

**Provider's name: CECOS College London**

**Provider's UKPRN: 10037364**

**Legal address: Edmonton Campus, St. Georges Chambers, 23 South Mall, Edmonton Green, N9 0TS, UK**

**Contact point for enquiries about this student protection plan: Chris McLean, Principal, [chris@cecos.ac.uk](mailto:chris@cecos.ac.uk), +44 7940 585111**

## **Student protection plan**

**1. An assessment of the range of risks to the continuation of study for your students, how those risks may differ based on your students' needs, characteristics and circumstances, and the likelihood that those risks will crystallise**

### Introduction

The Student Protection Plan (the Plan) sets out what measures the College has in place to protect its students, in the event that a risk to the continuation of studies arises. This plan is reviewed annually by the Academic Board and is an integral part of wider risk management strategy of CECOS. This plan will be implemented with other parts of the risk assessment and management strategy.

CECOS has extensive experience in protecting the quality of study for its students. This Student Protection Plan builds on the CECOS's experience and is intended to assure present and potential students that we have appropriate measures in place to guard continuance of their studies with us.

In preparing the Student Protection Plan for 2024/2025, CECOS undertook a risk assessment. This formed part of our ongoing risk management process. The reason was to identify risks likely to crystallise.

We have divided the risk into the following three rating categories, based on Likelihood:

- Low: an event may occur only in exceptional circumstances (possibility at less than 10%)
- Medium: an event may occur (possibility between 30-50%)
- High: an event is expected (possibility at more than 90%)

We have also classified Severity as:

- Minor: would be resolved through day-to-day activity
- Moderate: would be resolved through a dedicated and designated team
- Extreme: would be resolved through input from Senior Management or an external/third party.

The following categories have been used below to support an understanding of risk:

<b>Risk</b>	<b>Likelihood</b>	<b>Severity</b>	<b>Residual Risk</b>
1. Pandemic	Medium	Minor	Low
2. The company ceases to operate/financial risk	Low	Extreme	Medium
3. Closure of Campus/change of Location	Low	Minor	Low
4. Discontinuity of Course	Low	Minor	Low
5. Withdrawal of partnerships and/or approval by awarding bodies	Low	Moderate	Low

6. IT Failure	Low	Minor	Low
7. Risks of an Academic nature	Low	Minor	Low
8. Risks arising from compromised reputation	Low	Minor	Low

The plan of sets out what students can expect to happen should a course, campus, or institution close. The purpose of a plan is to ensure that students can continue and complete their studies or can be compensated if this is not possible. Our Student Protection Plan is easily available to current and prospective students and seeks to address specific risks to the continuation of study in a proportionate way.

The measures that we have put in place to mitigate the identified risks are those that we consider to be reasonably likely to protect the student interest.

Within the next section, the risks associated with each category are explored, along with examples of events that may create a potential risk and explains what actions we might take in order to minimise the impact of these events if they occur.

### 1. Another Pandemic

It is our assessment that the risks to the continuation of study for our students relating to another pandemic remains low because we have demonstrated we are able to put in place contingency measures to enable students to complete their studies. This involved taking all of our learning online, which proved highly effective both for students and staff, with no negative impact on student outcomes.

### 2. Company ceases to operate/financial risk

It is our assessment that our current financial position means the risk we will become unable to operate is low. Over the last six years of Higher Education trading, we have demonstrated year-on-year growth, our current business plan projections indicate this growth is set to continue adding new partners and delivery locations. This is also documented as part of the commentary submitted through our Financial Tables. CECOS keeps sufficient amount in reserve and has sufficient bank overdraft facilities to protect us in the event of a financial crisis.

We rate the medium and long-term financial strength of the College as good. This judgment is based on:

- Positive comment about the balance sheet
- Our self-assessment judging us as good across all areas of provision.
- Strong and growing partnerships with a number of HE and FE providers.
- Continued growth in numbers, supported by our partner universities and colleges.
- Excellent management of staff and physical resources.
- Additional income from ESFA Adult Education Budgets covering a number of devolved authorities.

We identified no risks likely to risk our long term financial stability.

