



New Zealand Christian Proprietors Trust

ADMINISTRATION MANUAL

2022

CONTENTS

Introduction from the CEO	4
Glossary	6
NZCPT Administration Team – Role and Responsibilities	8
Our role	8
NZCPT Administration Team personnel	8
NZCPT Administration Team office details	8
Schools – Role and Responsibilities	9
Provision of state-integrated Christian education	9
School Board of Trustees	9
School Principal and Administration Team	10
Land Trusts – Role and Responsibilities	11
Land and Buildings	11
Administration Issues	11
Special Character	11
Representation Responsibilities on Boards of Trustees	11
Other Land Trust Responsibilities	12
NZCPT Executive – Role and Responsibilities	13
The vision for Christian education throughout New Zealand	13
Roles of NZCPT, Land Trust, Board of Trustees and Ministry of Education	13
NZCPT Services to Land Trusts	14
NZCPT Services to School Boards of Trustees	14
Enrolments and Withdrawals	15
Relationship between NZCPT and students and their families	15
Enrolment Process	15
Advising NZCPT of enrolment	16
Withdrawal of Students	16
Payments and Procedures	17
NZCPT procedures for payments from families	17
Payments passed on to schools	17
Schools' involvement with payments from families	18
NZCPT Administration Cost	18
Overdue and Outstanding Accounts	19
Subsidies and Scholarships	20
Definitions, conditions and use of payments collected by NZCPT	21
Attendance Dues	21
Special Character Donations	21
Policy One Funding	22

Policy Two Funding	22
Summary of Administrative Responsibilities	23

Introduction from the CEO

Greetings in the name of our Lord and Saviour, Jesus Christ.

On behalf of New Zealand Christian Proprietors Trust (NZCPT) I would like to thank you for the part that you play in helping to support and equip thousands of young men and women across New Zealand to serve God in the community and in the world. The NZCPT is committed to walking alongside Principals in our schools and those in the various land trusts that provide crucial land and facilities for our school as we seek God's wisdom for both their routine and strategic decisions.

NZCPT believes strongly in the Biblical mandate of parental responsibility for the education of children and we consider it a privilege to work with you to serve parents and communities to provide a Christ-centred network of like-minded schools.

Schools where NZCPT is currently Proprietor or where NZCPT is helping apply for integration are:

- KingsView Christian School – Queenstown
- Hāwera Christian School – Hawera
- KingsGate School – Pukekohe
- Jireh Christian School – Avondale
- Kumeū Christian School – Woodhill
- KingsWay School – Orewa
- Horizon School – Snells Beach
- Excellere College – Whangarei
- Harvest Christian School – Kerikeri

- A new school plant in Wellington

It should be noted that in schools where NZCPT is Proprietor, the relationship between the school and NZCPT operates on two distinct levels:

- i. Administrative – routine matters relating to enrolments and fees; and
- ii. Governance – strategic matters relating to policies and representation.

This Manual focuses on administrative matters and aims to provide a guide for schools and the NZCPT Admin Team in their day-to-day tasks and responsibilities. The Administrative relationship exists largely between NZCPT's Admin Team and the school's administration office and Principal (or nominated person).

The Governance relationship exists largely between NZCPT's Board (including myself as CEO) and the school's Land Trust and Board of Trustees (including the Principal).

Naturally, there is some degree of interface between administration and governance and for this reason this manual does contain some information on governance matters that have a bearing on administration. However, for more detailed governance information please refer to the Land Trust Handbook provided by NZCPT.

I commend this manual to you and I hope it will be a useful help and reference tool in our growing relationship with each other. The information provided is aimed to provide a minimum framework for processes and procedures involving NZCPT and schools. We recognise that in many cases schools will wish to implement additional steps or procedures to suit their own requirements and NZCPT encourages schools to adapt their own materials and processes accordingly. However, our aim is to work with you to ensure minimum requirements are maintained so as to ensure a smooth interface between NZCPT's and your school's administration teams.

This is the latest edition of the Administration Manual and remains a "work in progress". We welcome your feedback and encourage dialogue in order to develop a manual and processes that are useful for everyone involved.

Please also refer to the Association of Integrated Schools NZ website for their Administration Manual, which is entirely consistent with this document and contains links to the relevant legislative sections of the amended Education and Training Act 2020, Schedule 6.

http://www.aisnz.org.nz/wp-content/uploads/2017/03/AIS_Proprietor-of-State-Integrated-School-eBook-U-2.pdf

Yours in Christ

A handwritten signature in black ink, appearing to read 'Peter Wilding', enclosed within a hand-drawn oval.

