

Student Protection Plan

Policy owner:	Northern School of Contemporary Dance – Leadership Team
Tier:	1
Lead contact:	Vice Principal
Audience:	Applicants & Students at Northern School of Contemporary Dance Courses of higher education including Franchise Partner Providers
Approving body:	Board of Governors <i>*Office for Student Approval pending – submitted summer 2026.</i>
Date approved:	7th July 2026
Policy Implementation date:	September 2026
Supersedes:	NSCD Student Protection Plan (2023)
Review cycle:	3 yearly
Next review due date:	July 2029
Related Statutes, Ordinances, General Regulations	Academic Regulations & Credit Framework Equality Act 2010 Higher Education and Research Act 2017 (HERA), sections 5 and 13
Related Policies, Procedures and Guidance:	Refunds and Compensation Policy, Student Contract/Terms & Conditions, Tuition & Course Fee Deposit Policy, Student Complaints Policy & Procedures, Admissions Complaints & Appeals, Privacy Notices
UK Quality Code reference:	Quality Code Expectations for Quality; Advice & Guidance: Concerns, Complaints & Appeals; Course Changes, Suspensions and Closures
OfS Conditions reference:	C Conditions
Equality and Diversity Considerations:	Policy should be available in accessible format for all students.
Further information: For queries relating to this policy please contact quality.office@nscd.ac.uk	

Student Protection Plan

Provider's name: **Northern School of Contemporary Dance**

Provider's UKPRN: **10008816**

Legal address: 98, Chapeltown Road, Leeds LS7 4BH

Contact point for enquiries about this student protection plan: Head of Quality and Compliance
quality.office@nscd.ac.uk

1. Introduction and scope of the plan

This Student Protection Plan (SSP) sets out the school's assessment of the range of risks to the continuation of study for our students. The SSP indicates what measures Northern School of Contemporary Dance (NSCD) has in place to protect our students in the event that a risk should arise. The type of event or changes to core business, which might cause such a risk, are detailed in the assessment of risk below. The SSP has received student input and feedback from student representatives.

The plan is available to all current and potential NSCD students. It covers registered undergraduate and postgraduate taught students enrolled on a programme of study, leading to an award which will be validated and awarded by NSCD. The measures contained in this plan are in addition to the protections students have under consumer protection law, and do not impinge on their statutory right as a consumer.

NSCD retains the right to make minor adjustments and improvements to course, programme, and module content year on year, and these in themselves do not warrant the triggering of student protection measures. However, if a student feels the course as delivered varies significantly from what they expected and was advertised, they can raise this through the school's complaints procedures, including taking their case, should it be necessary to the Office of the Independent Adjudicator (OIA) for Higher Education.

In building this plan, NSCD has considered the smooth transition to award its students with an NSCD degree through the Office for Student Full Degree Awarding Process (FDAP), via consultation with its students, staff and the University of Kent, the former validating body.

2. NSCD Commitments:

2.1 Students and Potential Students studying as NSCD students at NSCD

In designing and seeking approval for this plan, NSCD has an established track record of delivering internationally recognised higher education programmes and professional training to students in contemporary dance and related subject areas and supporting students to pursue careers in their chosen field. Building on that track record, this SPP is intended to provide reassurance to current and future students that the school has appropriate arrangements in place as the only conservatoire for dance in the North of England, to ensure the quality and continuation of their studies.

As such, NSCD commits to:

- being open and transparent with students should any risk to the continuity of their programme of study arise, and inform them in a timely manner;
- take all reasonable steps to protect students' studies should a decision be taken to discontinue a programme, or in the event of the closure of the school;
- consult with students and consider students' views in a timely manner before deciding to implement any substantial changes to their programme of study or discontinuing it, or the closure of the School;

- take into consideration the needs of all students or applicants and the impact on them of any proposed changes and any steps taken to protect their interests;
- inform the OfS of any changes that may require a review of this SPP or any of its provisions.

2.2 . Students and Potential Students, Studying Through Sub-Contractual Franchise Agreements (inc. transnational provision)

NSCD is committed to providing high-quality, internationally recognised higher education programmes in contemporary dance and related fields. This commitment extends to students studying through sub-contractual franchise agreements, ensuring they receive the same level of protection and support as all other students at NSCD. We have a responsibility to ensure the continuity, quality, and delivery of students' educational experiences, regardless of the delivery model.

In accordance with sector best practice, NSCD commits to:

- **Transparency and Timely Communication:** If any risks arise that may affect the continuity of a student's programme of study, including those studying through franchise agreements, NSCD will communicate with students promptly and clearly, outlining any potential impacts on their studies.
- **Protection of Academic Continuity:** In the event of programme discontinuation, significant changes, or the closure of the institution, NSCD will take all reasonable steps to ensure that students' academic progress is protected. Where possible, alternative arrangements will be made to allow students to complete their studies through the existing contacts we already have.
- **Consultation with Students:** NSCD will consult with students on significant changes to their programme of study, including those delivered through franchise agreements, before making any final decisions. Students will be given a reasonable opportunity to provide feedback and express their views.
- **Consideration of Impact:** NSCD will carefully consider the impact of any proposed changes, including those affecting students on franchise arrangements, and will make every effort to protect their interests. This may involve exploring alternative options for students to complete their programme or transition to other suitable courses.
- **Regulatory Compliance and Monitoring:** NSCD will inform the Office for Students (OfS) of any significant changes that may affect this SPP, including the need for a review of any of its provisions. We will also monitor the effectiveness of this plan, ensuring that it remains responsive to students' needs and sector requirements.

