

## 7 Presentation of officer reports

### 7.1 Sponsorship and Partnership Policy

#### Executive Summary

##### Purpose

The purpose of this report is to seek Council adoption of the Sponsorship and Partnership Policy 2021-2025 (the Policy) (**Attachment 1**).

##### Background

Forming sponsorships and partnerships with external organisations (including but not limited to government, non-government and community organisations and local businesses) is one of the ways Council can achieve its community vision and strategic objectives.

Council previously endorsed a Sponsorships and Acknowledgement Policy in 2010 which has now lapsed. In developing a revised Policy, consideration was given to ensuring engaging in sponsorship or partnership activities is acting ethically, in the best interests of the community, and is being transparent in its dealing with potential commercial partners and sponsors.

The Policy will enable Council to explore opportunities, while also protecting Council's position and reputation throughout the process.

##### Key Issues

The purpose of the Policy is to:

- Enable proposals made to Council for sponsorship and partnership arrangements to be considered through a clear and consistent process.
- Provide Council officers with guidance to assess and manage sponsorship and partnership proposals.
- Co-ordinate and maximise sponsorship and partnering opportunities.
- Establish transparency in decision making related to sponsorships and partnerships.
- Ensure the potential risks related to sponsorship or partnership arrangements are identified and mitigation actions are developed and delivered as far as is practical.

##### *The benefits of sponsorship*

Sponsorships allow Council to enhance the provision of services to the community by raising additional funding/securing resources that may not otherwise be available. Benefits include but are not limited to:

- Potential cost sharing/cost recovery opportunities.
- Marketing/Promotional opportunities.
- Opportunities to fill gaps in relation to equipment and expertise.

##### *The benefits of partnership*

By actively partnering with likeminded entities Council can benefit from:

- Increased utilisation of resources including assets, financial resources, technological resources and human resources.
- Delivering sustained/ lasting impact that can't be achieved alone.
- Access to a wider range of skills, knowledge and specialist expertise.

- Better outcomes for our community.
- Improved economies of scale freeing up resources for other uses.
- Opportunities for integrated planning and joint funding/grant applications.
- Strengthened relationships between councils and other government entities.
- Better use of and access to available and/or emerging technology.
- Improved local governance through modelling, information exchange and joint problem solving.

### *Assessment*

There are key criteria used when assessing sponsorship and partnership proposals which are used in conjunction with the Sponsorship and Partnership Frameworks.

These criteria are:

- Benefit to community
- Benefit to council
- Alignment with Council policies and strategies
- Appropriate contribution by parties
- Is the business or organisation local?
- Likely public perception
- Relevant matters before Council
- Background checks
- Impact on existing arrangements
- Ability to effectively manage risks

All sponsorship and partnership applications will be assessed for any real, perceived or potential risks. Any agreement Council undertakes must not compromise Councils' reputation, public image, probity or its ability to fulfil its functions and must comply with the guidelines of the Policy.

All sponsorship opportunities will be assessed in accordance with the key criteria outlined in the Policy. The Executive Leadership Team will sign off on all sponsorship agreements, sponsorships over \$10,000 and/or with a moderate or higher risk rating will be approved by Council.

### *Risk Mitigation*

Overall, risks will be managed through using the Policy to make decisions. This includes:

- using the processes and assessment criteria specified in the Policy and associated documents, including conducting risk assessments and identification of mitigation strategies.
- the exclusion of agreements with organisations engaged in activities that are not aligned with the Boroondara Community Plan, Council's values, policies, strategies and other guiding Council documents.

Council maintains the right to pursue or decline any request or proposed arrangement relating to sponsorships or partnerships.

### *Implementation*

If Council decides to enter into a sponsorship or partnership, a formal agreement will be put in place and monitoring will occur over the life of the agreement.

Sponsorships will be reported on as a part of Council's Quarterly Performance Report and Annual Report. Partnerships with a signed Memorandum of

Understanding or more formal agreement are reported on in Council's Annual Report.

## **Officers' recommendation**

That Council resolve to adopt the Sponsorship and Partnership Policy (2021-25) included as Attachment 1 (as annexed to the minutes).

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**Responsible director: Mans Bassi Director Customer and Transformation**

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## 1. Purpose

The purpose of this report is to seek Council adoption of the Sponsorship and Partnership Policy 2021-2025 (the Policy) (**Attachment 1**).

## 2. Policy implications and relevance to community plan and council plan

The policy considers and aligns with the priority themes of the Boroondara Community Plan 2021-31 (BCP). It enables us to achieve all strategies within the BCP that reference partnerships as an implementation method. It also ensures we meet the requirements set out in the Partnerships section of the Boroondara Community Plan which states the following:

*'Delivery of the Plan will require collaborative partnerships between Council and a range of stakeholders including community members and groups, service providers, local industries, peak bodies and associations, and State and Federal Government.'*

In addition, the Policy is consistent with and supported by Council documents including:

- Procurement Policy and Purchasing Guidelines
- Child Safety Policy 2021
- Code of Conduct 2021
- Community Engagement Policy 2021-2026
- Fraud Corruption and Control Policy and Related Principles 2018
- Staff Gifts and Benefits Policy
- Naming of Council Properties Policy 2011
- Risk Management Framework 2019-2022
- Social Media Policy

## 3. Background

Forming sponsorships and partnerships with external organisations (including but not limited to government, non-government and community organisations and local businesses) is one of the ways Council can achieve its community vision and strategic objectives.