Peter Wilding
Acting Chief Executive
CEO@nzcpt.nz

Glossary

Act (or The Act)	Education and Training Act 2020, Schedule 6,
APIS	Association of Proprietors of State Integrated Schools – the body that represents the Proprietors of all State Integrated Schools in NZ. It is recognised as the official negotiating body for matters affecting State Integrated Schools in general. NB: the NZ Catholic Education Office is the secretariat for APIS members.
AISNZ	Association of State Integrated Schools NZ – the support and networking organisation for non-Catholic state-State Integrated Schools. All AIS schools are members of APIS. AIS and APIS work together on matters of common interest.
Attendance Dues	A fee charged by State Integrated Schools as a condition of the enrolment and attendance of children at the school. Attendance Dues must be approved by the Minister and notified in the New Zealand Gazette and must only be used for improvements to school buildings and associated facilities, for capital works as required by roll growth or changes in the curriculum, or for meeting debts or other charges associated with the school's land and buildings.
BoT	Board of Trustees – the group of people elected to govern and oversee the operation of a State school.
ERO	Education Review Office – the government dept that evaluates and reports on the education and care of students in schools and early childhood services.
Education with a Special Character	Education within the framework of a particular or general religious or philosophical belief and observances or traditions appropriate to that belief.
Costs (or school costs)	Any financial charges made to families of students at a school. Often used generically to include Attendance Dues and Special Character Donations.
Integrated School	See “State Integrated School”.
Integration Agreement	The agreement entered into between the Proprietor and the Minister, under which provision is made for establishing a private school as a State Integrated School.
Land Trust	The entity (usually a Trust or Incorporated Society) that owns the land and buildings where a State Integrated School operates.
Land Trust Handbook	Handbook compiled by NZCPT for member Land Trusts, addressing matters relating to the relationship and responsibilities between NZCPT and Land Trusts (as opposed to the administrative relationship and responsibilities as addressed in this manual).
Minister (The Minister)	The minister in the NZ government responsible for the country's schools and in charge of the Ministry of Education.
Ministry (The Ministry or MoE)	Ministry of Education – the government agency responsible for the NZ education system, with responsibility for strategic leadership, policy development and operation of schools.
MoU	Memorandum of Understanding – the legal agreement establishing the relationship between NZCPT and a State Integrated School's Land Trust.
NZACS	New Zealand Association for Christian Schools – the association aiming to foster the establishment and well-being of Christian

schools in NZ and to provide networking and professional development services to member schools.

NZCPT	New Zealand Christian Proprietors' Trust.
NZQA	New Zealand Qualifications Authority – the government agency responsible for managing the NZ Qualifications Framework and administering the secondary school assessment system.
Proprietor	The entity which has primary responsibility for maintaining a State Integrated School's special character and which owns or leases the land and buildings that constitutes the school premises.
Scholarship	In this manual, the term "scholarship" means an arrangement by which a student's Fees are paid by a person or entity other than the student's family.
Subsidy	In this manual, the term "subsidy" means an arrangement by which a student's Fees are discounted or waived by the Land Trust choosing to forego income.
Special Character	See "Education with a Special Character".
Special Character Donation	A voluntary payment sought by State Integrated Schools to help fund the resources and facilities necessary to provide quality Christian education in keeping with the school's special character.
State school	A school or other educational institution established under Part 3 of the Education and Training Act 2020.
State Integrated School	A private school established to provide education with a Special Character that has, by the free choice of its Proprietor, become part of the State system of education in New Zealand.
Supplementary Integration Agreement	An agreement that varies the terms of the original Integration Agreement (for example to allow for a maximum roll increase, a change in the school's Year levels or changes to site plans etc).
Withdrawal	In this manual, the term "withdrawal" means any termination of a student's enrolment, whether initiated by the school or by the student's family.

NZCPT Administration Team – Role and Responsibilities

Our role

In keeping with NZCPT's mission to partner with local communities to expand the provision of quality state-State Integrated Schooling, the Administration Team's purpose is to serve and assist local schools to fulfil their calling to educate and equip children from a Christ-centred perspective.

The aim of this manual is to enhance our partnership through a shared understanding of the processes and procedures we use and our hope is that this manual will enable us to work together to streamline the collection and transfer of funds for the benefit of all parties.

The Administration Team is responsible for billing and collecting student Attendance Dues (and Special Character Donations in some cases) for those schools of which NZCPT is Proprietor. The team then disburses funds to the schools' Land Trusts in rental payments and as Special Character Donations. Ultimately, Attendance Dues and Special Character Donations fund the continued maintaining and equipping of schools for the benefit of current and future students.

We welcome feedback and suggestions on how we can continually improve our service and we appreciate the support of schools' own administration teams in implementing the procedures detailed in this manual.

NZCPT Administration Team personnel

NZCPT employ two staff who are responsible for collecting Attendance Due payments, Special Character donations. They communicate with schools and families in relation to these payments and donations and are dedicated to serving the needs of both staff and parents in ensuring our processes are implemented effectively,

Email:

admin@nzcpt.nz

NZCPT Administration Team office details

Mailing address: P. O. Box 306
Orewa 0946

Website: www.nzcpt.nz

Schools – Role and Responsibilities

Provision of state-integrated Christian education

First and foremost, schools affiliated with NZCPT have a passion for and commitment to Christian education; i.e. primary and/or secondary schooling which aims to educate children (in a partnership with parents consistent with the Biblical mandate of parental responsibility for the education of children) within a holistic Christian worldview, placing Jesus Christ at the centre of the school's curriculum, culture and community.

In keeping with NZCPT's mission, schools within the NZCPT family are either already state-integrated or are working towards becoming state-integrated, having full support of their stakeholders in this aim.

Schools are therefore generally familiar with standard processes and procedures for operating in accordance with the requirements of agencies such as the MoE, NZQA, and ERO. Their management and governance structures are compliant with all the necessary requirements and regulations relating to operating in this sector in New Zealand. Importantly though, schools and their personnel are fully committed to the Christian faith and lifestyle and have well-formed Statements of Special Character and other processes that ensure this commitment is preserved in an ongoing manner.