### 3. Closure of Campus/change of Location

It is our assessment that the risk we are unable to operate at two London, Birmingham and Bradford Campuses is low. CECOS has in place a legally binding lease for the premises that it holds for providing education. Three campuses are owned and the other London campus has a leases of at least five years duration. Two new campus leases have just been signed giving a new centre in Birmingham and an additional centre in Leicester. CECOS has invested heavily to ensure its Campuses are able to support the delivery of high-quality learning and teaching to all of our students.

In case of temporary disruption to learning caused by a short-term issue with a building, we have an option to rent out external rooms at a nearby buildings and in London and Birmingham we could also use the unaffected campus. Our leases require the landlords to give at least 6 months notice on the lease, so in the unlikely event that we are required to move, there is ample time to find alternative premises, which are readily available in our areas.

In the event that a safety or security incident occurs, CECOS's Emergency Planning and Business Continuity Framework is brought into effect. In the event of emergencies that impact students, communications would be managed through business continuity plans to provide information on the available access to our facilities.

We have comprehensive insurance cover in respect of all risks, including property and business continuity, to ensure it has sufficient resources to sustain the provision of education in the event of a serious incident at any of its campuses.

#### 4. Discontinuity of Course

We consider the risk of our students being unable to complete their courses to is low. The risk we will be unable to offer courses attracting sufficient numbers of students to make them viable is also low, with demand always exceeding available places.

The performance of all our course teams is monitored through a monthly performance review process against an agreed set of key performance indicators. This covers education and financial performance measures. Additional support is put in place for those students for which a specific support need is identified.

The risk to an individual module not running is low for a compulsory module and low for an option module. If we are unable to run a module due to the viability of student numbers or availability of staff, we make a decision at the earliest possible opportunity. We would let the students affected know in advance of the decision and offer a suitable alternative module. However, with such large cohorts this is extremely unlikely. Any changes would follow CECOS's Student Transfer Policy. The risks to students being unable to complete their studies because of a module not running are low.

The most likely cause of discontinuation is through a course closure. This is likely to occur when a course reaches the end of its marketability due to a trend of falling recruitment or changes within the field of study. We believe this unlikely as our curriculum plan covers areas of high demand – Business and Health & Social Care. If this were to happen, there would be ample opportunity to give applicants and students notice of the change. This would coincide with a replacement by a new course within the same subject area as the closed course. We have a commitment to the teach-out of the curriculum to the students registered on the closed course.

Our plan for dealing with the closure of a course includes arrangements for communicating with applicants who accepted a place. Applicants who accepted a place on a course which is then closed, but have not commenced study, will be offered advice and support. This is to help them decide whether to transfer to a different course with us or to seek a suitable alternative at another provider. Where they choose another provider, we will work with that student to broker the transfer.

We would also work closely with students who are on a course closed to new applicants. This is to ensure they are supported in their studies so they can complete their qualification. In some cases, this support might include a transfer to another course. The risks to students being unable to complete their studies on courses closed to new applicants are low.

The risks we are no longer able to deliver material components of our courses is low. We have protections in place for the students affected. CECOS makes any material change in accordance with the its Student Transfer Policy. A key requirement of the Student Transfer Policy is a requirement to consult the students affected by the change.

We regularly review our academic provision through our Annual Course Monitoring process. This is to maintain academic standards and to ensure our courses keep up-to-date. These reviews may result in changes to course provision. We have Course Modification procedures and agreed timescales to inform students of such changes.

The risk we decide to discontinue a course before students have completed is very low as we would plan such a change to allow current students to complete their studies. We would also take steps to minimise the impact on their studies and fully consult with the Student Reps.

The risk we do not have the staff to teach your course is low. We successfully recruit qualified staff to teach on our courses. We provide programmes to support and develop our staff. We work to ensure our teaching staff have, or study for, teaching qualifications. CECOS also has a bank of skilled and well qualified sessional teachers to provide a further layer of cover if needed. Additionally, we have a number of employers who are happy to provide expert input to sessions.

Considering staffing requirements forms part of our processes for approving new courses and modules. There is an annual planning process where we consider teaching requirements based on courses to be offered and numbers of students planned. This means we are able to identify and take action relating to staffing in advance of the new academic year.