Council previously endorsed a Sponsorships and Acknowledgement Policy in 2010 which has now lapsed. In developing a revised Policy consideration was given to ensuring engaging in sponsorship or partnership activities is acting ethically, in the best interests of the community, and is being transparent in its dealing with potential commercial partners and sponsors.

The Policy enables a clear and consistent approach to sponsorship and partnership arrangements, ensures potential risks are identified and risk mitigation strategies are developed and delivered.

The Policy will enable Council to explore opportunities, while also protecting Council's position and reputation throughout the process.

#### 4. Outline of key issues/options

Engaging in sponsorships and partnerships with external organisations enables Council to enhance or extend the quality of activities, programs and projects it is delivering, or to offset the Council contribution through sponsor and partner contribution.

##### **Purpose of the policy**

The purpose of the Policy is to:

- Enable proposals made to Council for sponsorship and partnership arrangements to be considered through a clear and consistent process.
- Provide Council officers with guidance to assess and manage sponsorship and partnership proposals.
- Co-ordinate and maximise sponsorship and partnering opportunities.
- Establish transparency in decision making related to sponsorships and partnerships.
- Ensure the potential risks related to sponsorship or partnership arrangements are identified and mitigation actions are developed and delivered as far as is practical.

##### **The benefits**

Sponsorship benefits: Sponsorships allow Council to enhance the provision of services to the community by raising additional funding/securing resources that may not otherwise be available. Benefits include but are not limited to:

- Potential cost sharing/cost recovery opportunities.
- Marketing/Promotional opportunities.
- Opportunities to fill gaps in relation to equipment and expertise.

Partnership benefits: By actively partnering we can better achieve strategic goals and objectives by working in collaboration with likeminded entities.

Benefits include but are not limited to:

- Increased utilisation of resources including assets, financial, technological and human resources.
- Delivering sustained/ lasting impact that can't be achieved alone.
- Access to a wider range of skills, knowledge and specialist expertise.
- Better outcomes for our community.
- Improved economies of scale freeing up resources for other uses.
- Opportunities for integrated planning and joint funding/grant applications.
- Strengthened relationships between councils and other government entities.
- Better use of and access to available and/or emerging technology.
- Improved local governance through modelling, information exchange and joint problem solving.

##### **Assessment**

There are key criteria used when assessing sponsorship and partnership proposals which are used in conjunction with the Sponsorship and Partnership Frameworks.

These criteria are:

- Benefit to community
- Benefit to council

- Alignment with Council objectives
- Appropriate contribution by parties
- Is the business or organisation local?
- Likely public perception
- Relevant matters before Council
- Background checks
- Impact on existing arrangements
- Ability to effectively manage risks

All sponsorship and partnership applications will be assessed for any real, perceived or potential risks. Any agreement Council undertakes must not compromise Councils' reputation, public image, probity or its ability to fulfil its functions and must comply with the guidelines of the Policy.

All sponsorship opportunities will be assessed in accordance with the key criteria outlined in the Policy. The Executive Leadership Team will sign off on all sponsorship agreements, sponsorships over \$10,000 and/or with a moderate or higher risk rating will be approved by Council.

In the event of multiple applications for sponsorships, officers will assess applications based on the criteria outlined and provide recommendations and relevant information to Council for approval.

Council maintains the right to pursue or decline any request or proposed arrangement relating to sponsorships or partnerships.

### **Risk Mitigation**

Overall, risks will be managed through using the Policy to make decisions. This includes:

- using the processes and assessment criteria specified in the Policy and associated documents, including conducting risk assessments and identification of mitigation strategies.
- the exclusion of agreements with organisations engaged in activities that are not aligned with the Boroondara Community Plan, Council's values, policies, strategies and other guiding Council documents.

Specifically, Council will not enter into any sponsorship or partnership arrangement with any external party who are seen to be in potential conflict with Council's responsibilities to the community, or whose reputation or image could prove detrimental to the public image of Council

Council maintains the right to pursue or decline any request or proposed arrangement relating to sponsorships or partnerships. This includes making decisions about whether the goods or services being proposed as part of a sponsorship or partnership arrangement meets Council's current and proposed standards and requirements.

The criteria and guidelines as defined in this policy are for guidance only, Council reserves the right to review this policy and treat each application on a case-by-case basis. If a sponsorship is accepted outside of these circumstances, it must be approved by Council and the reasons for acceptance must be clearly recorded by the approving officer.

## **Implementation**

If Council decides to enter into a sponsorship or partnership, a formal agreement will be put in place and monitoring will occur over the life of the agreement.

Implementation of the Policy will be supported by internal frameworks for officer use including:

- A Sponsorship Framework which provides guidelines and key considerations for engaging external organisations in paid sponsorship of council events, projects, facilities and services. It covers sponsorship proposals initiated by external organisations and those instigated by Council.
- A Partnership Framework which specifies our recommended way of working to identify and manage high quality strategic partnerships across Council. It details Council's partnership process and provides practical templates to help staff progress mutually beneficial collaborations with external organisations.

The Strategy and Performance Department will be responsible for registering, monitoring and ensuring partnership and sponsorship activities adhere to the Policy and deliver the agreed benefits. Sponsorships will be reported on as part of Council's Quarterly Performance Report and Annual Report. Partnerships with a signed Memorandum of Understanding or more formal agreement will be reported on in Council's Annual Report.

## **5. Consultation/communication**

The Policy was developed in consultation with internal stakeholders across the organisation including specialist advice from Council's Governance and Legal team. Benchmarking was undertaken with 21 LGAs across Australia.