2.3 Students and Potential Students, Studying Through Validated Partnerships

NSCD is committed to providing high-quality, internationally recognised higher education programmes. This commitment extends to students studying through validated partnerships with other OfS-registered providers. In such partnerships, NSCD will work closely with the partner institution to ensure that students receive the same level of protection, guidance, and support as those studying directly with NSCD.

As part of our commitment to student welfare, NSCD undertakes:

- **Verification of Student Protection Plans:** NSCD will ensure that any partner institution offering validated programmes has an up-to-date and OfS-compliant Student Protection Plan (SPP) in place. We will work with our partners to verify that their SPP includes adequate provisions for students' protection, including the continuity of their studies in the event of significant changes or disruptions.
- **Transparency and Timely Communication:** Should any risks arise, that may affect the continuity of a validated programme, NSCD will work with the partner provider to ensure that students are informed in a clear and timely manner. This will include any potential disruptions, changes to course content, or other factors that could impact their studies.
- **Support for Students in Validated Programmes:** In the event that a validated programme faces discontinuation, significant changes, or closure, NSCD will support students by ensuring that

appropriate steps are taken to protect their studies. This may involve facilitating transfer options, ensuring that students can complete their programmes, or providing guidance on suitable alternatives.

- **Collaboration with Partner Institutions:** NSCD will maintain close collaboration with partner providers to ensure that students in validated programmes have access to appropriate support services, including academic advising, career guidance, and pastoral care. We will also ensure that any substantial changes to the programme, including those impacting validated courses, are discussed with students and their views are considered.
- **Ongoing Monitoring and Compliance:** NSCD will monitor the effectiveness of its partnerships and work with its partner institutions to ensure that their Student Protection Plans remain fit for purpose. We will also inform the Office for Students (OfS) of any significant changes that may require a review of this SPP or any related provisions.

If students have any general views, concerns or feedback in relation to this SPP, they should contact the NSCD's Head of Quality and Compliance by emailing: quality.office@nscd.ac.uk

3. How is NSCD mitigating against risk?

The School has a risk assessment management framework to support its Strategy. The framework includes a strategic risk register that identifies the high level "red" and Moderate "amber" risks linked to the Strategy and provides a tool for evaluating and managing each risk. Strategic risks are monitored by the Senior Leadership Team, Senate and the Board of Governors. Risk is also a standing item at several committees and informs the school action plan. Risk registers are in place for all areas of NSCD, which assess the likelihood and impact of operational risks.

Student protection plan for the period 2026/2027

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

Unplanned Closure of NSCD due to Financial or Business Reasons

The risk that Northern School of Contemporary Dance finds itself unable to continue to operate due to changes in the external regulatory or funding environment is assessed as being relatively low. The school has risk management processes, disaster response, and business continuity plans in place; these are regularly reviewed. The school is overseen by a governing body that includes a majority of independent members. There is internal scrutiny provided by internal auditors and independent scrutiny provided by separate external auditors who assess the strength of internal control frameworks and risk management processes.

The school's historical financial performance is very strong and the forecast of this to continue into the future, is good. The School's Report and Financial Statements as of 31 July 2022 set out its most up to date financial position, the school's independent auditors Saffery Champness have again signed off an unqualified audit report and confirmed that there are no issues to report and that it is their belief that the school's accounts have correctly been prepared on a going concern basis. The school maintains a prudent Reserves Policy, retaining a minimum of seven months expenditure in Reserves and to date has always comfortably exceeded this requirement. Given the strength of the school's financial position, and its status as a highly competitive, national and international recruiter of talented students, we assess as low the risk that we might need to terminate any core areas of our provision in an unplanned or urgent way. The school is, therefore, well positioned to absorb market shocks. Further information on the School's

finances can be found in the Annual accounts which are available on this webpage:

<https://www.nscd.ac.uk/about/governance/>

Closure of the location building or campus

There is a programme of excellent estates management at the school, NSCD presently owns its estate outright with no mortgage or lending facilities. This comprises traditionally built facilities which are two storeys high, and which are maintained to the highest of standards. The school has completed a five-year renovation and refurbishment project having invested more than £900K in its estates, academic and student facing resources. Evaluation and monitoring of facilities and resource upgrades are discussed and approved at the Academic and Estates resource committees annually. Leeds is well sourced with alternative studio provision which NSCD presently utilises during extended projects. Good partnerships in the local area would accommodate the school's core business and students practical work in other local and accessible venues should the need ever arise. This is built into the schools revised disaster recovery plan and therefore alongside its financial management considers this risk to be very low.

