

COMMERCIAL ARRANGEMENTS, SPONSORSHIP AND DONATIONS

Implementation document for the Commercial Arrangements, Sponsorship and Donations policy

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1 Introduction

These procedures support the Commercial Arrangements, Sponsorship and Donations policy. They provide guidance to all staff who arrange, approve and/or deliver commercial arrangements, sponsorship and donations in schools and across the department.

The department supports appropriate commercial arrangements, sponsorship, collaboration and donations, as outlined in these procedures. This may include schools and directorates generating revenue and participating in fundraising initiatives, as well as receiving financial sponsorship, value-in-kind contributions, and gifts and donations.

Collaboration arrangements are not commercial but should be dealt with in accordance with the principles and guidelines set out in this document and with the same due diligence and regard for probity as commercial arrangements and sponsorships.

The procedures outline the range of factors schools and directorates need to consider before entering into commercial arrangements with external organisations, individuals, businesses or non-profit organisations, non-government organisations and/or charities.

Schools and directorates receive this revenue in addition to federal and state government grants, centrally allocated budgets and consolidated funds and they must use it to meet educational outcomes and in support of achieving the department's strategic objectives.

These procedures are arranged in 3 sections. Anyone engaging sponsors must read both Section A and Section B of these procedures:

- Commercial arrangements including sponsorship – this includes providing goods and/or services to an external organisation, individual or business in return for cash, non-cash goods and/or services (value-in-kind contributions). Sponsorship is also a commercial arrangement.
- Sponsorship (procedures specific to incoming and outgoing sponsorship) – this may include a school or directorate providing an external party with goods and/or services in a sponsorship arrangement (incoming sponsorship) in return for cash and/or value-in-kind contributions; or sponsoring an external program, event and/or initiative (outgoing sponsorship).
- Donations (fundraising, gifts and bequests) – includes funds outside of those the department provides to a school or directorate. This can include gifts, donations, bequests, and fundraising activities including crowdfunding.

Corporate involvement in public education is limited to supplementing funds allocated to educational programs and events. It cannot displace any government funding or other provisions for NSW public schools and the department. This document will guide schools and directorates in developing commercial arrangements, including sponsorship, to ensure they:

- do not compromise the school's or directorate's core business
- receive an appropriate return for participating in the arrangement
- protect the reputation of the school, directorate and/or public education
- comply with all legal and government policy requirements, including a written agreement setting out the agreed terms.

This document **does not** address:

- a school or directorate paying an external party for goods and/or services – see the [Procurement policy \(staff only\)](#)
- an external party using any part of a school's premises, including outside school hours care (OSHC) Licences, Preschool Licences, Community Use Agreements, advertising on the school fence – see the [Sharing of School Facilities policy](#)
- hiring government property for community, private or commercial use – see the [Sharing of School Facilities policy](#).

For examples of commercial arrangements in NSW public schools, refer to our [business engagement and development](#) page.

2 Definitions

2.1 Acknowledgement

The department mentions or recognises a sponsor or supporter, either in words and/or with a logo, in the context of a specific program or initiative. It is a factual statement the department produces without external input, usually of gratitude for support received. An acknowledgement must not endorse or recommend (actual or perceived) a product and/or service, and/or encourage patronage of any external organisation.

2.2 Advertising

An external organisation pays to publish promotional material in a school's communication channels, or when the department and/or a school pays to promote its products and/or services via external channels. Advertising content is produced by the organisation seeking to advertise, must be clearly identified as advertising wherever it is published, and must be presented in balance and proportion with educational and informational content.

2.3 Bequests

Transferring personal property such as cash, securities and/or other assets to a school or directorate as specified in a will. Refer to [22.2 Bequests or legacies](#).

2.4 Benefits

Sponsorship benefits refer to the return on investment and any additional or potential value provided. This will normally be a list of benefits that a school or directorate receives or provides for a sponsorship investment during the term of the agreement. Refer to [15 Sponsorship benefits](#).

2.5 Collaboration

Refers to the department working with subject matter experts, other teams across government and industry groups or suppliers to achieve a common vision or goal, or outcome that one stakeholder could not have achieved alone. Using an agreed set of expectations, a collaboration will draw on each stakeholder's strengths and capabilities to deliver significant outcomes for teachers and students. A collaboration arrangement will involve shared responsibility by a school or directorate and an external organisation to support a particular program, event, or initiative. It is not commercial and generally does not involve the exchange of funds.

2.6 Commercial arrangements

A school or directorate provides goods and/or services in exchange for cash and/or value-in-kind contributions. While the subject of a commercial arrangement may not directly contribute to educational outcomes in a school – for example, selling advertising in the school newsletter or hiring out the school hall – the cash or value-in-kind contributions (goods and/or services) must be used to enhance educational outcomes in line with the department’s strategic objectives.

Commercial arrangements are generally instigated by external organisations seeking to pay a school for its goods and/or services. A school or directorate paying an external organisation in return for goods and/or services is a procurement activity. Process payments according to the department’s [Procurement policy \(staff only\)](#).

2.7 Crowdfunding

A form of fundraising involving an internet platform or benefit to raise money for a project or initiative. Schools can use crowdfunding to support extra-curricular projects, or projects that would not be government funded. Crowdfunding must be for an identified need, as opposed to funding for the whole school. Schools must conduct all fundraising in accordance with the conditions specified in the [Charitable Fundraising Act \(1991\)](#) and must comply with the terms and conditions of the online platform being used. Crowdfunding is not a commercial arrangement or sponsorship but a form of fundraising. Refer to [21.2 Crowdfunding](#).

2.8 Directorates

Corporate-based staff and their organisational areas (non-school based staff).

2.9 Expression of interest

An expression of interest (EOI) is part of a fair and open selection or qualification process. Schools and directorates interested in seeking sponsorship should develop criteria against which they will potentially assess sponsors’ EOIs. The EOI is usually made widely available on the department and/or school website.

A supplier or organisation will use the EOI process to demonstrate their capacity to meet the criteria specific to a sponsorship proposal. It can result in the supplier or organisation entering into negotiation for a contract or being shortlisted. Schools and directorates should document the assessment and selection process for the decisions made. Refer to [17.3 Seeking sponsors through an expression of interest](#).

2.10 Fundraising

Schools and directorates may seek to raise funds by conducting general fundraising activities such as fetes, appeals and raffles. Fundraising of this nature is governed by 2 separate Acts – the [Charitable Fundraising Act \(1991\)](#) and the [Community Gaming Act 2018 No 60](#). Refer to [NSW Fair Trading guidelines for charitable fundraising and legal issues bulletin – fundraising activities](#). See also [21 Fundraising](#).

