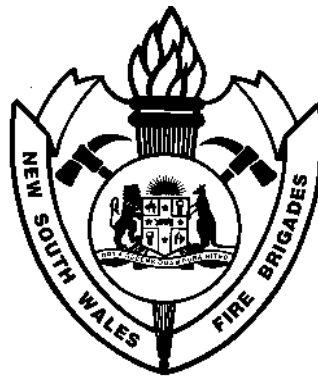

NSW FIRE BRIGADES SPONSORSHIP POLICY



Contact Details:

New South Wales Fire Brigades
Community Engagement and Development Unit
Address: Amarina Avenue, Greenacre NSW 2190
Postal Address: Locked Bag 13
Phone: (02) 9742 7358
Facsimile: 02) 9742 7483
Email: comrisk@fire.nsw.gov.au
Website: www.fire.nsw.gov.au

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July 2008

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Contact officer:

Sponsorship and Marketing Manager

Relevant legislation:

[Fire Brigades Act](#) (1989), [Independent Commission Against Corruption Act](#) (1988), [Freedom of Information Act](#) (1989) SECT 15A, [Public Finance and Audit Act](#) (1983)

Related policies/documents:

Independent Commission Against Corruption (ICAC), "Sponsorship in the Public sector" May 2006, NSWFB 2008-2011 Corporate Plan, Community Safety Division Plan, Sponsorship Register

NSW Government Procurement Policy which includes the Code of Practice for Procurement and the NSW Government Tendering Guidelines. Information about this policy and associate procedures is available at

www.treasury.nsw.gov.au and www.dpws.nsw.gov.au

For information on other relevant sponsorship publications refer to:

- Queensland Crime and Misconduct Commission Sponsorship management – Achieving mutually beneficial outcomes Building Capacity Series Number 9, September 2006 www.cmc.qld.gov.au
 - Australian National Audit Office Management of Corporate Sponsorship, 1997 www.anao.gov.au
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Responsible Division:

Community Safety Division

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1 Introduction

This sponsorship policy has been developed to guide the NSW Fire Brigades (NSWFB) in understanding, implementing and delivering its sponsorship program. This document clarifies and documents the basis upon which the NSWFB pursues and manages sponsorships.

This policy does not cover sponsorship of other organisations by the NSWFB.

1.1 ICAC principles

This policy has been developed with reference to the principles contained in the ICAC publication *Sponsorship in the public sector - A guide to developing policies and procedures for both receiving and granting sponsorship*. These guidelines have provided the definition of sponsorship used in this policy and give ten general principles to be considered when entering into sponsorship arrangements.

It must be noted that the ICAC recognises that NSW public sector agencies have differing sponsorship needs and requirements. Therefore, their guidelines do not prescribe a single approach to managing sponsorship. Rather, the ICAC believes it is a matter for each public sector agency to determine the specific rules and procedures it will adopt in managing sponsorship (ICAC 2006 Guidelines).

2 Overview of the NSWFB

The NSWFB's 2008-2011 Corporate Plan is our key planning document and the NSWFB's Sponsorship Program must be aligned with it.

The 2008-2011 Corporate Plan is the roadmap for the NSWFB's future. It defines where we need to go and how we will get there. The Corporate Plan sets out our priorities for the next four years and defines the actions required to achieve our goals.

2.1 Vision

A safer NSW protected by Australia's leading fire and rescue service.

2.2 Mission

To enhance community safety, quality of life and confidence by minimising the impact of hazards and emergency incidents on the people, environment and economy of NSW.

The Corporate Plan is structured around five core goals. Over the next four years we will concentrate our efforts and resources on achieving these five core goals.

2.3 Our goals

1. Ensure that safety is the guiding principle in everything we do.
2. Focus on prevention, and increase the community's preparedness for and resilience to hazards, emergencies and disasters.
3. Attract, retain and develop a diverse, skilled and adaptable workforce.
4. Continue to improve service delivery and develop capabilities to meet community needs.
5. Protect the environment.

