You will find signposts (in green) throughout this form prompting you to ensure the right people have been consulted and the right questions have been asked.

Please note, all CPPF1 forms must have been fully approved and endorsed by the Associate Dean(s) Strategy and Development in the relevant Faculty. For multi-faculty partnerships, all ADSDs should be involved.

**LPAGYYMMDD/\_\_**

**CPPF1: COLLABORATIVE PARTNERSHIP PROPOSAL FORM   
(NON-ACP)**

|  |  |
| --- | --- |
| **Proposing Faculty:** |  |
| **Proposing Department/School:** |  |
| **Name of partner organisation:** |  |
| **Programme title/s:** |  |
| **Country of delivery:** |  |
| **Language of delivery:** |  |
| **CPPF completed by:** | Name of member of Brookes staff |
| **Date of approval by Faculty Executive:** |  |
| **Signature of PVC/Dean:** |  |

# Consultation Checklist for Faculty Executive Group approval

|  |  |
| --- | --- |
| For international partners, has advice been sought from Brookes Global when completing section 1.6? | Date of consultation  Name of contact |
| Has advice been sought from the Faculty Head of Finance & Planning on the contents of sections 1.7 and 1.10, and Part 3? | Date of consultation |
| Has advice been sought from the Head of Legal Services on the contents of section 1.7? | Date of consultation |
| Have your Faculty Head of QA and Validations and/or your [Faculty’s link Quality Assurance Officer](https://www.brookes.ac.uk/staff/apqo/staff-and-contacts) been consulted on the contents of section 1.8 and Part 2? | Date of consultation |
| Has advice on the analysis of the market for the provision (section 1.9) been sought from Brookes Global or UK Partnerships, as appropriate? | Date of consultation  Name of contact |
| Has the Head of Student Records and Curriculum Management ([nmcconaghy@brookes.ac.uk](mailto:nmcconaghy@brookes.ac.uk) ) been notified, to ensure the programme/s are set up correctly on the student records system? | Date of consultation |
| Has the Head of External Student Reporting ([mbelshah@brookes.ac.uk](mailto:mbelshah@brookes.ac.uk) ) been consulted, to ensure the programme/s will be appropriately represented in the University’s statutory data returns? | Date of consultation |
| Has an appropriately experienced Liaison Manager/PDT chair been identified (sections 2.3-2.6)? |  |
| Has the membership of the PDT been agreed (section 2.7)? |  |
| Does the proposal meet the UK/International partnerships criteria, as appropriate? |  |
| Does the proposal contain a realistic and comprehensive risk assessment, tailored to the proposal (with particular attention to the guidance on risk assessment and risk improvement planning)? |  |

**COLLABORATIVE PARTNERSHIP PROPOSAL FORM –   
GUIDANCE NOTES ON COMPLETION**

**PURPOSE OF FORM CPPF1**

This form is to be used to propose a new programme of study leading to a Brookes award or credit to be delivered at, with or by a partner organisation outside the Associate College Partnership. It should be used to submit proposals for LPAG approval in respect of:

* the establishment of a new partnership;
* the extension of arrangements with an existing partner to include new collaborative programme/s (or new mode or language of delivery of a current collaborative programme)

The CPPF1 provides LPAG with the results of due diligence enquiries about potential new partners, as well as giving outline details of the proposed collaborative arrangements with the partner organisation. For the extension of collaborative arrangements with existing partners, it provides a brief analysis of the partner’s academic and financial track record with Brookes.

*Note:*

For ACP partners, please use the ACP extension form, CPPF2.

For partnerships involving credit rating or articulation arrangements, please use the CPPF3.

If this relates to the periodic review of provision delivered by an existing partner, please use CPRF1 (non-ACP partners) or CPRF2 (ACP partners).

**COMPLETING THE FORM**

The CPPF1 is divided into three sections, all of which must be completed:

* **Part 1:** Due diligence enquiries about the legal, financial and academic standing of the prospective partner.**\***
* **Part 2:** Further details about the proposed collaborative arrangements and who will be responsible for their development and management.
* **Part 3:** Risk Assessment
* **Part 4:** Financial Due Diligence.

**\***Please refer to guidance note G5.1 - [Introduction to Collaborative Provision](https://www.brookes.ac.uk/documents/asa/apqo/quality-and-standards-handbook/collaborative-provision/g5-1-introduction-to-collaborative-provision/).