#### 5. Withdrawal of partnerships and/or approval by awarding bodies

This risk that an awarding body may withdraw their accreditation or validation is judged to be low. This is because CECOS is fully aware of and up to date with the requirements needed in order to be accredited by such bodies. We have processes in place to regularly review and renew such accreditation. We will work with our awarding organisations in order to mitigate against and reduce any risk of a particular course withdrawal. Our staff are highly experienced in the management of awarding body and college / university partnerships.

If in the very unlikely event that an awarding body or college / university partner withdraws its accreditation, CECOS would first seek to move those affected students to an alternative college / university partner. If this were not possible, we would provide an option to 'Teach Out' to its current students and would work out the details with the partner/awarding body. Any prospective closure, in case of withdrawal, would be done systematically and through a phased process so that all affected students can complete their studies.

The Pearson Academic Management Review visits for the last three years have not required us to take actions or respond to any recommendations.

#### 6. IT Failure

The risk a student will be unable to complete their course because of a failure of IT infrastructure is low. We have operational, tested and robust IT business continuity arrangements in place. We run IT crisis simulation exercises once a year to ensure we can address risks to the continuity of our systems.

#### 7. Risks of an Academic nature

Risks of an academic nature are judged to be low. This is because of the tight internal controls on student performance and a hierarchy of quality challenge and support through the organisation, with monthly Quality and Performance Meetings in place. Self-assessment and quality improvement planning are embedded and working well across CECOS and data is readily accessible, timely, accurate and used well by all staff. Weekly updates on student performance are provided to the Senior Management Team.

CECOS has in place rigorous governance and quality assurance processes to ensure that it is complying with the OfS' regulatory framework. It mitigates the risks of an academic nature by:

- Complying with all conditions set by the OfS.
- Internally monitoring compliance with the OfS requirements on a regular basis, including B3 data thresholds.
- Annually self-assessing against the OfS conditions of registration
- Keeping a risk register, and monitoring all areas that are deemed internally to be potential risks for OfS compliance.

## 8. Risks arising from compromised reputation

Risks of compromised reputation are judged to be low. CECOS knows that managing reputational risk begins with recognising that reputation is a matter of perception. Our overall reputation is a function of our reputation among our various stakeholders - students, employees, employers, regulators, partners, and the communities in which we operate. Our strong positive reputation among our various stakeholders results in a strong positive reputation for the company overall, which is tightly managed.

## **2. The measures that you have put in place to mitigate those risks that you consider to be reasonably likely to crystallise**

CECOS is committed to ensuring that all students will be treated fairly if any of the above events occur and all actions will be based on the individual needs and circumstance of the student. Therefore, it is impossible to outline all approaches to be taken due to the diversity of the student population and the impact of potential incidents.

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' Body. In doing so, we will provide as much notice as possible in the circumstances.

For each attempt to mitigate the risks identified in this plan, CECOS will pay due regard to the Equality Act 2010, noting that students with protected characteristics should have these taken into account in any decision-making process relating to student protection. CECOS has put in place the following measures to mitigate those risks considered reasonably likely to occur:

### **1. Pandemic**

We continue to respond to the pandemic as it evolves, closely monitoring the advice from Government and others, prioritising the safety and wellbeing of students and staff. Should the risk of pandemic crystallise we would move all of our delivery to online as we did successfully during Covid, when all indicators suggest teaching is good or better online and student progress remains strong.

Additionally, we would provide additional technology resources to those students, who were struggling with access to technology. As before, we would also invest in additional online resources and increase CPD for online delivery for all teaching staff and academic managers.

### **2. Company ceases to operate/financial risk**

CECOS believes that the risk of it being unable to operate as a provider because of financial difficulty is very low. The financial position of CECOS remains highly sustainable due to accurate budget setting, forecasting and the year-on-year delivery of student number targets. In the event that there should be a significant negative financial change, CECOS has in place robust strategic financial planning processes which means it would immediately adjust expenditure to align to curriculum requirements and bring the accounts back to a cash positive position. CECOS is part of an education

group and has access to financial resources and credit facilities which would facilitate any necessary adaptation, with the aim of minimising any impact upon the student experience.

