

Student Protection Plan

2025/26

Contents

Introduction	3
What is a Student Protection Plan?	3
Who does the Plan cover?	3
How does the University Manage Risks?	3
What are our commitments to you as an applicant or student in providing student protection?	3
What is Material Information?	4
Section 1 An assessment of the range of risks to the continuation of study for our students	5
1.1 What is the risk that the University is no longer financially sustainable?	5
1.2 What is the risk that the University is no longer able to award qualifications due to revoked or varied degree awarding powers by the Office for Students (OfS)?	6
1.3 What is the risk that we will close the Faculty or School in which we offer a course?	7
1.4 What is the risk that a module will not run?	8
1.5 What is the risk that a mode of delivery will be withdrawn?	9
1.6 What is the risk that we will close a campus temporarily?	9
1.7 What is the risk that we will close a campus permanently?	11
1.8 What is the risk of changes to or discontinuation of a course?	11
1.9 What is the risk of a need for students to transfer to different courses?	13
1.10 What is the risk that we will make changes to a course after a student starts?	13
1.11 What is the risk that we will discontinue a course before a student finishes?	15
1.12 What is the risk of losing Professional, Statutory and Regulatory Body (PSRB) accreditation?	15
1.13 What is the risk of having insufficient staff to teach a course?	16
1.14 What is the risk that a failure of the IT infrastructure might prevent the delivery of our courses?	18
1.15 What is the risk that a failure of IT security might prevent the delivery of our courses?	18
1.16 What is the risk of specialist equipment being unavailable for a prolonged period?	19

1.17 What is the risk that the University might lose its UKVI license to teach international students?	19
1.18 What is the risk relating to the Kent and Medway Medical School?	20
1.19 What is the risk relating to partner institutions?	21
1.20 What is the risk relating to apprenticeships?	23
Section 2 Measures to mitigate risks we consider reasonably likely to occur	25
Section 3 Student Refunds and Compensation Policy	25
3.1 What is the Student Refunds and Compensation Policy?	25
3.2 What does the Student Refunds and Compensation Policy cover?	25
Section 4 Communication of Our Student Protection Plan	26
4.1 How does the University publicise the Student Protection Plan?	26
4.2 How does the University review the Plan?	26
4.3 How does the University consult students about material changes and the use of the Plan?	26
Section 5 General Provisions	27
5.1 Alternative Format	27
5.2 Data Protection	27

Introduction

What is a Student Protection Plan?

A Student Protection Plan is a document that each University must have. It is required by the Office for Students (OfS), which is the independent regulator of higher education in England. It explains the measures we have in place to protect you, as an applicant to or student at Canterbury Christ Church University, should there be a risk to the commencement or continuation of your studies. It explains how we would communicate with you and support you in those circumstances. It explains how we manage risks relating to the education we deliver and the actions we would take if there were a risk to you commencing or continuing your studies.

Our Student Protection Plan is annually reviewed and approved by the University's Senior Management Team. Student views are represented by Christ Church Students' Union as part of the review process.

Who does the Plan cover?

This Plan covers all applicants applying to and all students currently enrolled on a course at the University. This includes all CCCU registered students at partner institutions.

How does the University Manage Risks?

As part of preparing the Student Protection Plan, an assessment of risk is undertaken to identify risks likely to come about. This forms part of the risk management process.

We consider the risks to the continuation of the delivery of education regularly in line with the review of the Student Protection Plan. The risks identified below could result in a failure to provide an appropriate student experience. These are the risks that we consider regularly.

We know that not all risks we have identified will occur. To help us assess the risks identified, we consider how likely they are to happen ('likelihood') and what level the impact would be on students, should any of these risks crystallise. Likelihood of risks identified in this Student Protection Plan may be very low, low, medium, high, or very high. Impact on students, should any of these risks crystallise may be very low, low, medium, high, or very high. We have in place mitigations to help reduce the impact on students should any of these risks crystallise.

