

Assessment and Mitigation of Risks

Category of Risk	Likelihood of Risk	Mitigation Measures
<p>University, campus or delivery location closure</p>	<p>Overall, the risk that the University of York as a whole or one of its partners is unable to operate in full or at a particular location is very low.</p> <p>The University's financial performance is also strong as reflected in the University's Annual Report and Financial Statements.</p> <p>The risk of the University's main campus closing is deemed to be very low.</p> <p>The risk that we decide to close the location where a programme is taught, and cannot find suitable premises nearby, is also low.</p> <p>The risk of closure or the inability to continue delivering learning at an external location, such as an NHS organisation is also deemed to be low.</p>	<p>Should such a circumstance arise, the University, and partner providers where relevant, would make alternative provision for students, as far as practicable, either seeking alternative physical locations or moving campus-based learning online. If necessary, students would also be assisted to transfer to alternative providers and would be provided with appropriate advice and support to inform their decisions.</p> <p>The risks of collaborative provision are mitigated by undertaking appropriate due diligence when establishing academic partnerships and by ensuring partnership agreements provide for actions to be taken in the event that a partner can no longer deliver the intended programmes at the agreed locations, including online. The University commits to undertake all reasonable steps with the partner to teach out current students, monitoring the continued quality of the provision during the teaching out period. Regular communication and monitoring activities also enable the University to mitigate the risks that a partner will no longer be able to deliver at an agreed location.</p>

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	<p>The University undertakes due diligence when establishing academic partnerships to ensure that partners are in good financial standing and have the facilities and estates from which to deliver programmes of study in a safe manner. The University therefore regards as low the risk that a partner will no longer be able to deliver at an agreed location.</p>	
School/ Department closure	<p>From time to time the University may decide to close, merge or restructure academic schools or departments and/or to withdraw from teaching certain disciplines for pedagogic or business reasons. The University has significant experience of effectively managing changes of this type. The likelihood of planned closures or mergers affecting current students' completion is low, but the University recognises the potentially significant impact of organisational changes on students who might be being 'taught out'.</p>	<p>The risks to current students' completion of studies from department closure are mitigated by providing significant lead times and by engaging in extensive consultation through formal and informal mechanisms. The University would carefully plan and monitor the teaching out of current students to effectively maintain teaching quality, provide appropriate postgraduate research supervision (either internal or external) and maintain robust student support arrangements. Students would be provided with appropriate and timely communications, advice and support to inform their decisions.</p>
Programme closure	<p>The University routinely considers the ongoing viability of our programmes of study through our annual planning process. As with any provider, on occasions the University or a partner institution might decide to suspend admissions to a programme of study due to viability, shifting market demand, strategic review or other factors. Only in exceptional circumstances would we cease to continue to offer a programme at all to existing students, though it is possible that changes to the</p>	<p>Our website provides full details of our Policy for Programme Suspension and Withdrawal. This includes provision for appropriate student consultation, advice and support about proposals and of giving due regard to the impacts on students in different circumstances and with protected characteristics.</p> <p>We regularly review our portfolio of programmes to ensure that these keep pace with student demand and provide a high-quality student experience. We reduce the potential impact of programme suspensions or withdrawals on</p>