CECOS's owners agree that they are ultimately responsible for the obligations of CECOS to its students. Emergency funding is already in place through a pre-agreed overdraft facility. If this was not sufficient for CECOS to be able to meet its financial obligations, the Owners agree, guarantee and undertake to provide emergency funding as required. This would be called upon when a lack of financial funds puts at risk CECOS's ability to continue to deliver to its students.

CECOS's business continuity planning, as it relates to financial and operating risks, addresses our capability to continue the delivery of education to our students at acceptable predefined levels following a disruptive incident. Such incidents might include:

<b>Event requiring student protection</b>	<b>Actions to mitigate risk</b>
Underdeliver against budgeted targets.	<ul style="list-style-type: none"> <li>• CECOS has a robust financial position and plan and strong arrangements for accountability and governance. Its finances and governance is subject to regular oversight by the Board and as such any risks would result in immediate action to: <ul style="list-style-type: none"> <li>○ Reduce pay and non-pay expenditure in line with budget reduction.</li> <li>○ Utilise pre-agreed overdraft facility.</li> <li>○ Implement emergency funding loan facility from Group.</li> </ul> </li> </ul>
Cyber-attacks for attempted financial gain or otherwise.	<ul style="list-style-type: none"> <li>• Immediate response by CECOS IT Team to address any issues ensuring that issues can be resolved without reliance on third-party providers.</li> <li>• Use of multiple servers hosted in the cloud so if one server fails, users are automatically directed to an alternative.</li> <li>• Cloud based industry standard security.</li> </ul>
Loss of Key Staff	<ul style="list-style-type: none"> <li>• CECOS has a bank of well qualified associate staff that it can call on in an emergency.</li> <li>• Utilise other staff members with appropriate skills and training will be able to ensure delivery</li> </ul>
Ongoing financial issues	<ul style="list-style-type: none"> <li>• If financial issues we not swiftly addressed we would not enrol new students until they were addressed</li> </ul>

### 3.Closure of Campus/change of Location

In case of temporary disruption due to a sudden damage to the premises, CECOS has an option to rent external rooms at a nearby location. In unusual circumstances of losing the lease, CECOS will use the time before the premises are handed back to find other appropriate premises for the delivery of programmes.

CECOS has no plans in future to close down its current site. The response to any associated problem would depend on the nature of the event. In all cases special consideration would be given to the individual needs of the students. Such incidents might include:

<b>Event requiring student protection</b>	<b>Actions to mitigate risk</b>
Loss of Premises / loss of physical teaching space	<ul style="list-style-type: none"> <li>• Routine monitoring of finance, QA and performance against KPIs at programme, SLT and Board level.</li> <li>• The Board operates a risk management policy which forms part of CECOS's internal control and corporate governance arrangements.</li> </ul>

	<ul style="list-style-type: none"> <li>• CECOS has recently more than doubled the amount of physical teaching space. Therefore, the partial loss of space would be managed from current over capacity.</li> <li>• CECOS has agreed alternative locations and facilities within its locality, which it is able to utilise to maintain face-to-face learning. We are currently in the process of planning a move to larger premises in 2024.</li> <li>• The use of Teams, Zoom education and Moodle would also enable learning to continue virtually.</li> <li>• We would continue to provide the full range of student and wellbeing support and academic advice remotely.</li> <li>• Conduct examinations and assessments remotely, with reasonable adjustments to our regulations to take into account the impact of this rapid online pivot on our students' experience and continuity of study</li> </ul>
Transport	<ul style="list-style-type: none"> <li>• Multiple transport links available to students or the opportunity to go fully online if all were affected.</li> </ul>

#### 4. Discontinuity of Course

Once a programme is established and CECOS has developed an understanding of the demand for places, business decisions linked to the delivery of these programmes each year reflect on historical patterns of recruitment. Should a decision be taken to cease to offer an established programme it will be based on the pattern of recruitment and will be made in good time to ensure that current students have the opportunity to complete their programmes and prospective students receive clear communication regarding the College's decision to close the programme, in line with our student protection plan.

