



Hong Kong Education City Limited

Annual Report

September 2010 to August 2011

*Prepared by
Hong Kong Education City Ltd*

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1. ABOUT HONG KONG EDUCATION CITY

The Hong Kong Education City Limited (HKECL) 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, with the vision of enabling teachers to better adapt to the changing curriculum initiatives through technology. The HKECL portal has been the largest professional education portal and community in Hong Kong with an active member base of over 200,000. This operation receives an annual subvention of around HK\$25 million to finance subvented activities set forth to fulfill its mission. As outlined in the service agreement with the Education Bureau (EDB), HKECL's strategic focuses are as follows:-

- A. to serve as a depository of curriculum-based educational resources;
- B. to facilitate online interaction and exchange among the teachers, students and parents;
- C. to serve as a window to allow teachers' associations, Parent -Teacher Associations (PTAs), other educational bodies and the private sector to disseminate / publicize education-related information or activities; and
- D. to bring new teaching and learning experience and methods into classrooms and home through the use of new technology such as eLearning and Web 2.0 tools under the guidance of teachers.

The following report outlines the progress made over the 2010/11 school year.

2. MESSAGE FROM THE CHAIRMAN AND EXECUTIVE DIRECTOR

2010-11 was a challenging yet rewarding year for HKECL in contributing to the betterment in education locally and regionally. As an education facilitator, we have driven a number of pioneering projects for the benefit of our schools, teachers, students, parents, and professionals in the education sector.

The Online Questions Bank service was launched in 2010. We have further enhanced its functions and contents this year. Its aim is to facilitate the preparation of public examinations by teachers and students. This year, over a quarter of the schools in Hong Kong used this service. Its contribution has also been locally and regionally acclaimed: it received the Gold Award in the 2011 ICT Awards Best Lifestyle (Learning and Living category), and was nominated by the Hong Kong Computer Society to participate in the Asia Pacific Information and Communications Technology Awards 2011 (APICTA 2011) competition on behalf of Hong Kong. It was our honour to win the Merit Award in this competition.

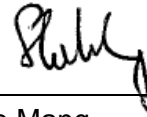
To encourage professional exchange of best practices, we launched the Learning and Teaching Expo to serve the needs of our community. Now in its second year, it was a great success. We were glad to have gained the continuous support from our local practitioners and numerous organizations. Moreover, the participation of overseas vendors and visitors from China, Taiwan, Australia, Macau, Philippines, Poland, Singapore and the United Kingdom provided a rich and diverse forum for valuable exchanges. They not only achieved the objective of internationalization of our education sector but also enhanced overseas experts' understanding of the development and advancement of Hong Kong's education.

HKECL's mission is "advancing learning and teaching through a ubiquitous education environment and boundless community". To this end, we endeavor to continuously advance our system functionalities, enrich learning and teaching resources, inspire teaching innovation, and facilitate the professional development of our teachers.

Last but not least, on behalf of HKECL, we would like to express our heartfelt thanks to our Board members, supporting organisations, working partners and our team of dedicated staff. Our work would not be possible without their support.



Roland Chin
Chairman, Board of Directors



She Mang
Executive Director

materials that could be shared with teaching community to support the teaching in relevant topics in the NSS Chinese Language curriculum. In April 2011, a total of 383 worksheets with 108 contributed by the award-winning teacher, and 275 by participating teachers were uploaded to the Resources Depository for sharing. The materials were well received by teachers and attracted over 7,600 page views, 4,400 download and 392 rating record in the Resource Depository.

- In its third year, the [“Teaching Resources Award Scheme”](#) (TRAS) co-organized with the Chief Executive’s Award for Teaching Excellence teacher Association and Hong Kong Association for Computer Education, received 592 submissions from in-service and ex-teachers. There were 35 schools submitting more than five resources across different KLAs. Nine outstanding awards and 12 merit awards were presented to the participating groups in the ceremony conducted in the Learning and Teaching Expo in late June 2011. Another two groups of teachers won the merit awards in multimedia resources, and another teacher was presented with application of new media award.



Judging Panel

- “Online Question Bank” (OQB) service has been dedicated to promote and support the concept of “Assessment for Learning”. It aimed to reinforce and strengthen students’ learning through assessment and support them in preparation on the HKDSE. Partnered with the Hong Kong Examination and Assessment Authority (HKEAA), OQB provided over 5,000 questions from past papers of public examinations covering subjects from Mathematics, Physics, Chemistry, Biology, and Economics in 2010/11. The questions were catalogued by year, topic, difficulty and relevancy to the New



Senior Secondary (NSS) curriculum. Highly flexible filtering tools and powerful analysis, as well as reporting features were provided on the platform to enable students to design personalized assessment and self-evaluated learning progress. In 2010/11, the service attracted subscriptions from 72 secondary schools and 61 individual students. In addition to HKEAA, HKECL extended her partnership to other content providers such as the Oxford University Press and Hong Kong Educational Publishing Co.

OQB won the Gold Award in “Best Lifestyle Award (Learning & Living) category” in the “HK ICT Awards 2011”. Judging panel regarded the solution as “well-designed with useful and easy-to-use features for students and teachers, and is able to take care of the differences in learning capabilities among students.”



「網上試題學習平台是學生自學平台，能提升學習動機。老師可利用報告改善學與教，照顧學習差異；並對個別題目分析，替個別學生作補底溫習。學校毋須顧慮版權問題，更掌握學生學習進度以調適教學策略。平台促進電子學習、無紙化、環保。」

~高家浩老師，筲箕灣東官立中學

- “TVNews” was an eLearning service which aimed at facilitating students’ learning in English Language via authentic news clips and online exercise. The “News Practices” component in “TVNews” was designed to help students enrich vocabulary and phrases, enhance listening skills, arouse interest and develop critical thinking towards social issues. From November 2010 to June 2011, a total of 66 online exercises were offered at this platform, which attracted 140 secondary schools and an average of 16,200 monthly participation by students.



“TVNews is one of the most precious online resources for secondary learners. The current issues chosen, the carefully set procedures in learning English through listening, learning the vocabulary, answering the comprehension questions and sharing opinions make learning English a real and enjoyable task. I love the program and all my students do. Thank you, Hong Kong Education City.”

~ Mr LAW Man-tak, English Teacher of Tsuen Wan Government Secondary School

- “10 Mins Science” (「十分科學」網上學習平台) was designed to promote and facilitate self-learning related to the science domain in the General Studies curriculum, particularly for senior primary school level, this service was offered during March to June 2011. Multimedia rich learning contents contributed by Children Science and assessment items developed by HKIED were hosted in the newly established Learning Management System. The platform engaged over 7,300 monthly participations from 208 primary schools. Participating teachers gave positive feedback regarding the design of the service and suggested HKECL to expand its scope and duration in the coming school year.



