

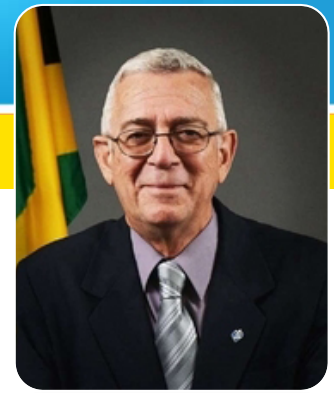


NATIONAL  
COUNCIL ON  
EDUCATION  
*Annual Report*  
2014-2015

# CONTENTS

Minister's Message	1
Chairman's Message	2
Executive Director's Report	4
<b>CORPORATE GOVERNANCE</b>	
The Role and Functions of the National Council on Education	9
Structure of the Council	11
Organogram	15
Duties & Standards of Care	16
Structure of Committees	17
Strategic Objectives 2014-2015	25
Executive Management Team and Staff	26
<b>REVIEW OF OPERATIONS</b>	
Public Education	27
Strategic Planning	37
Policy & Planning	42
School Governance	48
Finance & Administration	59
<b>Forecast and Projections</b>	64
<b>Summary Scorecard</b>	65
<b>Prospects for 2015-2016</b>	66
<b>Statement of Emoluments</b>	67
<b>Audited Financial Statements</b>	

## MINISTER'S MESSAGE



I commend the National Council on Education, the major policy advisory body on educational matters, on the completion of a successful year of hard work. The 2014/2015 fiscal year was of particular importance as the Council concluded the final year of its three-year term. I extend sincere appreciation to the members of this dignified body for the valuable policy advice they provided during their tenure. I am also grateful for the pivotal role the Council played in the legislative review process as we seek to institutionalize systems and procedures to propel the transformation of the education system.

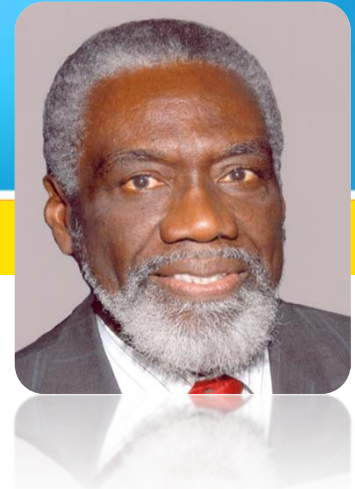
The Council's contribution has assisted the Ministry of Education in making solid progress in this aspect of its work. I extol the stewardship of the Board which guided the organization throughout the past year and welcome the new members who will join us for the 2015/2018 period. I look forward to working with this team of governors to stimulate, develop, advise and promote consensus in the development of educational policies. This will certainly advance the nation's pursuit of the development of a comprehensive, coherent and consistent system of education.

I also wish to extend appreciation and commendation to the School Board Chairmen and members, who have worked tirelessly and dedicated their time and effort to support the effective functioning of public educational institutions in Jamaica. School Boards, consisting of over 10,000 members, representing the largest corps of volunteers in our country, provide a vital service to the education system.

As we pursue the journey to provide high-quality educational service for our nation's children, I implore you to continue to work together so that we may realize the 2030 vision of making Jamaica "the place of choice to live, work, raise families and do business."

**Rev. The Hon. Ronald Thwaites, M.P., J.P.**  
**Minister of Education**

## CHAIRMAN'S MESSAGE



I am pleased to present to you the Annual Report of the National Council on Education for the period April 2014 to March 2015. I am also honoured to be part of a Council which consists of a group of talented and experienced individuals, who, although representing different interests and backgrounds, are all committed to one goal, which is the development of the people of Jamaica through the transformation of education.

The 2014-2015 fiscal year was indeed a very busy and significant one. I must commend the Council for the commitment and enthusiasm with which it tackled its work during the year.

The Council continued to focus attention on its School Governance mandate. Based on the cyclical appointment of Boards and in keeping with the Council's key performance indicators, the appointment of new Boards of Management were due for Regions 1 (Kingston and St. Andrew) and 2 (St. Mary, Portland and St. Thomas). However, due to three new and unplanned assignments, urgently required by the Ministry of Education, the Council's timelines for Board appointments had to be modified. In addition, efforts to provide schools with the desired support to improve their governance arrangements were also renewed. These included, continuing the training of School Board members and assisting them in resolving governance issues. Approximately 872 School Board members were trained in Regions 3 (St. Ann and Trelawny) and 6 (Clarendon and St. Catherine). A total of 292 public educational institutions were represented at nine training workshops held.

During the year, there was an increase in the number of School Boards with unresolved issues. The Council, in response, established the School Board Review Committee, as a special committee of Council, to provide oversight and to assist the Secretariat in identifying workable solutions to the problems identified.

## CHAIRMAN'S MESSAGE CONT'D

The Committee, since its inception in September 2014, reviewed and resolved over 20 cases. The Committee's recommendations were reviewed by the General Council and final decisions actioned by the Secretariat.

Efficient delivery of the Council's mandate has been facilitated through an effective committee management structure. Accordingly, the Public Education portfolio received special focus through this arrangement with the establishment of a new committee to guide the delivery of public relations activities. This Committee has already made significant strides in advancing the Council's public relations agenda.

In addition to what may be described as its core functions, the Council concluded three important new assignments, critical to its policy advisory function and to the legislative review process.

These included:

- (i) the conclusion of the review of the Education Code of Regulations (1980);
- (ii) the review of some 36 stakeholder comments on the Jamaica Teaching Council (JTC) Bill;
- (iii) a review of the Leave Arrangements currently enjoyed by teachers in Jamaica.

I extend sincere appreciation to all School Board members who worked tirelessly to support the effective functioning of our schools. I must also extend my sincere appreciation to the Executive Director and staff for the high level of dedication and commitment they continued to display. Once again, I thank Council members for their support. As the tenure of the present Council will shortly come to an end, I extend my best wishes to all members. I remain forever grateful for the quality of support given to me as Chairman.

Going forward, the Council's commitment should remain anchored to the guiding principle that effective governance is critical to the transformation of education and, therefore, to national development.

**Simon A. Clarke (Dr.)**  
**Chairman**



The 2014 to 2015 year for the National Council on Education (NCE) was one of hard work and success. The Council continued to focus on activities in pursuit of its primary legislative mandate of providing timely policy advice to the Hon. Minister of Education (HME), as well as facilitating the effective governance of public educational institutions in Jamaica. It was a significant year as we prepared for the “changing of the guards”, with the imminent termination of the tenure of the General Council, appointed in 2011. I extend sincere appreciation to the Chairman and the other members of the Council for the invaluable support, guidance, and advice they provided to the Secretariat and wish for them all the best in their endeavours.

### **PERFORMANCE OVERVIEW**

#### **PROVIDING TIMELY POLICY ADVICE**

The strategic objective, “to facilitate the delivery of timely, accurate and relevant information in support of effective planning, policy development and decision-making within the Education Sector”, supports the Council’s policy advisory mandate. In pursuit of this mandate, the Council contributed significantly to the legislative review process by finalizing three major assignments during the year. These included the:

- (i) review of the MOE Legislation Committee’s (LC’s) response to the proposed draft Education Regulations, 2014, which was prepared by the Council in 2013 and finalized in 2014;
- (ii) review of the LC’s response to the Council’s proposals in respect of the report submitted to the Hon. Minister of Education regarding the review of stakeholders’ comments on the Jamaica Teaching Council Bill. This activity, which commenced in the previous year, was concluded in the year under review;
- (iii) review of the current leave arrangements for Jamaican teachers. A final report was endorsed by the Council and submitted to the HME on December 23, 2014.

The three reports were submitted to the HME on time. I commend the members of staff for the high level of dedication and commitment they displayed, which facilitated the successful completion of these assignments. I also extend gratitude to the Council's Chairman, the members of the Policy and Planning Committee and the General Council for responding positively to our numerous requests for meetings which facilitated the timely completion of these assignments. With the guidance of the Chairman, the Secretariat has made significant strides in institutionalizing a culture of delivering assignments on time despite the many challenges.

### **SCHOOL GOVERNANCE**

The School Governance mandate is framed within the context of training and nominating for appointment, members of Boards of public educational institutions, which include primary and secondary schools as well as teacher training colleges at the tertiary level of the education system. School Boards form a critical part of the Ministry's accountability framework and play an important role in the transformation process. Accordingly, School Governance has been assigned a high level of priority and has been monitored closely.

The year was a challenging one for the School Board appointment process. Delays were experienced due to unplanned activities relating to the legislative review process which was further compounded by the limited human resource capacity of the Council's Secretariat. In anticipation of these challenges, the performance targets in the Strategic Business Plan, 2014-2017, were modified. The appointments of School Boards in Regions 1 and 2 were, therefore, rescheduled for completion in the upcoming fiscal year on April 30 and June 30, 2015, respectively, while those in Region 6 were scheduled to be completed by the end of March 2015. As at March 31, 2015, 232 of a total of 235 School Boards in Region 6 were finalized, while the appointments for Region 1 had commenced, with 99 of a total of 162 School Boards being appointed.

I am confident that in the coming year, the appointment process will return to its normal schedule, whereby, School Boards will be appointed within the designated time frame. I wish to thank all School Board members who continued to display a high level of dedication and commitment to support the smooth operation of our nation's schools, despite the difficulties.

The training of School Board members continued to be an important activity in light of the critical role they play in supporting accountability. During the year, record levels of training were achieved with the support of the Education System Transformation Programme (ESTP). In keeping with the planned performance target, newly appointed School Board members were trained in Regions 3 and 6. During the three-year period, 2012-2015, over 3,400 School Boards members were trained.

With the conclusion of the World Bank Project, which funded the ESTP, it is anticipated that challenges will be encountered in the coming year as a result of inadequate budgetary support. However, the Council will continue to explore other initiatives to facilitate sustainable support in this critical area. These would include the forging of a partnership with the National College on Educational Leadership (NCEL) to deliver School Board training workshops and the establishment of an online training programme which would provide continuous access to training.

Additional support was provided to School Boards through the establishment of the School Board Review Committee (SBRC). The Committee, which consists of Regional Directors and a Senior Advisor to the HME and chaired by a member of Council, has assisted the Secretariat in resolving a number of issues that School Boards face. The main area of dispute was poor Board Chair/Principal relationship. Training workshops would be tailored to address this area of concern.



