CASPIAN
SCHOOL OF ACADEMICS

Procedure 5.9

STUDENT PROTECTION PLAN

Student Support and Engagement | August 2026

Student Protection Plan

Procedure 5.9 - Student Support and Engagement

Document Control

Document title	Student Protection Plan
Document reference	Procedure 5.9
Policy category	Student Support and Engagement
Document type	Plan
Status	Current
Policy owner	Principal
Approved by	Board of Governance
Publication classification	Public
Current controlled version	Caspian Policy Library - caspianschool.ac.uk/policies/

Version History

Version	Approved by	Approval date	Effective date	Next review date
1.0	Board of Governance	14 August 2026	14 August 2026	14 August 2027

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

Table of Contents

Student Protection Plan for the period [2026-2027]....4
Company ceases to operate/financial risk/withdrawal of registration....5
Discontinuity of Course(s)....11
Closure of Campus/change of Location....12
Withdrawal of partnerships and/or approval by awarding bodies....5
Risks of an Academic nature including loss of staff and inability to recruit staff....5
Risks arising from compromised reputation....13
IT Failure....14
Withdrawal of partnerships and/or accreditation by awarding bodies....12
Risks of an Academic nature....13
Company ceases to operate/financial risk/registration risk....11

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

Provider's Name: Caspian School of Academics

Provider's UKPRN: 10086359

Legal address: Olympic House, 28 – 42 Clements Road, Ilford, IG1 1BA, England

Campus address: CEME, Marsh Way, Rainham, Essex, RM13 8EU

Contact point for enquiries about this student protection plan: Mrs Mandy Hobart (mandyhobart@caspianschool.ac.uk)

Student Protection Plan for the period [2026-2027]

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

The Student Protection Plan (the Plan) sets out the range of measures that the Caspian School of Academics (CSA/the School) has in place to protect its students in the event that a risk to the continuation or quality of studies arises. This plan is kept under review by the Senior Management Team, tested through business continuity and student protection planning activity, with an updated risk register presented to and approved by the Board of Governors annually, and more frequently based on perceived risk assessments. The Risk Register is an integral part of CSA's wider risk assessment and risk management strategy.

This plan is written in line with the Office for Students (OfS) regulatory framework, including ongoing Condition C3: Student Protection Plan and Condition C4: Student Protection Directions, and the requirements of the Higher Education and Research Act 2017. Condition C3 requires the School to have in force and publish an OfS-approved student protection plan, take all reasonable steps to implement the actions if the events set out in the plan take place. Where actions have to be taken, CSA will inform the OfS of the relevant events requiring implementation of the plan, except the closure of an individual course. Condition C4 gives the OfS powers to issue student protection directions where there is a material risk that a provider will fully or substantially cease higher education provision, including requiring a market exit plan covering teach-out, student transfer, exit awards, information, advice and guidance, complaints, refunds and compensation, and archiving of academic records. CSA's main aim is to protect the continuation, quality and value of study for current and future students, including in the event of provider closure, campus closure, course closure, partnership withdrawal or another material disruption.

In order to help further minimise any risks to students, CSA, which was established in June 2020, has taken into consideration a number of factors which may pose a risk to students' completion of their studies, including circumstances which could lead to the School being closed.

Each subject-sector area of the provision, including provision with University partners, can provide financial support to the continuity and protection of student interests. The business and the information technology courses includes the streams of revenue from:

local employers who fund staff to study on a course

Self-funded students seeking to gain professional qualifications.

In preparing the Student Protection Plan for 2026/2027, CSA has undertaken a risk assessment. This forms part of the School's ongoing risk management process and allows the senior management team to identify risks that could pose a potential threat to quality, standards and security of the education provision.

The School has considered the following types of events within this Student Protection Plan. In line with OfS Condition C3 guidance, the assessment considers the likelihood of each risk crystallising, the severity of the impact on students if it did crystallise, and whether any student groups may be affected differently because of their needs, characteristics, mode of study, location, funding arrangements or circumstances:

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

Company ceases to operate/financial risk/withdrawal of registration

Discontinuity of Course(s)

Closure of Campus/change of Location

Withdrawal of partnerships and/or approval by awarding bodies

Risks of an Academic nature including loss of staff and inability to recruit staff

Risks arising from compromised reputation

IT Failure

Withdrawal of one or more modes of study or inability to recruit or teach a particular student group

Closure, failure or withdrawal of a delivery partner, or termination of another collaborative delivery arrangement

Our plan sets out the nature of risks, along with examples of events that may pose a potential risk and explains what actions the School may take in order to minimise the impact of these events.

