



# Toolkit for Working with Commercial Companies (Members only)

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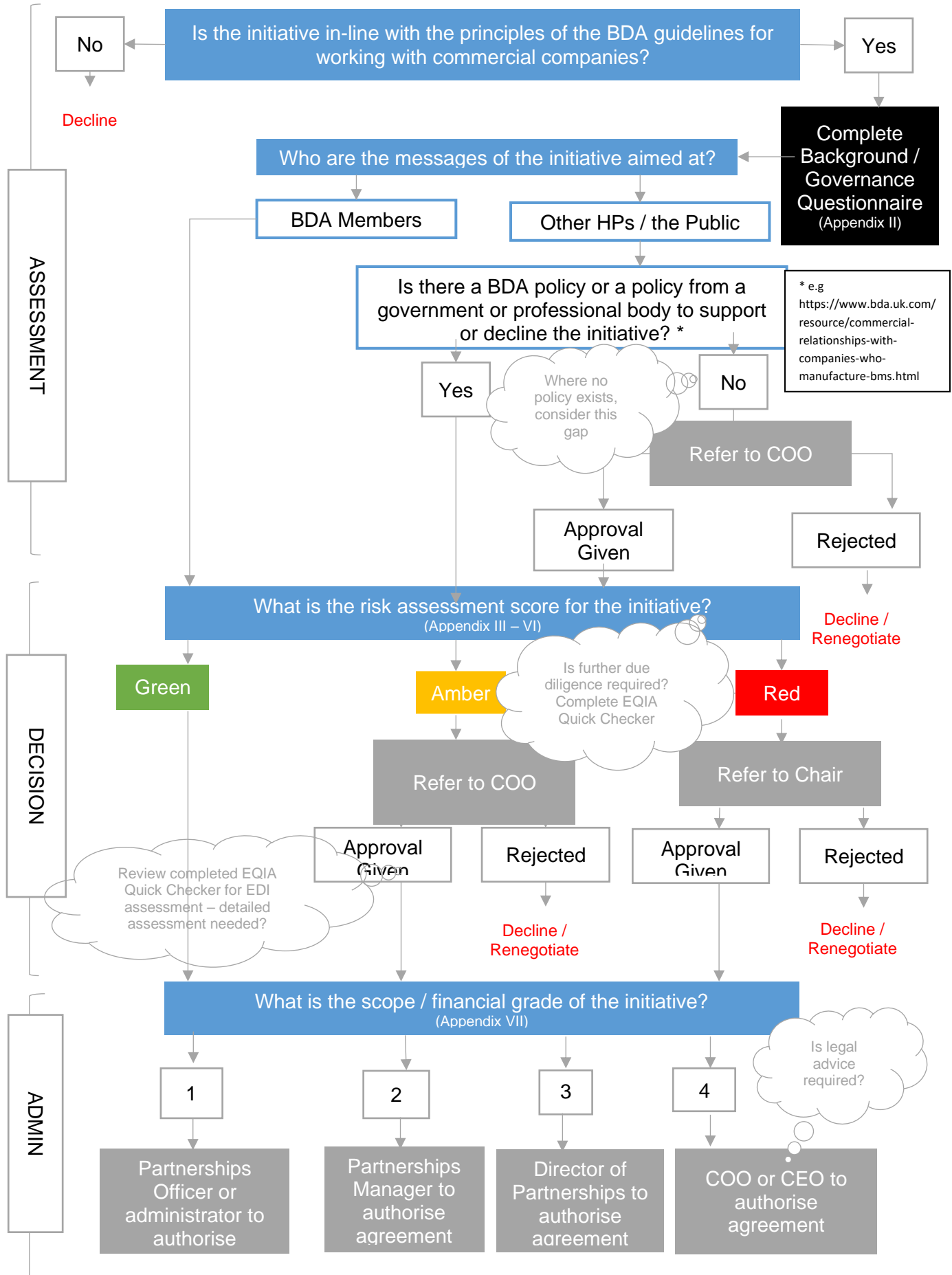
Prepared by Jo Lewis, Partnerships Manager with Louise Pritchard, Chief Operating Officer and Caroline Bovey, Chair.

