amount of face-to-face on-campus activity will vary from course to course, depending on the subject. We will continue to comply with the guidance issued by the Government and the OfS. We have the flexibility to switch quickly from one form of delivery to another should Government guidance change to ensure students can complete their course.</p> <p>We set out our approach to responding to Covid-19 on a dedicated <a href="#">website</a>.</p>

Category	Risk	Protection
Covid-19	<p>Some courses include a placement with an employer. The University depends on employers being able to offer the placement. In addition, the University must follow Government and Professional, Statutory or Regulatory Bodies (PSRB) requirements.</p> <p>The Department of Health and Social Care in England requires NHS staff and health care students on placement to be vaccinated against Covid-19 with effect from 1 April 2022.</p>	<p>The University works with employers to offer placements within the requirements placed by Government and PSRB on the University and employers. It may result in the rearranging of the placement within the year or later in the course.</p> <p>Should there be restrictions on entry to a workplace, the University looks to make alternative provisions to enable students to meet the placement requirements. For example, it includes making use of remote working away from a workplace.</p> <p>Alternative qualifications are available for individual students who could not complete a placement for personal reasons, including not meeting the</p>

	<p>It applies to all those who wish to be deployed in roles involving face-to-face contact with service users. It will not be possible for a student to meet the required outcomes to graduate without undertaking placements in a regulated setting.</p> <p>As a result of Covid-19, the risks to our students undertaking a placement experience remain <b>low to medium</b>.</p>	<p>requirements relating to being vaccinated against Covid-19. Therefore, it means the risk of students who have placements not receiving any qualifications is <b>low</b>.</p>
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Category	Risk	Protection
Covid-19	<p>The public health position remains one of uncertainty.</p> <p>The University must follow Government and public health guidance.</p> <p>The position changes frequently. We base our planning on the current guidance.</p> <p>The risk is <b>medium to high</b>.</p>	<p>We identified ways we could respond to further developments relating to Covid-19. It included making changes to our courses, teaching, and learning should it become necessary.</p> <p>We have arrangements to engage in contingency planning-to respond to Government and public health requirements. This contingency planning includes steps to protect students regarding their health and studies if there are any adverse changes.</p>

### What is the risk we will close the Faculty or School in which we offer a course?

Category	Risk	Protection
Academic	<p>We regularly review our academic organisational structure. It can include the reorganisation of faculties and schools.</p> <p>The risk of disruption to a student's study following faculty and school changes is <b>very low</b>.</p>	<p>We monitor our Faculties and Schools' performance through an annual review process against an agreed set of key performance indicators. It covers education, research, and financial performance measures. In addition, we put additional support in place within the School where we identify a specific need.</p> <p>Before we make any changes, we consult with those affected by the changes. It includes consulting with students and the Students' Union. Any changes would follow the <a href="#">University's Change Policy</a>.</p>



## What is the risk that a module will not run?

Category	Risk	Protection
Academic	<p>The University is rationalising Undergraduate option modules. It will lead to some programme changes. Most will be minor or phased-in.</p> <p>The risk to an individual module not running is <b>low</b> for a compulsory module and <b>medium</b> for an option module.</p> <p>The risks to students being unable to complete their studies because of a module not running are <b>low</b>.</p>	<p>Should we be unable to run a module due to the viability of student numbers or staff availability, we will decide at the earliest possible opportunity.</p> <p>We let the students affected know in advance of the decision and offer a suitable alternative module to meet the learning objectives in the prospectus and programme handbook.</p> <p>Any changes would follow the <a href="#">University's Change Policy</a>.</p>

