

Sponsorship

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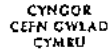
DŴR CYMRU
WELSH WATER

Proceedings from a workshop held at
The Bute Building, Cardiff University, Cardiff
on Tuesday 18 August 1998

Countryside Recreation Network



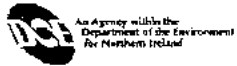
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COUNTRYSIDE COUNCIL FOR WALES



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A UK-wide Network, CRN gives easy access to information and people concerned with countryside and related recreation matters. The Network helps the work of organisations and individuals by:

Research:

to encourage co-operation between members in identifying and promoting the need for research related to countryside recreation, to encourage joint ventures in undertaking research, and to disseminate information about members' recreation programmes.

Liaison:

to promote information exchange relating to countryside recreation, and to foster general debate about relevant trends and issues.

Good Practice:

to spread information to develop best practice through training and professional development in provision for and management of countryside recreation.

The Countryside Recreation Network is committed to exchanging and spreading information to develop best policy and practice in countryside recreation

Countryside Recreation Network

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Countryside Recreation Network and held at the
The Bute Building, Cardiff University, Cardiff
on Tuesday 18 August 1998

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INTRODUCTION

*By John Harrison,
Sports Council for Wales*

Sponsorship is a growth industry. It sometimes feels that both public organisations with ever tighter budgets, and charities working in an increasingly competitive market, are natural bonding partners for companies with big profits and an acute sense of public relations.

Bernie Ecclestone's one million pounds was a classic reminder of some of the tensions inherent in sponsorship. The cigarettes the cars advertise are a controversial product and are smoked in the pit lane, but can seriously damage the skyline. The product is also excluded from many normal means of advertising. What did Bernie want for his money? Can such relationships be truly honest?

But we are jumping ahead. Most of us would like to know how to get a million pounds, then we can worry about the ethical fine print.

The workshop's programme was designed to give a rounded picture of how the sponsorship industry works and how you should approach it to ensure you get what you need from it, and do not give away things you didn't mean to.

Richard Witt outlined the big picture. What is the scale and position of corporate support in the economy? What are the different types of corporate support? Do you really want sponsorship? *Angela Gault* talked about approaching companies and building and nurturing partnerships -- the courtship of sponsorship. *Lesley Reader* began a three part focus with *Patrick Chapman* and *Graham Stewart-Reed* on different perspectives of the sponsorship experience, giving views from the public sector, a major non government organisation, and one of Britain's biggest commercial companies. Finally *Michael Seddon* talked about the way the New Forest has used sponsorship on projects great and small, and *Jamie Wallace* questioned the nature of recent partnerships between the corporate and the environmental world.

We obviously couldn't presume to offer advice, and particularly to charge for advice, unless we had real credibility. I am delighted to thank Dwr Cymru/Welsh Water, especially Brian Nelson, for supporting our Sponsorship workshop and allowing us to offer subsidised places for students.

CORPORATE SUPPORT AND SPONSORSHIP: THE CONTEXT

By Richard Witt,

Yorkshire Dales Millennium Trust

My name is Richard Witt, I currently have three jobs. I am the Director of the Yorkshire Dales Millennium Trust, I am the Managing Director of the Trust's Trading Company, YDMT Consultants, and I also spend about 20% of my time working as the Yorkshire Dales National Park Authority, Development Officer.

I have been employed as a full time fundraiser for nearly 13 years in the voluntary and local authority sector. During that time I have been involved in all sorts of corporate fundraising and sponsorship from dog shows to golf tournaments, planting trees to undergrounding overhead electricity lines. I hope to pass on some of the knowledge I have gained during this time but when I was asked to present at this conference, I was hesitant to talk about sponsorship in isolation to this particular audience.

Could I ask you to indicate by raising your hand how many of you in this room would describe yourself as a professional fundraiser? About 8 people out of 80.

Whenever I have asked that question in the last three years that is the same response I have received each time. If you do not consider yourself as a professional then I would suggest you have to ask yourselves whether you should be trying to attract corporate sponsorship.

For many organisations who are not involved in raising external funds professionally, writing to a company and asking them for money to have their name on a poster or leaflet seems such an easy thing to do. If it is to be done professionally it will be time consuming and needs to be considered as a long term objective. I hope that by the time you leave the seminar to day you will:

1. feel that you will approach this particular area of fundraising as a professional; and
2. have an understanding that companies expect a lot, but can give a lot in return if you invest the time and effort necessary.

Because many of you here do not consider yourselves as "professional" fundraisers it is vital that you assess whether your time spent on fundraising could be spent more productively in other fundraising spheres. There are only five different sources of money.

The Fundraising Mix

- Public appeals and donations
- Corporate support
- Statutory agencies/Lottery
- Trusts/Foundations
- Organisations

But within each of these sources of money there are literally dozens of different ways of accessing it.

The reason I am not keen to talk just about "sponsorship" is that a very large percentage of companies support voluntary and statutory agencies in ways that would not be classed as sponsorship, but this support can be far more valuable. Thus to put sponsorship in the context of fundraising I would put it quite a long way down the list of "easy ways of raising money".

I would like to show you what sort of money is around and some of the trends in corporate giving. One of the best reference books for this sort of fundraising is probably "The Guide to UK Company Giving" published by the Directory of Social Change. It gives an analysis of the top 500 companies, providing amongst other things contact details, the sponsorship strategies for the company, and amounts and examples of current support.

Corporate Trends

Several points are important to note; from the top 500 companies in the guide:

- Donations by companies are increasing (£206 million in cash donations and £130 million in other forms of support). The donations are not sponsorship.
- Non cash contributions from these companies could be as high as £500 million and this non cash support is increasing.

- Most of the top 500 (and most other large companies) will have a sponsorship strategy. You must find out what it is. Companies will usually specialise in a few areas.
- Companies are receiving increasing requests for support. Some large ones state they receive over 500 requests per week!

This latter point is going to be crucial for you. You are in a highly competitive market and if you don't follow the "Principles of Influence and Sponsorship", you will not be successful in the long term with seeking corporate support.

The books and the companies tell us there are millions of pounds available to organisations like us. But if only a small part of it is sponsorship what other forms of support are companies giving?

Corporate support

The main types of support are:

- Donations.
- Sponsorship.
- Contributions in kind (C-I-K) e.g. materials.
- Give as you Earn (G-A-Y-E). Donations from employees through the payroll.
- Cause related marketing (C-R-M). Buy a tub of Flora and 1p goes to.....
- Employee fundraising. Some companies will match any funds raised by employees.
- Secondments of staff. One finance manager could be worth £30k a year.

But other types of support can be just as valuable:

- Facilities, e.g. rooms for meetings or events.
- Advice, especially from accountants and management consultants.
- Advertising, companies may advertise in your publications.
- Volunteers from the workforce.

Getting money from companies is just one way of raising external funding, sponsorship is just one way of getting money from companies and it is one of the hardest, not the easiest if you are to be successful in the long term.