The Policy has also been developed with regard to the following:

- Victorian Government Sponsorship Policy
- Sponsorship in the Public Sector – Independent Commission Against Corruption (ICAC) 2006

## **6. Financial and resource implications**

Sponsorships and partnerships allow Council to share knowledge, resources and services. They can improve planning and processes and improve access to services for communities. Implications include:

- Cost recovery for events, service delivery, projects and/or financial contribution toward common problems solved via a partnership model
- Improved economies of scale freeing up resources for other uses
- Better utilisation of resources including assets, financial resources, technological resources and human resources
- Opportunities for integrated planning across local government. This also provides additional avenues and opportunities to successfully explore joint funding/grant applications
- Strengthened relationships between councils and other government entities

**7. Governance issues**

No conflicts of interest were identified during the preparation of this report, and it is compatible with the Human Rights Charter.

**8. Social and environmental issues**

No social or environmental issues have been identified.

**9. Evaluation and review**

This policy will be reviewed after the first year of operation and then at least once every four years to ensure strategic alignment to community expectations and business priorities.

**Manager:** Jennifer Reid, Manager Strategy and Performance

**Report officer:** Adam Cummings, Partnerships and Grants Specialist



'DRAFT'

# Sponsorship and Partnership Policy

**Responsible Directorate:** Strategy and Performance  
**Authorised By:** Council  
**Date of Adoption:** <Date>  
**Review Date:** <Date>  
**Revocation/Sunset Date:** <Date>  
**Policy Type:** <AdministrativeOrCouncil>



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## 1 Introduction

Sponsorships and partnerships can provide Council with opportunities to achieve its strategic objectives and ensure Boroondara is a sustainable and inclusive city.

Council can increase its capacity to deliver activities, events, services and projects by sharing the responsibilities, resources, benefits and risks with external organisations (including other government organisations, education institutions, private business and community organisations). Sponsors and partners can also broaden the audience, scope and impact of the products, services and benefits they deliver to our community.

This policy outlines the purpose, scope, context and parameters for engaging in sponsorships and partnerships when:

1. A business or organisation has approached Council, expressing an interest in engaging in a sponsorship or partnership arrangement (external approach), or
2. An area within Council is interested in exploring the potential for a sponsorship or partnership arrangement with a business(es) or other organisation(s) (internally generated).

This policy is to be applied in conjunction with the Sponsorships Framework and Partnerships Framework (internal use only) which outline how the policy is to be implemented and provide further supporting information, tools and instruction on making decisions in relation to sponsorships and partnerships.

### 1.1 Purpose

The Sponsorship and Partnership Policy (the Policy) has been developed to outline the position of Council on engaging in incoming sponsorships and partnerships with external organisations and businesses.

Its purpose, is to:

- Enable proposals made to Council for sponsorship and partnership arrangements to be considered through a clear and consistent process.
- Provide Council officers with guidance to assess and manage sponsorship and partnership proposals.
- Co-ordinate and maximise sponsorship and partnering opportunities.
- Establish transparency in decision making related to sponsorships and partnerships.
- Ensure the potential risks related to sponsorship or partnership arrangements are identified and mitigation actions are developed and delivered as far as is practical.

### 1.2 Scope

All Council officers and consultants employed as representatives of Council, have accountability for enacting this policy through understanding, application and compliance.

This policy does not extend to the following circumstances:

- For projects and activities where a grant has been received by Council from an external source such as State or Federal Government.
- Delivery of grant funding through Boroondara Community grants. When an individual or organisation approaches Council seeking sponsorship, the individual or organisation will be directed to the [Boroondara Community Strengthening Grants Program](#) (see Section 5.3)

- Sponsorship by tenants of Council owned facilities covered by a lease or licence agreement, seeking external arrangements. When an individual or organisation approaches Council with leasing or licensing inquiries, the individual or organisation will be directed to the [Council Assets - Leasing Licensing Policy](#).
- “Community Partnerships” when used as a category for tenants in Council facilities.
- Supplier arrangements where Council purchases agreed services from others.

Specific exclusions are outlined under 3 Sponsorships and Partnerships not permitted.

### 1.3 Definitions

<b>Agreement</b>	A written agreement between Council and the sponsor/partner, outlining the responsibilities, rights and obligations of parties.
<b>Council</b>	Indicates reference to the City of Boroondara as a geographical area and also refers to the entity which has the authority to make decisions on behalf of the Boroondara community.
<b>Council Officer</b>	An employee of the Boroondara City Council.
<b>Councillor</b>	An elected member of the Boroondara City Council.
<b>Executive Leadership Team</b>	The team of executives of Council reporting directly to the CEO of Council, including the CEO.
<b>Grant</b>	A grant is a sum of money given to organisations or individuals for a specified purpose directed at achieving goals and objectives consistent with specific policy.
<b>In-kind</b>	Support given by external parties that does not involve a direct cash contribution, but the provision of goods and/or services.
<b>Memorandum of Understanding</b>	A Memorandum of Understanding (MOU) is a non-binding agreement which records details of an understanding between parties, such as intentions and goals, in relation to a proposal.
<b>Partnership</b>	<p>A partnership is defined as a mutually beneficial arrangement between two or more parties which:</p> <ul style="list-style-type: none"> <li>• Creates value for all parties</li> <li>• Involves work being done by both/all parties</li> <li>• Shares risk/rewards across all parties (if deemed acceptable, this does not have to be equal across all parties)</li> </ul> <p>This policy is limited to partnerships formalised via a Memorandum of Understanding or a more formal agreement.</p> <p><b>External Approach for Partnership:</b> An approach is made to Council by an external organisation to work collaboratively with Council to provide a service, project or event, and/or innovative approach to a mutual objective through an agreed provision from both parties of resources (cash or in-kind) and/or skills and technical expertise in return for shared benefits and risks.</p>

