

Student protection plan for the period [2018–2019]

- 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**

Introduction

UCEM's Student Protection Plan sets out the measures that the institution has in place to protect you, should a risk to the continuation of studies arise, and the action UCEM will take to protect your interests and assure continuity of study in the event of a programme closure, or if UCEM is no longer able to operate.

UCEM is committed to protecting the interests of all our students, in all circumstances. If a material change occurs UCEM will consult with students at the earliest opportunity and put measures in place to preserve continuation of study.

The Student Protection Plan assesses the level of risk in relation to continuity of study, the measures that UCEM will put in place to mitigate any risks, and how the institution will communicate any information relating to the Student Protection Plan with you.

The measures contained in this plan supplement the protection you have under consumer protection law and do not impinge on your consumer rights. This document should also be read in conjunction with UCEM's Terms and Conditions of Contract, which details what your rights are when you enter into a contract with UCEM.

UCEM terms and conditions are published on the website at <https://www.ucem.ac.uk/about-ucem/ucem-policies/>

For the purposes of this plan 'a student' is defined as someone who has registered to study with UCEM on either a Level 3 apprenticeship, or an undergraduate or postgraduate programme, and who, as part of registration, has accepted the Terms and Conditions of Contract.

'The Institution' refers to UCEM.

Significant Material Change

The following section provides an assessment of specific risks, and the likelihood that these risks will occur.

1.1 Risk that UCEM is no longer able to operate

Overall, the risk that UCEM will no longer be able to operate, or will cease to operate, is low.

UCEM's Institutional Risk Register is regularly reviewed by UCEM's Audit Committee in line with guidance set out in the Committee of University Chairs' (CUC) Higher Education Code for Governance, and the CUC Handbook for Members of Audit Committees in Higher Education Institutions. The UCEM

Audit Committee's responsibilities are subject to the over-arching governance of UCEM led by the Principal and the powers and functions of the Board of Trustees. The Risk Register details specific risks, and includes a defined risk score pre- and post-mitigation, as well as associated actions.

UCEM is financially sustainable: UCEM income annually matches its expenditure, and the reserves held by UCEM exceed its annual income. Full details are available in the UCEM audited Annual Accounts, published by the Charity Commission at <https://www.gov.uk/government/organisations/charity-commission>.

UCEM annual budgets and business plans are approved by the Finance Committee who, with the delegated authority of the Board of Trustees, monitor in-year costs and income to assure appropriate oversight and control. The Senior Leadership Team is responsible for ensuring delivery of the annual budgets and business plan.

UCEM has in place a Business Continuity Plan to mitigate against risks that may have an impact on the institution's ability to either fully or completely operate due to unforeseen circumstances. These include mitigations such as: UCEM's headquarters at Horizons, Reading, UK being completely damaged; severe illness resulting in a significant number of staff being unavailable; utility failure; and component or systems failure.

1.2 Risk that UCEM loses the power to award degrees or to validate one or more of its courses

UCEM has 'taught degree awarding powers' (TDAP), which means the institution has been granted the authority to award its own degrees. UCEM currently offers a range of UCEM degrees; and delivers a small number of programmes that are validated by the University of Reading in accordance with agreements that were in place before UCEM gained TDAP. The Student Protection Plan details the assessment of risk to the continuation of study if UCEM were to lose the power to award degrees, or if the University of Reading validation were to be discontinued.

1.2.1 UCEM Undergraduate and Postgraduate programmes

UCEM was awarded taught degree awarding powers with effect from 1 January 2013 for a six-year period. These powers are due to be renewed for a further six-year period from December 2018.

UCEM will apply for the renewal of taught degree awarding powers in June 2018, in accordance with the timescale required under the Office for Students Regulatory Framework. The risk of UCEM not achieving renewal of degree awarding powers is low because the Institution continues to be financially sustainable, and also meets the academic quality and standards required by the Quality Assurance Agency (QAA), whose responsibility it is to monitor the standard of higher education institutions.

UCEM achieved a successful Higher Education Review (HER) by the QAA in September 2016, meeting expectations in all categories.