There are two sets of principles you should adopt as part of your fundraising and corporate sponsorship strategy. The Principles of Influence and the Principles of Sponsorship.

The Principles of Influence

These principles should guide you through your sponsorship strategy and in your dealings with companies from the word go, whether by telephone, written proposal or face to face negotiation.

If you follow these principles then you can not fail to influence. They have been identified by one of the top American psychology lecturers and are the ones you must use to get people to say YES.

Reciprocity

Giving someone something first. They HAVE to give you something back. Think of what you can give the company or individual.

Liking

People will be more likely to say yes if they like you and will find it more difficult to say no if they like you. Even if they do say no they will be more likely to encourage further contact and will keep the door open for further approaches and contacts in the future. In the first instance this might be by making sure you get their name, job title and address correct.

Consistency

Keep your staff, your attitude and approach consistent, so people know where they are with your organisation.

Scarcity

People like to think they are getting something that is scarce. E.g. "there are only two of these left in the UK and one is already being destroyed!"

Authority

People are influenced by, and trust, those they think exude authority. Be professional and know your stuff. If you don't, take someone with you that does.

Consensus

If someone else is doing it, others like to do it as they don't want to be left out. (Organisations think everyone else is getting more corporate sponsorship than they are!) So give examples of other major companies that you have worked with on similar projects.

Now you know how to make people say "yes", all you have to do now is to find the right people and get to speak to them about the right project at the right time!

This is where you need to follow the principles of sponsorship.

The Principles of Sponsorship

Professionalism

In my opinion you can't be too professional. It may be that when you are dealing with members of the public that materials and presentations might give the wrong impression if they look "too professional" but in my opinion this is not the case with the corporate sector. Companies are risking their name and reputation by supporting one of your events or activities. Do they want to think you are a professional who will get the publicity they want or an underfunded organisation that has not got the skills or experience to be able to carry out the scheme?

Research

This is so important I want to look at it separately. Just to say here that the experts in this are the University Development Units. The best ones like Oxford have at least four people who spend ALL their time just researching potential donors, both corporate and individuals.

Building the relationship

The key words in fundraising. Whatever the outcome of your approach to a company, treat them as though they are not just going to support you once but forever. Even if they don't support you, still treat them as though they have, if you keep applying the principles of influence and sponsorship, I GUARANTEE one day they will!

Long term planning

When you talk to most people in the local authority and statutory sector about long term planning they usually think you mean six months! You can't depend on getting sponsorship or indeed any external funding. Thus the organisation should be planning over the next one to five years, what it is definitely going to be doing, and what it would do if it had the money available. Good corporate and fundraising strategies will ensure that the key projects and work of an organisation will get done with or without sponsorship. Longer term planning will give the fundraiser time to plan out a complete fundraising strategy, of which sponsorship could be an element, which will ensure that the organisation's key aims and objectives will still be met.

Persistence

This doesn't mean don't take no for an answer if the company sponsorship strategy specifically states it will not support your type of organisation. It refers back to the point above. If you have done your research and you know a company does sponsor the sort of things you are offering but they haven't selected your scheme this year keep on building on the relationship and being professional. Keep them informed of what your organisation is doing, by inviting them to events and activities. Offer them things for free, like places at seminars, calendars etc. (remember reciprocity). Keep offering them different sorts of projects and different ways the company can support you.

U.S.P. (Unique Selling Point)

The marketing term for what it is that will make someone want to support your organisation or a particular project. Remember if you are looking at 500 applications a week how will you decide on the one or two to look at in more detail? It has to have something that makes it unique.

PR (not press release but public relations)

Don't get confused. These days there is no such thing as philanthropic sponsorship. Despite what I said earlier most sponsorship is measured by how much press coverage the sponsor receives. Although more companies are increasingly aware that sponsorship has many other advantages.

Why Companies Sponsor

- PR in both senses. It could be a desire for product or general name awareness.
- To create good will. Many companies like to create a feeling of goodwill amongst customers, clients, shareholders and the local community.
- They like to be associated with certain causes. Polluters and the environment for instance!
- Sometimes they are looking for specific benefits and it could be as simple as getting free seats at the opera or football match.

So these are just some of the reasons for sponsoring. Your research should help you identify this for your target companies.

Research

This is not a luxury just for those organisations who have full time professional fundraising staff. It is a vital component if you are not to waste your time and your organisations money. These are the key things you need to find out from the company you have identified as a possible funding source.

- Who to talk to or write to?
- When do they have windows e.g. year ends or beginnings?
- Strategy. What things do the company support or not?
- Current support. What are they currently supporting and why?
- Average levels. It is no good asking for £50,000 if the company limits support to £10,000.
- Products. What does the company "sell", how can you make the link with the product?

These are the key things to know before you make "the ask". Where can you find this information? Annual reports, local newspapers, the company itself. Ring up and ask to speak to the person who is in charge of sponsorship or marketing.

If you have the time to make up a proper corporate database the other headings to go in the database are:

- Director's interests;
- The name of a key employee known to you;
- Details of the company newsletters;
- Any special events or activities that the company might be getting involved with;
- The performance of the company;
- Details of any takeovers or mergers;
- Redundancies! Not always a negative factor as they might want to boost staff moral; and
- Find out the names of subsidiaries. You can end up writing to the same person twice!

Much of this information will be in the financial and business pages of either local, regional or national papers or your trustees, committee members etc. may have a contact.

Finally before you even telephone or write to one company you must establish your organisation's ethics policy on corporate support.

The Ethics Policy

You have to know who you can and can not accept money from. Don't always assume the obvious. I had a client say to me they were quite happy to accept money from BNFL but they wouldn't accept a penny from the RSPB!

Finally

The Pitfalls!

If you follow the Principles of Influence and Sponsorship, of course there won't be any! However there are always things that can happen outside of your control. It's always worth carrying out a risk assessment.

Some of the pitfalls I have experienced:

- Spending £5,000 worth of time and resources on a £4,000 sponsorship deal.
- Complete inability of senior management or committee members to understand what is sponsorable and what isn't.
- Being asked to get £10,000 worth of sponsorship for something that is only worth £1,000 to a company.
- Finding a company unable to pay the sponsorship money at the end of a year long series of events which cost £15,000 to put on.
- Having a major sponsor (£250,000) for a schools programme suddenly find they are on the front pages of all the tabloids for producing a product which rots children's teeth.
- Wasting time trying to get small bits of sponsorship money instead of spending it on getting much easier and larger sources of grant aid.
- Being given 6 weeks to find a sponsor for £5,000.

I am currently working with a number of local authorities and other agencies on "professionalising" their fundraising. I would be happy to discuss this further with any of you.

CORPORATE SPONSORSHIP – THE PUBLIC SECTOR PERSPECTIVE

*By Lesley Reader
Countryside Commission*

The Countryside Commission

The Countryside Commission is the government's advisor on countryside matters in England. Set up under the Countryside Act 1968, the organisation's purpose is to ensure that the countryside is protected, and can be used and enjoyed now and in the future.