「十分科學給予學生有多課外知識，豐富了課堂的學習，十分有價值。學生利用課餘時間學習，不受環境和空間的限制，作為課外補充，或是增益的活動，是十分理想的。部分內容補足了原本課程的不足，例如健康、藥物等課題，建議增加學生學習深度和廣度。」

~ 鄧柏鈞副校長，沙田循道衛理小學

- Aiming at enriching the learning experience of science through online resources, [SciTube](#) and [SciLearn](#) platform were established to provide media-rich and interactive resources of Science subjects covering Mathematics, Physics, Biology, Chemistry and Integrated Science. Partnered with schools and Hanlun Information Ltd, a total of 129 video clips and 53 interactive learning objects were developed and disseminated at the platforms to support teaching and learning in the NSS curriculum. These resources were uploaded to the Resources Depository and attracted 66 ratings and over 8,900 page views.



- To raise awareness of “[International Year of Chemistry 2011](#)” (IYC 2011) and mobilize participation from the community, the official portal for HK region was set up and a series of campaigns were jointly organized with IYC(HK) Committee Members and HKECL partners during the year, including “The 16th Hong Kong Chemistry Olympiad for Secondary Schools” (engaged 52 secondary schools), “The 14th Primary Science Project Exhibition” (engaged 151 primary schools), and “Summer Science Competition 2011” (188 primary schools). These activities were well-received by teachers and students.



- “Living Explorer” was a channel providing multimedia rich content and enquiry questions to raise students’ awareness of local happenings, social issues and popular cultures. The channel served as a platform to allow government departments and NGOs to share resources and information to support teaching and learning. In 2010/11, a total of 75 articles were published and attracted over 600,000 page views.



Partnered with Economic Times Learning, a pilot student editorial campaign (“探知達人”) was organized to recruit students as editors and share their views on social issues: “Life in the cage house” (“活在籠屋的邊緣”), “Social Culture in photography”(“社會攝錄文化”) and “Can \$28 minimum hourly wages help improve the quality of life of fast food chain workers?”. The works from students would be published in the Living Explorer.

- “Sports eLearning Platform” was launched in 2010/11 to facilitate the teaching and learning of Physic Education in a flexible manner and widen students’ knowledge in sport rules, tactics, skills and fitness. The platform contains minute long videos demonstrating sport skills, flash animations illustrating sport tactics, and flash games with multiple choice questions. Four popular sport items including table tennis, basketball, golf, and



gymnastics were introduced in the platform. The platform attracted 199 primary, secondary and special schools participation and attracted over 15,000 page views. The video resources were also shared in the Resources Depository.

- “Touching: Dance with the Sculptures from the Louvre Museum”-- Hong Kong was the seventh stop of “Sculptures in Movement” Asia Tour from the Louvre Museum, Paris. To expand primary and secondary school students’ global exposure and strengthen their appreciation towards Western art, HKECL has set up a [blog](#) to introduce this international event to the teaching and learning community. Partnered with the Hong Kong Museum of Art, HKECL took the lead to share information of the sculptures and related resources to teachers from 240 schools in order to help them prepare for the visiting activities.
- Special Features were published throughout the year to address seasonal and popular topics, which attracted over 216,000 page views. Topics covered include Life education ([生命教育——大寶的奇妙旅程](#)), Lunar New Year ([「港兔」賀新歲](#)); Deciphering Chemistry ([「化學」探秘](#)), Chemical Views in Fukushima Case ([核事故化學觀](#)) and Census 2011 ([普查統計看今昔](#)).



- New Platform for ETV -- The new ETV platform was launched in early August at the “EDB new teacher induction courses”. Watching and downloading ETV video has been one of the most popular services at HKEdCity website. To enhance users’ experience, ETV platform was revamped to offer better video streaming quality of over 800 videos. Users could enjoy 720p high definition video streaming at their desktop and mobile devices. To cater vast diversity of user platforms in different school environments, the new platform offered video download in various formats suitable for schools with standard or advanced computer setup. A list of recommended videos of the same curriculum tree, same subject or with the same tagging information was recommended after each ETV video, enhancing user experience by a list of videos to watch next. To enhance resources management, the backend administration system was also revamped, so that EDB ETV section can fully manage the process of uploading and editing all ETV resources including video, worksheet and thumbnail as well as editing

the ETV curriculum tree and assign resources access right on one single platform.

- **[Teacher TV](#)** -- Teacher TV was one of the flagship services which provided video and support materials for those who were working in education in Primary and Secondary levels, including principals, teachers, teacher trainers, and support staff. It aims to raise educational standards and promote professional development. It also provides classroom resources, video experiences across all curricula and other school based issues and all content is available to watch online for free. In the 2010/11 school year, we uploaded 132 new video resources provided by EDB, CEATE, QEF, and SCOLARS. From usage perspective, this service gained a wide reaching audience of 6,669 teacher members

3.2 Expand customer base and contribution

- **Forums** -- To enhance the service, the forum engine was revamped with consolidation of existing forums. In addition to targeted group of participants (teachers, secondary students, etc.), the revamped forum also allowed anonymous posts, supported by gate keeping process by forum moderator. This encouraged constructive exchange for boarder audience. A [forum portal](#) was launched in December 2011 which housed 16 forums, providing an online environment for the teacher, student and parent community to exchange knowledge, discuss issues, and share experiences. Professionals and celebrities were engaged in individual forums as host or leader and to mobilize discussion.



- **Reading and writing forum ([Star 筆 Café](#))** - was launched in the student forum during May to July 2011, with seven local writers engaged to interact with students. The group generated 293 posts and over 93,000 page views.



- **[eWorks](#)**, an online writing platform that encourages students to write and share. Coupled with the award scheme to recognize the secondary school students with outstanding writing pieces submitted (“中學生創作獎勵計劃”), the platform has attracted 4,388 submissions, in



which 3,775 submissions were published. These submissions attracted another 2,772 comments, 1,641 ratings and over 3,416,000 page views. 7 local writers were engaged to share their writing experiences.

「投稿到創作天地是我們很鼓勵同學去做的語文活動，同學都很積極參與，因為教城這個創作平台可以有機會去展示作品，讀者也不再限於是老師，他可能會得到其他讀者的回應，這些回應或許是正面，或許是有一些東西建議他改善，甚至可能只是錯別字搜查隊，或多或少會對他的寫作有所得益，而他亦可以在平台上觀摩到別人的作品。」

~ 羅艷桃老師，德雅中學

- Partnered with Breakthrough Publishing and a local writer Mr. Jason Chan (陳守賢), HKECL organized a writing competition (“故事續寫比賽——變酸的珍多冰”) this year. Through engaging students to write alternative chapters with the writer on the topic of compensated dating, the competition aims to raise students’ awareness of this youth problem. 95 student submissions were received, among them 80 were published online in the “eWorks platform” and attracted over 39,000 page views, 618 ratings and 67 comments. The winning submission were published as a storybook (《出租關係》) in July 2011, which was a candidate book on the list of best books billboard for secondary school students (“第23屆中學生好書龍虎榜”).