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	<p>delivery of the exact programme as advertised may be proposed The risk of current students not being able to complete their studies is very low, as wherever possible, we will teach out the provision and only suspend applications for future cohorts.</p> <p>The risk that we withdraw an advertised programme, or discontinue a programme, due to insufficient enrolments is low, and the risk of doing so due to poor continuation is very low. We regularly review the portfolio of programmes we offer to ensure that these keep pace with student demand and may choose to close a programme to future cohorts where demand is declining or as part of a refresh of our wider portfolio. From time to time we may also decide to suspend recruitment to a programme for a fixed period. We have significant experience of managing changes of this type and of ensuring they do not impact negatively on existing cohorts of students.</p> <p>The risk of students not being able to complete their programmes of study due to the relationship with an external partner ending is low and the provisions for partnership expiry or early termination are written into all partnership agreements.</p>	<p>current students by only closing a programme to future cohorts, except in exceptional circumstances.</p> <p>The University will take all reasonable mitigating actions with regard to the closure, withdrawal or suspensions of a programme to reduce the impact on offer holders and students as much as possible. Where there are offer holders for a University-delivered programme of study, they will be offered places on alternative York programmes and/ or offered assistance to source an alternative programme, at another institution. The University will also discuss appropriate arrangements in such situations affecting programmes delivered by its partners.</p> <p>The risk of students not being able to complete their programmes of study due to the relationship with an external partner ending is low. In the event of force majeure or where a partnership expires or is terminated early, the University will take all reasonable steps to enable a student to complete their intended award or if necessary find a suitable alternative. We may seek new partners (eg for professional programme placements) and work with other universities to offer students a place on a comparable programme (for example with similar learning outcomes; course content; learning, teaching and assessment methods and facilities) at another institution.</p>
Qualification changes or	The risk that the qualification a student obtains is significantly different from that for which they enrolled is very low because	By maintaining proactive and positive relationships with PSRBs, the University reduces the risk that it will lose degree awarding power, that its qualifications

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withdrawals	<p>of our approach to programme development, quality mechanisms, and our approach to managing course discontinuation. We retain the right to make necessary adjustments and improvements to programmes and module content year on year, for example as part of quality reviews and in response to student feedback.</p> <p>The risk is very low that any of our degree awarding powers will be revoked, our authority to deliver certain types of qualification (eg higher and degree apprenticeships) is removed or we lose the right to provide a programme, including by decisions of a Professional, Statutory or Regulatory Body (PSRB) governing professional or vocational qualifications and graduates' entry into regulated professions. The high quality of our programmes, effective ongoing quality management processes, good standing with the regulators and our established relationships with professional accrediting bodies across our provision reduce this risk.</p>	<p>will lose any accreditation or that it will not be able to offer such programmes. For our apprenticeship provision, we also have contracts in place with employers that include clauses regarding discontinuation to mitigate the impact on students. In the exceptional situation that the University loses any degree awarding powers, or can no longer provide specific qualifications, such as degree apprenticeships or professionally accredited awards, it will liaise with all relevant PSRBs, placement providers, students and employers to mitigate risks to student continuation and achievement of their intended awards and related accreditation. The University will retain a formal record of students' achievements. Students would be provided with appropriate advice and support to inform their decisions.</p>
Discontinuing modes of learning	<p>The University delivers a diverse portfolio of provision through varied modes of delivery including full- and part-time routes, on-campus and online and distance learning. Significant investment has established an infrastructure to support these different modes of delivery and the risk of being unable to continue any particular mode is very low. Occasionally, there</p>	<p>In the event that a particular mode of delivery can no longer be provided within a specific programme, suite of programmes or across a wider range of provision, the University will liaise with students and other key stakeholders to mitigate the risks to current students' completion of studies on their intended qualification and to meet their intended learning outcomes. Wherever possible, current students will be taught out through their intended delivery mode, with</p>

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	<p>might be challenges to the delivery mode for particular individual programmes of potential significant impact to affected students. The University is well-placed to manage these risks.</p>	<p>changes only affecting new students. Any teaching out of the mode of learning would be monitored to effectively maintain teaching quality, provide appropriate postgraduate research supervision (either internal or external) and maintain robust student support arrangements.</p> <p>Offer holders will be informed of intended changes and offered any advice and support needed to make study choice decisions. Current students who will be affected will similarly receive timely communications, advice and guidance to inform their decisions and completion at the University or if necessary at an alternative provider of similar provision (for example with similar learning outcomes; course content; learning, teaching and assessment methods and facilities).</p>
<p>Other material programme changes</p>	<p>The University routinely and regularly reviews the content of its programmes to ensure that they remain relevant and are delivered most effectively and efficiently. This is achieved by the application of our robust procedure for proposing and approving modifications to programmes. A general principle of this procedure is that modifications should, wherever possible, be implemented for the next entering cohort, and not for current students. As a result, the risk to students' ability to complete their intended programme of studies due to programme changes is low.</p> <p>Occasional, exceptional circumstances beyond the University's control may result in the need to make modifications to</p>	<p>Should a change, for example to a core module or programme element such as a practice placement, exceptionally be sought in cycle, there are established processes in place to provide for student consultation, advice and support, including due consideration for particular groups, such as offer holders, part-time students, those on placements or those on approved leave of absence. Where such material changes are within our control, decisions will be informed by robust student consultation and the changes will not normally be implemented without the consent of students. Students will also be engaged in the appraisal of mitigating options for any changes introduced.</p> <p>In exceptional situations (such as a change in circumstances for key members of staff, sudden staff departures from the University or unexpected notice a partner organisation will no longer provide professional programme student</p>