Our main objectives are:

- to provide advice, information and support to government, other public agencies, our voluntary and business sector partners and the general public on countryside issues;
- to influence policy and attitude about the natural environment through, for instance, research, publications, conferences and forming partnerships; and
- to designate England's finest landscapes: National Parks, National Trails, Areas of Outstanding Natural Beauty and Heritage Coasts.

The Countryside Commission owns no land, but prefers to develop new ideas, successful initiatives and pilot projects that change the way people think about and look after the countryside.

In April 1999, we will merge with the Rural Development Commission to form a super agency for the countryside. Our remit will extend to addressing the social and economic needs of rural life, such as employment, tourism and countering social exclusion.

Why get involved in Sponsorship?

The Countryside Commission is an enabling organisation. In order to fulfill our objectives and priorities, we work in partnership with a wide variety of

organisations. Partnership with the private sector offers us a different perspective on our work. Also, the government is keen to promote private/public sector partnerships. Sponsorship allows us to fund some projects that we might never have been able to carry out ourselves. Private sector money is valuable as it can help us to lever in other resources, such as lottery funds. Unlike some of our voluntary sector partners, as grant givers we can contribute our own funds to a particular project, which enables the sponsor's money to go further.

Sponsorship gives the Countryside Commission the opportunity to increase the profile and understanding of its work, through media coverage. Commercial sector endorsement of our work is also valuable.

Method of Working

The Countryside Commission has been involved in sponsorship since 1994. We have a dedicated team of three people, based in Cheltenham, working on a broad spectrum of funding areas in addition to sponsorship – European, landfill tax and charitable trusts. A separate unit, based in London, leads the organisation on lottery issues.

About 40% of our time is spent advising colleagues and partners on funding opportunities and supporting their bids where required. The other 60% is spent fundraising directly for the Commission's projects and for our partners.

The External Funding Unit operates with a national perspective, seeking major funders who can help us to fulfill our objectives. As well as being the principal negotiators, we are also responsible for managing and maintaining the relationship once a deal is signed, even though others may manage the project itself. Continuity of contact with a sponsor is vital. If someone else is going to be responsible for managing the relationship once funding is secured, get them involved as early as possible.

The Process

It is very important to do the research first. Find out which projects take priority within your organisation but also think about what might be fundable – so it

might help to compile a list of benefits to the sponsor as you go along. We have found compiling a 'shopping list' of projects with prices attached to be a worthwhile exercise. From our experience, sponsors are generally interested in tangible products -- such as leaflets, information boards, conferences etc. Revenue funding can be more difficult to obtain, but if presented as part of an overall package - e.g. running an event and including staff time within that cost, it can be accepted. Before approaching companies, give some thought to your ethical standpoint. Are there any companies with which you wouldn't want to work?

Our starting point for engaging in dialogue with potential sponsors is to hold a series of business lunches each year, with our Chairman, inviting senior players from a range of companies (chief executives, corporate affairs directors etc.). These are informal occasions, with a specific theme of work to talk about. They give the Commission the opportunity to speak about its work, to have an open discussion about questions or issues arising from that talk and the opportunity for the business sector to network with each other. Much of the work is done in the initial research of companies to be invited -- their priorities and giving patterns - and in the follow-up, both with those that attended and those that didn't.

Face to face meetings are the best option to aim for whenever possible, as they allow both parties the opportunity to explore all the possibilities. Go ready with ideas (or your shopping list) but be prepared to be flexible as the discussions may highlight an area you'd not thought of.

Then you start the process of relationship building, another very important aspect of sponsorship. It can take 18 months to 2 years for a proposal to come to fruition, so keep talking. Where possible, get potential sponsors involved in what you do. Invite them to events you are holding, get them to visit projects, keep them up to date with newsletters etc.

This should lead onto submitting detailed proposals. Keep these short and concise (try for 2 pages of A4 maximum). Make sure that you can deliver what you promise and that it meets not only the sponsor's needs but your organisation's as well.

As already mentioned, managing the relationship once the deal is done is very important. It is a better use of time to retain an existing sponsor than to seek a new one.

We are regularly contacted by agencies to put together speculative bids for their clients. The majority of these go nowhere but some do hit the button. We have recently started a three-year partnership with Timberland, that came from an approach by an agency. We would advise that it is not worth spending much time on these requests, but it could be worthwhile sending a brief letter. If you already have your 'shopping list' you're most of the way there.

The Benefits to the Countryside Commission

In many ways these are the same as the reasons we get involved in sponsorship. Dialogue with the private sector gives us the ability to gain a different perspective on our work and could lead to a review of our priorities. This dialogue could also give us the opportunity to influence a funder's working practices from a position of respect and co-operation, rather than campaigning with placards on their front door.

Sponsorship offers us the opportunity to promote ourselves and our work through the media. Also, it provides independent confirmation that what we are doing is of value and is especially helpful in leveraging other funds.

The Benefits to the Sponsor

Again, publicity and promotion is an important aspect of sponsorship for the sponsor. It can have more impact than advertising. The (hopefully) positive publicity can lead to a better image of the company in the eyes of the general public and its own employees, which could then be good for business. Many organisations feel that they have a responsibility to put something back in to the communities they operate in. Sponsorship can offer an opportunity for employees to get directly involved in the community or to influence the company's funding priorities.

From a corporate perspective, sponsorship offers involvement in something different to its mainstream business.

An additional benefit that public sector organisations, such as ourselves, can offer is access to government and ministers for launches/events etc., which can be a good selling tool.

The Results

Now onto some of our successes.

You will hear more from Graham Stewart-Reed from Bass about their sponsorship of our Millennium Greens programme. The Millennium Commission has provided 50% funding towards a £10 million programme for creating over 250 green 'breathing spaces' by communities across England. Over three years, Bass are helping those communities most in need and having difficulty in raising their matched funding. The sponsorship will go towards the creation of these urban and rural village greens.

Timberland are getting involved with Community Forests. This is a long-term partnership with the Forestry Commission, local authority and voluntary sector bodies to create forests around some of our major towns and cities, such as Bristol and Liverpool, with the involvement of local people. Timberland are sponsoring the creation, maintenance and promotion of 12 recreational trails - 1 in each of the Community Forests over a 3-year period.

Volvo entered into partnership with the Countryside Commission to produce 'Gearing Up' - a mountain bike code to promote responsible cycling in the countryside. The publication was launched during National Bike Week and distributed initially through some of the major mountain biking publications.

Allied Domecq worked with us on the Thames Path, one of our family of National Trails. Their sponsorship was the commissioning of a major piece of artwork at the Thames Barrier, and covered the artist's time, materials and a launch event.

Blacks/Hi Tec, the outdoor clothing manufacturers sponsored information boards along another one of our National Trails - the Pennine Way.

The Pitfalls

Of course, it is not all positive.