「值得一提的是創作故事平台的『故事續寫』題材。今年的主題是3名少女對援交生活產生好奇，題材本身已有一定的吸引力，加上陳守賢及第一位續寫的翎羽，將主角的生活描寫得栩栩如生，實在值得一讚。」

~ 《PCM》

- Co-organised with Hong Kong Liberal Studies Teachers' Association, Hong Kong Media Education Resources Web, and The Hong Kong Institute of Education, the “[IES Awards Scheme](#)” aimed to aspire for a new format that is simple and easy in exploring knowledge, so as to



encourage teacher and students to practise independent enquiry models that were precise and feasible in their learning and teaching. In the 4th year, the Scheme received over 300 works from 109 secondary schools.

- To widen engagement with students, “[Amazing EdCity City Orienteering Competition 2011](#)” was conducted for its second year. The competition was co-organized with Hong Kong Orienteering Club and supported by Harbour Junior Chamber. Under the theme of “Conservation and Revitalization”, Urban Renewal Authority was engaged as sponsor. A total of 132 team applications from 72 secondary schools were received. The event was kicked off in the Shatin City Hall on 26th March 2011. 70 school teams took part in this race, in which they had to visit different checkpoints around the city and perform tasks and challenges within limited time. This campaign helped us outreach to schools and students who had not been actively using our services in the past.



3.3 Extend Partner Engagement and Support

Through partner service, we aim to enrich our service offering to schools by bridging the various service providers with the education community. Partner services include, [Partner Portal](#) (企業會員專區), [Partner Matching Service](#) (電子學習伙伴配對服務), [Partner Newsletter](#) (教城伙伴通訊), and [Master Calendar](#) (活動總覽). In 2010/2011, HKECL managed to expand the pool of partners to 303 in total (vs. 120 from 2009-10).



- “Partner Networking Reception” was organized during Learning and Teaching

Expo 2011 in June. Representatives from Education Bureau shared the views on “E-learning Pilots, Trends & Business Opportunities”. This event provided 130 partners an opportunity to network and share their experiences of running e-Learning business, as well as gained a practical view of school's needs.



Partner Networking Reception

Parent

- In 2010/11, HKECL further enhanced our services for parents such as the [Parent Portal](#), [Parent Post](#) and [Parent Channel](#) (“家長易學站”), [Activities Calendar](#) and [Parent Academy](#). Activities Calendar was integrated with Master Calendar, all expired activities and legacy webpages were removed. Modification on Parent Academy was deployed in August 2011 while relevant credit system was updated for the members’ enrolment in the new academic year.

To optimize usage and expand the user base, HKECL performed a qualitative study to understand the needs and motivations of parents to access education information resources, and the usage experience and service expectation gaps. The qualitative study in the form of focus group discussion was initiated for a deep-dive understanding of this market segment. The result of the study has been used as development pointers for the Parent Portal enhancement in the coming year.



Teachers

- Regular engagement activities were conducted to maintain close contact with schools and members and promote our services. These include theme-based seminars, school visits, call downs, focus-group meeting, etc. Multiple purposes were achieved, such as introducing resources and services, testing new tools and packages, collecting needs and feedback, exchanging new methods for teaching and learning, etc. In total, around 45 school visits were carried out to introduce HKECL's services during schools' professional development day and 2,400 teachers were reached.
- To expand our service to the pre-service teacher community, two pre-service teachers seminars relating to career development (“[準教師職前啟導座談會](#)”) were conducted this year, seven school principals took part to share tips and advices for job interview. The seminars were well-received with over 250 participants in total.



- To broaden membership base and facilitate cross-border sharing, our membership and services were introduced to the education community in Macau. 40 members were successfully recruited from the faculty of Macau University and Macau DSEJ to strengthen regional exchange and cooperation.

Registration for overseas members

Students

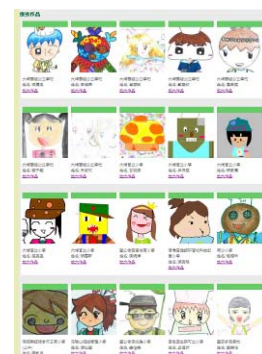
- In 2010-11, HKECL maintained a pool of over 770,000 student members, in which over 110,000 are active members who login regularly. A total of 18 eLearning packages were offered to students covering numerous key learning areas, and attracted over 79,000 participations monthly.
- Anticipating HKALE and HKDSE students' need for career and further studies information, HKECL revamped the [Career Guidance page](#), which updated employment information of local market and continuous education for overseas including China, Canada, Australia, U.K., and U.S.A.
- In 2010/11, HKECL conducted various activities with partners, for instance, photography competition, design competition and coloring competition to enrich student learning experience. A total of 8,202 submissions were received. These activities provided the concepts and practical methods about Environmental Protection and Healthy Living which helped bring the students' talent to full play.



[Photo mosaic](#)



[My New Schoolmate Design Competition](#)



[Green Campus Colouring Competition](#)

3.4 Raise Corporate Communications and Promotion

A series of marketing campaigns targeting at improving HKECL's image were rolled out to foster brand awareness and ensure HKECL's service are widely communicated to the various stakeholders. To raise public awareness of HKECL and wrap it as a regional market facilitator in education, an annual publicity plan was developed. Over

the year, 138 pieces of target press clippings were achieved through 68 media interviews, and press releases. Shouldering corporate social responsibility to the community has been one of HKECL's missions. Our continuous contribution to the society was widely recognized by "HK ICT Award", "Web Care Award" and "Meritorious Website Award".

- The celebration of 10th anniversary was completed in full with the 10th anniversary cocktail in November. The theme of the cocktail was "The gateway to 21st Century Skills" in which the development progress and success of HKECL were shared with the community. The occasion also served as a reflection with education leaders on 10-year education reform and education in 21st Century. Over 150 guests attended this event to share their experience and exchanged professional opinion for the betterment of education.



- [Learning & Teaching Expo 2011](#) was organized during 28th – 29th June 2011 at the HKCEC. This year's event included a series of school visits, allowing teachers and partners to see the solutions in action. The 2-day Expo was a great success with encouraging feedbacks and positive impact to the education community. This year's expo is composed of, over 9,200+ visitors from education industry, 112 exhibition booths and 60 seminar sessions. In addition to local vendors and visitors, we also received visitors from surrounding regions such as China, Philippines, Singapore, Taiwan, Australia, UK and Poland. Almost 10% of the exhibitors came from overseas and over 50% exhibitors were new to the Expo. For the evaluation scores, exhibitors, general visitors and seminar attendees were rated 3.51, 3.89, 4.04 out of five respectively.



- HKECL service brochures were sent to the principals, vice-principals and curriculum development officers of all schools (member and non-member). Year-end service



statements and service application forms which provided them with usage information on current services in 2010/11 school year were sent to member schools in June as well as to invite them to enroll in the new school year. 196 forms were received.

