

Annex D: Template for a student protection plan

Provider's name: **LAMDA Ltd (Trading as London Academy of Music and Dramatic Art)**

Provider's UKPRN: **10003758**

Legal address: **155-159 Talgarth Road, London, W14 9DA**

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Student protection plan for the period 2019-20

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

a) *The provider as a whole is no longer able to operate, or has decided to cease operating* LAMDA consider this area to be very low risk.

This conclusion is based on educational, statistical, financial and governance evidence, all of which indicate a high-quality, well-managed and forward-looking organisation.

As stated in our 2016-17 audited accounts the Governors and auditors consider there is no material uncertainty about LAMDA's ability to continue as a going concern. Our financial performance is sound with the institution returning surpluses each year. A five year financial plan is in place up to July 2022 with a surplus expected for 2019-20 of £1m, growing to a surplus of £1.5m in 2021-22. (The surplus target is set at 5% of total income.)

In the event of *force majeure* or unforeseen circumstances or terrorist incident, LAMDA's annually reviewed business continuity plan and disaster recovery plan will come into effect, and provide for the recovery and continuity of the business in the event that the institution requires relocation to alternative sites. Our partnerships with the Borough of Hammersmith and Fulham and with Ealing, Hammersmith and West London College would assist us in providing alternative arrangements for the teaching spaces. We have established relationships within the industry that would assist with the hiring of the specialist spaces we need to deliver the technical training. The number of students that would require relocation (in comparison to a large institution) is small.

LAMDA's current status as a validated institution of the University of Kent means that the University has a duty to ensure continuity of study for LAMDA's HE students. Nevertheless, a reciprocal arrangement is under discussion with the Royal Central School of Speech and Drama, which would provide for the transfer of students should LAMDA be unable to deliver its programmes.

b) *The provider has lost the power to award degrees or has lost validation for one or more of its courses.*

LAMDA consider this area to be low risk.

Over the past 12 months, LAMDA has successfully undergone Periodic Programme Review for all of its HE courses (which are validated by the University of Kent), a QAA Quality Review Visit (<http://www.qaa.ac.uk/reviews-and-reports/provider?UKPRN=10003758>) and validated a new postgraduate course. We have a positive, collegiate working relationship with our validating

university, who are fully supportive of LAMDA's plans for the future.

c) *The provider is, or expects to be, operating with probationary degree awarding powers.*

LAMDA has not made an application for degree awarding powers.

d) *One or more of the locations at which you deliver courses to students is no longer available, particularly if you are considering closure or significant change to a location.*

LAMDA consider this area to be low risk overall.

The principal campus is wholly owned by LAMDA and has recently undergone a major upgrade; no change to location is being considered.

There is a moderate risk that a satellite location, a rented workshop space, may need to be relocated at the expiry of the lease.

e) *You are no longer able to deliver courses to your students in one or more subject areas and/or departments.*

LAMDA considers this area to be low-to-no risk.

There are only two teaching departments, and they are interdependent. The risk of being unable to run a course or courses because of poor application or retention rates is low. Applications to all HE courses are oversubscribed; total applications exceeded available places in 2017-18 by a factor of 25 to 1, and for FT UG courses by 50 to 1. Success and progress rates are also excellent: 98% of students successfully complete their courses or progress from one year to the next.

f) *You are no longer able to deliver one or more courses to your students, particularly if you are considering course closures in the next three years.*

LAMDA consider this area to be low risk.

No course closures over the next three are being contemplated.

g) *You are no longer able to deliver material components of one or more courses, particularly if there are areas of particular vulnerability, such as single person dependencies for teaching.*

LAMDA consider this area to be low risk.

