

STUDENT PROTECTION PLAN

1. Background

1.1 Court Theatre Training Company currently delivers a two-year accelerated BA (Hons) Acting programme to approximately 35–50 students across its cohorts. The programme is validated by Buckinghamshire New University and is included within BNU's student-protection arrangements. CTTC also operates the measures contained within this Plan to manage and mitigate risks to the continuation of study.

2. Scope

2.1 This Student Protection Plan ("the Plan") covers all students currently enrolled on, or applying to, a programme of study at CTTC.

3. Responsibilities

3.1 This Plan is compiled and approved by the CTTC Management Committee and reviewed annually by the Governing Body. The Management Committee and Governing Body are responsible for ensuring that CTTC maintains appropriate policies, procedures and governance arrangements to protect students and meet its statutory, regulatory and contractual obligations.

4. Guiding Principles

4.1 The development of this Plan is in accordance with the principles set out in the BNU Student Protection Plan policy and their published Terms and Conditions for Admission, which we are aligned with.

4.2 CTTC:

- Will make every effort to ensure that the programmes that it offers to students are delivered as validated
- Accepts that it may be necessary to make changes to its provision to maintain currency and validity
- Will seek to minimise disruption to students
- Will consider the potential impact of changes to its provision on the student population, including any disproportionate impact upon particular groups of students.
- Will endeavour at all times to keep students appropriately informed with regard to changes that may be necessary and will bring these to their attention as soon as possible
- Will inform the OfS of events that require the implementation of the provisions of this Plan

5. Assessment of Risks

5.1 In developing this Plan, we have employed the BNU Risk Register methodology namely:

- Identification of a range of scenarios and their potential impact on students
- Analysis of the probability of a particular scenario occurring and its impact on a student or cohort of students to determine the level of risk
- Identification of mitigations either already in place or to be put in place to reduce the identified risk
- Identification of activities to help protect the student experience should the scenario occur, including refund and compensation where this is applicable and how this can be secured

5.2 Scenarios related to the preservation of the continuity of study have been identified in relation to the following categories:

1. Teaching staff and quality assurance
2. Principal and Management staff
3. Premises and physical resources
4. Validating body
5. Financial performance

6. Mitigation of Risks

6.1 Teaching Staff and Quality Assurance

6.1.1 CTTC operates with a small core leadership, academic and professional-services team, including the Principal, Executive Director, Director of Studies and staff responsible for operations, administration and student services. The core team is supported by an established pool of freelance tutors, directors and visiting practitioners. A number of staff and tutors have worked with CTTC for many years, including some for more than 20 years

6.1.2 CTTC has access to a wide pool of appropriately qualified and experienced tutors and creative practitioners. When vacancies arise, teaching and directing opportunities generally attract a strong field of applicants, allowing suitable appointments to be made within an appropriate timescale and subject to BNU approval where required.

6.1.3 **Risk Assessment:** CTTC assesses the risk of being unable to secure appropriate teaching staff as low.

6.1.4 **Mitigation:** CTTC's teaching staff are generally multidisciplinary, allowing temporary cover to be arranged where appropriate. CTTC also maintains relationships with a broad pool of practitioners who may be approached when additional or replacement teaching is required. In the event of a teach-out, CTTC would seek to retain or contract sufficient appropriately qualified staff for the period required to enable affected students to complete their programme.

6.1.5 CTTC underwent a successful Higher Education Review by the Quality Assurance Agency in 2018. Since that review, CTTC has continued to complete the annual monitoring, external examining and quality-assurance processes required by BNU, Including a Periodic Panel Review in May 2026. Feedback, recommendations and agreed actions

arising from these processes are incorporated into CTTC's ongoing quality-improvement planning..

- 6.1.6 CTTC makes ongoing proportionate enhancements to its curriculum, facilities, staffing and operating procedures. Any material change affecting programme delivery, assessment or students' contractual expectations will be managed through the appropriate BNU approval, consultation and communication processes. CTTC remains committed to staff development and to regular monitoring, feedback and evaluation.