	<p>Example: A university approaches Council to gain access to Council's tree maintenance data so students can combine it with weather data to create a predictive model to forecast tree maintenance requirements for Council. In return, the university is able to provide their students with valuable industry experience.</p> <p><b>Internally Generated Partnership:</b> Council officers seek to enter into a mutually beneficial partnership in order to deliver a service, event, activity or project.</p> <p>Example: Council seeks partnership with a local not for profit training provider to conduct computer literacy programs for older people. There are synergies as both organisations have the same goal of providing a quality experience to older adults. Council provides space/a venue and the not-for-profit organisation is able to reach a greater audience.</p>
<b>Professional indemnity insurance</b>	<p>Professional indemnity insurance provides cover for legal costs as well as any damages or costs which may be awarded, if an organisation is alleged to have provided inadequate advice, services or designs which cause your client to lose money.</p> <p>Professional indemnity coverage is generally applicable to professional services firms who provide advice (i.e., accountants, lawyers, financial advisors).</p>
<b>Public liability insurance</b>	<p>Public liability insurance will protect a community organisation against its legal liability to pay:</p> <ul style="list-style-type: none"> <li>• compensation to third parties (e.g., members of the public) for bodily injury</li> <li>• property damage that may occur as a result of the community organisations' activities</li> <li>• the legal costs which a community organisation may have if it needs to defend bodily injury and property damage claims made against it.</li> </ul>
<b>Risk Assessment</b>	The process of identifying, analysing and evaluating risks.
<b>Sponsorship</b>	<p>An agreement in which an external organisation contributes cash or in-kind to support a particular Council event or project for a specified period of time, in return for negotiated rights and benefits.</p> <p>When an individual or organisation approaches Council seeking sponsorship, the individual or organisation will be directed to the <a href="#">Boroondara Community Strengthening Grants Program</a> (see Section 5.3)</p> <p><b>External Approach to Sponsor:</b> An approach is made to Council by an external organisation who wishes to provide a contribution (cash or in-kind) to</p>

	<p>achieve objectives agreed with Council, in relation to an event, project, facility or service in return for specified and agreed promotional and in-kind benefits, proportional and appropriate to the contribution.</p> <p>Council will determine if they deem it necessary to invite other potential sponsors to make an application for this idea.</p> <p>Example: A florist approaches Council wanting to sponsor Council's business workshop by providing flowers for the event and in return they have their logo displayed on the workshop program.</p> <p><b>Internally Generated Sponsorship:</b> Council officers seek proposals for a sponsorship as part of a plan for, or delivery of, an event, activity or project.</p> <p>Example: Council negotiates for a solar power company to sponsor Council's Sustainability Living Festival. The solar power company is entitled to be naming partner for the event and have its logo on display on all marketing collateral.</p>
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## 2 Background

### 2.1 Policy environment

Local government faces increasingly demanding and complex community expectations. With limited resources and competing demands, it is critical councils find new ways to plan and deliver services so local government is sustainable and able to flourish.

The City of Boroondara is home to a large number of local, state and national offices of businesses, a university campus, various private and public schools and many other large, medium and small businesses and government organisations. There are opportunities to work more closely with industry, government authorities and organisations, particularly local businesses, for the benefit of the community.

This policy enables Council officers to explore the potential for sponsorships and partnerships with external organisations as a means to improve Council's capacity to deliver services, activities events and projects.

Approaches are made periodically to Council from businesses and organisations interested in sponsorship or partnership arrangements. This policy also enables Council officers to make decisions about external proposals in a consistent manner while identifying and mitigating risks.

To ensure Council's brand is protected this policy also outlines the risk identification and management approach to be undertaken when assessing proposals for sponsorships or partnerships. Council reserves the right to suspend or terminate any partnership or sponsorship arrangement if a circumstance arises that could negatively impact on Council or perception of Council.

## 2.2 Strategic context

The City of Boroondara recognises the opportunities sponsorships and partnerships can bring, including contributing to the achievement of the Boroondara Community Plan 2021-31 Strategic Objectives.

A range of benefits can be realised by working collaboratively with external organisations to deliver high quality, inclusive services and events for the community, including:

- Providing opportunities to deliver community priorities in new and collaborative ways.
- Broadening the audience, scope and impact of Council activities.
- Strengthening relationships and connections with businesses, organisations and other government entities.
- Increasing understanding of what Council, businesses and other organisations do
- Accessing additional resources and expertise.
- Providing opportunities for additional funding or in-kind contributions via sponsorships and partnership arrangements.
- Delivering sustained impact.

## 2.3 Policy context

This policy is consistent and supported by the following Council documents:

- Boroondara Community Plan 2021-31
- Procurement Policy and Purchasing Guidelines
- Boroondara Arts Plan
- Boroondara Community Strengthening Grants Policy 2020
- Child Safety Policy 2021
- Code of Conduct 2021
- Community Engagement Policy 2021-2026
- Complaints Handling Policy
- Council Assets - Leasing and Licensing Policy
- Design Style Guide 2019
- Disability Action Plan 2018-2022
- Economic Development and Tourism Strategy 2016-2021
- Fraud Corruption and Control Policy and Related Principles 2018
- Media Policy 2018
- Multicultural Action Plan 2019-2023
- Naming of Council Properties Policy 2011
- Risk Management Framework 2019-2022
- Social Media Policy
- Sport and Recreation Strategy 2016
- Staff Gifts and Benefits Policy

### **3 Sponsorships and Partnerships not permitted and other limitations**

#### **3.1 Exclusions**

As outlined in the Boroondara Community Plan, Council is committed to enhancing the health and wellbeing of the community. Council will not enter into any sponsorship or partnership arrangement with any external party who are seen to be in potential conflict with Councils' responsibilities to the community, or whose reputation or image could prove detrimental to the public image of Council.