The CSA Student Protection Plan sets out what students can expect to happen should a course, campus, delivery location, partnership arrangement, mode of study or the School close or materially change. The purpose of the plan is to ensure that students can continue and complete their studies, continue to access student finance where eligible, transfer to another provider where appropriate, receive an exit award where applicable, and be refunded or compensated if continuation is not possible. The Plan is easily available to current and prospective students on the School's website and through Moodle, the School's Virtual Learning Environment (VLE) and addresses specific risks to continuation of study in a proportionate way, including escalation to a market exit plan if required under OfS Condition C4.

We have divided the risk into the following three categories;

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 impacts 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 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.

Company ceases to operate/financial risk/loss of registration.

It is our assessment that our current financial position means the risk CSA will become unable to operate is 'Low' due to not being able to meet its financial commitments is low. Our financial performance is currently clear and secure, with courses being well planned and resourced in advance of their commencement

through robust development planning and portfolio building processes with oversight by the Board of Governors. Over the years of operation, CSA has maintained stability, and with the introduction of new higher education partnerships to support the development of provision, our current business plan projects continued growth. The School keeps sufficient funds in reserve and has sufficient bank overdraft facilities to protect students in the event of a financial crisis.

CSA has developed a clear market exit and student protection response plan to protect students in the event of financial crisis, material reduction in provision, or loss of OfS registered status. This includes

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

mapping CSA provision to comparable provision at other higher education providers, identifying potential teach-out and transfer options, protecting student records, maintaining clear student communications, and planning for information, advice and guidance, complaints, refunds and compensation. Reserves will be kept in place to support teach-out by CSA staff for students who have less than a year left to complete their studies. Teach-out or transfer arrangements for students with more than a year left to complete their studies will be considered through agreements with other higher education providers. All data related to students' progress and achievement is securely stored in compliance with data protection legislation.

Where a material risk of full or substantial market exit arises, CSA will notify the OfS as required, engage promptly with any student protection directions, and prepare or update a market exit plan covering teach-out, transfer, exit awards, student advice, complaints, refunds and compensation, and the secure archiving and transfer of academic records.

We rate the medium- and long-term financial strength of the School as good along with a low risk linked to OfS registration. This judgment is based on:

Positive balance sheets

Strong financial health rating

Scrutiny of financial statements and projections by the Board and its sub-committees

Our self-assessment judges us as good across all areas of current provision

The development of new partnerships with universities

A growing portfolio of full-cost programmes

Good external examiner and external quality assessor report from our awarding bodies

High student satisfaction and good achievement rates.

We identified no risks likely to crystallise that would mean we were no longer financially sustainable or to our status as an OfS approved provider.

We have a five-year business continuity plan in place to deal with challenges relating to student recruitment, projected revenues and expenditure including an extended recruitment cycle focused on students who may missed deadlines set by other providers, security of tenure of campus premises and alternative venues for use in case of a catastrophic event which makes current teaching premises unusable.

These include strategies we believe support the School to continue to support students against a range of risks which could disrupt their studies.

Discontinuity of Course(s)

We consider the risk of our students being unable to complete their courses to is **low**. The risk of CSA not being able to offer courses attracting sufficient numbers of students to make them viable is also low,

with demand to our IT courses to date exceeding available places. We introduce and continue to offer courses based on local market intelligence and focusing on re-engagement of non-traditional learners and those with low participation rates in line with local and regional skills improvement plans.

CSA's awarding bodies visit and audit CSA regularly and any issues identified are addressed immediately to the satisfaction of the awarding body and captured in action plans which are monitored with actions evaluated. Nevertheless, it may be the case that an awarding body stipulates operating a particular course under a probationary validation or subject to stipulated conditions. CSA undertakes the commitment to work closely with this awarding body in order to meet the given conditions according to requirements and hence maintain low risk in the operation of any course(s).