2.11 Gifts and donations

Gifts or donations are not a commercial arrangement or sponsorship. Gifts and donations require nothing in return – there is no exchange of value. Schools or directorates do not need a formal agreement to document a gift or donation, but they will need to provide a receipt. Refer to [22.1 Gifts and donations](#).

2.12 Grants

The government or other organisation provides discretionary funding to an external organisation, individual or business for a specified purpose directed at achieving goals and objectives consistent with the government's or other organisation's policy. A grant recipient is selected on merit against a set of criteria. A grant is not a donation. Refer to [22.3 Grants](#).

2.13 Partnership arrangement

A relationship between 2 or more organisations with a common goal – for example, an event may have media partnerships to support the broadcast for the event. Partnership arrangements need to be documented in a sponsorship or collaboration agreement to avoid the legal implications associated with the term 'partnership'. Schools and directorates need to contact Business Engagement and Development if an organisation is seeking a partnership. See also [2.5 Collaboration](#).

2.14 Philanthropy

An act of charitable giving or a gift provided for humanitarian purposes on a large scale. Acts of philanthropy include donating money to a charity or a school program, volunteering or raising money to donate to educational research.

2.15 Promotion

While advertising generally refers to controlled, paid messages distributed through media channels, promotion is typically a short-term marketing strategy designed to increase brand or product awareness or sales by immediate customer incentives. Commercially, promotional activities are usually paid campaigns. In an educational context, limited promotional activities may be offered as sponsorship benefits. Refer to [6.5 Promotional activities](#).

2.16 Sponsorship

The department has adopted this definition from the NSW Independent Commission Against Corruption's (ICAC) [Sponsorship in the public sector \(May 2006\) \(442 KB\)](#).

Sponsorship:

- is a commercial arrangement in which a sponsor provides a money or value-in-kind contribution to support a particular program, event, or initiative in return for certain specified benefits
- can be provided by the corporate sector or private individuals in support of a public sector activity, or by the public sector in support of related and worthwhile private or public sector activities
- does not include selling advertising space, joint ventures, consultancies, grants (in regard to received sponsorship), unconditional gifts, donations, bequests or endowment
- is not philanthropic. A sponsor expects to receive a reciprocal benefit beyond a modest acknowledgement.

Incoming sponsorships are generally instigated by a school or directorate to seek money and value-in-kind contributions to support an extracurricular program or initiative. Sponsorships must directly contribute to educational outcomes and/or the department's [strategic goals and objectives](#).

Outgoing sponsorship is any contribution (money or value in kind) that the department provides to a private sector or community organisation to support a program, event or initiative in return for specified benefits. Refer to [20 Outgoing sponsorship](#).

2.17 Sponsorship broker

A sponsorship broker (sometimes referred to as a commercial agent) is an individual or a company that provides the service of searching for sponsorship for events or organisations.

2.18 Value-in-kind contributions

A form of sponsorship where an organisation provides services and/or goods instead of cash to support a program, event or initiative. Sometimes referred to as 'in-kind' or 'contra' sponsorship or contribution.

Section A – Commercial arrangements including sponsorship

This section applies to all commercial agreements, including sponsorship. Read [Section B](#) of this document for further guidance on incoming and outgoing sponsorships.

A school or directorate may provide goods and/or services to an external organisation, individual or business in return for cash, non-cash goods and/or services (value-in-kind contributions). Schools or directorates must use any cash or value-in-kind contributions to enhance educational outcomes in line with the department's strategic objectives.

This section does **not** cover procurement activities – where schools or directorates pay an external organisation in return for goods and/or services. The [Procurement policy \(staff only\)](#) provides guidance for processing these types of payments.

Before proceeding with a commercial arrangement, schools and directorates will need to:

- ensure commercial arrangements comply with the department's principles ([section 3](#))
- assess a potential partner's suitability ([section 4](#) and [section 14](#))
- ensure the arrangement represents value for money ([section 5](#))
- ensure any benefits on offer do not involve endorsement and comply with the department's requirements ([section 6](#) and [section 15](#))
- identify, assess, document and mitigate any risks ([section 16](#)).

Once it is agreed that a commercial arrangement will go ahead, schools and directorates will need to:

- ensure that agreements comply with responsibilities and delegations ([section 7](#))
- complete a formal agreement or contract ([section 8](#))
- ensure that agreements comply with approval processes ([section 9](#)), finance and reporting requirements ([section 10](#)), and monitoring and registration requirements ([section 11](#)).

After a commercial or sponsorship arrangement has been established, schools and directorates must:

- manage and support the arrangement ([section 18](#))
- evaluate and report on the arrangement ([section 19](#))

3 Commercial arrangement principles

A commercial arrangement must not impose or imply conditions that would limit, or appear to limit, the department's ability to carry out its functions fully and impartially.

There must be no conflict of interest between the objectives and/or vision of the organisation and those of the department.

The department's processes for seeking and establishing commercial arrangements should be open, transparent and time bound.

Commercial arrangements, including sponsorship programs and/or activities, should contribute to student outcomes.

Commercial arrangements should align with relevant department policies. For example, the [Nutrition in Schools policy](#) would apply if a unhealthy food vendor were to seek a commercial arrangement with a school.

Commercial arrangements must not compromise the professional standards and ethics of teachers or other departmental staff. Refer to [Fraud and corruption prevention \(staff only\)](#).

No department employee may seek to obtain or receive (actual or perceived) a personal benefit from a sponsorship or commercial arrangement.

Commercial arrangements must not imply, infer or involve the endorsement of a particular company, product, or service by the department, its employees or students. Refer to [6.1 Endorsement](#).

If a community user wants to use a school's premises, the school must comply with the [Sharing of School Facilities policy](#).

4 Assessing the suitability of organisations

The department can only negotiate commercial arrangements, including sponsorships, with reputable organisations, individuals and businesses whose public image, products and/or services are consistent with the principles, vision and goals of NSW public education. Refer to the [Values in NSW public schools policy](#).

When assessing whether an organisation is suitable, schools and directorates must consider:

- the type of products or services it markets
- its marketing methods
- the impact its products and processing have on the health of consumers, the community and the environment
- its public image, as well as its parent companies or subsidiaries
- its capacity to provide the proposed financial contribution, resources, goods or services.