What are our commitments to you as an applicant or 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 the reasons for the changes
- assessing the impact on applicants and students, including those on interruption, before implementing closure of or substantial changes to a course or closing a location

- consider the needs of all our applicants and students and their circumstances and the effect on them of any proposal
- seeking the views of the Students' Union and students on the Plan

What is Material Information?

Material information is defined in the Consumer Protection from Unfair Trading Regulations 2008 (CPRs) as “information which the average consumer needs, according to the context, to take an informed transactional decision”. The Competition and Markets Authority (CMA) provided clear information and guidance to Higher Education (HE) providers on exactly what is meant by ‘Material Information’ in its guidance published in March 2015, updated in March 2023.

The Office for Students (OfS) has endorsed the requirement for Higher Education Institutions (HEIs) to comply with consumer law and the CMA guidance as a continuous registration requirement with the OfS.

The University defines ‘material change’ as any significant change to the course which alters the nature of the course. This may include changes such as a change to a course title, mode of delivery, location of delivery, the length of the course, addition, or deletion of core modules.

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

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

Category	Risk	Protection
Finance	<p>Risk that we become unable to operate or that we decide not to operate due to financial sustainability.</p> <p>We have this risk evaluated as: very high impact and low likelihood.</p>	<p>We continuously monitor our financial performance; reports are submitted monthly to the Senior Management Team and at each Finance & Resources Committee and Governing Body meeting.</p> <p>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 stability and 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 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 Student Refunds and Compensation Policy.</p> <p>We have plans in place to deal with challenges relating to student recruitment. These include developing significant 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 & 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. 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 for all our registered students. These include</p> <ul style="list-style-type: none"> ● undertaking a merger with another institution to maintain all or part of the University's current provision ● closing gradually over a period enabling students to complete their studies at the University ● supporting a transfer of all our students, whether taught by us directly or by our partners, to an appropriate course at another provider ● where applicable, providing compensation to students because of disruption to their studies, and where they suffer demonstrably, material financial loss.
--	--	---

1.2 What is the risk that the University is no longer able to award qualifications due to revoked or varied degree awarding powers by the Office for Students (OfS)?

Category	Risk	Protection
----------	------	------------

<p>Academic and Compliance</p>	<p>The risk that the University is no longer able to award qualifications for which a student is registered, to students taught directly by the University, because the Office for Students (OfS) has varied or revoked our degree awarding powers.</p> <p>The risk that the University is no longer able to award qualifications for which a student is registered, to students taught by one of our partners, because our degree awarding powers have either been varied or revoked by the Office for Students (OfS).</p> <p>We have evaluated both these risks as: very high impact and low likelihood.</p>	<p>The University has a strong record of maintaining academic and regulatory compliance. The impact of no longer being able to award qualifications to students taught directly by the University due to varied or revoked degree awarding powers would be very high.</p> <p>We have robust systems in place to assess and monitor ongoing compliance with the various academic and regulatory requirements of the Higher Education sector.</p> <p>In the event that the University was to have our degree awarding powers varied or revoked for students taught directly by the University, we would ensure the following:</p> <ul style="list-style-type: none"> • work with the Office for Students (OfS) around any market-exit conditions and road map. • work with students to help decide the best means of completing studies, • negotiate and support transfer and award to an alternative Higher Education provider, • provide a transcript of credit achieved. <p>We would ensure that students affected would be communicated, consulted and engaged with to keep them informed and to work with student representatives and the Student's Union, where relevant.</p> <p>If the need arose, the University would apply the Student Refunds and Compensation Policy. For other risks associated with partners see section 1.19.</p>
--------------------------------	--	--

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

Category	Risk	Protection
Academic	Reviews of academic organisational structures can include the	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

