



Student Protection Plan

1) Introduction

This Student Protection Plan (“**SPP**” or the “**Plan**”) provides assurance to you (our current and future students) that ICON College of Technology and Management (the “**College**”) has in place appropriate arrangements to protect the quality and continuation of study for you all. This Plan sets out our approach to protect your interests in a transparent and clear way. The SPP assures that procedures are in place to protect your interests and you have redress to the Office for Students (“**OfS**”) if you feel our SPP is not mitigating risks to your satisfaction.

We are actively supporting and encouraging widening participation and we are aware that ranges of students studying at the College may have differing needs, circumstances and are from diverse cultures. We are committed to Equal Opportunities and our SPP gives regard to the possible different needs of students sharing protected characteristics as defined in the Equality Act 2010. Our Plan provides the actions we are taking to mitigate these risks.

The key features of the Plan ensuring your protection to study are as follows:

- a) The provision of a Risk Register Assessment underpinning support for your continued study.
- b) A Business Continuity Plan in the event of unforeseen or surprising circumstances occurring.
- c) A Refund and Compensation Policy in the event of the College no longer being able to preserve continuation of study.
- d) Effective communication of the SPP on our website and appropriate media of communication.
- e) The Plan ensures that students with differing needs, circumstances or characteristics are appropriately supported.

Please note that any future amendments to this SPP will be made in consultation with students, to ensure that student perspectives continue to inform the College’s approach to managing and mitigating risk.

2) Assessment of risks

The risk that the College as a whole will be unable to operate is very low because our financial position is sound and we have produced both a Risk Management Strategy and Risk Register Assessment to address and mitigate all possible uncertainties and ensure the continuation of the business.

Our Risk Register covers the following areas:

- Student Recruitment
- Student learning experience
- Financial Risks
- Human Resources
- Property and Estates
- Attendance and SLC Records
- Board of Governance
- Management Board

- Statutes and Regulations
- External Policy Context
- Curriculum Change
- Information Resources
- Validation Partner Action
- Regulatory Action

Each risk in the Risk Register is measured in terms of risk likelihood expressed as Red (High Risk), Amber (Medium Risk) and Green (Low Risk) and is reviewed annually at Management Board (“**MB**”) meetings.

The following section of the SPP contains an assessment of the range of risks to the continuation of study for students, how those risks may differ based on different students’ needs, characteristics and circumstances, and the likelihood that those risks will crystallise.

Categorisation of risk:

- Risk is what might happen
- Likelihood is the probability of it occurring
- Impact means the effect on an applicant or current student

We have estimated the likelihood of each risk based on the following scale:

- Low – less than 10% probability of occurring
- Medium – >10% but < 51% probability of occurring
- High – 51%+ probability of occurring

We have also classified the impact on students on the following basis:

- Low – isolated or limited disruption to staff and/or students and/or temporary (less than 2 days) loss of resources.
- Medium – moderate disruption to staff and/or students and/or loss of resources over a period of more than 2 days up to 1 month.
- High – severe and prolonged disruption to staff and/or students and/or loss of a number of key resources which continues for more than 1 month.

Risk 1: Risk of losing the College’s accredited programmes with Lincoln Bishop University (“Lincoln Bishop”) due to Lincoln Bishop terminating the validation agreement with the College, or Lincoln Bishop becoming insolvent, suffering financial difficulties or otherwise ceasing to trade

Likelihood: Medium

Impact: High

Rationale for assessment:

The College has a Validation Agreement in place with Lincoln Bishop until January 2028. The parties have a positive relationship, and Lincoln Bishop has confidence in the College’s provision such that we consider it unlikely that Lincoln Bishop would look to exit the partnership.

The UK higher education sector continues to face acute financial pressures driven by a combination of structural and external factors, as inflation and rising operating costs have eroded real-term income. Many institutions expect to be in deficit, prompting widespread cost-cutting, redundancies, and discussions of mergers or closures. There is therefore a medium risk that Lincoln Bishop is impacted by similar financial pressures which may result in it no longer being able to validate the College’s programmes.