Consider all other relevant department policies, including [Conflicts of interest \(staff only\)](#) and [Controversial Issues In Schools \(staff only\)](#).

If schools or directorates are unsure whether an organisation meets the suitability criteria, they need to consult with the [Business Engagement and Development team](#) before proceeding with negotiations.

5 Ensuring value for money

Schools and directorates need to ensure value for money when considering any commercial arrangement. Schools and directorates should not underestimate the value to an external organisation of association with the department.

The benefits schools and directorates offer to external organisations must be in proportion to the contribution the organisation will provide. Schools and directorates must ensure the commercial arrangement is cost effective and its value more than covers the effort and cost expended to secure and manage it.

Contact the [Business Engagement and Development team](#) for advice about achieving value for money in a sponsorship or commercial arrangement.

6 Endorsement and other promotional activities

Schools and directorates need to ensure that the commercial arrangements and sponsorship comply with the department's principles as outlined in this section.

6.1 Endorsement

Commercial arrangements, including sponsorships, should not place any pressure on students, parents or department employees to purchase and/or use any particular goods and/or services.

Acceptance and/or use of an organisation's product or service must not be a condition for student or teacher participation in a commercial arrangement, sponsored program, event or initiative.

The department and its employees cannot endorse an organisation's products or services. Sponsorship benefits the department offers must not promote an organisation's products or services as superior or the best value or include directives to support the sponsor. Refer to [15.2 Suitable benefits](#).

External parties must not claim the department or its agents endorse their product or service. For example, an external organisation cannot state 'as recommended by the school', principals must not provide testimonials and organisations must not publish or share school or department logos without prior authorisation.

6.2 Using a commercial brand or logo

As part of a sponsor benefit, the department can publicly display an organisation's logo or name in connection with the department's logo, or a school's logo, in any school or directorate communication or media channel.

Schools or directorates must follow the department's [brand guidelines \(staff only\)](#). The sponsor logo must be equivalent in size or smaller, so the department's logo is more prominent. Logo acknowledgement needs to specify sponsorship of the program, event or initiative rather than of the school or department as a whole.

Company names, trademarks, logos or symbols must not be displayed on school uniforms ordinarily worn by students. This includes placement on caps and hats.

Placing logos or any kind of branding on a school's representative sporting attire (for example, football jumpers) is discouraged. If a school cannot supply a representative sporting team's attire without sponsor funding, a department or school logo of equal or greater size must accompany any sponsor branding. Place the corporate branding in a secondary position such as on the sleeve or back of the sportswear.

Sponsor logos displayed on a department or school website should ideally be on a separate supporter page and link to an appropriate page on a sponsor's website. The department accepts no responsibility for the content, privacy policies or practices of third-party sites linked to department sites. Refer to [Copyright](#) and [Privacy](#).

Schools and directorates should use the following disclaimer:

Links to third-party websites

If you use the links provided on this website to access a third party's website, you acknowledge that the terms of use, including licence terms set out on the third party's website apply to the use that may be made of the materials on that third party's website or where permitted by the Copyright Act 1968 (Cth).

The department accepts no responsibility for content on third-party websites.

6.3 Advertising

Schools may sell advertising space in school newsletters and on school perimeters, fences and boundaries as part of a commercial arrangement.

If the arrangement relates to community users advertising on a school's premises – including the school perimeter, fence or wall – or as part of a commercial arrangement or sponsorship, schools or directorates must comply with the [Sharing of School Facilities policy](#).

Schools and directorates must ensure all advertising complies with the [NSW Department of Customer Service's rules and regulations](#) and the [Government Advertising Act 2011](#). Schools should only consider paying for advertising as part of a strategic communications plan where evidence demonstrates it will help achieve the school's objectives.

The Secretary must approve all advertising that schools pay for and the department must declare it on a quarterly basis to the NSW Department of Customer Service.

The department must book all advertising with the Government's Media Agency Service. Contact [Communication and Engagement](#) for advice.

Government advertising is not permitted in the lead-up to a state election.

Schools need to comply with the following principles when generating revenue from advertising:

- Schools are not allowed to place advertising in classrooms or in a position in the school where the signs target students.
- Distributing promotional flyers and advertisements to students is strongly discouraged.
- Any advertising material published in a school communication channel must be clearly distinguishable as paid advertising.
- Any advertising material published in a school communication channel must be proportionate to school-generated content. Advertisements should not be more prominent in position, size or number than school content.

6.4 Sharing external communications

The **Sharing External Communications Checklist** on the business engagement and development [resources page](#) will help schools and directorates determine whether they can share information from external organisations on department channels. Principals may share information from external organisations that will benefit their school community at their discretion and in consultation with their Director, Educational Leadership and school community.

The department may share information from third parties about competitions and events that are non-commercial, time-bound and have a clear start and end date. This information needs to lead to educational opportunities and experiences that students, teachers and/or department staff would otherwise not have access to or be aware of.

The department:

- is not bound to share any external information
- may cease to do so at any point
- may nominate the best channel to communicate any such external information.

When providing a link to an external source, the department must avoid the implication that it endorses those websites or the people or companies who own them, and vice versa.

Schools and directorates should use the following disclaimer:

This link is provided with the intention of increasing the information available to you. The NSW Department of Education has no control over linked websites, and is not responsible for the views, opinions, standards or information expressed on linked websites. The provision of a link does not imply that the NSW Department of Education endorses those websites or the people or companies who own them, and vice versa.

Refer to NSW Government's [full disclaimer regarding links to external sites](#).

6.5 Promotional activities

The department strongly discourages promotional activities such as direct marketing, sales promotion and public relations by external organisations in schools.

Where a school or directorate believes promotional activities will provide an overriding educational, wellbeing or strategic benefit to students, they need to:

- consult the relevant Director, Educational Leadership or the Director, Engagement (contact [Business Engagement and Development](#))
- develop a risk management plan to ensure compliance with the department's obligations regarding non-endorsement (refer to [6.1 Endorsement](#))
- document these activities in a written agreement demonstrating value for money. Refer to [8 Written agreements](#).

7 Responsibilities and delegations

7.1 Responsibilities

Principals, their authorised delegates, and directorates responsible for commercial arrangements and sponsorships must comply with the Commercial Arrangements, Sponsorship and Donations policy. This includes ensuring they comply with the principles outlined in these procedures. The [Business Engagement and Development team](#) will provide advice to staff on implementing the policy and these procedures as required.