	<p>reorganisation of faculties and schools.</p> <p>The risk of disruption to a student's study following faculty and school changes.</p> <p>We have evaluated both these risks as: medium impact and low likelihood.</p>	<p>measures. In addition, we put additional support in place within the School where we identify a specific need.</p> <p>Changes to the University's internal organisational structures, are independent of decisions about the continued delivery of individual courses.</p> <p>The most likely cause of disruption to a student's study is course closure (see 1.8). 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. There is a sometimes 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 (called '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>Any changes to a course would follow the University's Policy on Changes to Published Material Course Information.</p>
--	--	--

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

Category	Risk	Protection
Academic	<p>From time to time the University reviews its module offer which may lead to rationalisation and some course changes. Most will be minor or phased in.</p> <p>We have evaluated the risks of an individual module not running as:</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 course handbook.</p> <p>Any changes would follow the University's Policy on Changes to Published Material Course Information.</p>

	<p>medium impact and medium likelihood.</p> <p>We have evaluated the risk to students being unable to complete their studies because of a module not running as: high impact and very low likelihood.</p>	
--	---	--

1.5 What is the risk that a mode of delivery will be withdrawn?

Category	Risk	Protection
Academic	<p>The risk to students being unable to complete their studies on their chosen mode of study.</p> <p>We have evaluated this risk as: high impact and low likelihood.</p>	<p>We understand that students may choose a course with the criteria of being able to complete the course with a certain mode of study due to their personal circumstances. All our courses are delivered as full time and, in some cases, also as part-time study. Should we be unable to continue to offer a particular mode of study as per the validated course either due to the viability of student numbers or staff availability, we will decide and communicate this at the earliest possible opportunity to current students and applicants.</p> <p>Wherever possible, we will enable currently registered students to complete their course (called '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>Any changes would follow the University's Policy on Changes to Published Material Course Information.</p>

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

Category	Risk	Protection

<p>Infrastructure</p>	<p>The risk to students being unable to complete their studies because of a temporary campus closure.</p> <p>We have evaluated this risk as: high impact and low likelihood.</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 a pandemic.</p> <p>The purpose of the Framework is to provide a flexible response to:</p> <ul style="list-style-type: none"> • respond to a disruptive incident (incident management) • maintain delivery of critical activities/services during an incident (business contingency) • return to 'business as usual' (resumption and recovery) <p>Business contingency focuses on:</p> <ul style="list-style-type: none"> • student learning and teaching, assessments, support, and welfare • staff support and welfare • providing facilities to ensure the continuation of our services <p>In emergencies affecting students, we manage communications through business continuity 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"> • 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 • 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 • making use of online facilities for learning and teaching, for instance, through the virtual learning environment (Blackboard)
-----------------------	--	---

		<ul style="list-style-type: none"> • delivering courses or parts of courses via different delivery modes, such as Distance Learning • relocating critical support services, such as disability support, mental health support and services for international students to provide continued service, including providing online access • for students in University accommodation, relocating the affected students to alternative accommodation • providing financial support where students incur additional material and demonstrable costs <p>We would provide academic and wellbeing advice and guidance to affected students.</p>
--	--	--

1.7 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>The risk of permanently closing one of our three campuses where we teach a course.</p> <p>We have evaluated this risk as: medium impact and very low likelihood.</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 Master Plan 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>We are also reviewing our arrangements for teaching and learning, including planning for the digital transformation of the delivery of our services.</p>

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

Category	Risk	Protection

<p>Academic</p>	<p>The risk we will be unable to offer courses attracting enough students to make them viable.</p> <p>We have evaluated this risk as: medium impact and low to medium likelihood.</p> <p>The risks to students being unable to complete their studies on courses closed to new applicants.</p> <p>We have evaluated this risk as: high impact and low likelihood.</p> <p>The risks we are no longer able to deliver material components of our courses.</p> <p>We have evaluated this risk as: high impact and very low likelihood.</p>	<p>The University developed quality assurance arrangements to monitor educational provision. 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. There is a sometimes 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 (called '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 University's Policy on Changes to Published Material Course Information. A requirement of the 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 University's Policy on Changes to Published Material Course Information.</p>
-----------------	---	--