**Approved by BDA Board of Directors – August 2022**

Updated to reflect new strategy October 2024, approved for use March 2025

**For review: August 2025**

# Appendix I: Initiative Approval Process Flow Chart



## Appendix II: Background / Governance Questionnaire

To be completed for each new proposal. For a partnership renewal, consider whether any of the below have changed.

(a) How does this proposal tie in with the principles of the BDA Guidelines for Working with Commercial Organisations?
(b) Does this proposal tie in with the strategic plan and, if so, which part(s) of it?
(c) What is the target audience for the initiative?
(d) Is there a request to endorse or support a specific brand or product? If so, specify.
(e) What is the core message of the proposal?
(f) If appropriate, does the proposal have sufficiently verified research or scientific opinion to support it?
(g) Is there a history of working with this organisation and, if so, what were the previous experiences?
(h) Has the organisation signed up to any relevant industry codes of conduct or are they part of any relevant corporate responsibility indexes eg, <u>FTSE4Good</u> , <u>Access to Nutrition initiative (ATNI)</u> or <u>Business in the Community (BITC)</u> ?
(i) Is this a one-off proposal or a long term relationship building a strategy between the BDA and the approaching organisation?
(j) Are you aware of any unrelated activities from this organisation that could be potentially harmful by association?
(k) Does the approaching organisation have a corporate social responsibility report or policy?
(l) Has a dietitian been involved in the development of the proposal?
(m) Is there a dietitian involved with this organisation in general?

(n) What is the added value of the initiative to the BDA?
(o) Will the proposal require a significant amount of BDA time or resources to deliver?
(p) What controls will be in place that allow the BDA to ensure unsuitable messages are rejected?
(q) Is the proposal something that the members would, in general, support?
(r) How else can the relationship generate support for the BDA's aims?
e.g. data, insights
(s) Does this company manufacture breastmilk substitutes (according to the Unicef definition in our policy statement on The BDA's commercial relationships with companies who manufacture breastmilk substitutes) or supply ingredients to the breastmilk substitutes industry? <ul style="list-style-type: none"> <li>- Do they comply with the International Code of Marketing Breastmilk Substitutes and do you have evidence of this?</li> </ul>
(t) Does this organisation demonstrate good examples of employment practices? For example does it offer wellbeing support for staff, does it recognise Trade Unions for its staff? Do they have staff forums for people with protected characteristics?
(u) Does the organisation have any recent customer reviews or published news we need to be aware of?
(v) Is the organisation a member of <u>The Association of the British Pharmaceutical Industry (ABPI)</u> ? If yes, does the organisation have any <u>cases reported by The Prescription Medicines Code of Practice Authority (PMCPA)</u> within the last 12 months? If no, have they been excluded from membership?

## Appendix III: Risk & Opportunity Estimation

### RISK ESTIMATION

Risk Factor for each question 1 – 5 can be measured by A x B. Risk is the highest number in the A x B column for questions 1-5.

#### A = Impact

(see Appendix IV: Impact matrix – risk estimation)

<b>1</b> Insignificant	<b>2</b> Minor	<b>3</b> Moderate	<b>4</b> Major	<b>5</b> Catastrophic
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#### B = Likelihood

(see Appendix V: Likelihood matrix – risk estimation)

<b>1</b> Very unlikely	<b>2</b> Unlikely	<b>3</b> Possible	<b>4</b> Likely	<b>5</b> Very Likely
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<b>A x B ≤ 4</b> Green	<b>5 ≥ A x B ≤ 11</b> Amber	<b>A x B ≥ 12</b> Red
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Please circle

A x B

<b>1</b>	Rate the level of risk due to adverse publicity should the initiative fail	A	1	2	3	4	5	
		B	1	2	3	4	5	
<b>2</b>	Rate the possibility of adverse legal action should the initiative fail	A	1	2	3	4	5	
		B	1	2	3	4	5	
<b>3</b>	Rate the risk of being associated with the partner	A	1	2	3	4	5	
		B	1	2	3	4	5	
<b>4</b>	Rate the likelihood of the partner being subject to adverse publicity	A	1	2	3	4	5	
		B	1	2	3	4	5	
<b>5</b>	Rate the risk of a loss of control of the initiative by the BDA	A	1	2	3	4	5	
		B	1	2	3	4	5	

### OPPORTUNITY ESTIMATION

Opportunity can be estimated by the mode score across questions 6 – 10

(Mode: The number or range of numbers in a set that occurs most frequently)

