



DEVELOPING THE BUSINESS CASE

Outline of the procedure.....	2
Underpinning principles	2
Responsibilities.....	3
The nominated coordinator	3
The University's International Programmes Manager	4
Appropriate School Support Service officers	4
Finance.....	4
Action to be taken after the proposal receives academic approval.....	5



Outline of the procedure

1. This stage in the approval process has been designed to meet the expectations of the UK Quality Code for Higher Education and to meet the common and core practices for standards and quality. It also takes account of a number of guiding principles set out within the accompanying Advice and Guidance sections.
2. The nominated coordinator, in liaison with either the International Programmes Manager or the appropriate management accountant for overseas proposals, or appropriate School Support Service officers for UK proposals, and in liaison with the proposed partner, develops the proposed financial arrangements to underpin a business case for the academic proposal. It is advised that Finance is engaged in this process at the earliest time practical to ensure a comprehensive business plan.
3. The Dean of School approves the business case developed by the nominated coordinator.
4. Finance collaborates on the development of the business case to ensure that it is viable and meets University expectations.
5. Finance reports to Collaborative Provision Committee that the business case approved by the Dean of School has been reviewed. If there are still areas that have not been sufficiently addressed or there are aspects of the Financial Due Diligence that have flagged potential issues, then these will be highlighted to the Collaborative Provision Committee.
6. Financial commentary will also include highlighting of any potential Taxation issues that may affect the financial or operational viability of the proposed offering or may affect staff members undertaking teaching.
7. Financial commentary may also include any strategic observations made in terms of proposed geographical location and existing exposure to these regions or currency.
8. The Director of Finance will only sign a CPC5 if all issues identified have been addressed-to his satisfaction.
9. Collaborative Provision Committee either approves the proposal to proceed to academic approval or asks for further information or clarification from the nominated coordinator.

Underpinning principles

10. Development and scrutiny of the business case is conducted separately from the approval of the academic proposal.
11. For proposals involving an overseas partner, advice and guidance on developing the business case is provided by the International Programmes



Manager or appropriate management accountant. The School Manager(s) and/or SAL (International) may also have input.

12. For UK-based proposals, advice and guidance on developing the business case is provided by appropriate School Support Service officers.
13. The time taken to complete the development of the business case is controlled by the nominated coordinator who ensures that the International Programmes Manager or appropriate School Support Service officers and Finance receive comprehensive information on the proposed financial arrangements as early as possible during the development process.
14. To identify any early potential financial issues or challenges and avoid subsequent delays in the scrutiny process, Finance must be kept informed of all changes and amendments to the business case as these are agreed with the proposed partner.
15. Where relevant, Finance will advise on any taxation issues that may be specific to the country where the overseas partner is based. This stage may also require external specialist advice which could potentially delay the completion of the business case and subsequent approval.
16. The Clerk to Collaborative Provision Committee must be copied into all correspondence relating to the development of the business case between the nominated coordinator, the International Programmes Manager or appropriate School Support Service officers and Finance.
17. In all cases the proposed business case must be signed off by the Director of Finance using the CPC5 pro-forma and noted at CPC prior to the formal academic approval event. CPC will not allow the proposal to proceed to approval until the Business Case is agreed

Responsibilities

The nominated coordinator

18. The nominated coordinator is responsible for:
 - a) liaising with the University's International Programmes Manager or appropriate School Support Service officers on the development of the business case at the earliest possible opportunity following submission of a CPC1 to and approval by the Collaborative Provision Committee and completion of any subsequent due diligence exercises
 - b) ensuring that the International Programmes Manager or appropriate School Support Service officers and Finance receive comprehensive information on the proposed financial arrangements
 - c) ensuring that the proposed partner is kept informed throughout the development process



- d) informing the International Programmes Manager or appropriate School Support Service officers and Finance of all changes and amendments to the business case as these are agreed with the proposed partner
- e) copying the Clerk to Collaborative Provision Committee into all correspondence relating to the development of the business case
- f) completing a Project Proposal Form at the same time as the business case is being prepared for signature by the Dean of School
- g) ensuring that Finance is provided with the final business case once it has been signed as complete by the Dean of School.

The University's International Programmes Manager

19. The University's International Programmes Manager is responsible for the following aspects relating to all overseas provision delivered in partnership:
- a) translating, with the assistance of the relevant Business Partner the proposed delivery model into the financial template approved by Finance copying the Clerk to Collaborative Provision Committee into all correspondence relating to the development of the business case.

Appropriate School Support Service officers

20. Appropriate School Support Service officers are responsible for the following aspects relating to all provision delivered in partnership within the UK:
- a) translating, with the assistance of the relevant Business Partner, the proposed delivery model into the financial template approved by Finance
 - b) copying the Clerk to Collaborative Provision Committee into all correspondence relating to the development of the business case.

Finance

21. Finance is responsible for:
- a) nominating a Business Partner to assist in the development of the business case and ultimately complete the scrutiny of each proposal
 - b) endeavouring to complete the scrutiny of each proposal within 21 working days of receipt of the necessary information. In cases where Finance has been kept informed and helped develop the initial business case set out in the CPC1 this target time is likely to be reduced significantly
 - c) advising the Clerk to the Collaborative Provision Committee and the nominated co-ordinator if completion of the scrutiny of the proposal is unlikely to be completed within a period of 21 working days
 - d) reporting to the Collaborative Provision Committee that the business case approved by the Dean of School has been reviewed, there are no



outstanding issues that remain unresolved, and the Director of Finance is in a position to sign the CPC5; **or**

- e) Specifically highlighting any areas that have not been addressed to an extent that the Director of Finance is not in a position to sign the CPC5
- f) copying the Clerk to Collaborative Provision Committee into all correspondence relating to the development of the business case.

Action to be taken after the proposal receives academic approval

- 22. After a proposal receives academic approval and a Collaboration Agreement is in an agreed format (ref. Section 4f) the nominated coordinator is responsible for notifying Finance and ensuring that a Project Proposal Form is completed to enable a new project to be created in Agresso – this is a condition of approval. Finance has linked the information required on the Project Proposal Form to the business case summary sheet in order to minimise the work involved.
- 23. At the point when the approved programme is ready to be delivered to students the Project Proposal Form must be signed by the Dean of School and sent to Finance for final scrutiny.