Impact:

As the College does not have its own Taught Degree Awarding Powers or a backup validating partner, the loss of Lincoln Bishop as validating partner would be a significant institutional risk. Students may not be able to complete their programmes if Lincoln Bishop were to become insolvent or otherwise cease operation.

Mitigation:

The College has regular contact with senior management at Lincoln Bishop, including through scheduled meetings, reporting obligations, and ongoing communications. Such engagement is intended to ensure that the College is well placed to identify, in a timely manner, any material commercial, regulatory or financial difficulties affecting Lincoln Bishop.

In the event that Lincoln Bishop is unable to fulfil its obligations under its partnership with the College, the College shall promptly engage with alternative validating partners to secure ongoing validation of its programmes and minimise disruption to students. The College shall take all reasonable steps to ensure that any transition is managed efficiently and in compliance with applicable regulatory requirements.

Risk 2: Failure of the College to recruit sufficient numbers of students to be financially viable**Likelihood: Medium****Impact: Medium****Rationale for assessment:**

Financial projections for the next three academic years indicate steady growth in student enrolment across a number of programmes, supported by expanded marketing and recruitment efforts. This growth is expected to generate increased revenue for the institution.

In the unlikely event that student recruitment falls below financially viable levels, the College is committed to teaching out all enrolled students until they have completed their studies. This would involve agreeing a teach-out plan, setting out details of the actions to be taken by the College in relation to the teach-out phase.

Impact:

Some programmes may be downsized or closed, which might affect current students and/or might affect staff morale.

Mitigation:

The College has implemented a comprehensive and evolving student recruitment strategy, underpinned by targeted marketing, outreach, and industry-aligned engagement across London. The College's recruitment performance is actively monitored, with contingency plans in place to respond swiftly to fluctuations in application trends.

The College's financial planning is enabling it to model a range of recruitment scenarios and maintain operational agility and resilience.

Risk 3: Risk of the College being unable to deliver a specific course due to the loss of one or more key members of staff**Likelihood: Low****Impact: Medium****Rationale for assessment:**

As the College is a small provider the sudden unavailability of staff—due to illness, resignation, or other unforeseen circumstances—could jeopardize course delivery, affect academic continuity, and undermine student experience and outcomes.

Impact:

- Disruption to scheduled teaching, assessment, and supervision.
- Reduced quality and consistency of academic delivery.
- Decreased student satisfaction and reputational damage to the institution.
- Risk of non-compliance with regulatory or accreditation requirements.

Mitigation:

The College maintains a proactive workforce planning strategy closely aligned with course development. We offer competitive remuneration packages, career development opportunities and a supportive working environment to attract and retain high-calibre staff. Ongoing investment in professional development ensures that staff continue to enhance their teaching and industry-relevant expertise. We also aim to ensure that robust quality assurance mechanisms are embedded across academic delivery to uphold educational standards and ensure continuity of student experience, even during periods of staffing pressure or organisational change. To ensure continuity, all programme and module documentation—such as teaching materials, assessment frameworks, and marking criteria—are centrally stored and readily accessible.

Risk 4: The College has its OfS registration revoked or suspended

Likelihood: Low

Impact: High

Rationale for assessment:

The College was officially registered with the OfS on 1 April 2018, confirming its status as a recognised higher education provider in England and has no specific conditions of registration applied.

The College has procedures in place to monitor compliance with all the OfS' conditions of registration, and its regulatory obligations, and receives regular updates on changes to, or additional regulatory requirements. Due to these reasons, the likelihood of the College having its OfS registration revoked or suspended is deemed low.

Impact:

The loss of OfS registration would primarily result in an inability for students to continue to be able to access student finance to pay tuition fees or cover maintenance costs.