#### C = Potential

(see Appendix VI Potential matrix – opportunity estimation)

<b>1</b> Low	<b>2</b> Medium	<b>3</b> High
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<b>6</b>	Rate the potential for the BDA to raise its profile	C	1	2	3
<b>7</b>	Rate the potential for the profile of dietitians being raised	C	1	2	3
<b>8</b>	Rate the increase in the potential for the public to be able to access safe and useful information	C	1	2	3
<b>9</b>	Rate the possibility of an increased awareness of the BDA brand	C	1	2	3
<b>10</b>	Rate how highly the membership is likely to approve the initiative*	C	1	2	3

<b>Mode Score</b>	
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## **NOTES**

\* Member approval could be determined by previous examples of similar projects, data from the member attitudes survey conducted by PARN (May 2017) or via insights from BDA Board of Directors or office staff.

Where risks are estimated as being amber or red, a more detailed description is required which should include the information below.

<b>Description</b>	<b>Things to consider</b>	<b>Comment</b>
<ul style="list-style-type: none"><li>Type of risk</li></ul>	<ul style="list-style-type: none"><li>Is it strategic, operational, compliance, financial, reputational risk?</li></ul>	<ul style="list-style-type: none"><li></li></ul>
<ul style="list-style-type: none"><li>Estimation of risk</li></ul>	<ul style="list-style-type: none"><li>Amber / Red</li></ul>	<ul style="list-style-type: none"><li></li></ul>
<ul style="list-style-type: none"><li>Risk tolerance / appetite</li></ul>	<ul style="list-style-type: none"><li>How significant is this risk estimation? What is the overall opportunity estimation? Does the opportunity help offset the risk estimation? Is the risk acceptable?</li></ul>	<ul style="list-style-type: none"><li></li></ul>
<ul style="list-style-type: none"><li>Risk treatments</li></ul>	<ul style="list-style-type: none"><li>How will the risk be managed? What levels of confidence are there in existing controls? Protocols for monitoring and review.</li></ul>	<ul style="list-style-type: none"><li></li></ul>
<ul style="list-style-type: none"><li>Potential for improvement</li></ul>	<ul style="list-style-type: none"><li>Can the risk be negated? Recommendations for limiting / reducing risk. Can the risk be delegated?</li></ul>	<ul style="list-style-type: none"><li></li></ul>

## Appendix IV: Impact Matrix (Risk Estimation)

The highest category of risk is the figure which should be used to determine Impact.

Category	Costs	Member Complaints	Internal Publicity	External Publicity	Litigation
<b>Insignificant</b>	<ul style="list-style-type: none"> <li>Minimal impact</li> </ul>	<ul style="list-style-type: none"> <li>1 member</li> <li>1 member of BDA staff</li> </ul>	---	---	<ul style="list-style-type: none"> <li>Very unlikely to cause litigation</li> </ul>
<b>Minor</b>	<ul style="list-style-type: none"> <li>&lt; £2 K</li> </ul>	<ul style="list-style-type: none"> <li>&lt; 10 members</li> </ul>	<ul style="list-style-type: none"> <li>BDA Staff and Council aware</li> <li>Negatively discussed in one comment in an online member forum</li> </ul>	<ul style="list-style-type: none"> <li>One-off adverse publicity from an individual where BDA is given right of reply e.g. on X</li> </ul>	<ul style="list-style-type: none"> <li>Litigation unlikely</li> </ul>
<b>Moderate</b>	<ul style="list-style-type: none"> <li>&gt; £10 K</li> </ul>	<ul style="list-style-type: none"> <li>Members of a group / branch</li> <li>BDA Team</li> </ul>	<ul style="list-style-type: none"> <li>Needs careful PR within membership</li> <li>Chief Execs of other HP bodies aware</li> </ul>	<ul style="list-style-type: none"> <li>One piece of adverse publicity or comment in trade publications / forums</li> <li>Negatively discussed on a longer social media thread by opinion leaders</li> </ul>	<ul style="list-style-type: none"> <li>Possible but not certain</li> </ul>
<b>Major</b>	<ul style="list-style-type: none"> <li>&gt; £50 K</li> </ul>	<ul style="list-style-type: none"> <li>Significant proportion of membership &gt; 100</li> <li>Member resignation</li> </ul>	<ul style="list-style-type: none"> <li>Adverse publicity across other HP members / other bone-fide bodies</li> <li>Negatively discussed on closed member forums, engaging 20+ member comments</li> </ul>	<ul style="list-style-type: none"> <li>Widespread adverse publicity across multiple channels</li> <li>Coverage in a national newspaper article</li> </ul>	<ul style="list-style-type: none"> <li>High potential for complaint</li> </ul>
<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>&gt; £500 K</li> </ul>	<ul style="list-style-type: none"> <li>Whole membership</li> <li>Board of Directors</li> <li>Executive</li> </ul>	<ul style="list-style-type: none"> <li>Adverse publicity across whole membership</li> </ul>	<ul style="list-style-type: none"> <li>National adverse publicity such as being the focus of a broadcast investigatory programme</li> </ul>	<ul style="list-style-type: none"> <li>Expected / certain</li> </ul>