As so many of our teaching staff also work in the profession and are occasionally absent whilst conducting their own professional practice, LAMDA has established a large pool of teaching staff who can teach the various subject areas which make up our programmes. This results in cover being available in the event of an unexpected absence of a key teacher. LAMDA has also put in place succession and legacy planning at faculty level to ensure critical aspects of a course can be taught by a number of staff, thus ensuring that instruction is not over reliant on key personnel.

h) *You are no longer able to deliver one or more modes of study to your students, particularly if you are considering withdrawing a mode of study.*

LAMDA considers this area to be low-to-no risk.

All courses are taught in full-time mode only.

i) *You are no longer able to recruit or teach a particular type of student, such as international students.*

LAMDA consider this area to be low risk.

Extensive measures are in place to ensure the institution and the students comply with the

requirements of the Tier IV licence, including regular, detailed monitoring of student attendance, and regular professional training undergone by relevant staff, particularly those in Registry. In the unlikely event that the Tier IV licence was lost, this would have no more than a medium impact. LAMDA's financial position would be affected in the short term, due to loss of fee income from international students on FT UG and PG programmes, and there would be reputational impact, which is difficult to quantify. There would be a specific impact on one programme, the MA in Classical Acting, as it recruits in the main in the international market; recruitment would need to be suspended until the licence was re-instated, and tuition fees for any current students would need to be reimbursed. LAMDA is investigating insurance against this liability to ensure it could meet this commitment to its students, in the unlikely event that the need may arise.

This main impact would be mitigated by the fact that most courses recruiting from overseas are too short to require the students to hold a Tier IV visa. On the basis of lost income, **LAMDA therefore considers this area overall as being a low risk.**

LAMDA considers its decision to register with the OfS to mitigate further the risk of losing the licence.

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

As set out in section 1d) above, the only risk that is reasonably likely to transpire is that related to the possible non-renewal of the lease on the rented workshop space. As mitigation against that risk, LAMDA has in place a plan to locate equivalent space, closer to the main campus; this would therefore be of benefit to students overall, as there would be reductions in time and costs associated with travel between sites.

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

LAMDA's Term and Conditions for Higher Education Courses can be found here:
<https://www.lamda.ac.uk/our-courses/how-to-apply/he-courses-terms-and-conditions>

LAMDA's policy for refunds and compensation for students is included within the Student Protection Plan, which will also be available at
<https://www.lamda.ac.uk/our-courses/how-to-apply/he-courses-terms-and-conditions>

It makes provision for:

- refunds for students in receipt of tuitions fee loan from the Student Loans Company.
- refunds for students who pay their own tuition fees.
- refunds for students whose tuition fees are paid by a sponsor.
- the payment of additional travel costs for students affected by a change in the location of their course.
- commitments to honour student bursaries.
- compensation for maintenance costs and lost time where it is not possible to preserve continuation of study.
- compensation for tuition and maintenance costs where students have to transfer courses or provider.

As outlined in the sections above, there are no students at risk of non-continuation of study arising from an inability on LAMDA's part to deliver their courses. However, we will put in place insurance arrangements to provide refunds and other appropriate compensation for any such students. We will ensure that this is in place by 1 August 2019.

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

We will publicise our Student Protection Plan to current and future students by including it in the student handbook, publishing on the website (as above) and considering it at Staff Student Liaison Committee meetings. It will also feature in the bi-termly Principal's Newsletter.

We will ensure that staff are aware of the implications of the Plan when they propose course changes by considering and approving the policy at Academic Board, informing staff via the Principal's Newsletter and termly staff meetings and publishing details on the website.

Academic Board will review our Student Protection Plan annually. Our students will be directly involved in this review via student the student members of Academic Board. As part of that role they will also consult the course representatives.

If we are considering any material changes to a course we will inform our students through consultation with the relevant student representatives and the Staff Student Liaison Committee. All decisions would be taken by the Learning Teaching & Quality Committee and ultimately Academic Board, on both of which there are student representatives. Subsequently, if any material changes are to be made, we will always give students reasonable notice.

If we need to implement the measures in our Student Protection Plan we will put in place measures to support students collectively and individually. We will also put in place arrangements to ensure that our students can access independent advice.