Negotiations can take time and effort but not result in anything, so it is better to be prepared for rejections. Sponsorship can introduce a mismatch of priorities - e.g. the sponsor wants something that your organisation cannot deliver. It pays to be up front about what each party wants and what is feasible. A bad deal will benefit neither partner. Also, it is easy to seek funding for funding's sake and distort your organisation's priorities. In the long run this can prove destructive to your organisation. There are occasions when a potential sponsorship is not financially viable, for instance it will involve a great deal of effort for very little financial reward. It is important to know when to say no and walk away.

Summary

Sponsorship takes time and effort, but is an important part of the Countryside Commission's external funding strategy. Seeing sponsors as partners rather than just funders has enabled our organisation to add value to its priorities and projects.

Good luck and happy fundraising!

CORPORATE SPONSORSHIP – A WWF PERSPECTIVE

By Patrick Chapman

WWF (UK) Ltd

WWF acts throughout the world to conserve nature for the benefit of all life on earth. It is the world's largest and most effective independent conservation organisation and is represented by a global network of 53 offices with conservation work in 100 countries. It is said that 83% of the UK audience recognise the WWF brand logo and we can already boast 250,000 supporters.

WWF is now the market leader in environmental education with award winning publications, website and direct mail. WWF's Goal is to leave our children a living planet.

Natural Business Partners

A Corporate Partnership with WWF should offer and be perceived to offer an equal or better marketing and commercial benefit than a comparable charity or 'brand' sponsorship sales promotion or licensing opportunity. We take a pragmatic view of working with business. We work with businesses who aspire to or are already showing demonstrable progress towards environmental responsibility. We fundraise ethically, accepting money from all sources and activities, except where to do so would be contrary to the objectives and values of WWF.

Conservation Partnerships

Provides the umbrella activity under which promotional and marketing mechanics can exploit the relationship to optimum mutual financial and PR benefit. For example, sponsor companies each paid £20 million to be an exclusive World Cup sponsor but are believed to have spent twice that amount again in exploiting that significant investment.

WWF/NATWEST Group Joint Initiative

The Better Business Pack

The Better Business Pack contains the Quickstart Guide, Practical Management Guide, Strategic Management Guide and Communications Kit.

By implementing its guidelines small businesses are discovering a new way in which they can:

- Not only *cut costs*
- and *increase profits*
- and *gain competitive advantage*
- BUT ALSO *increase profits by reducing environmental damage.*

Q: – How does WWF vet Potential Partners?

A: – We take a pragmatic, open approach:

By using a combination of in-house scientific expertise and knowledge, a variety of environmental reports e.g. EIRIS and Ends Reports and use of websites to access public statements, annual reviews and any environmental policy statements – and common sense! We also have to go through an International Territory Approval Process.

Q: – How the WWF Panda Logo is used and what it represents?

A: – Cause Related Marketing

“The acknowledged definition of ‘Cause Related Marketing’ by Business in the Community is ‘a commercial activity by which a company with an image, product or service to market builds a relationship with a ‘cause’ or number of ‘causes’ for mutual benefit.’ It is in short defined as enlightened self interest and as a WIN-WIN-WIN for the company, the cause and the consumer” *Sue Adkins – Director for Cause Related Marketing at Business in the Community.*

Problems v Opportunities of accepting money

Each proposal is subject to a ‘value judgement’. There cannot be rigid, hard and fast rules. The commitment to mutual benefits can only be based on convergent objectives. Our policy is Partnership with business not Confrontation.

Q: - Who would we/would we not accept money from?

A: - Obviously there will be some "no-nos" within our (soon to be published) ethical investment guidelines. As previously stated, we fundraise ethically, accepting money from all sources and activities, except where to do so would be:

- a) counter productive; and
- b) contrary to our objectives and values.

Q: - What controls does WWF have over sponsored events?

A: - WWF has almost total operational control - we have:

- Editors rights on all literature;
- Trademark rights, promotionally; and
- Total financial control

To Summarise and the Future

- WWF is (belatedly) realising its potential in the world of sponsorship and licensing by playing its global card, with the professional help of agents IMG (International Management Group):
- Sponsorship as a whole will continue to grow. NGOs need to be professionally geared up to take full advantage; to act as NGOs have previously acted will not suffice.
- The best sponsorships will always have mutual benefits based on convergent objectives - in short obvious and real synergy.
- Sponsorship is about partnership and NGOs have a huge opportunity with the rise of the ethical consumer, as more and more companies seek to express their corporate citizenship through NGO partnerships.

THE CORPORATE PERSPECTIVE: WHY WE SPONSOR AND WHAT WE SPONSOR

*by Graham Stewart Reed
Bass Leisure Retail*

(Overheads from paper presented at workshop)

Bass Leisure Retail – The Business

- 2,500 pub, bars and restaurants
- Over 47,000 employees
- Operating profit £315m
- Growth strategy for brands, food, market share

A Little Background

- Bass Leisure Retail's pubs raise £6-7 million p.a. for charity
- Company donates to wide range of organisations
- Company 'Values' include 'Getting involved in our communities'

Current Sponsorships

- Midland Diamonds Awards
- City of Birmingham Symphony Orchestra – 1998 will be the 18th year of this sponsorship
- Midlander of the Year Award – Bass have been sponsoring this award since 1969

Future Sponsorship

- Focus on Communities
- Add support to pubs
- New financial arrangements
- Set up Corporate Community Investment (CCI) programme

Business Benefits

- Consumers' purchasing decisions positively influenced
- Supplier relationships strengthened
- Employee loyalty reinforced
- Recruitment and retention enhanced
- Politicians, regulatory bodies and pressure groups positively influenced
- Corporate reputation enhanced

Respecting our Communities

- We respect the communities in which we operate
- We safeguard the environment in the way we do business
- We get involved

Why a new Community Involvement Policy?

- New 'values' required more pro-active community policy
- Need for greater employee involvement
- Annual employee survey provided a measure of perceived activity
- Greater emphasis on environmental and ethical issues

Key steps in developing a policy

- Have a champion – with senior management support – who co-ordinates activity
- Keep it focused
- Establish a number of high profile activities
- Establish links with expert outside bodies – CAF, Business in the Community, Foundation Movement etc.
- Brand and publicise internally
- Audit of existing activity

Bass Model Policy

Philosophy

- Bass committed to an active role in the community
- A Bass community affairs programme helps to produce a climate conducive to running our business
- Promote Bass as being socially responsible and a concerned corporate citizen

Key elements of programme

- Charity support – move from reacting to requests to targeting donations
- Greater employee involvement – team building exercises
- High profile, nationwide project – Millennium Greens
- Raise profile of community activity within company

Millennium Greens – example of nationwide project

- Bass sponsorship launched in February '98
- Working with Countryside Commission
- Bass money will help communities meet 'matching funding' requirement for Millennium Commission lottery grants
- Bass sponsoring 80 to 90 new 'breathing spaces' for local communities
- Follows on from two other 3 year sponsorships – Wildlife Trusts and Understanding Industry
- Community involvement with a positive environmental message
- Opportunity for employee involvement