## What is the risk that we will close a campus temporarily?

Category	Risk	Protection
Infrastructure	<p>The risks to students being unable to complete their studies because of a temporary campus closure are <b>low</b>.</p>	<p>If a safety or security incident occurs, we implement our Emergency Planning and Business Continuity Framework. In addition, we have contingency plans in place relating to Covid-19.</p> <p>The purpose of the Framework is to provide a flexible response to:</p> <ul style="list-style-type: none"> <li>• respond to a disruptive incident (incident management)</li> <li>• maintain delivery of critical activities/services during an incident (business contingency)</li> <li>• return to 'business as usual' (resumption and recovery)</li> </ul> <p>Business contingency focuses on:</p> <ul style="list-style-type: none"> <li>• student learning and teaching, assessments, support, and welfare</li> <li>• staff support and welfare</li> <li>• providing facilities to ensure the continuation of our services</li> </ul> <p>In emergencies affecting students, we manage communications through business continuity</p>

		<p>plans to provide information on the available access to our facilities.</p> <p>We have comprehensive insurance cover for all risks, including property and business continuity. In addition, we have insurance to ensure we have sufficient resources to sustain educational provision if there is a severe incident at our campuses.</p> <p>In the unlikely event we were unable to continue to provide teaching, research supervision and services for a sustained period at a campus, we would adopt a range of continuity measures, including:</p> <ul style="list-style-type: none"> <li>• revising the timetable to provide for the scheduled teaching to take part in the available University facilities, which might include extending the University day, taking account of the effect on students with differing needs, characteristics, and circumstances</li> <li>• relocating teaching, supervision, and service provision to an alternative location, as close as possible to the campus, including hiring spaces and installing temporary buildings on the campus or other locations</li> <li>• making use of online facilities for learning and teaching, for instance, through the virtual learning environment (Blackboard)</li> <li>• delivering programmes or parts of programmes via different delivery modes, such as Distance Learning</li> <li>• relocating Critical support services, such as disability support, mental health support and services for international students to provide continued service, including providing online access</li> <li>• for students in University accommodation, relocating the affected students to alternative accommodation</li> <li>• providing financial support where students incur additional material and demonstrable costs</li> </ul> <p>We would provide academic and wellbeing advice and guidance to affected students.</p>
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## What is the risk that we will close a campus permanently?

Category	Risk	Protection
Infrastructure	<p>We have three main campuses in Canterbury, Medway, and Tunbridge Wells.</p> <p>There are no plans to close any of the University's campuses.</p> <p>The risk of permanently closing one of our three campuses where we teach a course is <b>very low</b>.</p>	<p>We review and scrutinise our finances regularly to ensure our activities across all campuses remain viable.</p> <p>Should there be a proposal to close a campus, we would consult the students and staff affected and the Students' Union and staff unions.</p> <p>The University's <a href="#">Master Plan</a> provides investment to support a long-term maintenance programme of work and build new on-campus facilities that are modern and fit for purpose. In recent years, we opened the Daphne Oram and Verena Holmes buildings.</p> <p>Our plans include provisions for the disposal of buildings no longer required following the enhancement of our campuses.</p> <p>Because of Covid-19, we are reviewing our arrangements for teaching and learning. It includes planning for the digital transformation of the delivery of our services.</p>

## What is the risk of changes to or discontinuation of a course?

Category	Risk	Protection
Academic	<p>The risk we will be unable to offer courses attracting enough students to make them viable is <b>low to medium</b>.</p> <p>The risks to students being unable to complete their studies on courses closed to new applicants are <b>low</b>.</p> <p>The risks we are no longer able to deliver material components of our courses is <b>low</b>.</p>	<p>The University developed quality assurance arrangements to <a href="#">monitor educational provision</a>. The purpose is to ensure the continued quality of the courses and identify where to make changes.</p> <p>During the course approval process, there is consideration of the resource requirements to ensure sustainability.</p> <p>The most likely cause of discontinuation is course closure. It usually happens when a course reaches the end of its marketability through falling recruitment or changes within the field of study. These are strategic decisions. It means there is an opportunity to give applicants and students notice of the change. Usually, there is a replacement by a new course within the same subject area as the closed course.</p>