## Appendix V: Likelihood Matrix (Risk Estimation)

Estimation	Indicators
<b>Very unlikely</b>	<ul style="list-style-type: none"> <li>▪ Cannot occur</li> <li>▪ No external influences can exert control</li> <li>▪ Full capital availability / resource allocation</li> <li>▪ No possibility for policy or culture conflict</li> </ul>
<b>Unlikely</b>	<ul style="list-style-type: none"> <li>▪ Has never occurred before</li> <li>▪ Under full BDA control</li> <li>▪ Full capital availability / resource allocation</li> <li>▪ Very low possibility for policy or culture conflict</li> </ul>
<b>Possible</b>	<ul style="list-style-type: none"> <li>▪ Could occur</li> <li>▪ Could be difficult to control due to some external influences</li> <li>▪ A history of occurrence</li> <li>▪ Requires some management culturally</li> </ul>
<b>Likely</b>	<ul style="list-style-type: none"> <li>▪ Reasonable certainty that this will occur</li> <li>▪ A strong history of occurrence</li> <li>▪ BDA retains very little / no control over external influences</li> </ul>
<b>Very likely</b>	<ul style="list-style-type: none"> <li>▪ Absolute certainty that this will occur</li> <li>▪ A strong history of occurrence</li> <li>▪ BDA retains no control over external influences</li> </ul>



## Appendix VI: Potential Matrix (Opportunity Estimation)

Estimation	Indicators
<b>Low</b>	<ul style="list-style-type: none"><li>▪ Remote potential for increased awareness / high impact</li><li>▪ Members unlikely to approve (see Note * in Appendix III for ways to determine this)</li></ul>
<b>Medium</b>	<ul style="list-style-type: none"><li>▪ Reasonable prospects for increased awareness / high impact</li><li>▪ Members likely to approve</li></ul>
<b>High</b>	<ul style="list-style-type: none"><li>▪ Favourable prospects for increased awareness / high impact</li><li>▪ Members very likely to approve (see Note * in Appendix III for ways to determine this)</li></ul>

## Appendix VII: Scope / Financial Grade Assessment

### Guidance for Administration

<p>1</p> <p>Partnerships officer, events manager or commercial team administrators to authorise agreement</p>	<p>Value of £0 – £10,000</p> <ul style="list-style-type: none"> <li>▪ Event or course sponsorship standard booking form</li> <li>▪ One off service contract – using standard booking form</li> </ul>
<p>2</p> <p>Partnerships Manager to authorise agreement</p>	<p>Value of £1001 - £15,499</p> <ul style="list-style-type: none"> <li>▪ Corporate member contracts</li> <li>▪ Round table meeting</li> <li>▪ Higher value event sponsorship</li> <li>▪ Multiple service contract booking</li> <li>▪ Tailored service booking forms</li> <li>▪ Work Ready licenses</li> </ul>
<p>3</p> <p>Director of Partnerships to authorise agreement</p>	<p>Value of £15,500 - £24,999</p> <ul style="list-style-type: none"> <li>▪ Corporate member contracts with additional services</li> <li>▪ Annual client service packages</li> <li>▪ Projects using more than 0.1 WTE of staff time over more than 4 weeks</li> <li>▪ Letters of collaboration (non-commercial partnerships)</li> </ul>
<p>4</p> <p>COO or CEO to authorise agreement</p>	<p>Value of £25,000 +</p> <ul style="list-style-type: none"> <li>▪ High value packages</li> <li>▪ Projects using more than 0.1 WTE of staff time over more than 4 weeks</li> <li>▪ MOUs with other professional bodies</li> <li>▪ National campaign agreements</li> </ul>