The performance of all our course teams is monitored through a monthly performance review process against an agreed set of key performance indicators including attendance and engagement. This covers education and financial performance measures. Additional support is put in place for those students for who are identified as being 'at risk' of disengagement or non-achievement, with specific support needs

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

identified and additional tutoring support provided.

The risk to an individual module not running is low for a compulsory module and medium for an option module. In most cases optional modules are chosen by the course team in advance of the year of study commencing which ensures that the modules are well supported. 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, or if the awarding body or validating partner revises or withdraws the programme. We believe this unlikely as our curriculum plan covers areas of high demand – Business and Information Technology programmes which are mapped to Greater London market intelligence reports along with Tourism and Hospitality Management which are shown as skills and knowledge development sectors in the UK Government's Modern Industrial Strategy.

Where a course is to be discontinued by its awarding body, all students on the course would be supported to complete their qualification under teach out arrangements. Where continuing demand is identified, alternative accredited or validated provision would be sought for potential students to engage with the subject. If this were to happen, there would be ample opportunity to give applicants notice of the change. The School has a clear commitment to the teach-out of the curriculum to the students registered on the courses that are being discontinued by the awarding body.

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 or withdrawn, but where students have not commenced study, will be offered advice and support to identify alternative provision and to access appropriate refunds. The advice and guidance provided is designed to help students to decide whether to choose different course with us or to seek a suitable alternative through another provider. Where they choose another provider, we will work with that student to support their application.

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 with similar learning outcomes and credit transfer would be

applied. 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 provision is low. We have protection mechanisms in place for the students affected including funding to support staff to deliver the programme and access to appropriate resources. The School makes any material change in accordance with the School's Change Management Policy. A key requirement of the Change Management Policy is a requirement to consult the students affected by the change.

We regularly review our academic provision through our termly and Annual Course Monitoring process which includes gathering feedback from our students and gauging satisfaction and identifying areas for improvement. This is to maintain academic standards and to ensure our courses keep up-to-date, and meet awarding body and/or validating partner requirements a. 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 not plan any change which would impact on our current students' opportunities to complete their studies. In the event that students needed to continue their studies with another provider, we would take steps to minimise the impact on their studies and fully consult with the Student Committee on the alternative arrangements.

The risk we do not have the staff to teach your course is low. We successfully recruit qualified staff to

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

teach on our courses and in addition, we provide training opportunities to support and develop our staff. We work to ensure our teaching staff have, or are supported to study for, teaching qualifications. The School 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, and each new cohort intake.

Closure of Campus/change of Location

It is our assessment that the risk of being unable to operate at our Ilford registered office and Rainham campus is low. CSA has in place a legally binding agreement to rent/lease premises for housing the programmes offered. The registered office premises are situated in a building in central Ilford and in the event of the closure of the building, could quickly and easily be relocated to other premises with no impact on our students. The Rainham CEME campus which rents facilities to training providers and to small businesses offers rental agreements and CSA has appropriate agreement in place to ensure that appropriate accommodation is available for teaching and learning. We have confirmed leases which can be extend as needed. CSA has invested heavily to ensure the facilities it rents are able to support the delivery of high-

quality learning and teaching for all of our students. We currently have no plans to leave our current sites. However, in the future, if this were to change then, special consideration would be given to the needs of our students including transport links and travel distances to minimise any impact.

In case of temporary disruption to learning caused by a short-term issue with the building, we have an option to rent external rooms at a nearby buildings, some of which are on the same campus. All rental agreements require the landlord to give 6 months notice, so in the unlikely event that we are required to move, there is ample time to find alternative premises, which are readily available in the Rainham and Barking area in which CSA operates. Rainham has been designated as a redevelopment area and benefits from the creation of new business and residential accommodation.

In the event that a safety or security incident occurs, the School's Emergency Planning and Business Continuity Framework is brought into effect. In addition, we have contingency plans in place relating to Covid-19 which would operate in the case of any pandemic. 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, including a transfer to online delivery as needed in the short to medium term.

We have comprehensive insurance cover in respect of all risks, including property and business continuity, to ensure CSA has sufficient financial resources to sustain the provision of education in the event of a serious incident on campus or another pandemic.