The project (PDT) leader is responsible for the completion of the form, but they must consult with the relevant colleagues as shown in each section of the form. All relevant sections must be fully completed in consultation with appropriate colleagues outside the Faculty, including (for Part 2) the Head of APQO and (for Part 4) the Faculty Head of Finance & Planning.

Once completed, and approved by the Faculty Executive\*, the CPPF1 should be forwarded to the Secretary of LPAG, via the Faculty’s link QAO.

\*Faculty Executive Groups must satisfy themselves (and be able to assure LPAG) that the appropriate consultation has taken place and due diligence enquiries have been made, prior to giving approval to the proposal for submission to LPAG. FEGs should seek clarification on any point on which they have insufficient information, before the next stage of the approval process.

**Delete this page before submission to LPAG.**

**PART 1: THE PARTNER - DUE DILIGENCE**

**1.1 NAME AND ADDRESS OF PROPOSED PARTNER**

|  |  |
| --- | --- |
| **Name and address  of proposed partner:** |  |
| **Country:** |  |

**1.2 KEY CONTACT**

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| Name, job title, email address and telephone number of the primary contact at the partner institution (the individual who has responsibility for progressing the proposal): |
| Please identify the named individual (including the post they hold in the organisation) who will be required to sign any legal agreement governing this collaboration: |

**1.3 IS THIS A NEW OR AN EXISTING PARTNER FOR THE DELIVERY OF ACADEMIC CREDIT?**

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| **New / Existing** (*delete as applicable)*  *Note:* An ‘existing partner’ means a company or organisation with whom Brookes has a current contract for the delivery of a programme leading to a University award or credit, i.e. the proposal is for the delivery of new provision by a body with which Brookes has current collaborative arrangements. Due diligence enquiries must be completed for proposals involving subsidiary companies of a current partner, which will be treated as a new partner for the purposes of the approval process. |
| If an **existing** partner, please give details of other Brookes provision currently being delivered by the partner organisation, and - drawing on evidence such as external examiners’ reports, annual review reports, etc - please identify any issues (positive or negative) that have arisen during the course of the partnership: |
|  |

**1.4 RATIONALE FOR THE PROPOSAL**

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| * Please provide a brief summary of the proposal and outline the reasons why this would be of benefit to the University/Faculty. |
| * Referring to the relevant University Criteria for Partnerships (International or UK, as appropriate such as value, reputation, location, equitability and sustainability), describe how the proposal fits with the University’s strategy. Please also mention if the proposal supports any relevant Faculty strategic development priorities.   Please consult Brookes Global / Global Partnerships Team when outlining the country and  partner fit with the University’s International Strategy. |

**1.5 RATIONALE FOR CHOICE OF PARTNER (IF NEW)**

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| 1. Describe the nature of the organisation (educational or other, public/private, profit/non profit), outlining the following:  * Summary of development and/or growth * Values and their compatibility with [OBU’s guiding principles](https://www.brookes.ac.uk/students/your-studies/brookes-charter/) (for example inclusivity) * The organisation’s rationale for partnering with Brookes |
| 1. Provide any other information you would like to put forward to support the addition of the proposed partnership to the Brookes’ collaborative provision portfolio (such as the standing of the partner in country, their contribution to achieving [UN sustainable development goals](https://sustainabledevelopment.un.org/?menu=1300), or carrying out other notable work etc.). |

* 1. **IN-COUNTRY INFORMATION (OVERSEAS PARTNERS)**

Please consult with Daniela Cobiltean (Deputy Head of Global Partnerships) when completing this section.

*Other sources of information available to assist in completing this section include:*

* UK ENIC (previously known as UK NARIC) <https://www.enic.org.uk/>
* QAA Networks and Partnerships team – email [international@qaa.ac.uk](mailto:international@qaa.ac.uk)
* British Council: <http://www.britishcouncil.org/eumd-information.htm>
* UUKi: <https://www.universitiesuk.ac.uk/International>
* Relevant in-country Ministry of Education, qualifications authority, or equivalent government department
* Relevant professional bodies

