**INSTITUTIONAL REVIEW, RISK ASSESSMENT   
AND DUE DILIGENCE REPORT**

**CATEGORY A PARTNERSHIPS**

An Institutional Review and Due Diligence Report enables the University to confirm that the proposed Partner institution is, prima facie, compatible in mission and sufficiently financially sound to support the collaborative activity.

This is needed for forming the following types of partnerships: MoU, Exchange, Study Abroad, Articulation, Validation, Franchise, Dual or Joint Degree Programmes.

The following information may be prepared by relevant academic schools and by the Planning and Student Data Office, with support from the IEC for all international partnerships. It must be signed by a representative of the Planning and Student Data Office, the Head of the Academic School, a representative of the College and for proposals for international partnerships, it must be signed by a representative of the IEC.

Due Diligence Form: Pages 1–8

Risk Assessment Form: Pages 9-11

Template Partner Questionnaire for TNE: Pages 12-13

The Report must be submitted to the External Partnership Scrutiny Group (EPSG).

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| **Name of Organisation / Institution** |  |

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| **1. Strategy** |  |
| Brief Description of the Proposed Arrangement.  *Please explain the rationale for the partnership and how the collaboration will work* |  |
| How does this fit in with the University’s overall strategy?  *Please explain how the collaboration fits with the plans of the School and how it will benefit the University as a partner* |  |
| Programmes Involved  *Subject area and type of award* |  |
| Lead Academic School |  |
| **2. Why Partner?** |  |
| Why partner to achieve this objective? |  |
| Could this business be achieved through another means? |  |
| What would be the duration of the partnership? |  |
| **3. Partner General Information** |  |
| Type of Institution (please tick) | University  FE College  Other – please specify |
| Legal Status (please tick) | Publicly funded  Private  Charitable |
| Range of awards offered  (please tick one or more) | Sub Honours degree  Up to Honours degree  Up to Masters degree  Research Degrees |
| Total student numbers | Undergraduate  Postgraduate |
| Total number of staff  Brief profile of academic staff, e.g. percentage of Professors, staff with PhD qualification | Academic  Administration |
| Existing links and nature of the links with other UK HEI’s, if any |  |
| Existing links with HEI’s in other countries |  |
| Courses currently offered in the broad area by the institution |  |
| National and international reputation of the institution.  General ranking, subject specific ranking, if available |  |
| QA standing of the institution and outcome of any external QA reviews |  |
| Is the institution listed on NARIC as a recognised HEI?  YES / NO |  |
| Lead contact for this collaboration in partner institution | Name |
| Title |
| Email |
| Telephone |
| Address if different from above |

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| Type of Collaboration(s)  (please tick one or more) | Externally Validated Programmes |
| Franchised Programmes |
| Collaborative Arrangements to Support Degree Apprenticeships |
| Joint Programmes |
| Jewel Programmes |
| Doctoral Training Centres |
| Any Other Form of Major Partnership (For example, Embedded College or provision through a third party). Please specify: |
| Source of Funding  (Please tick one or more) | Fees  HEFCW funded numbers  Other |
| **4. Bangor School** |  |
| Does the BU School have previous experience of this type of arrangement | Yes / No  If ‘Yes’ please give details: |
| Does the BU School have the staff capacity to run the programme for the term of Agreement and can they release staff to:   * travel overseas * focus on partnerships matters * supervise students meet academic responsibilities should there be sick leave, maternity etc. |  |
| **5. Ethical Due Diligence** |  |
| Are there any ethical considerations of doing business in this country?  *Reference the protected characteristics of the Equality Act 2010* |  |
| Are there any ethical considerations of doing business with this institution? |  |
| Has the institution been subject to any negative publicity? |  |
| **6. Key Student Finance Data** |  |
| Forecast Number of Enrolled Students:   * Total * Annual new student enrolments |  |
| What is the likely capitation fee and minimum annual fee charged by BU |  |
| What tuition fees would be charged by the partner? |  |
| **7. Licences** |  |
| Are any licences required, and what are they?  Education  Quality Assurance  Premises  Trade  Advertising  *Welsh Government and Department for International Trade are both sources of information* |  |
| What is involved in securing licences?  Is the process published?  Is the process clear and transparent? |  |
| Are there any restrictions associated with any of the licences? |  |
| What is the duration of the licences? |  |
| **8. Recognition of Qualifications** |  |
| Ministry of Education  QA authority in-country  Other?  *Welsh Government and Department for International Trade are both sources of information*  UK QAA  Professional accreditation bodies |  |
| Would a UK qualification be recognised in this country?  If ‘No’, please explain the rationale for proceeding? | Yes / No. |
| What is the process for securing recognition of the qualification? |  |
| Would a professional body recognise this award if made outside of the UK? |  |
| What is the profile of students who would be recruited onto the programmes?   * Recruitment process * Student calibre & entry requirements   Why would students take this programme rather than a degree from an established institution in the country?  Are the entry standards compatible with BU’s standards?  How do the entry standards compare to those of other in-country HEIs and other in-country TNE provision  Would the students be international (in the partner country)?  If ‘YES’ would the qualification be recognised in their home country? |  |
| **9. Taxation** |  |
| Investigate the tax regime.  *Department of International Trade can advise and seek specialist advice from lawyers / accountants familiar with country’s tax regimes.*  Are there any restrictions on repatriation of funds? |  |
| Where is tax due  *Please tick* | UK  Overseas  Both |
| If Overseas or Both, how do we register / report pay employer and employee taxes? |  |
| Where is social security due?  *Please tick* | UK  Overseas  Both |
| If Overseas or Both, how do we register / report pay employer and employee taxes? |  |
| Are there any exemptions available via the Double Taxation Treaty? | Employment Income (Article 14/15)  Special Clause for Academics (Article 20) |
| What are the University’s UK and overseas payroll obligations? |  |
| How to manage dual withholding? |  |
| Is overseas withholding due on 100% of remuneration? |  |
| Are there ongoing UK PAYE and/or UK NIC withholding obligations? |  |
| Has the University created a Permanent Establishment in overseas country? |  |
| Does the University have an overseas payroll obligation for tax, social security or both? |  |
| Can UK or overseas withholdings be adjusted to minimise any dual withholding? |  |
| Does the University have any additional obligations eg unemployment insurances, labour law regulations? |  |
| **10. Prevention of Corruption** |  |
| Is there legislation in the partner country on the prevention of corruption similar the UK Bribery Act 2011?  What is the corruption rating assigned by:  The World Bank  <https://info.worldbank.org/governance/wgi/>  on a scale of -2.50 to +2.50  Web Financial Group  <https://countryeconomy.com/indicators> | Yes / No |
| **11. Sovereign Immunity** |  |
| What is the legal status of the institution?  Is the institution a governmental body or quasi-governmental body?  Is the partner likely to benefit from sovereign immunity in the event of a breakdown of the partnership?  *This information can be gathered from the Partner using the Partner Questionnaire on pages 11 & 12.* |  |