The QAA's last Annual Monitoring of UCEM for Specific Course Designation took place in September 2017, when UCEM received the outcome 'Making commendable progress'. 'Making commendable progress' is the highest achievable category for Annual Monitoring. The full report can be accessed at <http://www.qaa.ac.uk/reviews-and-reports/provider?UKPRN=10008173#.WtcalGeG-Un>.

Successful renewal of TDAP, would be for a further six-year period from January 2019, ensuring continuity of degree awarding powers for this period.

Overall, UCEM has in place an Academic Governance Structure to mitigate against any academic risk that could impact on UCEM's taught degree awarding powers: This Structure includes an Academic Risk Register, a Deliberative Committee Structure, a Code of Practice that aligns with the expectations of the QAA Quality Code, and Academic and General Regulations for Students. Oversight of academic governance occurs through the Academic Review Committee, which is a sub-committee of the Board of Trustees, as well as through external examiners who are independent of UCEM and who monitor academic standards.

To further mitigate risk to UCEM students and the institution, UCEM plans to apply for permanent degree awarding powers in the academic year 2019/20, which will be the first opportunity available to us under the new Regulatory Framework. If the application were to be successful, this would mean that UCEM would not be required to renew its degree awarding powers every six years.

1.2.2 University of Reading Undergraduate and Postgraduate programmes

The programmes validated by the University of Reading have been closed to new applicants since 2014, and in consultation with students these programmes are currently being phased out in a way that enables all students currently enrolled on them to complete their studies.

UCEM considers that the risk that the University of Reading will cease to validate these programmes over this period is very low. The University have agreed to extend the validation and Agreement with UCEM until the remaining students have completed their programmes. Joint meetings between the University of Reading and UCEM are held each year to continually review all aspects of the UCEM provision, ensuring that all students on these programmes are appropriately supported. UCEM works closely with the University of Reading to meet their requirements, and representatives from the University of Reading attend relevant examination boards to assure themselves that their standards are upheld. This process has been ongoing since 2015 maintaining the continuity of study and successfully supporting students since with numbers remaining down from in excess of 700 to less than 60 remaining on programmes.

1.3 The risk that UCEM is unable to deliver at one or more locations

The majority of UCEM teaching is provided online: therefore, there is minimal risk that UCEM would be unable to deliver at one or more locations. UCEM's campus is its virtual learning environment (VLE), which all students 'attend' for their teaching and learning.

The risk that UCEM will be unable to deliver its teaching through the VLE is low. To mitigate the risk of failure of the VLE, the VLE is hosted externally in a high availability cloud-based environment, so an outage is unlikely. In the highly unlikely event of an outage, the supplier contract includes 24/7 support, and UCEM would contact the supplier immediately. Full details are provided in the UCEM Business Continuity Plan.

UCEM runs some physical workshops to support delivery of its apprenticeship programmes. UCEM does not host the workshops at a specific location or campus, but instead hires venues in locations around England. For these students there is a low-moderate risk that a specific location could become unavailable for an individual workshop, for example if there are problems with the hire venue, including cancellation by the supplier.

UCEM also hires examination centres in venues throughout the UK and worldwide. For students attending exam centres there is a low-moderate risk that a specific exam centre could become unavailable, for example if there are problems with the hire venue, including cancellation by the supplier.

1.3 Risk that UCEM is no longer able to deliver programmes to students in one or more subject areas

All UCEM programmes are focussed on subjects relating to the built environment – i.e. property, land and construction. This fulfils UCEM's Royal Charter (RC000125), which defines its objectives as to deliver education and training within these specialist areas.

UCEM has two faculties: Construction and Real Estate. Within each faculty there are full- and part-time members of staff with expertise in the relevant specialisms, and these academic staff are supported by associate tutors who are also specialists within the built environment.

The risk to students of non-continuation of study arising because UCEM could no longer deliver programmes in one or more subject areas is low, because both faculties have well-integrated teams, and are supported by a strong network of associate tutors.

1.4 Risk that UCEM is no longer able to deliver one or more programmes due to closure within the next three years.

The UCEM Terms and Conditions of Contract (Section 7) set out UCEM's contractual commitment to the procedure it will follow should it wish to change, amend or cease delivery of one or more of its programmes.

UCEM will only close a programme where either the Academic Board has approved closure for academic reasons, or the Principal has agreed in consultation with the Senior Leadership Team that for financial reasons, or due to resource availability, the programme should be closed. Section 3 of the Student Protection Plan provides information on the measures that UCEM has in place to preserve continuation of study for its students.