Unplanned Closure of the School due to Acts of God

The risk of the closure of the school's operations due to fire, flood or other 'Act of God' having an impact on the quality or delivery of programmes of study is assessed as being relatively low. Business continuity planning includes precautionary and contingency measures (e.g. offsite back up of computer records, relocation of staff to home or temporary offices) which would enable the School's central administrative functions to continue to operate. This back up plan has been thoroughly tested by successfully taking the school's operational and teaching functions entirely online for a term during the two Covid19 lockdowns. The complete closure of a school's site due to fire, flood or other 'Act of God' would pose some risk to the continuation of students' studies, mainly the need for access to specialist facilities and equipment, however again this could be transferred partially online or into other spaces in the short term. As outlined above, the school's disaster recovery plan and business continuity plans set out measures to be implemented in such an eventuality and this would include external hire of studio spaces in partnership with other institutions. Leeds has good facilities for this. It is possible that in such circumstances the impact on students' ability to continue their studies would be sufficient to trigger the measures set out in this SPP, although each situation would be assessed on a case-by-case basis.

Ability to award validated degrees

NSCD is global facing institution which promotes excellence in its learning, teaching, and assessment. The school has excellent progression and retention rates, and this quality of student experience is reflected by its great student outcomes. Our focus on artistic practice, practice focused dance training and high-quality learning and teaching, has secured us a first-class reputation. As a small specialist institution with approx. 300 students, drawn from over 29 countries, we provide an environment in which we encourage curiosity, develop enquiring minds, have inspiring tutors and create a space and resource where world-class artists thrive in their artistic development.

NSCD was given authority by the Office for Students to award its own degrees and those through partnership arrangements in July 2025. NSCD has created a quality code and a series of annexes which manage the regulations, framework and procedures around providing and maintaining quality and standards in Higher Education. The school has consistently met the necessary quality assurance and academic standards requirements assessed by the regulator. In January 2022, the school went through a full Quality Standards Review conducted by the QAA and they concluded and recommended to the OfS that NSCD achieved and with high expectation in all 13 areas of the inspection. In January 2025, the school completed with success the FDAP assessment.

NSCD will enter into discussions with University of Kent around possibility of re-joining the partnership ship should FDAP be revoked or not extended.

Closure of a programme of study for strategic reasons

Northern School of Contemporary Dance is a small, specialist institution delivering professionally focussed higher education and training in Contemporary Dance and related subjects. Its portfolio of programmes of study is relatively small (3 undergraduate programmes and 5 postgraduate programmes), with programme development taking place in an incremental and planned manner. At the present time 3 programmes exceed a year in length thereby significantly reducing the 'teaching out' risk and obligation. Consequently, the risk that NSCD might decide to discontinue a specific programme of study on a timescale that directly affects students already on that programme is relatively low. The discontinuation of a programme of study would be planned in such a way to allow current students to complete their studies and would require the formal approval of the School's Senate. We have processes and procedures in place through our Quality Code to manage the discontinuation and removal of a programme of study. Senate would also need to agree to the programme closure under its procedures, under which further consideration would be given to the interests of any students affected. Where a programme is discontinued, NSCD would plan to close the programme to new students and 'teach-out' current students (see below).

Changes to programmes of study or closure of a programme of study due to unviable student enrolment

The risk that NSCD would discontinue or not offer a programme due to insufficient student enrolments or continuation is relatively low. Demand for student places is high and we regularly review the suite of programmes we offer to ensure that they continue to keep pace with student, employer and industry needs. The risk that the qualification students obtain is significantly different from that for which they enrolled is low, because of NSCD's approach to programme development, approval and review, as well as the formal process for seeking approval from the School's Senate for the discontinuation of a programme of study. NSCD retains the right to make minor adjustments and improvements to programmes and module content year on year, as part of standard quality enhancement processes and in response to student and employer feedback.

The school undertakes a comprehensive review of its subject and programme portfolio on an annual basis, examining management and appraisal data to consider the sustainability of subject and programme areas. This is reported Senate and the Governors on an annual basis. In 2025, all courses went through validation in order to ensure that the courses and student academic experience is current. NSCD has put in place a timeline from 2026 to accept major and minor revisions to programmes making a few changes as possible in this first instance.

Our review and quality enhancement processes are informed by student consultation, and we endeavour to communicate planned changes in a timely and helpful manner. These minor amendments or improvements in themselves do not warrant the triggering of the provisions under this SPP. As set out under the arrangements for validation of awards, a range of adjustments and improvements to programmes are also subject to scrutiny our Learning, Teaching and Quality Assurance Committee and Senate.

Loss of UKVI Sponsor licence which permits us to recruit and enrol international students.

NSCD's international student population has grown steadily over the last 3 years. This target number is relatively small and does not constitute an immediate threat to the recruitment data. Applications from Home and overseas students remain consistent.

We have robust and effective quality processes in place, which substantially minimises the school's risk of being unable to provide a course as a loss of representation of international students, on any one particular programme. For example, if it was to place itself in a position where its UKVI Sponsor Licence would be at

risk, as such, we would expect to address any issues of this nature, usually, before they became an event that would trigger the SPP and view the risk of this happening as low to moderate.