School Board of Trustees

The school's Board of Trustees (BoT) is elected / appointed every three years and generally comprises:

- A majority of parent-elected representatives, numbering between three and seven
- A minority of representatives appointed by NZCPT, numbering up to four but always one less than the number of parent-elected representatives (one of these is directly appointed by NZCPT and the remainder are generally nominated by the school's Land Trust).
- The Principal as the board's chief executive, professional advisor and educational leader
- An elected staff representative
- An elected student representative (in schools with students above year 9).

The BoT is accountable to parents and caregivers, their local communities, the Minister and Ministry of Education, other government agencies and the public, for their actions and performance. The BoT is the employer of all the school's staff and is responsible for:

- Setting the school's strategic and policy direction in consultation with parents, staff and students
- Ensuring that the school provides a safe environment and quality education for all its students
- Overseeing the management of curriculum, staff, property, finance and administration
- Constantly monitoring and reviewing progress against targets to inform future planning.

The BoT must have a charter, setting out long-term goals and annual targets determining the school's priorities. It must monitor goals and targets and report on progress annually to its community and the Ministry. It must also have a 10-year property plan which is negotiated with the Land Trust and updated annually.

School Principal and Administration Team

In addition to responsibilities for the normal operation of a school, the Principal (or nominated person) and at least one member of the administration team should have a good working relationship with NZCPT's Administration team to ensure relevant tasks and duties are carried out in a mutually supportive and beneficial way. The school should inform NZCPT of any changes in these key personnel and should work with NZCPT to ensure its nominated staff members are trained and able to carry out all necessary tasks in its interface with NZCPT's Administration team.

Key interactions with NZCPT's Administration team include enrolment of students and management of their financial obligations (e.g. payment of Attendance Dues), allocation of scholarships and subsidies, reporting of required data and information, and correct accounting and management of funds between NZCPT & the school.

Specific tasks and duties include:

- Informing NZCPT Administration team of any new enrolments and student withdrawals within two business days. Students not returning the following year should also be advised to NZCPT as soon as possible.
- Providing school roll information each month to NZCPT Admin team so student numbers can be verified.
- Liaising closely with NZCPT Admin team regarding any changes to enrolment documentation or procedures.
- Liaising closely with NZCPT Admin team regarding any changes to documentation or procedures relating to the use of debt collectors and withdrawal of students for non-payments.
- Liaising closely with the nominated Land Trust member and NZCPT Admin team in managing outstanding accounts and families in financial difficulties.
- Liaising closely with NZCPT Admin team and the Land Trust (if applicable) regarding allocations and payments of scholarships / subsidies.

The school, through the Principal, is also responsible for ensuring NZCPT's role is clearly communicated to parents and other relevant stakeholders. NZCPT will assist the school with appropriate information and materials for this purpose. Examples of communication include scheduled parent meetings and via school newsletters etc. Relevant information and a link to NZCPT's website should also be posted on the school's own website.

Land Trusts – Role and Responsibilities

Land and Buildings

Generally, the local Land Trust owns or leases the land and buildings comprising the school and leases or sub-leases these to NZCPT as the Proprietor in return for an annual rental equivalent to the aggregate maximum amount of Attendance dues collected by NZCPT in respect of each child attending the school. However, in some cases, the Land Trust may not own the land and buildings itself but may have an arrangement such as a head-lease with a third-party landlord and a subsequent sub-lease to NZCPT for use of the land and buildings.

The Land Trust is responsible for applying the lease payment funds towards improvements to the school buildings and associated facilities, capital works and satisfying debts, mortgages etc. associated with the school's land and buildings.

Administration Issues

The Land Trust pays an annual administration fee per student as agreed between the Land Trust and NZCPT in the MoU. This fee is generally invoiced to the Land Trust quarterly at the end of each quarter.

The Land Trust must ensure it provides NZCPT with updated details of its key contact personnel and office-holders etc. NZCPT is working to initiate a means by which such information can be held in a central (cloud-based) storage facility that can be accessed and updated by Land Trust personnel.

Special Character

The Education and Training Act* states that a State integrated school has the right to reflect, through its teaching and conduct, the education with a special character provided by it. Integration of the school must not jeopardise the special character of a State integrated school

Generally, the Land Trust is the "vision carrier" for the special character of the school, articulated in the Statement of Special Character, which specifies the school's Christian ethos and values. The Land Trust has charged NZCPT as Proprietor to uphold and maintain the school's special character and is responsible to work with NZCPT and the BoT to ensure the school continues to preserve its special character.

The proprietor has the responsibility to supervise the maintenance and preservation of the education with a special character provided by the school, and has the right to determine what is necessary to preserve and safeguard the special character of the education provided by the school.

*Education and Training Act 2022 Schedule 6 (1)

Representation Responsibilities on Boards of Trustees

The school's Board of Trustees has up to four trustees appointed by the Proprietor (NZCPT), of which one trustee is nominated by NZCPT and the balance are nominated by the Land Trust.

The Land Trust grants NZCPT observer rights at its meetings (and vice versa).

The Land Trust is permitted to vote with respect to the election of trustees of NZCPT as defined in the constitution of NZCPT.