Mitigation:

The College's OfS Accountable Officer ensures the Board of Governance is fully informed of all OfS regulatory updates and compliance matters. The College has established procedures to verify that all members of the governing body and senior executives are fit and proper persons and they receive training in OfS regulatory requirements.

In the event of potential regulatory concerns, the College would expect to be notified by the OfS of an investigation, and would fully cooperate throughout the process. Should any investigation suggest that the College's registration is at risk, the institution would submit formal representations and take all necessary actions to address the issues raised and retain its registration. Concurrently, the College would explore alternative arrangements to ensure students could complete their studies with another recognised provider, safeguarding their academic progression and qualifications.

Risk 5: Closure of a programme

Likelihood: Low

Impact: Low

Rationale for assessment:

The College offers a focused portfolio of specialist and carefully curated-programmes, with the intention to expand rather than reduce its course offerings over time.

Impact:

The College will take all reasonable steps to ensure that students currently enrolled on a programme scheduled for closure to new entrants can complete their studies and receive their awards. Given the College's mode of teaching, a declining cohort size across different years will not adversely affect the learning experience of students in later stages of the programme.

Mitigation:

If the College plans to exit a subject area, it will follow established academic governance procedures, including appropriate consultation with students. Programme closures require institutional approval to fully consider the contractual obligations to current and prospective students.

In the first instance the College would always seek to teach-out currently enrolled students until they have completed their studies. This would involve agreeing a teach-out plan setting out details of the actions to be taken by the College in relation to the teach-out phase.

If teach-out is not possible, then the College would support enrolled students to transfer to appropriate programmes at alternative institutions, by liaising closely with other providers to ensure a smooth transition for them.

Prospective students will be contacted by the Admissions team and provided with guidance on suitable alternative programmes within the College or at other institutions. For enrolled students, the College will actively support their transfer to appropriate courses at alternative providers, working closely with those institutions to ensure a smooth and well-managed transition that minimises disruption to students' academic progress and experience. The College will also coordinate with UCAS as needed. Our Student Terms and Conditions sets out more details on the steps we will take and the support we will provide if we close a course, whether that is planned or unexpected. The Student Terms and Conditions also explain your rights as an existing student or as an applicant in the event that we do so.

Collectively, the measures outlined above ensure that the risk of a programme closure or suspension adversely affecting students' ability to complete their studies is low.

Please note that, in the event a programme is to be closed, the College will provide affected students with a minimum of 30 days' advance notice.

Risk 6: Risk of institutional closure	
Likelihood: Medium	Impact: High

Rationale for assessment:

The likelihood of the College closing is medium. Whilst the College is in a sound financial position, with steady growth in student enrolments projected over the next three academic years, which is expected to generate increased revenue for the institution, the College's sole validating partner, Lincoln Bishop may face financial pressures in the short to medium term which would mean it is unable to validate the College's programmes, notwithstanding the long term agreement between the College and Lincoln Bishop (see Risk 1).

The College maintains active engagement with, and oversight of, Lincoln Bishop, but in the unlikely event that the partnership arrangement were withdrawn or otherwise lost, the College would take prompt steps to secure an alternative partner. This approach is intended to ensure continuity of provision and to avoid institutional closure arising solely from the loss of a single validation arrangement, but should the College be unable to secure an alternative partner, there is a risk that the College would need to close as it does not have its own degree awarding powers. The College has confidence that it can map its courses to a new validating partner and procure a new validating partner promptly if required.

The Management Board of the College regularly reviews the working capital of the institution to ensure it is financially stable, as well as ensuring the College continues to meet its ongoing conditions of registration with the OfS. The College has a robust business continuity plan (see Section 3), which is designed to mitigate the risk of disruption to operations and is regularly reviewed and updated.