Non recruitment of students due to reputational damage

NSCD believes that its actions define its reputation. As a small specialist institution, it can often positively respond in a fleet of foot way to the challenges of the sector and outward facing scrutiny of the institution. NSCD attempts to employ a number of measures to support its brand, reputation and student body. NSCD does not underestimate the risks surrounding its reputation as a conservatoire, it has the potential to move quickly and be responsive to reputational risks on the horizon. NSCD believes that good communication strategies support good reputation, as does, excellent relationship with its staff and students. The school makes every attempt to apply effective intelligence analysis to provide insight and identify any warning flags. The Higher education sector is under much scrutiny at present and the negative press to a small provider such as NSCD is measured as moderate.

Pandemic (Lessons learned from the covid pandemic of 2020)

The global Coronavirus (Covid19) pandemic affected higher education providers across the United Kingdom, and NSCD was no exception. NSCD responded well in a review of its infrastructure to facilitate a move to blended learning (a combination of in-person face to face and online teaching). Lessons learnt from this pandemic serve the school well in its readiness to deliver should there be another national lockdown. We know that we are able to minimise the risks posed by another pandemic and we know that we could move swiftly to deliver a mixed timetable of blended learning throughout the academic year (and beyond, if necessary), with 'in person face to face' teaching being increased if it is safe to do so. In circumstances in which NSCD is forced to close its campus to ensure the health and safety of its students and staff, and to move teaching fully online, we also know that this is possible for a manageable period of time. To ensure and maintain academic quality and standards of our courses, NSCD will liaise with the sector and other institutions whenever the UK government's restrictions and requirements arising from a pandemic necessitate a change to how its courses are being delivered. In the event of continuing government restrictions, changes will be communicated to applicants before they register for their course as well as current students prior to re-registration. NSCD will communicate any further necessary changes any affected students in due course in a timely manner. Risks associated the school around pandemic are measured as low, given that this has already been experienced.

Failing to maintain authorisation for Full Degree Awarding powers.

We consider the likelihood of losing degree-awarding powers to be very low. Following its long and excellent relationships with both the University of Leeds and then the University of Kent, NSCD has operated within two exceedingly good quality frameworks and as a previous existing Higher Education Provider, we are confident we can have in place the infrastructure to manage an excellent student experience with good graduate outcomes, within a period of probation and scrutiny.

The University of Kent (UoK) had such confidence in us that through their support and the consultation of our students we migrated all UoK registered students to NSCD registration in September 2025. We have had a successful relationship with University of Kent and are confident that should we not maintain authorisation for DAP that the University of Kent will re-establish the partnership with us quickly and guarantee the validation of our student awards once again. If this was not the case, as a small specialist institution, we are confident that should DAP be revoked we could find another validating institution to take us on.

Closure of a sub-contractual franchise partnership, validated partnership or transnational partnership arrangement:

As good practice we expect partners adopt principles of NSCD's SPP and to put these protective

measures in place before registering students. Also, we undergo extensive due diligence ahead of entering into any new partnership agreement. Institutional approval of a new partner is based on evidence of both financial and reputational viability and sustainability due diligence in accordance with our Collaborative Provision - Policy and Procedures. Partnerships are managed through sub committees of Senate and through a Partnership Learning, Teaching and Quality assurance Committee and monitored through the Academic Standards and Quality Framework of NSCD. Approval of new collaborations and teach out of collaborative courses follows a well-established set of procedures. All proposed changes are debated at these committees and staff are deployed where direct delivery is required to maintain the educational experience of students. Any partnerships deemed high-risk (after due diligence) these collaborative agreements are subject to oversight from the NSCD's Leadership team and Quality Office. Consequently, the risk of partner institutions being unable to continue to operate is low, however, this does not preclude either NSCD or any of its Partner Institutions terminating their Institutional Agreement or courses early for academic or financial reasons. Should this situation arise, the provisions within the Partnership Agreement mitigates any risks to students in terms of being able to complete their course. As partnership grows, we do only expect this to represent a very small number of students in very few partnerships over the next ten years. NSCD risk-based approach is one that we would only entering into agreement with the partner if we are confident that the students could be taught out should the partnership dissolve.

Once in the partnership agreement: in the event that a risk of closure is identified in relation to a collaborative partner, the school will take an active and proportionate role in working with the partner to protect the interests of students. This will include the requirement for the partner to develop a formal teach-out or student transition plan, subject to approval by the school, which sets out how students will be supported to complete their studies or transfer to an appropriate alternative provider.

The school will support the partner to implement student protection measures by providing academic and professional services expertise where necessary. This may include the deployment of academic staff, access to learning resources and virtual learning environments, and support for assessment and progression processes, to ensure continuity and quality of the student academic experience during any teach-out period.

Where continuation of study with the partner is not possible, the school will work with the partner to facilitate appropriate transfer arrangements. This will include mapping of credit, identification of suitable alternative providers or programmes, and the provision of appropriate academic references and guidance to support student progression. The school will seek to ensure that students are not disadvantaged in their ability to continue their studies as a result of the closure.