- An annual online survey was conducted to understand users' satisfaction and expectation on our services for inspiration the ways of further improvement. For the overall satisfaction with our website, the segments of teachers, parents and students scored 7.0, 7.4 and 7.1 out of 10 respectively.

3.5 Enhance system and infrastructure

- A Content Management System (CMS) was rolled out in late 2010, the system provided an agile yet scalable platform for media rich content based projects for internal and external use. The platform was also part of the infrastructure of EDB's Depository of Curriculum-based Teaching Resources for Junior Secondary Level. Since the launch of the CMS, more than 20 projects of various sizes has been launched leveraging the functionality of the platform such as the [Sport e-learning Platform](#), [International Year of Chemistry \(IYC\) 2011](#) and the [Census 2011](#) feature.
- Video Channel upgrade was implemented, as video based resources has become more common, user not only access those resources from desktop computer, but also through mobile device such as smart phones and tablet. Based on the infrastructure on 2009, video channel was upgraded to support multiple video formats with high resolution video up to HD 720p. Streaming different resolution video automatically to adapt the bandwidth and screen size of target devices such as smart phones. The upgrade also utilizes the upcoming html5 technology to provide a seamless transition of the existing video channel on HKEdCity platform to support device running iOS and also Android operating system. Apart from the existing video based resources on HKEdCity platform, ETV channel, resources depository was launched with upgrade.
- To enhance platform efficiency, several outdated services were decommissioned during the year, namely, Cyber Campus platform which was established a decade ago. Services on the platform were transmitted to existing services on HKECL's platform. Digital Bridge, a dial-up modem pool for the under-privileged to access the internet was terminated. Users of this service have been referred to the new Internet Subsidy Scheme. The de-commission, as part of the

continuous effort to enhance efficiency of platform management, also saved additional HK\$120K per annum on operational cost.

- As the rental contract of data center expired in late August 2011, a tendering exercise has been carried out in early 2011, a new data center provider NTT Com Asia Ltd. has been appointed to provide data centre collocation service for the next three years from 2011-2014. The relocation and transition was carried out smoothly on 17-18 July 2011.

- To enhance the usability of HKEdCity online services, a usability consultancy service was engaged to review major services provided to different target audience namely teacher, student and parents. HKEdCity has worked with the consultant to carry out various usability evaluation processes, usability test with different user group. The findings will be the guideline and reference for HKEdCity in future service development and enhancement.

4. CORPORATE GOVERNANCE

Operated largely with the support of government funds, HKECL aims to maintain the company operation with accountability and transparency complying with statutory requirements and upholding best practices. In 2010/11, the organization structure was refined, government subvention was reviewed, a few policies and guidelines were established, and the office was relocated in order to enhance the operation efficiency.

4.1 Governance Structure¹

- The presently nine-member Board of Directors, appointed by shareholders to serve in their personal/ official capacity, is the highest body which manages the business and strategic development of the Company and ensures its operation in compliance with the statutory requirements, especially those stipulated in the Memorandum and Articles of Association. Below one tier, the Executive Committee is chaired by an official director to monitor and give advice on the company's operational matters regularly. During the period, three Board Meetings and three Executive Committee Meetings were held respectively with high participation rate of 74.1% and 100% respectively. An alternate director who had served the Board of Directors since 2008 has retired from the Board, with a new one appointed on 6 December 2010. Declaration of interest has been made by directors for the year. No director receiving any remuneration during their tenure so far.

4.2 Policy Formulation

- HKECL has been taking steps to enforce internal control processes and systemize the operation workflow. Hence, different policies and guidelines have been revised and formulated. Policy on Entering into Partnership has been revised to cater for business development need, whereas Suggestion Box Guideline and Guidelines on Using Sport Activities Funding have also been newly formulated to provide formal channels to collect constructive and valuable suggestions from employees as well as promoting healthy life-style. The Performance Appraisal Policy and Guideline has been slightly refined by changing the format of those appraisal forms. New measures for new office administration has been designed and implemented to facilitate internal operation. Asset Donation Policy has been drafted and to be incorporated into Financial Manual. Corporate governance review has been kicked start with the

¹ Refer to appendix 4.

study on the Guide for Corporate Governance of Subvented Organizations and high risk areas have been identified. Comprehensive review on risk areas will be carried out in the coming years.

4.3 Subvention Review

- HKECL has supported EDB to conduct the subvention review for the effectiveness of HKECL in using the government subvention during the 6-year subvention period. The overall achievements of HKECL over past years were evaluated and recognized, hence, the renewal of subvention was confirmed by signing a new service agreement for a period of six years starting from 1 September 2011. New missions and objectives have been defined in the new service agreement together with other rules and regulations for HKECL's observation and compliance.

4.4 Office Accommodation

- With the support of EDB, HKECL was granted an obsolete school site in Shatin (easily accessible from Sha Tin Wai MTR station) as HKECL's office location upon the expiry of its lease with Cyberport Ltd. It is a 7-storey building with 6,200 sq. m. shared between HKECL and the Hong Kong Academy for Gifted Education. Each party occupied about 2,200 sq. m. while the remaining area of 1,800 sq. m. would be for common use. Upon partial completion of the renovation work which lasted for more than 6 months, HKECL's office relocated successfully on 27 August 2011. The office area of 5-6/F has been in full operation since then while resources centre and activity rooms on G/F, 1/F & 2/F for organizing corporate events are still under renovation.

4.5 Human Resources

- It has been HKECL's priority to build a professional team and maintain a stable workforce as well as attracting new talents in order to support the growing business. During 2010/11, HKECL had implemented a number of HR projects to improve the organizational efficiency, facilitate staff development and satisfaction, advocate performance excellence and reinforce competitive remuneration and benefits package.

4.5.1 Organization Structure and Staffing

- During the year, the establishment of HKECL was 56, inclusive of 3 new headcounts for supporting new business objectives and strengthening the quality

of web content. On 1 October 2010, the new Customer and Partner Division was formed by separating the Audience Department from Learning and Teaching Division. It places more focus on analyzing market needs and serving our target audiences and partners. A Project Management Department under Systems and Operation Division was also formed in order to smoothen IT project management and workflow to improve operational efficiency. Administration Division was renamed as Administration and Finance Division which better reflect its exact functions. In order to facilitate external business liaison and communication, a review to realign employee's title was conducted.

4.5.2 Facilitate Staff Development

- HKECL is committed to a long-term and sustainable development of staff members. During the year, approximately 140 man-days have been invested on staff training. On average, each staff attended about 2.1 man-days of training during the year to upgrade and equip themselves with the relevant knowledge and skills to meet business and self development needs. Trainings were carried out in the form of in-house training programs, staff development day, external seminars and workshops, and these training sessions cover various areas included communication skills, project management, e-Commerce, latest IT skills, editing skills, new ordinance and regulations, etc.

