



# STUDENT PROTECTION PLAN



September 2025

To be reviewed in September 2026

# Table of Contents

1	STUDENT PROTECTION PLAN .....	3
1.01	INTRODUCTION.....	3
1.02	MEASURES WE WILL TAKE IN SPECIFIC SITUATIONS.....	3
1.03	FINANCIAL AND MARKET RISKS.....	4
1.04	REGULATORY RISKS .....	7
1.05	RISKS CONCERNING THE COLLEGE’S ESTATE.....	8
1.06	LEGAL AND REPUTATIONAL RISKS.....	16
1.07	RISKS ASSOCIATED WITH A LOSS OF PERSONNEL.....	19
1.08	PROGRAMME-RELATED RISKS .....	21
1.09	COMMUNICATION WITH COLLEGE STAFF AND STUDENTS.....	23

# 1 STUDENT PROTECTION PLAN

## 1.01 INTRODUCTION

The Islamic College ('the College') is an academic institution for Islamic Studies. It trains students to become academic researchers, community leaders, mosque Imams, teachers, chaplains, lawyers, entrepreneurs, and capable individuals who can serve in various spheres of Islamic activity and service.

All Programmes are developed, delivered, and assessed internally by the College.

The Irshad Trust ('the Trust') is the registered charity that owns The Islamic College. Its road is to support the College's development, both financially and practically. Responsibility for the day-to-day operation of the College has been delegated by the Trust to the Principal (Link Trustee), who works in close collaboration with the Senior Management Team (SMT).

All teaching activities are delivered on-campus at: *133 High Road, Willesden, London NW10 2SW*

The aim of this Student Protection Plan is to outline the actions the College and the Trust will take in the event of a material change in circumstances, such as a major disruption or institutional risk, to ensure the protection of students' interests and to support their ability to complete their Programmes of study.

In fulfilling this commitment, the College and the Trust will work in partnership with the Office for Students (OfS) to ensure students achieve the best possible outcomes.

This Plan has been designed to comply with the requirements for registration with the Office for Students.

## 1.02 MEASURES WE WILL TAKE IN SPECIFIC SITUATIONS

In the tables which follow, a number of risks and changes of circumstance are identified along with the actions that the College and Trust will take in order to protect students' continuity of study should those risks/changes materialise. In each case, we have tried to take account of differences in students' needs, characteristics and circumstances. Information about procedures for students who wish to transfer to another institution to complete/continue their studies, along with the information about how refunds may apply has been provided at the end of this document.

## 1.03 FINANCIAL AND MARKET RISKS

Risk to Continuation	Level of Risk	Mitigating Actions
<p>1- The College experiences a significant loss of market, leading to a sustained loss of income and ultimately a decision to close</p>	<p>Low: The risk is considered low because The Islamic College operates in a specialist academic and vocational area with a strong and clearly defined niche in Islamic Studies and related fields. This unique positioning ensures a steady and sustained demand for its programmes among domestic and international students seeking faith-based, academically rigorous education.</p>	<p>The College will also attempt in gathering the financial support from the community and religious institutions and potential donors.</p> <p>The College will suspend admissions. Applicants who have already accepted an offer will be permitted to withdraw their acceptance and will be provided with a list of alternative educational institution where they can undertake their studies.</p>
<p>2- The College is no longer able to meet its financial obligations and is forced to exit the higher education market 3- The Trust experiences financial failure, directly affecting the College's position 4- Risk of The Islamic College being unable to continue to operate as a whole</p>	<p>The risk of financial collapse or institutional closure is assessed as low, due to the College's strong financial governance and the financial support structure provided by Irshad Trust, the registered charity that owns the College. Key factors include:</p> <ul style="list-style-type: none"> <li>• The College's finances are underwritten by the Trust, which has a clearly defined reserves policy, maintains a healthy asset base, and holds resources that could be liquidated or mortgaged if needed to ensure continuity of operations.</li> <li>• The College operates with prudent budgeting and cost management strategies,</li> </ul>	<p>The Trust will use its reserves or, if necessary, liquidate/mortgage Trust assets in order to cover operating costs and ensure that the College can be closed in an orderly fashion.</p> <p>The College will ensure the delivery of the financial implications of refund and compensation policies.</p>