We have a continuous staff development programme to ensure that we grow expertise. We also have a strong track record of recruiting and retaining excellent staff. We operate a progression planning system to ensure that trained staff are available throughout the taught and management sectors of CECOS. In the event of staff shortages, we would look to utilise our bank of associate staff.

If CECOS decides to close a course, a clear statement of the rationale for the programme's closure would need to go to the SLT for approval prior to its closure. This would need to include:

- A clearly defined phasing-out period which includes start and end dates
- The arrangements for providing students enrolled on the programme and all staff with information on the proposed closure
- The arrangements to provide information, advice and guidance to support next steps to students
- A clearly defined list of options available to students to enable them to either complete their original programme of study or transfer with their agreement to an alternative programme or to our partner institution
- The arrangements to ensure that the quality of the student learning experience will continue to meet awarding body and OfS expectations during the phasing-out period
- The mechanism to ensure that any proposed reduction in overall staffing levels will not impact unreasonably on the student experience, particularly with regard to ensuring that the intended learning outcomes of the programme will still be achievable by current students
- The mechanism to ensure that adequate resources continue to be provided to maintain the quality of the student experience during the phasing-out period
- The assessment and re-assessment arrangements for any students who will not have completed their intended programme by the closure date
- Evidence of consultation internally and/or externally with key stakeholders.

Such incidents might include:

<b>Event requiring student protection</b>	<b>Actions to mitigate risk</b>
Suspension or closure of a course	<ul style="list-style-type: none"> <li>• Communicating this decision at the earliest possible opportunity to any affected students and applicants.</li> <li>• Where possible, allow students to complete their study meeting the defined outcomes of the programme, with programmes closing for new applicants.</li> <li>• Where the above action is not possible CECOS will take appropriate actions with each student to transfer to another programme or institution</li> <li>• All affected stakeholders will be consulted to ensure that issues of equality and diversity are considered and acted upon where appropriate.</li> <li>• The annual monitoring processes will ensure no diminution of standards throughout the closure process, protecting the learning experience for students and the standards of the programme that is closing.</li> <li>• Decisions to close will be taken as early as possible, taking into account relevant UCAS deadlines so as not to adversely impact applicants ability to choose a suitable alternative programme.</li> <li>• Transfer internally to another programme that met their requirements, and/or we would provide information, guidance and support if they wanted to transfer to another provider and programme with the relevant accreditation.</li> <li>• Explorations will be made with the college partner for alternative solutions such as cover staffing or transfer.</li> <li>• Explore whether it is appropriate to provide students with fee waivers or refunds in line with the Transfer Policy</li> <li>• Routine monitoring of applications and acceptances on a weekly basis throughout the UCAS cycle.</li> <li>• Existing programme transfer policy and procedure which has been tested.</li> </ul>
Inability to deliver components of a courses	<ul style="list-style-type: none"> <li>• With the agreement of staff and students switch the components to those that it can deliver and / or work with our partner institution to deliver these components.</li> </ul>
Loss of key staff	<ul style="list-style-type: none"> <li>• Working in partnership with college partner to share/contract staff.</li> <li>• Working with recruitment agencies to fill specialist posts.</li> <li>• Staff cover rota in place within each faculty for short-term absences.</li> <li>• Bank of associate lecturers.</li> <li>• Support from the wider education group.</li> </ul>
Industrial Action	<ul style="list-style-type: none"> <li>• CECOS maintains open, honest and transparent communications with all staff and has a strong staff voice to help mitigate any industrial action.</li> <li>• CECOS staff do not belong to a union.</li> </ul>

#### 5. Withdrawal of partnerships and/or accreditation by awarding bodies

Our contracts with current awarding partners have a 'teach out' clause which would prevent any impact on enrolled students. An alternate course would be in place once that arrangement had ended. The information would be published on CECOS website and any students who had enquired or applied for the programme would be contacted with full details.

CECOS is fully aware of and up-to-date with the requirements of its awarding bodies and institution and has processes in place to regularly review and update its systems and to provide data to meet approval and partnership requirements. The College has an appropriate and current Quality Assurance policy / Processes along with a designated lead for the quality assurance process. A Quality and Performance Management Group also monitors and advises on partnership and awarding body requirements and monitors the outcomes of centre visits and inspections by external bodies including Pearson, City and Guilds, partner colleges. Feedback from external examiners and external quality assurance visits is also monitored by Programme Managers, Academic Board and the Quality and Performance Management Group, with actions for enhancement included in programme and whole College action plans.