UCEM is currently reviewing its offer at undergraduate level and how best to offer all routes into study from 2020/21 onwards. In particular, attention will be paid to its offer for students who do not meet the current entry requirements of the UCEM BSc (Hons) programmes. UCEM is in the process of validating an integrated foundation 'year' programme for delivery from 2019/20 and this integrated

approach to the UCEM BSc (Hons) programme offer will replace the current 'sub-degree' (entry-level programmes) offer. This will impact upon the Foundation Degree currently offered, and its sub-awards. The full Foundation Degree is no longer available as an entry award (The last intake at UCEM was September 2017) but the institution continues to offer the Certificate of Higher Education. Once the integrated foundation year has been validated, UCEM will set out a student support plan for the remaining students on the Foundation Degree to ensure that they can complete their studies. The risk of closure of the Foundation Degree, and the sub-awards of the Diploma in Higher Education and Certificate of Higher Education within the next three years is high.

There is also a low-moderate risk that UCEM will no longer be able to deliver the Level 3 apprenticeship programme if it fails to meet the compliance requirements of the Education and Skills Funding Agency (ESFA), which would lead to the removal of funding. If ESFA funding were to be withdrawn the Level 6 apprenticeship degree would still be delivered, but students would need to be supported to find other means of funding.

1.5 Risk that UCEM will make changes to programmes or is no longer able to deliver material components of one or more programmes

Where there is a change to a programme or a material component of a programme, any changes will be made in accordance with the Academic and General Regulations to Students, and the Terms and Conditions of Contract, and will comply with the requirements of the Competition and Markets Authority.

Changes will usually be made from the start of a new academic year, i.e. from 1 September, following a period of consultation with students outlining the options available to them.

UCEM is planning to change the structure and delivery of its Higher Education programmes for 2020/21, because of the benefits these changes will provide to its students. These are being implemented as per the Terms and Conditions of Contract (Section 7.2) in consultation with students, and information about the changes is provided to prospective applicants. All changes to delivery will be made from 1 September 2020. There will be no changes to programme titles, awards, material components or accreditation by the relevant professional bodies.

The risk that UCEM would no longer be able to deliver material components (i.e. topics) is low because of the way the teams have been integrated within the Faculty structures and the associate tutor network which supports delivery of its programmes. All UCEM programmes are mapped to meet the competency frameworks of the relevant professional bodies, and therefore topics will continue to be delivered to ensure it meets professional body requirements.

1.6 Risk that UCEM is no longer able to deliver one or more modes of study to our students

UCEM's core mode of delivery is online provision. The risk that UCEM would no longer be able to deliver its programmes by online learning is low. UCEM's Board of Trustees has invested significantly over the last five years in the development of online resources, technology, and expert staff to support the continued delivery and enhancement of online learning at the Institution. Workshops which are provided as part of an apprenticeship programme will continue to run as they are form part of its funding requirements from the ESFA.

1.7 Risk that UCEM is no longer able to recruit or teach students with particular needs

UCEM attracts students from around the world, and currently has part-time and full-time students studying with us in over 100 countries. The risk that the institution would no longer be able to attract or deliver its programmes in full- and/or part-time modes is low, due to the continued investment and support from the Board of Trustees.

Because of its online learning model, UCEM international students do not visit the UK to study their programmes, so UCEM is not subject to Tier 4 visa requirements. For this reason, the risk to non-continuation of study for international students is low.

The risk that UCEM would no longer be able to recruit or teach students with disabilities is also low. UCEM reviews all its online materials for accessibility to ensure that a student with disabilities can apply to UCEM and can access the online learning materials. For certain disabilities, UCEM may provide materials in different formats, as detailed in the Code of Practice for Disability and Additional Educational Needs, available at <https://www.ucem.ac.uk/about-ucem/code-of-practice/>. UCEM has a dedicated Disability Team to support applicants and students with additional educational needs, and to ensure appropriate arrangements are in place.

The risk that UCEM would no longer be able to recruit or teach students with protected characteristics is also low because its online delivery provides an accessible platform and mode of learning. In addition, the programmes are designed to be flexible to support students in different circumstances, such as pregnancy and maternity.