### **PUBLIC EDUCATION**

During the year, emphasis was placed on increasing the awareness of the general public about the role and functions of the Council. This was supported by the establishment of a discrete Public Relations Committee, with responsibility to provide oversight for public education activities. A major accomplishment was the Council's successful participation in the Forum for Innovations in Teaching (FIT), held October 10-11, 2014. The Council's booth generated over 200 enquiries from interested members of the general public. A number of collateral materials which can be utilized at future promotional events were prepared. I wish to commend the Chair and members of the Public Relations Committee for the invaluable advice and guidance they provided, which not only contributed to the success of this activity, but which, may also be utilized in the planning of similar future events. I wish also to thank the members of staff who worked tirelessly, beyond the call of duty in order to make this activity a resounding success.

The Secretariat continued to provide support to School Boards by responding to requests for presentations at retreats and conferences. Fifteen presentations were made on school governance related topics.

### **PROSPECTS FOR 2015-2016**

As we plan for another year of hard work, the Council will continue to implement those activities which will support its mission of promoting consensus in the development of educational policies to support the nation's pursuit of a comprehensive, coherent and consistent system of education. Emphasis will be placed on:

- (i) ensuring the timely appointment of School Boards;
- (ii) providing timely policy advice on emerging educational issues;
- (iii) forging partnerships to support effective delivery of School Board training inclusive of an online training programme;

### CHALLENGES

Among the major challenges which the Council faced during the year were delays in the School Board appointment process, an increase in unresolved school governance issues and severe budgetary and staffing constraints. Already, strategies have been put in place to overcome some of the foregoing issues, while new approaches will be developed to address outstanding ones. Regarding severe budgetary constraints, collaborative arrangements with the private sector and independent donor agencies will be explored to facilitate ongoing support for the training of School Board members.

### CONCLUSION

As we end 2014-2015, we look forward to another year of commitment to the delivery of high-quality education for our nation's children. I extend sincere appreciation to the members of Council for their support and guidance. To the members of staff of the Secretariat, I extend sincere thanks for their support and demonstration of high levels of commitment and dedication. Let us continue to work together, as we coalesce around a common goal of providing a world-class education system, which is able to equip our citizens with the necessary skills and competencies, so that they can compete effectively in the global marketplace.

"This as we seek not only to be consumers of goods and services but also suppliers of the best there is to offer" (Taskforce on Educational Reform Report, 2004).

**Merris R. Murray**  
**Executive Director**

## THE ROLE AND FUNCTIONS OF THE NATIONAL COUNCIL ON EDUCATION

The National Council on Education is a statutory body which derives its authority from the 1993 NCE Act. An agency of the Ministry of Education, the Council operates within a comprehensive legal framework which includes, *inter alia*, the Education Act, 1960 and the attendant Education Regulations, 1980; the Public Bodies Management and Accountability (PBMA) Act, 2008 and the Financial Administration and Audit (FAA) Act, 1977.

### LEGISLATIVE MANDATE OF THE COUNCIL

- Advise the Minister on policy matters relating to education in Jamaica;
- Nominate candidates for appointment to Boards of Management of public educational institutions;
- Assist in the preparation of plans and programmes for developing and maintaining an effective and efficient educational system;
- Monitor and evaluate the implementation of these programmes and make appropriate recommendations to the Minister;
- Manage the National Education Trust Fund in conformity with the National Council on Education Act;
- Stimulate the development of education in Jamaica;
- Perform such other functions relating to education as may be assigned to it by the Minister pursuant to the National Council on Education Act.

# CORPORATE GOVERNANCE

In support of the foregoing functions, the Council may:

- (a) design and implement training programmes for the benefit of members of Boards of Management;
- (b) undertake research in connection with its functions and publish or otherwise disseminate the findings of such research;
- (c) in recognition of service in the field of education in Jamaica, make such awards as it thinks fit, to persons selected by the Council in accordance with criteria approved by the Minister;
- (d) do anything or enter into any transaction which, in the opinion of the Council, is necessary to ensure the proper performance of its functions.

## STRUCTURE OF THE COUNCIL

The organization is currently governed by a twenty-four member Council, consisting of representatives from a wide cross-section of sectors. These include education, business, religion, media, agriculture, trade unions, political parties, students and parents. This cross-sectorial structure facilitates discussions of extensive ideas and issues among a range of partners, and allows for the distillation of a wide cross-section of views. The members of the Council inclusive of the Permanent Secretary of the Ministry of Education, an ex officio member, are as follows:

- (1) Two persons appointed by the Governor-General in his own discretion.
- (2) Persons appointed by the Governor-General acting on the advice of the Prime Minister after consultation with the Leader of the Opposition:
  - (a) one representative from each of the following bodies:
    - i. the political party forming the Government;
    - ii. the political party forming the Opposition;
    - iii. the University of the West Indies;
    - iv. the University Council of Jamaica;
  - (b) two persons from each of the following categories, being persons nominated by organizations representing such categories:
    - i. religious bodies;
    - ii. the business sector;
    - iii. teachers;

# CORPORATE GOVERNANCE

(c) one person from each of the following categories, being persons nominated by organizations representing such categories:

- i. parents of children of school age;
- ii. students;
- iii. the media;
- iv. professional bodies;
- v. the agricultural sector;
- vi. trade unions;

(d) not more than six other persons appearing to the Governor-General to be persons knowledgeable and experienced in matters relating to education, sports or culture.

The Chairman and Deputy Chairman are appointed from amongst the foregoing members by the Governor-General, acting on the advice of the Prime Minister after consultation with the Leader of the Opposition.

# CORPORATE GOVERNANCE

## COUNCIL MEMBERS 2011 – 2015

MEMBERS	REPRESENTATION	ORGANIZATION
Dr. Simon A. Clarke, O.D., J.P.	Governor-General's Nominee	Chairman
Senator Ruel Reid, C.D., J.P.	Governor-General's Nominee	Jamaica College
Mrs. Maxine A. Henry-Wilson	Political Party forming the Opposition (at the time of appointment)	People's National Party
Mr. Marlon Morgan	Political Party forming the Government (at the time of appointment)	Jamaica Labour Party
Professor Stafford Griffith	University of the West Indies	University of the West Indies
Dr. Yvonne Marshall	University Council of Jamaica	University Council of Jamaica
Mrs. Gloria Gascoigne	Religious Bodies	Jamaica Council of Churches
Mrs. Marjorie E. Hyatt	Religious Bodies	Jamaica Council of Churches
Mrs. Caroline Mahfood	Business Sector	Former member of the Private Sector Organization of Jamaica
Mr. Milverton Smith	Business Sector	Jamaica Manufacturers' Association
Mr. Byron Farquharson	Teachers	Jamaica Teachers' Association
Mrs. Marcia McCausland-Wilson	Parents of Children of School Age	National Parent Teacher Association of Jamaica
Mr. Ryan Small	Student	National Secondary Students' Council
Mrs. Marie Berbick-Graham	Media	Press Association of Jamaica
Ms. Prunella Vassell	Professional Bodies	Institute of Chartered Accountants of Jamaica
Mr. Danny Roberts, C.D.	Trade Unions	Jamaica Confederation of Trade Unions
Mr. Everton Jones	Governor-General's Nominee	Retired Principal (Denham Town Primary)
Ms. Rachael McDonald	Governor-General's Nominee	Principal – El Centro
Mrs. Joan Wint	Governor-General's Nominee	Retired Principal (Denbigh High School)
Dr. Donald Wilson	Governor-General's Nominee	University of the West Indies (retired)
Dr. Sandra Gayle	Governor-General's Nominee	Jamaica Union of Seventh Day Adventists
Ms. Camille Beckford	Agricultural Sector	Jamaica Agricultural Society
Professor Beverley Bryan	Governor-General's Nominee	University of the West Indies
Mrs. Elaine Foster-Allen	ex officio	Permanent Secretary (Ministry of Education)
Dr. Nadine A.T. Scott	Deceased	

Although, Mr. Ryan Small, Student Representative, was abroad in Shanghai, China, he participated in a number of meetings via Skype cyber network. However, due to frequent interruptions in the network and given the importance of student representation, Mr. Sujae Boswell of the National Secondary Students' Council was invited to temporarily represent the NSSC.

# CORPORATE GOVERNANCE

## MEET THE COUNCIL MEMBERS 2011-2015

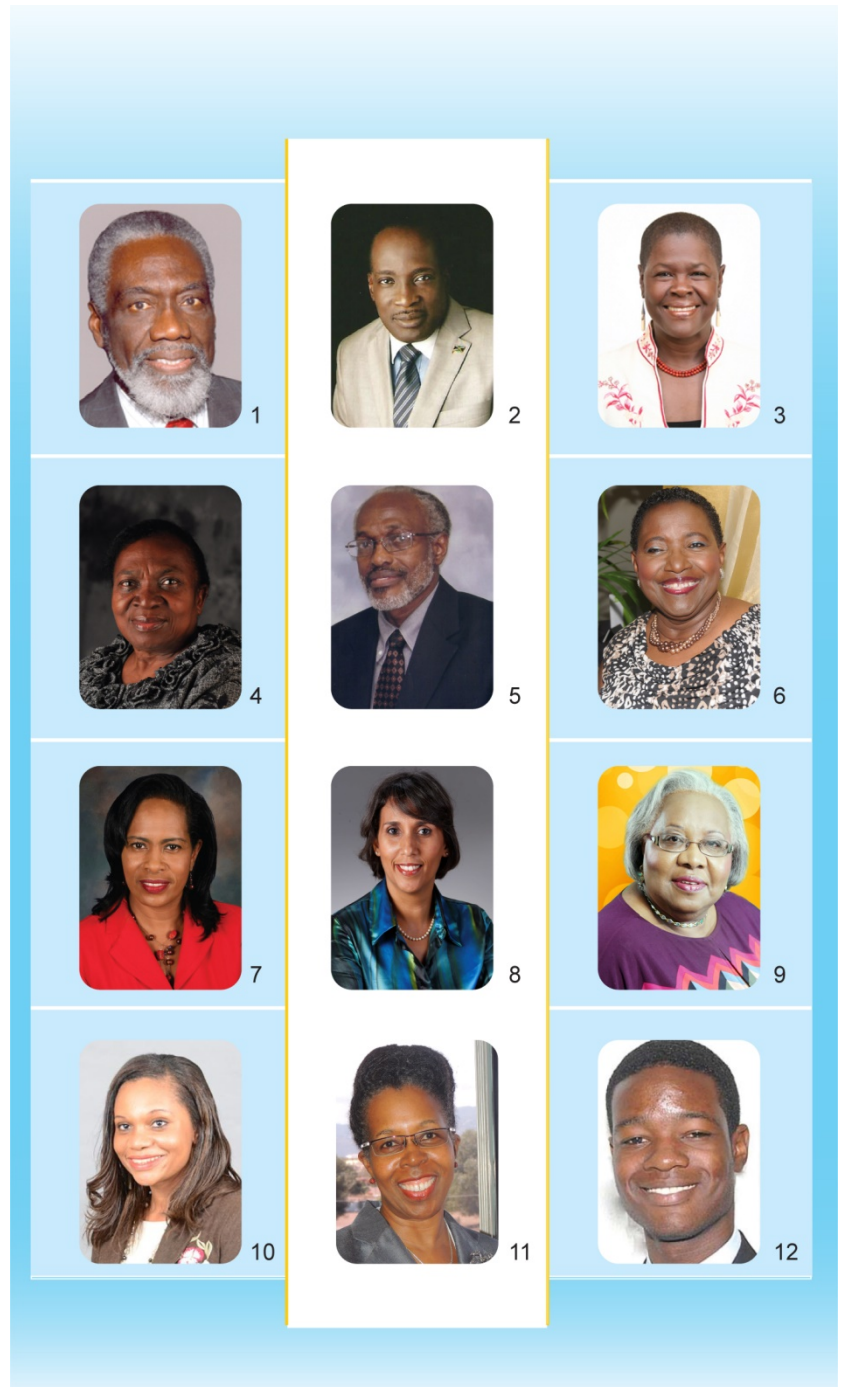
1. Dr. Simon A. Clarke, O.D., J.P.