Withdrawal of partnerships and/or accreditation by awarding bodies

This risk that an awarding body or a partner university may withdraw their accreditation or validation is judged to be low. The School is fully aware of and up to date with the requirements needed to maintain accredited status with its awarding bodies and to comply with partner university regulations and procedures. Processes in place to regularly review individual programme performance and actions plans are developed, reviewed and evaluated to ensure that partner expectations are met and that CSA remains an approved partner. We work with our awarding organisations in order to reduce any risks associated with poor course performance or delivery. We also keep ourselves up-to-date with OfS regulatory requirements including through meetings with OfS to clarify and confirm our compliance. Our staff are highly experienced in the management of awarding body and university partnerships.

If in the very unlikely event that an awarding body withdraws its accreditation, the School would continue to teach-out current students to support course completion for affected students. Any prospective closure, in case of withdrawal of approval to deliver a programme, would be done systematically and

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

through a phased process so that all affected students can complete their studies.

Risks of an Academic nature

Risks of an academic nature are judged to be low. Tight internal monitoring of student performance takes place at regular intervals with monthly reports being provided to the senior management team. Self-assessment and quality improvement planning are embedded in the teaching delivery and programme

management models, with data systems used to ensure information on student progress is readily accessible, timely, accurate and utilised appropriately by all staff. Regular updates on student performance are provided to the Board of Governors including information on retention, progression and achievement. Benchmarks are set with key performance indicators linked to achievement rates which align with subject sector success rates.

Risks arising from compromised reputation

Risks of compromised reputation are judged to be low. CSA 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, awarding bodies, and the community in which we operate. Our high student satisfaction rates contribute to the School's reputation among our various stakeholders. Where any issues are identified by our students or other stakeholders, these are discussed by the appropriate teams and senior managers, resulting in actions plans which are implemented, actions evaluated and results communicated to all stakeholders including Governors, students, staff and employers through newsletters, meetings and online announcements. The constant monitoring of student satisfaction serves to underpin the Institution's reputation

IT Failure

The risk students 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 including internal staff and support from external professionals. IT crisis simulation exercises are run each year to ensure we can address risks to the continuity of our systems. Where any risks are identified, all staff and students are informed of measures being taken to upgrade and improve systems, including temporary loss of access to resources whilst upgrades are being made, which is normally outside of normal working hours to minimise the impact.

Withdrawal of one or more modes of study or inability to recruit or teach a particular student group

The risk that CSA may need to withdraw a particular mode of study, or may temporarily be unable to recruit or continue teaching a particular group of students, is considered to be low. Such circumstances could arise from changes in student demand, awarding body or validating partner requirements, regulatory requirements, staffing or resource constraints, or circumstances affecting the accessibility or viability of a particular mode of delivery.

CSA monitors recruitment, attendance, engagement, staffing, resources and programme performance through its established academic monitoring and management processes. Where a change to a mode of study is being considered, the School will assess the potential impact on affected students, including students with disabilities, caring responsibilities, employment commitments, travel constraints or other circumstances that may affect their ability to access an alternative mode of delivery.

Where reasonably possible, existing students will be enabled to complete their studies under the mode of study on which they enrolled. Where this is not possible, CSA will consult affected students and consider appropriate alternative arrangements, including alternative timetabling, blended or online delivery, transfer to another mode of study, or transfer to suitable provision with another provider. Any reasonable additional costs arising directly from such changes, and any entitlement to a refund or compensation, will be considered in accordance with the School's Fee Refund and Compensation Procedure.

Closure, failure or withdrawal of a delivery partner, or termination of another collaborative

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

delivery arrangement

The risk that a third-party delivery partner or another organisation involved in the material delivery of CSA provision is unable or unwilling to continue is judged to be low. This risk is distinct from the withdrawal of awarding-body approval or university validation, which is addressed under Risk 4. CSA undertakes proportionate due diligence before entering delivery arrangements and maintains oversight through contractual, quality assurance, academic governance and risk-management processes. Monitoring includes, as applicable, staffing, facilities, student support, performance, compliance, operational resilience and arrangements for the secure retention of student records.

If a delivery partner were to cease operating, withdraw from an arrangement, or become unable to meet its delivery obligations, CSA would prioritise continuity for existing students. Where possible, students would be taught out by CSA or through an alternative approved delivery arrangement without unnecessary changes to course content, academic standards or expected completion dates. If teach-out could not reasonably be secured, CSA would identify suitable alternative provision and support students with transfer, recognition of completed credit, student finance implications, access to academic records and appropriate information, advice and guidance.