Employee Involvement

- Can be a struggle – employees work long hours
- Look for current activities and introduce Community involvement element e.g. team building exercises
- Recognise employee involvement
- Provide charity funding via employees

Measurement and Targets

- Community involvement measured in employee survey
- External measurement e.g. impact of environmental activity by major companies
- AGM, Political contacts
- Specific targets for elements of programme e.g. over 100 entries for the Community Pub of the Year

THE NEW FOREST – A CASE STUDY

*By Michael Seddon
Forest Enterprise*

Introduction

Forest Enterprise is an agency of the Forestry Commission and is responsible for the management of over 1 million hectares of forests and woodlands owned by the nation; this equates to some 5% of the land area of Great Britain. Throughout this area Forest Enterprise has a multi-purpose remit and our objectives include:

- The maximisation of returns;
- Provision for recreation and education; and
- The enhancement and maintenance of areas of special nature and heritage interest.

The New Forest is one of 32 regional management units or Forest Districts within Forest Enterprise and locally we manage some 35,000 hectares of woodland and forest across three counties. The New Forest could not however be classed as a typical Forest District because:

1. Over half the area managed is forest in the true sense of the word – that is to say an area of "wild" open space, with only a handful of trees scattered around;
2. It is the largest area of managed lowland heath in Europe;
3. It is the largest area of ancient pasture woodland in Europe;
4. It receives over 17 million recreational visits per year generating a "tourist" economy in excess of £100 million per annum.

Given the weight of these "non-market" benefits it may not come as a surprise to find out that the Forest District expends considerably more money than it gains as income – we run at a deficit of some £1.4 million per annum. While programmes can be tightened and made more efficient, cash is always in short

supply and new projects, or even at times routine work, needs to be prioritised. Often beneficial projects will not get off the ground. This is where, like a knight of old on his trusty steed, sponsorship can and has come to the rescue.

In this paper I have been asked to highlight some practical examples of how sponsorship has been used. Therefore I aim to:

1. Outline some examples of specific areas of work for which we have sought sponsorship;
2. indicate a range of possible sources of funding; and
3. illustrate our successes and failures in obtaining such resources.

Review of Case Study Examples

Tall Trees Trail

The 'Tall Trees Trail' is situated in the middle of the New Forest close to Brockenhurst. It is a waymarked walking trail of some 1.5 miles in length and leads visitors beneath mighty Douglas Firs and Redwoods that were planted during the reign of Queen Victoria. The trail was first established in the 1970s and today, while still capturing the majesty of the place is looking rather faded. The need to upgrade the trail has been recognised by the Forest Enterprise team for several years and plans have been formulated detailing the actions required, along with approximate costings for the work. These have sat on the shelf waiting for the necessary capital funding to become available.

In late 1997 we were approached by a consortium comprising all the New Forest Rotarian Groups who were seeking to sponsor something of public benefit that could be launched as part of the millennium celebrations. We presented various different ideas to the consortium covering a wide range of different opportunities, experiences and monetary need. These were discussed and the consortium chose to help with the 'Tall Trees Trail'.

Between January 1998 and the present time we have presented detailed plans of how we would like to see the trail develop and have visited the site with

representatives of the consortium. We have also spent time discussing what opportunities the consortium would wish to see, what they are prepared to offer, and what benefits can accrue to both organisations. To date one club forming part of the consortium has offered £1,000 plus two days of work party help. Others are considering what contribution they will make, but we are hopeful that at least 70% of the required finances will be forthcoming to complete the project.

Moors Valley Forest Landscape Concept

Moors Valley Country Park is a partnership venture between Forest Enterprise and East Dorset District Council. Situated close to Ringwood, the Park annually receives in excess of 700,000 visitors per year, and is the busiest recreation facility that Forest Enterprise manages. So why do all these people want to visit this particular forest? The answer is "*adventurous play*" – the Park is home to ten unique wooden play structures and a tree top trail that prove irresistible to children and adults! However so successful is the play trail that on busy days people have to queue to get on the structures. Three main challenges face the Forest Enterprise team today:

- The quality of visitor experience is declining;
- We have concerns about safety;
- How do we increase the occupancy of the Park outside of the main school holidays, so that greater income can be generated.

In an attempt to overcome these challenges the "*Moors Valley Forest Landscape Concept*" was devised. Utilising the skills of a French forestry student who was working with us to gain experience, we set about creating plans to draw people further into the forest and away from the busy areas. To do this a series of innovative sculptures were designed creating formal avenues, an obelisk, a natural temple and an extraordinary tree revolution¹.

To implement our plans, which would cost in the region of £27,000, sponsorship was needed and it was decided that given the inherent links to sustainable forestry this would be sought from the wider forest and timber industry. A professionally designed leaflet was produced outlining our plans and indicating the benefits of the concept to both ourselves and the sponsor. This was mailed

¹ Extraordinary Tree Revolution – a living sculpture aimed at illustrating the cycle of plantation forestry.

out and prospective sponsors were invited along with their families for a tour of the park and a barbecue.

The end result: No offers of cash sponsorship were received. Why? To this day it is still unclear why this project was such a dismal failure. We suspect that we simply targeted the wrong group of prospective sponsors. Had we really thought enough about what was in it for them? This is after all a crucial element of any sponsorship package.

The Ancient Woodland Project

A large and important element of the New Forest are the ancient pasture woodlands. Locally known as the "*Ancient and Ornamental woodlands*" they extend over 3500 hectares and form the backdrop for the historic practice of Commoning that still thrives in the area today. For many years local debate has raged about how the future of these unique woodlands can be secured, with views ranging from no action to immediate and widespread intervention. The question of how to move forward has challenged the team for many years.

In 1995 we bit the bullet and approached Esso seeking sponsorship under their "*Living Tree Campaign*". Our desired aim was to carry out an assessment of the woods and to compile a report that would achieve a consensus amongst the previously disparate views. Ultimately the report would need to recommend how these unique woodlands should be managed in the future.

So why did we approach Esso? Two reasons come to mind. Firstly we needed a significant amount of sponsorship if this project was to run – our initial bid was for £50,000. Secondly they are one of the New Forest's largest employers and their employees live, work and play in the Forest. We felt a special link therefore existed between the two organisations, and that our proposal fitted the bill of the type of project "*The Living Tree Campaign*" was seeking to encompass. Our approach to Esso took the form of a written document setting out our intentions. The response we received was to the effect that this project looked very interesting and seemed to fit the bill in terms of "*The Living Tree Campaign*", but what was in it for Esso the sponsor? A meeting followed, and as a result we doubled the amount of sponsorship sought and resubmitted our proposal. The end result – a £100,000 sponsorship deal spread over a five year period.