7.2 Delegations

When approving commercial activities and sponsorships, schools and directorates need to comply with the department's [delegations \(staff only\)](#). Schools and directorates need to know the limits to the level and/or extent of sponsorship arrangements they can enter.

- Principals may enter into sponsorships on behalf of the school.
- Directors, Educational Leadership may enter into sponsorship arrangements on behalf of a network of schools with the agreement of all schools involved.
- Principals and Directors, Educational Leadership must not enter into sponsorship arrangements that impose obligations on other schools or directorates without prior consultation.
- Directorates may enter into statewide sponsorship arrangements on behalf of the department with the appropriate approvals. Refer to [9 Approval processes](#).

8 Written agreements

All amounts referred to in this document are GST inclusive, unless otherwise stated.

All sponsorships and commercial arrangements require a formal agreement or contract. **Template agreements** and an **Entering a Sponsorship Checklist** are available from the business engagement and development [resources page](#).

Consult [Business Engagement and Development](#) and [Procurement](#) if:

- the value of the sponsorship or commercial arrangement contract exceeds \$50,000
- a sponsor or the school or directorate proposes any substantial change to a department agreement template.

Written agreements should:

- include the benefits that the department will provide in return for the value of the organisation's contribution
- cover a specific period with start and end dates including termination conditions allowing either party to withdraw from the arrangement without cause
- include a clear outline of the benefits and commitments of both parties
- include a provision for parents, students and teachers who may not wish to participate in the sponsored activity
- indicate any intention to make sponsorship information available to the public
- state that any arrangements with an external organisation are not exclusive and the department is not restrained from entering into other arrangements with similar organisations
- list all financial amounts exclusive of GST.

A written agreement may include the option to extend the contract term for an additional year on the agreed terms, to a total of 2 additional years. Generally, contracts shouldn't last longer than 5 years, including any extensions.

Only use a memorandum of understanding (MOU) between NSW Government agencies. An MOU is a non-legally binding document suitable for documenting an intention to work towards a shared goal with another government agency.

Schools and directorates must retain copies of agreements for both internal and external audit purposes and upload these to the **Sponsorship Register** on the business engagement and development [resources page](#).

Note any changes to the agreed benefit schedule made after the agreement has been signed in a letter or email of variation.

9 Approval processes

Commercial arrangements and sponsorships must be approved according to the department's Delegations of Authority and in accordance with the additional clauses below (summarised in Table 1). Refer to [EDConnect advice on delegations \(staff only\)](#).

For commercial arrangements **up to \$50,000 in value** (cash or value in kind):

- principals and authorised delegates can approve for their schools
- Directors, Educational Leadership can approve for arrangements involving a group of schools in a principal network.

All commercial arrangements valued at **over \$50,000**, or that involve statewide activity, must be approved by [Business Engagement and Development](#).

A sponsorship or commercial arrangement valued over \$50,000 must also be referred to [Procurement](#) for consultation. Procurement must advise where:

- it is linked to a purchase by a school or directorate, for example, where a supplier indicates the department should purchase a product or service before the supplier will sponsor a program or initiative
- the arrangement is with an existing or pending supplier (including those on a prequalification scheme).

Table 1 Approvals by value of commercial arrangement

Value (cash or value in kind)	Number of schools/activity	Approver
Up to \$50,000	Single school	Principals and authorised delegates
Up to \$50,000	Group of schools in a principal network	Directors, Educational Leadership
More than \$50,000	Single or group of schools, or statewide activity	Business Engagement and Development in consultation with Procurement

10 Finance and reporting

Schools and directorates must record all sponsorship revenue raised in the finance system, SAP. Use the specific general ledger account 420008 – Sponsorships received.

Contributions can be a payment in the form of cash, or an acceptable cash equivalent or value-in-kind contribution where goods and/or services are supplied to meet some or all the costs associated with a sponsored event or program.

Schools and directorates should only accept value-in-kind products and/or services that meet the department's standards and procurement guidelines and should ensure that the product or service being offered is of a type and quality that the department or the school would normally acquire.

Acceptance of a product and/or service as a value-in-kind contribution does not imply the department or school endorses it. Schools and directorates must advise value-in-kind sponsors they do not have the right to claim or imply that the department or school endorses their product or service. Refer to [6.1 Endorsement](#).

Schools and directorates should ensure goods and/or services included in a sponsorship or commercial arrangement as value-in-kind contributions are valued at a fair market value and documented including GST in a written agreement.

Principals and authorised delegates should indicate in any annual reporting how commercial arrangements and sponsorships benefited the department, school and student outcomes.

Refer to [Section 5.5](#) in the Finance in schools handbook (staff only).

For assistance with finance-related queries and specific GST implications, schools and directorates should contact [EDConnect](#).

For procedures relating to donations including fundraising and gifts and bequests refer to [Section C – Donations](#).

11 Monitoring and registering commercial arrangements

Schools and directorates must register all sponsorships and commercial arrangements in the **Sponsorship Register** on the business engagement and development [resources page](#).

Business Engagement and Development will monitor sponsorships and commercial arrangements greater than \$50,000 (over the term of the agreement):

- noting the department's major sponsors
- recording the full extent of the department's relationship with major sponsors
- advising relevant department staff of any known arrangements with organisations they may be engaging as sponsors
- ensuring there are no unnecessary replications of sponsorship arrangements
- ensuring compliance with department policies and guidelines.

Section B – Sponsorship (procedures for incoming and outgoing sponsorship)

All agreements need to adhere to [3 Commercial arrangements principles](#) as well as the sponsorship-specific principles listed in [12 Sponsorship principles](#).

Sponsorships are a special type of commercial arrangement. When considering entering into a sponsorship arrangement, schools and directorates must consider the principles outlined in this section.

Incoming sponsorships may involve a school or directorate providing an external party with goods and/or services in a sponsorship arrangement in return for cash and/or value-in-kind contributions.

Outgoing sponsorships include schools or directorates sponsoring an external program, event and/or initiative.

12 Sponsorship principles

Sponsorships can be used to enhance educational programs but must not displace any government funding or other provision on which NSW public schools and the department rely.

Sponsorship agreements must not expose the department to any financial, legal or other risks that are disproportionate to the nature and extent of the sponsorship. Principals or authorised delegates should seek advice from [Business Engagement and Development](#) if they are unsure about any risks. Refer to [16 Risk management](#).

When seeking sponsorships, schools or directorates need to use broadly based, open processes that are not limited solely to invited sponsors.

Assess sponsorship proposals against predetermined criteria that have been published or made available in advance or circulated to all organisations that submit an expression of interest.

