



Provider's name:

BIMM Limited

Provider's UKPRN:

10037544

Legal address:

38-42 Brunswick Street West, Hove BN3 1EL

Contact point for enquiries about this student protection plan:

spp@bimm.co.uk

BIMM INSTITUTE - STUDENT PROTECTION PLAN (SPP)

Purpose of Student Protection Plan

BIMM Limited (trading as **BIMM Institute**) is registered with the Office for Students (**OfS**) in the Approved (fee cap) category and is therefore required to publish an approved Student Protection Plan.

The purpose of this SPP is to assure current and future students that BIMM Institute has appropriate arrangements in place to protect continuation of quality of study. It outlines the types of risks that might arise, gives examples of events that might trigger action and explains what we might do to minimise the impact of these events if they happen. A detailed risk assessment setting out this information is set out in the Schedule to this SPP.

As well as considering regulatory risk and the risk to continuation of study for students, a primary objective of this SPP is to take into account the differing needs, characteristics and circumstances of our student body. BIMM Institute's decision to apply for Taught Degree Awarding Powers was based on our successful track record of delivering degree-level courses in music for over 20 years, securing successful outcomes from numerous institutional accreditation and course validations with a number of university partners and a successful outcome from a Quality Assurance Agency Higher Education Review in 2016. . In parts, this SPP takes into account the maturity of BIMM Institute which led to this decision being taken.

Application of Student Protection Plan

This SPP applies in respect of the following students:

- Students enrolled at any of the BIMM Institute colleges on BIMM Institute higher education courses that lead to a BIMM Institute award (i.e. all students enrolling on BIMM Institute higher education courses from September 2020 onwards);

- Students enrolled on BIMM Institute courses leading to a degree award from BIMM Institute's valued University partners, the University of Sussex and the University of Chichester (the **Awarding Institutions**) (i.e. students enrolled prior to September 2020); and
- Students enrolled on higher education courses at Screen and Film School Brighton that lead to a BIMM Institute award.

Students enrolled at BIMM Dublin on courses that lead to an award from the Technological University Dublin should note that arrangements for their continuity of study are covered by a separate approved Protection of Enrolled Learners Plan.

Information about BIMM Institute:

BIMM Institute is an independent private provider of popular music, performing arts and screen and film education. BIMM Institute is owned by funds managed by Intermediate Capital Group (**ICG**) and the Directors and management team and is governed by the BIMM Institute Board (**the Board or Governing Body**), which has specific responsibility for the determination of the educational character and mission of BIMM Institute and for ensuring that it complies with the OfS' ongoing conditions of registration.

BIMM Institute has over 7,500 higher education students enrolled at sites in London, Brighton, Bristol, Manchester, Birmingham, Dublin, Berlin and Hamburg, offering predominately degree level courses. Students at Screen and Film School Brighton can also enrol on courses leading to a BIMM Institute award.

The origins of BIMM Institute date back to 1983 when its first college (then known as 'Drumtech') was established in London. Since that time, BIMM Institute has grown to be a leading provider of first-degree courses outside of the mainstream university sector. BIMM Institute has continued to attract more students each year with its distinct and differentiated courses, coupled with strong links to the music and broader creative industries. This experience has included preserving the continuation and quality of study for all students. BIMM Institute has not ceased a particular subject area or closed any individual college at any time.

BIMM Institute was granted Taught Degree Awarding Powers by order of the Privy Council on 14th March 2019 for a period of six years in the first instance. The first full cohort of undergraduate students enrolled on BIMM Institute awards in September 2020. For students registered on BIMM Institute courses prior to September 2020, those courses are validated by the Awarding Institutions. BIMM Institute has a long established and respected reputation for provision with its Awarding Institutions and we will continue to work with the Awarding Institutions during a teach out period to ensure that each student registered on a course validated by an Awarding Institution will receive the appropriate award on the successful completion of their studies.

Communication Plan:

To ensure that the SPP is effectively communicated to students BIMM Institute will:

- Publish the SPP on its website and in the student handbook, with amendments notified to students in writing following the same methodology that is used to make students aware of changes to other policies and procedures

- Include the SPP within the material that is provided to applicants when BIMM Institute makes an offer to study on a course
- Draw the SPP to the attention of current students on a regular basis by including for discussion in the Boards of Studies and Student Representation forums. These meetings allow for annual consideration of the plan, but the Boards of Studies meet termly allowing more frequent consideration should the need arise. Boards of Studies are formerly constituted and report to the Higher Education Learning, Teaching and Enhancement Committee.