Other Land Trust Responsibilities

To nominate a person who will assist, as necessary, with managing outstanding accounts and families in financial difficulties in consultation with NZCPT's Administration Team and the school's Principal.

To set an annual budget for property maintenance and development as part of the school's 10-year property plan, which is negotiated between the Land Trust and the BoT and is updated annually

To receive lease payments and other funds from NZCPT Admin and conduct variance checks; allocate funds correctly; track payments etc.

To nominate annual Attendance Dues. Increases to school fees must be communicated to NZCPT's Administration Team as soon as they have been agreed upon (or by the end of Term 3 at the latest) so as to enable the team to inform families of any changes for implementation the following year.

To consider and approve scholarships and subsidies if applicable.

NZCPT Executive – Role and Responsibilities

The vision for Christian education throughout New Zealand

Christian schooling throughout New Zealand is usually initiated and sustained by:

- A local community that has a passion for and commitment to Christian schooling
- A group of parents who wish their children to have a Christian education
- A legal entity (normally a Trust) that owns the land and buildings.

NZCPT aims to support and nurture this approach to Christian schooling, as it is consistent with the Biblical mandate of parental responsibility for the education of children, and it is proven to work.

NZCPT's mission statement is *"To be a proprietor that partners with local communities throughout New Zealand to expand the provision of quality state-integrated Christian schooling."* This focus on partnership with local communities is summed up in our motto, "National Synergy ... Local Identity".

In order to fulfil our mission, our goals are to be a Proprietor that:

1. Is a preferred partner of the State in delivery of education in keeping with our Special Character
2. Is a preferred partner of local communities that desire education in keeping with our Special Character
3. Interfaces with the State to integrate Christian schools in the following order of priority:
 - a. Schools where no sustainable Christian schools currently exist
 - b. Existing independent schools desiring to integrate
 - c. Existing State Integrated Schools desiring to change Proprietor.

Roles of NZCPT, Land Trust, Board of Trustees and Ministry of Education

NZCPT manages the integration agreement with the state (represented by the Minister of Education) as the "Proprietor" of the school. The Proprietor's role under an integration arrangement is to be a party to a deed with the state that sets out respective obligations and rights. These include the Proprietor ensuring the school operation is consistent with the special character of the school (which is defined in the deed), and the state supporting the school financially (e.g. paying salaries, providing operational and certain capital grants etc).

The integration agreement requires that the school is governed by a Board of Trustees and has a number of obligations as between the Board of Trustees and the Ministry of Education, including:

- That the school fulfils the New Zealand Curriculum requirements.
- That the school establishes a charter and operates consistent with that charter.
- That the Education Review Office (ERO) audits the school periodically (usually once every three years).

Schools integrated with NZCPT have developed the following arrangements:

- NZCPT holds the integration agreement with the state (represented by the Minister of Education).

- The Land Trust leases its land and buildings to NZCPT, together with a Memorandum of Understanding that defines the wider relationship between the two parties (e.g. how each party can exit the relationship, should that ever be necessary).
- The school is governed by a Board of Trustees. The majority of this Board is elected by parents of children attending the school. The Proprietor is able to appoint up to one trustee less than the number of parent elected trustees – NZCPT retains the right to appoint one of these trustees and delegates to the Land Trust the right to appoint all other Proprietor representatives.
- Trustees of NZCPT are appointed by NZCPT and include representatives from the Christian schooling sector throughout the country. Land Trusts that are integrated with NZCPT have the right to elect a minority of NZCPT Trustees. Details of current NZCPT Trustees can be found at www.nzcpt.nz.
- Land Trusts and NZCPT provide each other observer and speaking rights at their respective meetings.
- NZCPT is willing to collect voluntary Special Character donations at the discretion of the Land Trust.
- NZCPT is responsible for the preservation of the school's special character and works with the Land Trust and the school in fulfilling this responsibility.

NZCPT Services to Land Trusts

- Negotiating with the Ministry of Education (e.g. maximum roll cap increases).
- Holding and managing integration agreement.
- Appointing and training Proprietor Board of Trustee representatives.
- Confirming Special Character expectations and conducting audits.
- Setting and collecting attendance dues.
- Assisting with property design.
- Overseeing property planning – 10-year property plan.
- Providing financial consultancy.
- Encouraging and facilitating the investment of excess proprietor funds around member schools.
- Receiving and disbursing Ministry of Education grants.

NZCPT Services to School Boards of Trustees

- Coordinating the purchase and development of common services and intellectual property.
- Development of resources to develop Special Character.
- Negotiating enrolment schemes.
- Staff management, development, selection and performance management in relation to Special Character.
- Providing Proprietor and Board of Trustee representative training.
- Collecting and disbursing Special Character donations.
- Paying and maintaining membership of AIS and APIS.
- Paying membership of NZACS for Decile 1 to 3 schools, or schools with rolls under 100 pupils.

Enrolments and Withdrawals

Relationship between NZCPT and students and their families

While the school itself has the primary responsibility for enrolling students and managing most aspects of their education and connection with the school, NZCPT as Proprietor has legal responsibility for billing and collection of students' Attendance Dues.

When a student is enrolled, the parents (or other person who has accepted the responsibility for the education of the child) are required to enter into an agreement to pay the relevant Attendance Dues.