1.9 What is the risk of a need for students to transfer to different courses?

Category	Risk	Protection
Academic	<p>A change to professional standards may require changes to the relevant training.</p> <p>We have evaluated this risk as: medium impact and low likelihood.</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.</p> <p>We have evaluated this risk as: medium to high impact and medium likelihood.</p>	<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>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 University's Policy on Changes to Published Material Course Information. The University would, if the need arose, apply the Student Refunds and Compensation Policy.</p>

1.10 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>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 have evaluated this risk as: medium impact and low to medium likelihood.</p>	<p>We regularly review our academic provision through our Annual Course Monitoring process. It is to ensure courses remain attractive to applicants and produce 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 University's Policy on Changes to Published Material Course Information to:</p> <ul style="list-style-type: none"> • tell the students as soon as possible about our plans • working with student representatives and, where appropriate, with the Students' Union to discuss the changes • consulting current students on any proposed material change to their course • providing advice and guidance on the proposed changes and the options students have • applying where relevant our Student Refunds and Compensation Policy. <p>The University's Policy on Changes to Published Material Course Information outlines how the University reviews courses, and where appropriate when we will consult with students.</p> <p>These reviews may result in changes to how courses are organised and delivered. For example, it could 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 University's Policy on Changes to Published Material Course Information. In doing so,</p> <ul style="list-style-type: none"> • we restrict changes to the minimum necessary to achieve the required quality of experience • we notify and consult with the students affected • we work with students and consider their views before deciding whether to proceed with the proposal or a modified proposal • we provide reasonable support for the student to transfer to another course at the University or another provider • 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 Student Refunds and Compensation Policy.
--	--	---

1.11 What is the risk that we will discontinue a course before a student finishes?

Category	Risk	Protection
Academic	<p>The risk we decide to discontinue a course before a student is due to complete.</p> <p>We have evaluated this risk as: high impact and low to medium likelihood.</p>	<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"> • work with the student to help decide the best means of completing studies, including transfer to another course with the University • support a transfer to an alternative provider • provide a transcript of credit achieved • consider a tuition fee refund or cost reimbursement in line with our Student Refunds and Compensation Policy.

1.12 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 courses.</p>	<p>The University has a strong record of maintaining course accreditation.</p> <p>We have robust and recently enhanced governance 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"> • the General Medical Council (GMC)

	<p>PSRBs undertake regular reviews/renewals of accreditation.</p> <p>The risk of losing existing Professional, Statutory and Regulatory Body (PSRB) accreditation.</p> <p>We have evaluated the risk as: high impact and medium likelihood in relation to some of our courses.</p>	<ul style="list-style-type: none"> ● the British Psychological Society (BPS) ● the Health and Care Professions Council (HCPC) ● Social Work England (SWE) ● the Nursing and Midwifery Council (NMC) ● Initial Teacher Education (ITE) <p>The University has had recent accreditation monitoring visits from Ofsted, GMC, HCPC, SWE, ITE and NMC. In the event that a professional course loses 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"> ● seek re-accreditation at the earliest opportunity ● where permitted by the professional body, seek retrospective professional accreditation to any degree awarded during the period of suspension ● providing a modified version of the same course in line with PSRB standards ● arrange with an alternative provider to provide the professional training ● arrange to transfer students to an alternate provider ● 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 Student Refunds and Compensation Policy. <p>We would provide academic and wellbeing advice and guidance to students.</p>
--	--	--

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

Category	Risk	Protection
Academic	Given the size and scale of the University, it is likely there will be staff changes.	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 academic staff have or study for teaching qualifications.

