

**The London Institute of Banking & Finance Code of Practice for Quality Assurance
(Higher Education)**

Chapter 14: Collaborative Provision

14.1 Introduction

14.1.1 The London Institute of Banking & Finance develops collaborative provision opportunities that are mutually beneficial to both The London Institute of Banking & Finance and the collaborative partner, which contribute towards The London Institute of Banking & Finance vision to be an internationally recognised organisation delivering outstanding financial education. The strategic approach taken by The London Institute of Banking & Finance in the development of collaborative activity is formalised within the Collaborative Provision Strategy.

14.1.2 The Quality Assurance Agency for Higher Education in the UK (herein QAA) sets forth nineteen indicators of good practice within Chapter B10: Managing Higher Education Provision With Others. These apply to ‘...the management of all learning opportunities leading or contributing to the award of academic credit or a qualification that are delivered, assessed or supported through an arrangement with one or more organisations other than the degree awarding body. The QAA further define the scope of such provision covered as being determined by ‘...whether the achievement of the learning outcomes for the module or programme are dependant on the arrangement made with the other delivery or support organisation(s).’

14.1.3 The London Institute of Banking & Finance uses the term collaborative partner to describe the provider or other body or individual with which The London Institute of Banking & Finance enters into an agreement to collaborate. Strategic partner is the term used to describe higher education institutions that validate The London Institute of Banking & Finance awards.

14.1.4 The London Institute of Banking & Finance recognises the need to continually review its collaborative provision strategy, policies, practices and procedures to ensure that they remain fit for purpose and that they align with the expectation and indicators contained in the QAA UK Quality Code for higher education. It therefore only enters into partnership arrangements with organisations that have comparable educational missions and demonstrate the same approach to quality management in the delivery of its programmes and awards.

14.2 Reference Points

14.2.1 This chapter should be viewed in conjunction with The London Institute of Banking & Finance Collaborative Provision Strategy and The London Institute of Banking & Finance General and Academic Regulations for Students. Reference is also made throughout to other chapters contained within The London Institute of Banking & Finance Code of Practice for Quality Assurance. In addition, the following external resources have been referred to and are monitored on a regular basis:

- Chapter B10: Managing higher education provision with others¹ of the QAA's UK Quality Code for Higher Education.
- Council of Validating Universities² (CVU) Handbook for Practitioners; Management of Collaborative Provision. In addition, the forums available on the CVU website provide a rich resource of information and sharing of good practice.
- International Partnerships: A Legal Guide for UK Universities 2012 published by the UK Higher Education International Unit (IU)³.
- HEGlobal⁴ – gateway to services of UK government and sector organisations supporting transnational higher education.

14.3 Principles

14.3.1 The following seven principles apply equally to all forms of collaborative provision that The London Institute of Banking & Finance considers and / or engages with:

1. The London Institute of Banking & Finance retains overall responsibility for the quality and standards associated with awards made in its name.
2. The best interests of the student are always at the forefront of any decision made affecting collaborative provision.
3. Students undertaking a The London Institute of Banking & Finance programme study to the same academic standards and receive learning opportunities that are comparable, irrespective of the geographic location and mode of delivery.
4. The London Institute of Banking & Finance takes a risk-based approach to collaborative provision, with processes commensurate with the level of risk, and will only engage with other providers who have a similar educational mission and approach to assuring the quality and standards of programmes.
5. The London Institute of Banking & Finance does not engage in serial arrangements, whereby a collaborative partner may use an award of The London Institute of Banking & Finance in developing its own collaborative arrangements. These arrangements are specifically excluded by contractual agreement.
6. All awards that are subject to a collaborative arrangement with The London Institute of Banking & Finance are required to be both taught and assessed in the English language.
7. Any changes to a collaborative arrangement must be notified to The London Institute of Banking & Finance and agreement formally acknowledged prior to changes being implemented.

