



# Not-for-profit Education and vocational services

How we can work with you

## We recognise the special needs of organisations providing education and related services within the not for profit sector.

Not for profit organisations play an important role in supporting the education sector by providing communities with the opportunity to affordably access a wide range of education and vocational training.

In an environment where so many providers are jostling for the attention of prospective students and trainees, there is a need to strongly demonstrate the value of curriculum and course offerings. This means keeping abreast of the kinds of skills employers are likely to demand and pay for, and the popularity of offerings based on personal interests that will make the delivery of recreational learning viable. Operating within the course quality and administration requirements of regulatory bodies, we see you facing some of the following challenges:

### Attracting students and trainees

Your organisation must have strategies in place to ensure that it continues to attract new students and trainees. The success of your organisation will be determined by the reputation of your courses and their delivery methods, the perception of what skills are important in the market place and the ability of students and trainees to gain employment after qualification. Understanding your performance as it appears to others will assist with targeted service provision.

### Retaining the best teaching staff

It is critical to the performance of your organisation that you attract and retain staff who are talented and committed to the pursuit of excellence. You need to regularly evaluate the performance of staff to ensure that you are adequately recognising and rewarding superior performance. Contingency plans should be in place to protect against the loss of key staff and to provide for how you might operate without them.

### Securing funding

It is essential that you regularly review your strategies for securing existing revenue streams and creating new ones. This may involve reviewing the provision of existing and new courses, the sale of relevant course materials and additional tuition, and exploring opportunities for applying for research and other grants.

### Understanding and managing your costs

Each year the expectations of students and education funding agencies regarding the scope of what can be delivered continue to increase. Organisations are required to be innovative and provide courses of the highest quality whilst keeping their costs affordable. This means using available technology and computer-based tools to their fullest potential to help manage and reduce costs. With increasing demands for efficiency and improvements, it is ever more important to know what the true costs of providing education and training are and to be aware of the possible benefits of collaborative arrangements that can help with cost sharing.

### Regulatory compliance

Failure to comply with relevant external regulations (for example the Education Act 1989, the Education Amendment Act 2011 and the Industry Training Act 1992) could result in an organisation losing its professional accreditation. Education services are subject to particular GST and other tax legislation, and new financial reporting requirements are impending for many organisations. Systems and controls need to be in place to ensure that you meet your existing compliance requirements and are able to quickly respond to changes.

### Managing Cash flows

It is not uncommon for education organisations to have significant differences in timing of cash receipts and payments. You need a plan to monitor cash flow to ensure that you can meet your obligations on a day to day basis and have access to adequate cash reserves or financing facilities.

## Sound governance practice

Achieving an appropriate oversight of these moving parts is vital to ensure that the organisation operates as a leader in the education and training it offers. Boards need to have the right structure, skills and processes in place to ensure they continue to properly focus on strategic priorities and the implementation of sound organisational development.

The depth and breadth of our experience allows us to provide a full range of services that add true value, delivered by real specialists with demonstrable expertise.

## Assurance and compliance

Auditing is a core service for us. In providing this we do more than sign an audit report – our clients see that we go the extra mile. In this and other compliance services, such as taxation, we bring our understanding of the special nature of your operating environment, the people you work with and the issues you face, to provide a reliable and cost-effective multidisciplinary service. We help you meet and respond to laws, regulations and funders' requirements worldwide, in a way that adds value to your organisation. Our assurance and compliance services include:

- additional added-value services as part of the audit
- reporting on compliance with funders' requirements
- reporting on internal controls and processes

## Tax planning

Our specialists have much experience in providing solutions that are workable, pragmatic and realistic. They have seen most of the issues before, yet approach each situation with an open mind, aiming to understand your needs as well as helping you maximise opportunities and mitigate costs. We argue cogently on your behalf and act upon opportunities wherever possible. Our approach to our tax services is to generate solutions that are proactive, creative and business-focused. Whether corresponding with the tax authorities or advising on the tax consideration of potential transactions we will:

- be creative and ensure that our tax advice supports your business objectives
- 'argue the arguable' when negotiating with the regulators
- advise you on tax developments or planning ideas that can add value or otherwise affect your business

## Performance

World-class organisations achieve quantum leaps in quality and productivity by finding creative insight from 'the best of the best'. Not for Profit organisations can find it hard to identify and adapt best practice models and benchmarks – yet they are vital to succeeding in an increasingly monitored, evaluated and competitive environment. Our unique, sector-specific tools and resources will help you achieve marked improvements in quality and productivity. We assist Not for Profit organisations with:

- financial and non-financial evaluations
- identifying, recording and reporting on what matters to measure outputs, outcomes and impact
- developing organisation-wide knowledge management and performance measurement

## Governance and risk management

Plans for future strategic development will have to take into account many new and uncertain factors. We help our clients with the development and review of business plans and strategy, and the identification and management of associated risks. We help clients with choosing the right structures and ensuring they have the right people at the right place, doing the right things in the best way to achieve goals. Our work includes:

- setting strategic objectives and developing the strategic and tactical plan
- methods of motivating staff towards strategic goals
- project planning and implementation
- advice on organisation and project governance
- developing and implementing risk management frameworks

We hope this brochure has given you a clear picture of how we could work with you and support your organisation as you meet your objectives. If you think we can help you, please contact one of our principals or visit our website to meet the team.

### The right size, the right skills and right expertise – the right choice

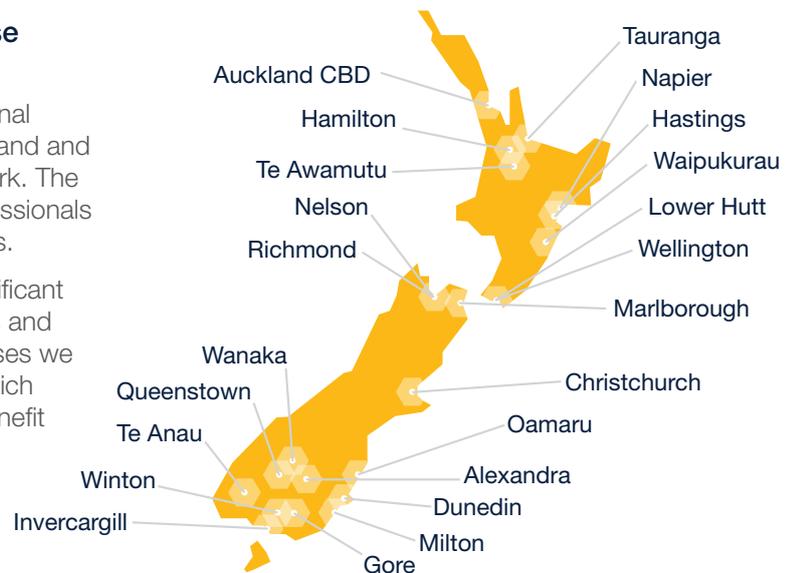
Crowe Horwath New Zealand has the largest professional assurance and accountancy footprint across New Zealand and is a member of the Crowe Horwath International network. The firm in New Zealand and Australia has over 3,000 professionals delivering a full range of audit, tax and advisory services.

With 23 offices throughout New Zealand, we have significant coverage in remote and regional areas, as well as cities and towns, which is unmatched in our industry. In many cases we have offices that are local to our clients' operations, which allow us to minimise travel costs while providing the benefit of local knowledge.

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### The relationship you can count on

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