



Hong Kong Education City Limited

Annual Report

September 2006 to August 2007

*Prepared by
Hong Kong Education City Ltd*

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1. ABOUT HONG KONG EDUCATION CITY

The Hong Kong Education City (HKEdCity) emanated from a Quality Education Fund project to a wholly-owned subsidiary of the Government of the Hong Kong Special Administrative Region in the form of an incorporated company, having the vision to build Hong Kong a 'Learning City for the Learning Century'. The HKEdCity portal has been positioned to be the largest professional education portal and community in Hong Kong, receiving an annual subvention of around HK\$25 million to finance the subvented activities engaged by the Company.

In 2006/07, HKEdCity continued to play a crucial role in the territory's IT in education. This report illustrates the progress made by HKEdCity in each of the five specific functions set out in the Service Agreement, which are essentially the Company's strategic focuses as follows:

- a professional education portal to support the education community especially teachers to enable them to better adapt to the changing curriculum initiatives;
- a hub to host educational resources and information to be collected from sources including the Government and non-government educational organisations;
- a window to allow teachers' associations, Parent-Teacher Associations (PTAs) and other educational bodies to disseminate/ publicise education-related information or activities;
- an e-learning platform for teachers, principals and students; and
- a market facilitator, not a direct competitor, with other providers of educational e-services in the market.

Positioned as the strategic partner of the Education Bureau (EDB), HKEdCity on one hand consolidated a number of projects which already started, such as TeacherTV, with good progress, on the other made new accomplishments. All these reinforced the education-related policy promulgated by EDB. On the other hand, the market facilitating function has been an important aspect, and HKEdCity penetrated into the market and attracted the industries, communities, universities and the experts to engage in providing community resources, online learning and teaching materials, in addition to existing EDB resources in the e-learning platform, have been sourced.

2. EXECUTIVE SUMMARY

Over the past year 2006/07 (the Year), HKEdCity built on the solid heritage of past years and continued playing an important role of a one-stop professional education portal, having much to offer the education sector and sustaining the success of enhancing the collaboration and exchange amongst the learning communities. We were in the second subvention period of (1 September 2005 to 31 August 2008), receiving EDB's 6-year subvention which amounts to about \$25 million per annum in each of the three years. There were clear directions for HKEdCity to achieve goals under the five strategic focuses. Under the full support of the Board of Directors, HKEdCity took forward our pledge on good corporate governance, operational efficiency and technical advancement, and commitment to provide quality service for our stakeholders, namely teachers, students and parents.

2006/07 was a year in which we developed the multimedia rich platform—a much favoured channel providing personalised and authenticated resources, tailor-made for each individual user. Resources for supporting special education, such as the Mutual Active Learning System for Students with Dyslexia were developed with great success. Moreover, 1,750 e-learning packages and about 1,460 course hours of e-learning materials, catering for diverse learning needs and differences were offered. ProjectWiki—a platform facilitating users' participation in resource authoring and project-based learning as well as scaffolding students' project works. The popularity of HKEdCity had been steady with 0.31 million daily visits recorded. We maintained about 0.2 million active registered users and continued nurturing stickier user groups. We received 0.3 million search requests and our resources had been downloaded by users for 7 million times. These affirmative results were further evidenced by the fact that we have been the award winner of the Meritorious Websites Award for 6 consecutive years.

Focused more on quality rather than quantity of our resources this Year we undertook the important tasks of enhancing the infrastructure and hardware, deploying different types of advance IT in combating complicated technical issues and enhancing the internal system, such as system security and the nuisance of spamming. In reducing the operational cost of HKEdCity, we relocated our data centre, which helped to further enhance and expand internet connectivity.

We acknowledge the comments received from a few user groups that we should make navigation easier for them when they conduct searches in the resources repository. This is a point well taken, and therefore in the way forward, we would endeavour to better organize the curriculum-based resources and create a more user-friendly navigating experience for our users. Emphasis would be put in serving our target group by adopting a more focused approach. Strategically, the quality of the deliverables would take precedence over their quantity. Focuses of the company would also align with the initiatives of the third strategy on IT in Education implemented by EDB.

3. KEY INITIATIVES

The key initiatives for the five specific functions stipulated in the Service Agreement of Hong Kong Education City Limited (HKECL) for the Year are illustrated in this part. The series of services and activities were designed to support the curriculum reform in the year plan 2006/07 (“Year Plan”). The key deliverables are selectively presented in the highlights of the Year¹.

3.1. As a Professional Education Portal

We assisted teachers to meet the new education and curriculum changes by positioning ourselves as the professional educational portal. To provide teachers with a professional sharing platform, we managed, revamped and built an array of subject based and professional networks. TeacherTV with aims at providing teachers with a flexible online self-learning avenue and boundless professional sharing platform was also widely recognised by school heads.

3.1.1. Teacher Net²

To cope with the demand for information in relation to professional development, the formal Teacher Center evolved to an interactive, media-rich professional development portal namely the Teacher Net for teachers and school heads in March 2007. Through Teacher Net we created a one-stop access to pertinent e-learning programmes, education policies and information, school cases and teaching tips, segmented professional networks and teaching resources and tools, including:

- Online Academy – a platform that provided the latest TeacherTV programmes and articles from profession bodies such as HKIEd and CUHK.
- Education News – consolidated news and materials sourced from EDB, local newspapers, government-funded projects, other education organisations, training and events organised for the teaching communities.
- Professional Idea Exchange – school cases, articles and forum to facilitate exchange of ideas among teachers.
- Portfolio for keeping learning records of TeacherTV hours, participation of events, network and submission of articles shared in the teacher community. Users would be able to customise layout and news displayed on the front page of Teacher Net.
- Education Reform Website – several content updates for the Website were maintained to promulgate the underlying principles of the education reform policies. The Q&A section had been updated with the latest information on Basic Competency Assessments as well as extracting regular updates of latest news of Education Reform from the Government information website info.gov.hk.

3.1.2. TeacherTV (TTV)³

Over the Year, more than 70 online programmes were produced, number of total member schools exceeded 500 and 13,100 teachers were attracted to log on to the platform. The total viewing hours of the four channels by member teachers were more than 12,600 hours and more than 450 learning reflections were created by the teachers after viewing.

¹ Appendix 1

² Under item 3.1.1 of Year Plan

³ Under item 3.1.2 of Year Plan

The programmes were well received especially among active users. According to the TTV online user survey conducted in January 2007, more than 70% of the respondents thought that they could make reference to TTV for teaching purpose and more than 60% of the respondents expressed that these programmes were helpful and could inspire teachers in preparing for their teaching.