The school will require the development and implementation of a coordinated communication plan between the partner and the school to ensure that students receive clear, accurate, and timely information. The school will maintain oversight of communications to ensure that they are consistent, student-focused, and compliant with regulatory expectations.

During any period of closure or teach-out, the school will ensure that appropriate student support arrangements remain in place. This will include access to academic support, and where necessary, signposting or provision of pastoral, wellbeing, and other support services to ensure continuity of the student experience.

The school will maintain oversight of all closure, teach-out, and transition arrangements through its academic governance structures, ensuring that plans are credible, deliverable, and aligned with the School's Student Protection Plan.

Assessment of the risks

Area associated to risk	Mitigating factors	Residual risk level;
a) The School is unable to operate or will decide to cease operating for financial or business reasons	I. School is in a sound financial position, evidenced by annual financial statements, published online, audited and presented to the school's finance committee and board. II. Robust risk assessment processes and procedures in place III. Robust estate planning and maintenance processes and procedures IV. Emergency and disaster recovery processes and procedures in place	Low
b) NSCD closes the location (building or campus) in which the course is taught and cannot find suitable premises within an appropriate location nearby to the school	I. Bought ownership of the estate and development of the estate II. NSCD is in the process of building a new campus in Leeds city centre III. Robust estate planning and maintenance processes and procedures IV. Emergency and disaster recovery processes and procedures in place V. Excellent access to other facilities and partnership arrangements within the area e.g. Yorkshire dance, RJC, Leeds dance studios, Dixon's academy	Low
c) The School loses its power to award degrees as a result of its validating university serving notice to dissolve its partnership agreement	I. Quality of provision and rigorous processes and procedures (as evidenced in two previous periodic programme reviews conducted by University of Kent) QSR conducted by QAA and FDAP assessment conducted by the OfS. II. Annual course planning design and delivery reviews III. Commitment to re-validation of the courses every 5 years IV. Has confidence to be able to approach University of Kent or another institution to become our validator.	Low
d) The school discontinues a specific course, outside of the standard validation cycle, in relation to: I. One or more courses and/or faculties II. Material components of one or more courses III. One or more modes of study	I. Commitment to 'teach out' courses and programmes for enrolled students where such action is appropriate and practicable II. Strong curriculum planning and annual critical review and programme appraisal III. Committee structures support non-reliance on key individuals for contingency planning IV. Currency in the design of courses, modules, and progression routes V. Robust risk assessment processes and procedures VI. NSCD has put in place clear processes to close a programme of study.	Low

e) The school is no longer able to recruit international students due to loss or suspension of its UKVI Tier 4 licence	I. Robust policies, processes, and procedures for compliance of UK boarder agency requirements II. Student access plan III. Equality, diversity and inclusion policies and procedures IV. Robust estate planning and maintenance processes and procedures V. School successfully completed a compliance inspection from the UK boarder's agency in October 2020	Moderate
f) Failing to maintain authorisation for Degree Awarding powers.	I. Commitment to re-establish partnership arrangements with the University of Kent or another institution during the notice period. II. Commitment to 'teach out' courses and programmes for enrolled students where such action is appropriate and practicable III. Strong management and governance planning and annual critical review and scrutiny to ensure standards are met. IV. Committee structures support non-reliance on key individuals for contingency planning. V. Robust risk assessment processes and procedures VI. Small student number and good relationships with other institutions make changes easier to support	Low
g) Closure of a Collaborative partner	I. As a small specialist provider we will only be seeking partnership with very few other specialist providers and therefore not increase student numbers by much. II. In the early years the collaborative provision is likely to insist that any partners students are registered as NSCD students and courses are NSCD validated courses and quality managed in a very clear collaborative delivery mode. III. All our policies and procedures will be adopted by partners to ensure cohesion for the delivery and management of the student experience. IV. Clear and detailed annual monitoring and scrutiny methods will be applied to partners V. NSCD will employ a partnership manager and liaison tutor to risk assess quality and tackle problems before they arise. VI. Confident that as we would only seek partners in our subject portfolio delivering our courses, we could successfully teach out students or find willing providers to support this.	Low

h) The School has to suspend its operations through no choice of its own i.e. Acts of God or act of terrorism or pandemic (such as Covid-19)	I. Robust risk assessment processes and procedures II. Clear health and safety audits in place III. Working alongside guidance from the department for Education (DfE) and Public Health England (PHE) IV. Manual of processes and procedures in place managed by a specially formed incident team to support communication with staff, students and third parties V. Action plans in place for safe return to study	Low ¹
i) Non recruitment to courses due to reputational damage	I. The school maintains its position as a centre for educational excellence II. Maintains excellent student and alumni feedback III. Responds well in actions taken around social and political agendas e.g. Black Lives Matter, and legal cases brought against other similar institutions. IV. Excellent communication with the sector and strong industry partnerships V. The work of the student body reflects well the diversity of society in all its forms VI. Student societies, the student union and collaborative partnerships support the values of the school VII. Positive industry connections and relationship management supports the security of the school's brand and its student/ alumni opportunities VIII. NSCD has become a member GuildHE with a view to strengthening its partnership and knowledge exchange potential with the sector	Moderate
h) Non recruitment to courses as a result of closure to the sector and fewer employment opportunities for dance graduates	I. Excellent track record for responding to course changes to modify the programmes through major and minor revisions to respond to sector developments and opportunities this will continue as a process managed by NSCD. II. Excellent network and guest professional input into the programmes to support employment and professional network opportunities for students and graduates III. In-house artist development run programmes to support accelerated avenues to the profession for NSCD undergraduates and postgraduates	Moderate