The College will seek to work with a range of awarding organisations and partnerships in order to mitigate against and reduce any risk of a particular course withdrawal. The Principal and senior management team are experienced at managing partnerships with awarding bodies and academic partners.

Our stakeholders also carry out their due diligence checks linked to CECOS compliance and standards regularly including undertaking audits that ensure our processes and procedures are robust and meet awarding body and organisation requirements. Our Board robustly challenge and scrutinise all aspect of academic performance.

In the unlikely event that an awarding body or partner withdraws its accreditation, the College would take forward a 'Teach Out' option for its current students. Any prospective course closure, in case of withdrawal would be done systematically and through a phased method so that all affected students can complete their studies. We understand that the circumstances leading to the need to teach-out are exceptional and would be managed and delivered in a way to ensure student learning is not adversely affected. Such incidents might include:

<b>Event requiring student protection</b>	<b>Actions to mitigate risk</b>
Withdrawal of awarding body registration	<ul style="list-style-type: none"> <li>• Staff are trained and regularly updated on all statutory requirements for student returns, funding, and audits, and maintain accurate records which comply with those requirements.</li> <li>• Multiple awarding body registrations for each programme delivered.</li> <li>• Initiate agreed 'teach out' clause and associated strategy.</li> </ul>
End of college partnership	<ul style="list-style-type: none"> <li>• Five-year contract in place, with strong partnership working and excellent communication.</li> <li>• New partners approached and potential partnership working already agreed.</li> <li>• Complete yearly due diligence and respond to monitoring and quality visits.</li> <li>• Achieve agreed partner performance KPIs.</li> <li>• OfS accreditation for partner independence.</li> </ul>

## 6.IT Failure

We understand the importance of providing our students with uninterrupted access to their education, and we are committed to making that a reality.

Wherever possible, we use multiple service providers for key functions. In addition, we ensure contracts mean that appropriate notice periods are in place with all providers to give us time to transition to a new provider. All of our systems are cloud based and fault tolerant.

CECOS has a highly-skilled, full-time team consisting of an Instructional Designer, Software Developer, and Web Developer. We take pride in ensuring that our Learning Platform, Moodle, is always up-to-date and secure. To ensure this, we regularly back up our platform, both on cloud servers and on physical drives. As a contingency plan, we register all our students with the Microsoft Education Suite. This allows us to switch to Microsoft Teams instantly, should there be any disruption in our Moodle. Additionally, we have access to Teams and Zoom for synchronous learning.

In the case of needing to change IT supplier, CECOS would manage the structure and timing of such change in order to ensure minimum or no disruption to studies. We would also consider alternate means of delivery during the implementation by making best use of alternate or unaffected systems. In the case of third-party involvement, we would work to minimise or manage disaster recovery systems jointly.

Such incidents might include:

<b>Event requiring student protection</b>	<b>Actions to mitigate risk</b>
IT failure causing the inability to deliver learning	<ul style="list-style-type: none"> <li>• We have a fault-tolerant, cloud-based, IT Infrastructure. Contracts are in place to assure the continuity of our IT services.</li> <li>• A queuing system within Moodle that enables students to continue making assessment submissions even in the event of a Turnitin outage.</li> <li>• In the event that Moodle is unavailable guidance is provided to use email to send out key readings and resources until the service is restored.</li> <li>• Resilient links to/from the internet to ensure that a single break in connectivity doesn't cause a loss of service because if this happens an alternative connection is used.</li> <li>• Our data is housed with multiple service providers on multiple platforms.</li> </ul>
Loss of Digital Information	<ul style="list-style-type: none"> <li>• CECOS servers are backed up daily in the cloud.</li> </ul>
Loss of Internet	<ul style="list-style-type: none"> <li>• We have multiple internet lines, from different providers, that are set up as fall back for each other.</li> </ul>
Loss of External Mail	<ul style="list-style-type: none"> <li>• Check with our ISP/provider to verify continued viability.</li> </ul>
Loss of Phone System	<ul style="list-style-type: none"> <li>• Contact our phone line provider and redirect main numbers to the standby mobile numbers.</li> <li>• Arrange for temporary lines (this is only to be actioned if a significant long-term event has occurred)</li> </ul>
Loss of Workstations & Printers	<ul style="list-style-type: none"> <li>• To re-establish business continuity, it may be necessary for staff and students to work from home or from another location.</li> </ul>