If a school or directorate decides to accept and manage an actual, potential or perceived conflict of interest, they must record and appropriately manage decision-making processes and strategies for managing the conflict. Refer to [Conflict of interest \(staff only\)](#).

The department should not seek or accept sponsorship from organisations or people that may be subject to departmental regulation or inspection during the life of the sponsorship. For example, do not accept sponsorship from a childcare provider as the department regulates childcare providers in NSW.

Formalise all sponsorships through a written agreement or contract that clearly outlines the:

- area of specified need
- benefits to the sponsor
- benefits (fee or value in kind) to the school or directorate
- duration of the sponsorship
- termination conditions.

Schools and directorates need to carefully consider how they document or acknowledge sponsorships. For example, it is inappropriate for a commercial organisation to be profiled as ‘school sponsor’, and the words ‘proud sponsor of’ a school should not be used. Refer to [15.2 suitable benefits](#).

Sponsor benefits should represent value for money and be cost-effective. Refer to [5 Ensuring value for money](#).

Value any goods and services provided as part of a sponsorship agreement at fair market value and evaluate them for fitness for purpose against objective and predetermined criteria relevant to the department's needs and priorities.

The principal, or authorised delegate must ensure that the school or directorate has capacity to deliver the agreed sponsor benefits. Refer to [9 Approval processes](#).

Schools or directorates need to note any use of a school's premises offered as a benefit as part of a sponsorship arrangement in a sponsorship agreement but process it according to the [Sharing of School Facilities policy](#).

13 Suitable sponsorship activities

Types of events, activities and initiatives that are suitable for sponsorship include:

- school fetes
- scholarships
- awards
- extracurricular educational initiatives
- student teams
- professional learning
- art shows
- exhibitions.

Types of events, activities and initiatives that are not suitable for sponsorship include events, activities and initiatives associated with curriculum delivery for which the school has sufficient funds allocated in its budget – for example:

- athletics carnival
- swimming carnival
- school camps
- assemblies.

14 Acceptable sponsors

Attributes of acceptable sponsors include:

- being reputable organisations, individuals or bodies
- having objectives, products and marketing strategies that do not conflict with the department's values and objectives.
- having parent companies or subsidiaries whose objectives and missions do not conflict with those of the department
- providing goods or services that will benefit student outcomes and be of the required type and quality.

15 Sponsorship benefits

15.1 Sponsorship should be of benefit to the department

Sponsorship should:

- enhance the department's image and reputation by aligning with a reputable sponsor
- make it possible for the department to undertake activities to benefit students that could not otherwise be funded or delivered to the same extent
- reduce the cost of a particular program, event or initiative or enable it, in students' interest, to be expanded or enhanced
- achieve greater community awareness or public profile for the department, or for a particular departmental service, program or product, than may otherwise have been possible.

15.2 The department can offer suitable benefits in return

Schools and directorates may seek advice from [Business Engagement and Development](#) regarding suitable proposed benefits.

Schools or directorates should acknowledge sponsors, preferably in words, or by profiling the organisation's logo. Always place the logo in the context of the sponsored program, for example:

- on a sign promoting the program
- in printed materials (newsletter, flyer, program)
- on the school or program communication channels in line with relevant policies, for example, the [Nutrition in Schools policy](#) and [Social Media policy](#).

A school or directorate may offer one or more of the below:

- invitations for sponsor representatives to attend functions such as concerts, dinners, sporting events, exhibitions, dance or drama performances, presentation nights, or competition finals
- the opportunity to address the audience (with department's prior approval of the text) and/or to present awards at these events
- an appropriate level of hospitality and the opportunity to meet with the relevant school or departmental officials
- acknowledgement at major events in a designated sponsor section in school or program communication channels. For example:

Thank you to [sponsor name] for its support of the school music concert. Its contribution has enabled the school to purchase a range of new instruments, making it possible for more students to participate in our music program.

- a letter of appreciation or a framed certificate recognising the sponsor's designation or level of support (a template **certificate of appreciation** is available on the business engagement and development [resources page](#))
- editorial material or a foreword included in publications associated with an event, program or initiative – in line with the department's [content guidelines](#), appropriate, educationally sound and free of endorsement. Refer to [6.1 Endorsement](#)

- a branded award provided by the sponsor such as 'The [sponsor name] creativity award'
- the opportunity for sponsors to provide token gifts (with the department's prior approval and which comply with the [Gifts, benefits and hospitality procedures](#)) that are distributed at department events, programs and initiatives to participating staff, teachers and students
- the opportunity to include promotional flyers, products and advertising material to be distributed at department events, programs and initiatives to staff, teachers and participants over 18 years. Always document this opportunity in a written agreement demonstrating value for money.

15.3 Benefits the department cannot offer

15.3.1 Endorsement

Schools and directorates must not offer or agree to endorse a sponsor or a sponsor's product or service. Refer to [6.1 Endorsement](#).

15.3.2 School rewards programs

A school must not agree to receive financial support in return for recommending parents, staff and/or students use a particular product or service provider. Businesses may choose to operate a school rewards program at their discretion and make donations to schools. Donations must always be made on the clear understanding that nothing is required in return and a receipt provided documenting the donation. Refer to [22 Gifts, donations and grants](#).

15.3.3 Kickbacks, spotter's fees and finder's fees

Schools and directorates must not receive financial remuneration in return for recommending, endorsing or directing business to a sponsor or supplier.

For example, a school enters into an arrangement to endorse, or recommend a real estate agent in exchange for a \$500 finder's fee to the school.

15.3.4 First right of refusal

Schools and directorates cannot offer a sponsor first right of refusal when a contract finishes. They must undertake an open, fair and transparent process to seek further sponsorship. Refer to [17 Sponsorship acquisition](#).

15.3.5 Naming rights

Schools and directorates cannot give a sponsor naming rights to brand or replace the title of a department or school program. For example, 'The [sponsor name] Sports Carnival' or 'The [sponsor name] Education Week'.

15.3.6 Promotional activities to underage participants

The department strongly discourages schools and directorates distributing promotional flyers, products and advertising material in schools or at department events, programs and initiatives to underage participants. For special conditions, refer to [6.5 Promotional activities](#). Refer to [Controversial issues in schools policy](#).

15.3.7 Designation

Schools and directorates cannot offer a sponsor the designation 'School Sponsor' or 'Department Sponsor'. Sponsorship may only be sought for specific programs and initiatives.