	<p>ensuring that income is closely aligned with expenditure and that there is adequate provision for contingencies.</p> <ul style="list-style-type: none"><li>• Regular financial reporting and forecasting is conducted by the College's Senior Management Team and reviewed by the Board of Trustees, allowing for early identification and mitigation of financial risks.</li><li>• The College maintains modest operational overheads due to its single-campus model, and its specialist educational offering ensures a focused and loyal student recruitment pipeline, reducing revenue instability.</li><li>• In the unlikely event of financial distress, the Trust has the ability to implement short- to medium-term funding strategies, including leveraging assets, securing bridging loans, or reprioritising expenditures, to protect the College's operations and student experience.</li></ul> <p>Together, these controls significantly reduce the</p>	
--	--	--

	likelihood of institutional failure, enabling The Islamic College to continue delivering on its mission even in challenging financial circumstances.	
--	--	--

## 1.04 REGULATORY RISKS

Risk to Continuation	Level of Risk	Mitigating Actions
<p>1. The OfS suspends or de- registers the College because of a breach of one or more conditions of registration.</p>	<p>Low: The risk is considered low because The Islamic College is a registered higher education provider with the Office for Students (OfS) and has consistently complied with all conditions of registration, including those related to:</p> <ul style="list-style-type: none"> <li>• Quality and standards of education</li> <li>• Student outcomes</li> <li>• Financial sustainability</li> <li>• Governance and management</li> <li>• Information and data submission requirements</li> </ul> <p>The College has met all relevant deadlines, responded to compliance requests, and submitted the required data returns (e.g. HESA, NSS, Graduate Outcomes) in accordance with OfS expectations.</p>	<p>The College will discontinue the use of any wording, which indicates that it is registered with the OfS.</p> <p>The students will be formally informed.</p>

## 1.05 RISKS CONCERNING THE COLLEGE'S ESTATE

Risk to Continuation	Level of Risk	Mitigating Actions
<p>1. The Main and the ancillary Buildings become unusable because of fire (or similar accidents) or as a result of structural/other risks associated with listed building status: this assumes a consequent loss of accommodation and teaching space.</p>	<p>Low: The risk is assessed as low due to the combination of preventative measures, insurance coverage, and contingency plans in place. Key factors include:</p> <ul style="list-style-type: none"> <li>• The College conducts regular fire and health &amp; safety risk assessments in accordance with statutory requirements. Any identified risks are promptly addressed through maintenance and compliance checks.</li> <li>• The buildings are covered by comprehensive property and contents insurance, which includes protection against fire, structural damage, and other insurable events. This insurance also includes business continuity coverage, which can help fund temporary relocation or space hire in the event of disruption.</li> <li>• The College's</li> </ul>	<ul style="list-style-type: none"> <li>• Wherever possible, the College will continue to deliver its in-House Programmes' content face to face; however, depending on the nature and extent of the loss, it may be necessary for some content to be delivered using online platform recordings from the most recent module run (usually the preceding academic year). Students will be kept fully informed of how content will be delivered.</li> <li>• If out of the two buildings of the College one is effected, then lectures will take place in the block not affected.</li> <li>• Study space will devolve to the library/other parts of the site; on-site/local students may be asked to work at home if possible, to maximise the space available for other academic activities.</li> <li>• Administrative staff will work from home if they are not directly needed on site.</li> </ul>