In relation to student recruitment risk (See Risk 2 above), the College's financial sustainability is not dependent on a single recruitment cycle or cohort. Financial modelling undertaken by the College, and reflected in its audited accounts, demonstrates that the College is able to absorb periods of under-recruitment or reduced student continuation of studies through the use of existing financial reserves, phased cost reductions, and operational flexibility, without triggering institutional closure. Where recruitment falls below expectations, the College would prioritise teaching-out existing students and adjusting future provision, rather than ceasing operations. In addition, the College is actively strengthening its marketing and recruitment activities, with the objective of achieving steady growth in enrolment. This trajectory is expected to generate increased revenue and further reinforce the College's long-term financial position.

Please note that during any teach-out period, the College would monitor the quality of course delivery closely and would take relevant action if it was not at the requisite level (for example, providing additional staff members, and seeking feedback from students on areas where improvements could be made).

Impact:

- Students may not be able to complete their programmes.
- Students may need to transfer to a new validating partner meaning they receive a different award to the one initially offered.
- Risk of student disadvantage, especially if the closure affects progression or award requirements.
- Decline in teaching quality and student satisfaction, potentially reflected in feedback in agreed teach-out arrangements.
- Potential reputational damage and formal complaints from students.

Mitigation:

The College would follow established academic governance procedures, including appropriate consultation with students to take into account their views which would inform the College's actions. The College would seek to teach-out currently enrolled students until they have completed their studies (whether with Lincoln Bishop or an alternative institution acting as validator). This would involve agreeing a teach-out plan detailing the actions to be taken by the College in relation to the teach-out phase.

If teach-out is not possible, the College would support enrolled students to transfer to appropriate programmes at alternative institutions liaising closely with the OfS and other providers to ensure a smooth transition for students. Prospective students would be contacted by the Admissions team and provided with guidance on suitable alternative programmes at other institutions. The College would also coordinate with UCAS as required.

Risk 6: Risk of institutional closure

Throughout the process, a dedicated support team would communicate regularly with students, ensuring they have access to clear information and opportunities to raise questions or concerns.

Please note that, in the event of institutional closure, the College will provide affected students with a minimum of 30 days' advance notice.

Risk 7: Risk of an institutional wind down impacting the quality of programmes**Likelihood: Low****Impact: Medium****Rationale for assessment:**

In the unlikely event that the College were to close, then the Management Board would agree the wind down arrangements, with a key focus on ensuring that the quality of teaching was not impacted during a teach-out period. The College would ensure that it continued to have a sufficient number of highly qualified staff to teach its programmes, with no impact on the student experience.

During any teach-out period, the College would monitor the quality of programme delivery closely and would take relevant action if the quality of programmes was not at the requisite level (for example, providing additional staff members, and seeking feedback from students on areas where improvements could be made).

Impact:

- Inability to deliver modules or supervise student projects to the required academic standard.
- Decline in teaching quality and student satisfaction, potentially reflected in feedback.
- Risk of student disadvantage, especially if changes affect progression or award requirements.
- Potential reputational damage and formal student complaints.

Mitigation:

During the wind down period, the College would teach-out currently enrolled students until they have completed their studies. During this period, the programmes would remain subject to the College's normal quality assurance processes, with the quality of the programmes and teaching provided remaining at the same level as would have been the case if the programmes were continuing for future students.

In the unlikely event that a teach-out was not possible, or students decide that teach-out was not the best option for them, then the College would support students to transfer to appropriate programmes at alternative institutions, by liaising closely with other providers to ensure a smooth transition for students.

Risk 8: The College loses access to a location, building or campus**Likelihood: Low****Impact: Low**

Risk 8: The College loses access to a location, building or campus

Rationale for assessment:

There is a low risk that we will not be able to continue to deliver programmes from the Adler Street campus as the College has a lease in place which is renewed every 3 years.

Impact:

It may not be possible to secure alternative premises in close proximity to the current location, meaning that students would need to travel a greater distance to a new location.

Mitigation:

The College evaluates the ongoing suitability of its current premises and assesses alternative accommodation options periodically. As part of this process, travel accessibility and associated time or cost implications for students would be carefully considered to minimise potential disruption. The College would also follow the steps outlined in its Business Continuity Plan, set out in Section 3.

