

# The Alliances Framework

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# The Alliances Framework: What and why?

- Alliances, in this context, are the development of formal relationships between two or more organisations, with the aim of achieving a common vision or purpose.
- UNSW Sydney advances the academic, entrepreneurial, societal and global impact goals of Strategy 2025 by developing strategic partnerships that complement its own expertise.
- The Alliances Unit was established in 2018 to manage the strategic alliances developed under S25. Its remit is to develop and guide the establishment of new alliances and leverage the connections and benefits across all UNSW alliance partners.
- Strategic alliances offer organisations the opportunity to extend themselves through their partners into new or emerging areas, with an efficient use of resources, knowledge and experience, while managing risk and financial investment.
- The Alliances Unit offers advice and support for strategic institutional alliances aligned to the UNSW strategy.

# Successful Alliances need...

**Clear vision and strategy**

**Dynamic and committed leadership**

**Robust governance structures with decision making mechanisms**

**Buy-in and ownership of initiatives from key colleagues**

**Integration and alignment with University strategies**

**Sustainable and innovative financial models and incentives**

**Processes for regular assessment and mechanisms to adjust the collaboration over time**

STAGE 1  
PRE-LAUNCH &  
DEVELOPMENT

In this early stage, you establish need alongside potential partners. During this timeframe, establish a shared purpose and vision, as well as understand the partners' individual motivations behind the Alliance. You also consider high level programming, benefits and impact.

STAGE 2  
INITIATION &  
SET UP

The next stage is to identify key stakeholders as seeking institutional buy-in will help facilitate framework processes. Mapping of resources, risks, legal and regulatory issues, and a critical path for decision making (such as business cases and approvals) should be done at this stage.

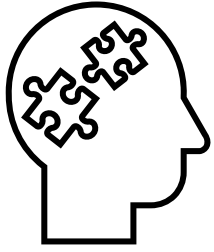
STAGE 3  
MANAGEMENT &  
EVALUATION

As you move into the next stage, it is important to regularly review activity against strategy and vision to ensure partners are reflected in activities. During this, reporting, resourcing and risk management is undertaken as an ongoing process. Where appropriate, assess your Alliance for scalability, partner fit and new opportunities.

STAGE 4  
WRAP UP & CLOSE OUT

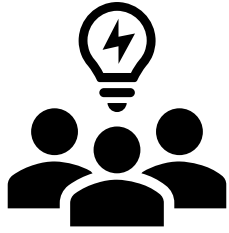
This stage is an opportunity to reflect on the challenges and successes shared in the Alliance. Each close out looks a little different, but should ensure final reporting is completed. Where appropriate, ensure legal obligations are fulfilled and reflection interviews are done. Presentation of key benefits and impact measurement should be included in final reporting.

Underpinned by stakeholder consultation, impact measurement, governance structures and communications.



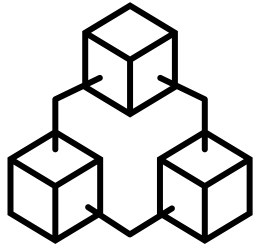
# Stage 1: Pre-launch & Development

Questions	Activities	Tools	Engagement
<ul style="list-style-type: none"> <li>• Why a new alliance? Is there a need? What value does an alliance bring to the purpose?</li> <li>• What are the partner's motivations?</li> <li>• Do our interests and values align?</li> <li>• Is there an agreed/common purpose?</li> <li>• What are the benefits?</li> <li>• What impact will it have on our institution locally, globally?</li> <li>• What is out of scope for the alliance?</li> <li>• What kind of legal and governance structure best suits?</li> <li>• How do you identify partners?</li> <li>• How do you build trust?</li> <li>• What resources can you bring to the partnership?</li> <li>• What are the potential success measures?</li> <li>• What are the exit strategies at any point of the partnership lifecycle?</li> <li>• Is UNSW ready for the change?</li> <li>• Who are the relevant contacts at each partner university?</li> <li>• What constraints exist?</li> </ul>	<ul style="list-style-type: none"> <li>• Partner due diligence (global rankings, existing engagement, complementary research strengths, program compatibility)</li> <li>• Leading academics to drive engagement</li> <li>• Collaboration support and the senior management willingness to consider strategic funding support</li> <li>• Risk assessment</li> <li>• Benefits realisation</li> <li>• Engagement with SMEs</li> <li>• Scan for existing alternatives</li> </ul>	<ul style="list-style-type: none"> <li>• Viability assessment</li> <li>• Risk and issues framework</li> <li>• Benefits realisation framework</li> <li>• Council KPIs</li> </ul>	<ul style="list-style-type: none"> <li>• Subject Matter Experts</li> <li>• Legal</li> <li>• Finance</li> <li>• Risk</li> </ul>