	<p>Senior Management Team will identify alternative local venues (e.g. community centres or partner institutions) that could be used temporarily to deliver teaching and maintain student services.</p> <ul style="list-style-type: none"> <li>• Digital delivery infrastructure (VLE) is already in place, which can support remote teaching for short-term continuity while physical solutions are arranged.</li> <li>• The College adheres to requirements related to listed building status, and maintains the property to prevent structural risks that could lead to closure.</li> </ul> <p>Due to these comprehensive safeguards, the likelihood of such an event occurring—and causing long-term disruption—is considered low, and the College is well prepared to respond if it does occur.</p>	
--	--	--

2. The College's Library is destroyed because of fire (or similar accidents): while the	Low: The risk of the College's library being destroyed by	<ul style="list-style-type: none"> <li>• Students would continue to use our online databases offered by the College.</li> </ul>
---	--	---

<p>Library is located within the Academic Centre, the assumption here is that only the Library is destroyed.</p>	<p>fire or other similar incidents is considered low, due to the following preventative measures and contingency plans:</p> <ul style="list-style-type: none"> <li>• The College undertakes regular fire risk assessments, with findings promptly actioned to mitigate potential hazards. Fire detection, alarm, and suppression systems are in place in line with health and safety regulations.</li> <li>• The Library is protected under the College's comprehensive building and contents insurance, which covers loss, damage, and replacement of physical assets due to fire or other incidents.</li> <li>• The College maintains a digital backup catalogue and continues to invest in online academic resources, journals, and e-books through the Virtual Learning Environment (VLE),</li> </ul>	<ul style="list-style-type: none"> <li>• Library stock will be assessed to see what needs to be replaced and what can be saved.</li> <li>• A full list of Library contents is maintained by the Librarian, from which the most urgently required texts can be identified using Module Narratives and book lists on the VLE (Virtual Learning Environment).</li> <li>• The College also has access to some e-resources and scans of some module-specific materials.</li> <li>• Otherwise, immediate replacement costs will be funded through insurance. Depending on the nature and extent of the losses, other theological libraries in the area may also be approached for short-term assistance (e.g. ILLs (Inter-Library Loans)).</li> <li>• Study space in the Library will be temporarily lost; as such, on-site/local students will be asked to work at home if possible to maximise the space available for other academic activities.</li> </ul>
--	---	--

	<p>ensuring students retain access to essential materials even if the physical library is temporarily unavailable.</p> <ul style="list-style-type: none"><li>• In the event of a loss, the most urgently required texts can be identified via Module Narratives and course reading lists and replaced or sourced from alternative providers (e.g. inter-library loans, digital collections).</li><li>• The College can also collaborate with nearby theological libraries and institutions to provide temporary access to resources for staff and students while recovery takes place.</li></ul> <p>These safeguards and resource alternatives mean that, while disruptive, such an event would be manageable with minimal long-term impact on academic delivery or student outcomes. Hence, the risk level remains low.</p>	
--	--	--

<p>3. The College's computer network is destroyed e.g. fire in the IT room, multi-site fire, unplanned power outage (unplanned shut down/re- boot) or malware.</p>	<p>Low:</p> <p>1. Physical Damage (Fire, Infrastructure Failure): – Risk Level: Low</p> <ul style="list-style-type: none"> <li>• The College's IT infrastructure is covered by insurance, including equipment and data recovery in case of fire or physical destruction.</li> <li>• Server equipment is maintained in a dedicated, secure IT room with restricted access and fire safety measures in place.</li> <li>• Critical IT assets and infrastructure are subject to regular hardware maintenance and risk assessment reviews.</li> </ul> <p>2. Power Outages / Unplanned Shutdowns – Risk Level: Low</p> <ul style="list-style-type: none"> <li>• The College has implemented backup and surge protection systems, including Uninterruptible Power Supply (UPS) where applicable, to prevent data loss or damage during sudden outages.</li> <li>• Power loss would cause short-term disruption only, as regular backups and cloud-based systems allow rapid recovery of</li> </ul>	<p>In the event of fire/power loss in the IT Room (Main Building), the College's support contract will enable the purchase/installation of new equipment, and IT staff will be able to restore data from back- ups in the Academic Centre (Main Building). If the fire/power-loss were to be in the Academic Centre, new back- up equipment would be installed as a matter of urgency. If the IT Room were lost, additional WiFi points would be set up to ensure that students could continue to access teaching materials through the cloud-based online database.</p> <p>In case of power outages temporary generator is available, also data is protected and accessible through VLE and cloud base.</p> <p>In case of cyber attack the College has invested in a new platform to secure the College website, database and other related components. Nevertheless the data on cloud is always available.</p>
--	---	--