		<p>We would cease recruiting new students and provide support and guidance for applicants who had already applied for the course affected.</p> <p>Wherever possible, we will enable currently registered students to complete their course (what we call teach-out). If we cannot arrange a teach-out, we will discuss with the students who are affected other possibilities, such as a transfer of course in the University or another provider.</p> <p>We will undertake equality impact assessments to assess the effect on students with different needs, characteristics, and circumstances.</p> <p>We have protections in place for the students affected. The University makes any material change following the <a href="#">University's Change Policy</a>. A requirement of the Change Policy is a requirement to consult the students affected by the change.</p> <p>Our plan for dealing with the closure of a course includes arrangements for communicating with applicants who accepted a place. Applicants who accept a place on a course that is then closed, but have not commenced study, will be offered advice and support. It is to help them decide whether to transfer to a different course with us or seek a suitable alternative at another provider.</p> <p>We also work closely with students who are on a course closed to new applicants. It is to ensure they are supported in their studies so they can complete their qualification. In some cases, this support might include offering a transfer to another course or other institution. We would follow the <a href="#">University's Change Policy</a>.</p>
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### What is the risk of a need for students to transfer to different courses?

Category	Risk	Protection
Academic	A change to professional standards may require changes to the relevant training. For example, it may be the result of the response to Covid-19. However, the risk to the student is <b>low</b> .	<p>If the transfer resulted from a change in professional standards, the replacement course would meet the new standards and enable the student to apply for professional recognition.</p> <p>We offer a range of courses. Consequently, there is a high likelihood that a similar course is available to an individual student who needs to transfer.</p>

	<p>In exceptional circumstances, a need may arise for a student to transfer to a similar or replacement course depending on personal circumstances, for instance following interruption or failure in a year. The risk to the student is <b>low to medium</b>.</p>	<p>If there were a need to transfer a group of students to a similar or replacement course, the University would consult with the students affected. It is in line with the <a href="#">University's Change Policy</a>. The University would, if the need arose, apply the <a href="#">Student Refunds and Compensation Policy</a>.</p>
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### What is the risk that we will make changes to a course after a student starts?

Category	Risk	Protection
Academic	<p>Changing course content to ensure it is appropriate and up to date is a regular part of University activity.</p> <p>The risk to the student is <b>low</b>.</p>	<p>We provide applicants with accurate and up to date information on our courses and inform them of changes before enrolment.</p> <p>Our students are involved in curriculum design and development.</p> <p>We regularly review our academic provision through our <a href="#">Annual Course Monitoring</a> process. It is to ensure courses remain attractive to applicants and educate highly employable graduates. These reviews may result in changes to course provision.</p> <p>Where we anticipate changes, which will affect a student's studies, we are committed in the <a href="#">University's Change Policy</a> to:</p> <ul style="list-style-type: none"> <li>• tell the students as soon as possible about our plans</li> <li>• working with student representatives and, where appropriate, with the Students' Union to discuss the changes</li> <li>• consulting current students on any proposed material change to their course</li> <li>• providing advice and guidance on the proposed changes and the options students have</li> <li>• applying where relevant our <a href="#">Student Refunds and Compensation Policy</a></li> </ul> <p>We have <a href="#">Course Modification</a> procedures and an agreed timescale to inform students of such changes. Where appropriate, we will consult with students.</p> <p>These reviews may result in changes to how courses are organised and delivered. For example, it could</p>

		<p>include a course moving into another School within the University. It is to protect the interests of students.</p> <p>If we need to change a course after a student starts, we follow the <a href="#">University's Change Policy</a>. In doing so,</p> <ul style="list-style-type: none"> <li>• we restrict changes to the minimum necessary to achieve the required quality of experience</li> <li>• we notify and consult with the students affected</li> <li>• we work with students and consider their views before deciding whether to proceed with the proposal or a modified proposal</li> <li>• we provide reasonable support for the student to transfer to another course at the University or another provider</li> <li>• we allow students to withdraw from the course and receive any credits and awards, and where applicable, provide an appropriate refund of course fees in line with the <a href="#">Student Refunds and Compensation Policy</a>.</li> </ul>
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### What is the risk that we will discontinue a course before a student finishes?