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| 1. Is the University already operating in this country?   **Yes / No**  *If yes, please give details. If not, has VCG given approval to operate in this new territory?* |
| 1. Please outline the advice regarding operating in this territory (with this partner) received from external organisations such as:  * The British Council * Brookes Regional Offices * Other (such as UUKi). |
| 1. Please provide a brief summary of the socio-economic context of the territory based on reliable sources such as the World Bank and IMF, flagging up any potential risks to the successful operation of the partnership.   Please include information on:   * The country’s political stability (recent elections, recent political events, etc.) * Economic growth (eg. Is there a growing middle class? How does this affect the planned provision?) * Demographics (eg. Is there a demographic boom/bust expected?) * Currency fluctuation. |
| 1. What are the current legislative and cultural requirements of the country in which the programme will be delivered, including Ministry of Education (or equivalent) requirements relating to the proposed provision? What are the implications for the University and the proposed partnership?   Are these requirements likely to change, and how might this affect the partnership? Would Brookes have permission to teach out the students in-country if the partner ceases to exist?  Please mention the sources consulted. |
| 1. Are there other universities operating in this region which may be in direct competition?   **Yes / No**  *If yes, how do we know the market is not saturated? If not, what is the university’s strategy to retain its market share once other competitors join the market?* |
| 1. What is the proposed partner’s capacity for delivering programmes in English?   *If the language of delivery is not English, please indicate the level of competence in this language available within the Brookes Department which will manage the partnership.* |
| 1. Mode of delivery requirements:   If the programme involves ***distance learning*** is this recognised in-country? Is legislation required for this mode of delivery? Please give details.  If the programme is to be delivered in-country by Brookes staff (***flying faculty***), do they require visas/permits to enter the country to work? If yes, give details of how this will be managed. |
| **j)**  Is the partnership likely to be scaled up in the near future?  *If yes, please outline additional costs involved for the university (for example additional tax liability, currency movement, etc.)* |

**1.7 LEGAL AND FINANCIAL STATUS OF PROSPECTIVE PARTNER**

This section must be completed in consultation with:

* your Faculty Head of Finance & Planning, and
* Edwina Towson, Head of Legal Services [etowson@brookes.ac.uk](mailto:etowson@brookes.ac.uk)

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| **a)** **Is the proposed partner a private or public institution?**  **Private / Public / Other**  *If Other, please give details.* |
| **b)** **Company Structure and Ownership**  Provide a summary of the group structure of the company and any related companies including the main activities of these companies, ideally in the form of a diagram. This should include any interest in any other organisation through shares held by the partner. If the partner is a subsidiary of another company or owned by shareholders, please provide details on voting and ownership rights giving details of shareholders. |
| **c) Corporate Profile**  **i.** Provide details, including the date of incorporation, registration number and registered office address of the partner. Original documents should be obtained to support this. Please confirm that the partner has the legal status to enter into a proposed partnership and the name of the entity that the University will be contracted to:    **ii.** Give any other relevant registrations (e.g. as a charity) which indicate that the partner is regulated at a national level:  **iii.** Confirmation that the proposed partner owns the buildings and/or land they intend to deliver from. If the buildings and/or land are leased, please confirm the length of the lease, name of the lessor, and any implications for the proposed partnership.    **iv.** Has the University obtained agreement for the parent company or majority shareholder to act as guarantor?    **v.** Has the partner agreed to pay in GBP? If not, please give the currency of payment and explain why this currency was agreed upon. |
| **d)** **Legal and Reputational Due Diligence**  **i.** Is the partner name, or the name of any other company within its group structure, connected with anything negative (based on a general internet search)? Provide details of any business/ethical interests/links the proposed partner has and whether these could present potential risks.    **ii.** Have any of the directors been disqualified or are any of the directors or shareholders, as individuals, connected with anything negative?    **iii.** Has the University obtained copies of the partner’s anti-bribery/anti-corruption policies or similar statement of values, including copies of its equality and diversity policies? Has the University been assured that the partner has steps in place within their organisation to ensure slavery and human trafficking are not taking place in any part of its business?  **iv.** Has the partner agreed to contract under the law of England & Wales? If not, please give the country legal framework that has been agreed upon and the reasons behind this agreement. |
| **e)** **Brand**  Is the partner likely to want a Brookes-related sub-brand? |
| **f)** **IPR**  Please give details of the location of the Intellectual Property rights for the proposed programme, and outline any action required to protect the University’s interests, for example, where the programme is already validated by another HEI. |
| **g)** **Financial Due Diligence Summary**  The last three year's financial statements should be obtained by the Faculty Head of Finance and Planning and reviewed with the Deputy Director of Finance and Legal Services, completing the checklist found in Part 4 of this document. Please summarise the results of this exercise, outlining the potential risks identified and the mitigation strategy that has been adopted: |
| **h)** **Insurance and Indemnities**  Does the partner have the necessary insurance policies and indemnities to cover any potential risks that may fall under this partnership in relation to any claims resulting from students or other stakeholders that may arise due to actions of the partner? Has OBU received copies of these documents and have these documents been reviewed by the University’s Legal Team? |
| **i)** **Awarding Powers**  If the proposal is for a jointly-provided programme leading to a dual or joint award, does the partner have the legal power to make awards with another awarding body?  **Yes / No / N/A** |