15.4 Personal benefits

In accordance with the Commercial arrangement principle, 'No department employee may seek to obtain or receive (actual or perceived) a personal benefit from a sponsorship or commercial arrangement':

- department employees may not seek or receive a personal benefit or be perceived to receive a personal benefit from a sponsorship
- any contribution from the sponsor should go to the school or directorate, not directly to an individual, and must be seen to benefit the department, not an individual/s
- schools and directorates should assess any gifts and benefits received and, if relevant, report according to the Gifts, Benefits and Hospitality procedures
- employees may not approach a departmental sponsor to request support for a non-departmental program or charity.

For further information, refer to Fraud and corruption prevention (staff only).

16 Risk management

Sponsorship arrangements can offer significant benefits but can also expose the department to risks. The department can minimise risks by ensuring that sponsorship arrangements are appropriately assessed, developed, documented, managed, monitored and evaluated. Refer to the department's risk management page (staff only) and Enterprise Risk Management policy.

If a sponsorship arrangement breaches department policy, there is a significant risk to the department's perception and reputation in the general community. Sponsorship arrangements must withstand full public scrutiny and not undermine public confidence in the integrity of the department.

The department must manage the risk that sponsorship arrangements could affect its policy objectives, compromise due process, or influence how a school or directorate conducts its business, such as purchasing and other contractual arrangements. If a school or directorate is unsure of the risks, seek advice from Business Engagement and Development or Legal Services.

Potential risks include:

- actual, potential or perceived conflicts of interest
- contracted sponsorship revenue that does not eventuate
- principals or departmental officers influenced or perceived to be influenced by a sponsor
- department, school or directorate endorses or appears to endorse a sponsor's product
- change in sponsor's public reputation during the contract term
- reputational damage to the department
- adverse reaction from school or local community or competing companies/organisations.

Schools and directorates should undertake a risk assessment for each potential sponsorship arrangement to assess:

- the risks when engaging in sponsorship
- the options to mitigate these risks
- the feasibility of responsibilities and timeframes for action.

17 Sponsorship acquisition

17.1 The process of seeking sponsorship

Seeking sponsorship must be an open, fair and transparent process. For new sponsorship initiatives, consider developing a business case to define strategic goals, budgets and outcomes of seeking sponsorship.

Before approaching potential sponsors, the school or directorate needs to prepare an expression of interest document ([17.3 Seeking sponsors through an expression of interest](#)), with an overview of the sponsorship proposal outlining the opportunities and the sponsorship tiers. Distribute the expression of interest to all or as many organisations in the targeted industry sector or category as possible – for example, technology or transport. Refer to **Incoming sponsorship steps** and **Entering a Sponsorship Checklist** on the business engagement and development [resources page](#).

17.2 Setting predetermined criteria

Schools and directorates interested in seeking sponsorship need to develop general criteria against which they will assess potential sponsors. Make this information widely available on the department or school website. Include any criteria specific to a sponsorship proposal in the tender or expression of interest package. Document the assessment and selection process and reasons for decisions made.

Criteria should include:

- relevance – whether the sponsorship arrangement aligns with the department's vision, priorities and values as outlined in the department's [Strategic Plan](#)
- benefits sought – what the department, school or directorate is seeking from the sponsorship arrangement
- acknowledgement expectations – what level of recognition the sponsor can expect in return, including channels, frequency and type
- reputation – whether there are risks associated with collaborating with an organisation, including any actual or perceived conflicts of interest
- public perception – whether the arrangement will be of benefit or detriment to the public perception of the department, schools or school communities.

17.3 Seeking sponsors through an expression of interest

Schools and directorates should consider expressions of interest (EOIs) for all sponsorship proposals. It is good practice to manage large, high-profile or statewide activities attracting substantial sponsorship amounts and strong sponsor interest by competitive processes such as tenders or expressions of interest or other broad-based mechanisms not limited solely to invited sponsors. Where the school or directorate considers tenders or EOI processes to be inappropriate, they need to clearly record their decision-making process. Contact [Business Engagement and Development](#) for advice if required and refer to the [resources page](#) for an **EOI template**.

17.4 Directly approaching potential sponsors

If seeking an expression of interest elicits insufficient or no response, schools or directorates may consider directly approaching several potential sponsors that are deemed appropriate for a particular program, event or initiative. The school or directorate should still ensure, as far as possible, the proposed sponsors can meet the original set of criteria.

17.4.1 Directly approaching a targeted group of sponsors

Where the most appropriate sponsorship arrangement is in a specific industry or sector, a school or directorate may directly canvass potential sponsors in that industry or sector to ascertain their interest in sponsoring a program, event or initiative. Schools and directorates should clearly record and document internally the reason for approaching a certain industry or sector, rather than using an open expression of interest.

17.4.2 Directly approaching a single sponsor

Where time is limited, or the predetermined criteria indicate only one suitable sponsor (for example, there is only one transport provider in a school's local community), or the activity is of interest only to one potential sponsor, a school or directorate may decide that a direct approach is the only possible method of obtaining sponsorship. Such cases should be the exception rather than the rule. Schools and directorates should clearly record and document internally the reason for approaching a single sponsor, rather than using an open expression of interest.

17.5 Unsolicited proposals from potential sponsors

Unsolicited proposals are initiated by a potential sponsor and are not in response to any sponsorship-seeking activity the school or directorate has undertaken. The school or directorate should carefully consider unsolicited proposals to ensure an offer meets the department's values and priorities, requirements and standards, and no conflict of interest exists. Investigate the potential for better value for money through expressions of interest or other market testing. It is best practice to go through an open process.

If an unsolicited offer is accepted, the school or directorate should record the exceptional circumstances and reasons for not conducting an open process. Key criteria include uniqueness, value for money and strategic fit with department objectives. For example, an offer may be accepted where the potential sponsor is uniquely placed to provide the product or service offered, or deadlines prohibit any further market testing.

Refer to **Unsolicited proposals – step by step guide** on the business engagement and development [resources page](#).

17.6 Assessing sponsorship proposals

Schools or directorates need to consider the following factors when assessing a sponsorship proposal:

- alignment with the predetermined criteria (refer to [17.2 Setting predetermined criteria](#))
- the organisation's corporate image and reputation
- the risks for the school or directorate and risk mitigation strategies
- cost versus benefits to determine if the benefits are sufficient to enter the sponsorship arrangement – the cost of managing smaller sponsorships may outweigh the benefits received
- the sponsor's ability to meet the school, directorate or department's requirements
- suitability and feasibility of the arrangement and the resources required to deliver without negatively impacting on school or directorate operations
- any actual and potential conflicts of interest between the potential sponsor and the school, directorate or department.