Category	Risk	Protection
Academic	The risk we decide to discontinue a course before a student is due to complete is <b>very low</b> .	<p>We plan such a change to allow current students to complete their studies. In addition, we would take steps to minimise the impact for students likely to be affected by such a change.</p> <p>The University has procedures to inform and consult with the students concerned. We also engage in consultations with the Students' Union.</p> <p>When a student interrupts their study, there may be a risk of discontinuation of the course. We will set out the options for the individual concerned. We will support the individual and provide appropriate advice.</p> <p>In the highly unlikely situation that a student could not complete their studies with us, we would</p> <ul style="list-style-type: none"> <li>• work with the student to help decide the best means of completing studies, including transfer to another course with the University</li> </ul>

		<ul style="list-style-type: none"> <li>• support a transfer to an alternative provider</li> <li>• provide a transcript of credit achieved</li> <li>• consider a tuition fee refund or cost reimbursement in line with our <a href="#">Student Refunds and Compensation Policy</a>.</li> </ul>
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### What is the risk of losing Professional, Statutory and Regulatory Body (PSRB) accreditation?

Category	Risk	Protection
Academic and Compliance	<p>The University has many professionally accredited programmes.</p> <p>PSRBs undertake regular reviews/renewals of accreditation.</p> <p>The risk of losing existing Professional, Statutory and Regulatory Body (PSRB) accreditation is <b>low</b>.</p>	<p>The University has a strong record of maintaining course accreditation.</p> <p>We have robust systems in place to assess and monitor ongoing compliance with the various requirements of the professional bodies, such as</p> <ul style="list-style-type: none"> <li>• the General Medical Council</li> <li>• the British Psychological Society</li> <li>• the Health and Care Professions Council</li> <li>• Social Work England</li> <li>• the Nursing and Midwifery Council</li> </ul> <p>In the unlikely event that a professional course lost its PSRB accreditation, we would ensure students could continue to study on the course, and we will take the following actions:</p> <ul style="list-style-type: none"> <li>• seek re-accreditation at the earliest opportunity</li> <li>• where permitted by the professional body, seek retrospective professional accreditation to any degree awarded during the period of suspension</li> <li>• providing a modified version of the same course</li> <li>• arrange with an alternative provider to provide the professional training</li> <li>• offer students the opportunity to change courses if they so wish should accreditation no longer be possible, with options for a tuition fee refund and cost reimbursement in line with our <a href="#">Student Refunds and Compensation Policy</a></li> </ul> <p>We would provide academic and wellbeing advice and guidance to students.</p>

## What is the risk of having insufficient staff to teach a course?

Category	Risk	Protection
Academic	<p>Given the size and scale of the University, it is likely there will be staff changes.</p> <p>The risk we do not have the staff to teach a course is <b>low</b>.</p> <p>The University plans to minimise the impact of staffing changes on students.</p>	<p>We successfully recruit qualified staff to teach on our courses. We provide programmes to support and develop our staff. In addition, we work to ensure our teaching staff have or study for teaching qualifications.</p> <p>When we offer new courses with specialist modules, we recruit staff before each course level starts.</p> <p>We reviewed the impact of the result of Brexit on our staffing. We identified no adverse effects. However, the number of EU staff working, or wishing to work, at the University remains stable.</p> <p>Considering staffing requirements forms part of our processes for approving new courses and modules. In addition, there is an annual planning process to ensure teaching requirements match the courses offered and the number of students on a course. It means we can identify and act relating to staffing in advance of the new academic year.</p> <p>In the unlikely event of a risk of not providing modules or other course components due to unexpected circumstances, we will identify the means of ensuring the continuation of the study. These could include:</p> <ul style="list-style-type: none"> <li>• filling gaps as quickly as possible, by assigning responsibility to other members of staff with appropriate skills and experience or recruiting new staff externally</li> <li>• engaging temporary staff to teach the module or provide academic or professional support</li> <li>• rescheduling of the affected component/module</li> <li>• using alternative components/modules and means of delivery as appropriate to meet course learning outcomes</li> </ul> <p>For research students, the University's priority is always to ensure the completion of the degree. Each postgraduate research student will have two supervisors who form the supervisory team. When an academic supervisor leaves the University, we appoint a replacement supervisor for the remainder</p>