Please note that if the College were to lose access to a location, building or campus then the College will provide a minimum of 30 days' notice to affected students.

Risk 9: Risk that an external threat launches a targeted cyber-attack on the College's infrastructure and services and is able to steal or corrupt critical personal data. Alternatively, a College staff member (employee, temp, interim, contractor) accidentally loses or discloses personal data relating to our students or staff members to an unauthorised party

Likelihood: Medium

Impact: Medium

Rationale for assessment:

As a higher education provider, the College holds sensitive personal data on students and staff. This includes academic records, health information, and financial details. The risk of a targeted cyber-attack or accidental internal data breach is heightened by increasing sophistication of cyber threats and the potential for human error. Failure to protect this data could lead to serious legal, reputational, and operational consequences.

Impact:

- Exposure or loss of personally identifiable information leading to identity theft or fraud and regulatory penalties and legal liabilities under data protection laws (e.g. GDPR).
- Disruption to institutional operations, potentially affecting teaching, assessment, and communication.

Mitigation:

The College has implemented robust cybersecurity measures appropriate for an organisation of its size and complexity. All staff complete comprehensive training on data protection, and we have adopted mandatory complex password policies to mitigate the risk of a major cyber-attack. Whilst the likelihood of a significant cybersecurity incident impacting student completion is low, the College continuously monitors and updates its systems to manage and minimise this risk effectively. The College has also procured specialist insurance to help mitigate the impact of any successful cyber-attack. In the event of a cybersecurity incident, the College would also follow the steps outlined in its Business Continuity Plan, set out in Section 3.

Risk 10: Risk to delivery due to a pandemic/epidemic or other event outside of the College's control

Likelihood: Low

Impact: Low

Rationale for assessment:

The Covid-19 pandemic highlighted that degree programmes face a moderate risk of disruption to teaching due to unforeseen external events. Many of our courses are designed to include at least some face-to-face components.

However, the College has already demonstrated its ability to react in a timely manner and mitigate the restrictions resulting from the Covid-19 pandemic that impacted the end of the 2019/20 academic year, and the 2020/21 academic year.

Impact:

- Disruption to scheduled teaching
- Reduced quality and consistency of academic delivery
- Risk of non-compliance with accreditation requirements

Mitigation:

The College has established robust procedures to safeguard learning outcomes when delivering some or all course content remotely. The use of digitally-enabled teaching tools and technology ensures that an immersive learning experience is maintained, thereby minimising the risk of non-compliance. The College would also follow the steps outlined in its Business Continuity Plan, set out in Section 3.

3) Measures the College has put in place to mitigate a major risk to your studies

Whilst the College has a Risk Register and Risk Management Strategy it has also produced a Business Continuity Plan (“**BCP**”), set out below. The BCP addresses business continuity in the event of a major disruption to your studies. A typical example of such a disruption would be if the ICON campus became suddenly, without warning, unavailable, or if any unforeseen, long-term situations arose that affected the College's ability to teach you.

a) Business Continuity Plan

i. Introduction

The BCP is to be used to assist in the recovery of ICON College in general and your studies in particular, in the event of a major disruption. For example, where a fire destroys most of the building or the foundations, or renders the building to be suddenly unsafe. A major disruption is defined by the College as a significant incident threatening personnel, buildings or the operation of the College and requires special measures to be taken to restore activity to normal, as quickly as possible. The College acknowledges its responsibility to maintain the quality of all students' studies in the event of a foreseen but unexpected major catastrophe.

The College operates a Risk Strategy and Risk Assessment to cover all other academic and personal risks to student learning, staffing, learning resources etc. Moreover, the College also has measures in place that guard against an event that brings a potential catastrophic disruption to your studies. The College recognises that a disruption of up to five days to your learning is manageable by normal measures through the implementation of a model encouraging a short period of self-study. However, in the event of a major disruption, the College has a contingency plan to deal with this, minimising the overall disruption to both staff and students.