To ensure that the SPP is effectively communicated to staff BIMM Institute will:

- Circulate the SPP to all key managers by e mail and keep a copy available on a shared access policy folder
- Share and review through the committee structure of the Institute

If the SPP needs to be implemented:

- Students will be given as much notice as possible if a course or college closes. The amount of notice will depend on the nature and scale of the event, but BIMM Institute will aim to provide sufficient notice to allow:
 - An applicant to a course or college to re-apply to another course and/or another institution within the UCAS cycle.
 - A current student to consider all options and seek appropriate guidance and support to change courses and/or college in line with the mitigation measures set out in this SPP.

Refunds and Compensation:

BIMM Institute has historically been able to deliver the financial implications of its refunds policy without issue. Refunds are rare.

BIMM Institute considers the likelihood of a larger and material refund to a group of students to be very remote. It is not possible to calculate with reasonable certainty what that exposure may be, but BIMM Institute is confident that it is able to underwrite the likely costs with the cash reserves that it has, and access to liquid finance, should the need arise.

Refunds and Compensation are dealt with in the Terms and Conditions which can be found on BIMM Institute's website here: <https://www.bimm.co.uk/wp-content/uploads/2018/01/1236DE-bimm-terms-and-conditions-original.pdf>. It outlines the circumstances in which BIMM Institute will refund tuition fees and other relevant costs to students if we are no longer able to preserve continuation of study. The refund of tuition fees may include amounts payable by the student directly, or via a loan from the Student Loan Company. BIMM Institute would also have regard for any bursaries a student had been offered, should that be relevant to an individual's circumstances.

Given the uncertainty around compensation risk, BIMM Institute will also consider putting in place insurance arrangements to provide refunds and compensation for those students for whom there

may be an increased risk of non-continuation of study. There are no such circumstances identified now. We will review this annually and either insure in the market or self-insure.

Complaints:

Students may make a complaint about the way that BIMM Institute may seek to apply this SPP in the event of an issue arising through the Complaints and Appeals process:

<https://www.bimm.co.uk/appeals-process/>. This has been designed to align with the Office of the Independent Adjudicator's (OIA's) Good Practice Framework.

Applicants and students are able to access clear and accessible guidance on making a complaint or appeal through our website here: <https://www.bimm.co.uk/appeals-process/>.

Reviews and Revisions to this SPP:

This SPP will be reviewed on an annual basis to ensure that the risk assessment remains current and the mitigating measures remain practicable, relevant and effective. Future revisions to this version will be carried out in consultation with students via BIMM Institute's Boards of Studies and Student Representation forums to ensure that their views, interests and needs are taken into account.

SCHEDULE – RISK ASSESSMENT

Risk Assessment:

This section of the SPP contains an assessment of the range of risks to the continuation of study for students, how those risks may differ based on different students' needs, characteristics and circumstances, and the likelihood that those risks will crystallise

Categorisation of risk:

- **Risk** is what might happen
- **Likelihood** is the probability of it occurring
- **Impact** means the effect on an applicant or current student

We have estimated the **likelihood** of each risk based on the following scale:

- **Low** – less than 10% probability of occurring
- **Medium** – >10% but < 51% probability of occurring
- **High** – 51%+ probability of occurring

We have also classified the **impact** on students on the following basis:

- **Low** – Resolution would require input from the College management teams
- **Medium** – Resolution would require input from the College management teams and perhaps additional support from BIMM Institute central functions such as the Academic Development and Quality Assurance or Finance teams
- **High** – Resolution would require support and input from the BIMM Institute Executive Management Group and the Governing Body and potentially BIMM Institute's shareholders and investors

Risk 1: BIMM Institute faces a reduction in demand in courses (or some other financial risk such as a material legal claim), leading to financial instability which in turn leads to a course being discontinued, removal of BIMM Institute from the OfS Register, or a risk to delivery at an entire college or at BIMM Institute as a whole.

Likelihood: Low

Impact: High

Rationale for assessment:

The likelihood of this risk arising is assessed as **Low**. It is considered low because of continued demand for BIMM Institute's courses as well as strong financial governance through the committee structure of BIMM Institute and the underlying financial health of BIMM Institute, further details of which are set out below.