CSA would assess whether any group of students could be affected differently, including because of location, disability, caring or employment commitments, mode of study or other relevant circumstances. Reasonable additional costs arising directly from the disruption, and any entitlement to a refund or compensation, would be considered in accordance with the School's Fee Refund and Compensation Procedure.

Actions we have taken to minimise the risks to students.

In the eventuality that an awarding body or partner university decides to close a programme, CSA has an absolute commitment to teach-out the programme to support students to achieve their qualification.

Teach-out would continue on campus and online, as appropriate, and students would not be transferred to another provider or location.

In the event that CSA is unable to delivery a programme to completion, opportunities to continue their studies will be identified with another local provider, and their transfer, including the transfer of credit would be managed on their behalf to support programme completion. An Equality Impact Assessment has been undertaken of the risks and we are confident that there would be no specific implications for any students with protected characteristics.

CSA always seeks ways to minimise the impact of any changes by identifying alternative ways of meeting student expectations. Overall, CSA believes that there is a low risk of not being able to preserve continuity of study, but we have clear terms and conditions and a refund and compensation policy which would apply where changes, course closures, campus changes, partnership withdrawals or market exit arrangements have a negative impact on students. Decisions are made on the basis of individual circumstances, including additional travel, accommodation or other reasonable costs, and students have the right to appeal to the Chair of the Board of Governors if they consider that the offer or their treatment has been unreasonable.

Where any student remains dissatisfied, they have the right to refer their case to the Office of the Independent Adjudicator for Higher Education.

CSA does not consider that any particular groups of students are at increased risk of non-continuation of study, and would meet any compensation claims from financial reserves.

All students who leave CSA, no matter what the circumstances, will receive certification of their learning achievements for each module/unit of their programme which they have completed.

Students have access to impartial advice from the CSA Student Services team and, in the case of partner university provision, from the partner university student services and student union staff. In the event that the School needs to implement any part of the Student Protection Plan, CSA would seek agreement with another provider in the area to enable students to gain support and advice to ensure that they have access to fair, clear and accessible information, advice and guidance.

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

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

Company ceases to operate/financial risk/registration risk

Risk: The School is no longer able to operate due to poor financial performance or lack of financial viability or loss of registration with OfS.

Likelihood: very unlikely and the risk level is LOW

Impact: Extreme

Rationale: CSA has sound financial and compliance management procedures. Its expected financial performance is reflected in the projections, business plan and commentary submitted by our accountants as part of annual financial auditing. The two owners are committed to raising and providing funds in case of any such financial crises.

The School will also keep an adequate financial reserve and has sufficient bank overdraft facilities to protect against short to medium term financial performance shortfalls.

We have business continuity plans in place coupled with the support from our owners, Directors and Board members. Such inside support will continue to allow students to either complete their studies or to be transferred at an appropriate point to another provider. Our balance sheet and reserves provide a stable base for the School and we plan to generate and maintain positive net cash flow from the programmes we offer through sound management of resources and teaching delivery. operations in both further and higher education provision for the foreseeable future.

Discontinuity of Course(s)

Risk: Low as alternative courses may be identified and introduced to meet student needs. The risk that School may not be able to deliver a full programme due to lack of staff is covered by a pool of associate lecturers. Staff turnover or non-availability of other resources is planned for.

Likelihood: As notice periods require awarding bodies and organisations to inform providers/partners of any anticipated course closure and to ensure teach out arrangements are in place. This means the risk level is LOW.

Impact: Minor to moderate as alternative programmes would be identified for new intakes and teach out would be provided.

Rationale: The School may make a strategic decision to close a programme because of any or all of the following factors:

insufficient enrolments which render the course non-viable from an academic, student experience or resourcing perspective;

the course has been superseded in the School portfolio by another programme, but students on the previous programme will be provide with teach-out;

the course no longer aligns with the School's mission. In such cases and where possible, the School will offer existing students a choice of two options:

To continue with their programme which will be ‘taught out’ to allow students to complete;

To facilitate students in taking forward credit to other programmes at the same level, or to finding an alternative provider who will support students to complete their studies.

