

Partner Annual Review  
Procedure and Guidance



## 1. Principles

- a. The University undertakes continual monitoring of its educational partnership provision, with operational oversight by Partnership Delivery Group and strategic oversight by Partnership Strategy Group. Despite this, Partnership Strategy Group benefits from carrying out a holistic review of partnership risk on an annual basis to inform its approach to decision-making and to confirm that the University's portfolio of educational partnership provision remains strategically aligned.
- b. The Partner Annual Review process does not involve the consideration of new information but rather presents Partnership Strategy Group with an aggregated summary of known risks at the end of each academic year.
- c. Partnership Strategy Group considers the risk relating to each partnership alongside a summary of the reliability of the evidence. This summary shows compliance with other key University partnership management processes from which the information in the report is derived.
- d. Partner Annual Review reports also provide a bank of data with which to review the success of a partnership prior to contract renewal.

## 2. Purpose

The process of Partner Annual Review helps the Partnership Strategy Group discharge its responsibility for the oversight, development, and ongoing scrutiny of the University's strategic approach to educational partnerships, establishing and enacting a process of ongoing scrutiny of educational partnerships in pursuit of the University's strategic objectives and prudent management of associated risks.

## 3. Scope

Partner Annual Review reports are completed for all educational partnerships (unless otherwise directed by Partnership Strategy Group), using the template provided in Annex 1, reporting thematically under five risk areas: strategic, external, financial, operational, academic quality and standards. For some partnerships the indicators of risk within those themes may not all apply, and so to acknowledge this the risk score is reported as an average.

A range of University stakeholders are involved in compiling reports from Academic Governance and Quality, Admissions, Centre for Educational Partnerships, Legal and Compliance, Registry, partnership leads in the Schools, Portfolio and Planning, and Student Feedback and Complaints.

#### 4. Timing

Partnership Strategy Group receives Partner Annual Review reports to its final meeting of each academic year. Internal stakeholders may use the template throughout the academic year to record updates as they occur.

#### 5. Procedure

The Centre for Educational Partnerships coordinates the completion of the risk assessment template for each partner by the key University departments identified against the five thematic areas. The following is a non-exhaustive list of the sources that evidence will be drawn from:

- Key Performance Indicator data;
- Minutes and action logs from Operational Meetings;
- Outcomes of Partner Programme Review;
- Link Tutor reports and minutes of School Quality Management Committees;
- External examiner reports and action plans;
- Site Visit reports and action plans;
- Programme Approval reports;
- Partnership Approval reports;
- Published company accounts.

Partners are available to support this procedure should any points of clarification be required. It is not envisaged that new information should be presented in the report that has not also been reported elsewhere through the University's partnership management processes.

Prior to the submission deadline, stakeholder meetings may be held to agree risk assessments, the mitigations in place, and to check that the overall outcome is a fair representation.

Reports are then finalised before submission to the Partnership Strategy Group.

## Annex 1: Partner Annual Review Risk Assessment Template

<b>PARTNER ANNUAL REVIEW: ACADEMIC YEAR [20XX/XX]</b>			
<b>CONFIDENTIAL FOR INTERNAL USE ONLY</b>			
<b>Partner organisation</b>			
<b>Status of partnership (current, teach-out)</b>		<b>Agreement end date</b>	
<b>Owning School(s)</b>			
<b>Partnership model(s)</b>			

<b>PART 1: Strategic Risks</b>	Completed by:	Centre for Educational Partnerships Legal and Compliance; Portfolio and Planning			
	Name(s):				
Source of risk	Risk assessment			Comments (including links to evidence)	Mitigations
	Impact (1 low - 5 high)	Likelihood (1 rare - 5 certain)	Overall (I x L)		
Organisational changes in the last 12 months or forthcoming changes (including mergers and acquisitions, director changes, Col)					
Continuing alignment of programme portfolio to BSU portfolio strategy					
Met target or minimum student numbers					

Any other known contractual risks				
Other contextual comments:				
Risk score, Average				
Risk Score, Evaluation				

<b>PART 2: External Risks</b>	Completed by:	Academic Governance and Quality; Centre for Educational Partnerships; Portfolio and Planning			
	Name(s):				
Source of risk	Risk assessment			Comments (including links to evidence)	Mitigations
	Impact (1 low - 5 high)	Likelihood (1 rare - 5 certain)	Overall (I x L)		
Outcomes of regulatory or other compliance processes (OfS registration, non-UK HE regulator, CMA, OFSTED, PSRB)					
Changes in market or competition for this provision					
Country stability (FCDO travel advice)					
Country HE regulatory system					
Other contextual comments:					
Risk score, Average					
Risk Score, Evaluation					

<b>PART 3: Financial Risks</b>	Completed by:	Finance			
	Name(s):				
Source of risk	Risk assessment			Comments (including links to evidence)	Mitigations
	Impact (1 low - 5 high)	Likelihood (1 rare - 5 certain)	Overall (I x L)		
Published accounts					
Financial performance against target					
Compliance: invoicing and payments					
Compliance: financial regulations (including money laundering, anti-fraud)					
Other contextual comments:					
Risk score, Average					
Risk Score, Evaluation					

<b>PART 4: Operational Risks</b>	Completed by:	Centre for Educational Partnerships; Admissions; Registry; Student Feedback and Complaints		
	Name(s):			
Source of risk	Risk assessment		Comments (including links to evidence)	Mitigations

	Impact (1 low - 5 high)	Likelihood (1 rare - 5 certain)	Overall (I x L)		
Partner site visits: Partner Review outcomes					
Compliance: publicity and marketing materials					
Compliance: entry criteria and admissions processes					
Compliance: enrolment, registration, and induction					
Compliance: attendance monitoring					
Compliance: BSU policy and regulations					
Examination boards: timely and accurate submission of data					
Complaints escalated to BSU (Stage 3)					
Effectiveness of student voice mechanisms					
Other contextual comments:					
Risk score, Average					
Risk Score, Evaluation					

<b>PART 5: Risks to Academic Quality and Standards</b>	Completed by:	Academic Governance and Quality; School partnership leads			
	Name(s):				
<b>Source of risk</b>	<b>Risk assessment</b>		<b>Comments (including links to evidence)</b>	<b>Mitigations</b>	

	Impact (1 low - 5 high)	Likelihood (1 rare - 5 certain)	Overall (I x L)		
Performance against Key Performance Indicators					
Partner Programme Review outcomes					
External examiner reports: standards confirmed?					
Physical and digital resources: adequacy and effective deployment					
Teaching staff: adequacy and effective deployment					
Academic support: adequacy and effective deployment					
Programme delivery: adherence to DPD					
Compliance: assessment processes (including setting and moderation)					
Other contextual comments:					
Risk score, Average					
Risk Score, Evaluation					

Reliability of Evidence Base for Report		
No. of site visits in last 12 months	Approval	
	Monitoring : Programme-level	



	Monitoring: Institution-level	
	Partner Review	
Link Tutor engagement	Report completion %	
	Vacancies	
External examiner engagement	Report completion %	
	Vacancies	
Operational meeting engagement: % held against planned		
Availability of KPI data: no. of missing fields		

## **Document Details**

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**Responsible Officer:** Head of Academic Governance and Quality

**Approving Authority:** Academic Board

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Procedures and guidance

**Supersedes:** N/A

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