If Attendance Dues are not paid in line with agreed criteria, NZCPT Admin Team will communicate with the school in an effort to satisfy payment requirements. However, if payment is not made satisfactorily, NZCPT will notify the school's principal, who has the legal authority to suspend the child from attendance at the school on the grounds of non-payment. Refer *Overdue and outstanding accounts* section in this manual for a detailed explanation of these procedures.

Enrolment Process

Although families may have had some previous exposure to the school and/or staff (for example during an Open Day tour), the first step in the enrolment process is a formal interview with the school's Principal or a staff member nominated by the Principal to conduct enrolment interviews. In this interview, the student's family is to be given the NZCPT Information Sheet (Appendix 1) and the Principal is to explain NZCPT's role and relationship to the school and to families in terms of billing and collecting Attendance Dues and special character donations.

In addition to acceptance and completion of the school's required documentation, the family's acceptance and completion of NZCPT documentation is a condition of enrolment. In addition to providing this written documentation the Principal should also explain to the family that enrolment is dependent on the continued payment of all applicable costs and charges and that costs relating to the collection of overdue amounts will be added to the family's account.

If the Principal is able to confirm enrolment at this initial interview, he or she shall first require the family to complete the relevant NZCPT documentation including the Payment of School Fees Agreement (Appendix 4) and an Authority to Accept Direct Debits (Appendix 5). **Direct debits reduce the cost of operating NZCPT and ensure NZCPT fees can be kept as low as possible. They help to ensure fees are paid in full and allow annual fee adjustments to be initiated by NZCPT instead of relying on families to make the required adjustments.**

Payment of an initial one term's Attendance Dues in advance **must** be made at the time of enrolment. This avoids delays in payments starting and allows time for NZCPT to receive documentation should it not be completed on enrolment for any reason. This initial payment can be made via a cheque payable to NZCPT and deposited directly to the nominated bank account via the deposit book provided by NZCPT, using the student's surname and/or ID to identify the transaction; or the cheque may be mailed to NZCPT's Admin Team for banking; or the school may receive the funds into its own bank account (e.g. if paid by cash or EFTPOS) and then transfer the amount to NZCPT's nominated account but in such cases it is critical that this is accurately documented and reconciliation evidence provided to NZCPT's Admin Team.

The Principal must determine whether or not the student is a preference enrolment in accordance with the school's enrolment scheme and this determination must then be entered in the school's enrolment register. NB: the Principal should regularly monitor the enrolment

register so as to ensure the correct ratio of preference to non-preference enrolments is maintained when interviewing and enrolling students.

Generally a student cannot be considered for scholarship or subsidy until he or she has been enrolled via the normal enrolment process. However, this approach does vary and schools are responsible for the correct application of their specific criteria for scholarships and subsidies.

Advising NZCPT of enrolment

The relevant enrolment documentation must be provided to NZCPT Admin within two business days of the approval of any new enrolment regardless of whether or not a scholarship or subsidy is applicable.

This documentation must include:

- The Payment of School Costs Agreement (refer Appendix 4), signed by parents or other person(s) who have accepted responsibility for payment of Attendance Dues.
- The signed Authority to Accept Direct Debits (or other evidence of payment method).

It is acceptable for scanned copies to be emailed within two business days in order for NZCPT Admin to begin the process of entering the student into the NZCPT billing database. However, the originals must be mailed to NZCPT as soon as possible; this is especially important for payments by direct debit as banks will only accept a signed original direct debit authority.

Withdrawal of Students

NB: For the purpose of this manual, the term "withdrawal" means any termination of a student's enrolment, whether initiated by the school or by the student's family.

In order to give adequate opportunity to fill student vacancies, most schools require families to give one term's notice in writing of their intention to withdraw children. NZCPT recommends such requirements are included in relevant documentation provided when enrolment is started or renewed.

The school must inform NZCPT Admin by email within two business days of receiving notification of a student withdrawal, so as to enable collection of any outstanding Attendance Dues before the family leaves the school.

The school must advise NZCPT Admin as early as possible (preferably at the start of Term 4) of any students who are not returning to school the following year. Direct debit billing will continue on 1st January (or the next closest business day for bank processing) for all students enrolled the previous year unless otherwise notified.

Payments and Procedures

NZCPT procedures for payments from families

As part of the enrolment or induction process at NZCPT-affiliated schools, new families must be given a copy of the NZCPT Information Sheet (refer Appendix 1) and NZCPT's role in collecting payments and managing accounts must be explained.

NZCPT Admin uses "PC Schools" software package for billing and recording of payments. In order for the families to be set up so the system works correctly it is important that schools ensure all information requested on NZCPT documentation is captured as part of the enrolment process.

All families are billed on a quarterly basis at the beginning of January, April, July and October (in line with payments transferred to Land Trusts quarterly at the end of the same months). Copies of invoices are available via email on request.

From Term 4 2022, NZCPT will promote Direct Debit payments for new enrolments to minimize cost to schools and parents.

NZCPT is flexible when it comes to payment dates. If a family prefers a date to correspond with a pay-day this must be noted on the Payment of School Fees Agreement form (refer Appendix 4).

As payments are received into NZCPT's bank account, they are allocated against the specific family's account based on the information provided by the family; it is therefore important that correct references are entered to all Automatic Payments and other payment methods.

Students who have been awarded scholarships or subsidies are also billed in the same way as other students, so it is vital that NZCPT is provided with all information relating to specific students' scholarships and subsidies in order for payments to be processed correctly.