### Chairman

2. Senator Ruel Reid, C.D., J.P.
3. Professor Beverley Bryan
4. Dr. Sandra Gayle
5. Professor Stafford Griffith
6. Mrs. Marjorie Hyatt
7. Mrs. Marcia McCausland-Wilson
8. Mrs. Caroline Mahfood
9. Mrs. Maxine Henry-Wilson
10. Mrs. Marie Berbick-Graham
11. Mrs. Elaine Foster-Allen
12. Mr. Ryan Small

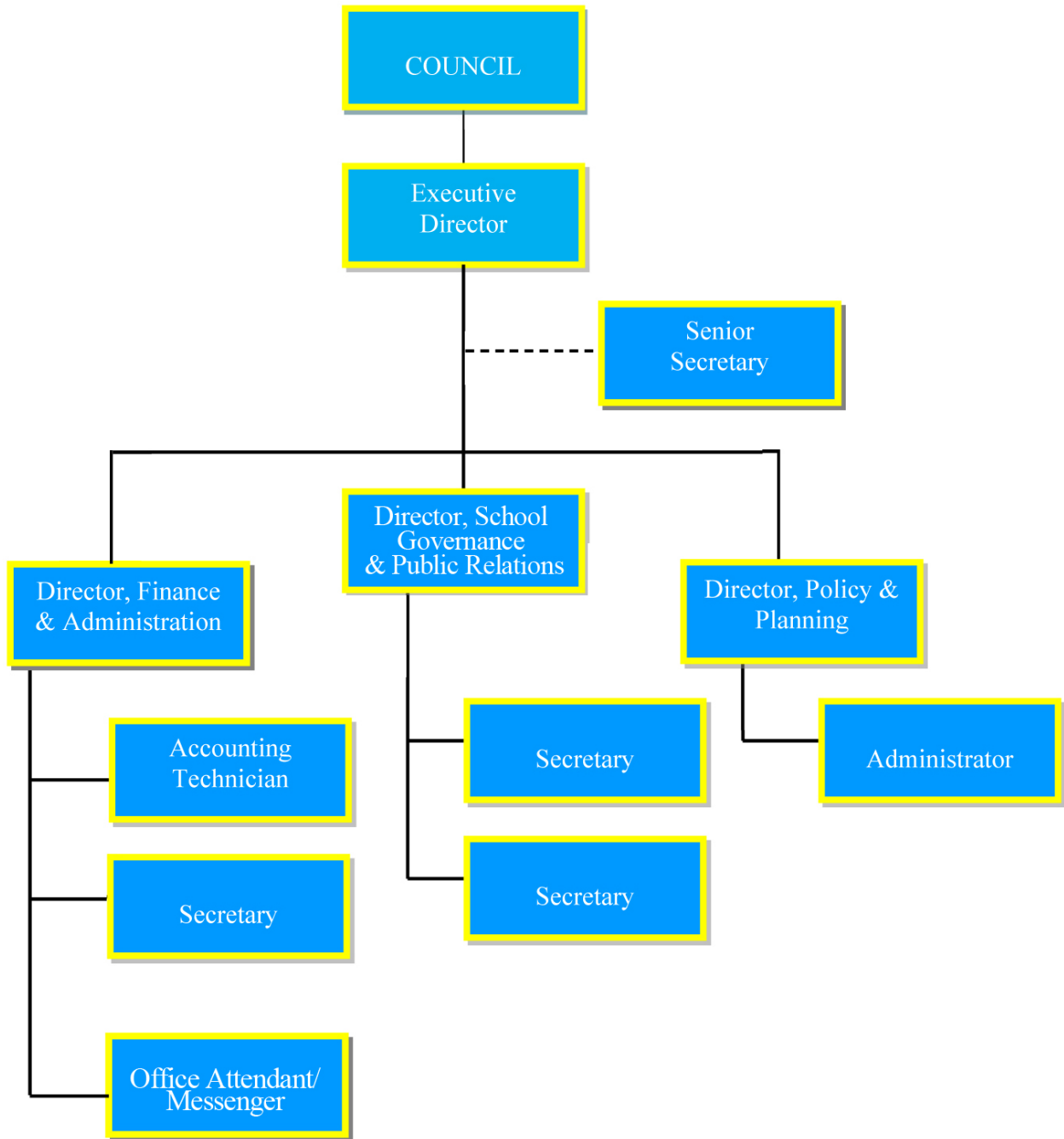
### Missing are:

1. Ms. Camille Beckford
2. Mrs. Gloria Gascoigne
3. Mr. Byron Farquharson
4. Ms. Rachael McDonald
5. Dr. Yvonne Marshall
6. Mr. Danny Roberts, C. D.
7. Dr. Nadine A. T. Scott (deceased)
8. Mr. Milverton Smith
9. Ms. Prunella Vassell
10. Mrs. Joan Wint
11. Dr. Donald Wilson
12. Mr. Everton Jones
13. Mr. Marlon Morgan





# ORGANOGRAM



## **DUTIES AND STANDARDS OF CARE OF COUNCIL MEMBERS AND DIRECTORS**

The National Council on Education has a flat organizational structure. At the highest level of authority is the Council, followed by the Executive Director, and a three-member management team. Council members and directors are guided by a duty of care and the principles of loyalty and trust. This duty is generally supported by systems of accountability to ensure that decisions are taken in the best interest of the organization and that the Council's resources are managed efficiently and effectively. The Council remains committed to this obligation and, as such, continues to institute the necessary controls to ensure the effective monitoring and evaluation of the organization's plans and programmes. A risk management system has also been instituted in order to reduce the negative impact of risks on the organization's performance.

## **BOARD FOCUS AND ACTIVITIES**

As in previous years, the Council pursued activities within the context of ensuring good corporate governance practices, as prescribed by its legal and regulatory framework. Internal policies and standard operating procedures which have been developed to guide the effective management of the organization's resources are reviewed on a continuous basis to ensure relevance.

Periodic reporting constituted an integral aspect of the Council's accountability framework. This included monthly reports submitted to the Ministry of Education for review and comprehensive bi-monthly updates presented by committees on the organization's legislative mandate at General Council meetings. This arrangement facilitates regular monitoring of the Council's performance against agreed targets as outlined in the 2014-2017 Strategic Business Plan.

## **COUNCIL MEETINGS**

Section 8(1) under the Schedule of the NCE Act, empowers the Council to meet at such times as may be necessary or expedient for the transaction of business. The tenure of the Council spanned the period October 3, 2011 to October 2, 2014. There was an extension of the Council's tenure by a further six months from October 3, 2014 to April 2, 2015. During the period under review, the Council had a total of nine meetings of which six were regular meetings and three special meetings.

## STRUCTURE OF COMMITTEES

An important aspect of the Council's accountability framework is the establishment of committees, which is in keeping with Section 10 of the Schedule of the NCE Act. In the 2014-2015 fiscal year, there were six standing committees, two of which were formed during the period:

- (a) Policy and Planning;
- (b) Finance and Administration;
- (c) School Governance;
- (d) Audit;
- (e) School Board Review and
- (f) Public Relations.

The new standing committees were the Public Relations and the School Board Review Committees. The committees were established to assist the Council in focusing on priority areas that would augment its work. Public relations activities were previously monitored by the School Governance Committee, however, a special committee was established to focus on this core function in order to increase the Council's visibility. The School Board Review Committee was formed to facilitate speedy resolution of school-governance related issues.

Additionally, the following two ad hoc steering committees were established to assist the Council in executing the review of the comments on the JTC Bill and the current leave arrangements for public school teachers:

- (1) Jamaica Teaching Council (JTC) Steering Committee;
- (2) Leave Reform Committee.

The establishment of ad hoc committees facilitated an inclusive approach to the review process as it enabled the co-option of members from a wider stakeholder grouping.

## POLICY AND PLANNING COMMITTEE

The Committee was established to carry out the following functions:

1. Plan and implement the Council's research agenda;
2. Develop policy initiatives;
3. Design and implement programmes that promote the goals of the NCE;
4. Conduct conferences, colloquia and seminars;
5. Plan and implement training programmes;
6. Monitor and evaluate educational plans and programmes.

### MEMBERS

- |   |                                |
|---|--------------------------------|
| (i) Professor Beverley Bryan (Chairman) | (iv) Dr. Yvonne Marshall       |
| (ii) Professor Stafford Griffith        | (v) Mrs. Caroline Mahood       |
| (iii) Senator Ruel Reid, CD, JP         | (vi) Mrs. Marie Berbick-Graham |
| (vii) Mrs. Gloria Gascoigne             |                                |

### SECRETARIAT SUPPORT

Mrs. Kareen Edwards-Brown, Director, Policy & Planning  
Ms. Racquel Richards, Administrator

## FINANCE AND ADMINISTRATION COMMITTEE

**The Committee was mandated to carry out the following functions of Council:**

1. Monitor the accounting systems and procedures as they relate to proper records and control;
2. Provide guidance on human resource management issues
3. Monitor the staff pension scheme;
4. Monitor the Council's investment portfolio and provide guidance on investment opportunities;
5. Monitor the management of the budget;
6. Ensure that annual audits are performed.