		<p>of a student's study. Where appropriate, we explore whether it would be possible and suitable for the original supervisor to continue in this role.</p> <p>There is a very low risk of a postgraduate research student not having an appropriately qualified supervisory team in place. In the highly unlikely circumstances that this did occur, the University would hire relevant expertise.</p> <p>Where the above options were unavailable, we would support transfer to an alternative course at the University or support transfer to another institution. Under these circumstances, the University would consider tuition fee refunds and reimbursement of costs in line with the University's <a href="#">Student Refunds and Compensation Policy</a>.</p> <p>We would make available academic and wellbeing advice and guidance to affected students.</p>
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What is the risk that a failure of the IT infrastructure might prevent the delivery of our courses?

Category	Risk	Protection
Infrastructure	The risk a student will be unable to complete the course because of a failure of IT infrastructure is <b>low</b> .	<p>We have operational, tested, and robust IT business continuity arrangements in place.</p> <p>We employ skilled technicians who support the maintenance of the IT infrastructure. In addition, there are regular maintenance and upgrade schedules in place.</p> <p>Business continuity plans are in place to address the eventuality of failures in IT infrastructure. We run IT crisis simulation exercises to test the risks to the continuity of our IT systems.</p> <p>We regularly review our IT resilience and information security and take necessary corrective action.</p> <p>We are engaged in the process of assessing the implications of the digital transformation of our services.</p>

## What is the risk of specialist equipment being unavailable for a prolonged period?

Category	Risk	Protection
Infrastructure	There is a <b>low</b> risk that specialist equipment and materials required for teaching and learning is unavailable for a prolonged period.	<p>We employ skilled technicians who maintain and support the use of specialist equipment. In addition, we have in place regular equipment maintenance schedules.</p> <p>Business continuity plans are in place to address an unexpected denial of service.</p> <p>In the unlikely event that specialist equipment and materials became unavailable for a prolonged period, we would take steps to ensure the continuation of a student's study. These steps might include:</p> <ul style="list-style-type: none"> <li>• Loaning to students the specialist equipment and materials</li> <li>• Re-scheduling teaching and other activities to a period when the equipment became available, which may be at a later point in the course</li> <li>• Using alternative means to deliver the content to meet the learning outcomes in a way that provides an equivalent learning experience</li> </ul> <p>We would provide appropriate academic and wellbeing advice to the students affected.</p>

## What is the risk that the University might lose its right to teach international students?

Category	Risk	Protection
Compliance	There is a <b>low</b> risk of the University recruiting and continuing to teach and supervise those international students with a Tier 4 visa because the Government revoked or suspended our sponsor licence.	<p>In January 2018, the UK's Visa and Immigration Service (UKVI) audited our compliance. There was a positive outcome to the audit.</p> <p>We do not expect a further audit outside the four-year cycle unless additional information comes to light.</p> <p>In the unlikely event of losing Tier 4 sponsor licence, we would ensure current international students completed their studies by:</p>

		<ul style="list-style-type: none"> <li>● working with UKVI to enable students to finish the year of study or the course</li> <li>● negotiating a transfer onto an equivalent course with another provider, confirming any credits in a record of achievement</li> </ul> <p>Should there be no suitable places available at another higher education provider, we would refund or reimburse students. We would do this according to our <a href="#">Student Refunds and Compensation Policy</a>.</p> <p>Under these circumstances, we would provide academic and wellbeing support to affected students and arrange for appropriate immigration advice.</p> <p>In the unlikely event of losing the Tier 4 sponsor licence, we would consider reimbursing direct costs for those applicants accepting a place before the loss of the licence.</p>
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### What is the risk relating to the Kent and Medway Medical School?