3.1.3. Subject-based and Professional Networks⁴

HKECL developed and facilitating 36 teacher centered networks of which 26 were subject based and 10 of which were professional networks of administrative roles. This year we focused on enhancing 5 Subject i-Worlds, including Chinese, English, Mathematics, General Studies and Liberal Studies to assist the respective subject teachers by providing access of copyrighted and/or restricted digital resources to authenticated subject teachers and educators. The membership development of 5 Subject i-Worlds and other professional network are as follows:

	Subject-based and Professional Network	Total members (Accumulative)	Rate of Increase
Subject i-World	Chinese and Putonghua	4,633 teachers	up 115% compared with last year, similarly hereinafter
	English	3,965 secondary school teachers	+65%
	Mathematics	528 teachers	+146%
	General Studies	1,089 teachers	+33%
	Liberal Studies	3,786 teachers	-
Professional Network	Librarian Network	1,071 school librarians including teachers	+37%
	SENCO Network	547 teachers	+49%
	Principal Network	500 school principals	+25%
	Moral and Civic Education Network	175 new members out of 423 members	+71%
	Teacher to Teacher (T2T) Network	895 teachers	+20%

3.2. As a Hub of Educational Resources and Information

HKEdCity continuously built up and enriched resource repository to support diverse learning and teaching needs. A total of 19,000 educational resources are hosted in the portal with which around 5,800 resources are newly acquired or migrated from EDB and other external parties such as NSS Chinese Language, presentation skills, TVB news clip, etc. We also consolidated some of the outdated resources to make resources up to day and relevant to the curriculum. Also, to pilot the use of digital copyright technology for resources protection, we've cooperated with iResource Center of Cyberport, applied digital right management (DRM) technology to ETV video clips and having a small scale trail with several schools.

⁴ Under item 3.1.4 of Year Plan

3.2.1. Subject Based Media Rich Resources Packages⁵

Subject-based education resources and features acquired or produced are as follows:-

Chinese	<ul style="list-style-type: none">■ 18 teaching and learning packages for NSS Chinese Oral Speaking Skills training;■ 8 teaching packages including TeacherTV lesson demonstrations and teaching procedures as well as resources developed by frontline teachers and EDB Language Learning Support (Chinese Language);
English	<ul style="list-style-type: none">■ 50 exercises and quizzes for learning English through TVB Pearl news clips;■ Web-based English Pronunciation Programme and e-Books (EDB incentive scheme);■ Web-based Language Awareness Training Package for English Teachers;■ 17 teaching packages on SBA and language arts
Mathematics	<ul style="list-style-type: none">■ 5 teaching packages and demonstrations (TeacherTV) contributed by winners of Chief Executive's Award for Teaching Excellence;■ Q & As for key stages 2 and 3 were produced■ 17 learning games, altogether 3400 questions were acquired from a project funded by the incentive scheme
Liberal Studies	■ Over 1,700 teaching and learning packages covering 9 modules.
General Studies	■ 18 resources packages, plus trial teaching sessions and a research conducted by HKIED.
Science	■ Resources were developed with EMSD: A learning-through-game package for primary schools was launched, both online and printed teaching packs were published, there was also an online quiz having over 400 participating schools with about 60,000 student users
ICT Literacy	■ 3 information literacy games were developed and incorporated as supporting devices of the 4th project-based video competition project. The framework of information literacy was integrated into the design of project-based learning packages. The ProjectWiki was developed as a major device supporting project-based learning, more than 900 student works were archived.

3.2.2. Curriculum Repository with Metadata Pilot⁶

To facilitate the searching and retrieval of resources, the metadata system was deployed to support resources-rich projects under Liberal Studies Resources Web and ETV Platform in addition to the platform for Electronic Learning Credit (eLC). Users would be able to search and browse resources according to metadata attributes provided by the resources suppliers from the LS and ETV divisions.

⁵ Under item 3.2.1 of Year Plan

⁶ Under item 3.2.2 of Year Plan

3.2.3. Educational Television (ETV) Programmes⁷

With the licenses acquired by EDB, HKEdCity portal served as the sole distributor for the controlled use of ETV programmes by schools. Different resolutions ranged from 350K to 450K were offered to schools. Authenticated member schools were then allowed to download high resolution video at 450K video files via the portal. A new ETV website was launched with better indexing function and metadata searchability on up to 650 archived programmes updated regularly from ETV.

3.2.4. Resources for Supporting Special Education⁸

Working closely with Special Education Support 2 Section to promote and disseminate “Rebuilding our Word Planet” (ROW), we developed the web version and deployed it to more than 200 schools ranging from primary, secondary and the special education needs schools with around 5,000 students participated in the first year of deployment to schools. ROW has been known as our English learning kit catering for children with Semantic-Pragmatic Language Disorder as well as the average students. Teachers could prepare tailor-made online lessons to students according to their different learning abilities customizable from the easy to use preset levels of difficulties. Students could learn English online through games with their student accounts.

HKECL also hosted, promoted and further disseminated other digital learning kits funded by the EDB incentive scheme or other external partners which catered for student diversity, namely

- Development of Mutual Active Learning System for Students with Dyslexia (星願小王子), Sensory and Perceptual Training System (小偵探動感學園)
- Development of Mutual Active Learning System II for Students with Dyslexia trail version (星願外傳—體驗版)
- Little Teacher Training Kit For Paired Reading (小老師培訓學院)
- Our Social Skill Story – Social Skill Training Kit for Children with Autism (我們的社交技能故事 社交技能訓練手冊)

3.3. As an E-learning Platform

With an aim to serve students and parents with e-learning experience, Student Centre had been evolving into an e-learning platform for secondary students for self-directed learning, information literacy, project-based learning and global learning. Cross-media learning projects were organised to enable students to develop cross cultural learning experience. Small Campus’s strategic partnerships with various parties had also been consolidated, including ICAC, Health Department, publishers, Gifted Education Unit which helped provide contents for e-learning package development for primary students. In 2006/07, HKECL altogether offered 1,750 e-learning packages and 1,460 course hours of e-learning materials, catering for diverse learning needs and differences through various projects. We have 67,000 active e-learners, and almost 11.8 million assignments submitted, showing that our e-learning was user-engaging.

⁷ Under item 3.2.3 of Year Plan

⁸ Under item 3.2.6 of Year Plan

3.3.1. Chinese 8 Platform

The "Chinese 8" platform was accessed by over 400 primary schools for obtaining multimedia resources and exercises, enabling teachers to enhance the Chinese competence of their students.

3.3.2. TV News – Self-access English Learning

Employing English local TV news, we provided self-access online English learning exercises to over 28,000 students with TV News platform. The response to the scheme was keen with 101 school applications received, twice as many as the original plan. For language learning, the "Chinese 8" platform served over 400 primary schools, having over 150,000 active users, 10 million passages were completed. This platform provided teachers with multimedia resources and exercises, enabling them to enhance the Chinese competence of their students.