17.7 Dealing with sponsorship brokers or commercial agents

If the school or directorate undertakes activities that attract sponsorship brokers, it is good practice to define the circumstances in which you would deal with a sponsorship broker. Contact [Business Engagement and Development](#) for advice before proceeding. These would generally be higher-profile events and activities. Any provisions for a commission must be between the sponsor and the broker, not the school or directorate and the broker. Do not offer benefits, for example tickets to an event, to a sponsorship broker. For a definition refer to [2.17 Sponsorship broker](#).

18 Managing and supporting sponsorships

Schools and directorates must record all sponsorship activities through the department's **Sponsorship Register** on the business engagement and development [resources page](#).

Manage and deliver sponsorships established on behalf of the department as per the agreement to ensure the reputation of the department is not damaged. Sponsor management can be time-consuming, and schools or directorates need to assign adequate support and resources to ensure the sponsorship arrangement is effectively implemented.

18.1 Record keeping

Manage records about sponsorships in accordance with the department's policies and procedures. Refer to Records Management Program. Strategies to manage information include:

- making information about opportunities to engage in sponsorship activities available to the public on request
- maintaining all information relating to sponsor acquisition processes and sponsorship arrangements in a departmental file that is readily accessible for audit or inspection as required
- maintaining a database of all sponsorships
- ensuring everyone relevant to the sponsorship in the department knows about the sponsorship and holds relevant documentation.

Record the following documents on file:

- the original proposal
- final agreements signed by all parties
- relevant or significant correspondence between parties or variation deed as appropriate
- media releases, press clippings and other marketing collateral
- a formal evaluation of the arrangement.

18.2 Benefit delivery

Considerations when managing delivery of agreed benefits include:

- tracking all contracted benefits to be received and provided throughout the term of the agreement
- providing a regular progress update to sponsors and including a benefit delivery checklist in the final evaluation report
- signing and noting in a letter of variation any changes to the agreed benefit schedule made after the sponsorship agreement
- making every effort to maintain a positive professional relationship with sponsors when negotiating any changes to the benefits and delivery schedule.

18.3 Renegotiating or terminating

If a school or directorate renegotiates a sponsorship agreement, they need to retest the market to ensure current sponsorships are competitive and offer best value. When terminating a sponsorship, schools and directorates must send a **letter or email of termination** (see the business engagement and development [resources page](#) for relevant templates).

The written agreement (see [section 8](#)) must include the opportunity for rights of termination, including without cause.

Circumstances that could result in termination include:

- extensive adverse publicity surrounding the sponsoring organisation, agreement or sponsored activity
- the sponsorship threatening the department's integrity
- an actual, potential or perceived conflict of interest arises and strategies to manage it effectively cannot be established or maintained.

19 Evaluating and reporting on sponsorships

When evaluating and reporting on sponsorships, schools and directorates should:

- evaluate the arrangement at the end of the sponsorship agreement
- consult with all stakeholders involved in providing and receiving benefits
- evaluate the arrangement against the targeted objectives for establishing the sponsorship arrangement as well as the predetermined criteria, benefit schedule delivery and additional evaluation criteria set out in the sponsorship agreement
- prepare an evaluation report with outcomes and recommendations that report on the completed sponsor deliverables within a reasonable timeframe.

20 Outgoing sponsorship

Schools or directorates may sponsor an organisation to support a program, event or initiative. Assess any requests for outgoing sponsorship on its alignment with department values and strategic objectives and its ability to provide tangible evidence that improved educational outcomes for students will result.

Schools and directorates assessing or offering outgoing sponsorships must use a framework that includes selection criteria for undertaking outgoing sponsorship to ensure consistency across the department when investing in outgoing sponsorships. Refer to the **Outgoing sponsorship steps, framework and agreement** on the business engagement and development [resources page](#).

With the principal's approval, schools can use funds the school community raised, and which form part of the available school and community funds, to support local community events, initiatives or activities. The principal must consult the Director, Educational Leadership for amounts over \$10,000, or where there is doubt as to the suitability of the receiving organisation or individual.

Section C – Donations (fundraising, gifts and bequests)

Donations are contributions in money or in-kind (for example, goods and/or services) provided to a school or directorate without receipt of anything in return other than acknowledgement of the donation. Donations can be received as gifts, bequests, or through fundraising activities including crowdfunding. Schools and directorates need to comply with the guidelines and principles outlined in this section.

21 Fundraising

21.1 General fundraising activities

Schools and directorates may seek to raise funds by conducting general fundraising activities such as fetes, appeals and raffles. Fundraising of this nature is governed by two separate acts – the [Charitable Fundraising Act \(1991\)](#) and the [Community Gaming Act 2018 No 60](#). Refer to [NSW Fair Trading guidelines for charitable fundraising](#), the [Finance in Schools Handbook Section 5.9 Fundraising](#) (staff only) and the department's [legal issues bulletin – fundraising activities](#).

21.2 Crowdfunding

Crowdfunding is a form of fundraising involving an online platform or benefit to raise money for a project or initiative. Schools can use crowdfunding to support extra-curricular projects, or projects that would not be considered government funded. If the crowdfunding is to support the personal needs of members of the school community (for example, to undergo medical treatment), the parents and citizens association should undertake the fundraising activities rather than the school.

Schools must ensure any crowdfunding strategy:

- is for a specific and short-term need, as opposed to long-term funding for the whole school
- has an allocated target
- is used to support an extra-curricular project, or one that is not exclusively government funded
- is supported by the school community and approved by the Director, Educational Leadership.

When establishing or managing a crowdfunding strategy to support a school project, principals should:

- outline the project without identifying individual students
- endorse the project as a unique opportunity for the school and highlight the learning outcomes
- promote the crowdfunding opportunity through appropriate communication channels
- ensure the internet platform, or benefit event, is professional and profiles the values of public education
- consider the management and acquittal of funds and report appropriately on results including any unused funds or funds raised above the target or need
- comply with the [Charitable Fundraising Act \(1991\)](#), and with the terms and conditions of the relevant online platform
- communicate to donors if there are third party provider fees and conditions associated with the crowdfunding platform. Schools will need to report on these fees separately in their school reporting.