¹ Chapter B10 - <http://www.qaa.ac.uk/Publications/InformationAndGuidance/Pages/quality-code-B10.aspx> (accessed 06.01.2013)

² Council of Validating Universities - <http://www.cvu.ac.uk/> (accessed 06.08.2012)

³ International Unit - <http://www.international.ac.uk/home.aspx> (accessed 06.08.2012)

⁴ HEGlobal - <http://heglobal.international.ac.uk/home.aspx> (accessed 09.08.12)

14.3.2 Therefore, in order to be approved, collaborative partners and their provision must meet the following overarching requirements:

- Demonstrate strategic fit with The London Institute of Banking & Finance's mission and strategic objectives;
- Be based on shared values in line with the charitable status of The London Institute of Banking & Finance;
- Have a sound business case and be financially viable;
- Fulfil the due diligence process;
- Meet The London Institute of Banking & Finance's established academic standards, quality assurance and reputational criteria;
- Are accessible and fair to all students
- Marry academic demands with the skills needs of the financial services sector;
- Be located in key financial services / educational locations; and
- Be underpinned with clear and agreed allocation of roles and responsibilities.

14.4 Policy

Strategic Approach

14.4.1 The London Institute of Banking & Finance takes a strategic approach in the development of all collaborative arrangements to ensure partnerships align with the values of The London Institute of Banking & Finance and fit with the strategic objectives of the organisation as approved by the Board of Governors. This approach is set out in the Collaborative Provision Strategy which is reviewed on an annual basis to ensure continued alignment with the mission, values and strategic objectives of The London Institute of Banking & Finance. This is considered essential to the development of new partnerships and to ensure the ongoing success of, what will be in most cases, medium to long term arrangements.

14.4.2 Whilst potential new arrangements may be as a result of pro-active development on the part of The London Institute of Banking & Finance, or reactive following an approach by another organisation; in all cases the proposal and viability to proceed will be considered against the Collaborative Provision Strategy.

14.4.3 When exploring the potential for new collaborative arrangements The London Institute of Banking & Finance takes into consideration the staff capacity to manage ongoing arrangements and the requisite expertise, including financial and legal skills, in establishing and managing collaborations.

Types of Collaborative Provision

14.4.4 Collaborative partnerships will normally be developed with other educational providers. However, The London Institute of Banking & Finance may also enter into appropriate partnerships with other organisations whose core area of operation is not education, provided that the necessary ethos and culture for the delivery of higher education can be established. Prospective partners must be able to demonstrate an understanding of, and ability to meet, the requirements of The London Institute of Banking & Finance for the maintenance of academic standards and assurance of quality.

14.4.5 The London Institute of Banking & Finance defines six modes of collaborative provision, as stated below:

- i. **Franchise;** refers to an arrangement under which The London Institute of Banking & Finance validates a collaborative partner to deliver an The London Institute of Banking & Finance programme or part thereof. The programme may be delivered by teaching staff of the collaborative partner, The London Institute of Banking & Finance, or a combination as approved through the process of validation and may, or may not include the use of other resources eg library and / or administrative duties. The method of delivery may be varied following review, not less than one year after validation, and may be subject to an additional approval visit.
- ii. **Joint awards;** under such an arrangement, a programme is developed, delivered and assessed by The London Institute of Banking & Finance in partnership with one or more other Higher Education Institutions or professional bodies / associations. Although practical arrangements (eg where and how delivery takes place, which institution supplies the academic teaching staff and manages the assessment) may vary across individual arrangements, successful students receive a single joint award from the partner institutions.
- iii. **Dual awards;** arrangements for dual awards are the same as for joint awards outlined in ii above. However, successful students receive a named award (usually one higher education and one professional) from each of the partnership institutions.
- iv. **Validation of other providers' programmes;** under such an arrangement, as an awarding body The London Institute of Banking & Finance judges that another provider's programme meets the requirements of an The London Institute of Banking & Finance award. Successful students receive an award from The London Institute of Banking & Finance rather than the tuition provider.
- v. **Articulation agreements;** under such an arrangement The London Institute of Banking & Finance confirms that, upon successful completion, defined programmes of another institution can provide students with advanced standing / direct entry to a higher level The London Institute of Banking & Finance programme. An articulation agreement is made against complete levels of a programme and normally entered into with a partner organisation where their advanced standing would usually be granted on a regular basis. It does not automatically guarantee entry to the programme.
- vi. **Accreditation of in-house corporate education programmes;** these arrangements cover students completing an in-house corporate education programme that has been judged, following a rigorous process of review by The London Institute of Banking & Finance, to be eligible for credits to one of its awards. Provision of such credits requires students to submit a satisfactory claim to evidence they have met the intended learning outcomes of the corporate programme if the programme does not conclude with an assessment. (See Chapter 3 - Accreditation of Prior Learning.)

