Business Continuity Policy & Student Protection Plan

Policy no:	1.4	**Version number**	V02
Version date	2-05-2026	**Written by**	Murray Cooper Reviewed by Noorulain Zafer, Quality Manager
Checked by	Marta Dziedzicka	**Approved by**	Executive Committee
Responsible persons	Ejaz Ashraf Chowdary	**Next review due**	June 2026
Related policies	• Whistleblowing Policy • Fraud Prevention Policy • Safeguarding and Prevent Policy • Health and Safety Policy		
External reference points	Primary Element 2: *Sustainability* in the Council of University Chairs (CUC)Higher Education Code of Governance states: 'there are effective systems of control and risk management in place'.		

Contents

1. Introduction

This Business Continuity Policy and Plan involves identifying risks to the company's operations, assessing how those risks will affect operations and implement safeguards and procedures to mitigate the risks. There should also be testing procedures to ensure these safeguards and procedures work. Finally, there should be a review process to make sure that the plan is up to date.

2. Rationale and Scope

Risk Management can be described as the process of planning for and mitigating the effects of something happening that will potentially have a detrimental impact on the achievement of organisational objectives, or even in some cases on the existence of the College. Risks are classified by the likelihood and potential consequences of an event occurring. Health and Safety risks are assessed and managed by the College Health and Safety Policy. All other risks are assessed and managed by the Student Protection Plan 2021/22 and by maintenance of the Risk Register.

3. Identifying Risks

The risk management process, excluding risks that fall more generally under the category of Health & Safety threats and hazards, are based on the Risk Register, which is an instrument that provides the identification and assessment of risks including those identified in the Student Protection Plan. Risks may be added or removed, and the Risk Register is updated periodically. The following list, which is not exhaustive, currently includes all risks that are identified and assessed in the Risk Register:

- Student Recruitment
- Admissions Process
- Student Engagement Progression
- Student Learning
- Resources to Enhance the Student Experience
- Key Staff Retention
- Financial Resources
- Information Resources
- External Policy Environment
- Student Voice
- Student Experience
- Marketing Strategy
- Governance
- Reputation
- IT Infrastructure and GDPR
- Growth Targets
- QSR & OfS

- Closure of the College
- Closure of a Course or Courses
- Change in Course Content
- Change in Location
- De-designation for Statutory Student Support Purposes
- Loss of awarding organisation (franchise) partner
- Limitations due to the Pandemic or Natural Disaster
- Change in law

1. Critical Incident such as:

   - The death of a student or member of the College community through crime, accident or illness.
   - A serious injury to any member of the College community
   - Serious damage to facilities used by the College through fire, flooding or vandalism
   - The disappearance of a member of staff or student
   - A physical attack on a member of staff or student
   - Building used by the College collapses
   - Public Health threats (e.g. meningitis)
   - Adverse weather conditions
   - A transport-related accident
   - Civil disturbances and terrorism
   - Pandemic

3.1. Assessing Risk

Each risk identified is given a score 1-5 for likelihood and 1-5 for impact, with 1 being very low and 5 being very high. These two factors of likelihood and impact are multiplied together to provide the overall degree of risk. Risks are gauged according to the following Likert Scale:

1-5	Very Low Risk
6-10	Low Risk
11-15	Medium Risk
16 – 20	High Risk
21 – 25	Very High Risk

Risks in the Risk Register are described and their status in terms of the extent to which they are under control is explained. There are also updates on mitigations that have or will be introduced with deadlines for their completion and review.

3.2. Executive Committee

The Executive Committee is the owner of the Risk Register and management of risk. It is responsible for:

- Reviewing the College's risk management framework to ensure coverage of all key risk areas
- Proposing new areas of risk as and when they are deemed necessary
- Monitoring the adequacy of and compliance with prescribed policies
- Reviewing and updating policies and procedures to manage identified risks
- Ensuring appropriate action is taken to address risk and minimise or mitigate adverse effects

3.3. Risk Owners

Each risk on the agreed Risk Register has a risk owner, who is responsible for ensuring their assigned risk area is effectively monitored and mitigated. Risk owners should pass on any updates to the risks they are responsible for to the Head of Quality.