Category	Risk	Protection
Academic and Compliance	<p>Canterbury Christ Church University and the University of Kent run a joint Kent and Medway Medical School (KMMS). KMMS is a new medical school.</p> <p>The Bachelor of Medicine, Bachelor of Surgery course is subject to successful progress through the General Medical Council's quality assurance programme. We assess that the risk we are unable to operate KMMS is <b>low</b>.</p>	<p>Both universities would work together to manage continuity of services and provision for students in the event of a disruption to their course.</p> <p>KMMS is working in partnership with the Brighton and Sussex Medical School (BSMS) for support and quality assurance purposes.</p> <p>If the decision is to discontinue the KMMS, there is provision to sustain the student experience. BSMS agreed to transfer all KMMS students onto the Bachelor of Medicine, Bachelor of Surgery degree offered by BSMS. As such, students would become students at the University of Brighton and the University of Sussex. These would become the awarding institutions upon satisfactory completion of the BMBS degree by the student.</p> <p>Information about KMMS is available on its <a href="#">website</a>.</p>

## What is the risk relating to partner institutions?

Category	Risk	Protection
Partnership	<p>Some students study at a partner institution, and these students receive a University award.</p> <p>The risk students registered at our partner institutions not completing their studies because of a partner ceasing to offer a course is <b>low to medium</b>.</p>	<p>We select good-quality partners following rigorous financial and academic due diligence. Our due diligence of new partners reduces the risk of a partnership ending because the partner cannot deliver the agreed provision.</p> <p>We include student protection as part of the agreements we have with our partners. In addition, it includes coordinating an approach to student protection if we decide with our partner to end a partnership.</p> <p>We work with each of our partners to develop a Student Protection Plan to set out the actions to take should a risk to students' study crystallise.</p> <p>We undertake a periodic review of the financial health of our partners. In addition, there is an annual review of the educational provision made by the partner through our quality assurance arrangements.</p> <p>We review with our partners how Covid-19 affects the provision.</p> <p>Some smaller partners may be less financially stable. They may be unable to react to volatility in the market. However, we have the financial capacity to maintain learning and teaching for students at smaller partners unable to continue to operate.</p> <p>The University may negotiate with other providers a transfer to ensure students complete their courses if they choose to do so.</p> <p>We have several partners outside the UK. We have agreements to ensure we have in place the means for students to complete their studies. For example, it might include agreeing on alternative arrangements with another provider in the country. It would only be if the partner were unable to continue and teach-out with the partner.</p>

## What are the risks when agreements with partner institutions end?

Category	Risk	Protection
Partnership	<p>From time to time, partnership arrangements end. Mostly this is by mutual agreement between the University and the partner. Sometimes there is a transfer of the partnership to another awarding body.</p> <p>The risks to students at partner colleges not completing their studies remain <b>low</b>.</p>	<p>Should the University consider a collaborative arrangement no longer viable, we might end the agreement for financial or educational reasons. Sometimes partners decide they wish to end the partnership.</p> <p>We have a means for ending partnerships, which we have made use of in the past. We will continue to do so in the future. We focus on student protection matters when ending the agreement.</p> <p>When we end a partnership, we do so with the cooperation of our partners. We will write to all students affected by the change to explain what it means for their studies. If the partnership ends, we will discontinue student recruitment immediately by the partner to the courses concerned.</p> <p>Our agreements with our partners include a requirement for the partner to teach-out a course when the agreement ends. Should a partner institution not teach out the course, we will protect the students' interests. Examples of the action we would take include:</p> <ul style="list-style-type: none"> <li>• supporting the partner in the teach-out until all current students completed the course</li> <li>• investigating, in conjunction with the partner, the possibility of an alternative provider continuing to teach out the course, or with the student's agreement transferring to a similar course with the alternative provider</li> <li>• where feasible, offering the students at transfer to the equivalent course at the University</li> <li>• the University undertaking the teach-out, in the same geographical location</li> </ul> <p>In managing risks to students completing their studies, we look at the circumstances. We consider the number of students on the course and the point reached in their studies. We look at why the partner is unable to continue to provide the course. We will identify the options available. We will do this through discussions with the partner</p>