22 Gifts, donations, bequests and legacies

22.1 Gifts and donations

Gifts or donations are not considered a commercial arrangement or sponsorship. Gifts and donations require nothing in return – there is no exchange of value and the giver receives no material benefit or advantage by way of return. Schools or directorates should ensure the donor is suitable (see [section 4](#)) and provide a receipt as evidence of the gift or donation.

A school or directorate may acknowledge a donation, for example, in a school newsletter, on a school website, donors' board or plaque. A mere acknowledgement is not considered a material benefit.

If a gift or donation is provided and if the school or directorate provides benefits to the donor, beyond a modest acknowledgement, an exchange of value has taken place. This is now a commercial arrangement and requires a formal agreement, as outlined in these procedures. Refer also to the [Gifts, Benefits and Hospitality procedures](#).

In cases where the giver/donor does not seek any benefit, a receipt must still be issued from the department's finance system. Schools or directorates are required to attach a letter (on school or department letterhead) to the receipt stating that the school has no obligation to give any benefit to the donor. The principal or authorised delegate may invite the donor to counter-sign the letter.

The parents and citizens association must issue its own receipt for any tax deductible donation it receives. The school must issue its own receipt for any donation it receives, including tax deductible donations.

Schools can use donated funds, goods or services to assist in providing education and support to its students, including:

- buildings and facilities
- equipment
- resources to meet the educational needs of students.

Contributions to library and building funds require documenting due to tax deductibility requirements associated with such payments.

- A school library fund is a public fund maintained solely for the acquisition or maintenance of books and other educational resources.
- A school building fund is a public fund maintained solely for the acquisition, construction or maintenance of school buildings.

Government special schools may be endorsed as deductible gift recipients in their own right, not just for a building fund or public library. This allows them to use their deductible gift recipient funds for a broader range of purposes, which may mean they can apply for certain foundation grants. Refer to [Deductible gift recipient status for schools \(staff only\)](#).

22.2 Bequests and legacies

Where a school or directorate is bequeathed funds or material assets in a will, the principal or authorised delegate must ensure:

- any funds are declared, registered and reported on in the school or directorate's finance system
- there are no terms or conditions required of the school or directorate to receive the funds that contravene department policy
- any material assets meet health and safety guidelines, are of a quality and type acceptable to the school or directorate
- they establish a suitable record management system to document their use of the bequest and provide evidence of compliance with any terms and conditions of the bequest.

Refer to [Finance in Schools Handbook Section 15.10 Bequests and legacies](#) (staff only).

Contact [EDConnect](#) for assistance with queries about gifts, bequests, legacies and deductible gift recipient status.

22.3 Grants

Schools and parents and citizens associations may be eligible to apply for grants for specific projects from local councils, state and Australian Government sources, external organisations, individuals, businesses or non-profit organisations, non-government organisations and/or charities. Funds must be used in accordance with the conditions of the grant. Grants are not included in the Commercial Arrangements, Sponsorship and Donations policy. Refer to the [Finance in Schools Handbook Section 5 – Sources of funding](#) (staff only).

Contact [EDConnect](#) for further information about grants.

23 Parents and citizens associations

Parents and citizens (P&C) associations form an important part of many school communities and can contribute to the revenue a school is able to generate.

23.1 Status and policy of parents and citizens associations

A P&C association is a separate entity to the school.

P&C associations must have a formal agreement to use school facilities for fundraising activities (for example, fetes). P&C sponsorship policies and guidelines should be closely aligned to the department's, to ensure that any organisations offering the P&C sponsorship are also considered suitable for the school to engage with. Refer to [4 Assessing the suitability of organisations](#).

A P&C must issue its own receipt for a tax deductible donation, not the school. All P&C grant applications must include the association's banking details and not the school's.

23.2 List of projects suitable for gifts and donations

Principals may discuss with both the P&C and potential donors, the school's priorities and needs to consider if they would like to be involved or provide funding for any of the programs, events or required resources. A list of school projects suitable for gifts and donations that the school can share with the P&C and potential donors may help schools attract donations for aspirational projects that will benefit students and the school community. The P&C must issue its own receipt for a tax deductible donation, not the school.

23.3 Fundraising and grants

Establishing and developing the P&C's capacity to apply for grants and engage the local community to raise funds can reduce the administrative burden on school staff. A P&C may be eligible to apply for grants that a public school is not. In general, P&C associations are not eligible for deductible gift recipient status, but like a school, may operate a building fund that is eligible. P&C activities are not subject to the NSW Government banking and services contract, and restrictions around crowdfunding platforms do not apply. For further advice contact [EDConnect](#).

23.4 P&C managed sponsorships

Principals need to ensure the P&C consults them in advance about any proposed sponsorship agreements with external organisations, where the agreement includes obligations for the department or the school. If the obligations are not minor (a minor obligation, for example, might be a logo acknowledgement in a school newsletter), the department must consider and determine if it should be an additional party to the agreement, or if the department should be the direct recipient of the sponsorship. Contact [Business Engagement and Development](#) for advice.

Appendix

Contact information

Business Engagement and Development

02 7814 3863

BED@det.nsw.edu.au

Legal Services

02 7814 3896

[Submit an online request for legal advice](#)

Procurement

<https://education.nsw.gov.au/school-infrastructure-nsw/business-enablement/procurements-and-contracts/contact-the-procurement-team>

EDConnect

1300 32 32 32

[EDConnect](#)

Communication and Engagement

C-E.Procurement@det.nsw.edu.au

Links to policies and relevant information

- [Commercial Arrangements, Sponsorship and Donations policy](#)
- [Sponsorship Agreement template \(staff only\)](#)
- [Sharing of School Facilities policy and associated procedures](#)
- [Content guidelines](#)
- [Finance in schools handbook \(school staff only\)](#)
- [Procurement policy \(staff only\)](#)
- [Nutrition in Schools policy](#)
- [Code of Conduct policy](#)
- [Values in NSW Public Schools policy](#)
- [Legal Issues Bulletin - Fundraising activities](#)
- [EDConnect advice on delegations \(staff only\)](#)
- [Department of Education Brand Guidelines \(staff only\)](#)
- [Sponsorship in the Public Sector \(May 2006\) \(442 KB\) \(ICAC\)](#)
- [Fraud and Corruption Control policy and procedures \(staff only\)](#)
- [Gifts, Benefits and Hospitality procedures \(staff only\)](#)
- [Controversial Issues in Schools policy](#)
- [Social Media policy](#)
- [Media Relations policy](#)
- [Enterprise Risk Management policy](#)
- [Industry Engagement \(buy.nsw\)](#)