¹ NSCD has recognised the need to increase this risk as a result of the experiences surrounding COVID-19. There is a marginal decrease to low based on the reality we went through managing the pandemic and positive feedback from the student and staff body.

g) Non recruitment or continuation of studies due to a pandemic.	I. As of (f) plus II. NSCD has developed specific continuity plans related to a pandemic III. NSCD identifies a moderate risk to the closure of buildings and suspend face to face teaching because of related pandemic outbreaks. This is mitigated through rigorous reporting and student /staff support measures IV. NSCD seeks support from a testing centre opposite its campus V. Daily monitoring of situation by Health and Safety team VI. Facility in place to put learning online with immediate effect	Moderate
--	---	----------

Procedural Implementation of the SSP:

Should major changes, such as those described above, be approved the Chief Executive and Principal, we would convene a meeting of Vice Principal and Director of Higher Education, COO finance and resources, Head of Quality and Compliance, Heads of Undergraduate and Postgraduate faculties and Student Representatives. The group would proceed to make a decision as to whether they would need to trigger the plan or recommend to the School Executive Board that it should trigger the Plan. This will often depend on the circumstances of the case. The Governing body and leadership team, in consultation with the student representatives, can chose to trigger the plan for any reason if students' studies and recruitment to programmes are likely to be significantly impacted by a substantial change. If the plan were triggered the school would listen to students' views and, based on feedback, may decide to amend aspects of the original decision or the steps it had intended to take. Senate, the leadership and governors would need to agree further arrangements to carry out the plan.

In the event of a decision being taken to discontinue a programme of study for strategic, academic or other reasons while students are pursuing that programme, one or more of the following steps would be taken by the School to protect those students:

'Teach out' - Wherever possible, NSCD will make arrangements to 'teach- out' current students where a decision has been taken to phase out a programme of study. The programme will be closed for the purposes of the recruitment of new students. This means that we commit to ensuring programmes of study can be completed by all currently enrolled students within existing timeframes determined by programme and academic regulations.

Alternative programme: Where teaching-out is not possible, NSCD will make every attempt offer an alternative programme through our close working relationship with other conservatoire schools in the UK or another UK HEI. NSCD has made good partnership relations with a number of European higher education providers to offer the diversity of choice for our student body should the need arise. The school will also work the new validating institution to support NSCD students presently on the programme (during transition) to facilitate transfer to other provider, including advice, and transfer of credit. The school may offer alternative locations of study, even if that means securing alternative premises, or alternative modes of study, to allow students affected to complete studies.

Transfer of Study: Where students are studying on a programme of study where there is not a comparable programme offered within other conservatoire schools in the UK, then NSCD will investigate whether students can transfer to a similar programme offered by another higher education provider. If such a

transfer of study is possible, then NSCD will take all possible steps to facilitate the transfer to the other higher education provider e.g. provision of a record of academic achievement to date.

The arrangements will detail what will happen to students who need to undertake re-sits due to first attempt failure during the teach out period, or who are not able to complete assessments at the time set due to illness.

Should it prove impossible to make alternative provision for enrolled students affected by programme closure, or should costs be incurred by students on account of having to undertake repeat study in order to transfer into such alternative provision, then the leadership team in conjunction with the Head of Quality and Compliance, will consider refunds and compensations under the schools tuition fee policy and refunds and compensation policy for those students affected (see section 3.)

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

The strategic plan, risk register and business continuity plans are reviewed and updated on a regular basis, and issues which would adversely impact on the student experience are considered amongst these updates. This enables us to change a course of action to provide extra mitigation against specific issues where the likelihood or impact of the risk has grown. Student representatives are amongst the elected members of our committee structure, and therefore central to our decision making.

The school has considered two areas of risk to the continuity of study for certain students that it considers reasonably likely to crystallise and has set out actions in place to mitigate against these.

a) Significant material changes to the intensity of course provision due to No ISTA or world leading funding, impacting on recruitment or leading to suspension of a programme of study	Measures
The reduction/removal and non-continuation of ISTA or equivalent funds have been considered as part of the standard annual programming review and curriculum planning process. The school may take the decision to reduce its curriculum or make a significant change in the way the curriculum can operate against the usual intensity expected of a Conservatoire. This may affect new applicants due to course programme changes and review of assessment of a programme. In extreme measure it may include the suspension of a programme altogether. The school has not identified any course or programme to be at significant risk but the measures in place to mitigate any risk to the continuation of studies are as follows:	
Course not running due to lack of student recruitment numbers	a) approved process and timeline of decisions for courses to be removed from the course offer