		<p>and consultation with our students and the Students' Union. In addition, we will discuss the options with the students affected.</p> <p>In most cases, we will arrange for a teach-out of the course. Every collaboration agreement we enter contains teach-out provisions to protect students following the end of the partnership. These provisions state the University and the partner will teach-out the students affected. However, should our partner institutions no longer offer courses to students registered with them, the University will arrange for the teach-out.</p> <p>In the unlikely event it became impossible to provide a teach-out, the University would offer refunds and compensation to affected students in line with the <a href="#">Student Refunds and Compensation Policy</a>. If we can identify better options, we will discuss those with the students. We include this as part of the agreement with the partner ending the partnership.</p>
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### What is the risk relating to apprenticeships?

Category	Risk	Protection
Academic and Compliance	<p>Canterbury Christ Church University provides degree apprenticeships, developed in partnership with employers and professional bodies to ensure that they meet professional and business requirements, are designed to train tomorrow's industry-focussed graduates</p> <p>Employers employ apprentices. There are risks relating to an employer's capacity to continue to provide an apprenticeship. The University engages in approval and quality assurance processes. We assess that the risk employers are unable to support an apprenticeship as <b>low</b>.</p>	<p>The University has in place an Apprenticeships Continuity Plan (ACP). The Plan supports University staff, apprentices, and partners in an emergency.</p> <p>The Plan covers circumstances where the University provides apprenticeships as a sub-contractor. The continuity plans of these organisations may also be implemented.</p> <p>The University ACP identifies and sets out the main risk assessed scenarios that might affect our apprentices. In addition, it provides details of the response mechanisms and actions to remedy business interruption and enable continuity of activity in as short a timeframe as possible.</p> <p>The University's ACP includes an assessment of the risks relating to apprenticeships. It identifies the actions the University would take to mitigate those risks.</p>

	<p>Ofsted inspects apprenticeships, and the University has contracts with Education &amp; Skills Funding Agency (ESFA). Failure to meet their requirements may lead to the withdrawal of apprenticeship programmes.</p> <p>We assess the risk of such withdrawal as <b>low</b>.</p>	
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## Section 2 Measures to mitigate risks we consider reasonably likely to crystallise

If any of the risks we identify in this plan crystallise, we will act swiftly. As part of our response, we offer advice and support to those affected. The nature of the advice and support will vary from risk to risk and depend on the identified impact. We will develop our response in consultation with the Students' Union. In doing so, we will provide as much notice as possible in the circumstances.

## Section 3 Student Refunds and Compensation Policy

### What is the Student Refunds and Compensation Policy?

The University has a [Student Refunds and Compensation Policy](#). It explains how we would compensate students if any of the risks identified above came about. Through adopting a transparent approach, we were able to set out our principles in a single document for the benefit of students.

We keep the Student Refunds and Compensation Policy under review. We consider advice and guidance issued by official bodies. These bodies include the Office of the Independent Adjudicator (OIA), the Competitions and Markets Authority (CMA) and the Office for Students (OfS). We also consider guidance from representative organisations such as UUK.

We undertake a periodic review of the Policy following relevant case outcomes from the OIA. It is so we can reflect good practice when reviewing the Policy.