Demand for BIMM Institute's courses: BIMM Institute operates in eight cities in the UK, Ireland and Germany. Each college is financially sustainable in its own right and individually and collectively continues to see a strong level of demand for places. This is evidenced by demand that has underpinned the successful launch of the BIMM Institute Birmingham in October 2017 and most recently the Institute for Contemporary Theatre in Manchester in September 2020. BIMM Institute's courses are distinctive from those which have historically been on offer in the mainstream University sector. BIMM Institute has seen Higher Education student numbers grow from circa 3,500 in 2013/14 to circa 7,500 in 2020/21.

Across the UK higher education market, UCAS applications to Creative Arts and Music have been adversely affected for 2020/21 due to the Covid-19 pandemic, with applications down by 7%, which does make for a more challenging recruitment environment. However, demand for BIMM Institute courses has remained high with applications for 2020/21 up by 1% on 2019/20.

BIMM Institute has a good track record of accurately forecasting student numbers and the impact of those student numbers on its operating cash flows and servicing of debt and other forms of finance.

Financial Governance: BIMM Institute's stated aim of maintaining sound financial governance to underpin continued growth is a priority. There are well-qualified senior individuals responsible for financial governance:

- Adam Carswell, Chief Executive and Head of Institution, has previous experience in the education sector as a Finance Director, and is a Chartered Accountant. Adam spent the first eight years of his career with PwC.
- Bernard Yeboah who joined in BIMM Institute in 2016 as Financial Controller and became Director of Finance in 2018 is also a Chartered Accountant.

The Governing Body receives a detailed financial report at each quarterly Board meeting compiled by the Director of Finance. The report includes but is not limited to information on financial performance against budget and business plan, cash generation and capital expenditure analysis, performance against bank covenants, both historic and forecast, key KPI data and data on applications, offers and acceptances from UCAS. The forecast information allows for any potential deterioration in financial performance to be identified early in order that any necessary corrective action could be taken.

An annual external audit is undertaken by a firm of external auditors (which is a member of a recognised supervisory body), which is scrutinised by the Audit Committee prior to consideration by the Governing Body.

An annual internal audit programme is currently undertaken by a separate firm of auditors to that appointed to conduct the external audit and which is a member of a recognised supervisory body. The programme schedule and resulting reports are also scrutinised by the Audit Committee.

The Governing Body has strong representation in terms of financial expertise with both the Chief Executive Officer and the Director of Finance being chartered accountants.

Impact:

The **impact** of BIMM Institute suffering financial instability leading to the closure of a course or College or the BIMM Institute as a whole or to the removal of BIMM Institute from the OfS Register has been assessed as **High**.

Mitigation:

Should such a risk arise, the Governing Body would look to ensure continued provision for students and would explore the following:

- In a situation where a course is discontinued BIMM Institute provides a commitment to teach out of all students currently registered on a course. In this situation BIMM Institute would also cease recruiting new students and provide support and guidance through UCAS for applicants who had already applied for the course affected.
- In a situation where BIMM Institute fails to recruit sufficient students to make one BIMM Institute college financially sustainable BIMM Institute would:
 - Offer the opportunity to students to transfer to one of its other colleges. The benefit of having a network of colleges is that there would

be other choices for students. BIMM Institute would also provide an incentive for students, which would include a discount on their tuition fees, by way of compensation to reflect the fact that they would not be studying at their preferred location.

- Work with those students who do not wish to transfer to another BIMM Institute college, to transfer to another Higher Education Institution.
 - Firstly, BIMM Institute would seek arrangements for an Awarding Institution to teach out all students currently registered on a course.
 - Secondly, BIMM Institute would work with other Higher Education providers to identify suitable courses which students could transfer to, using the credits they have gained for their studies whilst at BIMM Institute to transfer to the new institution. Support for such 'transfer of study' would include certification of credit or a record of academic achievement to facilitate admission to the receiving provider. This support will be provided by the established student services teams in the colleges.
 - Thirdly, BIMM Institute would offer refunds or compensation for students who were unable to transfer to another course of their choosing for tuition fees in respect of undelivered course provision and in line with BIMM Institute's refund and compensation policy
- BIMM Institute has a good track record in raising finance from existing lenders to fund the growth in the operations of the business and would seek to utilise third party funding where appropriate.
- BIMM Institute has a comprehensive business continuity insurance policy which would provide additional sources of financial resources to continue to deliver courses under certain specific circumstances. BIMM Institute is insured for business interruption. The insurance provided is on a full loss of revenue basis over a period of 24 months and covers all insured locations up to a maximum of £83m. The purpose of this cover is to ensure that the BIMM Institute is compensated for loss of revenue in order to continue delivery of courses. The policy is designed to address significant property damage incidents and compensate for the costs incurred to obtain, and fit-out, existing or alternative locations to ensure courses can continue to be delivered with as little disruption to courses as possible.