This includes but is not limited to businesses which:

- operate in the tobacco, gambling and/or sex industries
- produce or sell alcohol as core business
- produce or sell products that portray negative images or descriptions related to race, gender, sexual preference, religious belief, marital status or disability
- are publicly known to have significant past partnerships with the types of organisations and circumstances listed above

Council will also not enter into new agreements:

- with individuals
- where the sponsorship or partnership arrangements are likely to unduly restrict Council access to other sponsorships, partnerships, projects or commercial opportunities
- with registered political parties
- with an organisation or business who has an owner/s and/or director/s currently running for election, or currently elected, at any level of government
- where the organisation or business does not have an appropriate legal structure and current public liability and professional indemnity coverage (where applicable) and an Australian Business Number (ABN)
- religious groups seeking to promote their spiritual beliefs
- advocacy groups seeking to promote and/or lobby regarding laws, policies, practices or decisions of government which are not aligned with Council's strategies, policies and practices
- for a period longer than three years. After three years the sponsorship opportunity will be re-opened for submissions, allowing other organisations to apply in addition to the existing sponsor\*  
\*Existing sponsors with 5 years or more commitment at the time this policy is adopted may be exempt from this clause due to their long-standing arrangements.
- with organisations engaged in activities that are not aligned with the Boroondara Community Plan, Councils values, policies, strategies and other guiding Council documents
- Where an applicant is involved in any current planning, regulatory or legal matter involving Council, or if it is reasonably known that such matters are likely to arise in the foreseeable future
- Where the organisation is currently, or likely to be, involved in an active tendering or procurement process with Council



### 3.2 Considerations

Council will consider carefully sponsorship from organisations which are, or may be, subject to regulation by the Council during the life of the sponsorship to avoid potential conflicts of interest in the form of unequal benefits/perceived detriment in return for an organisation providing a benefit to the Council.

Council maintains the right to pursue or decline any request or proposed arrangement relating to sponsorships or partnerships. This includes making decisions about whether the goods or services being proposed as part of a sponsorship or partnership arrangement meets Council's current and proposed standards and requirements.

The criteria and guidelines as defined in this policy are for guidance only, Council reserves the right to review this policy and treat each application on a case-by-case basis. If a sponsorship is accepted outside of these circumstances, it must be approved by Council and the reasons for acceptance must be clearly recorded by the approving officer

### 3.3 Procurement

An agreement entered into related to this Policy does not replace procurement processes beyond the scope of the agreement. Any agreement does not assume future and/or sponsorship, partnership or supplier arrangements with Council.

### 3.4 Termination

In the event a matter relating to an existing sponsor/partner comes before Council, Council reserves the option to terminate or suspend the sponsorship or partnership arrangement until the matter is decided. This extends to matters which may conflict with Councils' responsibilities to the community or matters that could prove detrimental to the public image of Council.

## 4 Developing sponsorships and partnerships

### 4.1 Process

An overview of the process for assessing proposals or ideas for sponsorships and partnerships is provided below. This process is outlined fully in the Sponsorship Framework and the Partnership Framework for internal Council usage only.

#### SPONSORSHIPS

1. Potential sponsorship opportunity identified	<ul style="list-style-type: none"> <li>Council identify a potential sponsorship opportunity.</li> </ul>
2. Assessment of benefits and risks	<ul style="list-style-type: none"> <li>Discussions are held with relevant areas of Council and other relevant parties to check feasibility of pursuing a sponsorship including cost vs benefits, resources, risks, timeframes and interdependencies.</li> </ul>

3. Expression of Interest	<ul style="list-style-type: none"> <li>To ensure the greatest reach of potential sponsors, an expression of interest process is facilitated on our website and includes a description of the idea and the requirements of the sponsor. Organisations which meet the policy requirements are encouraged to submit an application.</li> <li>On occasion, Council is approached with a proposal for potential sponsorship. The proposal and partner are checked against the policy criteria to see if they are compliant. In this initial phase, Council will determine if they deem it necessary to invite other potential sponsors to make an application for this idea. If an external idea does not meet the policy requirements the enquirer is advised.</li> </ul>
4. Application	<ul style="list-style-type: none"> <li>An application form is completed by the business or organisation wishing to provide sponsorship. There may be more than one application for the same project.</li> </ul>
5. Assessment	<ul style="list-style-type: none"> <li>Prospects are assessed using the Assessment form by at least two Council officers, based on the criteria (see 4.2 below). Scoring is conducted and comments made.</li> <li>A risk assessment is completed and the need for additional background checks identified (see 4.2 Criteria - 7 background checks).</li> </ul>
6. Recommendation, endorsement and approval	<ul style="list-style-type: none"> <li>Proposal and assessment forms, along with recommendations, are reviewed. If endorsed, the proposal, assessment and recommendation is presented to the Executive Leadership Team (ELT) who make the final decision to approve or decline the application. For sponsorships over \$10,000 or with a moderate or higher risk rating a report will be prepared for approval by Council.</li> <li>In the event there are multiple applications, then officers will assess based on criteria under section 4.2 and if the sponsorship is over \$10,000 recommendation(s) and relevant information will be submitted to Council for approval.</li> </ul>
7. Response to applicant	<ul style="list-style-type: none"> <li>Feedback is provided to the applicant(s) on whether the proposal is approved or rejected.</li> </ul>
8. Agreement	<ul style="list-style-type: none"> <li>If approved, an Agreement is developed and signed by all parties.</li> </ul>
9. Monitoring, reporting and evaluation	<ul style="list-style-type: none"> <li>The arrangement is monitored and an evaluation conducted by the relevant business area, supported by the Partnerships and Innovation Team.</li> <li>A register is maintained of all proposals and evaluations with the Partnership and Innovation Team (Strategy and Performance).</li> <li>Sponsorships are reported on in Council's Quarterly Performance Report and Annual Report.</li> </ul>