4.5.3 Advocate Performance Excellence

- Staff performance is being assessed through mid-term review and annual appraisal exercises. By measuring the eight core competencies and degree of quantifiable individual goals achieved, the performance-based culture which encourages employees to strive for excellence in work was further fostered. During the exercise, individual staff with special performance improvement need or training need will also be identified for further observation, coaching and monitoring.

4.5.4 Staff Benefit

- To foster cross team communication, staff relations and enhance sense of belonging, a series of staff activities funded by the Staff Fund was organized during the year including spring lunch in the Lunar New Year, Christmas Party, and celebration for special achievements.

4.6 Financial Status

- The overall financial status of the Company in 2010/11 was healthy and steady. The total income and expenditure of subvented activities was \$39.1 million. As of 31 August 2011, the Company had a total non-current asset of \$4 million and current assets of \$13.8 million. The net assets of the Company amounted to \$1.7 million. The Company's liquidity was in very good condition throughout the year as cash and deposits at bank amounted to \$12.5 million by the end of the financial year. The accounts of subvented and non-subvented activities are kept separately.

4.6.1 Expenditure of Subvented Activities

- Regarding the expenditure of subvented activities, the staff cost amounted to \$17.7 million which occupied the biggest share and accounted for 57% of the total expenditure. The next two highest expenses were the corporate promotion & activities (due to LTE 2011) and administrative expenses which accounted for 10.2% and 7.4% respectively.
- For the capital expenditure, HKECL spent \$0.7 million for acquiring fixed assets which included computer equipment and application license. The expenditure with an aim to improve the web site performance and the infrastructure capacity performance.

4.6.2 Reserve

- According to the new Service Agreement, HKECL is allowed to keep a reserve at a level capped at 25% of the subvention of the current year. Therefore, \$4.1 million unused subvention was carried forward and kept as reserve in 2010/11. \$2.9 million has been used for different projects (including the establishment of Learning Management System, revamp of parent channel, 10th Anniversary Plan and office removal) as approved by the Board. The reserve to be carried forward to 2011/12 is estimated to be \$3.6 million² subject to prior approval from the PS(Ed) in the case that the reserve needs to be brought forward to the next subvention period.

² Please refer to Appendix 7.

4.6.3 External Audit

- Wong Lam Leung & Kwok C.P.A. Limited was reappointed as the auditors for this fiscal year in May 2011 and such reappointment would be formally endorsed annually in May. The annual stocktaking exercise for all fixed assets was completed on 30-31 August 2010. The annual external audit and compliance audit for the year-ended 31 August 2011 was conducted in October 2011. The audited report will be completed in late November.

5. LOOKING FORWARD

Moving into 2011/12, eLearning is becoming more and more mature with schools and students exploring and embracing this new mode of learning. Besides the demand for quality eResources, we are also seeing teachers, parents and students seeking information related to the DSE and career planning.

Riding on the market trend, the solid foundation of HKECL's services and infrastructure, we will continue to focus on strengthening these services and delivering it in a more effective manner. Key services to be further enhanced over the next few years include one-stop Learning and Teaching Resources Library with the Education Bureau, EdMall eCommerce Platform and Questions Bank Engine, to name a few. Added to the existing student service, HKECL will invest in building up a new Career Guidance Information Platform for students. This newly added service targets at senior secondary students, helping them to identify their interest and path for further development.

With the emphasis on being a market facilitator, HKECL will implement a new service delivery model that offers partners with tools and services which enable them to deliver service through HKECL to the education community. HKECL will also invest in building up a Single-Sign-On service for partners that creates further convenience for partners and members. With the uprising of user generated rich media content, HKECL will further enhance its video service, making user upload easier. The video service will be further enhanced to address mobile device such as iPad, Android tablets and smart phones.

From internal management perspective, HKECL will adopt industry's practice on internal audit and risk management process. We devote to exploring ways to conduct our business in an efficient and cost-effective way that complies with the government's subvention guideline. To retain talent, staff development and activities will continue to be our emphasis.

APPENDIX 1: Non-subsented project: Reading Ambassador and Reading Contract Project

Recognized by the impact brought to the community in reading promotion, HKECL has been awarded by SCOLAR a total of HK\$7 million to carry on with the Reading Ambassador and Reading Contract project in 2009/10 and 2010/11. In 2010/11, over 3,000 parent and student Reading Ambassadors have been trained, 210 primary and secondary schools set up and operated their reading clubs.

While the World Book Day Carnival was held in April to allow participating schools to showcase their efforts, two “Reading Ambassador Graduation Ceremonies” were conducted in the annual Learning & Teaching Expo, as a closure to the school year engagement in late June. In 2011, over 500 teachers, students and parents attended the ceremonies with Leader Reading Ambassador Sharing Session, performance of Little Reading Ambassadors and English Reading Ambassadors. The programmes and activities were anchored in the [HK Reading City](http://www.hkreadingcity.com) website. Listed below are the major programmes and events conducted in the school year 2010/11:

- **Reading Ambassador Programme** (「閱讀大使」計劃) – 2,300 parent and secondary student Reading Ambassadors have been recruited. 113 sessions of school-based training workshops and 36 sessions of training series were conducted in 77 schools, in order to equip the Reading Ambassadors with the skills to host reading club activities. A series of supports including book loan service, reading club handbook and lesson plan were provided.



- **Little Reading Ambassador (LRA) Programme** (「小學生閱讀大使」計劃) – It aimed to promote reading in primary schools. Seven consultants from HEIs were engaged to offer training workshops and school-based observation sessions for 118 teachers from 27 project schools. Participants were coached to use different ways to promote English and Chinese reading, including book talks, adapting books into reader’s theatre and public sharing.

- **English Reading Ambassador (ERA) Programme (Pilot)** (「中學生英語閱讀大使」先導計劃) – This pilot programme aimed to enhance secondary students’ skills in



promoting English reading at their own schools. A consultant from HEIs was engaged to offer school-based training workshops for the 78 ERAs in four pilot schools. Students learnt how to promote reading in schools.

