



The Children’s Book Council of Australia Ltd (CBCA)

ACN 009 580 956

Policy Name: Partnership and Sponsorship Policy	Number: PL-005-02
Date of Issue: February 2016	Date of Effect: 7 th March 2016
Summary of Policy: This policy contains the CBCA's: <ul style="list-style-type: none"> <input type="radio"/> Framework for seeking out, assessing, entering into and renewing Partnership and Sponsorship arrangements <input type="radio"/> Partnership and Sponsorship Decision Guide (Appendix A) 	
Persons Affected: <ul style="list-style-type: none"> <input type="radio"/> Directors of the Board <input type="radio"/> Staff /Employees/Delegates of the Board <input type="radio"/> Third parties such as potential partners and sponsors 	
Supersedes Policy Number: PL-005-01	
Relevant Forms: N/A	
Approved At Board Meeting (Date:) (Title): (Signature)	



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1. INTRODUCTION AND POLICY INTENT

This document outlines the CBCA's policy on partnerships and sponsorships. It gives the CBCA Board and its delegates direction when seeking out, assessing, entering into and renewing Partnership and Sponsorship arrangements.

The CBCA seeks to achieve positive social impact by engaging the community with literature for young Australians through the following objects:

- To consistently be the premier voice on literature for young Australians
- To promote quality literature to young Australians
- To support Australian writers and illustrators of children's books
- To promote the role of library and literature professionals in bringing children and books together
- To celebrate outstanding contributions to Australian children's literature
- To promote greater equity of access to reading through community projects

To meet these goals the CBCA may undertake various activities, including:

- Apply for and accept funding and/or sponsorship to support events, academic lectures, conferences, programs, school visits, information technology, training, promotion, and its branches, sub-branches and other groups
- Provide speakers and representatives to key stakeholder groups, such as children, parents, teachers and other educators, librarians, students, publishers, authors, illustrators, booksellers, the media and others
- Support conferences, festivals and workshops
- Participate in networking events
- Collaborate with research organisations
- Provide information and advice to other organisations

The CBCA 2020 Strategic Plan (**Plan**) articulates a core strategy and related strategic initiatives in relation to partnering and sponsorship, being:

- Extend its reach and influence by partnering locally and internationally (S17). This strategy requests that the CBCA seek out partnerships (I28) that help it meet the objectives of the Plan in accordance with the criteria (I59) in Appendix A – Partnership and Sponsorship Decision Guide
- Investigate and establish relationships and collaborate with local and international organisations and conferences promoting children's literature (I28 – Theme: to deliver stakeholder value)

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- Adopt criteria for impactful partnerships (159 – Theme: to operate best practice internal processes). See Appendix A – Partnership and Sponsorship Decision Guide

This policy outlines legal, ethical and practical issues to be addressed when seeking out and assessing partnership and sponsorship arrangements where there is a substantial transfer or combination of financial, human, intellectual or other capital.

The Board encourages branches to work at the local level with potential partners and sponsors who may meet the criteria expressed in the policy to deliver strategic goals.

2. DEFINITIONS – ‘PARTNERSHIP’ AND ‘SPONSORSHIP’

A **‘partnership’** is an arrangement between the CBCA and another entity (whether private sector company, government entity, association, individual or not-for-profit organisation) (**Partner**) to jointly achieve a shared goal.

A **‘sponsorship’** is an arrangement between the CBCA and a Partner pursuant to which the CBCA will receive financial or other support with the expectation that such support will contribute to the CBCA, or a campaign, project or event undertaken by the CBCA and, in doing so, project a positive image of the CBCA and the Partner in the community. A sponsorship is more than simple fundraising.

3. SELECTING PARTNERS AND SPONSORS

The CBCA welcomes offers of partnership and sponsorship arrangements. The CBCA will accept such offers that:

- are consistent with its mission of achieving positive social impact by engaging the community with literature for young Australians
- are consistent with its values
- benefit its image culturally and/or commercially
- are with Partners of sound reputation, and
- are ultimately approved by its Board.

The value and potential of all proposed arrangements will be considered against the criteria presented in this policy.

The CBCA reserves the right to reject any proposals, and in particular any that

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may be, or may be perceived to be:

- in conflict with its objectives
- damaging to its reputation, or actual or perceived independence
- promoting alcohol, tobacco, or gambling
- adverse to children

In short, all potential partnerships and sponsorships will be assessed for any political, moral or commercial sensitivities.