Once a programme is established and the School has a developed an understanding of the demand for places, business decisions linked to the delivery of these programmes each year will 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 School’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 in potential

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

shortage areas. We operate a progression planning system to ensure that trained staff are available throughout the taught provision of the School. In the event of staff shortages, we would look to recruit temporary staff if we were not able to cover this for our pool of associate lecturers. Temporary staff would be extensively supported by our outstanding practitioners to ensure consistent quality of delivery.

Closure of Campus/change of Location

Risk: All or part of our Campus is closed or not fit for study for a shorter or longer period of time.

Likelihood: very unlikely and the risk level is LOW

Impact: Moderate as rental agreements are in place

Rationale: The School has signed a professional/legal rental agreement for the premises that it uses for providing education. Therefore, it is highly unlikely that the School is asked to change its premises or discontinue its operations. The premises are well maintained, and its risk assessments are fully completed and regularly monitored. Appropriate health and safety measures and appropriate policies are in place to ensure that it is highly unlikely to face a risk of closure or discontinuity.

In case of temporary disruption due to a sudden damage to the premises, the School has an option

to rent external rooms at a nearby School as well as suitable accommodation in the nearby buildings. In unlikely circumstances of losing the rental of the premises, the School will use the break-clause time

before the premises are handed back to find other appropriate premises for the delivery of programmes.

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

Withdrawal of partnerships and/or accreditation by awarding bodies

Risk: Awarding bodies may withdraw their accreditation from the School or any partners withdraw their validation.

Likelihood: very unlikely and the risk level is LOW

Impact: Moderate

Rationale: The School is fully aware of and up-to-date with the requirements of its awarding bodies and partner universities. The School has processes in place to regularly review and update its systems and to provide data to meet approval and partnership requirements. The School has an appropriate and current Quality Assurance policy, processes and diagram, along with a designated lead for the quality assurance process. A Standardisation Committee also monitors and advises on partnership and awarding body requirements and monitors the outcomes of centre visits and inspections by external bodies. Feedback from external examiners and external quality assurance visits are monitored by Programme Managers, Academic Board and the Standardisation Committee and actions for enhancement included in programme and whole School action plans.

The School 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 Universities alike.

Our stakeholders also carry out their due diligence checks linked to the School's compliance and standards regularly including undertaking audits that ensure our processes and procedures are robust and meet awarding body and organisation requirements. In the unlikely event that an awarding body or partner withdraws its accreditation, the School 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.

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

Risks of an Academic nature

Risk: Change of course, amendment, suspension or updates

Likelihood: periods of notification are required to protect current students and the risk level is LOW

Impact: Minor

Rationale: An ongoing commitment to quality assurance and enhancement at CSA and oversight its validating partners and/or awarding bodies means that, as required, programme content, regulations and policies are updated. Communications with awarding bodies and where appropriate partner organisations ensures that statutory requirements and timelines for changes and updates are met. Oversight of compliance with standards is maintained through the operational committee structure including the Standardisation Committee, the Academic Board and the programme team meetings. Programme managers are key points of contact in ensuring all teaching and support staff are aware of impending changes and implementation dates.

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 awarding body. Meetings are also held with relevant student cohorts to gather their feedback.

Changes to regulations and policies may be prompted by awarding bodies and will be considered by the Standardisation Committee 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 polices shall apply to all students from the start of the academic term following approval by the School'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.

The School keeps all key teaching and learning resources on its 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 VLE have a regular back up through the School server. In the case of needing to change IT supplier, the management of the School would manage the structure and timing of such change in order to ensure minimum or no disruption to studies. Management 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, management would work to minimise or manage disaster recovery systems jointly.

Risks arising from compromised reputation

Risk: Negative Publicity, incident at the School / Accusation of staff member

Likelihood: The School has clear a complaints policy procedure and grievance policy for dealing with complaints and seeks to address issues in a timely way and the level of risk is Low.

Impact: Minor the School works to ensure all materials are clear, current and accessible, and that staff and students are valued.

Rationale: The School is keen to ensure that students are provided with a good quality learning experience. Regular student surveys are completed and students have access to a clear complaints procedure to allow the School to address concerns in a timely matter with clearly published response timelines and avenue for appeal. Any threats to the School's reputation will be addressed as a matter of priority, and as appropriate, legal advice will be sought to address any inaccurate or threat to reputation information.