- **Reading Contract Programme** (「閱讀約章」計劃) – (a) The “School Year Reading Contract” programme was launched in October 2010 and attracted over 120,000 students. They were encouraged to commit a “reading mission”, that is, to read at least 3 books a month for at least 4 months during the school year. (b) The “Summer Reading Contract” programme attracted over 260,000 students from 311 primary and 90 secondary schools.
- **Reading Board** (閱讀壁報板) – Three types of reading board: Primary School Reading Board, Secondary School Reading Board and English Reading Board were provided to schools. 5 issues of reading materials for each board were published this year.
- **Online Reading Club (ORC)** (網上讀書會) – An online platform was provided to schools to promote “Read and Share” culture and facilitate self-learning among students, teachers and Reading Ambassadors. 217 project schools and 44 Public Libraries establish their ORC to share reading experiences with the communities.
- **Star Reading Award Scheme** (星級閱讀獎勵計劃) – The Scheme aimed to nurture the reading habit of students during Easter holiday and to enhance their learning ability through reading and answering questions online. This year, the Scheme attracted over 20,000 students from 141 schools.
- **Ten Book Selection** (十本好讀) – To encourage students to read online, a “trial-read” scheme was promoted at the HK Reading City website. This scheme was supported by local publishers which provide one-tenth excerpts of each book. Students could vote for their 10 favourite local titles and local authors annually through voting campaign “[Ten Book Selection](#)” set up at the HK Reading City website. This year, the Scheme engaged 10,000 votes from 226 schools.
- **World Book Day Carnival** (悅讀大本營–世界閱讀日活動) – The carnival aimed



to motivate the community to support the World Book Day and to draw wider awareness of reading among school principals, teachers and students. A series of reading programmes such as showcases of school reading clubs, reading dramas, sharing sessions by Leader Reading Ambassadors, book exhibition, game booths and a book exchange corner were held. Together with Reading Fair held in the same venue, a total of 1,222 students, teachers and parents from 49 schools were engaged this year. An average evaluation score of 4.37 out of 5 was recorded and 17 media coverage was drawn. A new programme “[Fun Reading](#)” online Comics Sharing Activity (「漫」「漫」讀) was launched around World Book Day. Two local cartoonists Ken Leung (梁進) and MandyCat (文地) created their stories about reading club. Teachers and students could share the comics with friends through various online social platforms. Students were also encouraged to create new dialogues for the comics. Over 1,056 submissions were received.

「今次參與小學生閱讀大使計劃，可以得到更專業的培訓，進一步訓練講故事和組織讀書會活動的技巧，幫助學校進行閱讀活動，自己在組織籌劃活動也有很大得著。」

~博愛醫院陳國威小學 莫倩霞老師

“Thank you very much for the HKEdCity to provide us such kind of support. Your effort will not be in vain because the teacher-librarians and the students learn a lot from such workshops. We'll try our best to apply such skills to promote reading in our school, the community and Hong Kong”

Ho Shuk Yi Vivian, TWGHs S. C. Gaw Memorial College

APPENDIX 2 -Non-Subvented Project: EdMall

To gauge stakeholders' expectation and gain their support in this new area, HKECL established an e-Learning Advisory Council with members representing stakeholders of teachers, schools, education associations and e-Learning associations. Two meetings were held during the year to solicit advices on EdMall's position, business model, e-platform prototype and the vendor evaluation policies. Besides, a market survey studying customer behavior of sourcing learning and teaching resources online with sample sizes of 558 teachers and 405 parents was conducted in December 2011. The analysis gave a picture on users' needs and contributed to EdMall's functional planning. An extracted survey finding was consolidated and shared to the media and the industry in order to increase their awareness in market's significant e-Learning needs.

- To plan ahead the business with solid market references and financial projection, a market benchmarking analysis and a three-year financial model was conducted incorporating advices from an individual consultant. EdMall's pricing scheme was prepared based on the market analysis and the assumption of the financial model.

- EdMall's platform development started in December 2011. A pilot run with the participation of three vendors, eight teachers, six parents and six students were executed in August 2011. The feedback collected enhanced the platform development



- To strengthen HKECL's role as a market facilitator, different actions and initiatives have been carried out to promote EdMall's business positioning and services and to evangelize the industry. Through the various actions taken, contact with 440 potential vendors were developed. Key deliverables related to EdMall were:-



- 3 EdMall prototype exchange sessions for the industry were held on 11 and 15 March 2011. 49 companies from publishing and e-Learning industries attended.
- A seminar was held on 28 June 2011 in the Learning and Teaching Expo. It introduced EdMall's services for schools and demonstrated how to use e-Learning resources for classroom teaching.
- A seminar co-organized with EDB was held on 28 July 2011 with 130 enrollments. The seminar targeted to introduce EdMall service to subject related association, teachers, tertiary educational institution and commercial vendors for major DRM solutions

**APPENDIX 3 - List of Members of the Board, Committees, Auditors and
Company Secretary (as of 31 August 2011)**

Board of Directors

Prof. Roland Chin, JP (Chairman)
Dr. Chan Ka Ki*
Dr. Elizabeth Quat
Dr. John Fung
Ms. Irene Chan
Mr. Christopher Yu
Mr. Michel Chan
Mr. Leo Kung
Dr. Lee George Lam