GUIDING PRINCIPLES

These guiding principles have been adapted from the ICAC publication, *Sponsorship in the public sector*. They apply to the CBCA's decision-making process in determining whether to enter into a partnership or sponsorship arrangement:

- Agreements should not impose conditions that would limit, or appear to limit, the CBCA's ability to carry out its functions fully and impartially
- There should be no actual conflict between the goals/objectives of the CBCA and those of the Partner
- Agreements should not involve explicit endorsement of the Partner or its products
- Where agreements involve the supply of a product, the CBCA should measure that product against objective criteria decided upon on an individual case as determined by the Board and confirmed in writing by both parties
- Personnel of the CBCA, either the Board, staff or volunteers, involved in partnerships or sponsorships should not receive personal benefit from the agreements or be personally incentivised in any way
- Any Partner will be treated objectively 'at arm's length' in all other dealings with the CBCA
- The assessment criteria for potential partners will be made publically available.
- Proposals should be assessed against predetermined criteria
- Agreement should be in writing
- Agreements must only be entered into if approved by the Board.

The decision making process involves:

- An initial consideration by the CBCA's Partnerships Committee (**Committee**) of a proposal's objectives, its alignment with CBCA's Plan and values, and its benefits, costs and risks
- Preliminary discussions of a suitable proposal with potential Partners
- Assessment by the Committee of the proposed Partner

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- Submission by the Committee of a suitable proposal to the Board together with the Committee's assessment and recommendation
- Approval by the Board of a suitable proposal
- Formalising the agreement for an approved proposal
- Management of the project
- Regular review and reporting of the project as per the Plan

PROCESS

1. Initial consideration

An initial consideration of purpose, alignment with Plan and values, benefits, costs and risks will be conducted by the Committee.

Primarily, the purpose must be consistent with the objectives of the CBCA with the specific Objective and Strategic Initiative being cited. The benefits should outweigh the costs, and a plan for the mitigation for all identified risks should be articulated.

A guide as to factors to be considered in these assessments is included in the Partnership and Sponsorship Decision Guide (Appendix A).

If a proposal passes these initial considerations, then it is appropriate to take the next step.

2. Preliminary Discussions

A long list of *potential* partners/sponsors will be maintained by the Committee and tabled in each Committee report.

Partnership and/or sponsorship arrangements supported by the Committee will be investigated by it via preliminary discussions.

3. Assessment of potential Partners

When exploratory discussions with a proposed Partner take place and if strong prospects have been generated, then an assessment needs to be conducted as outlined in the Decision Guide (Appendix A).

A potential Partner must submit a proposal (Appendix B) which meets the criteria established by this Policy.

4. Submission of a proposal to the Board

If a potential Partner and proposal is assessed as suitable by the Committee, then the proposal is submitted to the Board with a recommendation by the Committee – see Appendix B.

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a. Formalising the Proposal

Partnering and sponsorship proposals are to be in writing in the form, and addressing the matters, in Appendix B and a formal written agreement.

b. Management of the Partnership or Sponsorship Arrangement

Management of the partnership or sponsorship arrangement must be transparent and accountable. The nominated project manager must provide regular status reports to the Board as per the Plan's governance framework.

c. Review and Reporting

Details of all partnership or sponsorship arrangements are to be reported in the relevant Annual Report.

4. PARTNERSHIP AND POLICY RELATED DOCUMENTS

- Partnership and Sponsorship Decision Guide – see Appendix A
- Template proposal – see Appendix B
- CBCA 2020 Strategic Plan

5. PARTNERSHIP AND SPONSORSHIP RECORDS

Documents pertaining to particular partnership and sponsorship arrangements are to be listed / recorded in the relevant official Minutes of Meetings and filed at CBCA National Office.

6. PARTNERSHIP AND SPONSORSHIP CONFIDENTIALITY/ PRIVACY

Records relating to partnerships and sponsorships will be kept confidential as far as possible but will be accessible to the public if necessary or required.