Risk 2: Loss or suspension of Office for Students registration and/or degree awarding powers	
Likelihood: Low	Impact: High
<p>Rationale for assessment:</p> <p>The likelihood of this risk arising is assessed as Low. BIMM Institute has successfully engaged with its various regulators over a period of 20 years.</p> <p>BIMM Institute became a registered provider with the OfS in February 2019 in the ‘Approved (fee cap)’ category.</p> <p>BIMM Institute was granted Taught Degree Awarding Powers by Order of the Privy Council in March 2019 for an initial period of six years.</p> <p>Impact:</p> <p>The impact of losing OfS registration is assessed as High as removal from the OfS register would mean that BIMM Institute would no longer be able to award degrees, would lose access to government and student funding and would not be able to sponsor international students.</p> <p>The impact of losing degree awarding powers is assessed as High as BIMM Institute would no longer be able to award its own degrees, but would have to work with partner institutions to establish validation arrangements to enable students to complete their programmes and receive the appropriate award.</p>	
<p>Mitigation:</p> <p>To ensure ongoing registration with the OfS, BIMM Institute ensures its financial planning, quality assurance, and resource allocation policies are coherent, comply with the regulatory framework and relate to its higher education mission, aims and objectives.</p> <p>The Governing Body, supported by Academic Board and Audit Committee, formally monitors BIMM Institute’s compliance with the ongoing conditions of registration and receives regular updates from management on changes to, or additional regulatory requirements.</p> <p>BIMM Institute is committed to maintaining the highest quality and standards of its academic awards. Responsibility for academic matters is delegated by the Governing Body to the Academic Board, which meets at least three times a year and reports to the Governing Body through its minutes and specific annual reports. The Academic Board has five principal subcommittees:</p> <ul style="list-style-type: none"> • Higher Education Learning, Teaching and Enhancement Committee (HELTEC) 	

- Further Education Learning, Teaching and Enhancement Committee (FELTEC)
- Quality Assurance and Compliance Committee (QAC)
- Access and Participation Committee
- Research and Enterprise Committee (REC)

The principal academic committees include student representation, as do the college-based Boards of Studies which report into Academic Board through the minutes of the relevant Learning, Teaching and Enhancement Committee. This structure ensures monitoring of provision is central to quality assurance, academic development and enhancement along with student representation. All courses are reviewed through a systematic annual monitoring process.

In addition, BIMM Institute maintains a proactive approach in engaging all stakeholders including the creative industries, students and alumni in the development, approval and review of its curriculum and this continues to be a defining aspect of our operation.

Upon any notification from the OfS of its intention to remove BIMM Institute from the register of providers, BIMM Institute would take immediate steps to seek to rectify the failures giving rise to the proposal to remove BIMM Institute from the register. In parallel with making all reasonable attempts to remain on the register of providers, BIMM Institute would seek to secure a contractual arrangement with another registered provider to allow students to complete their programmes and/or reach agreement with the OfS to enable BIMM Institute to teach out and grant awards to its existing students. We would expect that, in such circumstances, the OfS would work with BIMM Institute to safeguard the interests of all students, allowing them to complete their studies in line with existing funding arrangements and receive their award.

Upon any notification from the OfS to revoke BIMM Institute's degree awarding powers, BIMM Institute would take immediate steps to seek to rectify the failures giving rise to the proposal to revoke its degree awarding powers. In parallel with making all reasonable attempts to retain its degree awarding powers, BIMM Institute would seek to secure a contractual arrangement with another degree awarding institution to allow students to complete their programmes and receive their award (albeit taught by BIMM Institute but awarded by another institution under what is known as a validation arrangement) and/or reach agreement with the OfS to enable BIMM Institute to teach out and grant awards to its existing students. We would expect that, in such circumstances, the OfS would work with BIMM Institute to safeguard the interests of all students, allowing them to complete their studies in line with existing funding arrangements and receive their award.

