**LPAGXXXXXX/xx**

**CPRF1: COLLABORATIVE PARTNERSHIP RENEWAL FORM   
(non-ACP)**

|  |  |
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| **Faculty:** |  |
| **Managing Department/School:** |  |
| **Name of partner organisation:** |  |
| **Programmes to be reviewed:** |  |
| **Country of delivery:** |  |
| **Language of delivery:** |  |
| **Date partnership approved, or date of most recent periodic review:** |  |
| **Contract expiry date:** |  |
| **CPRF 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\***

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| --- | --- |
| 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 1.8, 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 1.4 and Part 2? | Date of consultation |
| Has advice on the analysis of the market for the provision (section 1.3) been sought from the Brookes Global or UK Partnerships, as appropriate? | Date of consultation  Name of contact |
| Has the Head of Student Records and Curriculum Management 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 is appropriately represented in the University’s statutory data returns? | Date of consultation |
| Has an appropriately experienced Liaison Manager/PDT chair been identified (sections 2.4-2.6)? |  |
| 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 production of risk improvement plans)? |  |

\*FEGs 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.

CPRF1: GUIDANCE NOTES ON COMPLETION

**PURPOSE OF FORM CPRF1**

This form is to be used to propose the (normally, five yearly) renewal of the collaboration with a partner who is currently delivering one or more programmes of study leading to a Brookes award or credit. The academic provision may not all be due for revalidation at the same time as the contract with the partner is due for renewal, but where review and re-approval of the academic provision is due, it is dependent on LPAG approval of the continuation of the partnership. *For ACP partners, please use the CPRF2 form*.

The CPRF1 provides LPAG with intelligence about the partner’s academic and financial track record with Brookes, and about any recent or upcoming changes to national, professional or other requirements affecting the provision, in order to inform the Group’s decision. *This information is needed in order to meet the expectations of the HE regulator that the University should periodically refresh its due diligence enquiries to ensure that a partner organisation is able to continue to fulfil its role in the collaborative arrangement under review.*

**COMPLETING THE FORM**

The CPRF1 is divided into three sections:

* **Part 1: Partner performance**

This should be completed for all partnerships, and the signature of the PVC/Dean of Faculty obtained to provide evidence of Faculty Executive Group approval. *For non-ACP UK partners, you do not need to complete section 1.6.*

* **Part 2: Programme details**

This should be completed where the academic provision is due for review and revalidation at the same time as the partnership renewal. Where new programmes are to be added to the portfolio as part of the renewal process, details should be given in sections 2.9-2.22.

* **Part 3: Business case**

A robust business case and risk assessment should be attached to all proposals.

The OBU liaison manager 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 within and outside the Faculty.

Once completed, the CPRF1 should be forwarded to the Secretary of LPAG via the [Faculty’s link QAO](https://www.brookes.ac.uk/staff/apqo/staff-and-contacts).

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

**PART 1: PARTNER PERFORMANCE**

**1.1 PARTNER DETAILS**

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| --- | --- |
| **Name and address  of partner:** |  |
| **Country:** |  |
| Is this a change of address from the previous agreement?  **Yes / No**  If yes, give details of any implications for the delivery of the provision. | |

**1.2 KEY PARTNER 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 the agreement with respect to this provision): |
| Please identify the named individual (and the post the hold) who will be required to sign any legal agreement governing this collaboration: |

**1.3 RECRUITMENT AND MARKET DEMAND**

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. Please give actual recruitment numbers over the previous five years since approval/last renewal of the contract, indicating whether recruitment targets have been met, and commenting on any recent trends in the demand for the current provision. |
| 1. Is there a continuing market for the provision delivered by this partner? Provide details of any market research undertaken to support the demand for the provision, including sources to ensure the market information has been cross-checked and is accurate. |
| 1. Estimate of student numbers and contribution to University/Faculty targets over the next five years. Provide supporting evidence for these figures (include actual numbers of students and, where part-time, FTEs). Give details of the target market/s and proposed marketing strategies. |

**1.4 ACADEMIC QUALITY & STANDARDS OF CURRENT PROVISION**

This section should be completed in consultation with 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> )

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| 1. **a) QA key issues** 2. Drawing on evidence such as external examiners’ reports, annual quality monitoring reports, national quality assurance agency reports, professional body reports, and – in particular - the **Liaison Manager’s experience** of working with the partner programme team - please briefly outline the key issues (positive and negative) that have arisen during the course of the partnership and how they have been dealt with. |
| 1. **b) Professional accreditation** Are any professional bodies involved in accrediting the provision? 2. **Yes / No** 3. Have there been any recent, or are there any likely future, changes to their requirements, and what will be their involvement in the review of the provision delivered by the partner? |
| 1. **c) Breaches of contract/improvement action planning** Have there been any breaches of the contract with respect to the University’s quality assurance requirements, and, if so, how have they been addressed? Are there any outstanding issues, and what is being done to resolve them? |

**1.5 PARTNERSHIP OBJECTIVES**

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| 1. **a)** What were the original objectives for establishing the partnership?  Have they been achieved and are they still appropriate? |
| 1. **b)** Have the partner’s educational objectives remained consistent with those of Brookes, and compatible with Brookes guiding principles? Please indicate how the partnership will continue to benefit the Faculty and the University. |
| 1. **c)** Have there been any changes to the partner’s academic standing/reputation for quality within its national context since the partnership with Brookes was last approved/renewed? |
| 1. **d)** Provide any other evidence you would like to put forward to support the continuation of the partnership within 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.) |