**Sources of information to assist in completing this section:**

* Companies House: <http://www.companieshouse.gov.uk/> (free webcheck for information on companies in England)
* Charity Commission: <http://www.charity-commission.gov.uk/>
* Dun and Bradstreet: <http://www.dnb.co.uk/> or <http://www.dnb.com> (company credit checks)
* Relevant national/state companies register

**1.8 ACADEMIC STANDING OF PROSPECTIVE PARTNER**

The purpose of the questions in this section is to give LPAG sufficient information to assess the ability of the proposed partner organisation to deliver the proposed programme/s to the appropriate standard and to provide a high-quality learning experience.

This section must be completed in consultation with your Faculty Head of Quality Assurance & Validation and/or your Faculty link Quality Assurance Officer (see <https://www.brookes.ac.uk/staff/apqo/staff-and-contacts> )

Please also refer to [guidance note G5.2](https://www.brookes.ac.uk/staff/apqo/quality-and-standards-handbook/templates-and-guidance-notes#collaborative) on academic due diligence enquiries.

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| **Experience and reputation**  Describe the proposed partner’s experience of delivering programmes leading to higher education awards (as understood in the UK and articulated through, for example, the Framework for Higher Education Qualifications) particularly in the subject area and at the level of the proposed collaboration programme/s.  Give details of the proposed partner’s reputation for academic quality in its national context, and the evidence you have seen to support this, for example, the standards of student achievement on current HE programmes, degree outcomes, graduate employment outcomes, etc.  If the partner does not yet have a track record of delivering higher education (e.g. it is a new venture, or new to the HE sector), please provide as much information as possible to explain why this would be a worthwhile partnership for the University. Include information on the experience of the partner staff leading the development, and the support the University would need to provide in order for the collaboration to be successful. |
| 1. **External QA reports**   Are there any published reports of external quality assurance agencies, or relevant professional bodies, relating to the work of the partner organisation?  **Yes / No**  *If yes, please give details of the reports and the conclusions that may be drawn from them.* |
| 1. **Links with other HEIs**   Does the prospective partner have a current or previous partnership with any other UK higher education institution/s?  **Yes / No**  *If yes, name the institution/s and provide details of the enquiries you have made to these other HEIs. Please also mention if the collaboration with other UK partner(s) is in the same subject area(s) as the ones proposed for delivery with OBU. What conclusions can you draw about the suitability of the proposed partner from these enquiries?* |
| **Site visit**  Has the project leader or other OBU representative visited the prospective partner delivery premises?  **Yes / No**  *If yes, please attach a report of the visit using the site visit report template T5.14, which can be*  *found* [*here*](https://www.brookes.ac.uk/staff/apqo/quality-and-standards-handbook/templates-and-guidance-notes)*.* |
| **Governance and management**  Please attach a structure chart showing the prospective partner’s governance and management structures (e.g. the key committees and officers). LPAG will be particularly interested in the partner’s arrangements for:   * Management and organisation * Policy and decision-making * Planning and resource allocation * Student representation.     The PDT will also need to satisfy any subsequent academic approval panel that appropriate structures are in place for:   * Quality management and enhancement * Managing placements or other aspects of the programmes provided by third parties * Staff development * Academic and pastoral support, and career planning and should therefore explore these matters with the proposed partner, but it is not necessary to include full details with the CPPF. |

**1.9 MARKET, RECRUITMENT AND MARKETING**

This section should be completed in consultation with:

* Daniela Cobiltean, Deputy Head of Global Partnerships (Brookes Global) *or*
* Quin Vermeulen, Head of UK Partnerships & Apprenticeships
* ADSD(s)
* Faculty Head(s) of Finance & Planning