Risk 3: Risk to continued validation arrangements with Awarding Institutions	
Likelihood: Low	Impact: Low
<p>Rationale for assessment:</p> <p>The likelihood of this risk arising is assessed as Low. Delivering education of the highest quality to meet the needs of the music and creative industries that it serves has always been the priority for BIMM Institute, and it has long-standing experience and a successful track record of working with a number of university partners, leading it to consider that the risk of a relationship deteriorating is low.</p> <p>Following the granting of its own Degree Awarding Powers, BIMM Institute has terminated its UK partnerships with the Awarding Institutions with the result that all new students enrolled on BIMM Institute courses from September 2020 onwards will receive BIMM Institute awards. For those students that enrolled prior to September 2020, BIMM Institute has moved to a teach-out phase with the Awarding Institutions to enable such students to receive the appropriate Awarding Institution award on successful completion of their studies. An exit strategy has been agreed with the Awarding Institutions to ensure that any student who enrolled prior to September 2020 and whose period of registration goes beyond September 2020 will be able to complete their course, either with the relevant Awarding Partner or by transferring to a BIMM Institute awarded course.</p> <p>Further, this SPP takes into account feedback from the Awarding Institutions who have commended the approach taken to quality assurance at approval events as follows:</p> <ul style="list-style-type: none"> • Clear and proactive deliberative management structure, including a comprehensive remit for quality assurance. • The wide consultation undertaken in the development of new programmes (alumni, current students, industry, external examiners, QAA) and the thorough documentation provided. • The quality of the substantial and detailed submission documentation and the engagement with QAA processes, particularly the Quality Code mapping <p>The quality of these relationships is therefore considered to be high.</p> <p>Impact:</p> <p>The impact of losing current validation arrangements with the Awarding Institutions is assessed as Low. If a relationship with an Awarding Institution were to cease, students in different colleges and on different courses may be impacted in different ways. Given the consolidation of partner</p>	

arrangements with the University of Sussex, completed in 2018, a risk to that relationship would impact the highest number of students.

Mitigation:

BIMM Institute has rectification provisions in place under its contracts with the Awarding Institutions. Rectification planning ensures that an Awarding Institution works with BIMM Institute to collectively address any delivery failure or anticipated delivery failure, rather than terminating a relationship.

The nature of the primary relationship with the University of Sussex was long term and arrangements have already been put in place to guarantee the teach-out of students enrolled on BIMM Institute courses leading to a University of Sussex award.

Governance arrangements between BIMM Institute and the Awarding Institutions are also used to provide leadership and to manage the ongoing success of the relationships.

The Awarding Institutions have representation on BIMM Institute Boards of Studies and joint steering groups to manage Academic matters and provide leadership and strategic direction. Such governance arrangements ensure the early detection of delivery issues to prevent them leading to deterioration in the relationship.

In the event of a breakdown of the relationship, BIMM Institute's degree awarding powers means that in the event of an immediate termination of a relationship with an Awarding Institution during the teach-out period, students would be able to transfer to a BIMM Institute awarded course.

Risk 4: BIMM Institute loses its Home Office student sponsor licence (or it is suspended)	
Likelihood: Medium	Impact: High
<p>Rationale for assessment:</p> <p>The likelihood of this risk arising is assessed as Medium.</p> <p>The changing requirements and regulations of the Home Office demand constant vigilance and tight control. Compliance with immigration law and the student sponsor regime is complex and compliance issues have been observed in other higher education providers. Within BIMM Institute, UKVI compliance is centrally managed, with a specialist team within the Admissions function taking responsibility for:</p> <ul style="list-style-type: none"> • Pre-arrival visa advice; • Confirmation of Acceptance for Studies (CAS) issues; • Advice and support to current sponsored students; • Visa extensions; and • Overseeing regime for UKVI monitoring and compliance. <p>To enable recruitment of international students, BIMM Institute has obtained a Home Office student sponsor licence and student sponsor status. This allows BIMM Institute to recruit international students and to issue a "Confirmation of Acceptance of Studies" or "CAS" to each international student. The students then use the CAS number issued to them to apply for a student visa from the Home Office to allow them to study in the UK.</p> <p>Impact:</p> <p>The impact of BIMM Institute losing its student sponsor licence is assessed as High as BIMM Institute would not be able to recruit international students without a licence. This impact will be exacerbated following the end of the Brexit transitional period and the reclassification of new EU/EAE students, who currently do not require a student visa to study in the UK, but will be classed as international students for immigration purposes from 1 January 2021. The biggest impact would be on BIMM Institute in London, where circa 30 per cent of its students are non-UK domiciled. 30% of students are non-UK domiciled.</p>	