14.4.6 The London Institute of Banking & Finance also delivers programmes collaboratively with strategic partners. These programmes are designed, developed and delivered by The London Institute of Banking & Finance and validated by the strategic partner. Guidelines for these programmes may vary from those of The London Institute of Banking & Finance. These arrangements are now closed, with existing arrangements in the process of being phased out following The London Institute of Banking & Finance gaining taught degree awarding powers in 2010.

14.4.7 Irrespective of the type of collaborative arrangements, partners must adhere to the policies and procedures set out in The London Institute of Banking & Finance Code of Practice for Quality Assurance. The London Institute of Banking & Finance takes responsibility for communicating changes to collaborative partners and organises development opportunities to provide updates and share good practice.

14.4.8 There are in place defined strategies, policies and procedures governing learning and teaching, assessment, programme review and development of academic staff (see Code of Practice Chapters 4, 7, 12 and 13) All students registered for an award of The London Institute of Banking & Finance are bound by The London Institute of Banking & Finance General and Academic Regulations for Students. Where an award is validated by a strategic partner, the regulations of the strategic partner may take precedence over The London Institute of Banking & Finance regulations. In all cases the regulations to be applied are clearly articulated to students during induction and identified within the programme handbook.

14.4.9 The application and approval of programmes subject to collaborative arrangements is guided by the principles set out in The London Institute of Banking & Finance Code of Practice [Chapter 13: Programme Design, Approval, Monitoring and Review](#)

14.4.10 The London Institute of Banking & Finance acknowledges that it is responsible for the academic standards of all programmes and awards granted in its name and for ensuring that the quality of the learning opportunities provided by the collaborative partner enable students to achieve the academic standard required. In doing so, it ensures that collaborative programmes meet the requirements and expectations of the QAA's UK Quality Code for Higher Education, in particular the Framework for Higher Education Qualifications (FHEQ) contained within Chapter A1: The National Standard⁵.

14.4.11 Prime responsibility for the oversight of collaborative provision lies with the Academic Board, as the supreme academic authority of The London Institute of Banking & Finance, which delegates its responsibility to the Academic Standards and Quality Committee (ASQC). Management of collaborative partnerships lies with the Collaborative Provision Committee, a sub-committee of ASQC.

14.4.12 The Quality, Policy & Regulation department are responsible for maintaining an accurate record of all collaborative provision arrangements and ensuring approved policies and procedures of The London Institute of Banking & Finance are implemented and adhered to.

14.4.13 Any delegation of responsibility for aspects of delivery or management of programmes to a collaborative partner must be explicitly approved by The London Institute of Banking & Finance Academic Board. These responsibilities must be clearly reflected and agreed within the contract and the policies / procedures for monitoring must be documented.

14.4.14 The procedures, including the involvement of committees, for each type of collaborative provision arrangement can be found in detail at section 14.5.

Financial and Legal Considerations

14.4.15 The London Institute of Banking & Finance operates a well defined process in the consideration of all collaborative provision arrangements to ensure due consideration of the academic and commercial cases by separate committees avoiding any conflict of interest. It is of paramount concern that the quality and

⁵ Chapter A1 - <http://www.qaa.ac.uk/Publications/InformationAndGuidance/Pages/quality-code-A1.aspx> (accessed 06.08.2012)

standards of an award are safeguarded at all times and that relevant legislation such as The Bribery Act 2010 is communicated to all relevant stakeholders.

14.4.16 The Company Secretary is consulted in the first instance on all legal matters and advises on any further appropriate legal advice that may be required.

14.4.17 As part of due diligence undertaken by The London Institute of Banking & Finance, the legal status of partners, their capacity to enter into legally binding agreements and relevant national and international laws that may affect the agreement are confirmed.

14.4.18 The London Institute of Banking & Finance is a registered charity incorporated by Royal Charter and, in accordance with its Charter, its Chief Executive, other members of its Board of Governors and other individuals who have been authorised to sign on its behalf may enter into any contract which is related to the object for which it is constituted, namely the 'advancement of knowledge of and education in financial services'.

14.4.19 All agreements entered into by The London Institute of Banking & Finance specify that the agreement is made under English Law and will be subject to the jurisdiction of the courts of England and Wales.

14.4.20 Financial arrangements are reviewed by the Chief Operating Officer and encompass the consideration of prospective partners' annual accounts and financial projections proposed as the basis for collaborative activity. Financial arrangements take into account any regional and national obligations arising from operating in another country, including taxes and limitations that may apply to tuition fees and transfer of funds outside of the country. Further reviews are undertaken of partners as appropriate for any changes to existing activity or proposals for new activity, and as part of the periodic review process in determining a partners continued financial stability.