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| 1. Provide details of any partner market research undertaken to evidence there is a market demand in-country both in terms of pipelines and subject area. Please add sources to ensure the market information has been cross-checked and is accurate.   *If the language of delivery is different from the local language, please provide evidence that there is a significant market segment who would meet the language requirements for the programme.* |
| 1. **Conflict of interest**   Is there any potential conflict of interest/competition between this proposal and existing programmes delivered through other partnerships, or at Brookes which would lead to cannibalisation of our own market share?  **Yes / No**  *If yes, please give further details.* |
| 1. Outline the marketing and recruitment strategy, referring to the marketing activity which will be undertaken to recruit the target market identified (for example through open lectures, open days, school visits, targeted digital marketing, etc.). |
| **c)** Is the student fee for the programmes priced appropriately for the market and for the Brookes brand? Please provide evidence. |
| **d)** Please provide evidence that there is demand for the programmes identified in the employment market and outline the students’ employment prospects. |

**1.10 FINANCIAL BUSINESS PLAN**

*Note:* LPAG will not be able to approve proposals which are not accompanied by a fully developed financial plan, which takes into account the risks identified in Part 3 of this document. Please submit the business plan workbook with this CPPF form. The template for this, and other guidance on developing the financial plan, is available on the [AQPO website via the Quality & Standards Handbook (Chapter 5)](https://www.brookes.ac.uk/staff/apqo/quality-and-standards-handbook/templates-and-guidance-notes).

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| a) Provide an overview and summary of the first 5 years of the Plan, identifying when breakeven will occur and provide surplus percentages. |
| **b)** Specify the sources of funding for the proposed programme/s:  *e.g. full cost to partner/student fees/HEFCE funding/etc.* |
| **c)** What is the level of student fees to be charged and how have the fee levels been negotiated? Are they in line with the University’s expectations? Has inflation been factored into these fee levels and, if so, at what levels? |
| **d)** Has the partner agreed to a minimum guarantee and, if so, how have the levels of the guarantee been negotiated? If there is no minimum guarantee, has a risk factor been included in the income and can you provide details behind the risk level adopted and likelihood of this risk. |
| **e)** Provide details of the staff costs and the WLP hours allocated and how these levels will change over the 5-year period. Are these WLP allocations in line with tariff and other similar partnerships across the University? |
| **f)** Provide details on the direct costs, including travel, examination and graduation requirements. Provide details on the validation and whether the partner has agreed to reimburse these costs. |
| **g)** Provide confirmation that the overhead costs calculated are in line with expectations and that the exit costs meet the minimum levels that are likely needed to fulfil the least costly strategic exit option listed in Section 2.9 below. Please give details. |
| **h)** Provide a summary of how the staffing and direct costs will increase in line with any incremental income or students beyond the minimum targets given in the Plan. |
| **i)** Indicate whether costs are likely to be incurred in the form of payments to agents (bearing in mind the provisions of the UK Bribery Act 2010). |

**PART 2: DEVELOPMENT AND MANAGEMENT OF PROPOSED ARRANGEMENTS**

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| **2.1 Oversight of provision**  Is this a cross-faculty provision, which will be managed centrally at institutional level?  **Yes / No**  *If not, how will the delivery be managed in Faculty? Please provide details of the monitoring and decision-making mechanisms in place.* |
| 2.2 Department/School responsible for liaison with partner for this programme |

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| **2.3 Partnership liaison arrangements**  For multi-Faculty (institutional) partnerships, please give the names and job titles of all staff involved in managing the relationship, and the scope of their responsibilities in the context of this partnership (e.g. programme-specific liaison/buddy/administration, quality management or strategic management for the overall partnership arrangements, etc.)  *If the partnership is single-Faculty, please indicate the name and job title of the proposed Liaison Manager (if known), and details of any other Faculty staff who will be involved in managing the provision. Please refer to the Liaison Manager role description and person specification (G5.5 available* [*here*](https://www.brookes.ac.uk/staff/apqo/quality-and-standards-handbook/templates-and-guidance-notes#collaborative)*) when considering appointments to this role.* |
| **2.4 Liaison Manager Workload**  Please indicate an estimate of how many hours will be allocated to the Liaison Manager role and provide an outline of how this was calculated. |
| 2.5 Chair of the Project Development Team for the proposed programme/s Name and job title of the member of staff responsible for managing the PDT, and (if different) the name and job title of the member of staff who will take responsibility for following up after validation. |