## 7. Risks of an Academic nature

Where updates or suggestions for amendments to content are made, for example substitution of modules, changes to module contents or assessment activities, these will be discussed by Academic Board which includes student representation, before being passed to the validating partner or awarding body. Meetings are also held with relevant student cohorts to gather their feedback. CECOS undertakes not to make any changes to programme content within 3 months of the start of the first academic year affected.

Changes to regulations and policies may be prompted by the validating partners and/or awarding bodies and organisations and will be considered by the Quality and Performance Management Group and Academic Board. Revised regulations shall only apply to students enrolling after implementation of

agreed revisions unless changes are not deemed significant. As a result, different regulations may apply to different cohorts on a programme and will be documented in the Programme Handbook for each individual cohort.

New or revised policies shall apply to all students from the start of the academic term following approval by the College's Academic Board, with a proviso that for the remainder of the current academic year, no student may be treated disadvantageously in comparison with the previous policy.

The recruitment strategy accounts for all planned events (redundancies, restructuring, end of contracts) and unplanned events (unexpected death, illness etc). In either case, an impact assessment would be carried out immediately and gap filled with the help of multiple methods as explained above.

CECOS keeps all key teaching and learning resources on its Moodle VLE in the form of course outlines, lesson plans, lecture notes and presentation slides, articles and case studies etc. Such resources are safely kept online with only authorised access to staff and students, wherever applicable. The website and Moodle have a regular back up through the cloud.

Such incidents might include:

<b>Event requiring student protection</b>	<b>Actions to mitigate risk</b>
Changes to Regulatory Framework affecting a specific course	<ul style="list-style-type: none"> <li>• Routine monitoring of performance against regulatory requirements.</li> <li>• Maintaining links with regulatory bodies through membership and attendance at meetings and wider internal and external dissemination events.</li> <li>• Annual monitoring reviews and EV visits with no actions for the last three years</li> <li>• Direct claims status achieved for all programmes.</li> <li>• Ongoing staff development with awarding bodies.</li> </ul>
Major changes in year to programme content	<ul style="list-style-type: none"> <li>• Changing programme content to ensure it is appropriate and up to date is a regular and normal academic activity that does not impact current students.</li> <li>• All students potentially affected by the change will be consulted and the consent of each individual obtained prior to approving the change.</li> <li>• Changes will be restricted to the absolute minimum necessary.</li> <li>• Where appropriate, CECOS will support students and applicants who feel that changes to a programme create a circumstance where they wish to withdraw from the programme and either transfer to alternative programme or seek alternative provision at another provider.</li> <li>• Where provision is provided through a partnership provision explorations will be made with the provider for alternative solutions such as cover staffing or transfer.</li> <li>• Provide students with fee waivers or refunds in line with the Transfer policy.</li> </ul>

#### 8. Risks arising from compromised reputation

The College understands the sensitivity of negative publicity and has put in place staff responsible for ensuring that marketing and business development activities are closely monitored and that website documentation is accurate. All published information about CECOS provision is reviewed by the Academic Board and authorised by the SMT. Such incidents might include:

<b>Event requiring student protection</b>	<b>Actions to mitigate risk</b>
---	---------------------------------

Incident poses reputational risk	<ul style="list-style-type: none"> <li>• Make reputational risk part of strategy and planning, recognising the impact that reputation can have on student recruitment and success</li> <li>• Our standardisation of technology, policies, and procedures reduce the likelihood and severity of events that could cause reputational damage.</li> <li>• The Board and SLT recognise the importance of reputational risk management and keep it in focus. Middle managers and programme leaders lead by example to promote positive messages to key stakeholders and partners.</li> <li>• We understand stakeholder and partner expectations and carefully manage and strive to satisfy their expectations at all times.</li> <li>• We consistently send out positive communications through all channels. Over time, this has built up your reputation with stakeholders and partners, lessening the impact of future damages.</li> <li>• Partners, stakeholders and employees are routinely informed of what's happening and how we are responding to incidents in the organisation or environment.</li> </ul>
----------------------------------	--