14.4.21 The London Institute of Banking & Finance complies with all UK legislation affecting the requirements for the admission of international students to its programmes and ensures staff responsible for the admission and subsequent monitoring of such students, are suitably trained in immigration and visa requirements. Arrangements are further detailed within The London Institute of Banking & Finance Code of Practice [Chapter 2: Recruitment and Admissions to HE](#).

Risk and Impact Assessment

14.4.22 The London Institute of Banking & Finance takes a risk-based approach to all collaborative provision arrangements with the purpose of evaluating the expected benefit against the level of risk in any proposed collaboration. The risks associated with a potential collaboration will also determine the due diligence activities undertaken. Established procedures have been developed over time to manage the development of collaborative provision which The London Institute of Banking & Finance engages with. However, The London Institute of Banking & Finance recognises that in some cases it may be necessary to adjust these to ensure activities are proportionate to the proposed arrangement.

14.4.23 Collaborative provision is included on the risk management registers reviewed by The London Institute of Banking & Finance Operating Committee and Academic Board. Significant risks are formally reported to the Audit Committee (which in turn reports on these risks to the Board of Governors). In addition, The London Institute of Banking & Finance Academic Audit Committee (AAC) may, from time to time, require an audit of any aspect of collaborative provision.

14.4.24 Alongside its established approval, monitoring and periodic review activities, the Quality, Policy & Regulation Department of The London Institute of Banking & Finance also undertakes internal evaluation of collaborative provision activities regularly, with the outcomes discussed by the deliberative committees, to ensure that both The London Institute of Banking & Finance and its collaborative partners continue to meet the terms and conditions of agreements.

14.4.25 As part of the presentation made to the Leadership Group of the proposed collaboration, a contingency plan must be included which takes into account the projected numbers for the first three years of operation, and in the event of the prospective partner failing to meet its obligations; the arrangements to ensure students can complete and the subsequent financial and reputational impact to The London Institute of Banking & Finance.

Due Diligence

14.4.26 The London Institute of Banking & Finance undertakes due diligence activities to help ascertain the academic capability, financial, legal and reputational standing of prospective partners. Further checks are made as part of annual reporting for current partners and may be increased where there is a change in arrangements. Due diligence is conducted using a range of methods, including; desk based research, partner applications and self-evaluation documents, informal meetings and validation visits. The level of due diligence activities undertaken are commensurate with the type of arrangement and level of assessed risk.

14.4.27 All collaborative provision arrangements must be fully costed and clearly identify the resources that will be required on the part of The London Institute of Banking & Finance. Due diligence should include review of the partners financial status and ability to meet the obligations proposed under the agreement. Responsibility for ensuring students have the appropriate opportunity to complete a programme resides with the awarding body, which will normally be The London Institute of Banking & Finance depending on the type of arrangement.

14.4.28 Key aspects of due diligence are updated as part of the annual reporting process covered at paragraphs 14.4.49-54 of this chapter. Specifically, this will include an annual review of the partner's accounts in assessing the ongoing stability in meeting the responsibilities of the collaborative arrangement. In addition, where significant changes are made to a collaborative arrangement, for example expansion of the provision or structural / ownership change to the partner, then a more comprehensive due diligence exercise will be undertaken that takes the model of a validation exercise.

14.4.29 Due diligence activities include but are not limited to exploring the following areas:

- academic capability
- financial viability
- legal and cultural context
- approval by regional and national authorities
- admission of international students
- good standing
- capacity to fulfil role
- legal status and capacity to contract
- compliance with appropriate health and safety and insurance requirements

Agreements and Contracts

14.4.30 All forms of collaborative provision which The London Institute of Banking & Finance enters into are formalised by a written document which sets out the rights and responsibilities of each party and also stipulates the applicable timescales and process for review of the arrangement. The document may take the form of a memorandum of understanding, a contract or other written agreement as outlined below, depending on the nature of the arrangement.

14.4.31 Where appropriate, a Memorandum of Understanding (MoU) is put in place when commencing discussions with a prospective collaborative partner. The MoU records the intention of The London Institute of Banking & Finance and the prospective partner to explore collaborative links in line with the agreed modes of collaborative partnership identified. It should be noted that the MoU is not a formal agreement to enter into a partnership arrangement.