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| **2.6 Experience of managing collaborative provision**  Please outline the experience of the staff named in 2.3 and 2.5 of developing and managing collaborative arrangements, including their experience of working in the country in which the proposed partnership will be based. If their experience is limited, please outline the training support needed to perform the role effectively referring back to the Liaison Manager role description. Please also indicate specific arrangements to be put in place by the Faculty to support the individuals in managing the partnership, including the workload hours that will be allocated to the role, bearing in mind any specific challenges involved in working in the proposed territory/environment.  *In the case of delivery in a language other than English, please give details of the competence of the proposed liaison manager in that language, and outline the measures that will be put in place to enable the liaison manager to have full access to the provision, including communication with staff and students.* |

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| 2.7 Membership of the Project Development Team | |
| Faculty representative/s |  |
| Faculty link Quality Assurance Officer |  |
| Legal Services representative |  |
| Faculty Head of Finance & Planning |  |
| Brookes Global/UK Partnerships representative (as applicable) |  |
| Other representatives (please specify job titles and names) |  |

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| **2.9 Exit arrangements**  Please outline three proposed strategies for protecting the interests of students and minimising any reputational risks to the University, should it be necessary to withdraw from the partnership and the partner is unable to assist with teach-out arrangements.  (please ensure the proposed strategies are realistic in terms of likely costs and other resources/practicalities. Please also provide evidence of links within the immediate environment to assist with the exit strategies)   1. … 2. … 3. … |

**PROGRAMME DETAILS**

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| **2.10 Proposed programme title/s of Brookes awards** |
| **2.11 Awards to which the programme/s will lead**  Include all exit awards available; and for level 6 awards, specify whether Honours or Ordinary degree. |

**Reference points:**

* [Office for Students: sector-recognised standards](https://www.officeforstudents.org.uk/media/53821cbf-5779-4380-bf2a-aa8f5c53ecd4/sector-recognised-standards.pdf)
* [Referencing the qualifications frameworks of England and Northern Ireland to the European Qualifications Framework](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/840837/Referencing_the_Qualifications_Frameworks_of_England_and_Northern_Ireland_to_the_European_Qualifications_Framework.pdf)
* [UK ENIC](https://www.enic.org.uk/) (previously known as UK NARIC)
* Other national qualifications frameworks, as relevant to the recognition of the programme.

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| **2.12 Levels and credits** delete any lines which are not applicable | | |
| **Level** | **No. of credits to be**  **awarded by Brookes** | **Duration and mode of study**  **(full time/part time)** |
| 4 (UG) |  |  |
| 5 (UG) |  |  |
| 6 (UG) |  |  |
| 7 (PGT) |  |  |

|  |  |
| --- | --- |
| 2.13 Number of intakes per year: |  |
| 2.14 Entry points (month/s): |  |
| 2.15 Maximum numbers per cohort:Please note this refers to the maximum number that can be supported by the learning resources available at the partner. |  |
| 2.16 Minimum numbers per cohort: A cohort of 10 is generally considered as the minimum baseline for a reasonable student experience. |  |

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| 2.17 Implementation  This section is to enable the University to keep track of any changes in the portfolio of Brookes awards being delivered by the partner, or in the same region. Please provide information such as:When, and at which campus/es (if there are more than one), will delivery commence for each level of the programme?Are there any potential constraints to the commencement of delivery, e.g. availability of placements, progression opportunities, etc?Will the programme replace any existing provision leading to a Brookes award currently being delivered by this partner? (If yes, please specify the programme/s to be phased out) How will this impact on current students? Will it impact on Brookes programmes delivered by any other partners? In what way? | |
| **Pr Proposed start date for delivery of the programme/s:** |  |

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| **2.18 Type of proposed collaborative arrangement**  Please tick all that apply\* – see definitions in Guidance note G5.1 [here](https://www.brookes.ac.uk/staff/apqo/quality-and-standards-handbook/templates-and-guidance-notes#collaborative) | |
| Franchise of delivery of existing Brookes programme  *This may involve an associated articulation agreement, leading to a Brookes ‘top-up’ award e.g. making use of level 6 of an existing Brookes degree programme* |  |
| Validation of programme designed jointly by partner and Brookes |  |
| Jointly designed and delivered programme, leading to a joint or dual award with another awarding body |  |
| Validation of programme designed, and already being delivered, by the partner |  |
| Off-campus delivery by permanent Brookes staff (‘flying faculty’) or by staff to be appointed by Brookes specifically for delivery of the programme |  |
| **Delivery details**  Please provide more detail below to describe how the programme will work in practice, i.e. the relative responsibilities for designing the programme, teaching/assessment, and support/resources between Brookes and the partner. | |