	<p>services.</p> <ul style="list-style-type: none"><li>• Teaching continuity is preserved via the College's Virtual Learning Environment (VLE), which is hosted off-site and remains accessible even if local infrastructure fails.</li></ul> <p>3. Cybersecurity / Malware – Risk Level: Moderate</p> <ul style="list-style-type: none"><li>• While the College implements a range of cybersecurity measures (e.g. firewalls, antivirus software, secure user authentication), the increasing frequency and sophistication of cyberattacks makes this a moderate-level risk.</li><li>• The College is committed to staff training in digital hygiene, maintains regular off-site backups, and is working toward aligning with best practices in data security (e.g. Cyber Essentials or ISO standards).</li><li>• In the event of a cyberattack, the College can isolate infected systems and switch to cloud-based platforms and external communication channels to continue student</li></ul>	
--	--	--

	support and teaching.	
--	-----------------------	--

4. The College's estate (or a significant part of it) is destroyed through an Act of Terrorism	<p>Low:</p> <p>The likelihood of a targeted terrorist act against a small, specialist academic institution like The Islamic College is considered low, based on historical precedent and national threat intelligence.</p> <p>The College maintains regular contact with the Brent Local Authority Safeguarding Team, which monitors potential threats and offers guidance on safety and emergency response protocols.</p> <p>In line with the UK Government's CONTEST counter-terrorism strategy, any act of terrorism affecting an educational institution would trigger immediate national and local government support, including</p>	<p>Actions will depend on advice received from the Government , Police , Ambulance, Fire service , Local authority, OfS and other concerned bodies. Moreover our action will depend on the extent of the losses (both in terms of students and staff, and in terms of damage to the physical estate).</p> <p>Actions will be broadly similar to those outlined above; however, if losses are extensive, there is a greater likelihood that programme delivery will continue through recorded sessions on the Virtual Learning Environment (VLE) as part of a teach-out arrangement.</p>
--	---	---

	<p>assistance with emergency relocation, student safety, and financial recovery.</p> <p>The College's estate and contents are fully insured, including protection against acts of terrorism, ensuring that rebuilding and recovery costs would be covered in the event of major damage or destruction</p>	
--	---	--

## 1.06 LEGAL AND REPUTATIONAL RISKS

Risk to Continuation	Level of Risk	Mitigating Actions
<p>1. The College is prosecuted by a prospective/current student who believes that they have suffered discrimination or that reasonable adjustments have not been made for their disability</p>	<p>Low:</p> <ul style="list-style-type: none"> <li>The College has robust internal procedures in place to prevent both discrimination and breaches of consumer protection laws. These include: <ul style="list-style-type: none"> <li>A comprehensive Admissions Policy that upholds equality, diversity, and inclusion.</li> <li>An Equal Opportunities Policy and Disability Support Framework to ensure appropriate reasonable adjustments are identified and implemented.</li> <li>A clear and up-to-date Student Complaints Procedure,</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The College has a number of procedures in place to prevent discrimination from occurring. This includes high-quality admissions procedures, student support structures, mitigation procedures for student assessment, and good staff management.</li> <li>The College has a <b>Safeguarding Policy</b> in place to ensure the safety of students and staff.</li> <li>Beyond this, the College is covered by liability insurance. If required, additional legal costs would be covered by the Trust.</li> <li>If legal action results in an adverse finding and severe financial loss or reputational damage, the College will fund it through the Trust's funds.</li> <li>The College will take legal advice and defend its reputation through the legal process.</li> <li></li> </ul>
<p>2. The College is prosecuted under consumer protection law because of failure to deliver the advertised Programme(s)</p>		