6.2 Principal, Management Staff and Governing Body

- 6.2.1 Our organisational structure is based on a small management team, led by a Principal and Executive Director and overseen by the Governing Body. The risk scenario would involve temporary or permanent loss of staff or members of the Governing Body due to illness, accident or job mobility.
- 6.2.2 **Risk Assessment:** The risk associated with the temporary or permanent loss of a senior member of staff is assessed as medium. CTTC recognises that, as a small provider, a significant amount of organisational knowledge and responsibility is held within a relatively small senior team. Illness, accident, extended absence or staff turnover could therefore have a greater proportionate impact than it might within a larger institution.
- 6.2.3 **Mitigation:** The senior management team are trained and experienced in covering for each other in the event of absence. Insurance is in place to cover any financial loss due to extended absence. Our Governing Body operate in a voluntary capacity and so would not be affected by a "teach out" eventuality and meet twice a year so absence is not expected. The nature of the industry is such that there is a surfeit of experienced and qualified individuals who could be recruited to take on management staff roles if required.

6.3 Premises and Physical Resources

- 6.3.1 CTTC is based within The Courtyard Theatre, a professional working theatre containing the main auditorium, rehearsal and teaching spaces, offices and associated student facilities. Recent enhancements include retractable auditorium seating, improvements to the technical and environmental infrastructure, a dedicated recording studio and expanded digital learning resources. These facilities support the delivery of the degree programme and CTTC's wider educational activities.
- 6.3.2 **Risk Assessment:** The risk of non-availability of the premises and its facilities due to unforeseen circumstances is seen as low because of the following mitigating circumstances.
- 6.3.3 **Mitigation:** The lease of the premises was renewed in 2022 for a fixed term of 15 years. Business-interruption and continuation insurance is maintained and reviewed annually, subject to the terms, limits and exclusions of the relevant policies.
- 6.3.4 CTTC operates a flexible lease and management deal with its landlords. The flexible lease arrangement means that there are controls in place for the use of additional space on top of the initially timetabled space requirements and this also works the

other way in allowing a 'handback' of booked space in the event it is not required by CTTC.

- 6.3.5 Teaching resources such as dance floors, PA systems, computers, lighting, ballet bars and the library are all maintained and enhanced annually and are considered company assets.
- 6.3.6 If part or all of the premises became temporarily unavailable, CTTC would assess the use of alternative rehearsal, performance or teaching spaces, amended timetabling and limited remote delivery where academically appropriate. Any alternative arrangements would take account of accessibility, travel, specialist equipment and the practical requirements of actor training.

6.4 Validating Body

- 6.4.1 CTTC currently has one validating partner, Buckinghamshire New University.
- 6.4.2 **Risk Assessment:** The risk of disruption arising from the validating arrangement is considered low. The risk of CTTC failing to meet BNU's academic, quality-assurance and partnership requirements is also considered low.
- 6.4.3 **Mitigation:** CTTC maintains regular communication with relevant academic, registry and partnership staff at BNU and complies with BNU requirements relating to programme approval, admissions, assessment, annual monitoring, external examining and quality assurance..
- 6.4.4 CTTC reviews and enhances its provision through annual monitoring, external examiner feedback, student feedback and agreed action planning.
- 6.4.5 The contractual and academic arrangements between CTTC and BNU include provisions intended to support continuity of study for registered students should circumstances affect programme delivery. CTTC would work with BNU to implement any necessary continuation or teach-out arrangements and to communicate clearly with affected students.

6.5 Financial Performance

- 6.5.1 CTTC is registered with the Office for Students, and eligible students are able to access statutory student support. CTTC undertakes the financial reporting, monitoring and assurance processes required by the Office for Students, BNU and other relevant authorities.
- 6.5.2 **Risk Assessment:** The risk of discontinuation arising from financial pressures is assessed as low to medium. CTTC recognises the financial pressures affecting higher education and specialist performing-arts training, including recruitment volatility, inflation and increased staffing, premises and operating costs.
- 6.5.3 **Mitigation:** The risk of discontinuation arising from financial pressures is assessed as low to medium. CTTC recognises the financial pressures affecting higher education and specialist performing-arts training, including recruitment volatility, inflation and increased staffing, premises and operating costs.
- 6.5.4 2026/27 recruitment includes a larger first-year intake than in recent years. Recruitment is supported by national outreach, school and college engagement, open

days, self-tape and in-person auditions, and relationships across the specialist performing-arts sector. The larger cohort has been incorporated into staffing, timetabling, space and financial planning.