To avoid delays in payments starting NZCPT strongly recommends that schools request payment of Attendance Dues (and Special Character donations where applicable) one term in advance on enrolment. This ensures adequate time for NZCPT Admin and banks to receive and load payment authority details and for regular payments to then commence at the nominated date in the following quarter. It also serves as a deposit to secure the student's place at school.

Generally, NZCPT Admin will provide a reminder notice to families two weeks prior to a direct debit commencing or two weeks prior to an annual payment being due.

Payments passed on to schools

Attendance Dues and Special Character Donations collected from families by NZCPT on behalf of the school are credited to the Land Trust's nominated bank account at the end of each month. Each transaction is appropriately labelled as either Rent or Special Character Donation for referencing by the Land Trust.

Policy One funds are received by NZCPT from the Ministry quarterly and are credited to the Land Trust's nominated bank account at the end of the month in which the funds were received. Each transaction is appropriately labelled as Policy One Funding for referencing by the Land Trust.

Policy Two funds are received by NZCPT in accordance with the Ministry's timetable and are credited to the Land Trust's nominated bank account at the end of the month in which the funds were received (or as agreed between the Land Trust and NZCPT). Each transaction is appropriately labelled as Policy Two Funding for referencing by the Land Trust.

Schools' involvement with payments from families

In general, a family's financial obligation to the school is managed by NZCPT and does not require input from the school once the enrolment process has been completed. If a family approaches the school or Land Trust regarding its account, the family should be directed to discuss the matter with NZCPT's Admin team in the first instance.

However, there are some exceptions to this principle:

- **Overdue accounts** – because the school is more likely to have a closer relationship with the family and may understand the family's circumstances better, NZCPT will consult with the school as per the procedure outlined in the section of this manual entitled, "Overdue and outstanding accounts".
- **Incidental local charges** – NZCPT is not involved in the collection of incidental charges for school activities such as transport (buses), tuck-shop, stationery, uniforms, field trips and camps etc. Local fundraising activities by schools and by Land Trusts are also not managed by NZCPT. All accounting and auditing of such collections are the responsibility of the applicable school or Land Trust.
- **Donations** – in some cases the Land Trust and NZCPT have agreed for Special Character Donations to be collected directly by the Land Trust. All accounting and auditing of such collections are the responsibility of the applicable Land Trust.

NZCPT Administration Cost

In order for NZCPT to carry out billing and other payment services on behalf of the schools for which it is Proprietor, an administration cost is charged for each student attending the school. The administration cost also enables NZCPT to carry out all its other responsibilities on behalf of its schools (refer previous section "NZCPT Executive – Role and Responsibilities") and very importantly, it helps NZCPT to promote and expand the vision for quality state-integrated Christian education throughout New Zealand.

The administration cost is calculated quarterly at the end of each quarter based on the school's closing roll for the quarter. An invoice is then generated and forwarded to the Land Trust and payment is due within one month by direct transfer to NZCPT's nominated account.

The Ministry's decile rating system is used to determine the applicable administration cost charged by NZCPT, as this provides a reflection of each school community's overall economic status (and therefore its capacity to contribute).

NZCPT's current administration cost guidelines are as follows:

- **Decile 1 – 4 schools** **\$50 per student plus GST**
- **Decile 5 – 7 schools** **\$100 per student plus GST**
- **Decile 8 – 10 schools** **\$150 per student plus GST**

NZCPT has a large number of families making regular payments every month that need to be receipted and managed. When payments are missed and need following up by our administrators, this costs NZCPT in additional time and expense which must be passed on to the family responsible.

Administration fees are as follows:

Less than 4 weeks' notice of withdrawal \$25.00

Authority cancelled by payer without notice	\$25.00 of \$5.00
Dishonour Fee due to insufficient funds	\$5.00 per transaction

Overdue and Outstanding Accounts

The Act allows for the Proprietors of a State Integrated School to make the payment of Attendance Dues a condition of the enrolment and attendance of children at that school. In the case of schools where NZCPT is the Proprietor relationship of creditor / debtor exists between NZCPT and the parents or other person(s) who have accepted responsibility for payment of Attendance Dues in an agreement. Therefore, collection of Attendance Dues and any actions for non-payment, are initiated and overseen by NZCPT, through its Admin Team.

NZCPT's Admin Team will contact your school concerning outstanding fees, because your staff will have the closest relationship with families in your community and may have better insight into individual circumstances.

Current NZCPT policy is to monitor accounts each month and contact any families whose payments are in arrears by 2 months (or if amount exceeds \$2,000), initially by letter (either emailed or posted). If payment is not received, the following process is to be followed