**PARTNERSHIPS**

1. Potential partnership opportunity identified	<ul style="list-style-type: none"> <li>A potential partnership idea is developed within Council (internal) or an approach is made to Council with a partnership idea (external).</li> <li>The rationale for a partnership is assessed and if confirmed, feasibility discussions take place.</li> </ul>
2. Assessment of benefits and risks	<ul style="list-style-type: none"> <li>Discussions are held with relevant areas of Council and other relevant parties to check feasibility of the proposal including cost vs benefits, resources, risks, timeframes and interdependencies.</li> </ul>
3. Approach by Council	<ul style="list-style-type: none"> <li>For internal proposals, businesses and organisations which meet the policy requirements are approached with a description of the idea to garner interest in partnering.</li> </ul>
4. Profile	<ul style="list-style-type: none"> <li>Partner profiles are developed for prospective partners</li> </ul>
5. Assessment	<ul style="list-style-type: none"> <li>Prospects are assessed using the Assessment form, based on the criteria (see 4.2 below). Scoring is conducted and comments made.</li> <li>A risk assessment is completed and the need for additional background checks identified.</li> </ul>
6. Recommendation, endorsement and approval	<ul style="list-style-type: none"> <li>ELT will approve any partnership proposing to enter into a Memorandum of Understanding or more formal agreement and Council will be informed.</li> <li>Council approval will be sought for partnerships with a moderate or higher risk rating.</li> </ul>
7. Develop action plan	<ul style="list-style-type: none"> <li>An action plan is developed which outlines a clear scope of work, goals, timeframes, costs and needs.</li> <li>Contributions, roles, resources and responsibilities are defined</li> <li>Communication, conflict resolution and reporting strategies are developed</li> </ul>
8. Agreement	<ul style="list-style-type: none"> <li>If approved, an Agreement is developed and signed by all parties.</li> </ul>
9. Monitoring, reporting and evaluation	<ul style="list-style-type: none"> <li>The arrangement is monitored and an evaluation conducted by the relevant business area, supported by the Partnerships and Innovation Team.</li> <li>A register is maintained of all proposals and evaluations with the Partnership and Innovation Team (Strategy and Performance).</li> <li>Partnerships with a signed Memorandum of Understanding or more formal agreement will be reported on in Council's Annual Report.</li> </ul>

## 4.2 Criteria

The following criteria will be used to assess sponsorship and partnership proposals in conjunction with Council's internal documents, the Sponsorship Framework and the Partnership Framework.

### 1. **Benefit to community**

It is important proposals outline the expected benefit to the local community and/or Council.

### 2. **Alignment with Council objectives**

Proposals need to align with the stated priorities and aims of Council.

### 3. **Appropriate contribution by parties**

The proposed contribution of all parties involved is to be discussed, documented and assessed to ensure there will be adequate resources, available when needed. This will be agreed to prior to any sponsorship or partnership commencing.

### 4. **Is the business or organisation local?**

Proposals with businesses and organisations that are located in or have a presence in Boroondara will be prioritised.

### 5. **Likely public perception**

The community is the focus of all Council activities and proposals need to consider the likely community response, particularly any aspects that have the potential to cause concern.

### 6. **Relevant matters before Council**

To avoid the potential for conflict of interest, Council will assess if there are any matters or arrangements (past or present) with organisations and businesses seeking to be sponsors or partners.

### 7. **Background checks**

Reasonable background checks on potential sponsors and partners will be carried out to ensure that any potential risks are identified. This includes but is not limited to reputational or financial risk.

Medium to large organisations who demonstrate they have best practice workplace policies in place (including but not limited to policies that support access, inclusion and diversity) will be highly regarded. Working with Children and Police Checks will also be considered where necessary.

### 8. **Impact on existing arrangements**

Before proceeding with any arrangement, Council will consider whether the proposal will impact on current or planned work, including overall workload, resources and priorities.

### 9. **Ability to effectively manage risks**

Potential risks will be identified and options outlined for how these risks would be managed.

### 4.3 Risk Identification and Management

All sponsorship and partnership applications will be assessed for any real, perceived or potential risks. Any sponsorship agreement Council undertakes must not compromise Council's reputation, public image, probity or its ability to fulfil its functions and must comply with the guidelines of this Policy.

The potential key risks may include, but are not limited to:

- A perception the partner organisation or sponsor is being given an unfair advantage.
- The type of partners or sponsor or the type of arrangement is seen by the public, or other businesses and organisations to be inappropriate for the Council to be engaged with.
- The event or activity is viewed as unsuccessful and/or not value for money by the community and/or the partner/sponsor.
- There is, or is a potential for, perception of fraud, corruption, financial or organisational collapse or withdrawal of resources by sponsors or partners.
- There are safety, or potential safety issues, related to people, animals, the environment or assets.
- Arrangements entered into require more Council resources, or take more time, than expected or result in a lower quality outcome.