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

Measures put in place by UCEM to mitigate risk and to preserve continuation of study for students

UCEM is committed to ensuring the continuation of study for students in the event of a material change, and the institution will be transparent in the information where changes have occurred, or are going to occur, and will fully support students through any changes.

You can find detailed information regarding the processes that are in place to mitigate risk in the event of programme closure or programme change in the following documents:

- [Terms and Conditions of Contract](#)
- [UCEM Academic and General Regulations for Students](#)
- [UCEM Code of Practice Programme Monitoring, Amendment, Review and Discontinuation](#)
- [UCEM Refund and Compensation Policy](#)

All documents are published on the UCEM website.

You are advised to read the relevant section of these documents alongside the Student Protection Plan.

2.1 Programme closure: UCEM undergraduate and postgraduate programmes

In the event that a UCEM programme is closed down, UCEM is committed to 'teaching out' all students currently registered on the programme, and protecting the interests of students; however,

UCEM will also support students to transfer to another programme where this would be to the benefit of the student.

Students will be given the opportunity to complete their programme of study in accordance with the Academic and General Regulations for Students, and the Assessment, Progression and Award Regulations.

In exceptional circumstances the Academic Board may approve an accelerated programme closure, for example by providing additional resit opportunities, but this will be done in consultation with the students who are affected and will take into account the needs of students with protected characteristics and particular needs.

UCEM would also provide students with the opportunity to transfer on to an alternative programme offered by UCEM or, where appropriate, to another provider, with appropriate credit transfer where applicable.

To mitigate the risk to students on the Foundation Degree, and the sub-awards of the Diploma of Higher Education and Certificate of Higher Education a period of consultation has commenced with students. Students will be given the option to complete their programme of study, or transfer to another comparable programme.

2.2 Programme closure: UCEM Level 3 apprenticeship programme

To mitigate the risk of failing to meet the compliance requirements of the ESFA in relation to the Level 3 apprenticeship programme the Board of Trustees have provided significant investment to UCEM to deliver this programme, which, as previously noted, has included additional recruitment of staff with relevant expertise, as well as additional systems. Academic governance structures have also been reviewed to ensure appropriate oversight of quality and standards.

In the unlikely event that the ESFA have cause to, and decide to, terminate one or more of the apprenticeship funding contracts (levy and non-levy) that UCEM holds, the normal route to enable the apprenticeship students to continue with their programme is for the ESFA to identify and approach another suitable training provider with a view to the transfer the responsibility for provision of the apprenticeships to that provider.

UCEM is contractually obliged to promptly provide such assistance and comply with such timetable as the ESFA may reasonably require for the purpose of ensuring an orderly transfer of responsibility for provision of the apprenticeship programmes, to ensure continuation of study for the students affected.

In the event that the transfer of the responsibility for provision of the apprenticeship programmes is undesirable to the relevant employer(s), UCEM would offer such assistance as is necessary to enable the student to complete as much of their programme as possible. Depending upon the stage of the programme and the circumstances relating to the ESFA terminating UCEM's contract(s), the continuation of provision by UCEM may be on either a sponsored basis, i. e. the employer paying the fees, or on a free of charge basis.

2.3 Programme closure: University of Reading undergraduate and postgraduate programmes

UCEM has committed to teach out the University of Reading Programmes, and has been doing so since a tripartite agreement, in consultation with students and the validating party was instigated in 2015. UCEM has set aside a budget to support this specifically.

As stated in 1.2.2 the Agreement with the University of Reading will remain in force until all students who are enrolled have completed their programme.

In the highly unlikely event that the Agreement ended with the University of Reading and there are still students on these programmes it has been agreed by the University of Reading that they will support these students through the remaining teach-out period, so the students have opportunity to attain their final award.

At all levels the taught modules are either already completed or will be in this current year. Should the students find themselves reliant upon the University of Reading for the teach out of a programme it would only be for final year projects/ dissertations. This would result in any online support materials being passed across to be hosted on the University of Reading virtual learning environment, and then in the provision of supervisors for projects/dissertations. As distance learning students corresponding via online forums, telephone calls or through emails, this would result in no perceptible change in support or mechanism to receive it. Should this unlikely event occur, any change over would be supported through the ongoing operational meetings between UCEM and the University of Reading and then direct dialogue with the student/s concerned. This should ensure both a smooth transition and ensure that students are supported to complete their studies to their desired outcome.