These goals, and the strategies to achieve them, are explained in more detail in 2008-2011 Corporate Plan.

2.4 Values

The NSWFB's commitment to delivering responsive services will be consistently demonstrated through the following behaviours:

- Always putting safety first for the community and our people.
- Providing leadership at all levels.
- Demonstrating the highest standards of conduct, honesty, ethical behaviour and fairness to support our reputation as a highly trusted organisation.
- Demonstrating good governance, transparency and accountability.
- Building teamwork at all levels because NSWFB staff and volunteers rely on each other to work together to deliver safe, effective and reliable services.
- Strengthening partnerships with the community and other organisations.
- Demonstrating professionalism in everything we do.
- Fostering learning and sharing information in order to continually improve our services, systems and processes.

3 The Community Safety Division

As the NSWFB sponsorship program is based around community initiatives rather than response/emergency capabilities its delivery and servicing is managed by Community Safety Division.

The Community Safety Division is responsible for creating capacity within the NSWFB to prevent emergencies. This is delivered through a group of closely aligned units which work to support frontline staff in delivering prevention services within their communities by:

- Creating the safest built environment in which to live, work and otherwise enjoy.
- Assisting in the development of information and programs that enable communities to keep themselves safe.
- Continuously learning about the causes and effects of emergencies and feeding this intelligence back to improve all NSWFB services.

4 What is sponsorship?

4.1 ICAC definition

The ICAC defines sponsorship as a commercial arrangement in which a sponsor provides a contribution in money or in kind to support an activity in return for certain specified benefits. Sponsorship can be provided:

- by the corporate sector or private individuals, in support of a public sector activity, or
- by the public sector in support of related and worthwhile private or public sector activities.

Sponsorship does not include:

- the selling of advertising space
- consultancies
- grants (in regard to received sponsorship)
- unconditional gifts, donations, bequests or endowments.

Sponsorship is not philanthropic. A sponsor expects to receive a reciprocal benefit beyond a modest acknowledgement.

4.2 Practical applications for sponsorship in the NSWFB

Sponsorship can be provided to NSWFB by either cash or in-kind arrangements, as agreed by the sponsor and the NSWFB.

In approving in-kind sponsorship, it is recognised that goods or services will be accepted if they relieve the NSWFB's budget. This in-kind contribution would cover items that have funds allocated to them and in turn reduce the NSWFB's overall costs and expenditure.

In certain circumstances, where goods and services may fall outside the budgeted provisions, approval will need to be given for their acceptance into the NSWFB program. The contribution should not incur additional costs to the NSWFB for the prospective partner's involvement.

5 The value of sponsorship arrangements to the NSWFB

Appropriate sponsorships increase the range and level of financial and other resources available to the NSWFB to assist our ability to promote prevention and preparedness in the NSW community.

6 Guiding Principles

All sponsorships should complement the NSWFB's existing brand values, and enhance and promote the NSWFB's community safety events and programs.

Sponsorship arrangements have both benefits and risks for public sector agencies. Benefits associated with entering into sponsorship arrangements with government agencies or private sector organisations must be balanced against the risk that they might create negative public perceptions of the arrangements or be counterproductive in some other way.

6.1 Adoption of ICAC Guidelines into NSWFB

The ICAC guidelines advocate ten sponsorship principles which the NSWFB has adopted along with one additional guiding principle regarding evaluation:

6.1.1 A sponsorship agreement should not impose conditions that would limit, or appear to limit, an agency's ability to carry out its functions fully and impartially.

This principle needs to be clearly explained to sponsors. The sponsorship agreement will state positively that the NSWFB's functions will continue to be carried out fully and impartially, regardless of sponsorship arrangements. The agreement will also state that related impacts on the NSWFB's functions will result in an automatic review and/or termination of the sponsorship arrangement.

6.1.2 There should be no actual conflict between the objectives/mission of the NSWFB and those of the sponsor.

When considering entering into a sponsorship arrangement with any organisation the NSWFB will take into account the sponsoring organisation's position in the community, the involvement which they will have in the event or program, and the extent to which the sponsoring organisation's activities support the vision, mission and brand of the NSWFB.