### MEMBERS

- |                                    |                                |
|------------------------------------|--------------------------------|
| (i) Mr. Milverton Smith (Chairman) | (iv) Senator Ruel Reid, CD, JP |
| (ii) Mr. Everton Jones             | (v) Ms. Prunella Vassell       |
| (iii) Mrs. Joan Wint               | (vi) Mr. Marlon Morgan         |

### SECRETARIAT SUPPORT

Ms. Taneisha Taylor, Director, Finance and Administration  
Mrs. Doreen Lewis, Accounting Technician  
Ms. Trina Kelly, Secretary

## SCHOOL GOVERNANCE COMMITTEE

**The Committee was established to carry out the following functions:**

1. Nominate for the purpose of appointment as members of the Boards of Management of government-owned, government-leased, denominational and trust institutions, such number of persons as may be prescribed;
2. Design and implement training programmes for the benefit of School Board members;
3. In recognition of service in the field of education, make such awards, as it thinks fit, to persons selected by the Council in accordance with criteria approved by the Honourable Minister of Education.

### MEMBERS

(i)	Mr. Byron Farquharson (Chairman)	(vii)	Mr. Everton Jones
(ii)	Mrs. Marie Berbick-Graham	(viii)	Ms. Rachael McDonald
(iii)	Mrs. Marjorie Hyatt	(ix)	Mrs. Marcia McCausland-Wilson
(iv)	Ms. Prunella Vassell	(x)	Dr. Donald Wilson
(v)	Senator Ruel Reid, CD, JP	(xi)	Mrs. Gloria Gascoigne
(vi)	Dr. Sandra Gayle	(xii)	Mrs. Joan Wint
	(xiii) Mr. Danny Roberts, CD		

### SECRETARIAT SUPPORT

Ms. Pauline Mullings, Director, School Governance and Public Relations  
Mrs. Phillippa Crosby, Senior Secretary  
Mrs. Patrice Goodlitt, Secretary  
Ms. Amal Davis, Secretary

## AUDIT COMMITTEE

**The primary function of the Audit Committee is to assist the General Council in fulfilling its oversight responsibilities by reviewing the:**

1. Financial reports and other financial information to be presented by the Council to any governmental body or the general public;
2. Council's system of internal control regarding finance, accounting, procurement, legal compliance and ethics;
3. Council's auditing, accounting and financial reporting processes.

## MEMBERS

- |                                     |                           |
|-------------------------------------|---------------------------|
| (i) Ms. Prunella Vassell (Chairman) | (iii) Mr. Bancroft Thomas |
| (ii) Ms. Rachael McDonald           | (iv) Mr. Wilfred Bailey   |
| (v) Mr. Courtney Thompson           |                           |

## SECRETARIAT SUPPORT

Ms. Taneisha Taylor, Director, Finance & Administration  
Mrs. Doreen Lewis, Accounting Technician

## SCHOOL BOARD REVIEW COMMITTEE

During the year, there was an increase in the number of reported cases of School Boards with governance-related issues. Given the negative impact that these issues can have on schools' operations, it is important that they are resolved in a timely manner. Consequently, a School Board Review Committee was established as a mechanism to support the timely resolution of these issues. The Committee was formed in September 2014, and has had three meetings to date. The mandate is as follows:

1. Determine School Boards with unresolved issues;
2. Define the nature of the challenge being faced by the School Board;
3. Recommend possible solutions or appropriate action which should be taken to ensure the speedy resolution of challenges;
4. Make recommendations to the Council regarding its deliberations.

### MEMBERS

- |                                      |                            |
|--------------------------------------|----------------------------|
| (i) Mr. Byron Farquharson (Chairman) | (vi) Dr. Simon Clarke      |
| (ii) Mrs. Gloria Gascoigne           | (vii) Mr. Radley Reid      |
| (iii) Ms. Maxine Headlam             | (viii) Dr. Nadine Leachman |
| (iv) Dr. Claudette Clarke            | (ix) Mr. Patrice Supria    |
| (v) Ms. Janet Brimm                  | (x) Dr. Michele Pinnock    |

### SECRETARIAT SUPPORT

Ms. Pauline Mullings, Director, School Governance and Public Relations  
Mrs. Patrice Goodlitt, Secretary



## **PUBLIC RELATIONS COMMITTEE**

The Public Relations Committee was established against the background of the need to promote the Council's work and to increase the visibility of the organization. The Committee is also responsible to guide the development of programmes with a view to keeping key stakeholders, particularly School Board members, abreast of emerging trends within the educational landscape. The Committee held its inaugural meeting in August 2014, and has held three meetings to date.

### **MEMBERS**

- (i) Mrs. Marie Berbick-Graham (Chairman)
- (ii) Mr. Marlon Morgan
- (iii) Ms. Rachael McDonald

### **SECRETARIAT SUPPORT**

Ms. Pauline Mullings, Director, School Governance and Public Relations  
Mrs. Kareen Edwards-Brown, Director, Policy and Planning  
Mrs. Patrice Goodlitt, Secretary

## **AD HOC COMMITTEES**

### **JAMAICA TEACHING COUNCIL (JTC) STEERING COMMITTEE**

The Hon. Minister of Education requested that the Council co-ordinate the review of comments on the Jamaica Teaching Council (JTC) Bill, which was recently developed to provide a framework for the licensing of teachers and to encourage excellence in the teaching profession. Due to a number of misconceptions regarding the Bill the Ministry of Education issued a call for comments from several ministries and agencies of government. The Council's role was to review the comments with a view to developing a revised Bill which would support the transformation of the Jamaican Education system. The JTC Steering Committee was established by the Council to co-ordinate this activity.

### **LEAVE REFORM COMMITTEE**

In keeping with the legislative review process, the Ministry of Education commissioned the review of the current leave arrangements for teachers as outlined in the 1980 Education Regulations. This was with a view to propose amendments in keeping with the current economic environment. A joint committee was put in place to carry out this activity. The National Council on Education provided administrative support for the Committee.

# CORPORATE GOVERNANCE

## STRATEGIC OBJECTIVES 2014 - 2015

Six strategic objectives were pursued in 2014-2015. Each objective is aligned to a sub-committee as part of the Council's accountability framework, which facilitates effective monitoring and evaluation of performance targets as outlined in the three-year Strategic Business Plan, 2014-2017.

Strategic Objective		Respective Committee
1.	To ensure that the Council operates in an efficient and cost-effective manner in carrying out its mandate.	Finance Committee
2.	To ensure that systems are in place to support the strengthening of the human resource capacity of the Council's Secretariat to meet the emerging needs of a dynamic education system.	Finance Committee
3.	To facilitate the delivery of timely, accurate and relevant information to support effective planning, policy development and decision-making within the education system.	Policy & Planning Committee
4.	To increase the awareness of key stakeholders and the general public regarding the role and functions of the NCE and garner more support for the education sector as a whole.	Public Relations Committee
5.	To ensure that systems are in place to facilitate good corporate governance and promote greater levels of transparency and accountability within the organization.	Audit Committee
6.	To promote good corporate governance within schools and facilitate improved student outcomes.	School Governance & School Board Review Committees

# REVIEW OF OPERATION

## EXECUTIVE MANAGEMENT

A management team comprising the Executive Director and three Directors have responsibility for managing the operations of the Secretariat. There are two operational units which have responsibility for the Council’s core functions. These are the School Governance and Policy and Planning units. The foregoing operational units are supported by the Department of Finance and Administration. Given the small size of the organization, teamwork, collaboration and strategic partnerships continued to be the core principles which guided the Secretariat’s work.

## EXECUTIVE MANAGEMENT TEAM AND STAFF

Left to Right: Ms. Merris Murray, Executive Director; Ms. Pauline Mullings Director, School Governance & Public Relations; Ms. Taneisha Taylor, Director, Finance & Administration; Mrs. Kareen Edwards-Brown, Director, Policy & Planning; Mrs. Phillippa Crosby, Senior Secretary; Mrs. Doreen Lewis, Accounting Technician; Ms. Racquel Richards, Administrator; Mrs. Patrice Goodlitt, Secretary; Ms. Trina Kelly, Secretary; Ms. Amal Davis, Secretary; Ms. Sadie Longmore, Office Attendant/Messenger.



# REVIEW OF OPERATIONS

## PUBLIC EDUCATION REPORT

### OVERVIEW

Keeping the general public informed about the role and functions of the National Council on Education and the importance of education as a force for social change continued to be a programme priority. Public education continued to be an effective strategy to engage a variety of stakeholders and to secure their inputs to inform the Council's legislative mandates. Public education facilitates dialogue on issues relevant to the education process with stakeholders, whose opinions are critical to policy formulation. Stakeholders' views and support are also critical to the school governance process as the Council seeks to secure the support of competent and committed individuals to serve on School Boards.

Given the importance of public education, a Public Relations (PR) Committee was established in August 2014, within the context of increasing customer value and maintaining the Council's relevance. The Committee has responsibility to guide the development of programmes with a view to keeping key stakeholders, particularly School Board members, informed about the new developments within the education sector. It also has responsibility for monitoring the execution of operational plans in order to ensure programme effectiveness and that the Council responds in a timely and appropriate manner to public concerns. Some of the Committee's major areas of focus included:

- (i) increasing and improving the Council's online presence through the updating of its website, the establishment of a Google Alert system to monitor the online media, creating a social media presence by establishing a Twitter account and reactivating the Council's Facebook Page;
- (ii) hosting of public youth fora to engage the youth, a key stakeholder of the Council, in meaningful dialogue about issues, experiences and challenges which have impacted their growth and development;
- (iii) publishing the Council's newsletter.

# REVIEW OF OPERATIONS

Among the activities the Council undertook during the 2014-2015 fiscal year were:

- (i) public fora, speaking engagements and consultations;
- (ii) conferences and expositions;
- (iii) workshops for School Board members;
- (iv) development of collateral materials to promote the Council's work;
- (v) preparation of media articles and responses to stakeholders' concerns, published in the media;
- (vi) participation in media interviews.

## **Public Fora, Speaking Engagements and Conferences/Consultations**

Public fora and speaking engagements continued to be effective means of informing stakeholders about the important functions of the National Council on Education and how those functions contribute to the education process. These engagements included an awards ceremony for Board Chairmen in Region 6, staff development conferences for public educational institutions and special measures consultations.

During the year, approximately 15 speaking engagements were undertaken. Emphasis was placed on engaging School Boards about the important role they play in the governance of public educational institutions. Presentations were made in response to requests to address School Board members at retreats and other special functions. These presentations explored good practices and some of the barriers to effective school governance. PE Table 1 outlines the various presentations made and the groups to which the Council responded.