Mitigation:

In order to mitigate the risk of losing its student sponsor licence BIMM Institute has in place the following controls:

Overall arrangements and Governance:

- Identification of student sponsorship as a risk, which receives quarterly scrutiny from the Audit Committee.
- Compliance with Home Office's Guidance for Sponsors Appendix D – Keeping Documents is monitored and reported.
- Internal Audit reviews on compliance on a rolling basis.
- Specialist advice sought from one of the UK's leading immigration law firms.

Detailed controls:

BIMM Institute has issued clear internal guidelines that are in accordance with the UKVI requirements and provide clear instructions of the required processes to be followed and actions to be undertaken:

- Copies of passport details with individual identity, UK Biometric Card (Visa) information is being retained in the case of each international student;
- Documentation is retained in line with Appendix D of the Home Office's Guidance for Keeping Documents;
- The contact details of international students are recorded, checked and updated on a timely basis;
- Records are kept and evidence retained of the international student's absence/ attendance during the course of their studies;
- Student records have been made available to all relevant staff; and
- The UKVI sponsorship management system is updated on a timely basis where there are changes to a student's member's details.

Student circumstances:

If BIMM Institute lost its student sponsor licence, BIMM Institute would:

- support existing students to complete their degrees (where allowed by UKVI)
- provide support to transfer affected students (those unable to complete their courses) to another provider
- provide financial compensation if no suitable alternative arrangements can be made, in accordance with BIMM Institute's refund and compensation policy.

Risk 5: Loss of equipment or facilities (including temporary loss of entire college building and / or IT Infrastructure)	
Likelihood: Medium	Impact: Low to Medium
<p>Rationale for assessment:</p> <p>The likelihood of this risk arising is assessed as Medium.</p> <p>As at September 2020, BIMM Institute's estate comprises over 20 separate buildings across eight cities. This creates a risk that physical equipment and facilities, or IT infrastructure is damaged, or subject to unforeseen disruptive incident.</p> <p>Impact:</p> <p>The impact of loss of equipment or facilities is assessed as Low to Medium. The loss of specialist equipment or facilities might result in temporary disruption to the student experience, including the suspension of teaching, while alternative arrangements are put in place.</p> <p>Mitigation:</p> <p>Each College is required to have a business continuity plan. The purpose of the plan is to provide a flexible response so that the colleges, supported can:</p> <ul style="list-style-type: none"> • Respond to a disruptive incident (incident management) • Maintain delivery of critical activities/services during an incident (business contingency) • Return to 'business as usual' (resumption and recovery) <p>The plan is owned by the College Principal and is distributed to College Management Teams.</p> <p>The plan's remit is to cover all activities of a College from student services through to Academic administration and facilities.</p> <p>These plans are associated with:</p> <ul style="list-style-type: none"> • ICT Data Continuity Plan • ICT Network Connectivity Continuity plan • BIMM Institute Extreme Weather Policy <p>The plan covers the following:</p> <ul style="list-style-type: none"> • A communication plan 	

- Incident management (including where appropriate, evacuation, dealing with emergency services, reception record keeping of visitors)
- Business contingency with focus on:
 - Student facing education and welfare
 - Staff welfare
 - Building construction
 - Assessments, exams, open days and entry assessments

BIMM Institute has suitable insurance cover for business interruption which would, depending on the specific circumstances, would fund the plan requirements.