14.4.32 In the operation of all its collaborative arrangements with partners, The London Institute of Banking & Finance is bound by the provisions contained within the formal, written overarching agreements with those partners. These contractual agreements set out the terms and conditions for the delivery of programmes under collaborative arrangements to ensure academic quality and standards. Through these agreements the partner agrees to adhere to The London Institute of Banking & Finance Academic Framework.

14.4.33 The content of these contractual agreements is legally binding. Contractual agreements set out the rights and obligations of The London Institute of Banking & Finance and the partner. These have been developed and tested over a period of time with the support of the legal advisors of The London Institute of Banking & Finance.

14.4.34 In all cases, the delegation of powers by collaborative partners to other institutions is specifically excluded by the contractual agreement. Prior discussion is required in respect of any change to the agreed method of delivery. Prior The London Institute of Banking & Finance approval is also required where a partner seeks to extend its programme delivery to additional locations, such approval being consistent with the approval of a new collaborative partner.

14.4.35 All forms of written contractual arrangements pertaining to a collaborative provision arrangement must be signed by either the Chief Executive or one of the Associate Deans, as authorised signatories for The London Institute of Banking & Finance, and by the relevant senior authority within the collaborative partner. Each party is responsible for communicating to relevant members of staff, the requirements and responsibilities of the contract.

Collaborative Provision records

14.4.36 The London Institute of Banking & Finance maintains a register of collaborative provision which is published on its website. The Register is reviewed annually by the Academic Standards and Quality Committee, and by other committees as appropriate.

14.4.37 Where a programme of The London Institute of Banking & Finance is accredited, approved or otherwise recognised by a Professional, Statutory and Regulatory body (PSRB); The London Institute of Banking & Finance will communicate any proposed collaborative provision arrangements with the PSRB. In particular, modes of delivery and location of delivery will be noted and confirmation sought on any limitations that the PSRB may wish to place on accreditation, approval or recognition of the programme.

Quality Assurance

14.4.38 The London Institute of Banking & Finance is responsible for the academic standards of all credit and qualifications awarded in its name and as such is responsible for all quality assurance arrangements required to maintain standards and assure academic quality. The London Institute of Banking & Finance may delegate certain operational aspects of these arrangements, such as the gathering of student feedback, where it can be satisfied that a collaborative partner has the capacity to effectively discharge this responsibility.

14.4.39 The quality assurance arrangements of a collaborative partner should be comparable to those employed by The London Institute of Banking & Finance and should provide the same level of assurance and transparency in assuring academic standards and quality are maintained. Collaborative partners are contractually required to have in place suitable policies and procedures for the monitoring and review of any programmes subject to a collaborative arrangement with The London Institute of Banking & Finance. These systems are reviewed by The London Institute of Banking & Finance as part of the application process and a formal validation visit where appropriate. A validation visit takes into account review of the learning and teaching, the facilities available, and the level of support provided by the partner.

14.4.40 The London Institute of Banking & Finance is responsible for the appointment of all external examiners in respect of any programme leading to an award of The London Institute of Banking & Finance. External examiners report directly to The London Institute of Banking & Finance and are covered by the arrangements detailed within Chapter 8 of The London Institute of Banking & Finance Code of Practice. In the case of dual and joint awards, external examiners may be co-appointed to a programme where this satisfactorily meets the requirements of both partners in safeguarding standards. Alternatively dual appointments may be made. In either case the arrangement will be subject to written agreement by both parties.

Roles and responsibilities

14.4.41 The London Institute of Banking & Finance collaborative provision arrangements include that, irrespective of the method of study, students are required to take equivalent assessments for a programme, the process for which is centrally controlled and managed directly by The London Institute of Banking & Finance or, in some cases (e.g. accredited in-house education programmes), closely monitored by it and subject to all normal review procedures. In the case of dual and joint awards, the responsibilities of each party for aspects of assessment are formally agreed and documented. [Chapter 7: Assessment](#) of The London Institute of Banking & Finance Code of Practice further details the policy and procedures for the management of assessment.

14.4.42 Collaborative partners are required to adhere to The London Institute of Banking & Finance procedures in the conduct of assessment and related external examiner and course monitoring procedures (see Chapter 7: Assessment, and [Chapter 8: External Examining](#)).

14.4.43 Entry requirements to programmes are centrally determined and monitored and regulated by The London Institute of Banking & Finance (see Chapter 2: Recruitment and Admissions to HE). The London Institute of Banking & Finance is responsible for admitting students to modules and / or programmes.