Appendix VIII:



THE BRITISH DIETETIC ASSOCIATION  
3<sup>rd</sup> Floor, Interchange Place, Birmingham, B3 2TA  
Tel: 0121 200 8080 Email: info@bda.uk.com

**Sponsorship Agreement for [Details of Event / Activity]**

Event	<input type="text"/>
Date	<input type="text"/>
Company	<input type="text"/>
Sponsorship package details	<input type="text" value="(including listing the use of the sponsor's logo or company name)"/>
Fee Agreed	<input type="text"/>
Means of acknowledgement	<input type="text"/>
The British Dietetic Association Contact	<input type="text"/>

This document details the agreed Sponsorship of the above event. The acceptance of Sponsorship by the Association is governed by the Association's *Guidelines for working with commercial companies*, a copy of which is attached. The client agrees to accept the conditions contained within the guidelines.

Signed (on behalf of the BDA)	<input type="text"/>
Name (BLOCK CAPITALS)	<input type="text"/>
Position	<input type="text"/>
Signed (on behalf of the Client)	<input type="text"/>
Name (BLOCK CAPITALS)	<input type="text"/>
Position	<input type="text"/>
Company / Organisation	<input type="text"/>
Date	<input type="text"/>

## Appendix IX: Specimen Letter agreeing terms of commercial initiative/project

Name of contact  
Name of company  
Address  
Address

RE: (NAME OF PROJECT/CAMPAIGN/EVENT etc)

Dear <Contact>

Thank you for approaching the British Dietetic Association / agreeing to partner with the British Dietetic Association.

This letter sets out the detailed terms for the agreed project between the British Dietetic Association and <Name of company/organisation>. The acceptance of initiative by the BDA is governed by our *Guidelines for working with commercial organisations*, a copy of which is attached. <Name of company/organisation> agrees to accept these guidelines.

The letter should also include the following points as appropriate:

- Parties to the agreement
  - The British Dietetic Association (or Branch/Group/Department)
  - The partnership organisation
- Context of the project
  - The campaign
  - The consumer advice leaflet
  - The information pack etc
- Involvement of the BDA
  - Statement of support
  - Working group/advisory panel
- Involvement of partnership organisation
  - Production of leaflets/posters
- Financing of project
  - Amount agreed/discussed
- What costs must be borne by the partnership organisation
- Payment terms
- Agreed terms for printed materials
  - Editorial control and/or:
- Use/position of BDA logo
- Review, approval and correction process
- Consultation over reprints
- Agreed timescales of project
  - Expected timelines/agreed milestones

- Renegotiation / review dates for project - Standard review time is 12 months (if applicable)
- Means of acknowledgement - By the BDA
- Termination - Caveat allowing termination of the contract in cases where the alliance can be said to be harmful to one parties reputation.
- Legal Issues - Copyright
- Confidentiality
- Governing law of the agreement
- Partnering organisation's obligations to ensure claims comply with UK, EU and International Law

Additional template agreements for specific activities such as online events or projects are available to Groups and Branches on the Volunteer Hub

## Appendix X: Definitions

### **Due diligence**

Comprehensive appraisal of a business proposal undertaken to evaluate potential and avoid unidentified risks.

### **Risk**

*Strategic Risk* relates to the long-term objectives of the organisation, which can be affected by areas such as capital availability, political risks, legal and regulatory changes, reputation and changes in the physical environment.

*Operational Risk* concerns the day-to-day issues that the organisation is confronted with as it strives to deliver its strategic objectives.

*Financial risk* concerns the effective management and control of the finances of the organisation and the effects of external factors such as availability of credit and market exposures.

*Knowledge management risk* is about the control of the knowledge resources and the communication of messages. External factors might include the unauthorized use or abuse of intellectual property. Internal factors might be a loss of key staff.

*Compliance risk* concerns issues such as consumer protection, employment practices and regulatory issues.

*Reputational risk* concerns loss resulting from damages to a firm's reputation.

## Appendix XVI: Model for commissioning work from a BDA Member for delivery of commercial initiatives

See internal office guidance for quality assurance documents