So what did we change in our proposal to obtain such an excellent response? Basically as well as looking at what we wanted to achieve from the project, we also considered the sponsor's needs. As a consequence, in addition to the study report and tree regeneration programme that the original proposal contained we extended the scope of the project to include a major public awareness raising campaign. This would benefit the woodlands themselves; assist us as the managers; and pay dividends for the sponsor by raising their profile in association with an internationally important and highly successful project.

So what has been delivered in the four years this project has been running:

1. An English Nature ecologist was seconded to Forest Enterprise for one year to carry out the study and write the report. So successful was this secondment that it has been continued for a further five years outside the terms of the original sponsorship deal.
2. An agreed plan is in place for the management of the ancient woodlands.
3. The project has been promoted to over 9,000 school children throughout the New Forest area along with an incalculable number of adults, through shows and other events. This has been achieved through the construction of a specially designed mobile education unit – the *"Woodland on Wheels"*.
4. Additional contract teaching support has been acquired to help further promote the project.
5. A CD ROM *"The Woodland Treasury"* has been developed in partnership with a local multimedia company. This tells the story of the ancient woodlands of the New Forest in a way tailored towards assisting teachers meet National Curriculum needs and is now being widely used in schools across the Forest and throughout the country.
6. Various other bits of equipment designed to make our lives easier have also been purchased including a Geographical Information System, various computers, a computer projector the list goes on.

The final stage in the project is the production of a book to tell the story of these unique woodlands and this is currently underway.

Sponsorship – Lessons Learned

These three different projects that Forest Enterprise is involved within the New Forest illustrate a range of opportunities that exist for an organisation seeking a sponsor. Coming as they do from a single location the examples do not form an exhaustive list of the types of project that you may wish to consider seeking sponsor support for, but they do draw out some lessons that seem valid for future bids. So what are these lessons?

- a) Potential sponsors can be approached by yourself or they may well come to you. Be prepared and have a *"wish list"* of potential projects at your fingertips.
- b) Obtaining sponsorship takes time. Lots of it. The time you will need to commit does not end once a deal is agreed. Running the project itself will take time and your sponsor will want to be regularly updated as to progress against the key performance indicators you have agreed.
- c) Grab opportunities as they arise, be they large or small, provided they can contribute towards your overall aims.
- d) When targeting a potential sponsor or group of sponsors think about the links between them and the project you are wanting to pursue. What is in it for them? You need to be very clear on this – it is probably the most fundamental of points but will determine whether you succeed or fail.

Conclusion

To conclude, sponsors are out there and sponsorship money is available to help you take forward your initiative. However to succeed you will need to be resilient and prepared to be flexible in how you achieve your goal. What you first perceived to be a small project may grow out of all recognition or a big project may need to shrink its ambitions. Above all you will need to keep a healthy sense of humour, as sponsorship can be summed up in one statement – *"Some you win some you lose!"*

A CRITICAL ASSESSMENT OF SPONSORSHIP: A PERSONAL PERSPECTIVE

*By Jamie Wallace,
Freelance Environmental Researcher*

Abstract

The 1990s have seen a proliferation in various forms of partnership between environmental NGOs and businesses, to the extent that the published literature of both sectors is often peppered with each other's names and logos. Some relationships are relatively straightforward sponsorship deals while others are more complex strategic partnerships. A central question that overhangs such alliances is 'does the benefit derived from the pursuit of NGO objectives enabled through corporate support outweigh the cost of the indirect legitimisation of business behaviour which may undermine those same objectives?'. This complex question has no easy answer and may well be deemed largely irrelevant by an organisation whose very survival depends on its success in attracting corporate support.

However, there is a duty for environmental organisations, particularly the larger ones, to enter such relationships with great care, and to research and question their corporate partners. How seriously do they take their environmental responsibilities, how are they addressing sustainability issues, how do they dialogue with their stakeholders? When many groups are in possession of potent and powerful names and symbols that are of incalculable PR value to a corporate supporter, it is incumbent on NGOs to be judicious in their choice of company partners. Equally, it is important that the environmental group itself is transparent in its dealings with business and is accountable to its own stakeholders. Sustainable development as a concept demands that short term gains are always viewed in relation to broader, long term objectives.

[The analysis that follows mainly concerns the larger, public membership supported and campaigning-style environmental NGOs and their relationships with larger FTSE 100 type companies]

There are probably a surprisingly large number of people working in the NGO sector who, on the one hand have been confronted with a fast-dwindling bank balance while on the other, have found themselves nervously fingering that glossy and colourful 'charity support pack' produced by the likes of BNFL. The urge to take the money and run must be almost irresistible. Such funding problems, however, must be tackled with great caution. In their quest for corporate support, there is a duty for environmental groups to try and get to the bottom of who is getting the most out of the relationship: is it the company, the NGO, or perhaps most importantly, the wider ideals of sustainability itself (that rather complex concept that we are all striving for)?

Looking at these in turn, firstly, it should not be underestimated how keen companies are to secure an association with a green group. It is surprising how many pictures of meadows, rivers, birds, and invariably cute and furry mammals, find their way into company annual reports and other corporate literature. This is partly because companies are full of individuals who care about our environment and what we are doing to it, but of course, it must never be forgotten that there is immense PR value to the company in being able to project a green image. As a Wildlife Trust's fund-raiser puts it:

"Our corporate clients have become much more demanding about what they get for their money and we are asked more searching questions about the marketing and public relations benefits of their involvement. Sponsorship is no longer philanthropic – it is unambiguously linked to company performance and image."
(Jones 1992).

Thus the company hopes to engender in us that difficult-to-describe warm, greenish fuzzy feeling that will make us feel, what I call, 'corpatriotic' – that is to say, allegiance to paternalistic corporations. For example, British Home Stores supported a scheme call Frogwatch. It may just be that *Bhs* has a deep-seated commitment to, and concern for, the frog, but one suspects that it is more concerned with ensuring that its legions of customers, both young and old, are turned into life-long, 'corpatriots'.

Secondly, moving from the companies to the NGOs themselves, what do they get out of the relationship? Money of course, or maybe professional advice, seconded staff or support-in-kind. However, when you look at many of the larger groups, and this applies less to smaller ones, do they really need to go out of their way to attract corporate funding to such an extent? To take an example, when the RSPB has over a million fee-paying members, and an annual income of some £38 million (RSPB 1997), should it be flirting with the business community to secure that extra million or so? Who did more to up the ante over the road-building debate – the financially challenged Swampy or the cash-rich RSPB? The RSPB may excel itself in many areas but one gets the feeling that the zeal with which some groups try and raise funds is somewhat self-serving, little more than an attempt to keep these great behemoths afloat.