3.3.3. ProjectWiki - Video Competition

ProjectWiki was known to be a device of high strategic value. This platform facilitated users' participation in resource authoring and project-based learning. Teachers could also use this platform to scaffold students' project works. In the project-based video competition, we had developed several partnerships. 350 teams from 200 schools enrolled in the video competition projects, whereas over 200 teams submitted their project works on the ProjectWiki platform.

3.3.4. Talented Young Scientist Scheme for Gifted Students

Co-organized with the Hong Kong University of Science and Technology, the "Talented Young Scientists Scheme" was launched and seminars with media exposure were organized to nurture talented teenagers in science and mathematics, and 7 new features were added in the secondary mathematics i-World. With the support from Trumptech (Hong Kong) Limited, over 1,700 secondary students from over 70 schools, recruited via our online platform, got the opportunity to experience stimulating online questions. Near 1,000 of them took a step further to take the challenge of "World Class Test", an international test in mathematics and problem-solving skills. Those who shined in the Test joined the Easter and Summer learning activities organised by the University under our coordination, including a 3-day-2-night exchange programme held in the Pearl River Delta. All participants engaged in online learning through our student account.

3.3.5. E-learning for SEN Students

At Inclusive Village, we supported SEN students with tailor-made e-learning kit. Funded by EDB's Incentive Scheme for Developing Instructional Software, we supported a Chinese learning system for students with Dyslexia together with Sam Shui Natives Association Lau Pun Cheung School. Over 200 primary schools and special schools joined the program with the averaged page view of 4.8 million times per month.

3.3.6. Parent School

Online and offline education resources and activities for parents were provided this year. Over 200 parent-related articles with assignments were uploaded in Parent School. Collaborated with the Boys' and Girls' Clubs Association, seminars on children with learning difficulties were organised.

3.4. As a Window for Promotion and Dissemination

HKECL aimed at building a platform to assist EDB, PTAs, teachers associations and other education organizations to disseminate information and demonstrate and promote school achievements. With the support from various organisations, HKEdCity built mutually supporting networks of collaboration and brought in various sorts of community resources or information to schools and parents.

3.4.1. One-stop Promotion and Dissemination Platform as a Support to Parents⁹

Parent Network provided a one-stop platform for Federation of Parent-Teacher Associations (FPTAs), Parent and Teachers Associations (PTAs) and NGOs to promote, disseminate and share information. 250 network members were formed. Parent Network also provided a platform for parents' related activities and to share experiences in children's education and development. We also provided free email service to 1,400 PTAs and 16 FPTAs and supported EDB to distribute their monthly parent e-bulletins to parent groups.

3.4.2. Dissemination of School Information¹⁰

It was the fourth year that the Company was commissioned by CHSC to produce the online and printed versions of the School Profiles to provide parents with up-to-date school information and facilitate home-school communication. The profile systems cover Kindergarten, Primary, Secondary and Special School. Several system enhancements have been deployed to provide bilingual version and district based school information.

3.4.3. Support to Inclusive Education¹¹

We promoted inclusive education and supported teachers for SEN through the Inclusive Village webpage. The one-stop platform delivered over 70 features on professional development, schools' good practices and experiences sharing of students with special needs. The online community, SEN network, also co-organised 6 sharing seminars with EDB, schools and NGOs which were attended by about 1,400 SEN teachers and professionals.

3.4.4. Promotion of "Read and Share" Culture¹²

Funded by the Language Fund, *Reading Ambassador and Reading Contract Projects* aimed to engage schools, parent groups and the industry in promoting the "Read and Share" culture. Over the Year, we trained 2,200 parents, secondary students and pre-service teachers as Reading Ambassadors, and assisted 200 project schools to establish school-based reading clubs. 2 sharing sessions featured with sharing on reading insights by community leaders were organized this year. A Reading Club Handbook for all secondary and primary schools was also published. The *Reading Contract Scheme* encouraged 300,000 students to pledge to read at least 10 books during the summer holiday. To support *World Book Day*, we mobilised schools, education organisations, publishers, NGOs, parent groups and the media to participate in our reading carnival held on 21 April 2007. 2 news supplements were published to generate public awareness of our reading initiatives.

⁹ Under item 3.4.1 of Year Plan

¹⁰ Under item 3.4.1 of Year Plan

¹¹ Under item 3.4.3 of Year Plan

¹² Under item 3.4.4 of Year Plan

3.5. As a Market Facilitator

As a market facilitator, HKEdCity helped bring the business and education sectors together to advance the use of IT in learning and teaching. We facilitated cooperation between education and business communities by providing a channel for resources developers and institutions to understand schools needs and provide them with useful products or solutions.

3.5.1. EdMall as Market Facilitating e-Platform

The one-stop commercial product list platform, EdMall, with enhanced product browsing and metadata searching was launched in 2006. This free one-stop access platform included a vendor sourcing list with over 200 vendors and over 3,000 products / solutions as of August 2007. New category of special offer such as reading titles of Liberal Studies was introduced, and anti-virus solutions were featured on EdMall for online purchase.

3.5.2. Enhancing Learning and Teaching Resource Bank¹³

Continuing with the support for the eLearning Credit Scheme, the Learning and Teaching Resources Bank was further enriched with more current market available digital resources. Over 3,000 resources and about 1,000 schools were accumulated till August 2007.

3.5.3. Partnership

We acquired free-of-charge contents for the portal and facilitated education market through our co-operation with content providers. In response to our initiative of promoting reading culture, over 80 publishers contributed 10% of contents of near 1,500 books to the HKReadingCity website for free trial reading.

¹³ Under item 3.5.2 of Year Plan

4. RESOURCES AND FINANCE

4.1. Financial Status¹⁴

The overall financial status of the Company in 2006/07 was healthy and steady. The total income and expenditure of the Year were \$30 million and \$29.9 million respectively, with a surplus of \$0.1 million generated from the non-subvented activities. By the end of the financial year, the Company accumulated a total fixed asset of \$8.2 million. The Company's liquidity was in very good condition throughout the Year as cash and deposits at bank amounted to \$9.5 million, of which \$1.5 million was the accumulated reserve generated from non-subvented activities.

4.2. Subvented Activities

Regarding the expenditure of subvented activities which amounted to \$24.1 million¹⁵, staff cost (amounted to \$14.4 million) took the biggest share and that was well controlled at the level of 59.7%. According to the 5 specific functions as prescribed in the SA, the allocation of the subvented expenditure was aligned with requirements as follows: Professional Development (31.4%), Resources Repository (28.4%), Window for Dissemination (16.7%), E-Learning Platform (14.0%) and Market Facilitation (9.5%).

4.3. Non-subvented Activities

We acquired other resources beyond government subvention. During the Year, the Company was commissioned by some government departments and organisations to execute 15 non-subvented projects which were in line with our strategic focuses and related to IT in education. We had secured a total project sum of \$5.8 million from these projects and the total expenditure is \$5.7 million.