	<p>allowing concerns to be resolved internally at an early stage.</p> <ul style="list-style-type: none"><li>• The College ensures that all programme information provided to prospective and current students is accurate, transparent, and regularly reviewed in line with the Consumer Rights Act 2015 and Competition and Markets Authority (CMA) guidance.</li><li>• All staff involved in admissions, programme delivery, and student support are trained in legal compliance and student rights, helping to reduce the risk of errors or oversight.</li><li>• Oversight is provided by regulatory bodies including the Office for Students (OfS) and the Prevent Duty Monitoring Framework, ensuring that the College complies with sector-wide standards and legal obligations.</li><li>• The College regularly</li></ul>	
--	--	--

	<p>updates and aligns its practices with best practices in higher education, reducing the likelihood of systemic failings.</p> <p>Given these mitigating factors and continuous external and internal oversight, the risk of legal prosecution for discrimination or consumer law breach is considered Low.</p>	
--	---	--

## 1.07 RISKS ASSOCIATED WITH A LOSS OF PERSONNEL

Risk to Continuation	Level of Risk	Mitigating Actions
<p>1. Loss of the Leadership Team (or individual members of the College).</p>	<p>Low: For individuals. The risk is considered low for individual members because the College has well-established governance structures and succession planning in place. Responsibilities within the Leadership Team are clearly distributed, and the institution maintains a collaborative management style, ensuring that the temporary or permanent loss of one individual will not significantly disrupt the College's operations. Additionally, the College can rely on senior academic and administrative staff to step in as interim leaders where necessary, and it can draw upon the support and oversight of the Irshad Trust, ensuring continuity of decision-making and institutional stability.</p>	<ul style="list-style-type: none"> <li>• <i>Member of the Board of Trustees:</i> The Trustees will appoint another person from the community who is able to meet the Trust's objectives</li> <li>• <i>Principal:</i> An Acting Principal will be appointed by the Trustees either from within the College Leadership Team from a Professional academic from the external market.</li> <li>• <i>Director for Education:</i> Teaching will be covered by other Faculty or through VLE recordings; an Acting Director will be appointed from within the Faculty.</li> <li>• <i>Finance Director:</i> Immediate assistance will be sought from the Principal of the College reappointment.</li> </ul>

<p>2. Loss of the Faculty (e.g. loss of life at an away day/gathering)</p>	<p>Low For Faculty as a Group: Such gatherings involving the entire faculty are infrequent and typically small in scale, significantly reducing the likelihood of a catastrophic event affecting all members simultaneously. Additionally, these events are planned with appropriate health and safety measures in place, and any off-site activities are carefully risk-assessed to ensure minimal exposure to danger.</p> <p>Low For Individual Faculty Members: The potential loss of individual faculty members, while always regrettable, is unlikely to cause significant operational disruption due to the College's ability to draw on adjunct faculty, visiting lecturers, and established networks within the academic community. Moreover, the College maintains curriculum documentation, teaching materials, and academic plans that can be used by qualified replacements to ensure continuity of teaching and learning.</p>	<ul style="list-style-type: none"> <li>• The College staff will liaise with the nominated 'reserve educators' to ensure that students can complete their awards face-to-face or VLE.</li> </ul>
--	--	---

3. Loss of the Support Staff (e.g. fire in the main building)	Low Because support staff are spread out across the buildings	Support will be requested from the Trust to provide cover for key posts until temporary staff can be found and a formal appointments process initiated.
--	--	---