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| 2.19 Language of instructionWill the programme/s be taught and assessed exclusively in English? Yes / No*If no, please specify the language of delivery and/or assessment and provide details of measures to be taken to assure the quality of the provision and standards of awards.*  Given the additional costs associated with arrangements involving delivery in a language other than English, it is important that you provide evidence to demonstrate that the benefits of the partnership substantially outweigh the potential risks to the University in assuring the academic standards of awards made in its name. Evidence could include:   * market segmentation * demand for programmes in local language, etc.   The business plan should include any costs of translation that will need to be carried out. |

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| **2.20 Entry requirements** (including English Language qualifications)  Are there any changes to the standard Brookes entry requirements? (country specific entry requirements are listed [here](https://www.brookes.ac.uk/international/applying-to-arriving/how-to-apply/entry-requirements/))  **Yes/ No**  *If yes, please explain why.* |

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| **2.21 Enrolment status of students**  Please describe the enrolment status of students on the programme, and indicate any adjustments which are required to the standard Brookes terms and conditions of enrolment.  *If you are unsure what changes might need to be made to the standard student contract on the basis of the enrolment status of these students, please contact the Director of Academic & Student Administration (John Kirk* [*jkirk@brookes.ac.uk*](mailto:jkirk@brookes.ac.uk)*) or the Deputy Head of Legal Services (Natasha Williams* [*nwilliams@brookes.ac.uk*](mailto:nwilliams@brookes.ac.uk)*)* |

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| **2.22 Student access to Oxford Brookes services and learning resources**  What does Brookes need to provide to underpin the success of the arrangement, and how will this be funded? Please indicate any Brookes resources and services to which students on the programme/s will require access, and ensure these have been costed into the business plan.  Please confirm that access to (or an increase in demand for) student services provided by ASA has been discussed with the Director of Academic & Student Administration/Academic Registrar (John Kirk [jkirk@brookes.ac.uk](mailto:jkirk@brookes.ac.uk))   * Checked with Director of Academic & Student Administration   *If the proposal relies in any way on the provision of learning resources or IT facilities (including the VLE) by Oxford Brookes University, please contact the Associate Director of Learning Resources - Collections (Paul Harwood* [*pharwood@brookes.ac.uk*](mailto:pharwood@brookes.ac.uk)*) or the Chief Information Officer (Seamus Shaw* [*sshaw@brookes.ac.uk*](mailto:sshaw@brookes.ac.uk)*), as appropriate, to discuss additional licensing requirements, and ensure appropriate costs have been included in the business plan.* |

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| 2.23 Professional accreditation Is there any professional body involvement in the proposed partnership? **Yes / No**  *If yes, please give further details including the name of the professional body and the process to be followed to achieve accreditation. Please confirm that the partner organisation understands that it is their responsibility to manage the application and cover the costs of the accreditation process.* |

**PART 3: RISK ASSESSMENT**

*Note:* Please refer to the guidance on risk assessment available from the [APQO website](https://www.brookes.ac.uk/staff/apqo/quality-and-standards-handbook/templates-and-guidance-notes#collaborative)

Advice should also be sought from the Associate Dean (Strategy & Development) on the assessment of the risks identified in the form below, and on the production of risk improvement plans (T5.13).

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|  | **Specific Risk** | **Impact**  **(L / M / H)** | **Likelihood**  **(L / M / H)** | **Key actions taken or controls already in place** |
| **A. Generic Risks to be included and assessed for all proposals.** | | | | |
| 1. | Failure to achieve student recruitment targets for year 1, as set in business plan |  |  |  |
| 2. | Failure to comply with the proposed set up timetable by the faculty and/or partner |  |  |  |
| **B. Risks arising from Y/N questions relating to proposal (see prompt questions below)** | | | | |
| 3 |  |  |  |  |
| 4 |  |  |  |  |
| 5 |  |  |  |  |
| 6 |  |  |  |  |
| 7 |  |  |  |  |
| **C. Risks specific to this proposal arising from additional prompt questions (see below)** | | | | |
| 8. |  |  |  |  |
| 9. |  |  |  |  |
| 10. |  |  |  |  |