Overall, risks will be managed through using this policy to make decisions. This includes:

- Using the processes and assessment criteria specified in the policy and associated documents including application and assessment forms (for internal use), as well as conducting risk assessments and identification of mitigation strategies.

### 4.4 Establishment

A signed agreement is required with all parties before commencing activities. The agreement would:

- Outline the activities and responsibilities, including the funding or in-kind resources to be provided by each party, as well as the timeframes and outcomes to be delivered.
- Include consultation with, and approval of, Council prior to the release of any media, logos, communications or similar regarding the project.
- Include a statement that the parties are not involved in activities excluded under the policy.
- Include clauses related to dispute resolution, termination and any adverse effect on Council's reputation.
- Include a statement outlining the length of agreement.
- Monitoring, reporting on, and evaluating activities are to be conducted.

### 4.5 Approval

#### Sponsorships

- ELT will sign off on all sponsorship agreements.
- Sponsorships over \$10,000 and/or with a moderate or higher risk rating will be approved by Council.

#### **Partnerships**

- ELT will sign off on any partnership proposing to enter into a Memorandum of Understanding or more formal agreement and Council will be informed.
- Council approval will be sought for partnerships with a moderate or higher risk rating.

### **4.6 Monitoring and Evaluation**

Each sponsorship or partnership arrangement is to be monitored and evaluated for effectiveness and value against the objectives set for the activity. Council reserves the right to withdraw from a sponsorship or partnership where the external party is considered to have not complied with the spirit of this policy and/or any written agreement. Evaluations are to be completed at the end of the activity or project. Consideration should be given to an annual review for longer term arrangements. Annual monitoring and evaluation activities are to be undertaken by the area of Council taking the lead on the sponsorship or partnership activity.

In order to document and report on activity under the policy, all applications, evaluations, and agreements are to be registered with the Partnership and Innovation Team (Strategy and Performance).

### **4.7 Transparency**

Any funds through sponsorships and partnerships will be treated as public monies and must be used solely for the agreed purpose. In-kind sponsorship will not be accepted where the goods or services do not meet the objective criteria as established in Council's Procurement Policy and Purchasing Guidelines. All projects will be evaluated, including for value for expenditure.

- Sponsorships are reported on in Council's Quarterly Performance Report and Annual Report.
- Partnerships with a signed Memorandum of Understanding or more formal agreement are reported on in Council's Annual Report.

## **5 Rights, acknowledgement and communications**

### **5.1 Examples of Sponsor Rights**

In return for financial or in-kind contribution, the following are examples of the types of benefits which may be considered when entering into a sponsorship agreement. These will be further developed over time.

<b>Benefit</b>	<b>Commentary</b>
City Partner	Partner able to use by-line "XXX Partner of the City of Boroondara"

Digital	Website and e-newsletter acknowledgment, database marketing (insert, offer prizes for competition), social media acknowledgment/content on approved basis
Discounted venue or service offering	Venue hire, trade stall, product display/sampling, or similar
Exclusivity	Generally, only for a Facility/Program/Event. Again, if sensitivity to be discussed at an early stage by Council officer(s) and/or elevated for guidance/resolution as required
Hospitality	Partner functions, complimentary tickets, preferential ticket access/seating, VIP parking, customised hospitality, celebrity meet 'n greets, defined personnel use for partner purposes.
Media/non-media reach	Logo/name insert in print, radio, television media, screen, collateral e.g., flyers, brochures, etc. PR acknowledgement where possible, e.g., press releases. In some circumstances logo/name insert could be extended to staff apparel, participants apparel (e.g., t-shirts, number tags), merchandising
Naming rights association	Naming rights for a program or event would require further consideration by Council based on value and there being a significant community benefit. Other Council policies would need to be considered to ensure compliance.
Partner employees	Participation by employees (e.g., team entry). Access to discounts, merchandising, celebrity meet 'n greets. Employee volunteer programme
Signage	Digital (by video clip, visual, logo; frequency subject to level) and/or static (number and placement; storyboard). Also could be extended to vehicles, street banners, etc.

## 5.2 Principles of acknowledgement and benefits

The following scale of acknowledgements will be applied when considering sponsorship and partnership proposals, particularly the benefits sponsors and partners will receive from Council.

- The sponsor acknowledgement or benefit should be commensurate with the value of the sponsorship provided (all sponsors will be recognised in appropriate collateral).  
Examples of the types of arrangements which may be considered are provided below:
  - Small scale sponsorship (for activities which attract up to 50 people per activity, such as business networking events, library workshops, school holiday programs) e.g., a florist sponsoring Council's business workshop by providing flowers for the event may have their logo displayed on the workshop program.
  - Medium scale sponsorship (for activities which attract between 50 to 500 people per activity, such as award programs, community forum, volunteer expo) e.g., a camera retailer sponsoring Council's photography competition may be entitled to have one of the competition categories named after it and display its banner at the award ceremony.
  - Large scale sponsorship (for activities which attract more than 500 people per activity, such as music festival, pet expo, seniors festival) e.g., a solar power

company sponsoring Council's Boroondara Sustainability Living Festival may be entitled to be naming partner for the event, its logo on display on all marketing collateral and a dedicated tent at the festival.

- The forms of sponsor acknowledgement should be negotiated in consultation with the relevant Council stakeholders, prior to any sponsorship agreement being made, and documented in a written agreement. The Strategic Communications Team should be consulted in regards to any media and branding conversations.
- Sponsor acknowledgement should clearly indicate Council support for the sponsored activity only, as opposed to Council's ownership of the sponsored activity or Council's endorsement of the organisation or its products more broadly.
- Promotion of the sponsorship must not reasonably be seen to compromise the public perception of Council's brand.
- Sponsorship conferring naming rights requires authorisation from the Head of Strategic Communications prior to Council approval.