## 1.08 PROGRAMME-RELATED RISKS

Risk to Continuation	Level of Risk	Mitigating Actions
1. The College decides to close one of its programmes because of insufficient enrolment; because it has been superseded by other provision; or because it no longer aligns with the College mission.	Low The risk is considered low because programme closure decisions at The Islamic College are made strategically and well in advance, based on clear criteria such as: <ul style="list-style-type: none"> <li>• Insufficient enrolment (making the programme unsustainable)</li> <li>• Supersession by newer or improved academic offerings</li> <li>• Misalignment with the evolving mission and strategic priorities of the College</li> </ul>	In each case, the College has established procedures to: <ul style="list-style-type: none"> <li>• Cease recruitment before closure, ensuring that no new students are admitted once a closure decision is made</li> <li>• Provide a teach-out plan for existing students, allowing them to complete their studies without interruption</li> <li>• Offer academic guidance and, where appropriate, alternative pathways or programme transfers</li> </ul> Additionally, the College's small cohort sizes and close student support structures make it easier to manage such transitions effectively, ensuring minimal disruption and protecting student interests.

<p>2. The College is required to make a material change to one of its programmes because of a change in regulatory requirements.</p>	<p>Low</p> <p>The risk is considered low because The Islamic College has established academic governance processes and curriculum review mechanisms that allow it to respond efficiently and effectively to changes in regulatory requirements</p>	<p>All currently registered students will be notified immediately. If they wish to remain at the College, they will be offered the choice of completing their studies through teach-out arrangements or transferring to any new provision.</p> <p>Currently registered students will be notified of the changes and will be consulted with as far as possible. If they wish to continue their studies, they will be supported as normal through to completion.</p> <p>If, in any of the above scenarios, an individual student wishes to transfer to another institution to complete/continue their studies, the College will facilitate this by providing achievement and attendance module information and liaising with alternative providers. The balance of tuition fee will be refunded at the College's discretion and in line with its Refunds Policy: depending on individual circumstances, funds may be re-paid directly to the student or to any third party. Full details of how refunds will be calculated and how payments will be made can be found in the Refunds Policy.</p>
--	--	--

## **1.09 COMMUNICATION WITH COLLEGE STAFF AND STUDENTS**

### **a) Immediate and Routine Communication**

The Student Protection Plan has been discussed with staff (through the Senior Management Team) and students are informed about it through the VLE. It will be published on the College website and drawn to the attention of staff, students and applicants.

Thereafter each time that the documents are re- published as a result of this review, the attention of staff and students will be drawn to the new versions.

### **b) Risk Implementation**

Should a risk mentioned in this document is materialised the following actions will be taken by the College:

- A communication plan will be drawn up, the detail of which will be determined by the nature of the problem. The communication plan will be conveyed by the Safeguarding Officer.
- As circumstances allow, appropriate members of the Programme Voice Group will be fully involved in discussion around the implementation of the Plan and communication of any required actions: depending on the situation this may include, amongst others, the whole of the Students Representative.
- Depending on the situation, individual students will be supported and advised by their personal tutors and senior administrative staff. Where traumatic events have taken place, the Safeguarding Officer will work with personal tutors and other members of Faculty to provide additional support. Students who have declared a disability will be supported by the Safeguarding Officer and (with their permission) by other staff as required.
- With respect to the College closure, students will be informed as soon as possible.
- With respect to Programme closure or a material change, students will be informed of the situation as early as possible.

- Students who wish to make a complaint about the way in which the Student Protection Plan has been implemented will be encouraged to follow the College's normal Complaints & Grievance Procedures (as printed in the Student Programme Handbook and published on the VLE); depending on the precise nature of the complaint, students may need to contact the Office of the Independent Adjudicator once all College procedures have been exhausted.
- We will publish this policy on the College VLE for candidates. This is a place where the student can find online materials about study support, events and facilities available to them and the regulations which govern their study.

This document and all other policies will be reviewed annually.