4.4. External Audit

With aim at enhancing HKECL's practices and procedures on procurement, staff administration, and risk management, the Corruption Prevention Department of ICAC was invited to conduct a review in early 2007. The field audit of TeacherTV Project was also conducted by Quality Education Fund in May 2007. The annual external audit and compliance audit were conducted by Wong Lam Leung & Kwok C.P.A. Limited for the year-ended 31 August 2007, while the annual stocktaking exercise was completed in August 2007 for all assets. The Manual of Financial Management and Control for Board and Senior Management and the Procedural Manual and Operational Guidelines for Financial Management were delivered upon the end of the second phase of financial consultancy project.

¹⁴ Appendix 5

¹⁵ About \$1.1 million overheads expenses to be absorbed by non-subvented activities included

5. CORPORATE DEVELOPMENT

5.1. Upholding Good Corporate Governance

Operated largely with the support of public funds, we are committed/ obligated to effectively ensure good corporate governance and compliance with the Service Agreement requirements (the SA implementation status summary is enclosed¹⁶), with absolutely no exception for the year 2006-07. Being responsible to the public, especially users of HKEdCity, i.e. students, teachers and parents, we maintain integrity, openness and accountability to our target users and stakeholders, with the ultimate goal of fulfilling the core values of the Company entrusted by the government/ prescribed by the SA. The key corporate governance roles have been played by the Board of Directors and Executive Committee¹⁷ of HKECL, established since September 2002 and November 2005 respectively.

5.2. Company Policies

Over the Year, we reviewed our existing company policies in view of new corporate and operational needs and circumstances. Working closely with the Financial Consultant of the Company, PKF Business Advisory Ltd., we formulated the *Manual of Financial Management and Control for Board and Senior Management* as well as the *Procedural Manual and Operation Guidelines for Financial Management* for the Board's approval during the Year. Capitalization Policy was also formulated and 6 policies for enhancing HR management and office administration were also finalized.

5.3. Corporate Promotion & Communication

Strengthening our cohesion with schools was the focus of the Year. To further publicise our initiatives, a full package of printed collaterals was produced, which included the teacher manuals designed to facilitate teachers in utilising HKEdCity in their daily work. The manuals were distributed to teachers in all primary, secondary and special schools in October 2006.

Besides, the HKEdCity-Coordinator Network was built to enhance our communication with the member schools. As of August 2007, over 900 schools joined the network, delegating a representative to receive HKEdCity information and handle membership account issues. Seminars were organised while incentive programmes were introduced to motivate our member schools to use HKEdCity services more frequently and intensively.

Same as last year, we also provided reading board supplemented with regular bulletins of reading information and features for teacher librarians and language teachers to download. These services significantly increased our penetration in schools.

Besides, with an aim to promote our brand to the community, we pitched regular contributed columns to several local papers, including Sing Tao Daily News and Hong Kong Economic Times, which generated media exposures to introduce our services to the general public.

¹⁶ Appendix 2

¹⁷ Appendix 3

6. INTERNAL BUSINESS PROCESS

6.1. Enhancing Organisational Structure¹⁸

With an aim to ensure prudent spending and efficient human resources allocation, we reviewed staff remuneration package and finalised the EC-approved right-sizing plan by December 2006. HKECL maintained a 3-tier management structure and 4 functional divisions. The number of subvented staff was reduced to 55 and the subvented staff cost was successfully controlled under 70% of the annual subvention over the Year. A team of non-subvented staff was established separately to engage in semi and non-subvented projects. We promoted a performance-driven culture by implementing a performance appraisal system which included a cross-the-board annual appraisal in July and a mid-term review in February.

Moreover, we implemented training and development plan which aimed to enhance the compatibility of the skill sets of individual staff with the Company's objectives and needs as well as staff personal development. Staff Development Day, in-house training workshops and staff nominations to attend external workshops/ seminars were made. To enhance staff communication, all staff meetings, monthly operation meetings and regular briefing sessions were also organized regularly.

6.2. Enhancing Technical Infrastructure

An antispam solution using the open source SpamAssassin was deployed for HKEdCity's and EDB's eServices email system. Messages were scored by a sophisticated scoring system. High scored spam messages were rejected whereas low scored ones were tagged for easy identification. In addition, we also subscribed to a spamming sites blocking list service so that messages from well-known spamming sites were discarded. Accounting System and HR system were implemented with new functions to improve the internal operation.

We relocated to the new data center provided by CITIC Telecom 1616 in August 2007 to reduce the rental cost for the next four years. Moreover, we enhanced and expanded the internet connectivity within Hong Kong so as to cope with the demand of delivering media rich educational content.

¹⁸ Appendix 4

7. EVALUATION AND REVIEW¹⁹

This year, HKECL refocused our key businesses by aligning our target group user with the deployment of membership system, emphasizing on the quality of resources, deploying the resources in developing a large scale platform instead of small scale and one-off events, as well as applying more stringent definitions in some of the performance indicators measurements.

As a result of the above, the overall page views of the portal and also the number of resources acquired or uploaded would be affected. The performance indicators reflected that in quantitative terms some of the performance indicators were below target, including the active users in e-learning, the number of partnership with education-related bodies, resources uploaded by teachers, and educational resources migrated from EDB and other government departments, etc. .

HKECL achieved a number of accomplishments over the Year. As revealed from the set of performance indicators, the number of resources downloaded, search requested and messages posted in the HKEdCity website far exceeded the target, demonstrating the trends of collaboration using IT among teachers and students. Moreover, HKEdCity performed exceedingly well in its role as a window of information dissemination of education-related materials and also as a model for the utilization of e-learning platform in learning and teaching. The average daily visits and the browsing duration of our website exceeded more than 50% of our target; and a growth of 30% was shown in the provision of free web-based services and support for educational bodies, as reflected in the number of accounts created for schools, PTAs, NGOs, teachers' associations and the number of active i-houses which was 70% above target. We did equally well in serving as the e-learning platform for our users, with the number of e-learning packages and course hours increased by over 30% from our target.

Looking forward we would endeavour to better distinguish HKEdCity from other portals with a more distinct identity by improving the resources repository's relevance and quality, via the re-organization and tagging of the existing resources according to teachers' need; improving user experience through revamping site navigation and search engine; introducing new learning and teaching tools; reaching out and engaging stakeholders and partners, as well as further enriching the curriculum-related resources and creating a more user-friendly site for our users to navigate.