Sponsorship agreements will be monitored and provision must be made for contingencies such as a change in the sponsor's mission or objectives.

6.1.3 An agency with regulatory responsibilities should not seek or accept sponsorship from organisations which may be subject to regulation or inspection during the life of the sponsorship. However, where adhering to this would unduly limit the agency's sponsorship prospects, the

agency should manage the risks by employing specific techniques detailed in the ICAC publication.

For those exceptional cases where a decision is taken to accept sponsorship in such an environment, all parties should be in no doubt that the sponsorship relationship has absolutely no bearing on the NSWFB's exercise of regulatory or inspectorial functions. This should be made clear in all negotiations and documentation, not only for the benefit of the sponsor but also to ensure public confidence in the integrity of the agreement.

6.1.4 Sponsorship should not involve explicit endorsement of the sponsor or its products.

NSWFB sponsorship agreements will set out the form or forms of sponsor acknowledgement that are available to sponsors and the range of uses which the sponsor can make of the sponsorship arrangement. The agreement must stipulate that the NSWFB must approve all sponsor references to the NSWFB and uses of its logo or other intellectual property before release.

Where sponsorship involves the supply of a product, the NSWFB will measure that product against objective criteria.

Where sponsorship takes the form of product, the product will still be evaluated for its fitness for purpose against objective criteria which are relevant to the NSWFB's needs.

6.1.5 Staff of the NSWFB should not receive personal benefit from the sponsorship.

Where a benefit is provided by a sponsor, for example, meeting the cost of hospitality at a conference, it is important to ensure there is no perception of a personal benefit being given to individual NSWFB staff and is registered in line with In Orders 2001/10, Gift and benefits.

6.1.6 Sponsorship should be sought and granted by an open process.

When and in what form a broadly-based process should be used depends on the nature of the market. If there is vigorous interest in sponsorship, the process should be competitive¹. Alternatively, if interest is restricted to potential sponsors with highly specialised characteristics, then more direct methods may be appropriate. Because the NSWFB will be looking for sponsors with specific characteristics that meet the criteria of this policy, the market for proposals is likely to be restricted. However the NSWFB will endeavour to make a sponsorship opportunity widely known as possible to a pre identified corporate segment and will promote its sponsorship program on the NSW Fire Brigades website.

Where a decision is taken not to offer sponsorship opportunities widely, the reasons for doing so should be clearly documented.

6.1.7 Sponsorship proposals should be assessed against predetermined criteria.

NSWFB will assess all sponsorship proposals against predetermined criteria that are outlined in Section 6.1 of this policy.

6.1.8 A sponsorship agreement should be in writing.

All sponsorship agreements must be in writing and be reviewed by our legal team before sign off. Agreements must clearly set out:

- the benefits, including both economic and non-economic benefits, available to the NSWFB and to the sponsor
- any personal benefits available to the sponsor's employees and their relatives
- the form or forms of sponsorship acknowledgement which will be available
- the scope of uses which the sponsor can make of the sponsorship arrangement
- the term of the sponsorship and any conditions regarding renewal
- consequences of changes which may occur over time (for example, a shift in the relationship, new policies, new corporate missions or objectives)

- financial accountability requirements
- provisions for termination or suspension of the agreement, and
- any special conditions that apply.

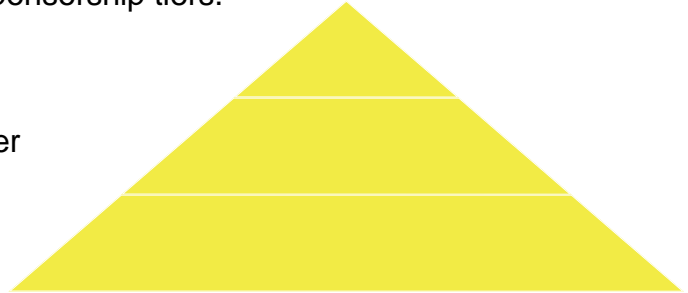
6.1.9 The level of authority for approval of sponsorship depends on the level of sponsorship sought.