## **Back-to-School-Conferences**

The Council continued to provide support to the Ministry of Education in preparing for the new school year by participating in "Back-to-School" conferences. The "Back-to-School" conferences are an effective means of disseminating information to School Board Chairmen and Principals. During the year, the Council was invited to participate in the Region 5 back-to-school conference held July 16, 2014. The topic presented was "The Role of the School Board in Ensuring Accountability."

# REVIEW OF OPERATIONS

## **Awards Function in Recognition of School Board Chairmen**

The Council partnered with Region 6 to host an awards function for the Chairmen of Secondary Schools in that region. The function was held on May 29, 2014 at the Eltham High School with over 24 Secondary School Board Chairmen being honoured. Collectively, the Chairmen contributed over 180 years of dedicated and committed service to education.

## **Media Engagements**

The Council participated in the following media fora and interviews during the year, as part of the strategy to disseminate information to valued stakeholders:

- (a) the Minister's Sectoral Presentation on April 9, 2014. A summary of the Council's major achievements and challenges were prepared and submitted for inclusion in the report;
- (b) the final in the series "Transforming Education" media programme co-ordinated by the Education System Transformation Programme and hosted on CVM Television on May 22, 2014.

## **Forum for Innovation in Teaching**

The Council participated in the first national Forum for Innovation in Teaching, hosted on October 10-11, 2014, by the Jamaica Teaching Council in commemoration of World Teachers' Day. This event, a major milestone achievement for the JTC, was mainly intended to share with the education practitioners and the general public, innovations in the use of education technologies and methodologies. With over 200 comments on the Council's booth, this activity has proved to be quite significant in reach. The members of staff must be commended for their tireless efforts in making the Council's participation in this forum a resounding success.

# REVIEW OF OPERATIONS

F.I.T. Forum at the National Arena October 10 and 11, 2014



Overhead view of booths at the Forum



# REVIEW OF OPERATIONS

## NCE's Booth at the Forum



## Visitors to the NCE's Booth

## FIT Forum

# REVIEW OF OPERATIONS

## Collateral Materials

Collateral Materials, such as posters, were made and displayed information which included the:

- (i) Primary Functions of Council;
- (ii) Cyclical Appointment Process;
- (iii) School Board as an Administrator.

## FIT Forum



### Posters on Display at the Forum

**An updated NCE Brochure and Newsletter were also placed in the NCE's booth for distribution to visitors.**

### World Bank (WB) Capacity Building Project

For the past three years, the Council has benefited from the World Bank's Capacity Building Project, through the Education System Transformation Programme. The Project ended in March 2015 and the Bank held a final mission, which involved a number of promotional activities in which the Council participated. These included interviews with participating agencies and a conference/exposition held on March 10-11, 2015. The Council was interviewed by members of the WB Mission Team on Thursday, March 12, 2015.

# REVIEW OF OPERATIONS

## **Special Measures Consultations**

The Council was invited to participate in island-wide consultations on the proposed special measures being introduced by the Ministry of Education. Five of the six consultations were attended. The consultations were designed to obtain stakeholders' input in the special measures being proposed for schools identified as being at risk for chronic under-performance. The Council responded to concerns raised by stakeholders in respect of issues relating to the role of School Boards in the implementation of special measures and other governance-related issues.

# REVIEW OF OPERATIONS

**PE Table 1: PUBLIC EDUCATION – CALENDAR OF ACTIVITIES**

DATE	EVENT	THEME/TOPIC	VENUE
April 12, 2014	Holy Childhood High School Board Meeting	Role of School Boards in Promoting Effective Governance	Holy Childhood High School, Skibo Ave, Kingston 10.
May 29, 2014	Appreciation Luncheon for Secondary School Board Chairmen, Region 6.	Greetings and Brief Remarks	Eltham High School, Spanish Town, St. Catherine.
May 31, 2014	Jamaica Independent Schools Association (JISA) meeting	Effective School Governance	Genesis Academy, South Camp Road, Kingston 4.
June 6, 2014	The 5 <sup>th</sup> Cuban Teachers' Conference	Fortifying the Learning and Teaching of Spanish in Jamaican Schools.	Edith Dalton James High School, Herrick Ave, Kingston 20.
June 26, 2014	Sabina Basic School Transfer Exercise	Keynote Address – Making the Transition from Preschool to Primary School	Braeton Seventh Day Adventist Church, Portmore, St. Catherine.
July 5, 2014	Munro College Board Retreat	School Governance	Tropics View Hotel, Mandeville, Manchester.
July 10, 2014	Workshop for School Board members of PEIs in Region 3, operated by the Methodist Church.	Effective School Governance	Beechamville Baptist Church, Claremont, St. Ann.
July 16, 2014	Region 5, Back-to-School Conference	Ensuring Accountability	Golf View Hotel, Mandeville, Manchester.
August 28, 2014	Munro College Staff and Board Retreat	The Role of the School Board in Ensuring Accountability.	Lovers' Leap, St. Elizabeth.
October 10, 2014	Meeting of the Boards of Management of the ILEAD Schools. Programme sponsored by the Jamaica National Foundation.	Role and Responsibilities of School Boards	JN Foundation, Duke Street, Kingston.

# REVIEW OF OPERATIONS

**PE Table 1: PUBLIC EDUCATION – CALENDAR OF ACTIVITIES**

DATE	EVENT	THEME/TOPIC	VENUE
October 22 & November 12, 2014	Jamaica Independent Schools Association (JISA) Quality Development Symposium, Regions 1 & 2	Effective School Governance Strategies and Tools for Financial Sustainability	Mona Prep, Old Hope Rd. Kingston 6. Region 2 Office, Port Antonio, Portland.
November 7, 2014	Dupont Primary School Board Meeting	The Role and Functions of the School Board in the Management of Public Educational Institutions	Dupont Primary & Infant School, Olympic Way, Kingston 11.
November 26 & 27, 2014	Jamaica Independent Schools Association (JISA) Quality Development Symposium, Regions 5 & 4	Effective School Governance Strategies and Tools for Financial Sustainability  Two Presentations made.	Mt. Joseph Preparatory School, Manchester, Mandeville and DMP Academy, Montego Bay.
February 19, 2015	Cambridge High School Board Retreat	The Role and Functions of the School Board in the Management of Public Educational Institutions	Cambridge High School, Cambridge, St. James.
March 3, 2015	Jamaica Independent Schools Association (JISA) Quality Development Symposium, Region 3	The Role and Functions of the School Board in the Management of Public Educational Institutions	National Housing Trust, Central Village, Twickenham Park, St. Catherine.

# REVIEW OF OPERATIONS

## PERFORMANCE SCORECARD 2014-2015

<b>PUBLIC EDUCATION</b>		
<b>RESPONSIBLE OFFICERS: EXECUTIVE DIRECTOR &amp; THE DIRECTOR OF SCHOOL GOVERNANCE AND PUBLIC RELATIONS</b>		
<b>KEY PERFORMANCE TARGETS</b>	<b>STATUS</b>	<b>COMMENTS</b>
Quarterly presentations to inform key stakeholders about the role and functions of the NCE.	Target exceeded	15 presentations made
Publish half-yearly newsletter for dissemination to key stakeholders.	Target not achieved	This activity was placed on hold, pending the engagement of a consultant.
Publish at least one article in the leading newspaper or participate in one media interview on a quarterly basis to increase the Council's visibility in the Education Sector.	Target achieved	Participated in 2 media interviews, prepared 1 article on the evolution of School Boards and responded to an article published in the Observer Newspaper " Fix School Boards-Our Education System Deserves Better."
<b>M &amp; E FRAMEWORK</b>		
<b>KEY PERFORMANCE INDICATORS</b>	<b>TARGET</b>	<b>COMMENTS</b>
The #/% of public relations activities implemented during the year.	Target achieved.	Public Relations activities have increased by over 5%.

## STRATEGIC PLANNING REPORT OVERVIEW

Strategic planning continued to be an important aspect of the Council's work. The strategic planning process involves developing corporate objectives and ensuring that these objectives are aligned to the Ministry of Education's Strategic Plan and the Vision 2030 National Development Plan. It also entails effective corporate governance by promoting transparency and accountability within the organization. The Council operates within a dynamic education sector and is required, through its work, to facilitate increased accountability not only within its internal operations but also at the school level, by instituting effective governance mechanisms. Utilizing an effective monitoring and evaluation system, the Council is able to track its performance based on established strategic goals and agreed key performance indicators. This is critical to ensure that the Council remains relevant to its stakeholders and compliant with regulatory requirements.

Under the strategic planning objective, the major corporate actions pursued during the 2014-2015 fiscal year included:

- revising the Council's strategic business plan and developing an operational plan for the period 2015–2016;
- preparing and submitting monthly and annual reports in keeping with legal and regulatory requirements;
- hosting General Council and Committee Meetings.

# REVIEW OF OPERATIONS

## CORE VALUES

In achieving our vision and mission, the Council continued to embrace the following core values which reflect the beliefs and principles which guide how we conduct business:

CORE VALUES	STATEMENT
<b>BALANCE</b>	Exploring and taking into consideration the views of all our stakeholders to ensure a sense of balance in what we do.
<b>INTEGRITY</b>	Ensuring that whatever we do is done with the utmost level of transparency, honesty and national pride.
<b>INNOVATION</b>	Adopting/adapting new knowledge, techniques and ideas to improve our business processes to achieve efficiency gains.
<b>EXCELLENCE</b>	We will strive for excellence in all we do by aligning organizational efforts with a model of proven quality performance.
<b>COMMITMENT</b>	We will conduct our affairs with the highest level of dedication and determination. We take our work seriously and accept personal responsibility for our actions.



# REVIEW OF OPERATIONS

## GENERAL COUNCIL MEETINGS

The General Council meets on the last Tuesday of every other month. However, special meetings were held to discuss urgent matters which required the Council's input. Nine meetings were convened during the year, three of which were special meetings to facilitate presentations by stakeholders and to review the comments on the JTC Bill.

Special Council Meeting, April 10, 2014	-	JTC Review
Special Council Meeting, April 29, 2014	-	JTC Review
Special Council Meeting, June 3, 2014	-	Presentation
General Council Meeting, June 24, 2014	-	Regular
General Council Meeting, August 26, 2014	-	Regular
General Council Meeting, November 25, 2014	-	Regular
General Council Meeting, December 16, 2014	-	Regular
General Council Meeting, February 24, 2015	-	Regular
General Council Meeting, March 24, 2015	-	Regular

# REVIEW OF OPERATIONS

## **PERFORMANCE REPORTS**

During the period, 12 monthly reports based on the six strategic objectives and the attendant performance targets in the Council's 2014-2015 Operational Plan were submitted to the Ministry of Education. The Annual Report, inclusive of financial statements for the 2013-2014 fiscal year, was also submitted to the Ministry of Education in keeping with established requirements.

