

APPENDIX 1

PROPOSAL CHECKLIST

Proposals are to meet the requirements outlined in the Guidelines for Commercial Activities.

The proposal to promote, establish or participate in (whether by means of debt, equity, contribution of assets or by other means) companies and other incorporated bodies or joint ventures (whether or not incorporated), should address the following:

Strategy and Commercial Implications

1. State the objectives to be achieved by the proposed arrangement.
2. A brief background statement that provides context to the arrangement.
3. State the business name of the proposed or existing entity.
4. Describe any existing relationship with the entity.
5. Describe the functions of the proposed or existing entity.
6. Describe the existing or proposed structure of the entity (including the equity structure; who will own debt, equity and foreshadowed income or expenditure).
7. Describe the proposed ownership and management of any intellectual property generated by the entity.
8. State whether the entity will be a profit or not-for-profit organisation.
9. Are service agreements between University and other parties needed?
10. Advise of any potential conflicts of interest, including any related party transactions.
11. Recommend the form of agreement to be put in place, as endorsed by the Council and Records Governance unit and the Legal Office, to support the University and third party arrangement.
12. Describe how all proposed parties align, as far as possible, with the University values, objects and functions, and research and innovation agenda.

Finance

13. Summarise the operational and financial objectives of the entity/body, for Associated Entity and Joint Venture entity types, include plans and budgets that show how the objectives will be realised. This should include funding sources, proposed timing of expenditure and cash flow implications.
14. If the proposed arrangement is a University Commercial Activity, the proposal must be addressed in accordance with the University’s Guidelines for Commercial Activities.
15. Include detailed budgets for the first 12 months following establishment or participation, cost codes to be used.

Risk

16. Identify and assess risks associated with the proposal and explain how these risk will be managed (the following pro-forma may be used).
17. Identify and confirm insurances required.

Risk	Risk Likelihood of Occurrence	Risk Consequence of Occurrence	Strategy to Manage Risk	Owner/ Responsibility

Corporate Governance and Compliance

- 18.** Outline the governance implications of the proposal, give consideration to appropriate risk management, compliance processes and ownership.
- 19.** Describe the proposed method of reporting by the entity to the University, during and after implementation (to align with the entity type).
- 20.** Detail the financial and non-financial benefits that the University and other stakeholders expect to receive in return for their contribution to the entity (e.g. revenue stream, intellectual property, access to research results and commercialisation opportunities, access to high-calibre teaching staff, enhanced support to students).
- 21.** Describe the indicators to be used to measure whether the expected financial and non-financial benefits are being achieved.
- 22.** Identify any relevant milestones and internal reviews;
- 23.** Identify the directors or members or proposed directors or members of the governing body of the entity, and outline their experience and expertise.

Management Responsibilities

- 24.** Set out the nature and value of the contributions to be made by the University and other stakeholders, respectively, and whether they will change over time.
- 25.** Set out any ongoing financial commitments.
- 26.** If it is proposed that the University contribute human resources, set out the proposed employment arrangements of affected staff (e.g. Will the staff be employed by the entity or continue to be employed by the University? Will there be formal secondment arrangements? Will University employees fill key management roles?).
- 27.** Identify which area of the University will have responsibility for the proposal, including the executive primarily responsible.