**1.6 IN-COUNTRY INFORMATION (OVERSEAS PARTNERS)**

Please consult with Daniela Cobiltean (Deputy Head of Global Partnerships) via Brookes Global 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. **a)** Is the University still able to operate safely and effectively in this country? 2. **Yes / No**   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. **b)** Drawing on relevant information about the economic, political and social context of the country/region, provide supporting information on the stability of the country and indicate any potential risks associated with the continuation of this 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. **c)** 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 in continuing with this partnership? |
| 1. **d)** Has there been, or is there likely to be in the near future, any change to these requirements, and how might this affect the partnership? Would the University have permission to teach out the students in country if the partner ceased operations? |
| 1. **e)** Are there other universities operating in this region which may now be in direct competition with the Brookes awards? Please provide an analysis of their success/market share. |
| 1. **f)** Have there been any changes to the requirements relating to these modes of delivery, if applicable?   *Distance learning:*  Is the University required to comply with specific legislative requirements, or seek permission to deliver by distance mode?  *Flying faculty:*  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. |
| g) 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**

This section must be completed by or 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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| 1. **a)** Please indicate whether the partner has fulfilled their financial obligations under the terms of the current contract, e.g. have payments been made on time, in the appropriate currency, etc. If there have been any problems with respect to payments, please indicate how they have been addressed. |
| 1. **b)** Have there been any changes to the credit status of the partner, or to its legal status as a corporate entity? If so, please give full details of the changes and their implications for the partnership agreement with Oxford Brookes. |
| 1. **c)** Has the partner’s most recent audited financial statements been reviewed as part of the latest LPAG annual performance review? If not, please complete Part 4 of this document. |

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

* Companies House: <http://www.companieshouse.gov.uk/> (free web check 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 BUSINESS PLAN**

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| 1. **a)** Please specify the sources of funding for the proposed programme/s, *e.g. full cost to partner/student fees/HEFCE funding/etc.* |
| 1. **b)** Indicate the level of student fees to be charged and the minimum annual income accruing to the University. *Please discuss with your Faculty Head of Finance & Planning before completing this section.* |
| 1. **c)** 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? |
| 1. **d)** 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. |
| 1. **e)** Indicate if costs are likely to be incurred in the form of payments to agents (bearing in mind the provisions of the UK Bribery Act 2010) |

*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 above. Please submit the business plan spreadsheet with the CPPF. The template for this, and other guidance on developing the financial plan, is available on the AQPO website via the [Quality & Standards Handbook](https://www.brookes.ac.uk/staff/apqo/quality-and-standards-handbook/templates-and-guidance-notes#collaborative)

**PART 2: REVALIDATION OF ACADEMIC PROVISION**

**2.1 PROGRAMME/S DUE FOR FIVE-YEARLY REVALIDATION**

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| --- | --- | --- |
| **Programme title** | **Type of collaborative arrangement** | **Date approved**  **or last reviewed** |
|  | e.g. franchise, flying faculty, etc |  |
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Is it proposed that any of the programmes should be closed? **YES/NO**

If Yes, list the closing programme titles here:

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| **Current Liaison Manager**  Name, job title, email address and telephone number |
| **University Liaison Manager (only applicable for institutional partnerships)**  Name, job title and Faculty |

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| --- | --- |
| MEMBERSHIP OF THE PROJECT DEVELOPMENT TEAM | |
| PDT Chair: |  |
| Faculty representative/s |  |
| Faculty link Quality Assurance Officer |  |
| Legal Services representative |  |
| Faculty Head of Finance & Planning |  |
| Brookes Global or UK Partnerships representative (please specify) |  |
| Other representatives (please specify job titles and names) |  |

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| **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. … |

2.2 NEW PROVISION TO BE ADDED TO THE PORTFOLIO

Are any additional Brookes programmes to be added to the partner’s portfolio at the same time as the renewal of the partnership? **YES/NO**

If YES, please also complete this section.

If NO, please delete this section and move on to section 3.

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| **Proposed new programme title/s**  (For articulation arrangements, please state titles of a) partner programme and b) the Brookes programme for which entry with advanced standing will be granted.) |
| **Awards to which the new programme/s will lead** (Include all exit awards available; 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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| **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) |  |  |

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

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| 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? | |
| **Proposed start date for delivery of the additional programme/s:** |  |

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| --- | --- |
| **Type of proposed collaborative arrangement**  Please tick all that apply\* – see definitions in [guidance note T5.1](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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| 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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| **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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| **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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| **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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| **Professional accreditation**  Is there is any professional body involvement in the proposed new programme?  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)** | | | | |
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| 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 Faculty Head of Finance & Planning, and Deputy Director of Finance.

*Note:* This section should only be completed if the most recent set of audited financial statements have not been the subject of scrutiny at the most recent LPAG performance review. Please refer to question 1.7(c) above.

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| Does the most recent set of audited statements show that income has materially or negatively changed over the last financial year compared to the last 3-year average? |
| Does the most recent set of audited statements show that operating costs are in line with growth? Please provide details of and reasons behind any variance. |
| Please provide the Liquidity Ratio for the latest balance sheet position and indicate the changes to this ratio compared to the previous 2 years. Indicate whether this ratio has moved positively or negatively. What has been the driver of this movement? |
| Please provide the latest Debt-to-Capital Ratio and indicate the changes to this ratio compared to the previous 2 years. 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, based on its most recent balance sheet position and its 3-year historical average, 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 financial year and, if so, what was the reason for this? |
| What is the ageing of the Accounts Receivable balance? Has this materially changed since the last set of audited statements? |
| 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? |