	<p>The risk that staff changes lead to insufficient staff to teach a course.</p> <p>We have evaluated this risk as: high impact and very low likelihood.</p>	<p>When we offer new courses with specialist modules, we recruit staff before each course level starts.</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"> • filling gaps as quickly as possible, by assigning responsibility to other members of staff with appropriate skills and experience or recruiting new staff externally • engaging temporary staff to teach the module or provide academic or professional support • rescheduling of the affected component/module • using alternative components/modules and means of delivery as appropriate to meet course learning outcomes <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 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>In the very unlikely circumstances of a postgraduate research student not having an appropriately qualified supervisory team in place, the University would obtain the relevant expertise.</p> <p>We understand that strikes or other types of industrial action can cause concern and uncertainty. In the event of industrial action, we are committed to ensure that your studies are not disrupted or negatively affected.</p> <p>Should a strike or other types of industrial action occur, we will commit to the following:</p> <ul style="list-style-type: none"> • Assess the extent of the potential disruption and identify which courses and students may be affected.
--	--	--

		<ul style="list-style-type: none"> • Implement alternative arrangements, which may include rescheduling or adapting missed teaching sessions and learning activities, replacing or supplementing affected content with an alternative provision, use of alternative marking arrangements and/or making learning material available through digital platforms. • That you will receive clear updates about any changes or support available, including academic and wellbeing support available to assist you during the period of uncertainty. • Report any significant industrial action to the Office for Students. <p>Should the disruption result in missed teaching, delayed assessments, or other forms of academic disadvantage that we cannot remedy through practical interventions, we will take steps to identify affected students and apply our Student Refunds and Compensation Policy.</p>
--	--	--

1.14 What is the risk that a failure of the IT infrastructure might prevent the delivery of our courses?

Category	Risk	Protection
Infrastructure	<p>The risk a student will be unable to complete the course because of a failure of IT infrastructure.</p> <p>We have evaluated this risk as: medium impact and low likelihood.</p>	<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. All staff have training in Information Security Awareness.</p> <p>We are engaged in the process of assessing the implications of the digital transformation of our services.</p>

1.15 What is the risk that a failure of IT security might prevent the delivery of our courses?

Category	Risk	Protection
Cyber Security	The risk of course delivery being disrupted	We have several layers of cyber protection in place covering end user devices, our network, and our infrastructure.

	<p>because of a failure of IT security.</p> <p>We have evaluated this risk as: high impact and medium to high likelihood.</p>	<p>We have mandatory cyber security training for all staff and cyber awareness training to keep cyber security at the forefront of staff minds.</p> <p>We employ skilled cyber security staff who support the continued security of our systems. We also use third party suppliers to supplement our internal staff which provides us with a robust security team.</p> <p>Business continuity plans are in place to address the potential of a cyber-attack breaching our systems. We run IT crisis simulation exercises to test the risks to the continuity of our IT systems.</p>
--	---	---

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

Category	Risk	Protection
Infrastructure	<p>The risk that specialist equipment and materials required for teaching and learning is unavailable for a prolonged period.</p> <p>We have evaluated this risk as: medium impact and very low likelihood.</p>	<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"> • Loaning to students the specialist equipment and materials • Re-scheduling teaching and other activities to a period when the equipment became available, which may be at a later point in the course • Using alternative means to deliver the content to meet the learning outcomes in a way that provides an equivalent learning experience <p>We would provide appropriate academic and wellbeing advice to the students affected.</p>

1.17 What is the risk that the University might lose its UKVI license to teach international students?

Category	Risk	Protection

Compliance	<p>The risk of the University failing to retain its UKVI Licence which allows the institution to recruit and continue to teach and supervise Student Route international students.</p> <p>We have evaluated this risk as: very high impact and low to medium likelihood.</p>	<p>In January 2018, the UK's Visa and Immigration Service (UKVI) audited our compliance. There was a positive outcome to the audit. More recently, we commissioned Penningtons to conduct an audit prior to our UKVI audit which took place in June 2024 (outcome report is pending). We continue to ensure that we are UKVI compliant, implementing an effective action plan in response to any risks that have been identified. We monitor and respond to risks around immigration controls as per our requirements as a Student Sponsor. Controls in place include monitoring our progress against Basic Compliance Assessment thresholds, quarterly updates to the Senior Management to highlight new and emerging risks and monitoring the progress of the commitments made to diversify our international recruitment through our Global Engagement Strategy.</p> <p>In the event of losing Student Sponsor licence, we would ensure current international students completed their studies by:</p> <ul style="list-style-type: none"> ● working with UKVI to enable students to finish the year of study or the course ● negotiating a transfer onto an equivalent course with another provider, confirming any credits in a record of achievement <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 Student Refunds and Compensation Policy.</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 event of losing the Student Sponsor licence, we would consider reimbursing direct costs for those applicants accepting a place before the loss of the licence.</p>
------------	--	---