Although assessed as low risk, Inability to recruit diversity in student numbers and not achieve targets agreed through the School's Access and Participation Plan (APP)	a) To continue to work with the school's learning and participation unit and outreach provision through courses to reach out to the most talented of individuals in targeted communities without present access to dance in schools b) clear representation of marketing materials so that applicants can identify themselves in the identity of the school and its work c) design courses and make major revisions to the curriculum in order to provide a meaningful and personal experience for all learners in relation to their socio-cultural backgrounds. d) have support packages in place to remove barriers for all applicants who would not be able to participate in Higher Education without these in place.
Course closure / Suspension	a) commitment to 'teach out' provision for enrolled students where such action is reasonable and practicable b) adoption of a programme suspension / closure and changes are standard, and this will be handled in collaboration with the University of Kent and other providers
Material change to the course	a) commitment to 'teach out' existing programme/course unless change approved in writing by all existing students b) adoption of a programme suspension / closure and changes are standard, and this will be handled in collaboration with the University of Kent and other providers
b) Inability to support the movement of people and employability of graduates, caused by the events of pandemic or economic recovery in the sector.	Measures
Cultural and creative sectors are important in terms of their economic footprint and employment. They also spur innovation across the economy, as well as contribute to numerous other channels for positive social impact (well-being and health, education, inclusion, urban regeneration, etc.). Through research and collaboration with others, NSCD recognises that these sectors at present were among the hardest hit by the pandemic and cost of living crisis, with large city regions often containing the greatest share of jobs at risk. The school believes that it has the potential to be an economic driver and source of innovation. Leeds for a long time has been the incubator to support specialisations in the cultural and creative sectors to evolve and emulate reports of the arts being able to tackle competitive and societal challenges from new angles, favouring resilience, skills creation and prosocial behavioural changes.² The school has not identified any course or programme to be at significant risk, graduate data is positive, and alumni relations are strong. The measures in place to mitigate any risk to the continuation of studies are as follows:	

² see for example, the 2019 *Culture and Climate Change* report by World Cities Culture Forum showcasing how 14 world cities put climate and the environment at the centre of their cultural policies (http://www.worldcitiescultureforum.com/assets/others/WCCF_Report_June_28_FINAL_v4.pdf accessed 1st November 2020).

Hesitancy of applicants to enter Higher education, due to the slowdown of human movement and perceived lack of employment opportunities, in a sector struggling to regenerate after a pandemic	a) Join the sector in working through collaborative means to develop innovation through notable and accelerated digitisation of arts training and practice b) continue to develop the school's network capabilities and offer a range and portfolio of courses which can support a 'cross-over culture' between the arts, education and health sectors c) use our National Portfolio Status to support graduate commissions that will in parallel with income and business support measures, invest in cultural production to help the sector rebound after the crisis d) invest in our graduate careers programme to address gaps in self-employment support schemes by encouraging the simplification of eligibility criteria and making them accessible to hybrid forms of employment e) for NSCD to be a key contributor in the consultation with network organisations, representatives of self-employed professionals, small cultural and creative businesses, and sectoral employer organisations in the region to raise the efficacy of policy measures and support the dance ecology in the North of England and beyond. f) Develop and nurture new opportunities for continued professional development for NSCD recent graduates in partnership with other organisations such as Yorkshire dance and one dance UK. g) support the visibility of our graduate workforce and achievement through NSCD website
c) BREXIT: Impact surrounding the number of students from other EU countries after Brexit, due to the ending of their loan entitlement and the imposition of higher (uncapped) fees;	Measures
From an analysis of the student dashboard over the last 5 years, approximately 19% of the NSCD student body comes from another EU country.	
Lack of diverse recruitment and limited breadth of cultural dimensions brought to the programme as a result of having few and no applications from the EU	a) to continue to work with collaborative networks in Europe to promote the school's unique offer b) Look at targeted marketing for European applicants c) Look at financial modelling to offer incentive bursaries d) receive support offered by our European alumni e) In the event of non-recruitment to target in this area to look at offering to home students.

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

3.0 Refunds and Compensation

Details of the School's arrangements and policy concerning refunds and compensation under the Student Protection Plan is set out in the attached '**Refund and Compensation Policy**' which can be found on the School's website <https://www.nscd.ac.uk/policies-and-procedures/> alongside the Student Protection Plan at <https://www.nscd.ac.uk/policies-and-procedures/> The consumer contract is between the student and

NSCD as set out in the Student Terms and Conditions. Students should refer to the **‘Terms and Conditions and Fees Policy’** published on the School website <https://www.nscd.ac.uk/policies-and-procedures/> which they will have received in durable medium at the point of offer, or should contact NSCD admissions for a copy.

The Student Protection Plan sets out possible situations where NSCD will no longer be able to preserve continuation of study for one or more students, or where there has been disruption to a course of study. These are also set out in the Refunds and Compensation Policy. The Student Protection Plan identifies such situations as being of low risk. It is ultimately the School’s responsibility as part of its governance to ensure that the commitments set out in its Student Protection Plan are properly discharged. The final decision regarding the issuing of refunds and compensation under the Student Protection Plan to individual students will be made by the CEO and Principal of the School or their delegates.