14.4.44 Student complaints and appeals regarding collaborative arrangements are processed in line with procedures set out in [Chapter 10: Student Complaints and Appeals](#) of The London Institute of Banking & Finance Code of Practice. Students studying with collaborative partners should complete the partner's process for complaints and appeals in the first instance before accessing those of The London Institute of Banking &

Finance. Collaborative partners are required to inform students of the complaints and appeals process of The London Institute of Banking & Finance as part of induction. This information is also signposted to students through 'myifslarning' and communications confirming registration / enrolment. Students have the ultimate right of appeal to the degree-awarding body.

14.4.45 The London Institute of Banking & Finance retains central control over the preparation of certificates and transcripts for collaborative programmes, which is subject to rigorous security procedures and provisions for all documentation. In the case of joint / dual awards arrangements for the provision of certificates and transcripts is written into the contractual agreement.

14.4.46 The London Institute of Banking & Finance complies with the requirements of the QAA for the issuing of certificates and records of achievement as stipulated within Indicator 19 of Chapter B10 of the Quality Code.

14.4.47 It is the responsibility of the collaborative partner to inform The London Institute of Banking & Finance of any changes, including but not limited to; tutors, link contact details, changes to resources and modifications to approved delivery locations.

14.4.48 Contractual agreements are used to stipulate with which provider a student is registered and in particular the responsibilities and legal obligations of each party within a collaborative arrangement. This information is conveyed to students at both the point of registration and induction.

Monitoring and review of programmes / modules

14.4.49 The London Institute of Banking & Finance has in place processes to monitor collaborative provision arrangements. Formal monitoring is undertaken on an annual basis and supports the safeguarding against financial and / or other irregularities and includes the partner's stability in meeting the obligations of the arrangement. The procedures for annual monitoring of all programmes, including those supported via collaborative arrangements are set out in Chapter 13: Programme Design, Approval, Monitoring and Review.

14.4.50 All collaborative partners are required to submit annual reports according to prescribed templates and agreed timescales, including progress on action plans, to The London Institute of Banking & Finance as part of the annual monitoring of programmes (see Chapter 13: Programme Design, Approval, Monitoring and Review). The report template is designed to prompt partners to reflect on; the strategic management of the arrangement; student performance and progression; and where applicable, feedback from students and associate lecturers; related issues and the sharing of good practice. Failure to submit a report that meets the requirements may lead to an early institutional review or implementation of the [Collaborative Arrangement Withdrawal Policy](#).

14.4.51 The comments from the collaborative partner reports are captured in a summary report drafted by the Head of Collaborative Provision and Work-Based Learning and presented annually to the Collaborative Provision Committee, Academic Standards & Quality Committee and the Learning & Teaching Committee. Where necessary, an action plan is developed and agreed with collaborative partners for action.

14.4.52 Visits to collaborative partners may be prompted by issues raised within the annual monitoring report or throughout the year as part of The London Institute of Banking & Finance 's commitment to assuring the quality of the student learning experience. New collaborative partners undergo an update visit within the first year of the arrangement.

14.4.53 The London Institute of Banking & Finance has in place a schedule for annual monitoring visits, programme development and review meetings, and institutional reviews of collaborative arrangements. It also has regular contact with partners arising from the central control of registrations. A record is kept of all visits and meetings with collaborative partners and reported periodically to the Collaborative Provision Committee.

14.4.54 Annual monitoring presents the opportunity to ensure continuing compliance with the terms and conditions of the arrangement, with institutional review after five years providing the platform to consider continuing strategic fit.

Information on Collaborative Partnerships

14.4.55 The London Institute of Banking & Finance recognises the need for students to understand the nature of their relationship with The London Institute of Banking & Finance and the respective roles of the parties in terms of delivery of the programmes. This is captured in the Student Charter.

14.4.56 Public information produced on collaborative provision arrangements meets the requirements of The London Institute of Banking & Finance [Chapter 15: Public Information](#). It is further aligned with the indicators contained within Part C: Information about higher education provision, of the QAA Quality Code. All public information produced in respect of collaborative arrangements is approved by an Associate Dean of The London Institute of Banking & Finance.