1.18 What is the risk relating to the Kent and Medway Medical School?

Category	Risk	Protection
Academic and Compliance	Canterbury Christ Church University and the University of Kent run a joint Kent and Medway Medical School (KMMS).	<p>Both universities work together to manage continuity of services and provision for students in the event of a disruption to their course.</p> <p>KMMS has worked in partnership with the Brighton and Sussex Medical School (BSMS) for support and quality assurance purposes.</p>

	<p>The Bachelor of Medicine, Bachelor of Surgery course is subject to successful progress through the General Medical Council's quality assurance programme.</p> <p>We have evaluated the risk we are unable to operate KMMS as high impact and low likelihood.</p>	<p>If the decision is to discontinue the KMMS, both Universities would discuss sustaining the student experience by transferring KMMS students onto the Bachelor of Medicine, Bachelor of Surgery degree offered by BSMS or another relevant provider. These would become the awarding institutions upon satisfactory completion of the degree by the student.</p> <p>Information about KMMS is available on its website.</p>
--	---	---

1.19 What is the risk relating to partner institutions?

Category	Risk	Protection
Partnership	<p>Some students study at a partner institution (our 'partner students'), and these students receive a University award.</p> <p>The risk of our partner students not completing their studies because of a partner ceasing to offer a course.</p> <p>We have evaluated this risk as: high impact and</p>	<p>We select our partner institutions using detailed checks on their financial stability and academic standards. These checks help reduce the chance that a partner might stop offering your course.</p> <p>In addition, the agreements we enter into with our partners include commitments to student protection if a decision is taken to end a partnership.</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>Some smaller partners may be less financially stable. Where a partner may be unable to react to volatility in the market, 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 the means in place for students to complete their studies. For example, it might include agreeing on alternative</p>

	<p>low to medium likelihood.</p> <p>The risk to our partner students that the University as the provider, no longer intends to operate.</p> <p>We have evaluated this risk as: very high impact and low likelihood.</p> <p>The risk to our partner students that the validated partner no longer intends or is no longer able to operate is high.</p> <p>We have evaluated this risk as: high impact and medium likelihood.</p> <p>The risks to our partner students due to the termination of partnership by either the University, or the partner.</p> <p>We have evaluated this risk as: high impact and low to medium likelihood.</p>	<p>arrangements with another provider in the country. This would only be enacted if the partner were unable to continue operating and to teach-out students until the completion of their studies.</p> <p>Due to the challenging financial environment within which Higher Education institutions currently operate, we have put in place a number of mitigations to protect students should the validated partner cease operation. This is informed by the recently introduced annual partnership risk audit programme. Each partner will be audited annually. Comprehensive risk reporting on partnership arrangements is presented to the University's Senior Management Team (SMT) quarterly basis. All our partnership arrangements are governed by legally binding agreements between each partner and the University. In the event that a partner provider should no longer intend to operate, the partner is required to give immediate notice of their intention to cease operating as an education provider to us. The partner would be required to teach out their remaining students until completion of their courses, if feasible. We would monitor and oversee this teach out through our partnership and academic governance structures and committees to ensure students are taught and supported appropriately throughout the remaining duration of their studies.</p> <p>The University ensures through its quality assurance and academic governance that the University continues to comply with the conditions of registration including threshold benchmarks for all courses delivered directly or delivered in partnership. All courses and partnership performance are monitored and scrutinised. Action plans are developed, through our academic governance committees in case of any underperformance against OfS threshold and Teaching Excellence Framework Metrics.</p> <p>If we decided to end our arrangements with a partner, we would be required to oversee the teach out of any remaining students working closely with the partner to ensure that all students can complete their studies. This would either mean remaining at the partner institution or moving to an alternative provider. If a partner decided to end its arrangements with us as the qualification awarding University, then we would be required to oversee the teach out or transfer of any remaining students, working closely with the partner and any other relevant parties or regulators to ensure that all students can complete their studies.</p> <p>For risks to all students, including partner students, that the University as provider is no longer able to award the qualifications for which its students are registered because the OfS has varied or revoked the University's degree awarding powers, please also see section 1.2.</p>
--	---	---