3.4. General Staff Responsibilities

Every MCC staff member is responsible for effective identification, reporting and management of risks. Any staff member may be assigned ownership of specific risk(s) by the Executive Committee. Staff should report on any risk mitigation plans they are responsible for including the implementation of risk reduction strategies, which should be integrated with other planning procedures and activities.

3.5. CEO

The College CEO must ensure that competent risk management processes and managers are in place at all time and that suitable and sufficient risk assessment and management is carried out to identify and minimise risks to all College services, whether delivered online or in situ at any of the College campuses. Risk assessments must be included in the planning, development and expansion of College provision, facilities and resources.

4. Risk Management Process

The following steps describe the process of Risk Management at the College throughout the annual review cycle:

1. All risks on the Risk Register are assessed every academic term
2. Each risk on the Risk Register has a risk owner who is responsible for checking and updating the risk(s) they are responsible for
3. The Head of Quality passes each risk to the risk owner for assessment
4. The Head of Quality provides a draft assessment of every risk identified based on comments from risk owners and passes this to the Executive Committee
5. The Executive Committee monitor and assess each risk and the implementation of plans to mitigate threats and maximise opportunities
6. Mitigation plans are monitored and reviewed at every Executive Committee meeting

5. Risk Mitigation

The Risk Register includes mitigations for every risk to ensure that business can continue and no student will be adversely affected. The following provides a mitigation plan if a critical incident occurs

6. Business Continuity Plan

6.1. Aim

The aim is to ensure that key staff and management are able to respond quickly and effectively to ensure the situation is under control and minimise any adverse effects in the event of a critical incident occurring.

6.2. Critical Incident Management Team

- Programme Leaders
- Head of Business Development
- Head of Quality
- Registrar
- Head of Operations

The Critical Incident Management Team may co-opt other members to assist them as required including partner agencies. The Head Operations will act as Team Leader, or in their absence, the Head of Quality or Head of Business Development, or CEO. If a critical incident occurs, the College will follow the procedures below:

6.3. Terrorist Incident Occurs

In the unlikely event that there is a terrorist incident with firearms or weapons attack either in the building where delivery is taking place, or when outside on excursions, members of staff, group leaders and students should follow the Hide Run Tell advice by the police on how to survive a terrorist attack in the link below:
http://www.npcc.police.uk/NPCCBusinessAreas/WeaponAttacksStaySafe.aspxgiven

For this and any other critical incident:
The Head of Operations, or another designated person are notified

The Head of Operations is instructed by them to contact
- Emergency services 999 if needed
- The Critical Management Team
- The Executive Committee

All Heads
- Brief and advise staff and students on-site
- Bus travel companies if appropriate

7. Communication in an Emergency Situation

- A nominated member of the Critical Incident Management Team will communicate with emergency services via a mobile
- The College main contact line will be used for incoming calls
- The College emergency 24-hour mobile phone contact numbers may be used
- Mobiles will be used for all outgoing calls
- Staff dealing with incoming calls will receive written briefings
- All calls will be recorded
- A nominated person only will handle all media enquiries
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8. Important Location Points in an Emergency

The following location points will be immediately established unless the College premises have been evacuated:

Control Centre:

Institution Address: 3rd Floor, The Urban Building 3-9 Albert Street, Slough, SL1 2BE

Contact: 0333 0040036

9. Student Protection Plan

(1) MCC having to close down due to lack of funds (Very Low)

The College has been operating since 2008 and has multiple income streams to ensure it remains solvent, good staff and satisfied students showing it is sustainable. The College has plans in place to attain Office for Students (OfS) registration and currently has a Service Level Agreement with Buckinghamshire New University to deliver BA (Hons) Business Management with Foundation Year. The College also ears revenue from international students through its Flexible Distributed Learning Mode. The College also has a collaboration with UCAM Spain to deliver its MBA programmes.