The University can call upon contingency and other funds to meet the commitments set out in the Policy. As part of our financial strategy, we retain sufficient cash reserves to meet identified contingencies. If it were impossible to continue studying, these reserves would be enough to refund tuition fees and provide compensation.

### What do the Student Refunds and Compensation Policy cover?

The Policy provides for the following:

- refunds for students in receipt of tuition fee loans from the Student Loans Company
- refunds for students paying their tuition fees
- refunds for students where a sponsor pays tuition fees
- the payment of additional travel costs for students affected by a change in the location of their course
- compensation for maintenance costs and lost time where it is not possible to preserve the continuation of study
- compensation for tuition and maintenance costs where students transfer courses or provider
- commitments to honour student bursaries



## Section 4 Communication of Our Student Protection Plan

### How does the University publicise the Student Protection Plan?

We publicise our Student Protection Plan to current and future students. We do this by

- including the Plan as part of the [Terms and Conditions documentation](#)
- providing the Plan for applicants and continuing students by making the Plan available on our [website](#)

We consider it is essential for staff to be aware of the implications of our Student Protection Plan.

We ensure those with course management responsibilities, including those at partner institutions, receive a copy of the Plan, together with our Change Policy.

We provide a copy of the Plan when staff propose course changes in line with the course modification procedures. It forms part of the quality assurance processes of the University.

### How does the University review the Plan?

We review our Plan annually. When reviewing the Plan, we undertake a risk assessment as part of the risk management process. The purpose is to identify those risks likely to crystallise. The Senior Management Team approves the Plan on an annual basis.

We review proposed revisions to the Plan with the Students' Union, for example, through the Students' Union and University Partnership Forum. We consult our students as part of other engagement sessions.

### How does the University consult students about material changes and the use of the Plan?

We inform our students of any proposed material changes to their courses by consulting with them at the earliest possible opportunity. It is in line with the [Change Policy](#). We undertake this consultation before any material changes.

We give students notice when we need to make material changes to their course. We do this before the commencement of the next semester or academic year.

If we need to implement the measures in our Plan, we consult all affected students as soon as reasonably practicable. In addition, we inform students of the support to students available through our Student Wellbeing Services, both collectively and individually.

In addition, we engage the Students' Union in the consultation process when we need to operate the Plan following a crystallisation event.

We continue to discuss our contingency plans for Covid-19 with the Students' Union.

The Students' Union is independent of the University. It can provide independent advice and support to students should any of these things in the Plan come about (or 'crystallise'). Students can call upon the services of the Students' Union if they require individual support concerning any proposals.

Department Owner	Governance and Legal Services
Contact Details	Robert Melville, Assistant University Secretary ( <a href="mailto:robert.melville@canterbury.ac.uk">robert.melville@canterbury.ac.uk</a> )
Document Category	Policy
Subject	The document sets out the approach to student protection arising from risks to students continuing their studies.  We set out the measures to mitigate those risks that we consider reasonably likely to crystallise.
Related University Policies	<a href="#">Change Policy</a> <a href="#">Student Refunds and Compensation Policy</a> <a href="#">Complaints Procedure</a>
Approval	2018/19 Student Protection Plan approved by Senior Management Team on 24 April 2018 and by the Office for Students in August 2018  2019/20 Student Protection Plan approved by Senior Management Team on 27 June 2019. Updated August 2019 to take account of developments within the Hadlow Group  2020/21 Student Protection Plan approved by Senior Management Team on 27 August 2020  2022 Student Protection Plan approved by Senior Management Team on 7 December 2021
Date of Commencement of revised plan	1 January 2022
Review Date	October 2022
Version	4.0
Website of Latest Version	<a href="https://canterbury.ac.uk/students/docs/policy-zone/Student-Protection-Plan.pdf">https://canterbury.ac.uk/students/docs/policy-zone/Student-Protection-Plan.pdf</a>