The online classes option is available via ICON VLE.

ii. **Aim**

The aim of the BCP is to set out the responsibilities and actions to be taken by the College to re-instate the business operation following a major disruption quickly and efficiently. The primary goal would be to ensure little or no disruption to studies.

iii. **Objectives**

The objectives of the Plan are to:

- Provide for continuity of the activities essential to the College.
- Reduce to a minimum the disruption to students, staff, and services restoring them to an acceptable level.

iv. **Scope of the Document**

The BCP sets out details of the key recovery measure to be taken in the event of a major disruption to the key activities of the College.

v. **Activation of the Plan**

The MB will be responsible for the activation of the Business Continuity Management Plan. At the point the BCP is activated, all staff and students are to be immediately informed via email and text messages. All staff members will be contacted and advised of the current situation and what their role will be in the recovery phase. You will be contacted through your student representatives, or individually, where possible and you will be kept up to date with actions taken.

vi. **Action to be taken**

The College has an insurance policy that would cover us financially enabling us to rent another premises in the event of a major disruption. The College also aims to have reserves to approximately cover a minimum of six months of operations.

vii. **Students with differing characteristics or circumstances in the event of major disruption**

The College will ensure that the temporary premises are equipped with resources that will enable access for students with disabilities as well as providing learning resources appropriate for the whole gamut of student disabilities.

4) Refunds and compensation

The Refund and Compensation Policy provides clear and transparent information about refund and/or compensation in the event of our inability to maintain continuation of study. The Policy is available on the College website (see [here](#)). The Academic Board has also evaluated the policy prior to approval by the Board of Governance. Its aim is to give you full protection under the Consumer Rights Act 2015 for refunds and/or compensation, where reasonable.

The College aims to maintain a minimum of six months cash reserve which would be sufficient to provide either a refund or compensation to the students we have identified as being at an increased risk of non-continuation of study. Also, the Risk Register we have produced gives us a clear indication of the likelihood and weight of each risk enabling us to be proactive if the risk is growing. The College has insurance arrangements in place to provide refunds and compensation, where appropriate.

5) How we communicate to our students about the SPP

We publicise our SPP to current and future students in the following ways:

- On the College website
- Covered in the induction
- Available in the College VLE

We ensure staff are aware of the implications of our SPP through initial staff development. It is the responsibility of each Head of Department to make staff aware of the implications for the SPP when changes are being proposed. This is also monitored by the Academic Board which signs off changes.

We review our SPP annually and it will be shared at the staff meeting; Management Board and Academic Board as a consultative document before being signed off by the Board of Governance. We will also engage with students in relation to any changes to the SPP to ensure their concerns and priorities are understood.

If our SPP is implemented we will ensure the following:

- a) Each student is individually supported by a personal tutor who will give clear and continuous advice on the effect of the changes.
- b) The tutor will help the student make effective choices to mitigate the effect of the changes
- c) Compensation will be agreed, where appropriate, as swiftly as possible
- d) Students will have open access to the respective Head of Department and MB
- e) Full advice will be provided about the choice of new options where appropriate
- f) Substantial advice and support will be given by personal tutors, welfare officers, careers guidance and senior academics if the student needs to find an alternative course with another provider.

The Board of Governance (which includes three external non-executive directors) will be in a position to offer independent advice.

6) Protecting students with diverse circumstances, characteristics and needs

The SPP ensures that students with disabilities will be protected through continuous review, and that learning and physical resources will be appropriate to support you. Your continuous access to the College and your studies is of paramount importance to us and we will respect your differing needs and circumstances. We are committed to ensuring that the College is a welcoming and supportive study destination for students with disabilities. The College has a full-time Disability Officer and a full-time Welfare Officer who are available to any students who wish to discuss issues confidentially.

7) Access to documents cited in this SPP, are available on the College website.

Revised [April 2026]