1. Verification by NZCPT Admin that account has an amount outstanding by 2 months or exceeding \$2,000 and confirmation that a copy of the signed agreement is on file.
2. Initial letter (including copy of current statement) sent by NZCPT Admin requesting payment by a certain date (typically 10 days from date of letter). This letter will also advise the family that if payment is not received by the specified date a \$20.00 administration fee will be added to the outstanding balance.
3. If payment is not received, NZCPT Admin to advise Principal and Land Trust Chair of matter; providing supporting data and inviting comment (Principal to provide feedback and advice pertinent to the case to Land Trust, which is effectively foregoing income as a result of unpaid account). On receipt of feedback from Principal, Land Trust to instruct NZCPT Admin how to proceed.
4. Second letter sent by NZCPT Admin requesting payment is made by a certain date (typically 10 days from date of second letter) and advising that non-payment will result in child/children being withdrawn from school. The letter will also advise that the account will be placed with NZCPT's nominated debt collection agency and that any fees or commission charged by the agency will be added to the account balance.
5. NZCPT Admin will notify the Principal and Land Trust when the second letter is sent to discuss and agree who will make contact and attempt to meet with the family. NB, when contact is made, the family must be advised that non-payment by the specified date will result in the withdrawal of the child/children.
6. If payment is not received by the required date NZCPT Admin will advise the Principal and Land Trust and, subject to agreement, the account will be referred to NZCPT's nominated debt collection agency to recover debt. If the Land Trust and Principal agree to terminate the child/children's enrolment, the Land Trust must notify NZCPT Admin of this decision and NZCPT's CEO will then formally request the school's Board of Trustees to instruct the Principal to terminate the enrolment.
7. On receiving confirmation from the BoT, NZCPT's CEO will send a final letter to the family (Appendix 2) and the school will terminate enrolment. NZCPT and the Principal shall also ensure the Land Trust is fully informed about the matter before enrolment is terminated.

NB. The Act states that the Principal of the School may suspend the child from attendance and to remove the child's name from the School roll, provided that no child shall be so suspended and have their name removed from the School roll until arrangements have

been made to the satisfaction of the Ministry of Education for the child to be enrolled at some other School. The Principal is therefore required to work with the Ministry of Education to ensure that the child(ren) have a school or schools to go to.

NZCPT recognises this is a very sensitive area and each family's circumstances must be handled with dignity and fairness. The above are minimum steps to be taken and it is understood that additional steps and discussions may occur in an effort to resolve the matter without the need to withdraw children.

NB: the children of families involved in payment disputes as outlined above shall continue to be provided full access to all normal educational services and materials without prejudice until enrolment is terminated.

Subsidies and Scholarships

Most NZCPT-affiliated schools operate some sort of scholarship and/or subsidy scheme to assist families in cases of financial hardship or other reasons.

The criteria and operation of these schemes vary quite considerably between schools. NZCPT Admin takes instruction from the school and/or Land Trust in terms of administering the account once the enrolment has been approved, but NZCPT has no involvement in the scholarship application or decision process.

Currently NZCPT does not favour or recommend any particular structure for schools to use for scholarships and subsidies. However, it is vitally important that NZCPT Admin is advised of the full details of recipients within two business days of the approval of any scholarship or subsidy so that billing and account information is managed accurately and sensitively.

Specifically, the advice to NZCPT Admin must include:

- Full name of student(s).
- Beginning and ending dates of scholarship or subsidy.
- Amount of scholarship or subsidy (specifying if applied as a lump sum or per term etc.)
- Amount the family is required to pay (including instructions relating to Special Character Donation).
- Formal confirmation from person authorised to approve scholarships / subsidies (e.g. Principal and/or Land Trust Chair).

NZCPT invoices and statements will show the full amount of applicable fees, minus the scholarship or subsidy that has been deducted. This helps the family to see the value of the assistance and also reminds them of the amount that will be payable if and when the scholarship or subsidy ends.

NB, unless formally advised at the start of year as per the process outlined above, NZCPT Admin will apply all normal charges to a family's account in each new school year.

Each school has developed its own policies and procedures for scholarships and subsidies with regard to the unique history and set of relationships that exist within its community. NZCPT acknowledges and respects these issues and intends to work with schools to pool ideas and wisdom in order to try and develop a standardised set of recommended policies and procedures (including forms and documents) that could be used by all schools. Ultimately the aim is to create (in consultation with schools) a set of mandatory guidelines.

Definitions, conditions and use of payments collected by NZCPT

Attendance Dues

A school's Integration Agreement allows it to charge Attendance Dues as a condition of the enrolment and attendance of children at the school.

Attendance Dues must be approved by the Minister and notified in the *New Zealand Gazette*. They must only be used solely for improvements to school buildings and associated facilities, for capital works as required by the Minister, or for meeting debts or other charges associated with the school's land and buildings.

NB: Attendance Dues may be used to provide buildings and associated facilities to a standard no higher than that approved for a comparable State school.

Non-payment of Attendance Dues by any parent or other person *who has entered into an agreement to pay them* is grounds for the school to suspend the child from attendance; and for the debt to be recoverable.

As Proprietor, NZCPT collects Attendance Dues from students' families and in most cases pays rent for the school's land and buildings to the Land Trust at an amount equivalent to the Attendance Dues collected. NZCPT must keep accounts of Attendance Dues showing total receipts and the disposition of the revenue. These accounts are subject to audit by a chartered accountant and must be provided along with the auditor's report to the Ministry each year.

Special Character Donations

Most schools associated with NZCPT ask families to make voluntary payments to the school in addition to Attendance Dues, in order for the school to fund the resources and facilities necessary to provide quality Christian education in keeping with the school's special character.

Such additional payments are commonly referred to as Special Character Donations. The Act refers to these simply as "Financial Contributions" and it assumes schools will request such payments on the condition that they are to be made on a voluntary basis and that non-payment shall not affect any student's enrolment at the school.