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	<p>programmes or modules that could have a significant impact on current students, for example sudden, unexpected notice a partner organisation will no longer provide professional programme student placements. The University takes a proactive approach to addressing these challenges in consultation with students and other stakeholders.</p> <p>The risks to a postgraduate research students' completion of studies from the departure of a supervisor can be significant. The likelihood of this occurring is low, but the University will proactively work with the student to address the situation.</p>	<p>placements), where proposals are made to modify or withdraw components of programmes of study, the University will take all reasonable steps to make alternative arrangements for components to be delivered, for closely-related provision to be offered or for students to be given wider options to complete full programmes. Decisions will be taken in consultation with all affected students, as far as practicable, and with due regard for ensuring students can achieve their intended learning outcomes.</p> <p>If a postgraduate research student's research project is dependent on the supervision of a single specialist member of academic staff or a research team who leaves the University, then we will seek to make alternative, comparable arrangements to supervise the student to complete their research degree. This may involve seeking comparably specialist supervision from inside or outside the University, supporting the student's transfer to the institution that their supervisor or research team moves to or a transfer to another institution. Students would be provided with timely and appropriate communications, advice and support to inform their decisions.</p>
Inability to recruit or teach specific types of student	The University's diverse portfolio of programmes and subject offer provides students from a wide range of backgrounds the opportunity to study. The University values and works hard to attract and provide high-quality experiences to a diverse student population, in line with statutory and regulatory obligations. Its active engagement with regulatory bodies, compliance exercises and a wide range of stakeholder	The University mitigates the low risk that it will be unable to continue offering education and awards to particular student groups by proactively working to meet a wide range of governmental and other regulatory expectations, for example to effectively comply with student visa regulations relevant to international students, to implement its Access and Participation Plan and to organise programmes that meet postgraduate research funding body expectations. If concerns are raised about the University's ability to continue

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	<p>organisations means that the risk of the University losing its ability to deliver programmes to any particular type of student is very low.</p>	<p>delivery to particular student groups it will seek to work with regulators to meet obligations and provide offer holders and students with appropriate advice and support to inform their decisions.</p>
<p>External influences</p>	<p>The current environment within which the University is operating means that the risk of industrial action taking place during the lifetime of this plan remains high. However, the risk of students being unable to successfully complete their programmes of study as a result is judged as low.</p> <p>The impact of force majeure situations (for example major public health situations such as the Covid-19 pandemic) can be severe. The risk of future force majeure situations appears low, though their potential severity means the University has contingency plans in place and strong relationships with a wide range of partners to reduce the impact of such events on students as far as possible.</p>	<p>The University has in place established, and recently tested, business continuity mechanisms to mitigate the impacts of lost learning. The University remains cognisant of the fact that disruption to individual students can vary considerably. This is taken into account in the way in which we engage with student groups during these periods.</p> <p>For example, at the outset of the Covid-19 pandemic, the University implemented a detailed contingency plan to manage its operations, including its ability to teach and support students. Principally this involved a pivot to online learning which could be replicated in future and in other force majeure circumstances. Attention was, and would again be paid to the needs of specific student groups to mitigate the particular impact of events on their continuation and completion of studies. The University remains vigilant and ready to respond through the implementation of specific contingency plans, if required.</p>