Risk 6: Loss of key member of staff	
Likelihood: Low	Impact: Low
<p>Rationale for assessment:</p> <p>The likelihood of this risk arising is assessed as Low.</p> <p>Turn-over among key staff is extremely low. The size of BIMM Institute and the number of colleges/locations provide staff with good progression opportunities. For example, the new Bristol Principal started as a receptionist and then progressed through to Head of Student Services, Course Leader and Head of Education.</p> <p>Impact:</p> <p>The impact of the loss of a key member of staff is assessed as Low. BIMM Institute has successfully engaged with the creative industries to develop a strong network of potential tutors and manages the recruitment and retention of senior staff carefully through its Committee structures.</p>	
<p>Mitigation:</p> <p>At college level, senior academic leadership is provided by the Head of Education who is responsible for the operational leadership of all aspects of the college's curriculum, reporting to the College Principal. The Head of Education is supported by the Head of Learning & Teaching, and Course Leaders who are responsible for the day-to-day running of their course and are also respected industry practitioners in their field as well as experienced music educators. This ensures that the course leadership is not reliant solely on one individual.</p> <p>Students with particular needs may suffer most if a particular member of staff with skills to address those needs leaves. In such circumstances, the Course leader would be responsible for ensuring that a successor is found with those skills, and if that were not possible, making alternative arrangements. The College Principal would take overall responsible for such a matter in the college.</p> <p>Centrally the Academic Development and Quality Assurance (ADQA) team provides support for the colleges to develop good practice in academic leadership and curriculum delivery.</p> <p>The Governing Body takes a strategic approach to managing nominations and has delegated authority to a formerly constituted Nominations committee whose terms of reference include:</p>	

- Managing on behalf of the Board the appointment process of all appointed members of Board and Sub Committees
- Making recommendations to the Board on the appointment and re-appointment of all appointed members
- Ensuring that there is an appropriate mix of skills and experience on Board to enable it to fulfil its responsibilities
- Overseeing the induction process for new members of the Board
- Recommending to the Board the appointment of the Chair of the Board

Risk 7: Britain exits from the European Union without a deal and / or regulatory change and a consequence of that exit means that it is harder for a student from the European Union to study in the UK and secure funding for tuition fees leading to a reduction in the number of EU students enrolling at BIMM Institute

Likelihood: High

Impact: Low

Rationale for assessment:

The likelihood of this risk arising is assessed as **High**, but it continues to be difficult to assess as negotiations regarding Brexit are ongoing. The current understanding is that at the end of the Brexit transitional period, EU/EAE students will be classified as international students for immigration, tuition fee and student support purposes from 1 January 2021. The full impact of this change will not be known until recruitment for 2021/22 is more fully underway, but the risk has been assessed as high at this stage as it is considered likely that the change will impact EU student recruitment rates.

The number of students enrolled at BIMM Institute colleges in the UK who come from the rest of the EU is 13%, which is higher than the average across UK Higher Education (around 6%). BIMM Institute has consistently attracted students from the rest of the EU and despite the uncertainty created by the Brexit vote in June 2016 there had previously been no impact on the number of students applying or enrolling from the rest of the EU during the last four years.

In BIMM Institute's experience, the propensity of students from the rest of the EU to access a tuition fee loan is significantly lower than for UK students and on this basis they are less dependent on finance for this element of their studies. A significant number of students attending BIMM Institute from the rest of the EU come from Sweden and these students are able to avail of finance for their studies from their home country.

The UK is a key location to study modern music and other creative arts and to access a role in the creative industries. On this basis BIMM Institute is confident that it will continue to attract students from the rest of the EU.

Most students (over 95%) enrolled at BIMM Dublin are Irish and, on this basis, it is considered that there are no risks associated with the departure of the UK from the EU in that college.

Impact:

The impact of this risk arising is assessed as **Low**. The main impact would be a reduction in the number of students from the EU enrolling at BIMM Institute and a correlated reduction in tuition fee income.

Mitigation:

Should the UK exit the European Union without a deal or clarity on the status of on-board students BIMM Institute would recruit sufficient admissions team members to cope with the potential additional demands of managing the immigration status of students and applicants.

In the event that that was a significant reduction in the number of EU students, BIMM Institute is confident it would be able to mitigate the shortfall by attracting more UK and international students and would direct its marketing activity accordingly.