In the event that one of the situations / events identified in the SPP and clause 4.1 were to occur and the Student Protection Plan be activated, NSCD has sufficient funds in its reserves and via its insurance policies to ensure a fair outcome for students in all circumstances with regard to refunds and compensation.

Notwithstanding that in such circumstances NSCD will take proactive action without requiring students to lodge a formal complaint, students who wish to make a request for a refund or compensation under the Student Protection Plan may do so by contacting the Head of Quality and Compliance, qualityoffice@nscd.ac.uk. If a student is dissatisfied with the proposed outcomes, they can access School’s Complaints Procedure and if there is no resolution, you can contact the Office of the Independent Adjudicator, at <http://www.oiahe.org.uk/>

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

4.1 Communicating with Students and future students about this SPP

NSCD publishes this SPP for current and future students, on the School’s website, making sure that this is linked on the School’s VLE and by ensuring that the SPP is appropriately referenced in communications with potential students during recruitment, admission and registration.

The Terms and Conditions for students set out circumstances under which NSCD will consult students on significant changes to programmes. NSCD will also inform affected students of any material changes which may affect their studies in a timely manner. Should the SPP need to be implemented, students will be notified by the School’s Vice Principal (or nominee) via email. The School commits to giving students maximum notice of any changes, but at least 12 weeks prior to the intended dates of programme change or closure where this is possible.

The school will communicate and advise individual students about implications and conditions to fees and other funding, where a student takes an intermission in their studies. This is also covered more fully in our Interruption of studies policy, https://www.nscd.ac.uk/wp-content/uploads/2022/09/Interruption-of-Studies-Policy-2022_23.pdf. This describes the circumstances in which we would offer a fee waiver for repeat study and expresses the school’s commitment to explore alternatives to repeat study. This information is reiterated to students in the documentation sent to them when their intermission is approved. Advice and support will be offered in the first instance by the School’s Quality Office quality.office@nscd.ac.uk. Additional advice and support are available from the relevant programme management team within each of the school’s faculties.

Where applicants have accepted an offer to study at NSCD but have not yet registered at NSCD, the School will notify them if the Plan is triggered and will likely affect them. In such cases, we would inform them of

any changes and would try to minimise their impact by supporting their applications/transfer to suitable alternative arrangements. For example, we would help them to find an alternative course or provider, or we would help them to defer their place for a year if this was appropriate. Advice and support will be offered in the first instance by the School's Admissions Manager admissions@nscd.ac.uk

4.2 Communicating with staff about this SPP

NSCD will ensure that staff are made aware of the implications of this SPP when they propose programme changes by including a reference to the SPP in its early programme approval, review and amendment documentation, before submitting for scrutiny by Learning, Teaching and Quality Assurance Committee and Programme Approval Sub-committee. The SPP will be published on the school's website and referenced in relevant staff induction and training activities. Staff made aware of the procedures that are being followed in the closure or suspension of a course of study or significant course changes and attention will be drawn to our refunds and compensation policy.

Staff will also be briefed around support and communications protocols with all students and third parties and as such will be guided to either the School's Head of Quality and Compliance and/or NSCD's Head of Marketing and Communications

4.3 Consultation with Staff and students around the SSP

The SPP is included on a regular cycle of review and overseen by the School's Leadership team and Senate and approved by the Board of Governors (both of which include student and staff members). As well as these committees, students and staff are encouraged to input their views into the plan for development and scrutiny. This is a collaborative process through the Student Voice Forum (a subcommittee of Senate) which includes student representatives from all programmes, and staff members from faculties and professional services.

The Student Protection Institutional oversight is maintained through the school's governance, leadership and management structures.

5.0 Complaints

Non-academic complaints regarding a programme of study should be raised via the School's Student Complaints Procedure https://www.nscd.ac.uk/wp-content/uploads/2025/10/NSCD-Student-Complaints-Policy-2025_28-v1.pdf which is published on the School's website and conforms to the UK Quality Code and Office of the Independent Adjudicator (OIA) recommended good practice. Through FDAP NSCD has consolidated its policies into one policy for student complaints and this will also cover academic complaints regarding a programme of study. The provision for refunds and compensation in this Student Protection Plan do not affect students' rights of complaint under the Student Complaints Procedure. Complaints relating to this SPP should be referred to The School's Quality Office (email quality.office@nscd.ac.uk) in the first instance.

6.0 What is not covered by this plan.

If NSCD makes:

- Minor adjustments and improvements to a course, as part of routine programme monitoring. This could include no longer accepting new students onto a particular version of the course.
- Minor adjustments to module content or module option choices. NSCD will attempt to make changes to the website content of the programme prior to acceptance.
- Changes to a student's timetable, including rooms, buildings or close-by locations

If there are any immediate views, concerns or feedback in relation to this Student Protection Plan please contact the please contact the Quality Office

7.0 Questions

If there are any immediate questions or feedback in relation to this Student Protection Plan please contact the please contact the Head of Quality and Compliance at quality.office@nscd.ac.uk. Questions raised by students will be responded through the student voice forums.