¹⁹ Appendix 6

APPENDICES

APPENDIX 1- HIGHLIGHTS OF THE YEAR 2006/07

Year	Month	Highlight
2006	September	<ul style="list-style-type: none"> • Launch of Primary School Profiles • Upgraded HKEdCity “School Management System” • Launch of “Cyber School” Campaign by Small Campus
	October	<ul style="list-style-type: none"> • Launch of the TTV Pilot Project Phase 2 • Co-organised the Eatsmart School Campaign with the Department of Health • Supported the annual “Care for Autistic Persons Week”
	November	<ul style="list-style-type: none"> • Launch of TVNews Platform at English Campus • Organised the “Email Security” Solution Sharing Session to share various security solutions available in the market with schools
	December	<ul style="list-style-type: none"> • Online Top Ten Books Polling held for students to choose their favourite books and authors • Launch of Secondary School Profiles and Special School Profiles • Organised Principals’ Sharing Event about special learning needs
2007	January	<ul style="list-style-type: none"> • Launch of HKEdCity Member Schools’ i-World • Partnered with The University of Science and Technology to launch the “Talented Young Scientist Scheme” • HKEdCity and Small Campus received Meritorious Websites Award 2006
	February	<ul style="list-style-type: none"> • Launch of “Chief Executive’s Award for Teaching Excellence” Series on “TeacherTV”
	March	<ul style="list-style-type: none"> • Launch of Teacher Net platform which enables teachers to conduct continuous self-learning, acquire up-to-date education information, exchange teaching experience and build affiliate network • Launch of Kindergarten Profiles
	April	<ul style="list-style-type: none"> • Organised the World Book Day community-wide campaign • Launch of Easter Online Reading Scheme • Co-organised with the RTHK to produce a cross-border youth exchange radio programme • Parents’ Corner collaborated with BGCA and Hong Kong Association for Specific Learning Disabilities to organize a professional development seminar on learning difficulties
	May	<ul style="list-style-type: none"> • Co-organised with the Secretariat of Chief Executive’s Award for Teaching Excellence to kick off the first seminar of “Teaching Excellence Series”
	June	<ul style="list-style-type: none"> • Co-organised the PSPE-Exploring Science Project & 10th Anniversary Ceremony with HKIEd, Hong Kong Science Museum, EDB and Hong Kong Association for Science and Mathematics Education
	July	<ul style="list-style-type: none"> • Organised the final contest of the 4th Inter-school Project-based Video Competition
	August	<ul style="list-style-type: none"> • Relocated the Data Centre and expanded the internet connectivity within Hong Kong to cope with the demand of media rich education content

APPENDIX 2 – IMPLEMENTATION OF SERVICE AGREEMENT (AS OF AUGUST 2006)

The Company entered into a SA with the Government in August 2005 for a 6-year term starting from 2005/06. The SA defines our roles and functions and prescribes requirements related to management, corporate governance and internal controls that should be fulfilled over the subvention period (for certain requirements, in the first year). Over the Year, we made good progress to fulfill the SA requirements and initiated a series of reviews and enhancements for striving corporate excellence. The progress is summarised as follows:

Area	SA & CG	Action / Deliverable	Status	Remarks
Corporate Governance	S4.2, C3	Executive Committee (EC)	Completed	5 regular meetings (the 6 th – 10 th) were held in 2006-07.
		ICAC Audit	Completed	Corruption Prevention Department of ICAC started the audit exercise since February 2007 on the areas of corporate governance, staff administration and finance management of the company. A few days on-site audit were completed in April 2007 and the report was received in July 2007.
Plans and Budgets	S5, C11	3-year Strategic Plan	Implemented	Discussed and approved in 10 th BoD meeting.
	S5, C13	Annual Plan	Submitted (2007-08)	Discussed in the 10 th EC meeting.
	S10,C25-26	Annual Budget		
	S7.1-7.3 C13	Annual Performance Targets	Implemented (2007-08)	<ul style="list-style-type: none"> Proposed in Annual Plan Refined in the 8th EC meeting the KPI to enhance the quantitative and qualitative measurement of HKECL's accomplishments.
S8.2-8.4, C28, 31-32	Human Resources (HR) Development Plan	Implemented (6-year)	Maintained the organisational structure, manpower planning, employment terms, identification of core staff, incentives for retaining core staff and encouraging staff to explore business opportunities, and staff cost cap (70% of annual subvention).	

Area	SA & CG	Action / Deliverable	Status	Remarks
Policies and System Enhancement	S7.3, 13.2, S13.8, 13.9 C19 -22	On revenue generating: Policy and Procedures on Accepting Advertising and Sponsorship	Implemented	Submitted to the EC for discussion and approved by the EC in the 8 th EC meeting. The policy became effective since 1 March 2007.
	C30	Knowledge Management System and Internal Communication Enhancement	Implemented	<ul style="list-style-type: none"> • Project Control System was launched in February 2006, facilitating project management and resources allocation and recording and guidelines for using the PCS. • Staff Communication Plan with a series of internal communication initiatives was approved by EC and implemented.
	C33 *	• Capitalization Policy	Implemented	Approved in the 10 th EC meeting and became effective from 11 July 2007 onwards.
	*	Accounting System	Implemented	The accounting system, Flexsystem , has been implemented since September 2006 to improve accounting workflow.
	*	HR System	Implemented	Payroll module was implemented.
	S6, C14-15	Annual Report	Submitted	Annual Report of 05/06 was approved by the BoD in early February 2007 by circulation and submitted to PSEM. Draft Annual Report of 2006/07 was submitted to the BoD in the 17 th meeting on 26 October 2007.
	C27	Management Accounts	Implemented	Balance sheet, Income Statement and cash flow statement were submitted to the EC on a monthly basis.
Report, Evaluation and Review	S14, C35-36	Annual Review of Staff Remuneration	Completed	The review and proposal was endorsed in the 12 th EC meeting and was approved in 17 th BoD meeting.

Area	SA & CG	Action / Deliverable	Status	Remarks
	*	Manual of Financial Management & Control for Board & Senior Management; Procedural Manual & Operation Guidelines for Financial Management	Phase 2 – completed	<ul style="list-style-type: none"> Discussed and approved in the 16th BoD and 10th EC meetings and were announced in August 2007.
	*	Directors' indemnity insurance	Renewed	Upon approval of the BoD and EC, the policy with Federal Insurance Company was renewed on 21 March 2007.

These action items and deliverables were not required in SA but accomplished for corporate development and enhancement.

