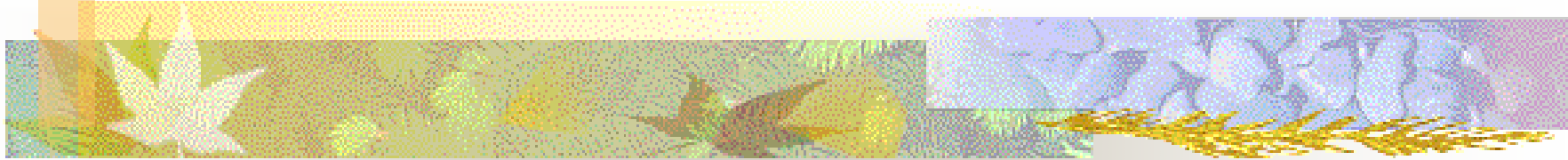


# **Implementation Details of the Improvement Measures to Strengthen Governance and Internal Control of DSS Schools**



**17 September 2012**

# Improvement Measures

- Enhancing transparency of SMC/MC
- Completing the self-evaluation checklist
- Setting up a Governance Review Sub-committee
- Putting up essential items to SMC/IMC for discussion
- Conducting Management and Financial Audit
- Measures to ensure compliance of requirements

# Enhancing transparency of SMC/MC

- Disclosing the information of SMC/MC members including name, categories and tenure on EDB's web page
- EDB will make public the number and categories, if applicable, of managers who do not give consent to disclose their information
- Effective from the 2012/13 school year

# Completing the self-evaluation checklist

- Divided into four parts –
  - Major policies on school governance and administration (to be completed by SMC/IMC)
  - Human resources and personnel matters
  - Financial management matters
  - Fee remission/scholarship schemes
- 2012/13 school year – trial use
- 2013/14 school year – formal use

# Governance Review Sub-committee (GRSC) - 1

- **Operation of the GRSC**
  - Set up before the end of 2013/14 school year
  - Chairperson of the GRSC -- either elected among committee members or selected by the SMC/IMC subject to the school-based arrangement
  - Members of the GRSC -- at least three appointed by the SMC/IMC

# Governance Review Sub-committee (GRSC) - 2

## ■ Operation of the GRSC

- SMC/IMC are encouraged to enlist an independent member to serve on the GRSC
- Number of GRSC meetings each year -- determined by individual SMC/IMC on a need basis
- Release of review reports to stakeholders -- deliberated and decided by the SMC/IMC

# Governance Review Sub-committee (GRSC) - 3

- The first round of the review -- completed by the end of the 2016/17 school year at the latest
- In the first cycle -- GRSC to follow the recommended schedule (i.e. conducting review each year within a 3-year cycle)
- Thereafter, GRSC may put up its proposed schedule having regard to the experience gained in the first cycle for deliberation and decisions by its SMC/IMC

# Governance Review Sub-committee (GRSC) - 4

- DSS schools are still recommended to spread the comprehensive review over three years
- GRSC to give an advance copy of the final report to the principal and senior teachers/heads for information and/or comment before submitting its final report to the SMC/IMC
- GRSC members and paid staff participating in GRSC meetings should keep confidentiality of what has been discussed and decided at GRSC meetings



# Governance Review Sub-committee (GRSC) - 5

## ■ Key Domains to be Reviewed

- Human Resources Management
- Financial and Resources Management
- School Fee Remission/Scholarship Scheme

# **Governance Review Sub-committee (GRSC) - 6**

- **Human Resources Management**
  - Staff Recruitment and Remuneration Policy
  - Staff Performance Management System including Promotion/Demotion
  - Complaints Mechanism (Staff and Public)
  - Others

# **Governance Review Sub-committee (GRSC) - 7**

- **Financial and Resources Management**
  - Fees and Collections Policy
  - Budgeting and Accounting Practices
  - Tendering and Procurement Policy
  - Trading Operation
  - Investment Policy
  - Acceptance of Advantages and Donations
  - Fund Raising Activity
  - Others

# Governance Review Sub-committee (GRSC) - 8

- **School Fee Remission / Scholarship Scheme**
  - Criteria for Awarding Fee Remission / Scholarship
  - Application Procedures and Approving and Appeal Mechanism
  - Publicity of Fee Remission / Scholarship Scheme
  - Others

# Governance Review Sub-committee (GRSC) - 9

- EDB shall have access to review reports on a need basis
- DSS schools with their SSBs having already set up similar committees may apply to the EDB for exemption from setting up the GRSC
- Applications to the SA3 Section before end-Feb 2013

# Essential items to be discussed at SMC/IMC meetings - 1

## ■ Essential Items

1. Important human resources policies;
2. Annual school budgets and audited account;
3. Proposal on large-scale capital works/F&E upgrading;
4. Procurement of services or goods through tendering (i.e. those with significant financial implications);
5. Annual summary of implementation of fee remission/scholarship schemes including criteria for the schemes;

# Essential items to be discussed at SMC/IMC meetings - 2

- Essential Items
  6. Fee revision proposals;
  7. Investment policy and update;
  8. Management/advisory letter(s) from EDB and the responses;
  9. Self-evaluation on schools' academic/non-academic performance.
- Effective from the 2012/13 school year

# Strengthen the Monitoring of Sch - 1

## ■ Management and Financial Audit

- An enhanced version of the existing audit inspections: to be extended to cover the management aspect in the following areas to ascertain whether school-based systems are in place and administered accordingly:
  - General administration of SMC/IMC
  - School fee remission/scholarship
  - Human resources matters
  - Financial management matters
  
- Implemented as from the 2014/15 school year



# Strengthen the Monitoring of Sch - 2

## ■ New Measures

- Escalation of advisory letters to supervisors/SMC/IMC at the earliest opportunity
- Disclosure of the non-compliance or malpractice of the school, and/or
- Suspension of DSS subsidy
- Implemented as from the 2012/13 school year

Thank you