Auditors

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

Company Secretary

WLLK Secretaries Limited

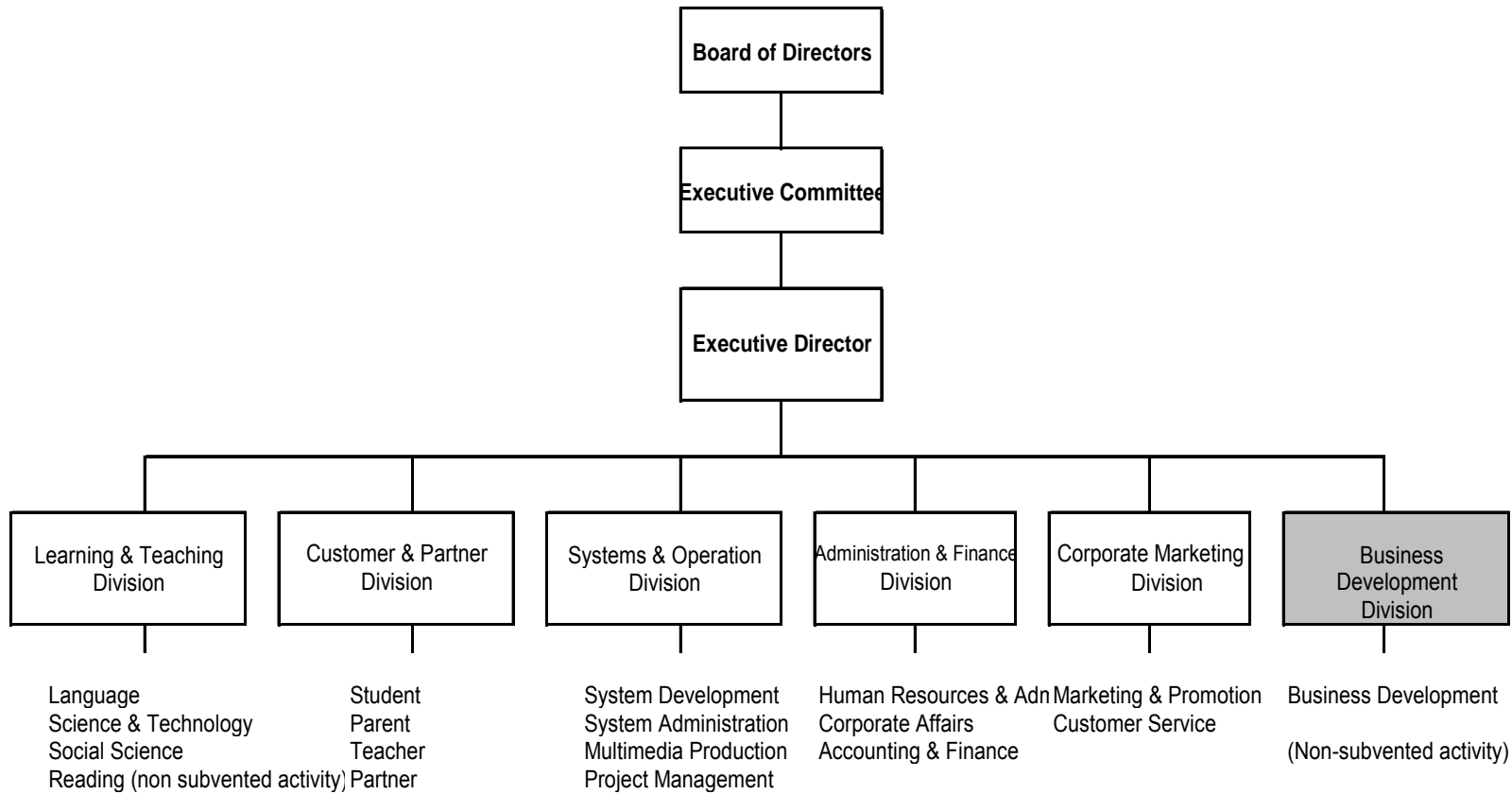
Executive Committee

Dr. Chan Ka Ki (Chairman)*
Mr. Christopher Yu
Dr. Elizabeth Quat
Ms. Mei Mei Ng (Executive Director)

Remark: * Official Director

APPENDIX 4 - Organization Structure

**Hong Kong Education City Ltd
Organisation Structure
(As of 31 August 2011)**



Appendix 5 – Auditors' Report 2010/11 (Extract)

HONG KONG EDUCATION CITY LIMITED

香港教育城有限公司

DIRECTORS' REPORT

YEAR ENDED 31 AUGUST 2011

The directors have pleasure in submitting their annual report together with the audited financial statements for the year ended 31 August 2011.

PRINCIPAL ACTIVITIES

The principal activities of the company are developing and enhancing the education portal, organizing educational and cultural activities, providing IT support for schools, and developing e-business to empower the education market.

RESULTS AND APPROPRIATIONS

The results of the company for the year ended 31 August 2011 and the state of its affairs at that date are set out in the financial statements on pages 4 to 28. The directors do not recommend the payment of a dividend.

PROPERTY, PLANT AND EQUIPMENT

Details of movements in property, plant and equipment of the company are set out in note 10 to the financial statements.

DIRECTORS

The directors of the company during the year and up to the date of this report were as follows:-

Chan Cheuk Lin
Chan Chi Tong
Chan Ka Ki, Catherine
Chin Tai Hong, Roland
Chiu Hoi Yue, Alice (resigned on 6 December 2010)
(an alternate director to Chan Ka Ki, Catherine)
Fung Yat Chu
Ho Lai Sheung (appointed on 6 December 2010)
(an alternate director to Chan Ka Ki, Catherine)
Kung Lin Cheng, Leo
Lam Lee G.
Quat Elizabeth
Yu Wing Fai, Christopher

All directors retire in accordance with the company's Articles of Association but, being eligible, offer themselves for re-election.

DIRECTORS' INTERESTS IN CONTRACTS

No contract of significance to which the company was a party and in which a director of the company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

At no time during the year was the company a party to any arrangements to enable the directors of the company to acquire benefits by means of the acquisition of shares in, or debentures of, the company or any other body corporate.

HONG KONG EDUCATION CITY LIMITED

香港教育城有限公司

DIRECTORS' REPORT

YEAR ENDED 31 AUGUST 2011

(CONTINUED)

AUDITORS

The financial statements have been audited by Wong Lam Leung & Kwok C.P.A. Limited, Chartered Accountants, Certified Public Accountants (Practising), who retire and, being eligible, offer themselves for re-appointment.

FOR AND ON BEHALF OF THE BOARD



Chairman

Hong Kong
8 December 2011

**INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF
HONG KONG EDUCATION CITY LIMITED**
香港教育城有限公司
(INCORPORATED IN HONG KONG WITH LIMITED LIABILITY)

We have audited the financial statements of Hong Kong Education City Limited set out on pages 4 to 28, which comprise the statement of financial position as at 31 August 2011, and statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The directors are responsible for the preparation of financial statements that give a true and fair view in accordance with Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants and the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit and to report our opinion solely to you, as a body, in accordance with section 141 of the Hong Kong Companies Ordinance, and for no other purposes. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

We conducted our audit in accordance with Hong Kong Standards on Auditing issued by the Hong Kong Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

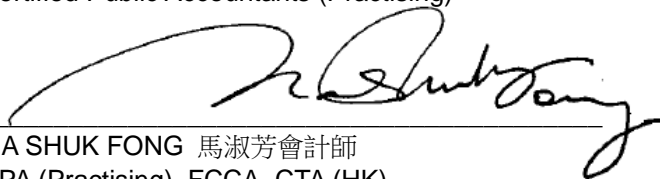
OPINION

In our opinion, the financial statements give a true and fair view of the state of the company's affairs as at 31 August 2011 and of its profit and cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards and have been properly prepared in accordance with the Hong Kong Companies Ordinance.

WONG LAM LEUNG & KWOK C.P.A. LIMITED

黃林梁郭會計師事務所有限公司

Certified Public Accountants (Practising)



MA SHUK FONG 馬淑芳會計師

CPA (Practising), FCCA, CTA (HK)

Certified Public Accountant (Practising), Hong Kong, 8 December 2011

Practising Certificate Number : P02311

Ref : H426/VM/1004/486

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

STATEMENT OF COMPREHENSIVE INCOME
 YEAR ENDED 31 AUGUST 2011

	<u>Notes</u>	<u>2011</u> \$	<u>2010</u> \$
Turnover	5	8,080,480	3,178,829
Project cost		(8,080,480)	(3,112,751)
		-----	-----
Gross profit		-	66,078
Other income	6	31,075,997	31,889,135
Administrative expenses		(31,069,364)	(31,886,866)
		-----	-----
PROFIT BEFORE TAX	7	6,633	68,347
Income tax income/(expense)	8	9,464	(9,575)
		-----	-----
PROFIT AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR		16,097	58,772
		=====	=====