# Stage 2: Initiation & Set-Up

Questions	Activities	Tools	Engagement
<ul style="list-style-type: none"><li>• How will we measure success?</li><li>• What are the key 3-, 6-, 12-month milestones?</li><li>• What are the KPTs over 6-months, 1 and 3 years?</li><li>• How will the successes of the alliance be communicated?</li></ul>	<ul style="list-style-type: none"><li>• Validation and support from MB</li><li>• Determine resourcing</li><li>• Risk assessment</li><li>• Engagement at PVC, Divisional and Faculty level</li><li>• Launch event</li><li>• Set up governance structure</li><li>• Set up legal arrangements.</li></ul>	<ul style="list-style-type: none"><li>• Business case</li><li>• Risk and issues framework</li><li>• Benefits realisation plan</li><li>• Budget template</li><li>• Comms plan</li><li>• Strategic plan</li></ul>	<ul style="list-style-type: none"><li>• Subject Matter Experts</li><li>• Legal</li><li>• Finance</li><li>• Risk</li><li>• UPO</li><li>• DEE</li><li>• Management Board</li><li>• PVCs</li></ul>



# Stage 3: Management & Evaluation

Questions	Activities	Tools	Engagement
<ul style="list-style-type: none"><li>• Should this activity be scaled up?</li><li>• Is the membership of the Alliance still appropriate or are new members needed to achieve the vision?</li><li>• Is the strategy aligned to the vision of the Alliance?</li><li>• Are the milestones and benefits being met?</li><li>• Should resourcing be scaled up or down in line with activity?</li></ul>	<ul style="list-style-type: none"><li>• Identification of linkages and opportunities to scale and for impact</li><li>• Risk assessment</li><li>• Review measures, outcomes and impact of the Alliance through<ul style="list-style-type: none"><li>• Progress monitored and reviewed annually through implementation reports</li><li>• Growth in collaboration measured across learning, discovery and engagement</li><li>• Other qualitative data highlighting achievements and joint collaboration</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Risk and issues framework</li><li>• Benefits realisation report</li><li>• Budget</li><li>• Comms plan</li><li>• Strategic plan</li><li>• Program status report</li><li>• Stage-gate template (as req.)</li><li>• Change request template (as req.)</li></ul>	<ul style="list-style-type: none"><li>• Subject Matter Experts</li><li>• Finance</li><li>• Risk</li><li>• UPO</li><li>• DEE</li><li>• PVCs</li></ul>



# Stage 4: Wrap Up & Close Out

Questions	Activities	Tools	Engagement
<ul style="list-style-type: none"><li>• Has the vision of the Alliance been realised?</li><li>• Does the Alliance need to continue as a project, or can activity be embedded into BAU?</li><li>• Have all legal obligations been fulfilled prior to termination?</li></ul>	<ul style="list-style-type: none"><li>• Review measures, outcomes and impact of the Alliance.</li></ul>	<ul style="list-style-type: none"><li>• Risk Register</li><li>• Benefits realisation report</li><li>• Finance report</li><li>• Program evaluation report</li></ul>	<ul style="list-style-type: none"><li>• Subject Matter Experts</li><li>• Legal</li><li>• Finance</li><li>• UPO</li></ul>