14.4.57 The London Institute of Banking & Finance is aware of its responsibility for the accuracy of programme information published in its name and the need to eliminate any misunderstanding about the status or nature of its collaborative arrangements. Therefore, any collaborative partner delivering The London Institute of Banking & Finance programmes is required to seek The London Institute of Banking & Finance approval for all promotional materials which refer to a The London Institute of Banking & Finance programme or use The London Institute of Banking & Finance brand (including logos). Adherence to this requirement is regularly monitored and reported to the Collaborative Provision Committee.

14.4.58 For all types of collaborative provision, information on the programme structure, award level, aims and learning outcomes, syllabus content, learning delivery and assessment are captured within programme specifications that are mapped to QAA benchmark statements. These programme specifications are made widely available to students, e.g. via The London Institute of Banking & Finance prospectus and website. For accreditation agreements, the programme specification for the employer's in-house learning programme is mapped to the relevant The London Institute of Banking & Finance programme and module specifications.

14.5 Procedures for Collaborative Arrangements

14.5.1 The responsibilities for establishing, maintaining, monitoring, amending and terminating collaborative arrangements remains consistent across all modes of collaboration as defined in section 14.4.5. The level of activity conducted outside of committee consideration, in particular the due diligence checks, will be commensurate with the type of arrangement and level of risk. The process is designed to give consideration to critical factors at an early stage to ensure the most effective use of resources and reduce the likelihood of unviable opportunities proceeding to the latter stages.

14.5.2 From the initial stages of due diligence, to review for approval by the Academic Board, can take up to 12 months to complete and this should be clearly communicated to all parties involved in the early stages of engagement.

Responsibilities

14.5.3 In considering the processes for managing collaborative arrangements, it is useful to define the responsibilities of those parties involved. Not all parties may be involved with each type of arrangement, depending on the nature and commensurate level of risk:

Associate Dean

Identify and develop potential new arrangements and changes to existing arrangements. Leads contact with partners and responsible for securing annual reports.

Quality, Policy & Regulation department (QPR)

Develops policy and monitors compliance. Processes new arrangements and amendments, ensuring information is conveyed through the governance structure as appropriate. Validates new programmes and partners, monitors action plans and ensures sign-off achieved.

Collaborative Provision Committee (CPC)

Receives recommendations from the Associate Dean of new opportunities and considers the academic case and alignment with strategy prior to proceeding to validation or approval of changes. Considers contingency planning in the event of a partner not fulfilling its obligations. Monitors completion of action plans arising from validation events and institutional reviews and monitors existing arrangements.

Leadership Group (LG)

Receives recommendations from the Associate Dean on the development of new opportunities and considers the financial case and resource implications prior to proceeding to validation or the ongoing stability of existing arrangements. Considers contingency planning in the event of a partner not fulfilling its obligations.

Academic Standards & Quality Committee (ASQC)

Considers how quality will be assured and standards maintained for new arrangements. Considers compliance with quality and standards for existing partners via an annual collaborative provision summary.

Learning & Teaching Committee (LTC)

Considers the learning and teaching of provision subject to a collaborative arrangement and considers opportunities to enhance the student learning experience.

Academic Board (AB)

Retains overall responsibility for approving new arrangements and changes to existing arrangements.

Collaborative provision contracts are signed by The London Institute of Banking & Finance Chief Executive or one of the Associate Deans, and countersigned by a senior member of staff from the collaborative partner.



Figure 1. Consideration of proposals for collaborative arrangements.

Developing and establishing new collaborative arrangements

14.5.4 The identification and development of new collaborative arrangements is undertaken by the Faculties under leadership of the Associate Dean, Degree Programmes. Following initial discussion with the prospective partner and confirming alignment with the Collaborative Provision Strategy, the Associate Dean, Degree Programmes notifies QPR of the potential opportunity and relays key information on the type of arrangement proposed.

14.5.5 QPR are responsible for conducting initial checks in line with the areas listed at 14.4.29, to establish the viability of proceeding with development of the arrangement. This may include any of the following, commensurate with the type of arrangement:

- Consideration of the arrangement against the policies and practice of The London Institute of Banking & Finance
- Confirmation of the partners legal status
- Liaising with the Chief Operating Officer to verify the partners accounts and proposed commercial case
- Liaising with the Associate Dean, Degree Programmes to verify the suitability of academic faculty where appropriate and the academic case
- Verification of quality marks, inspection reports and consideration of the partners reputation locally and internationally as appropriate.