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

STATEMENT OF FINANCIAL POSITION
 AT 31 AUGUST 2011

	<u>Notes</u>	<u>2011</u> \$	<u>2010</u> \$
NON-CURRENT ASSETS			
Property, plant and equipment	10	3,980,399	5,352,620
CURRENT ASSETS			
Work-in-progress	11	155,205	-
Trade and other receivables			
Account receivables		18,867	550,538
Deposits and prepayments		1,102,052	709,589
Bank and cash balances	12	12,488,043	6,320,038
		13,764,167	7,580,165
Deduct:-			
CURRENT LIABILITIES			
Trade and other payables			
Creditors and accrued charges		1,307,266	475,153
Current portion of deferred income	14	35,156	92,601
Government subvention related to income	15(a)	10,006,320	3,978,103
Current portion of Government subvention related to assets	15(b)	1,169,062	1,582,613
Current portion of non-monetary subvention related to assets	16	7,334	10,477
		12,525,138	6,138,947
NET CURRENT ASSETS		1,239,029	1,441,218
TOTAL ASSETS LESS CURRENT LIABILITIES		5,219,428	6,793,838
NON-CURRENT LIABILITIES			
Deferred tax liabilities	13	399,623	409,087
Deferred income	14	47,127	181,166
Government subvention related to assets	15(b)	2,786,891	3,735,085
Non-monetary subvention related to assets	16	17,112	24,445
Provision for long service payments		167,656	79,705
Provision for contract end gratuity		103,343	637,490
		(3,521,752)	(5,066,978)
NET ASSETS		1,697,676	1,726,860

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

STATEMENT OF FINANCIAL POSITION
 AT 31 AUGUST 2011
 (CONTINUED)

	<u>Notes</u>	<u>2011</u> \$	<u>2010</u> \$
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
 <u>Reserves</u>			
Accumulated profits		1,691,455	1,715,252
General reserve	17	6,219	11,606
		1,697,674	1,726,858
		-----	-----
TOTAL EQUITY		1,697,676	1,726,860
		=====	=====

APPROVED BY:-



Director



Director

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

STATEMENT OF CASH FLOWS
YEAR ENDED 31 AUGUST 2011

	<u>Note</u>	<u>2011</u>	<u>2010</u>
		\$	\$
Cash flows from operating activities			
Profit before tax		6,633	68,347
Adjustments for:			
- Depreciation		1,812,150	1,935,846
- Property, plant and equipment written-off		383,378	839,675
- Interest income		(72,670)	(10,316)
- Non-monetary subvention income		(10,476)	(37,211)
- Government subvention income		(28,129,147)	(29,186,386)
- IT development fund income		(191,484)	(860,477)
- Share of indirect and unallocated costs by non-subsented projects		-	(31,480)
Increase in provision for long service payments		87,951	41,201
(Decrease)/Increase in provision for contract end graduity		(534,147)	216,240
		-----	-----
Operating loss before working capital changes		(26,647,812)	(27,024,561)
Increase in work-in-progress		(155,205)	-
Decrease/(increase) in account receivables		531,671	(140,958)
(Increase)/decrease in deposits and prepayments		(392,463)	200,285
Increase in creditors and accrued charges		832,113	91,641
Increase in government subvention related to income		34,112,083	26,992,325
Decrease in government subvention related to assets		(1,361,745)	(1,136,208)
		-----	-----
Net cash from/(used in) operating activities		6,918,642	(1,017,476)
Cash flows from investing activities			
Interest received		72,670	10,316
Purchase of property, plant and equipment		(823,307)	(1,624,602)
		-----	-----
Net cash used in investing activities		(750,637)	(1,614,286)
		-----	-----
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		6,168,005	(2,631,762)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		6,320,038	8,951,800
		-----	-----
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	12	12,488,043	6,320,038
		=====	=====

HONG KONG EDUCATION CITY LIMITED

香港教育城有限公司

INCOME AND EXPENDITURE OF SUBVENTED AND NON-SUBVENTED ACTIVITIES (FOR
MANAGEMENT PURPOSES ONLY)
YEAR ENDED 31 AUGUST 2011

	Subvented Activities HK\$	Non-subvented Activities HK\$	2011 Total HK\$
PROJECT INCOME	-	8,080,480	8,080,480
PROJECT COST	-	(8,080,480)	(8,080,480)
	-----	-----	-----
GROSS PROFIT	-	-	-
OTHER INCOME			
Bank interest income	57,353	6,633	63,986
Government subvention income	28,129,147	-	28,129,147
Non-monetary subvention income	10,476	-	10,476
IT development fund income	191,484	-	191,484
Sundry income	2,680,904	-	2,680,904
	31,069,364	6,633	31,075,997
	-----	-----	-----
	31,069,364	6,633	31,075,997
ADMINISTRATIVE EXPENSES			
Administrative cost	2,304,533	-	2,304,533
Business development	289,572	-	289,572
Corporate promotion and activities	3,179,802	-	3,179,802
Data centre	2,076,352	-	2,076,352
Depreciation and fixed assets written off	2,004,044	-	2,004,044
IT fund expenditure	191,484	-	191,484
Office overheads	1,406,361	-	1,406,361
Staff costs	17,702,517	-	17,702,517
Web content development and activities	1,914,699	-	1,914,699
	(31,069,364)	-	(31,069,364)
	-----	-----	-----
PROFIT BEFORE TAX	-	6,633	6,633
	=====	=====	=====

Appendix 6 - Performance Pledge

Hong Kong Education City is committed to providing teachers and the public with high quality services. We take great concerns on user comments and satisfaction. In order to enhance our services and satisfy the needs of users, we set out the following targets.

Category	Service	Target	Achievement
User Account Opening/Registration	<ul style="list-style-type: none"> ▪ Process user account application (online application) ▪ Review and endorsement of School Account and Principal Personal Account application (written application) ▪ Process Corporate account application 	<ul style="list-style-type: none"> ▪ within 1 working day ▪ within 10 working days upon all the required information and supporting document being received ▪ within 5 working days upon all the required information and supporting document being received 	<ul style="list-style-type: none"> ▪ 100% achieved ▪ 100% achieved ▪ 100% achieved
Web Service	<ul style="list-style-type: none"> ▪ Provide accessible and stable web service ▪ Inform user of scheduled maintenance work/ service suspension of web server ▪ Resume web service in case of system failure 	<ul style="list-style-type: none"> ▪ 99.9% (every day and every week in normal operation) ▪ 14 calendar days in advance ▪ within 2 hours (excluding un-controllable external factors) 	<ul style="list-style-type: none"> ▪ 100% achieved ▪ 100% achieved ▪ 100% achieved
Customer Service	<ul style="list-style-type: none"> ▪ Response to telephone enquiries at the hotline ▪ Handle written (including emails) enquiries ▪ Handle written complaints 	<ul style="list-style-type: none"> ▪ within 3 working days ▪ within 7 working days ▪ issue acknowledgement within 3 working days and reply within 20 working days 	<ul style="list-style-type: none"> ▪ 100% achieved ▪ 100% achieved ▪ 100% achieved
Publication	<ul style="list-style-type: none"> ▪ Publication of annual report 	<ul style="list-style-type: none"> ▪ 4 months after the end of financial year 	<ul style="list-style-type: none"> ▪ 100% achieved