1.20 What is the risk relating to apprenticeships?

Category	Risk	Protection
Academic and Compliance	<p>We provide 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. We engage in approval and quality assurance. There are risks relating to an employer's capacity to continue to provide an apprenticeship processes.</p> <p>We have evaluated this risk as: medium impact and low likelihood.</p> <p>Ofsted inspects apprenticeships, and the University has contracts with Education & Skills Funding Agency (ESFA). Failure to meet their</p>	<p>We have 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 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 ACP includes an assessment of the risks relating to apprenticeships. It identifies the actions we would take to mitigate those risks.</p>

	<p>requirements may lead to the withdrawal of apprenticeship courses.</p> <p>We have evaluated this risk as: high impact and low likelihood.</p>	
--	--	--

Section 2 Measures to mitigate risks we consider reasonably likely to occur

If any of the risks we identify in this plan occur, 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 depending on the risk and 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

3.1 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 were to occur. 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 Student Refunds and Compensation Policy is currently being reviewed for implementation of the new Policy in 2024/25.

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.

3.2 What does 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

4.1 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 [Policy on Changes to Published Material Course Information](#)

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.

4.2 How does the University review the Plan?

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

We review proposed revisions to the Plan with the Students' Union. We consult our students as part of other engagement sessions.

4.3 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 [Policy on Changes to Published Material Course Information](#). 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 applicants and students as soon as reasonably practicable. In addition, we inform students of the support to students available through the Student Union and, 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 in the event of any risk occurring.

The Students' Union is independent of the University. It can provide independent advice and support to students should any of the risks identified in the Plan occur. Students may be able to call upon the services of the Students' Union if they require individual support concerning any proposals.

Section 5 General Provisions

5.1 Alternative Format

The Student Protection Plan can be provided in alternative formats upon request. For further information, or to make a request, please contact director.studentgovernance@canterbury.ac.uk

5.2 Data Protection

The University will process all information in accordance with the Data Protection Act and UK General Data Protection Regulations (GDPR) 2018. You can find out more information about how the University collects, processes and stores personal data in our [Data Protection Policy](#).

Document Information	Description of Document Information
Department Owner	Academic Registry, Student Governance
Contact Details	director.studentgovernance@canterbury.ac.uk
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 occur.
Related University Policies	Student Complaints Procedure Student Refunds and Compensation Policy Policy on Changes to Published Material Course Information Procedure for Dealing with Complaints by University Registered Students at Partner Institutions
Approval	2018/19 SPP approved by SMT on 24 April 2018 and by the Office for Students in August 2018 2019/20 SPP approved by SMT on 27 June 2019. Updated August 2019 to take account of developments within the Hadlow Group 2020/21 SPP approved by SMT on 27 August 2020 2022 SPP approved by SMT on 7 December 2021 2023/24 SPP approved by SMT on 7 March 2023 2024/25 SPP approved by SMT on 9 April 2024 2025/26 SPP approved by SMT on 1 July 2025
Date of Commencement of revised plan	1 August 2025
Review Date	May 2026
Version	7.0
Website of Latest Version	https://canterbury.ac.uk/students/docs/policy-zone/Student-Protection-Plan.pdf