The NSWFB has identified three sponsorship tiers.

Tier 1 - Major Community Partner

Tier 2 – Program Presenting Partner

Tier 3 - Supporting Sponsor



All Major Community Partner arrangements must be approved by the Deputy Commissioner and/or the Commissioner based on recommendations made by the Director Community Safety.

Program Presenting Partners and Supporting Sponsors can be approved by Director Community Safety, after briefing the Deputy Commissioner and the Commissioner.

The Minister must be briefed on all sponsorships before approval.

6.1.10 The NSWFB must ensure that sufficient resources are available to ensure that the benefits promised to the sponsors are delivered.

The NSWFB is to provide sufficient information for the sponsor to be able to evaluate the outcomes of the sponsorship.

7 Selecting sponsors

The NSWFB welcomes offers of creative sponsorship arrangements, including monetary, non-monetary, or other forms of support, for our community activities.

The NSWFB will consider sponsorship arrangements with private sector organisations, public sector agencies, and not-for-profit organisations where such an arrangement is consistent with the NSWFB's 2008-2011 Corporate Plan.

7.1 NSWFB sponsorship selection criteria

The NSWFB needs to protect its brand and maintain its high reputation, so it will only seek sponsorship with reputable companies and organisations.

The NSWFB is looking for sponsors who:

- share the principles of its vision
- share the principles of its mission
- share the principles of its goals
- share the principles of its values
- share in its similar brand identity values
- strengthen and enhance its community safety events and programs
- assist in building its brand and image through leveraging of its partnerships
- are wanting to build and sustain long term partnerships
- have an acceptable sponsorship record with NSWFB or other agencies
- can provide goods, services and information which would benefit the NSWFB and/or the general public and be of the type and quality that meet NSWFB supply requirements
- have parent companies or subsidiaries whose goals and missions do not conflict with those of NSWFB.

The NSWFB will engage with sponsor organisations that demonstrate that they are:

- commercially sound
- show ethical behaviour in their business activities
- maintain good governance, risk, accounting and disclosure procedures, and
- provide goods and services of the highest standard in their industry.

The NSWFB will not seek sponsorships:

- with organisations that conflict with its brand values/strategic goals
- with organisations with interests that conflict with any existing corporate partnership agreements (eg competitors to sponsors with industry exclusivity)
- that would limit or appear to limit the NSWFB in carrying out its functions by imposed or implied conditions from another organisation
- with organisations that are primarily or exclusively aligned with religious or political groups, alcohol, tobacco or illegal substances, sexually indicative products or any products or messages which may cause offence or bring the NSWFB into disrepute.

The value and potential of all proposed arrangements must be considered against the NSWFB's sponsorship selection criteria.

The NSWFB reserves the right not to accept any proposals, and in particular any that are or may be perceived to either:

- be in conflict with goals set out in our 2008-2011 Corporate Plan or subsequent plans, or
- diminish our public standing or actual or perceived independence.

8 Establishing and managing sponsorships

This policy establishes a sound management process for sponsorships, and facilitates appropriate decisions over whether to enter into a sponsorship arrangement, and when the NSWFB should withdraw from such relationships. The process supports the establishment of sponsorship arrangements that will improve the NSWFB's ability to meet the goals of its 2008-2011 Corporate Plan and manage associated risks.

The process for establishing and managing sponsorships is as follows:

- An initial consideration against Sponsorship Criteria outlined in 6.1
- Preliminary discussions with the Sponsorship Advisory Group
- Assessment of potential partners
- Submission of a proposal
- Formalising the agreement
- Management of the partnered project
- Review and reporting of the partnered project.