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| **12. Any Other Relevant Information** |  |
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| **13. Author of Report** | |  |
|  | Name |  |
| Title |  |
| Email & Extension |  |
| Author of this Report | |  |
| Date | |  |

**Planning and Student Data Signature:**

Staff Name:

Title:

Date:

**Head of School Signature:**

Head of School Name:

School:

Date:

**Dean of College Signature:**

Head of School Name:

School:

Date:

More Head of Schools and Deans of Colleges can be asked to sign if more schools are involved in the partnership.

**RISK ASSESSMENT CATEGORY A PARTNERSHIPS**

**16-30: Low Risk 31-46: Medium Risk 47+: High Risk**

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| --- | --- | --- | --- |
| **Risk Area** | **Criteria** | **Level** | **Score** |
| Partner’s Status | University offering taught and research degrees, international standing | 1 |  |
| University offering taught and research degrees | 1 |
| University or College offering taught degrees only | 2 |
| College offering TNE degrees only | 3 |
| Partner’s Academic Standing in most recent external review of academic provision | Highly commended | 1 |  |
| Commended | 2 |
| Adequate | 3 |
| Inadequate | 4 |
| Partner’s Reputation (last 2 years) | No negative publicity / reputation plus very positive reputation / publicity | 1 |  |
| Some minor negative publicity alongside positive reputation and publicity | 2 |
| Some negative publicity with no positive publicity | 3 |
| Negative and damaging publicity | 4 |
| Role of Partner | Support centre only & teaching provided by Bangor staff | 1 |  |
| Teaching provided by a combination of Bangor and partner staff | 2 |
| Teaching delivered by partner with Bangor staff limited support | 3 |
| Partner’s expertise in partnership subject area | Partner has established programmes at this level of award | 1 |  |
| Partner has established programmes at a level immediately below the planned level of award | 2 |
| Partner does not currently have expertise in this subject area | 3 |

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| --- | --- | --- | --- |
| Partner’s experience of a Category A partnership | Partner has experience of a Category A collaboration with UK HEI’s | 1 |  |
| Partner has experience of a Category A collaboration with a HEI’s in another country which has similar quality standards to the UK | 2 |
| Partner has experience of a Category A collaboration with a HEI in another country which does not share similar quality standards to the UK | 3 |
| Partner does not have any previous experience of a Category A collaboration | 4 |
| Outcome of External Reviews of existing Category A programmes | Commended or Highly Commended | 1 |  |
| Acceptable / Adequate | 2 |
| Poor / Significant areas for improvement | 3 |
| Expertise of staff in the partner institution | Most of the partner staff who will be involved in the delivery of the programme have relevant expertise at a level above the level of award | 1 |  |
| Most of the partner staff who will be involved in the delivery of the programme have relevant expertise at the level of award | 2 |
| Some of the partner staff who will be involved in the delivery of the programme have relevant expertise at a level lower than the level of the award. | 3 |
| Staff has little relevant expertise | 4 |
| Staff are yet to be appointed | 4 |
| Bangor School’s experience of collaborative provision | School has prior experience of collaborative provision | 1 |  |
| None | 3 |
| Programme | This programme or similar programme is provided by the Bangor school | 1 |  |
| New programme in an established curriculum area | 2 |
| New programme in a curriculum area not currently available in Bangor | 3 |
| What is the likely student calibre?  *In context of partner’s position in market* | Top layer | 1 |  |
| Good | 2 |
| Adequate | 3 |
| Weak | 4 |