## **STRATEGIC BUSINESS PLAN**

A Strategic Business Plan for the period 2015-2018, was updated and submitted to the Ministry of Education along with the 2015-2016 Operational Plan and corresponding budget.

# REVIEW OF OPERATIONS

## PERFORMANCE SCORECARD 2014-2015

STRATEGIC PLANNING		
RESPONSIBLE OFFICERS: EXECUTIVE DIRECTOR & DIRECTOR, POLICY AND PLANNING		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Strategic Business Plan adjusted and targets developed for 2014-2015 outlined in operational plan.	Target achieved	Strategic Business Plan and budget for 2014–2015 approved by Council and submitted to the MOE.
Monthly and Quarterly Reports submitted on time, in accordance with the PBMA Act.	Target achieved	Monthly and Quarterly Reports submitted in keeping with regulatory requirements.
Annual Report for 2013-2014 completed and submitted to MOE in accordance with the PBMA Act.	Target partially achieved	Only the narrative to the report was submitted on time to HME, as the financials were still being processed by the Auditor General’s Department.
Host bi-monthly Council meetings.	Target exceeded	9 Council meetings held, inclusive of 6 General and 3 Special meetings.
Annual Board Retreat held to evaluate the Council’s performance against targets.	Target modified	Due to a number of unplanned assignments this target was not pursued as planned.
M & E FRAMEWORK		
KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
100% of statutory reports prepared and presented on time.	Target achieved	Monthly, Quarterly Contract Awards (QCA) reports and other financial reports submitted within established timeframes.
Annual budget and strategic plan prepared and presented to the MOE on time.	Target achieved	Annual budget and strategic business plan prepared and presented in keeping with the MOE’s timeline.

## **POLICY AND PLANNING REPORT**

### **OVERVIEW**

In keeping with the Council's policy advisory function, a number of activities were pursued to support the legislative review process currently being undertaken by the Education System Transformation Programme (ESTP). These included the:

#### **(1) Jamaica Teaching Council Bill**

- (a) review of the comments of over 30 stakeholders on the Jamaica Teaching Council Bill;
- (b) review of the recommendations of the MOE Legislative Committee (LC) on the review of the Jamaica Teaching Council Bill inclusive of the relevant comments of the NCE.

#### **(2) Education Regulations**

- (a) finalization of the revised draft Education Regulations, 2014;
- (b) review of the MOE Legislative Committee's (LC) recommendations on the Revised Education Regulations, 2014.

#### **(3) Review of Current Leave Arrangements for Jamaican Public School Teachers**

# REVIEW OF OPERATIONS

## **(1) JAMAICA TEACHING COUNCIL BILL**

### **(A) REVIEW OF COMMENTS ON THE JAMAICA TEACHING COUNCIL (JTC) BILL**

In response to a request made by the Hon. Minister of Education, NCE undertook a review of the various comments made on the Jamaica Teaching Council (JTC) Bill. The purpose of the review was to find workable solutions to the concerns identified by stakeholders regarding the adequacy of the Bill to improve the quality of the teaching force.

A steering committee, drawn from a wide cross-section of stakeholders, was established to review in detail, the comments on the Bill. The Policy and Planning Committee formed the core group of the Steering Committee. Dr. Simon Clarke, Chairman of the Council, chaired the committee. Other members representing various stakeholder groups such as schools, parents, youth leaders, teachers, students, trade unions and agencies of the Ministry of Education were included in the process. An invitation was also extended to the general public and to individuals, who had an interest in education, to submit, to the Council, comments and suggestions on the Bill.

A rigorous review process was adopted, with the support of the Ministry's Legal Unit which coordinated the compilation and analysis of the comments of the Bill. The recommendations of the Steering Committee were submitted to the General Council for its review and endorsement.

The final report was prepared and submitted to the Hon. Minister of Education on April 30, 2014.

# REVIEW OF OPERATIONS

## **(B) REVIEW OF THE RESPONSE OF THE MOE LEGISLATIVE COMMITTEE (LC) TO THE RECOMMENDATIONS ON THE JAMAICA TEACHING COUNCIL BILL**

The Policy and Planning Committee was requested to review the MOE's Legislation Committee's response to the review of the Jamaica Teaching Council Bill. The review was conducted on December 10, 2014, at a meeting of the Committee held at the Council's offices located at 56 Duke Street, Kingston. A draft report was prepared and submitted to the General Council for review. The finalized report was submitted to the Hon. Minister of Education on December 23, 2014.

### **2. EDUCATION REGULATIONS**

#### **(A) REVISED REPORT ON THE DRAFT EDUCATION REGULATIONS, 2014**

Further work was conducted on the draft Education Regulations, 2014, which was submitted to the Hon. Minister on March 31, 2014. This included the following outstanding issues which required clarification:

1. Teachers' Leave Arrangements;
2. Transfer/Redeployment of Teachers;
3. Student Participation in School Governance;
4. Teenage Mothers in School;
5. Governance Arrangements;
6. Tertiary Public Educational Institutions.

These issues were further deliberated on and an addendum to the revised edition of the Draft Education Regulations, 2014 prepared and re-submitted to the Hon. Minister of Education on May 5, 2014.

# REVIEW OF OPERATIONS

## **(B) REVIEW OF THE MOE LEGISLATIVE COMMITTEE'S (LC's) RECOMMENDATIONS ON THE REVISED EDUCATION REGULATIONS, 2014**

Members of the Policy and Planning Committee participated in the comprehensive review of the recommendations made by the Ministry of Education's Legislative Committee in respect of the revised draft Education Regulations, 2014. This review was spearheaded by the School Governance Committee. At the General Council meeting held on December 16, 2014, a detailed report was submitted for review and approval.

The major areas reviewed were:

- (i) Institutional Arrangements for the Education System;
- (ii) The Concept of District Boards;
- (iii) Accountability for Performance at all Levels;
- (iv) The Management and Organization of Teaching;
- (v) Curriculum Implementation.

A comprehensive report was prepared and submitted to the Hon. Minister of Education on December 23, 2014.

## **(3) LEAVE REFORM COMMITTEE**

A Leave Reform Review Committee was established by the Ministry of Education to augment the legislative review process. The work of the committee was co-ordinated by the secretariat and chaired by the Council's Chairman, Dr. Simon Clarke. Consisting of senior staff members of the Ministry of Education, the Committee undertook a comprehensive review of the existing leave benefits for teachers. This review was supported by an extensive research of teachers' leave benefits conducted by the National Council on Education. The research explored leave models as they applied to civil servants as well as to teachers. Comparisons were also made with other jurisdictions both regionally within CARICOM and internationally. A detailed report was submitted to the Hon. Minister of Education on December 22, 2014.

# REVIEW OF OPERATIONS

## **ACCESS TO INFORMATION**

The Policy and Planning Unit is also responsible for processing requests for information, in keeping with the Access to Information Act. Requests for information have decreased significantly in comparison to previous years. This could be as a result of a greater ease of access to information via the Council's website.



# REVIEW OF OPERATIONS

## PERFORMANCE SCORECARD 2014-2015

POLICY AND PLANNING		
RESPONSIBLE OFFICER: DIRECTOR, POLICY AND PLANNING		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Contract the services of a consultant to conduct research on a topical area, as indicated by the committee, or any other area of interest.	Target achieved	The services of a consultant was not engaged as the research was conducted internally on the following:  (i) a comparative analysis of regional and international models for the licensing of the members of the teaching profession as well as an analysis with local licensing models for other professions to inform the finalization of the JTC Bill.  (ii) the current leave benefits for Jamaican teachers and teachers in other jurisdictions both regionally and internationally. Leave models for local civil servants were also explored to inform the work of the Leave Reform Committee.
Establish mechanisms for more effective coordination and alignment of policy advice, policy formulation and planning with strategic partners in public and private sectors.	Target achieved	Partnerships forged with:  (a) stakeholders in the public and private sectors to finalise the review of the 1980 Education Regulations. A revised draft Education Regulations, 2014, submitted to HME on May 5, 2014 which addressed unresolved issues.  (b) MOE to:  (i) respond to its Legislative Committee's reports  <ul style="list-style-type: none"> <li>• on the revised draft Education Regulations 2014 submitted by the NCE to HME. Response submitted to HME on December 22, 2014.</li> <li>• report on the JTC Bill. Response submitted to HME on December 23, 2014.</li> </ul> (c) review current leave benefits for Jamaican Teachers. Reform Committee established, research conducted and final report prepared and submitted to HME on December 22, 2014.
Respond to at least one data request from public and private stakeholders per quarter.	Target achieved	Most requests were from students or individuals doing research.
M & E FRAMEWORK		
KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
No PEI established for this activity		

## SCHOOL GOVERNANCE REPORT

### OVERVIEW

The school governance portfolio is one of the Council's major mandates. School Boards play an important role in the management of public educational institutions, and, as such, form a critical part of the Ministry of Education's accountability framework and the overall educational landscape. Under the school governance portfolio, the major areas of focus during the year under review were:

- timely appointment of School Boards;
- training of School Board members;
- providing technical advice to School Board Chairmen, Principals and Education Officers on aspects of the Education Regulations, 1980;
- resolving school governance issues.

### School Board Appointments

Based on the cyclical appointment policy, the tenure of School Boards in a particular educational region commences and terminates at the same time. In keeping with this policy, during the year, the tenure of School Boards in Region 1 ended December 31, 2014 and those in Region 2 ended March 31, 2015. Recommendations from the following key stakeholders were invited for the appointment of new School Boards:

- Principals;
- Regional Directors and
- Members of Parliament of the constituency in which the schools are located.

# REVIEW OF OPERATIONS

In recommending persons for appointment, the following standard operating procedures were observed:

- (i) completing the requisite forms supported by curricula vitae, detailing contact information and the skills and expertise of the persons recommended to serve;
- (ii) consulting with other stakeholders in identifying the most suitable person(s) for designated position(s);
- (iii) seeking non-objections from Regional Directors and the Members of Parliament where it has been established that no consultation had taken place among the parties making recommendations.

Outgoing School Board members who were interested to continue serving were asked to complete the **Nomination Form A**. Representatives elected by their respective associations, organizations or groups, were required to sign the **Nomination Form B** normally submitted by the Principal to the Council. In respect of denominational and trust schools, recommendations were submitted by the respective denomination or trust on the requisite form with the necessary supporting documentation.