2.4 Changes to programme or material components

As identified in 1.6 for the planned changes to the structure of programmes in 2020/2021, a period of consultation with students and providing information to new applicants has commenced.

This allows a two-year period for consultation and feedback with students before the changes will be implemented. As the changes will be of benefit to the students (for example, the provision of in-semester resits) UCEM anticipate that in the main students will be supportive of the change.

However, where a student does not want to change to the new structure, UCEM will look at how it can support a transfer to an alternative programme or another provider.

As part of the new structure, where there are changes to modules, the institution will produce a transfer plan to support students to ensure they complete their programme. However, as stated in (1.6) the topics contained within the modules will still map to the competency requirements of the relevant professional bodies.

2.5 Changes to location

On apprenticeship programmes, where a venue is unable to hold a workshop, either an alternative venue will be found in the same area, or students will have the option to transfer to a different location in the UK where a workshop is being delivered.

Where an examination centre is unable to hold an exam, an alternative venue will be found in the same area, or students will have the option to transfer to a different exam centre.

In both instances UCEM would follow its standard protocol for such circumstances including consideration of compensation (which could include additional support or financial compensation) to enable students to attend an alternative location.

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

UCEM Refund and Compensation Policy

If UCEM is no longer able to preserve continuation of study, students should refer to the [UCEM Refund and Compensation Policy](#). The Policy provides information on the refunds that students would be eligible for, including:

- students in receipt of tuitions fee loans from the Student Loans Company
- students who pay their own tuition fees
- 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.

The Policy also details UCEM's commitments to honour student bursaries and provide compensation where it is not possible to preserve continuation of study.

In the unlikely event of UCEM being unable to deliver a programme or programmes of study it is putting in place a designated Balance Sheet compensation reserve. This reserve will be maintained at a minimum of £1M or 10% of the most recent audited financial year's *Tuition fees and education contracts* revenue reported in accordance with the latest version of the Further and Higher Education Statement of Recommended Practice (FEHE SORP), whichever is the greater to cater for such a situation and offer refunds and compensation in accordance with this policy. This proposed reserve would be held in investments. UCEM will ensure that this is in place by November 2018.

By way of example, the designated reserve in 2017-18 would be £1.07M reflecting 2016-17 audited *Tuition fees and education contracts* revenue of £10.71M.

These cash reserves would be sufficient to provide refunds and compensation for students on the Foundation Degree who have been identified at an increased risk of non-continuation of study.

UCEM will review the institution's business continuity plan and review its insurance arrangements by April 2019 to seek cover for refunds and compensation in the event of a business interruption event that would stop students being able to continue to study.

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

Communication with Students about the Student Protection Plan

4.1 Communication of the Student Protection Plan

- The UCEM Student Protection Plan is published on UCEM's website at <https://www.ucem.ac.uk/wp-content/uploads/2018/10/Student-Protection-Plan-Sept-Web-Version.pdf> and is also referenced in the Terms and Conditions of Contract that all new and existing students receive when they register to study new modules with UCEM.

Applicants for programmes starting on or after 1 September 2018 will be informed of the existence of the Student Protection Plan in their offer letter to study on a programme with UCEM.

The Student Protection Plan will be publicised to current students through announcements on the VLE which will link to the policy on the website. In addition, all current students will be informed of the Student Protection Plan in their offers to register for their next semester, which also include the Terms and Conditions of Contract, with effect from 1 September 2018.

Students are invited to register for new modules either on a bi-annual or annual basis, and at each of these points students will be referred to the Student Protection Plan.

4.2 Communication with Staff about the Student Protection Plan

UCEM recognises how important it is that all staff are aware of the Student Protection Plan when changes to a programme are proposed. This also links to compliance with the requirements of the Competition and Markets Authority (CMA) to provide accurate programme information to both applicants and students.

UCEM has in place academic governance structures to ensure the appropriate process is followed when changes are made. These are detailed in the Code of Practice chapter on Programme Monitoring, Amendment, Review and Discontinuation, and the Code of Practice chapter 'Information about higher education provision' details the requirements for compliance with the CMA.