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| --- | --- | --- | --- |
| Partner’s resources  *Initial assessment, a detailed assessment will be undertaken during validation visit* | Well resourced | 1 |  |
| Adequate resources for curriculum delivery | 2 |
| Limited resources | 3 |
| Is the country politically stable?  World Bank Political Stability and Absence of Violence/Terrorism indicator from -2.50 to +2.50 | Stable (+1.25-2.50 | 1 |  |
| Relatively stable (0-+1.24) | 2 |
| Unstable (0- -1.24) | 3 |
| High end of unstable (-1.25- -2.50) | 4 |
| If any licences are required, ease of securing licences and likelihood of delays  *Seek advice from Welsh Government overseas offices and Department of International Trade* | Straightforward and swift | 1 |  |
| Fairly straightforward and swift | 2 |
| Bureaucratic and delays possible | 3 |
| Bureaucratic and time consuming | 4 |
| Recognition of UK degrees | Yes, TNE degrees are recognised | 1 |  |
| Yes, TNE degrees are recognised subject to approval process | 2 |
| No, TNE degrees are not recognised however client base does not seek a government-recognised degree | 3 |
| Financial standing of prospective partner (Sourced via Finance Office WG service) | Excellent | 1 |  |
| Good | 2 |
| Adequate | 3 |
| Some aspects of concern | 4 |
| Poor | 5 |
| **Total** |  |  |  |

**Partner Questionnaire**

**Trans National Education Partnerships**

Due Diligence Questionnaire for: [Insert name of foreign education institution]

Please supply the following information in respect of [foreign education institution] (‘the Organisation’).

We suggest that you retain photocopies of the documents you send us.

Where the information to be supplied may constitute ‘personal data’ or ‘sensitive personal data’ pursuant to the United Kingdom Data Protection Act 2018, please ensure that, unless appropriate consent has been obtained from the data subject, the data is anonymised prior to its supply.

THE ORGANISATION

1. A copy of the constitutional documents for the Organisation (incorporating any amendments which have been made) (with English translation where appropriate) notarised where appropriate.
2. Evidence that the Organisation has power to enter into the proposed partnership.
3. Details of the legal framework for the jurisdiction applying to the Organisation in respect of the proposed partnership.
4. Details of the organisation of education in [name of country].
5. The audited accounts or equivalent records of the Organisation for the last three years.
6. A copy of the management accounts or equivalent records of the Organisation since the end of the last accounting period.
7. Confirmation of the solvency of the Organisation.
8. Details of all mortgages, charges or other security documentation affecting the Organisation and copies of any documentation which may affect the partnership.
9. Details of the tax status of the Organisation.
10. Details of any double tax treaty between UK and [name of country where Organisation is based].
11. Details of any exchange control or currency rules affecting payments of currency into or out of [country where Organisation is based] whether in Great British Pounds Sterling or otherwise.
12. Details of the financing arrangements of the Organisation including particulars of all overdrafts, loans and other indebtedness and facilities affecting the Organisation.
13. Details of any state or public sector funding applicable to the Organisation.
14. Details of all third party rights in relation to the Organisation relevant to the proposed partnership.
15. Confirmation that the Organisation owns all its own real property.
16. Confirmation that the Organisation owns all intellectual property rights of its staff and employees.
17. Particulars of all insurance arrangements of the Organisation relating to the proposed partnership.
18. Details of any collaborations with third parties which the Organisation is currently involved with and if any collaborations have recently terminated, an explanation of the reasons for such termination.
19. Details of any quotations or tenders which the Organisation has submitted which are relevant to the proposed partnership.
20. Copies of all permits, authorities, registrations, licences, approvals and consents (whether granted by public or private authorities or otherwise) held by the Organisation and necessary to carry on both the Organisation or the proposed partnership.
21. Details of any of the following which is current, or which is known to be pending, threatened or possible in relation to the Organisation or the proposed partnership:
    1. any litigation or arbitration proceedings (whether as claimant or

defendant);

21.2 any prosecution; and

21.3 any investigation or inquiry by a governmental or official body.

22. Details of all relevant grants, subsidies, payments or allowances taken out by or granted to the Organisation in relation to the proposed partnership.

23. Other than as required elsewhere in this questionnaire, please provide details of any liabilities which are relevant to the Organisation or the proposed partnership.

24. Details of any data protection requirements relevant to the Organisation or the proposed partnership.

**Please provide all information in the English language and translations of relevant documents in English if necessary**