In many cases NZCPT collects Special Character Donations from families and in most cases transfers the full amount collected to the Land Trust. NZCPT must keep accounts of Special Character Donations (whether collected by NZCPT or by any other person or body). These accounts are subject to audit by a chartered accountant each year and must be made available on request along with the auditor's report to families and to other contributors. The *PC Schools* software used for billing lists Attendance Dues and Special Character Donations separately and NZCPT Admin will always allocate funds collected firstly to pay Attendance Dues and will allocate any remaining balance as a Special Character Donation. Similarly, end of year reporting generated by NZCPT Admin in April will allocate funds collected firstly against Attendance Dues, with any remaining balance receipted as a Special Character Donation.

NB, no staff member or student may take any part during normal school hours in activities associated with the collection of Special Character Donations or similar. However, staff and students may take part in normal fund-raising activities for the benefit of students as is done in State schools (Section 38).

Policy One Funding

Policy One funding is also referred to as capital maintenance or capital replacement. It is not the same as the operational maintenance funding provided to the BoT for non-capital maintenance work.

This funding is provided to Proprietors to modernise existing accommodation to keep the school in a state comparable to State schools. Policy One funding is prioritised for essential infrastructure and health & safety work and, if there is any left, to upgrade buildings to provide modern learning environments.

NZCPT is permitted, as the Proprietor of several State Integrated Schools, to pool Policy One funding and distribute it in accordance with agreed 10-year property plans. However, Land Trusts must be consulted for this to occur.

It is NZCPT's responsibility as Proprietor to ensure that Policy One funding is spent in accordance with Ministry guidelines. However, NZCPT transfers all Policy One funding received for the school on to the Land Trust by way of rent and requires the Land Trust to correctly administer all such funding in accordance with Ministry guidelines – specifically Policy One funding must be paid directly to a nominated bank account and coded to a specific Policy One Income ledger account. The Land Trust must provide relevant accounts information along with an auditor's report to NZCPT each year.

Policy Two Funding

Policy Two funding is a limited discretionary source of Government funding, only available to Proprietors when certain criteria are met and in instances when the Ministry would otherwise have to provide non-integrated State school facilities. In such cases a State Integrated School may be eligible for assistance towards the capital costs of providing more accommodation at the school (e.g. for new buildings to accommodate roll increase and expand the capacity of an existing State Integrated School or for a new State Integrated School site).

Policy Two funding is not an automatic entitlement. An application from the Proprietor must be submitted to the Ministry based on meeting specific criteria. Typically, NZCPT will work closely with the school's Land Trust and BoT on the application in line with the school's overall strategic development plans.

If approved, Policy Two money is paid to NZCPT, as the school's Proprietor, subject to a signed deed of covenant with the Ministry. NZCPT will typically transfer the full amount to the Land Trust, who will manage the overall construction project. However, Policy Two funding may be paid out over several years and NZCPT and the Land Trust may agree for the funds to be held by NZCPT in trust and drawn down by the Land Trust as needed (with any interest accrued being passed on the Land Trust).

As with Policy One funds, NZCPT requires the Land Trust to correctly administer all such funding in accordance with Ministry guidelines – specifically Policy Two funding must be paid directly to a nominated bank account and coded to a specific Policy Two Income ledger account. The Land Trust must provide relevant accounts information along with an auditor's report to NZCPT each year.

Summary of Administrative Responsibilities

Task or item	Responsible	Usual timing
Billing and collection of Attendance Dues.	NZCPT Admin	Monthly (Jan-Dec)
Billing and collection of Special Character donations.	Varies	Monthly (Jan-Dec)
Providing completed enrolment forms to NZCPT Admin.	School Admin	Within 2 days of completion
Payment of rent to Land Trust.	NZCPT Admin	Monthly (Jan-Dec)
Collection of initial one term's fees in advance from family of newly-enrolled students.	School Admin	At time of enrolment
Payment of one term's fees in advance to NZCPT's nominated account.	School Admin	Within 2 days of enrolment
Informing NZCPT Admin of student withdrawals.	School Admin	Within 2 days of withdrawal advice
Providing summary of students not returning in following year.	School Admin	At start of Term 4
Providing relevant accounts information and an auditor's report for any Policy One and Policy Two funding received.	Land Trust	Within 1 month of end of financial year
Informing NZCPT Admin of changes in school's nominated personnel for liaison with NZCPT Admin.	School Admin	Immediately as applicable
Ensuring nominated personnel are trained and able to carry out all necessary tasks in interface with NZCPT Admin.	Principal	Immediately as applicable
Providing school roll information to NZCPT Admin to verify student numbers.	School Admin	At start of each month (Feb-Dec)
Notifying NZCPT Admin of any changes to documentation or procedures relating to enrolment or debt collections.	School Admin	Immediately as applicable
Liaising with nominated Land Trust member and NZCPT Admin in managing outstanding accounts and families in financial difficulties.	School Admin	Immediately as applicable
Liaising with NZCPT Admin and Land Trust (if applicable) regarding allocations and payments of scholarships / subsidies.	School Admin	Within 2 days of approval
Communicating the role of NZCPT via scheduled parent meetings	Principal	Annually
Communicating the role of NZCPT to stakeholders via other means (e.g. school newsletters)	Principal	Once per term
Providing information and a link to NZCPT's website on the school's website.	Principal	Review annually