APPENDIX 3 – LIST OF MEMBERS OF THE BOARD AND COMMITTEES, AUDITORS, COMPANY SECRETARY AND LEGAL ADVISOR

(As of 31 August 2007)

Board of Directors

Mr. Stanley Hui, JP (Chairman)

Mr. Christopher Wardlaw

Mr. Raymond Hung Chiu Wong
(From 7 December 2006)

Ms. So Ka Pik, Linda

Mr. Anthony Au

Mr. Ma Siu-leung

Prof. Roland Chin

Mr. Tik Chi Yuen

Dr. Elizebeth Quat
(From 23 October 2006)

Executive Committee

Mr. Christopher Wardlaw (Chairman)

Mr. Anthony Au

Mr. Ma Siu-leung

Ms. Jacqueline Cheng (CEO)
(Till 15 August 2007)

Advisory Panel

Mr. Yip Chee Tim (Chairman)

Prof. Roland Chin

Prof. Tam Man Kwan

Mrs. Agnes Mak

Ms. Lilian Law

Mr. Ng Hok Ling

Mr. Christopher Yu

Mr. Tso Kai Lok

Mr. Au Pak Kuen

Mr. Ng Yung Fai

Ms. Kam Yim Mui

Mr. Chow Chi Leong

Mr. Chung Wing Keung

Ms. Pang Shuk Mei, Dorothy

Mr. Chow Fu Hung

Ms. Lau So Han

Ms. Sammy Hui

Ms. Jacqueline Cheng (CEO)
(Till 15 August 2007)

Auditors

Wong Lam Leung & Kwok C.P.A. Limited

Company Secretary

Wong Lam Leung & Kwok Secretaries
Limited

(Till 16 July 2007)

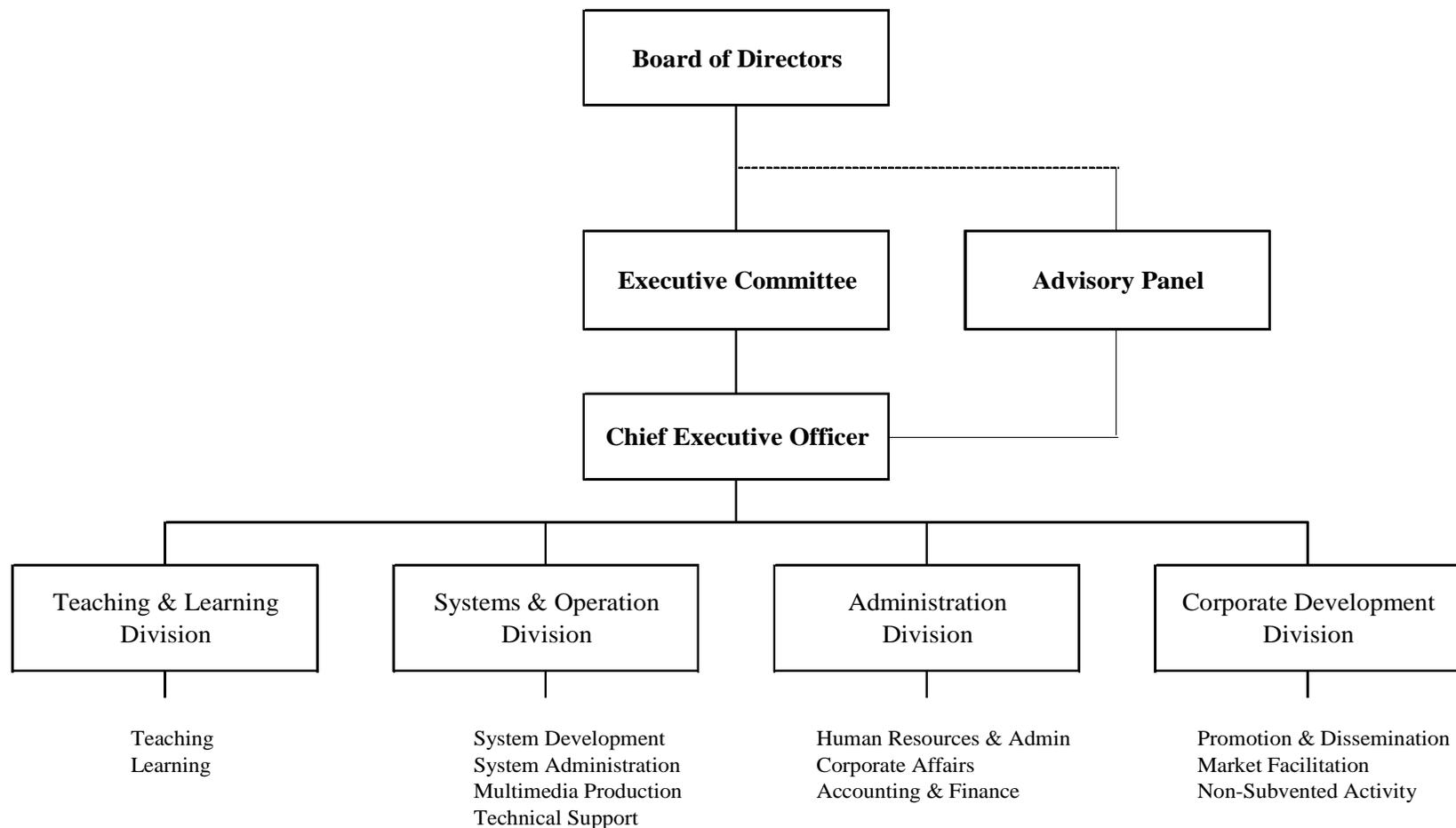
WLLK Secretaries Limited
(From 17 July 2007)

Honorary Legal Advisor

P.C. Woo & Co.

APPENDIX 4 – ORGANISATION STRUCTURE

**Hong Kong Education City Ltd
Organisation Structure**



HONG KONG EDUCATION CITY LIMITED
香港教育城有限公司

INCOME STATEMENT
 YEAR ENDED 31 AUGUST 2007

	<u>2007</u>	(restated) <u>2006</u>
	\$	\$
TURNOVER	5,754,844	10,222,785
Cost of income	(5,738,198)	(10,883,166)
	-----	-----
Gross profit	16,646	(660,381)
Other income	24,218,919	26,301,756
Administrative expenses	(24,093,698)	(26,301,756)
	-----	-----
PROFIT/(LOSS) BEFORE TAX	141,867	(660,381)
Income tax income	66,707	190,639
	-----	-----
PROFIT/(LOSS) FOR THE YEAR	208,574	(469,742)
	=====	=====

²⁰ In compliance with Corporate Governance Clause 14 (f)

HONG KONG EDUCATION CITY LIMITED
香港教育城有限公司

BALANCE SHEET
AT 31 AUGUST 2007

	<u>2007</u>	(restated) <u>2006</u>
	\$	\$
NON-CURRENT ASSETS		
Property, plant and equipment	8,151,089	10,751,073
CURRENT ASSETS		
Trade and other receivables	597,616	1,055,960
Account receivables	719,685	1,041,346
Deposits and prepayment	9,471,847	9,541,821
Bank and cash balances	10,789,148	11,639,127
Deduct:-		
CURRENT LIABILITIES		
Trade and other payables	442,569	910,827
Creditors and accrued charges	740,208	1,091,190
Current portion of deferred income	6,627,713	5,906,004
Government subvention related to income	2,081,872	2,712,800
Current portion of Government subvention related to assets	341,114	487,305
Current portion of non-monetary subvention related to assets	10,233,476	11,108,126
NET CURRENT ASSETS	555,672	531,001
TOTAL ASSETS LESS CURRENT LIABILITIES	8,706,761	11,282,074
NON-CURRENT LIABILITIES		
Deferred tax liabilities	254,335	321,042
Deferred income	1,655,268	2,395,158
Government subvention related to assets	4,266,792	5,902,968
Non-monetary subvention related to assets	795,931	1,137,045
	(6,972,326)	(9,756,213)
NET ASSETS	1,734,435	1,525,861
EQUITY		
Share capital		
Authorized:-		
1,000 Ordinary shares of \$1 each	1,000	1,000
Issued and fully paid:-		
2 Ordinary shares of \$1 each	2	2
Accumulated profits	1,734,433	1,525,859
TOTAL EQUITY	1,734,435	1,525,861