(2) Loss of a university or awarding body (BNU and Pearson) (Very Low)

The College has recently attained and SLA with BNU that ensures the partnership is sustained long into the future. The College has also been running Pearson Level 7 successfully for many years and has recently started HNDs. The College has recently recruited new staff with experience in managing BNU and Pearson programmes to ensure their success.

(3) Loss of facilities (Very Low)

The College currently hires premises in Slough and is has its own campus with offices and classrooms in Slough. All Pearson programmes are delivered online so loss of premises is not a risk.

(4) Key staff members leaving (Medium)

The College has a very good team of staff and many have worked at the College for more than two years, whilst some have worked there since it was established in 2008. However, the College plans to recruit many more students. This could pose a risk to the College if a large number of the newly recruited staff were to leave at one time leaving the College unable to run its courses effectively. This could force the College to close courses until new staff have been replaced. Hence the risk is medium.

10. Measures to Mitigate Risks

(1) MCC having to close down due to lack of funds (Very Low)

The risk that the College would be unable to operate due to a lack of revenue is very low. However, to mitigate this, the College has a surplus fund to maintain all provision at its current scale for one academic year. In the event of a critical incident, all students and staff would be able to complete one academic year before closure.

(2) Loss of an awarding organisation (BNU and Pearson) (Very Low)

The risk that the College will lose an awarding organisation is very low. However, the College will create a Teach Out Plan if this situation arises to mitigate the impact on students. The college will make the plan in consultation with students and include options for students to transfer to other providers if they wish. The College will inform students of any changes as soon as possible, and provide full guidance and support about alternative providers.

(3) Loss of facilities (Very low)

If facilities the College uses becomes unusable for students, the College will relocate provision or revise the timetable so that scheduled classes can take place at different times. If the College is still unable to accommodate students, the College will compensate them. This will not be an issue for distance learning students.

(4) Key staff members leaving (Medium)

The College will develop robust human resource and talent management systems in order to ensure the recruitment, training and retention of good quality staff. The College will create a resource plan to ensure that there are adequate staff numbers in place to accommodate the planned growth in student numbers. The College Academic Staff-Student Ratio for all Higher Education provision, including teaching faculty and academic support staff, will be no greater than 1:30 at any one time or location, including online. The College will make sure that it continuously advertises for academic staff so that it does not find itself short of staff if many should decide to leave at any one time. The College will aim to offer a competitive rate to staff alongside training opportunities and membership of Professional Statutory and Regulatory Bodies (PSRBs) such as Advance HE. This will improve service level and teaching quality and help to incentivise and retain staff at the College.

11. Informing and Protecting Students

The College will make the student protection plan available to students and it will be explained to every class by staff and student representatives. If the plan has to be implemented, any changes will be communicated to students as soon as possible and students will be informed about all their options. In order to mitigate disruption, the College will offer students the opportunity to join another MCC courses, or go to another provider.

12. Refunds and Compensation

If a student transfers to another course or provider due to MCC being unable to continue delivering their course, the student may claim a refund of tuition fees. Students may also claim are refund if they feel that they have been put at a disadvantage due to the change(s) and wish to claim compensation.

13. Results

No.	Risk	Likelihood	Impact	Total	Risk
1	MCC having to close down due to lack of funds	1	5	5	Very Low
2	Loss of an awarding organisation (BNU or Pearson)	1	3	3	Very Low
3	Loss of facilities	2	2	4	Very Low
4	Key staff members leaving	3	4	12	Medium

Key
Likelihood: 1 = very low, 2 = low, 3 = medium, 4 = high, 5 = very high
Impact 1 = 1 = very low, 2 = low, 3 = medium, 4 = high, 5 = very high
Total = Likelihood multiplied by Impact.