7. REVIEW OF POLICY

This policy will be subject to review by the Board every 2 years or earlier in the event of a change to the Plan, to ensure that:

- it remains relevant
- partnerships and sponsorships are being entered into in accordance with this policy



Appendix A – Partnership and Sponsorship Decision Guide

A. Criteria to be considered in the assessments of the purpose, benefits, costs and risks of a proposed partnership or sponsorship:

A.1 Purpose and alignment with Plan

The purpose of entering into a partnership or sponsorship arrangement must be consistent with CBCA objectives and values, and the Plan. Identify which objectives, strategies and initiatives are being addressed and supported by this sponsorship/partnership.

A.2 Benefits

To assist in determining the benefits of entering into a partnership or sponsorship arrangement ask:

- What are the benefits? Consider:
 - Amplification of CBCA objectives and initiatives
 - Enhanced reputation of the CBCA including digital
 - Increased reach to stakeholders
 - Increased resources (financial or other)
 - Improved knowledge
 - Does the potential partnership enjoy broad connections with our communities of influence?
 - Does the potential partnership create stories or case studies that will be relevant, interesting and useful to CBCA?
 - Is the potential partner regional, national or international?
 - Do they have a good reputation with their existing partners? Do they demonstrate a commitment to partnering?
 - Other (specify)
- What are the anticipated benefits to the potential Partner? Consider:
 - Promotional opportunities
 - Branding
 - Increased resources (financial or other)
 - Other (specify)

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A.3 Costs

The benefits of entering into a partnership or sponsorship arrangement to the CBCA must outweigh the costs. Revenue targets need to be set or value of sponsorship be specified, and anticipated costs listed and calculated.

A.4 Risks

1. What is the risk? Consider:
 - a. Damage to reputation. Assess proposed Partner's history and current practice
 - b. Actions undertaken or being undertaken contrary to the CBCA's goals, strategic plan, management objectives etc. Evaluate the proposed Partner's goals and objectives and determine if they are consistent with CBCA goals. Is there a conflict of interest?
 - c. Potential misuse of CBCA logo
 - d. Damage to independence or perception of independence
 - e. Do costs outweigh benefits?
 - f. CBCA may be perceived as endorsing Partner's products
 - g. Perception of personal benefit to individual CBCA members
 - h. Damage to relationships with other stakeholders
 - i. Potential for dispute over intellectual property
2. What is the likelihood of it occurring (Certain/Imminent or Likely or Unlikely)?
3. What is the potential impact (High, Moderate, Low)?
4. What are the strategies to manage the risk? Some strategies may be:
 - a. Suspension of arrangement if a breach occurs
 - b. Openness in documents/contractual arrangements
 - c. Clear statement of commitment and expectations in documents/contract
 - d. Clear parameters set in writing for management of the arrangement
 - e. Judicious choice of Partner
 - f. Full costing of costs and benefits made transparent and monitored
 - g. Clear statement in documents/contracts as to endorsements
 - h. Clear statement in documents/contracts as to use of logos, advertising of products etc.
 - i. Clear statement prohibiting personal benefit
 - j. Publicise the CBCA's criteria for partnerships/sponsorships amongst stakeholders
 - k. Set out intellectual property ownership provisions.

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B. Checklist to ensure policy is being followed:

- Project manager and (if required) project committee nominated
- Full cost-benefit analysis complete and shows overall benefit
- Full risk analysis complete, and shows all risks can be managed
- Formal agreement (exchanged letters or memorandum of understanding or contract) between the Partner and CBCA established
- Acquittal process/termination of agreement developed/specified
- Approval by Board



Appendix B – Proposal for Partnership or Sponsorship

	Proponent's comments	CBCA's comments
Name of proponent		
Purpose		
Scope		
Time frame/duration		
Benefits to the CBCA, including revenue targets (if applicable)		
Benefits to partner / sponsor		
How will the sponsorship/ partnership help CBCA meet its strategic objectives?		(Reference Objective or specific Initiative)
What are the risks and how they'll be managed?		
What is the budget?		(Consider CBCA resources required i.e. establishment and administration costs, costs of any risk management)
Proposed management arrangement (nominate a project manager for both sides)		
Do you understand and agree to the CBCA's Code of Conduct and Working with Children Policy?		
Roles, responsibilities, and deliverables of both parties		
Do you understand you'll have no actual/perceived effect on the independence of the CBCA?		

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Statement addressing use of CBCA logo and partners/sponsors logo, naming rights, advertising allowed e.g. banners, on internet etc.		
Do you understand that a breach of the agreement will lead to a termination of the agreement?		
Do you understand the agreement will be a public agreement?		