### 9. Loss of Degree Awarding Powers

CECOS has in place quality assurance processes and procedures which ensure adherence to the B Conditions of Registration with the Office for Students. The governance arrangements ensure oversight of quality assurance through the Quality and Performance Committee which is a sub-committee of Board.

Event requiring student protection	Actions to mitigate risk
Loss of degree awarding powers	<ul style="list-style-type: none"> <li>• Work with the Office for Students to find a reasonable solution to minimise disruption to affected students.</li> <li>• If allowed, teach out courses affected by revocation, while closing them to new students, possibly combined with a collaboration or new partnership with another provider.</li> <li>• If not allowed to teach out course, we will explore the option of a new validating partner and we will offer to transfer students to a course which is similar to, or a replacement for, their current course. If this option is not available or acceptable we will assist students to transfer to a similar course at a different provider.</li> <li>• Students who have completed one year of study will be awarded the appropriate exit award, and to assist students we will provide them with a transcript detailing the credits awarded to date on the course being closed, and provide evidence, letters or statements in support of their transfer.</li> </ul>

### 3. Information about the policy you have in place to refund tuition fees and other relevant costs to your students and to provide compensation where necessary in the event that you are no longer able to preserve continuation of study

The CECOS Fees, Refunds and Compensation Policy can be found on its website:

<https://cecos.ac.uk/policies-procedures/>.

The financial status of CECOS is such that it has cash reserves are sufficient to provide refunds and compensation for students were we to identify any with an increased risk of non-continuation of study. The risk of not being able to preserve the continuation of study is very low.

Students who have to incur additional travel costs will also receive compensation to cover additional costs as appropriate. In most cases other local providers are available to offer students the opportunity to continue with their studies. Student bursaries are assessed and provided where there is an identified need.

#### **4. Information about how you will communicate with students about your student protection plan**

We will publicise our Student Protection Plan to current and future students via the CECOS website and within induction materials, given to students after enrolment on to the HE course.

We will ensure that staff are aware of the implications of our student protection plan when they propose course changes to ensure that changes to courses do not have a detrimental impact on students. This will be provided through training within staff Induction and CPD events for those staff who teach on HE programmes. The Student Protection Plan along with all relevant policies such as the HE Information Approval Policy will be available on the staff intranet.

In the event that key aspects or content of the Student Protection Plan require action or revision, the Principal will notify stakeholders in writing ten working days prior to any action being taken or revisions to the plan made. Once they have been notified, stakeholders will receive information on who they can contact. Where student provision is to be changed or discontinued, discussions would take place with the Student Governors and Class Representatives led by the Principal, and comprehensive student consultation will also be undertaken and led by the Principal.

We will review our student protection plan within the Academic Quality Assurance Committee, which is attended by the lead HE student representative.

Our students will be involved in our review through student voice meetings and directly through discussions with the Principal. We will inform our students if there are to be material changes to their course both by email and through discussion within their tutorials and with tutors.

We will endeavour to give students 30 days' notice when we need to make material changes to their course, though we would perceive this to be extremely low risk and will honour any arrangements made with enrolled students when possible.

If we need to implement the measures in our student protection plan we will use our extensive student support process to support students collectively and individually.

Through our Student Welfare services and with support from partnership HEIs, we will put in place arrangements to ensure that our students have access to independent advice if we need to implement the measures in our student protection plan.

We will review our student protection plan annually in consultation with the HE Student Forum and the staff T&L Committee, the plan will then be approved by the Academic Board.

Students will be able to gain additional advice and guidance from services at our partner colleges as appropriate, including in relation to any risks to the continuation of their programme of study. In terms of complaints, the CECOS's Student Complaints Policy also includes guidance on access to the Office of the Independent Adjudicator.