Sponsors and partners will not receive:

- Preferential treatment or influence over Council deliberations or decisions.
- Access to Council or resident information, which is not otherwise publicly or legally accessible.
- Ownership of the intellectual property developed in relation to the sponsorship or partnership.

### **5.3 Boroondara Community Strengthening Grants**

When an individual or organisation approaches Council seeking sponsorship, the individual or organisation will be directed to the Boroondara Community Strengthening Grants Program.

Council supports projects which reflect demonstrated community need, address priority themes of the Boroondara Community Plan, and benefit the Boroondara community.

Eligibility may differ between grant programs however broadly all applicants must:

- provide direct benefits to residents of the City of Boroondara (local organisations are prioritised)
- be a legally constituted entity (e.g., a co-operative, incorporated association, company or company limited by guarantee). For Annual Grants only, you may have another organisation auspice your application (unless requesting less than \$1,000).
- have an Australian Business Number (ABN), or complete a Statement by Supplier form, or hold an exemption from registration
- have a committee of management that accepts responsibility for the administration of the grant
- hold an adequate public liability insurance policy to cover the staff, members and the general public, as appropriate
- not have your own grant giving program or fundraising program that provides money to finance another organisation's community initiatives
- have satisfactorily accounted to Council for the expenditure of any previous Council grants (if relevant)



- comply with all other relevant Australian and Victorian legislation, including: accounting and auditing requirements; equal opportunity and anti-discrimination laws; human rights laws; privacy, confidentiality and freedom of information laws; registration or accreditation of professional employees; and preparation and dissemination of annual reports
- have an adequate risk management plan in place (as required).

In the interest of fairness, transparency and maintaining community confidence in the integrity of the grants program, formal assessment processes exist for all competitive grant categories. Refer to the Boroondara Community Strengthening Grants Policy for a more detailed outline of each category of grant including eligibility, application and assessment processes and conditions of funding.

Council expects all grant recipients acknowledge the City of Boroondara in any promotional materials associated with a funded program, asset or event.

#### **5.4 Communication to the public and use of logos and other materials**

The Sponsor Acknowledgement including use of Council's master logo and/or brand marks, must comply with Council's branding and communications guidelines, including but not limited to Council's Media Policy, Engagement Policy, Design Style Guide and Social Media Policy and must be approved by the [Strategic Communications team](#).

Council will request to see any marketing material prior to it being published for approval.

Council is to be consulted early in any discussions regarding the use of logos, branding, photography and videos or other collateral. All media, including social media and external communications are to be discussed beforehand and agreed between all parties prior to any release. This includes the content, timing and methods of release.

Use of Council logo requires written approval and may only be used within the agreed time period within the sponsorship agreement or memorandum of understanding.

## **6 Managing conflicts**

### **6.1 Breaches of agreement**

The written agreement entered into between parties will outline how conflicts and breaches of agreement are to be managed.

### **6.2 Managing potential or perceived conflict of interest**

Councillors and all Council officers and consultants employed as representatives of Council, staff are required to notify the Integrity Coordinator for any breaches or suspected breaches or concerns related to conduct, potential fraud or conflict of interest. This includes when they become aware that an individual or organisation they

- own (as a significant shareholder or otherwise); and/or
- are members of, or affiliated with; and/or
- are employed by, either directly or indirectly; and/or
- received campaign donations from and/or
- has/is engaged in sponsorship or partnership discussions with Council, or are considering a sponsorship or partnership proposal under this policy.

Sponsorships should also adhere to the principles outlined in a guide for public sector agencies developed by the [Independent Commission Against Corruption \(ICAC\) in NSW](#). The ten key principles are appended to the Sponsorship Framework for internal purposes and are used to mitigate risk of and opportunities for corruption.

## 7 Accountabilities

Resources and input	Responsible
Development, promotion and review of policy and supporting documents and provision of general advice.	Strategy & Performance
Developing and managing activities in partnership with Council as agreed.	Businesses and organisations interested in a sponsorship or partnership with Council
Identifying, assessing, managing and evaluating sponsorship and partnership proposals and activities, including negotiating and finalising agreements.	Department conducting a sponsorship or partnership and requests relevant to their area.
Providing advice and endorsement regarding media, use of branding and other collateral related to sponsorships and partnerships, prior to agreements being reached.	Strategic Communications
Maintenance of a Sponsorship and Partnership register.	Strategy & Performance
Reporting on sponsorship and partnership arrangements. Coordinating background checks as required.	Strategy & Performance
Sign off on all sponsorship agreements. Sign off on partnerships proposing to enter into a memorandum of understanding or more formal agreement.	Executive Leadership Team
Approval of sponsorships over \$10,000 and/or with a moderate or higher risk rating. Informed of partnerships entering into a memorandum of understanding or more formal agreement. Approval of partnerships with a risk rating of moderate or higher.	Council

This policy will be reviewed at least once every three years to ensure strategic alignment to community expectations and business priorities.

### 7.1 Financial implications

There is no organisation-wide budget for activities related to this policy. The area of Council entering into a sponsorship or partnership will be responsible for providing resources for the development and assessment of proposals, as well as any implementation costs.

## 8 Contact information

For queries or feedback regarding this policy, please use the contact details below.

Contact Department	Contact number	Contact email
Strategy and Performance	Ext 5742	partnerships@boroondara.vic.gov.au