HONG KONG EDUCATION CITY LIMITED
香港教育城有限公司

CASH FLOW STATEMENT
YEAR ENDED 31 AUGUST 2007

	<u>2007</u>	(restated) <u>2006</u>
	\$	\$
Cash flows from operating activities		
Profit/(loss) before tax	141,867	(660,381)
Adjustments for:		
- Depreciation	3,221,669	3,843,273
- Writes-off of property, plant and equipment	63,859	363,113
- Interest income	(523,051)	(428,982)
- Non-monetary subvention income	(487,305)	(696,150)
- Government subvention income	(20,932,571)	(22,271,896)
- IT development fund income	(1,090,872)	(1,320,434)
- Share of indirect and unallocated costs by non-subvented projects	(1,125,356)	(1,241,771)
	-----	-----
Operating loss before working capital changes	(20,731,760)	(22,413,228)
Decrease/(increase) in account receivables	458,344	(138,450)
Decrease in project work-in-progress	-	27,450
Decrease in deposits and prepayments	321,661	1,155,238
Decrease in creditors and accrued charges	(468,258)	(2,138,082)
Decrease in amount received in advance	-	(5,400)
Increase in government subvention related to income	22,779,636	22,487,297
Decrease in government subvention related to assets	(2,267,104)	(2,280,241)
	-----	-----
Cash generated from/(used in) operations	92,519	(3,305,416)
Hong Kong income tax paid	-	(192,509)
	-----	-----
Net cash from/(used in) operating activities	92,519	(3,497,925)
Cash flows from investing activities		
Interest received	523,051	428,982
Purchase of property, plant and equipment	(685,544)	(1,740,950)
	-----	-----
Net cash used in investing activities	(162,493)	(1,311,968)
	-----	-----
NET DECREASE IN CASH AND CASH EQUIVALENT CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	(69,974)	(4,809,893)
	-----	-----
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	9,541,821	14,351,714
	-----	-----
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	9,471,847	9,541,821
	=====	=====

香港教育城有限公司

INCOME AND EXPENDITURE OF SUBVENTED AND NON-SUBVENTED ACTIVITIES YEAR ENDED 31 AUGUST 2007²¹

	<u>2007</u> <u>Subvented</u> <u>Activities</u> <u>HK\$</u>	<u>2007</u> <u>Non-subvented</u> <u>Activities</u> <u>HK\$</u>	<u>2007</u> <u>Total</u> <u>HK\$</u>
PROJECT INCOME	-	5,754,844	5,754,844
PROJECT COST			
Direct costs	-	4,612,842	4,612,842
Share of indirect and unallocated costs	-	1,125,356	1,125,356
	-	(5,738,198)	(5,738,198)
	-----	-----	-----
GROSS PROFIT	-	16,646	16,646
OTHER INCOME			
Bank interest income	397,830	125,221	523,051
Government subvention income	20,932,571	-	20,932,571
Non-monetary subvention income	487,305	-	487,305
IT development fund income	1,090,872	-	1,090,872
Sundry income	59,764	-	59,764
Share of indirect and unallocated costs by non-subvented projects	1,125,356	-	1,125,356
	24,093,698	125,221	24,218,919
	-----	-----	-----
	24,093,698	141,867	24,235,565
ADMINISTRATIVE EXPENSES			
Administrative cost	1,880,658	-	1,880,658
Busines development	51,718	-	51,718
Corporate promotion and activities	282,682	-	282,682
Data centre	1,474,005	-	1,474,005
Depreciation	1,784,794	-	1,784,794
IT fund expenditure	1,578,176	-	1,578,176
Office overhead	1,355,173	-	1,355,173
Staff cost	14,375,562	-	14,375,562
Web content development and activities	1,310,930	-	1,310,930
	(24,093,698)	-	(24,093,698)
	-----	-----	-----
PROFIT BEFORE TAX	-	141,867	141,867
	=====	=====	=====

²¹ Certified by the auditors but not included in the Audited Report.

APPENDIX 6 – ANNUAL PERFORMANCE REVIEW REPORT 2006/07

PERFORMANCE EVALUATION BY THE FIVE SPECIFIC FUNCTIONS

Specific Function (1) To serve as a professional education portal to support the education community especially teachers in the face of curriculum initiatives

	Indicators	Performance Indicators Measurements	Remarks	Annual Performance Target 2006/07	Outcomes Of 2006/07	Remarks
1.1	Popularity of the website	1.1.1 Average daily page views of the website	Daily Average	4.5 million	4.4 million	
		1.1.2 Average daily page views of the front page of HKECL	Users not necessarily visit the portal through the front page but more often go direct to the specific pages they have bookmarked. This data cannot indicate the popularity of the website.	Not available	Not available	
		1.1.3 Average daily hit count of the front pages from HK and other countries	Daily Average Recommended not to include this low value data as it requires high cost to collect the data. Technically, the geographical information of users' location is high ISP dependent and may change from time to time, without any control on HKECL side and no way to verify its accuracy.	Not available	Not available	
		1.1.4 (a) Average daily visits* and (b) browsing duration# of the website	Daily Average (b) This information is captured in the offline user survey	200,000	310,798	
		1.1.5 Number of visits of various subject i-Worlds and other channels where appropriate (e.g. special education, parent channel)	Daily Average	Not available	To be submitted when the data is available	

		1.1.6 Number of active registered users	Login at least once in the last 3 months	220,000	185,662	The seasonal drop was attributed to the expected decrease in planned summer programmes for students
		1.1.7 (a) Number of subject i-Worlds developed and (b) number of subject i-Worlds re-developed according to the curriculum framework of the local curriculum	Yearly total	(a) 36 (b) 2	(a) 36 (b) 2	
1.2	Support to professional sharing	1.2.1 Number of networks and online community communities developed for teachers	Yearly total	10	10	

	1.2.2 Number of resources uploaded by teachers in the subject i-Worlds and Admin roles networks^	Yearly total	6,100	1,909	For this year onwards, the outcome figure only reflected those resources uploaded by teachers while the baseline and targets used to be inclusive of both resources uploaded by teachers and for teachers by others
	1.2.3 Number of messages posted by teachers, parents and students on discussion forums of various subject i-Worlds and Admin roles networks^	Yearly total ²²	25,000	251,569	
	1.2.4 Number of offline training workshops / seminars	Yearly total	100	188	

(*) A ‘visit’ is a series of actions that begins when a visitor views the first page from the server. This means any page that triggers the browsing or downloading, not necessarily from the front page, and ends when the visitor leaves the site or remains idle beyond thirty minutes.