14.5.6 QPR present the outcome of the initial checks to the Leadership Group which gives broad consideration to all aspects of the potential arrangement and makes a recommendation as to whether it should proceed to the next stage or be declined. The recommendation may be subject to further actions, including further due diligence checks.

14.5.7 If the proposal is approved to proceed, separate consideration is then undertaken of the academic and commercial case in assessing the suitability of the partner.

14.5.8 The Collaborative Provision Committee considers the alignment of the proposed arrangement with the strategic direction of the organisation, with particular consideration of the academic case. Factors considered will include the impact of academic reputation, the opportunity to widen participation, the opportunities for knowledge transfer etc.

14.5.9 The Leadership Group consider the commercial case for engaging in the collaboration. This will include the financial stability of the partner, forecast activity (to normally cover the first three years of operation), the financial exposure to The London Institute of Banking & Finance, and less tangible benefits (including PR opportunities, strategic positioning with competitors).

14.5.10 Each of the committees is tasked with reaching one of the following conclusions:

- Decline to approve
- Decline with recommended actions prior to being re-presented
- Approve subject to further actions being undertaken
- Approve

Both the Leadership Group and the Collaborative Provision Committee must provide approval (which may be subject to further actions being completed), in order for development to proceed to the next stage.

14.5.11 Following approval QPR are responsible for ensuring any actions attached to the approval are completed and then managing any validation activities.

14.5.12 Validation will normally consist of an on-site visit to meet the proposed partner's senior management, programme management, lecturers, students and support services as appropriate to the arrangement. The visit is undertaken by a panel that will be comprised of a QPR representative, a Faculty representative, and may include an external representative and other identified persons as appropriate. The panel will produce a report recommending whether or not the collaborative arrangement should be approved and whether this should be subject to any conditions and / or recommendations.

14.5.13 The report is presented to ASQC to consider the arrangements for maintaining standards and assuring quality as required by The London Institute of Banking & Finance. The report is presented to LTC to consider the learning opportunities available to students under the proposed collaborative arrangement, and the comparability of the student experience.

14.5.14 At the final stage, the report is received by Academic Board who will consider the panel's recommendation alongside the recommendations of ASQC and LTC. Academic Board may reach one of the following conclusions:

- Decline to approve
- Decline with recommended actions prior to being re-presented
- Approve subject to any conditions being met and recommendations being addressed as set forth by the panel (Academic Board may also add, remove or change those specified).

Managing and monitoring established arrangements

14.5.15 The following elements provide the underpinning to the management and monitoring of all collaborative arrangements:

- A formal contract, documenting the terms and conditions of the arrangement.
- An identified 'link' contact at both the collaborative partner and The London Institute of Banking & Finance.
- An annual report provided by the collaborative partner covering criteria set by The London Institute of Banking & Finance.
- Feedback provided to the collaborative partner upon evaluation of the annual report.
- An institutional review at least once every five years.

14.5.16 Additional arrangements beyond those specified above may be implemented depending on the type of collaborative arrangement and the experience and capacity of the collaborative partner.

14.5.17 All tutors / lecturers delivering an The London Institute of Banking & Finance programme or part thereof are required to be approved by the Associate Dean, Degree Programmes. All approved tutors / lecturers are recorded on a centralised record. Collaborative partners are required to notify The London Institute of Banking & Finance of any changes to lecturers / tutors. Changes are also routinely monitored as part of the annual reports that collaborative partners are required to provide.

Amending established arrangements

14.5.18 Any proposed changes to a collaborative arrangement must be notified to The London Institute of Banking & Finance prior to implementation. QPR are responsible for documenting and ensuring due consideration of any proposed change.

14.5.19 A 'variation of terms' template is completed and used to evaluate the proposed change taking into consideration performance to date, any issues identified through collaborative partner reports, student feedback and the potential impact to academic, commercial and reputational risks. QPR will recommend

whether the proposed amendment should be approved by Academic Board or should be subject to any further actions e.g. on-site visit, training and development, trial period etc.

Terminating established arrangements

14.5.20 Arrangements for the termination of collaborative arrangements are covered within a separate policy, 'The London Institute of Banking & Finance *Collaborative Arrangement Withdrawal Policy ('Termination Policy')*'. This is used alongside a termination template designed to ensure key steps are undertaken and all relevant stakeholders are notified and involved where appropriate.

14.5.21 In all cases, the termination of a collaborative arrangement will be undertaken with the best interests of students at the forefront of any decisions to ensure any impact is minimised and that students are able to complete their studies.