Risk 8: A sale of BIMM Institute changes the strategic direction, governance and management arrangements, which in turn, leads to disruption to the student experience and/or financial instability	
Likelihood: Low	Impact: High
<p>Explanation of the risk and rationale for assessment:</p> <p>The likelihood of this risk arising is assessed as Low. In the event of a sale, BIMM Institute would remain as an OfS' regulated entity and would need to continue to maintain its registered status in order for any new buyer to realise its investment. We therefore anticipate that the governance and management structures of BIMM Institute and its day to day operations would be unlikely to materially change as a result of a sale.</p> <p>Impact:</p> <p>The impact of this risk arising is assessed as High given the disruption that a change in strategic direction, governance and management arrangements could have on the student experience, the financial stability of BIMM Institute and its ability to continue to meet the ongoing conditions of registration with the OfS.</p>	
<p>Mitigation:</p> <p>Following a sale, the corporate and academic governance structures of BIMM Institute would be unlikely to be changed to any material extent (save that there may be some changes in board membership to reflect the new ownership) as it would need to continue to comply with the OfS' ongoing conditions of registration and maintain its registered status.</p> <p>A sale or change of control would be a reportable event under the OfS' Regulatory Framework and BIMM Institute would notify the OfS of such an event in line with the regulator's requirements.</p>	

Risk 9: BIMM Institute is unable to deliver its courses effectively due to restrictions imposed as a result of a pandemic event	
Likelihood: Low	Impact: High
<p>Rationale for assessment:</p> <p>The likelihood of this risk arising is assessed as Low. BIMM Institute has already demonstrated its ability to react in a timely manner and mitigate the restrictions resulting from the Covid-19 pandemic that impacted the end of the 2019/20 academic year. Working with the Awarding Institutions, plans were developed and implemented to enable students to complete their studies through online delivery and assessment supported by a no-detriment policy that meant that student outcomes were not impacted negatively by the alternative approaches to teaching and assessment.</p> <p>Similarly, for the 2020/21 academic year, BIMM Institute has put in place achievable and sustainable plans to deliver its own and Awarding Institution awarded courses through both blended and online learning and teaching methods.</p> <p>At every stage of managing the effects of the Covid-19 pandemic, BIMM Institute has complied and continues to comply with the guidance issued by the Government and the OfS.</p> <p>Impact:</p> <p>The impact of BIMM Institute being unable to deliver its courses effectively as a result of this risk arising is assessed as High. There would be a financial impact should there be an effect on student recruitment and retention. Failure to maintain the academic quality and standards of its awards as a result of not being able to deliver teaching and learning on-site or develop a distance learning alternative would have an impact on BIMM Institute's compliance with the OfS' Regulatory Framework. Specific mitigations against financial risk and regulatory risk are covered in detail above.</p> <p>Mitigation:</p> <p>In connection with the Covid-19 pandemic, BIMM Institute has taken the steps set out below to mitigate the risks highlighted above. BIMM Institute would be well placed to manage similar future pandemics, having developed the governance and technological measures outlined below in connection with the Covid-19 pandemic, which BIMM Institute would be able to adapt and implement as appropriate.</p> <ul style="list-style-type: none"> To ensure that all BIMM Institute colleges operate in compliance with Government and OfS guidance, a Steering Group meets weekly, chaired by the Chief Executive Office & Head of Institution and supported by an independent Health & Safety expert, to keep under review the evolving guidance and approve each college's compliance and approach to operating in a Covid-secure way. The Executive Management Group meets twice a week to review the outcomes and recommendations from the Steering Group and to make sure that individual colleges and teams are taking the appropriate action. All colleges have been declared Covid-secure in accordance with Government guidance. The Academic Board, chaired by the Academic Director 	

& Provost, has responsibility for ensuring that academic standards are maintained and receives a report at its termly meeting on the measures implemented to enable continued delivery of BIMM Institute's courses.

- The Academic Board has delegated authority to approve time-limited amendments to module specifications with regard to delivery and assessment methods to its Higher Education Learning, Teaching & Enhancement Committee (HELTEC) through a dedicated working group chaired by the Chair of HELTEC.
- The Governing Body receives engages with the Institute's approach to the delivery of its courses during the Covid-19 pandemic at its quarterly meetings through the minutes of the Academic Board, and through reports from members of the Executive Management Group including the CEO & Head of Institution and the Academic Director & Provost.
- BIMM Institute has invested in a central Digital Learning team to support the individual colleges in developing and delivery online learning & teaching and assessment methods and materials. Additionally, the Institute has also invested in a range of additional software platforms to support online and blended learning.
- BIMM Institute has adapted all of its courses for both blended and fully online delivery, working where appropriate with its University partners, and has the flexibility to switch quickly from one form of delivery to another should Government guidance change. BIMM Institute is therefore able to provide students with a meaningful and sustainable alternative form of delivery for a full academic year if required.
- Students who do not have access to the technology required to engage with blended or online learning are able to apply to BIMM Institute's expanded hardship fund.