(#) ‘Browsing duration’ of a website indicates average daily visits for a spectrum of durations of 2-minute interval.

(^) Admin Networks include PSM(CD), SENCO, School Librarians, SBA (Eng), SBA (Chinese), Moral & Civic Ed., school principals, IT Teachers and coordinators

²² To be consistent with other measurements, “yearly total” is used in replacement of the “monthly average”. The baseline and target figures are adjusted upward proportionally.

Specific Function (2) To serve as a hub of educational resources and information from sources including the Government and non-government educational organisations

	Indicators	Performance Indicators Measurements	Remarks	Annual Performance Target 2006/07	Outcomes Of 2006/07	Remarks
2.1	Comprehensiveness and use of educational resources repository	2.1.1 Number of educational resources migrated / acquired from EDB, other government departments, non-profit making organisations and other organisations	Accumulative Total	18,000	19,629	Figures was the overall number of resources in HKEdCity repository which account for 5,801 additional newly acquired and the removal of outdated legacy resources.
		2.1.2 Number of search requests on educational resources	Yearly total ²³	56,000	299,378	
		Number of resources / files downloaded	Yearly total	450,000	6.84 million	
2.1	Extensiveness of website access	2.2.1 Number of hyperlinks to education-related websites created in the centralised resources repository	Yearly total	Not available	Not available	

²³ To be consistent with other measurements, “yearly total” is used in replacement of the “monthly average”. The baseline and target figures are adjusted upward proportionally.

		2.2.3 Number of referrals from HKECL to other websites	Not worth the effort to capture this data as it needs to develop a system to keep track of all users click referral URL.	Not available	Not available	
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Specific Function (3) To serve as a window for teachers' associations, PTAs and other educational bodies to disseminate / publicise educational-related information or activities

	Indicators	Performance Indicators Measurements	Remarks	Annual Performance Target 2006/07	Outcomes Of 2006/07	Remarks
3.1	Extent of support in disseminating education-related information / activities	3.1.1 Number of web-based promotion and support for education-related projects or activities (such as building mini-sites, promotion banner on the web) for schools, government departments, PTAs or their federations, education / teachers' associations, non-profit making organisations and others)	Yearly total	2,300	3,183	
3.2	Extent of network formed	3.2.1 Number of partnership formed with education-related bodies in running the subject i-Worlds or other channels	Yearly total	510	174	Partnership's definition narrowed, only those with in-depth co-operation would be counted
		3.2.2 Number of Network formed		Not available	N/A	Merged to 1.2.1
3.3	Usefulness of HKECL's free web-based services and support for educational	3.3.1 Number of accounts created for schools, PTAs or their federations, education / teachers' associations, non-profit making organisations and others (including Digital Bridge / Cyber Campus)	Yearly total	2,300	3,896	

	bodies	3.3.2 Number of active i-houses	Monthly average Excluding those without a single visit for 3 consecutive months	13,000	22,085	
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Specific Function (4) To serve as an e-learning platform for teachers, principals, students and parents

	Indicators	Performance Indicators Measurements	Remarks	Annual Performance Target 2006/07	Outcomes Of 2006/07	Remarks
4.1	Comprehensiveness of content of the e-learning platform	4.1.1 Number of e-learning packages under different categories	Yearly total The e-learning materials for teachers, principals and students should be categorized according to their mode of delivery.	400	1,705	
		4.1.2 Total course hours of on-line learning materials posted for teachers, principals, parents and students on the e-learning platform	Yearly total	1,100	1,456	
		4.1.3 Total number of assignment submitted and work exhibited.	Yearly total Suggested to monitor as it reflect the stickiness and participations of users.	6 million	11.58 million	
		4.1.4 Number of online courses modules on different aspects of teachers and principals' professional development	Yearly total	Principal: 2	Principal: 2	
		4.1.5 Number of courses hours on different aspects of teachers and principals' professional development	Yearly total	Principal: Not available	Not available	

	Indicators	Performance Indicators Measurements	Remarks	Annual Performance Target 2006/07	Outcomes Of 2006/07	Remarks
4.2	Usefulness of the e-learning platform	4.2.1 Total online learning hours received by students, teachers and principles	Yearly total	2 million	3 million	
		4.2.2 Number of registered users and new users	Yearly total	150,000	143,250	The drop was anticipated cf. remarks in 1.1.6
		4.2.3 Number of active users	Yearly total Active users are those who have login twice in the past 12 months	96,000	66,886	The predicted drop reflected in the target was still not conservative enough cf. remarks in 1.1.6
4.3	Offline training workshops / seminars	4.3.1 Number of teachers/ principals attending the offline training workshops / seminars in support of e-learning or arranged by subject i-World	Yearly total ⁽³⁾ Number of participant Number of school	Not available	Not available	
4.4	Degree of satisfaction from stakeholders	4.4.1 On-line survey on the e-learning materials and on-line course	No survey was conducted during the Year	Not available	Not available	

Specific Function (5) To serve as a market facilitator of educational e-services in the market

	Indicators	Performance Indicators Measurements	Remarks	Baseline As of 8/2006	Annual Performance Target 2005/07	Outcomes Of 2006/07	Remarks
5.1	Promotion of e-transaction in the education sector	5.1.1 Number of products for sale on the business platform	Yearly total	3,802	3,250	5,065	
		5.1.2 Number of on-line transactions through business platform	Yearly total	54	50	21	The drop was attributed to fewer popular products available in EdMall e.g. the most popular anti-virus licence (which was constantly out of stock)
		5.1.3 Sales turnover through business platform	Yearly total	\$6.8 million	\$5 million	\$7.32 million	
		5.1.4 Number of special offers acquired for the education sector	Yearly total	379	200	450	
		2.1.3 Number of e-quotation requested by schools	Yearly total	393	55	68	
		2.1.4 Number of registered schools	Yearly total	924	1000	968	The funding for schools for new purchase was in the closing stage in 2007, so the decrease trend was normal

		5.1.7 Number of active registered schools	Yearly total: Active registered schools are those who have login twice in the past 12 months	98	52	31	
		5.1.8 Number of active registered vendors	Yearly total “Active” vendors are those who have their products promoted on the business platform in the past 12 months	387	300	899	
5.3	Capability of market facilitating	5.3.1 Number of business partnership projects	Yearly total	214	100	N/A	

Remarks

- (1) Average daily page - from 1st Sept to 31 Aug each year.**
- (2) Monthly average – averaged over the month of Sept to Aug next year**
- (3) Yearly total – from 1st Sept to 31 Aug each year**