Negative Publicity.

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

The School 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 CSA provision is reviewed by Academic Board and authorised by the Principal.

IT Failure

Risk: Backup systems are in place along with internal and external IT expertise so the level of risk is seen as Low.

Likelihood: Very unlikely for any length of time, so the level of risk is low.

Impact: Low due to backups and professional support.

We have a fault-tolerant, cloud-based, IT Infrastructure. Contracts are in place to assure the continuity of our IT services, with robust IT business continuity arrangements. In addition, all students and staff will receive text messages informing them about any problems with or interruption to the IT system through a group messaging facility. The CEME campus also offers free Wi-Fi which can also be utilised in the event of the School's own systems failure.

Withdrawal of one or more modes of study or inability to recruit or teach a particular student group

Risk: CSA withdraws a particular mode of study or becomes unable to continue teaching a particular group of enrolled students, creating a risk to continuation of study.

Likelihood: Unlikely and the risk level is LOW.

Impact: Moderate, because some students may be disproportionately affected by a change in delivery mode, timetable or location.

Rationale: CSA monitors recruitment, staffing, resources, attendance, engagement and programme delivery. Existing students would, wherever reasonably possible, be enabled to complete their studies under their existing arrangements. Where this is not possible, affected students would be consulted and offered suitable alternatives, which may include different timetabling, blended or online delivery, another mode of study, or transfer to suitable provision. The School would assess differential impacts on students and consider reasonable additional costs, refunds or compensation in accordance with its Fee Refund and Compensation Procedure.

Closure, failure or withdrawal of a delivery partner, or termination of another collaborative delivery arrangement

Risk: A delivery partner ceases operating, withdraws from an arrangement or cannot fulfil material delivery obligations, putting continuation of study at risk.

Likelihood: Very unlikely and the risk level is LOW.

Impact: Moderate to Extreme depending on the scale, number and circumstances of students affected, and the availability of teach-out or transfer.

Rationale: This risk is separate from Risk 4, which covers withdrawal of awarding-body approval or university validation. CSA undertakes proportionate due diligence and maintains contractual, academic and quality oversight of delivery partners. If a partner can no longer deliver, CSA would first seek teach-out through CSA or an alternative approved arrangement. If that is not possible, the School would support transfer to suitable provision, recognition of completed credit, student finance, access to academic records and clear information, advice and guidance. Differential impacts, reasonable additional costs, refunds and compensation would be considered under the Fee Refund and Compensation Procedure.

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 Caspian School of Academics has a comprehensive policy for refunds and compensation which is

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/

reviewed annually and is available to student through website links: Fee Refund and Compensation Procedure

The refund policy applies to all students who either pay their own fees or have their fees paid by an employer or a sponsor, and student will be entitled to a full refund of fees. Where students have their fees paid through access to loans provided through the Student Loans Company, students cannot claim any refunds from the School. Students must notify the Student Loans Company as soon as any change occurs in their student status. In all cases the School will seek to ensure that students are treated fairly.

Students who have to incur additional travel costs will also receive compensation from the School to cover costs as appropriate. In most cases other local providers are available to offer students the opportunity to continue with their studies.

The School has a clear system for offering bursaries based on individual circumstances. The bursaries procedure is available to all students and accessible through the website, and through Student Services who are available to offer additional advice and support.

The School has sufficient financial reserves which will allow for compensation to be paid to the very small number of students who do not receive student loans.

Information about how you will communicate with students about your student protection plan

The Student Protection Plan (SPP) is available to students on the School's website and through the VLE.

If any changes are made to the Student Protection Plan as a result of student feedback, testing, risk review, OfS guidance, OfS conditions of registration, or other sector requirements, these changes will be considered through consultation with the Student Council before they are finalised. The updated plan will be reviewed by the Standardisation Committee, the Senior Management Team, the Academic Board and the Board of Governors. Where implementation of the Plan is required, students will receive clear, timely and accessible information about the risk, the proposed measures, the expected timetable, available advice and support, complaints routes, refund and compensation arrangements, and any choices available to them.

Printed or downloaded copies may be uncontrolled. Refer to the Caspian Policy Library for the current version: caspianschool.ac.uk/policies/