8.1 Initial considerations

Initial consideration of a potential sponsorship arrangement should address the NSWFB sponsorship selection criteria outlined in section 6.1 of this policy. The purpose must be consistent with the objectives of the NSWFB, the initial criteria should be met, and all identified risks should be able to be managed. If a potential sponsorship passes these initial considerations then it is appropriate to take the next step.

8.2 Preliminary discussions

Before engaging any potential sponsor the information gathered at the initial consideration needs to be agreed and documented by the Sponsorship Advisory Group. A recommendation will then be made to the Director Community Safety for approval. If there is approval from Director Community Safety, then preliminary discussions can take place.

The Director Community Safety will brief the Deputy Commissioner and/or Commissioner on preliminary sponsorship discussions.

8.2.1 Sponsorship Advisory Group

The NSWFB has established a Sponsorship Advisory Group administered by the Manager Community Engagement and Development Unit. The group includes:

- the Assistant Director Community and Corporate Risk
- the Manager Community Engagement and Development Unit
- the Sponsorship and Marketing Manager
- the Assistant Director Public Affairs

The Sponsorship Advisory Group will administer this sponsorship policy and review all sponsorship proposals before referring them to the Director Community Safety for approval or further recommendation.

8.3 Assessment of potential partners and sponsors

Once discussions with potential sponsors have generated some strong prospects, they need to be formally assessed against the NSWFB selection criteria and all known risks need to be identified and addressed.

The potential sponsor must demonstrate that they are commercially sound, show ethical behaviour in their business activities, maintain good governance, risk, accounting and disclosure procedures, and provide goods and services of the highest standard in their industry.

8.4 Sponsor approval process

If potential sponsors are assessed as suitable by the Sponsorship Advisory Group, then a submission needs to be made to the Director Community Safety for approval and/or further recommendation to Deputy Commissioner and/or Commissioner (in accordance with 7.10 of this policy). The submission must include:

- Purpose, scope and duration of the proposal.
- Benefits to the NSWFB of participation in the project.
- Benefits to the partner of participation in the project.
- Assessment score against NSWFB criteria.
- An analysis of risks, and advice as to how these risks should be managed.
- The proposed management arrangements for the project, including the nominated project manager and/or project committee.
- Whether the NSWFB has sufficient resources available to meet the administrative requirements of the sponsorship policy, and the specific requirements of the contract with the partner.
- A recommended course of action.

8.5 Formalising the Agreement

Sponsorship agreements must be subject to a written agreement. This might take the form of a contract or an exchange of letters.

The basic items that should be covered in an agreement are the:

- purpose, scope and duration of the project
- roles, responsibilities and deliverables of both parties
- benefits to the NSWFB and the proposed partner, including:
 - economic and non-economic benefits
 - branding of any events, resource, or activities

- the form or forms of partnership acknowledgment to be available, and
- ownership and use of any intellectual property generated.
- Use of NSWFB IP
- Use of Sponsor IP
- a conflict resolution clause
- factors affecting renewal
- any special conditions that may apply.

Note: Contracts worth more \$150 000 are subject to [Section 15A](#) of the Freedom of Information Act.

8.6 Management of the project

Management of sponsored projects must be transparent to outside observers, and meet the highest standards of accountability.

The Sponsorship and Marketing Manager is the Project Manager for all sponsorship projects. Each project will also have a project team agreed by the Sponsorship Advisory Group. The Project Manager is responsible for developing a project management plan as soon as the project has been approved. The plan should include:

- if necessary, a project steering committee, with representatives from across the NSWFB
- the reporting cycle
- action plan and timeframe, and
- evaluation of the project.

8.7 Review and reporting

NSW Government accountability obligations require the NSWFB to report on sponsorship arrangements. Income or other benefits generated from sponsorships are reported in NSW Government budgetary processes including the Annual Report. Equally, sponsoring organisations are likely to require an acquittal of expenditure and report on outcomes to measure performance of investments.

The NSWFB will present details of sponsorship arrangements in its Annual Report. Public reports on arrangements will include:

- name of sponsor or partner
- purpose of relationship
- value
- duration
- evaluation summary.