The Council's participation in the review of the Education Regulations, 1980 and the review of comments on the JTC Bill, contributed to the delays in the appointment of School Boards for the 2013-2014 and 2014-2015 fiscal years. Consequently, the appointment of School Boards in Region 6 which should have been completed in 2013-2014 was finalized in the year under review and performance targets for those in Regions 1 and 2 were modified with the approval of Council to be completed in the 2015-2016 fiscal year.

# REVIEW OF OPERATIONS

The table below outlines the status of School Board appointments in Regions 1 and 2 as at March 31, 2015:

REGION	# of PUBLIC EDUCATIONAL INSTITUTIONS	BOARDS APPOINTED DURING THE FISCAL YEAR	#/% of INSTITUTIONS APPOINTED ON TIME	COMMENTS
1	162	137	119 or 73%	
2	169	48	48 or 28%	

Every effort is being made to ensure that in the coming year, the School Boards are appointed prior to the termination of the tenure of the outgoing Board in order to promote greater effectiveness in the governance of public educational institutions.

## School Board Training

The School Board training programme which is in keeping with the Council's legislative mandate is also part of a wider strategy to equip School Board members with the necessary knowledge and skills to effectively govern the institutions placed in their charge. Among the areas explored in the training workshops were:

- Legal and Regulatory Framework governing School Management;
- Promoting Positive Ethos;
- Fiduciary Responsibilities with Special Emphasis on Financial Management;
- Human Resource Management.

The Council, with financial assistance from the Education System Transformation Programme (ESTP), trained 872 Board Members at nine workshops in two educational regions. The details are as outlined in the following matrix:

# REVIEW OF OPERATIONS

## School Board Training Workshops

REGION 3				
Dates	Venue	No. of Schools Invited	No. of Schools Participated	No. of Persons Trained
Sept. 10, 2014	Cardiff Hotel & Spa, St. Ann	31	22	62
Sept. 11, 2014	Cardiff Hotel & Spa, St. Ann	30	25	69
Sept. 16, 2014	Cardiff Hotel & Spa, St. Ann	30	27	76
Sept. 17, 2014	Cardiff Hotel & Spa, St. Ann	30	26	74
<b>Sub-Total</b>	<b>4</b>	<b>121</b>	<b>100</b>	<b>281</b>
REGION 6				
Dates	Venue	No. of Schools Invited	No. of Schools Participated	No. of Persons Trained
Oct. 29, 2014	Golf View Hotel, Manchester	53	45	110
Oct. 30, 2014	Golf View Hotel, Manchester	54	47	130
Nov. 4, 2014	Jamaica Conference Centre, Kingston	42	31	122
Nov. 5, 2014	Jamaica Conference Centre, Kingston	40	37	104
Nov. 11, 2014	Jamaica Conference Centre, Kingston	39	32	125
<b>Sub-Total</b>	<b>5</b>	<b>228</b>	<b>192</b>	<b>591</b>
<b>Total</b>	<b>9</b>	<b>349</b>	<b>292</b>	<b>872</b>

# REVIEW OF OPERATIONS

## **SCHOOL BOARD REVIEW COMMITTEE (SBRC)**

Over time, there has been a significant increase in the number of reported cases of schools experiencing governance related issues. Not only had there been an increase in the number of cases, but also an increase in the complexity of the issues faced by School Boards. These unresolved issues are usually referred for the Council's intervention. In an effort to facilitate a speedy resolution of the issues, the Council established a School Board Review Committee in September 2014. The Committee, which consists of the six Regional Directors, a Senior Advisor to the Hon. Minister of Education and two representatives from the Council has, to date, held four meetings and reviewed 22 cases. The recommendations of the Committee were submitted to the Council for review and subsequent endorsement or otherwise. The School Board Review Committee is considered to be an innovative approach in the school governance process.

## **NEW SCHOOLS**

The Ministry of Education has assumed responsibility for three new schools, the Majesty Gardens Infant in Region 1, the St. Agnes Infant in Region 2 and Eltham Infant in Region 6. The schools which were previously operated as independent basic schools, have now become government-aided institutions. The Council has since assumed responsibility to ensure that the Boards of Management of these institutions are appointed.

## **PRESENTATIONS TO SCHOOL BOARDS**

Presentations were made by representatives of the School Governance Unit on the role and functions of School Boards to the following institutions:

- (i) The Roman Catholic Diocese Conference held in Montego Bay for School Board Members of Catholic Schools in Region 4 in August, 2014;
- (ii) The Young Women's Christian Association (YWCA) Trust at a meeting of the Trust held in Kingston in February, 2015.

# REVIEW OF OPERATIONS

## **LEGISLATIVE REVIEW PROCESS**

The School Governance Unit assisted the Council in carrying out the review of the comments on the Jamaica Teaching Council (JTC) Bill as well as the review of the 1980 Education Regulations. The latter document, which is critical to the work of the Unit and the school governance process, was reviewed and submitted to the Council for approval.

## **SCHOOL BOARD DIRECTORY**

Updating of the School Board Directory continued to be an important school governance activity. The directory was updated to include the newly appointed Boards of Management in Regions 1 and 2. Changes in other regions were also made during the year as a result of positions which became vacant due to resignations or death of a School Board member. This directory, a comprehensive database of School Board members can be accessed via the Council's website at: [www.nce.org.jm](http://www.nce.org.jm)

# REVIEW OF OPERATIONS

## PERFORMANCE SCORECARD 2014-2015

SCHOOL GOVERNANCE		
RESPONSIBLE OFFICER: DIRECTOR OF SCHOOL GOVERNANCE & PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
<p>School Boards trained to integrate good governance practices throughout the institutions.</p> <p>Consultants engaged to conduct training.</p>	Target achieved	<p><b>Regions 1 &amp; 2</b></p> <p>The services of two consultants were engaged to conduct training in Region 1 and three consultants in Region 2. Other presenters included the Regional Financial Controller, two legal officers from the Ministry of Education and the Council's Executive Director. The Regional Director also addressed the Board Members.</p>
Advise School Boards in Regions 1 & 2 of imminent training.	Target achieved	All School Board Members in Regions 1 and 2 were advised of imminent training and invited, via letters, to participate.
Conduct workshops to facilitate the training of School Board Members in two Educational Regions.	Target achieved	A total of 872 School Board Members from 292 schools participated in nine workshops in the two regions.



# REVIEW OF OPERATIONS

## PERFORMANCE SCORECARD 2014-2015

SCHOOL GOVERNANCE		
RESPONSIBLE OFFICER: DIRECTOR OF SCHOOL GOVERNANCE & PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Recognise and reward School Board Members who have served the education sector. Certificates of Appreciation prepared and disseminated.	Target partially achieved	Due to severe budgetary constraints and limited human resource capacity within the Council this target was modified. The Council collaborated with Region 6 to host an award ceremony for School Board Chairmen of secondary schools in St. Catherine. Function held on May 29, 2014. Thank you letters were also prepared and disseminated.
Board Members nominated for the Prime Minister's Medal of Appreciation.	Target not achieved	This target was not pursued due to severe capacity constraints.
Sensitize stakeholders in Regions 1 & 2 about the implementation of the procedures and recommendations for new members solicited from Regional Directors, Members of Parliament, Denominations/Trust and Principals.	Target achieved	This target was modified. Sensitization sessions were placed on hold pending the outcome of a Cabinet Submission. Letters were prepared instead to advise the requisite stakeholders about the appointment of new School Boards in Regions 1 and 2.
Establish pool of volunteers in Regions 1 & 2.	Target achieved	Recommendations received and Pool of Volunteers established for Regions 1 & 2.
Recommendations for board membership received from stakeholders.	Target partially achieved	Recommendations for Region 2 board membership received from 5 of 7 Members of Parliament.

# REVIEW OF OPERATIONS

## PERFORMANCE SCORECARD 2014-2015

SCHOOL GOVERNANCE		
RESPONSIBLE OFFICER: DIRECTOR OF SCHOOL GOVERNANCE & PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Recommendations received from stakeholders for Regions 1 & 2 processed.	Target partially achieved	Recommendations received in respect of 73% of the institution in Region 1 and 28% in Region 2.
Chairmen and Members of Boards of Management of 162 School Boards in Region 1 are nominated by the Council and appointed by the Minister.	Target partially achieved	<p>119 out of 162* (73%) boards in Region 1 appointed within the designated timeframe.</p> <p>* One new school, Majesty Gardens Infant was added to the list of schools in Region 1.</p> <p>NB. The tenure of the School Boards in Region 1 is for a period of three years, January 1, 2015 to December 31, 2017.</p>
Chairmen and Members of Boards of Management of 169 School Boards in Region 2 are nominated by the Council and appointed by the Minister.	Target partially achieved	<p>48 out of 169* (28%) boards in Region 2 appointed on time.</p> <p>* One new school, St. Agnes Infant was added to the list of schools in Region 2.</p> <p>NB. The tenure of the School Boards in Region 2 is March 1, 2015 to April 31, 2018.</p>

# REVIEW OF OPERATIONS

## PERFORMANCE SCORECARD 2014-2015

SCHOOL GOVERNANCE		
RESPONSIBLE OFFICER: DIRECTOR OF SCHOOL GOVERNANCE & PUBLIC RELATIONS		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
Disseminate information on the members of School Boards that have been appointed.	Target achieved	Regional Directors, Members of Parliament, Principals, Chairmen, other Board Members, Churches, Trusts, the Chief Internal Auditor of the MOE and other relevant departments falling under the Ministry of Education informed of the appointments.
Respond to at least 100 enquiries from key stakeholders.	Target exceeded	150 enquiries processed. Enquiries processed were in respect of nominations, resignations as well as controversial board issues. Enquiries were received from MOE's Officials, Members of Parliament, Principals, Churches, Trusts and other stakeholders from other government departments and the wider public via letters, emails, facsimile, telephone and office visits.
School Board Directory updated with the names of School Board Members and disseminated to Regions 1 & 2 and other relevant stakeholders in the education system.	Target achieved	Directory updated to include the newly appointed Boards of Management in Regions 1 and 2 as well as changes made during the year in respect of other Regions. Directory per Region updated and disseminated weekly.
Monthly and annual management reports prepared in accordance with the FAA, PBMA and NCE Acts.	Target achieved	Monthly and annual reports for the School Governance portfolio submitted in keeping with statutory requirements.