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| **B. Risk identification questions to be answered for all proposals** |
| 1. Are there any specific issues or uncertainties still to be resolved from the ‘In Country Information’ analysis in the CPPF1(note: this must include consideration of economic, political & social context, current legislative & cultural requirements/permissions, mode and language of delivery etc.):   **Yes/No**  *If ‘Yes’ include in risk register using format ‘Failure to ……. (insert relevant wording explaining what needs to be resolved). Add additional risk for each issue/uncertainty.’* |
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| 1. Are there any specific issues or uncertainties still to be resolved from the ‘Legal & Financial Status of Prospective Partner’ analysis in the CPPF1 :   **Yes/No**  *If ‘Yes’ include in risk register using format ‘Failure to ……. (insert relevant wording explaining what needs to be resolved). Add additional risk for each issue/uncertainty.’* |
| 1. Are there any specific issues or uncertainties still to be resolved from the ‘Academic Standing of Prospective Partner’ analysis in the CPPF1:   **Yes/No**  *If ‘Yes’ include in risk register using format ‘Failure to ……. (insert relevant wording explaining what needs to be resolved). Add additional risk for each issue/uncertainty.* |
| 1. Are there any specific issues or uncertainties still to be resolved from the ‘Marketing & Recruitment’ analysis in the CPPF1:   **Yes/No**  *If ‘Yes’ include in risk register using format ‘Failure to ……. (insert relevant wording explaining what needs to be resolved). Add additional risk for each issue/uncertainty.* |

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| **C. Additional prompt questions to be considered by ADSDs and Faculties and risks included as necessary.** (Please note that this list of prompts is not exhaustive and it is your responsibility to identify and include any further key risks. Please also note that not all of the below questions will apply to individual proposals and therefore engagement is expected only where a question is relevant). |
| 1. Are any major changes planned (but not yet in place) that could impact on the delivery of the proposed programme? |
| 2. Is the success of the course dependent on key developments that have yet to be implemented (e.g. acquiring new premises, recruiting key staff, securing additional funding, and obtaining special permissions)? |
| 3. Is there any doubt about the ownership of any of the intellectual property or technical support/software needed for the programme? |
| 4. Is the proposal dependent on any special/unusual method of teaching delivery that could present additional risk (e.g. foreign language, e-Learning or distance learning, work placements)? |
| 5. Are there any risks relating to obtaining or retaining professional accreditation for programmes? |

**PART 4: FINANCIAL DUE DILIGENCE**

This section must be completed by the HOFPs and Deputy Director of Finance.

*Note:* The audited financial statements, together with the notes to the accounts, for the last 3 years must be obtained from the partner, ideally in an English translation and copies given to the Deputy Director (Finance & Legal Services). Financial forecasts should also ideally be obtained from the partner to provide surety. The below section should be reviewed and agreed with the Deputy Director (Finance & Legal Services) or their nominated representative.

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| Have financial forecasts been obtained and are these projections realistic based on the audited historical performance? Does the proposed partnership materially impact the projections and, if so, how is the partner proposing to spread any risk? |
| Has there been income growth over the last 3 years and what is currently the main source of income for the partner? Has this materially changed over the last 3 years? |
| Have the operating costs stayed in line with income over the last 3 years? Provide details of the categories of costs incurred by the partner and whether these have changed significantly over the last 3 years. |
| Give details of the profit/surplus margins that have been achieved by the partner and whether these have increased or decreased over the 3 year period. Provide details of any material change to the margin levels. |
| Please provide the Liquidity Ratio and indicate the changes to this ratio over the 3-year period. Indicate whether this ratio has moved positively or negatively. What has been the driver of this movement? |
| Please provide the Debt-to-Capital Ratio and indicate the changes to this ratio over the 3-year period. Indicate whether this ratio has moved positively or negatively. What has been the driver of this movement and provide reasons behind any increase in debt levels. |
| Does the partner have enough cash, given its average cash balance over the last 3 years, to cover the payments that it will need to make in each year of the partnership? Give details of the annual payment schedules proposed. |
| Has the partner disposed of any significant physical assets over the last 3 years and, if so, what was the reason for this? |
| What is the ageing of the Accounts Receivable balance? |
| Does the Accounts Payable balance suggest that the partner is reliant on a small number of key suppliers? If so, how is the partner balancing this risk? |
| What tax levies operate in the country and are applicable to the partnership? |