WWF is another NGO that is forging strong links with the business sector. For example, in terms of the promotion of sales of sustainably sourced wood products this partnership approach has been a great success. However WWF is also promoting deals in which it raises funds by licensing the use of the panda logo (one of the world's most recognised brands) to companies in order to enhance their corporate credibility, integrity, and hopefully, sales (WWF 1998). Of course all the potential licensing partnerships are assessed on a commitment to environmental improvement and WWF state that they only choose to work alongside those sectors of business and industry which are committed to positive environmental and ethical actions, both now and in the future. But what exactly are the criteria which WWF looks for in a company if it is to get the panda green light? As yet, no such criteria have been published. Maybe WWF does not want to be constrained by tick-box methodologies which admittedly, and unfortunately, mean that keen, though maybe less than green, companies can fall at the first fence. But what general attributes is WWF looking for and how does it assess whether any given company is better than others in its sector and is truly committed to beating a path towards sustainability? We need to know why company X is acceptable to WWF, when company Y isn't. We need to know in order to dispel any suspicions that WWF is not merely standing on the street corner in an attempt to sell itself to the keenest bidders. A related problem concerns WWF's insistence that 'the Panda logo is not an eco-label or endorsement, either of a product or a company's environmental status' (King 1995). Thus we have a situation in which companies are good enough to pass through the licensing deal screening test (whatever that may be) but are not good enough to receive WWF's endorsement. And yet surely many people, particularly children, see that panda logo very much as an endorsement – an eight-year-old passing by the

myriad of colourful cereal packets in the local supermarket surely thinks the ones with the panda on are somehow intrinsically better.

Friends of the Earth, a group that is highly cautious about public links with industry, is another environmental NGO that has got itself into a tricky position recently. They have publicly endorsed Eastern Electricity's 'Ecopower' scheme, a premium tariff that customers can sign up to and in which the extra money raised is used to promote the development of renewable energy technologies. And yet shortly afterwards Eastern also launched the 'Lionheart' tariff in which it guaranteed to buy an extra 1.5 tonnes of coal for each person who signed up in order to support UK mining communities (Eastern Group 1998). So on the one hand, Eastern reap the reward of a green NGO tie-in, while simultaneously promoting the use of one of the most polluting fuels there is (though of course they argue they are doing it to support mining jobs). But they seem to want to have their cake and eat it.

Thirdly, and finally, having looked at what business gets out of these deals, and in greater length at what NGOs can get out of the relationship (and some of the problems therein), we can turn to perhaps the most interesting question: how are such alliances contributing to the greater good of the environment and humankind, so-called sustainable development? This is not to question the merit of individual groups' own organisational aims and objectives, but questions the wisdom of giving any PR prize to the array of large companies that are busily promoting a global economic system that cannot deliver sustainability. Andy Rowell's book 'Green Backlash' ably describes the manipulative power of the PR industry working on behalf of vast corporate clients (Rowell 1996). Furthermore, groups should also ponder the dramatic reductions in resource use, as expounded by the 'environmental space' concept (see McLaren 1998), that are needed in the West if more globally equitable and sustainable patterns of consumption are to be achieved. How many companies are really getting to grips with this agenda?

Of course to allay the public's concern, companies nowadays routinely bombard their stakeholders with swathes of green pronouncements and publications. But do they stand up to critical analysis? To what extent are these genuine explorations of companies' responsibilities towards forging more sustainable 'ways of living' and to what extent are they reputation enhancement and 'licence to operate' exercises? Shell's recent 'Profits and Principles' report (Shell 1998) provides an interesting example. It certainly shows Shell to be a more thoughtful and more accountable organisation and has received many plaudits, but it cannot disguise the fact that Shell's principal business is still the exploitation and sale of fossil fuels – an

ecologically perilous and often socially destructive activity. Shell is an extreme example to use but it shows that an activity that may make great business sense in terms of shareholder value may make very little sustainability sense, however much you dress it up in slickly marketed corporate literature.

This sort of talk, however, can be somewhat depressing and can leave one feeling rather impotent – especially when all a group may be looking for is a bit of cash towards building a new footpath, or a bird hide. Nonetheless, it is tempting to suggest that NGOs should forget the corporate funding and put their efforts into exposing the sadly all-too-frequent examples of political failing and corporate deficiency that ensures that all such environmental groups have so much work to do – but that would not be realistic. It is also tempting to suggest that groups should only take money from business on the basis that the company makes no PR mileage out of the deal – but that too would be unrealistic. But if a given group does choose to go down this funding avenue, then, at the very least, it should analyse precisely what its target company is up to and how it operates. Thus, it should see whether the company produces an annual environmental (and maybe social) report, has a board member with responsibilities for these issues, is signed up to ISO 14001 or EMAS, uses environmental criteria in determining its suppliers, has an environmental training programme for its staff, etc. etc. And it should get hold of Body Shop or Co-operative Bank's annual reviews to see what leading companies are doing in this field. But such tick-box methodologies should not be used in isolation because, of course, the likes of Rio Tinto, Shell, ICI or BAT would pass these tests with flying colours.

Therefore a group's relationship with a company must be one of engagement. How willing is the company to view its operations in terms of its positive and negative contributions to society, the environment and economic well-being? How open is it to a whole range of stakeholder sensibilities? Thus it is not question of NGOs not working with business, on the contrary, it is a question of trying to infect companies with an alternative view of the world, one based more on quality of life rather than standard of living. The danger lies in the environmental sector, by association, legitimising business activity which when viewed more broadly, is in fact often driving the system that digs the holes that various green and community groups then try and desperately fill in and patch up. That is why in this process of engagement groups must be wise to the danger of being little more than an expendable pawn in a corporate game of marketing chess. And of course groups have more power than they sometimes realise. The marketing man at Shell may not have lost any sleep over it, but he certainly would prefer not to have read in the Soil Association annual

review 1996 that it had turned down an offer of an £18,000 from the company 'in protest at Shell's connection with the military government in Nigeria'.

This leads on to a final point: groups must be transparent in their dealings with the corporate sector. As the ultimate democratic checks, groups' own stakeholders – their members and supporters, staff and partner organisations – must be systematically and clearly informed about the companies from which groups are accepting (or eliciting) support, what form the support takes, and the reasoning behind the relationship. As groups are blessed with potent and valuable names and symbols they must be used sparingly and judiciously, and relationships with companies must be open to, and stand up to, close scrutiny – groups that fail in this area can risk 'losing currency' and face supporter cynicism.

So in conclusion three points. Groups must:

1. at least give some thought to who or what, ultimately, is gaining the most from the sponsorship deal – the company, and/or the NGO, and/or the wider ideals of sustainability;
2. investigate the ethical, environmental and social credentials of their partner company and explore any ways in which they can positively influence them;
3. be transparent in their dealings with business as ultimately it should be society, in its various guises, that decides whether or not such group/business relationships should proceed.