The Student Protection Plan (SPP) will therefore be linked with the existing quality review processes to ensure all staff are aware of the Plan when proposing any changes to programmes.

In addition, the SPP will be publicised to staff at all-staff meetings and will be reviewed at the UCEM Deliberative Committee – Quality Standards and Enhancement Committee as part of the review cycle of the institutions Code of Practice. Staff training on the Quality Review Cycle is provided by the Academic Quality Unit, and it is also addressed in inductions for senior academic staff.

The Student Protection Plan is published on the UCEM Staff Intranet and is linked to the Code of Practice chapter 'Programme monitoring, amendment, review and discontinuation'.

4.3 Development of the Student Protection Plan

UCEM will review the Student Protection Plan on an annual basis.

As part of this review UCEM will work with the Lead Student Representative to request feedback from the student community. This will involve communication with the Programme Representatives, and students will also be invited to give feedback through the VLE student community pages.

Following review, the SPP will be approved at the Quality Standard and Enhancement Committee, which also includes student representatives as members of the Committee, to ensure that students are part of the final approval process.

Approval of the Student Protection Plan will take place before the start of each academic year.

4.4 Communication with Student if the Student Protection Plan needs to be implemented

4.4.1 Notice period regarding changes

UCEM closure: If the Student Protection Plan needed to be implemented in the highly unlikely event that UCEM had to close, UCEM would provide all students with as much notice as possible, which is expected to be a minimum notice period of one academic year.

UCEM would seek to ensure the continuation of study for all students on our programmes by supporting them in finding an alternative programme. Support for this transfer of study would include the provision of an academic record of a student's achievement, to facilitate the admission to another institution.

Programme closure: Where the Student Protection Plan is implemented because of programme closure, the procedure detailed in the Academic and General Regulations for Students will be followed. All existing students would be provided with the opportunity to complete their programme, or transfer to an alternative programme. There is no set notice period in this instance as students will be supported to complete the existing programme or provided with other options.

Material changes to a programme of study: If the Student Protection Plan had to be implemented because of material changes to a programme of study or your modules, this would usually be implemented from the start of the next academic year, i.e. 1 September. The process for change is detailed in the Code of Practice chapter 'Programme monitoring, amendment, review and discontinuation'. Changes to a programme or modules must be approved during the Programme Change window which occurs annually from 1 September to 31 January, to effect change normally from the following September. This means that a minimum of seven months' notice is usually given to students or applicants affected.

4.4.2 Communication with students on implementation

If you are going to be affected by any of the changes outlined in the Student Protection Plan, UCEM will write to all students affected and consult with you on the changes that are occurring. The institution will explain the reasons for the change and what options are

available to you. UCEM would seek to support you through this process both collectively and independently so that you are able to fully discuss and understand your options.

As part of the consultation, all affected students will be provided with the opportunity to discuss the changes with members of staff, who are likely to include the programme leaders, module leaders or Student Advice Team.

As part of these discussions UCEM would work closely with the Lead Student Representative. UCEM does not currently have a students' union.

All affected students would be provided with the opportunity to feed back to us and discuss the implementation of the Student Protection Plan.

4.4.3 Availability of independent advice for students

UCEM Students

If UCEM students wanted to obtain independent advice regarding the implementation of the Student Protection Plan UCEM would provide students with direct access to the Lead Student Representative, who is also a member of the Board of Trustees and who could raise issues with the Board. UCEM students could also seek independent support through the external examiners for their programme.

University of Reading Students

Students studying on a University of Reading validated programme can seek independent support from the Reading University Students Union <https://www.rusu.co.uk/advice/>

4.4.4 Student complaints regarding the implementation of the Student Protection Plan.

UCEM has an open, fair and accessible Student Complaints Procedure which operates in accordance with the principles of the OIA Good Practice Framework to encourage the prompt resolution of problems at the earliest possible stage. Further details of our Complaints Policy and Procedure are published at: <https://www.ucem.ac.uk/about-ucem/code-of-practice/>

All students are encouraged to resolve issues informally in the first instance with the relevant member of staff. If you need to raise a complaint or seek advice on the possible submission of a complaint, you should first contact the Complaints Officer at UCEM at complaints@ucem.ac.uk.