- 6.5.5 CTTC maintains commercial insurance that includes relevant forms of business-interruption, material-damage, public-liability, employers' liability and legal-expenses cover, subject to the terms, limits and exclusions of the applicable policies.

7. Refund of Tuition Fees and Compensation

- 7.1 CTTC maintains financial planning and reserves intended to support its potential obligations under this Plan and its Refunds and Compensation Policy.
- 7.2 Where CTTC is unable to preserve continuity of study, it will consider refunds and/or compensation in accordance with its Refunds and Compensation Policy. This may include tuition fees paid for teaching that cannot be delivered or replaced and, where appropriate, reasonable additional costs directly incurred by a student because of the disruption.
- 7.3 Decisions will take account of the circumstances of each student, the extent to which suitable alternative provision has been offered, and any particular impact upon disabled students, students with caring responsibilities, commuting students, international students and other students who may experience disproportionate disadvantage.
- 7.4 Students will be informed of the process for making a claim, the evidence required, the decision-making and appeal arrangements, and the expected timescale for a response.
- 7.5 Insurance will be relied upon only where the relevant event and costs are expressly covered by the applicable policy.

8. Activation and Implementation of the Plan

- 8.1 The Plan may be activated where an event creates a material risk that CTTC will be unable to deliver a programme, part of a programme or essential student services as reasonably expected.
- 8.2 The Principal and Executive Director will undertake an immediate assessment and notify the Governing Body and BNU. The Office for Students and any other relevant authorities will be notified where required.
- 8.3 CTTC will identify the affected students, assess any disproportionate impact and prepare an implementation plan. Measures may include replacement teaching, revised timetabling, temporary or alternative premises, remote provision where academically appropriate, an extension or pause, transfer arrangements or a managed teach-out.
- 8.4 Students will receive clear and timely information, a named point of contact, opportunities to ask questions and details of relevant complaints, appeals, refund and compensation arrangements.
- 8.5 Where international students are affected, CTTC will consider any implications for sponsorship, visas, attendance monitoring and regulatory reporting and will provide appropriate information and signposting.

9. Communication

- 9.1 A summary of this plan will be published on our website, on our Student Portal and in our Student Handbook. This means it can be accessed both internally and externally by current students and applicants as well as by all staff and other stakeholders.
- 9.2 The BNU SPP is referenced in their Terms and Conditions of Admission which we are also subject to and is published on their website. These Terms and Conditions are accepted by students at the start of their studies as part of the BNU formal enrolment process.
- 9.3 Development and review of this Plan has been informed by discussion with CTTC’s Senior Management Team and Governing Body, together with regular student feedback received through Student Representatives, Company Managers, surveys, tutorials and other student-engagement mechanisms. The Plan is shared with BNU and other relevant stakeholders as appropriate.
- 9.4 If the Plan is activated, CTTC will communicate with affected students as soon as reasonably practicable. Communications will explain the nature of the issue, the options being considered, expected timescales, sources of advice and support, and how students can raise concerns or provide feedback.

10. Annual Review

- 10.1 This Plan will be reviewed at least annually by the CTTC Management Committee and Governing Body, with input from Student Representatives, Company Managers, BNU and other relevant stakeholders.
- 10.2 The Plan will also be reviewed following any material change to CTTC’s programmes, premises, staffing, financial position, regulatory obligations or partnership arrangements, or following any event that causes the Plan to be activated.
- 10.3 The review will consider whether the identified risks, mitigations, financial provision, communication arrangements and supporting policies remain appropriate and effective.

¹ [BNU Student Protection Plan Policy](#). Version Number: 1.1. Published Oct 2018 approved by Council/OfS.

Version	Date	Creation/Amend	Editor	Approved By	Date
V4	14/07/26	Annual review and update to student numbers, staffing, premises, quality assurance, recruitment, financial mitigations and student-protection arrangements	PT	TG	14/07/26