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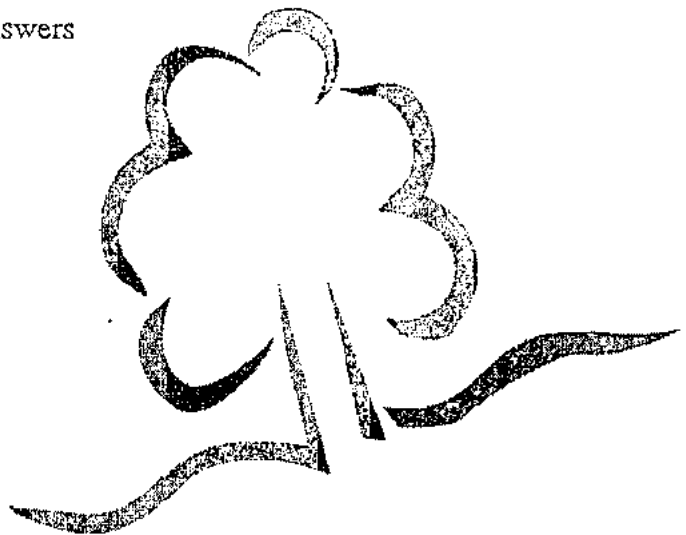
Further reading

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Sponsorship

Programme

- 0930 Registration and Coffee
- 1000 Welcome and Introduction
John Harrison, Sports Council for Wales
- 1010 **Corporate support & sponsorship: The Context**
Richard Witt, Yorkshire Dales Millennium Trust
- 1055 **Methods of attracting sponsorship**
Angela Gault, The Yorkshire Event Company
- 1130 Coffee
- 1150 **Corporate sponsorship: A Public Sector perspective**
Lesley Reader, Countryside Commission
- 1225 **Corporate sponsorship: An NGO perspective**
Patrick Chapman, World Wide Fund for Nature
- 1300 Lunch
- 1400 **The corporate perspective: Sponsorship and Community**
Graham Stewart Reed, Bass Leisure Retail
- 1430 **The New Forest: A case study**
Michael Seddon, Forest Enterprise
- 1455 **A critical assessment of sponsorship: A personal perspective**
Jamie Wallace, Freelance Environmental Researcher
- 1515 Tea
- 1530 Panel Session: Questions and Answers
- 1545 **Summing up**
John Harrison & Richard Witt
- 1600 Close



Sponsorship

Delegates List



John Ablitt
Assistant National Park Officer
Snowdonia National Park Authority

Sally Ash
Marketing Manager
British Waterways

Julian Atkins
Rights of Way Officer
City & County of Swansea

Madge Bailey
Business Development Manager
British Waterways

Peter Barber
Countryside Access Officer
Norfolk County Council

Nicky Barr
Sponsoring Manager
Country Landowners Association

Martin Beaton
Sussex Downs Officer
Sussex Downs Conservation Board

Toni Bennett
External Funding Executive
British Waterways

Mike Benten
Environment Manager
Derbyshire County Council

Nicky Black
Funding Officer
Scottish Natural Heritage

Sarah Blain
External Funding Manager
British Waterways

Andrew Booth
Leeds City Council

Eliza Botham
Marketing & Projects Co-ordinator
British Waterways

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Community Liaison Officer
South Gloucestershire Council

Chris Burton
Project Officer
Horley Crawley Countryside Project

Sally Calvert
Tourism Consultant
The Tourism Company

Patrick Chapman
Head of Corporate Fundraising
World Wide Fund for Nature

Ian Cowdroy
Land Use Adviser
FRCA

Lisa Creaye-Griffin
Recreation Land Manager
Countryside Service

Dave Entwistle
Partnerships Manager
Worcestershire County Council

Peter Epton
Land Use & Rural Economy Adviser
FRCA

Jeff Fleming
Countryside Officer
Walsall Countryside Services

Samantha Forster
Project Officer
Leicestershire County Council

Michael Fowler
Planning Officer
Newport County Borough Council

Rosie Garwood
Sponsorship Manager
English Nature

Angela Gault
Director
The Yorkshire Event Company

Siân Griffiths
Network Assistant
Countryside Recreation Network

Andy Guffogg
External Funding Officer
Peak District National Park Authority

Bridgette Hall
Communication & Education Manager
Forestry Commission

Robert Hancock
Parish Paths Liaison Officer
Kent County Council

John Harrison

David Haygarth
Publicity Officer
The Countryside Agency

David Hiscock
Countryside Officer
South Somerset District Council

Helen Holdaway
Consultant Director
Environment Foundation

Louise Hopkins
Mersey Estuary Co-ordinator
Mersey Basin Trust

Harriet Hudson
Economic Development Manager
British Waterways

Bob Jones
Head of Design & Interpretive Services
Forestry Commission

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Marketing Assistant
British Waterways

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Salmon & Trout Association

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Commercial Development Co-ordinator
Royal Society for the Protection of Birds

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Assistant National Park Officer
Brecon Beacons National Park

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PhD Student
College of Estate Management

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Marketing Manager
British Waterways

Russell Robson
Regional Recreation Officer
Environment Agency

Brian Nelson
Conservation & Recreation Manager
Dwr Cymru (Welsh Water)

Tony Russell
Visitor Services Manager
Forestry Commission

Kevin Oliver
Countryside Project Manager
Worcestershire County Council

Richard Rutter
Information & Interpretation Officer
Lee Valley Regional Park Authority

Claire Owen
Project Manager & Director
Lake District Tourism & Con. P'ship Ltd

David Sayce
Countryside Estates Manager
Surrey County Council

David Parsons
Countryside Officer
City of Bradford Council

Andy Scofield
Development Officer
Environment Agency

Pam Pickering
Countryside Maintenance Team Supervisor
Peak District National Park

Michael Seddon
Recreation Manager
Forestry Enterprise

Ailsa Raeburn
Manager - New Projects
British Waterways

Jo Shaw
Project Officer - Events
British Waterways

Lesley Reader
Head of External Funding
The Countryside Agency

Steve Silvey
Business Advisor
Environment Agency

Huw Rees
Principal Countryside Officer
Denbighshire Countryside Service

Chris Stanley
Senior Ranger
London Borough of Ealing

Carolyn Rhodes
Project Manager
University College of Scarborough

Graham Stewart-Reed
PR Manager
Bass Leisure Retail

Paul Richardson
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British Waterways

Kim Stiles
Centre Manager
Hampshire County Council

Steve Sullivan
Countryside Ranger
Redditch Borough Council

Richard Witt
Director
Yorkshire Dales Millennium Trust

Chris Taylor
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Tourism & Environment Initiative

Jessica Wright
Recreation Assistant
British Waterways

Sarah Tindal
Taff Trail Access Officer
Groundwork Merthyr & Rhondda Cynon Taff

David Yard
Head of Department
Bicton College

Chris Tucker
Recreation Ranger
Forestry Commission

Bob Young
Countryside Maintenance Team Assistant
Peak District National Park

Jamie Wallace
Freelance Environmental Researcher
Oikos

Antony Wallis
Forest District Manager
Forest Enterprise

Rosie Ward
Assistant Norfolk Coast Project Officer
Norfolk County Council

Peter Warren
Head of Corporate Marketing
Lee Valley Regional Park Authority

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