# REVIEW OF OPERATIONS

## PERFORMANCE SCORECARD 2014-2015

<b>M &amp; E FRAMEWORK</b>		
<b>KEY PERFORMANCE INDICATORS</b>	<b>STATUS</b>	<b>COMMENT</b>
10% increase in the number of boards appointed on time.	Target not achieved	This target was not achieved due to delays in the appointment process resulting from late submission of Review Panel Forms and other competing activities.

NB: Public Relations activities have been reported on as Public Education in the Report.

# REVIEW OF OPERATIONS

## FINANCE AND ADMINISTRATION REPORT

### OVERVIEW

The Council completed the financial year ended March 31, 2015, with results showing current assets of approximately \$7.0M in comparison to \$7.3M for the year ended March 31, 2014. Interest income received during the year was approximately \$0.245M, a reduction of 0.51M or 18% less when compared to March 31, 2014.

Operating expenses were approximately \$23.1M compared to \$25.0M for the year ended March 31, 2014. There were reductions in the costs of printing and stationery as well as repairs and maintenance. Total expenses for legislative review was \$0.7M compared to \$1.9M as at March 31, 2014.

The operating budget was approximately \$23.0M, compared to prior year's allocation of approximately \$24.0M. The Council continued its partnership with key stakeholders, and was able to augment its budget with approximately \$5.0M from the Education System Transformation Programme (ESTP) for the training of School Boards.

### COMPLIANCE AND REPORTING

In keeping with the requirements of the Public Bodies Management and Accountability (PBMA) Act, a number of statutory activities were completed during the year for various departments of Government including, the Office of the Contractor General, the Ministries of Education and Finance and Planning and the Tax Audit and Assessment Department. The reports, though not limited to, included:

- Contracts Awards;
- Fiscal and Accruals;
- Withholding Tax;
- Total Payments for the year, classified by sub-objects;
- Posts Audit.

# REVIEW OF OPERATIONS

The Council's Pension Plan for employees remained compliant with the requirements of the Financial Services Commission (FSC). The most recent triennial valuation which was completed at the Plan year ended September 30, 2014, showed a surplus of approximately \$2.8M. The Council contributed \$0.928M to the Plan for the year ended March 31, 2015 compared to \$0.862M for the prior year.

The Plan's assets totalled approximately \$23.0M as at September 2014 in comparison to \$18.0M as at September 2013. The diversified investment portfolio was maintained throughout the year.

The Trustees are:

- Ms. Prunella Vassell – **Council Member**
- Mr. Sylvester Anderson – **Ministry of Labour and Social Security**
- Ms. Taneisha Taylor – **Member Trustee**

Nine members of staff were enrolled on the Plan, and each person received an Individual Member's Statement and a Performance Report for the Plan year.

During the year a Certified Financial Return on Plan activities and a Statement of Investment Policies and Principles (SIPP) were completed. The service provider remained Sagicor Life Jamaica.

The external auditors, the Auditor General's Department, reviewed the Council's financial statements and operating procedures for the 2014-2015 financial year.

# REVIEW OF OPERATIONS

## **HUMAN RESOURCE (HR) MANAGEMENT**

### **Human Resource Manual**

During the year, the Council completed its Human Resource manual which will be used to supplement the Government of Jamaica Staff Orders and Guidelines in force. The manual, which was submitted to the Council for review is scheduled to be completed in the coming year.

### **Staff Training and Development**

Targeted training, aimed at building and improving the capacity of team members, was accessed by members through the Institute of Chartered Accountants of Jamaica and the University Council of Jamaica. Training was completed in the following areas:

- Detecting Fraudulent Credentials and Curriculum Vitae
- International Financial Reporting Standards

The full staff complement of eleven was maintained throughout the year.

## **DOCUMENTATION OF ACCOUNTING PROCEDURES**

### **Accounting Manual**

An accounting manual, documenting the Council's policies and procedures was also completed and presented to the Council for review. This manual is also scheduled for completion in the next fiscal year.

# REVIEW OF OPERATIONS

## PERFORMANCE SCORECARD 2014 – 2015

<b>FINANCE AND ADMINISTRATION</b>		
<b>RESPONSIBLE OFFICER: DIRECTOR OF FINANCE AND ADMINISTRATION</b>		
<b>KEY PERFORMANCE TARGETS</b>	<b>STATUS</b>	<b>COMMENTS</b>
Appraisal instrument completed by supervisor and support staff	Target partially achieved	Performance appraisal of nine staff members were conducted during the fiscal year.
Source and schedule appropriate training for staff.	Target achieved	Staff trained in areas including International Financial Reporting Standard and Credential Fraud Detection.
Approved Certified Financial Returns.	Target achieved	Prior year returns were filed with the Plan Administrators.
Audit Report for 2014–2015 completed.	Target partially achieved	Audit Report completed on February 12, 2015 due to delays in submission by the External Auditors.
Implementation of posts audit recommendations based on Management Letter.	Target achieved	Recommendations implemented.
Annual Returns prepared and submitted.	Target achieved	Annual Returns prepared and submitted to Tax Audit and Assessment on March 5, 2015.
NCE's budget for 2015-2016 prepared and submitted.	Target achieved	Budget and supporting Operational Plan for 2015-2016 reviewed by the Council and submitted to the MOE on October 21, 2014.
Reports prepared as required by regulators.	Target achieved	Reports prepared for OCG, MOE, TAJ & MOF&P. Fiscal & Accruals Reports were also prepared.



# REVIEW OF OPERATIONS

## PERFORMANCE SCORECARD 2014 - 2015

FINANCE AND ADMINISTRATION		
RESPONSIBLE OFFICER: DIRECTOR OF FINANCE AND ADMINISTRATION		
KEY PERFORMANCE TARGETS	STATUS	COMMENTS
<b>M &amp; E FRAMEWORK</b>		
<b>Key Performance Indicators</b>	<b>Status</b>	<b>Comments</b>
#/% of performance appraisals conducted on time .	Target partially achieved	82% of performance appraisals conducted within the designated time frame.
#/% of staff receiving a satisfactory performance appraisal report.	Target achieved	100% of performance appraisals conducted received a satisfactory performance rating.
Annual audit of the Council conducted on time.	Target partially achieved	Audit Report completed on February 12, 2015 due to delays in submission by the External Auditors
#/% of audit reports with less than five audit queries.	Target achieved	2013-2014 Audit Report had 3 unresolved queries.
#/% of statutory reports prepared and presented on time.	Target achieved	90% statutory reports submitted on time.

# REVIEW OF OPERATIONS

## FORECAST AND PROJECTIONS OF KEY FINANCIAL AND OPERATING MEASURES FOR THE NEXT FISCAL YEAR

Function/Programme	2015-2016 Recurrent Estimates of Expenditure	2015-2016 Estimates of Capital Expenditure	2014-2015 Approved Expenditure	2014-2015 Approved Capital Expenditure
	J\$ M	J\$ M	J\$ M	J\$ M
Compensation of Employees	17.0		17.0	
Travelling Expenses and Subsistence	3.60		2.9	
School Governance Training	.50		0	
Other Travel	.14		0	
Rental of Property, Machinery and Equipment	2.40		0	
Other Rental	.60			
Public Utility Service	.68		0.6	
Retirement Benefit	0.97		0.73	
Purchases of Equipment (Capital Goods)	0	2.08	0	-
SUB-TOTAL	25.89	2.08	21.23	-
PURCHASES OF GOODS AND SERVICES FOR TECHNICAL ACTIVITIES				
School Governance	7.00		0	
Policy and Planning	2.40		0	
Public Relations	0.90		0	
Finance and Administration	0.60		0	
Other Goods and Service	3.22		1.53	
SUB-TOTAL	14.12		1.53	-
TOTAL	40.01	2.08	22.76	-

# REVIEW OF OPERATIONS

## SUMMARY OF ACHIEVEMENT BASED ON PERFORMANCE TARGETS

STRATEGIC AREA OF FOCUS	ANNUAL TARGET	TARGET ACHIEVED	TARGET PARTIALLY ACHIEVED	TARGET NOT ACHIEVED	PERCENTAGE TARGET ACHIEVED
PUBLIC EDUCATION	3	2	0	1	67% 2 targets exceeded
STRATEGIC PLANNING	5	3	1	1 (target modified)	60% 1 target exceeded
POLICY & PLANNING	3	3	0	0	100%
SCHOOL GOVERNANCE	15	9	5	1(1 target modified)	60% 1 target exceeded
FINANCE & ADMINISTRATION	8	6	2	0	75%
OVERALL PERFORMANCE	34	23	8	3	68%

# REVIEW OF OPERATIONS

## **STRATEGIC AREA OF FOCUS FOR NEXT FISCAL YEAR PROSPECTS FOR 2015-2016 NATIONAL COUNCIL ON EDUCATION**

As the 2015-2016 year approaches, the Council will remain committed to delivering high-quality services to support the transformation of the education sector. Like previous years, emphasis will be placed on the Council's major legislative mandate of providing timely policy advice on educational issues and promoting effective governance of public educational institutions in Jamaica. Among the strategies which will be pursued in the upcoming year are:

- (i) development of an online training programme for School Board members;
- (ii) development of policy proposals on improving the governance framework within the education system;
- (iii) forging of partnerships to improve the delivery of the Council's services;
- (iv) advocating for greater community involvement in the management of public educational institutions;
- (v) sensitising the general public about the importance of education as a vehicle for social transformation.

In the year ahead, the Council will continue to pursue its vision and promote the development of "high-quality, safe, student-centred and intellectually-stimulating learning environments" in Jamaican schools.

# REVIEW OF OPERATIONS

## NATIONAL COUNCIL ON EDUCATION DIRECTORS' COMPENSATION COUNCIL TENURE 2014-2015

Position of Director	Fees (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
<b>1 Chairman</b>	<b>N/A</b>	<b>162,600</b>	<b>79,500</b>	<b>N/A</b>	<b>242,100</b>
Director 1	N/A	**	**	N/A	**
Director 2	N/A	*	41,000	N/A	41,000
Director 3	N/A	*	5,500	N/A	5,500
Director 4	N/A	*	52,500	N/A	52,500
Director 5	N/A	109,200	80,500	N/A	189,700
Director 6	N/A	**	**	N/A	**
Director 7	N/A	*	18,000	N/A	18,000
Director 8	N/A	58,800	51,000	N/A	109,800
Director 9	N/A	*	5,500	N/A	5,500

# REVIEW OF OPERATIONS

Position of Director	Fees (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Director 10	N/A	*	31,000	N/A	31,000
Director 11	N/A	*	32,500	N/A	32,500
Director 12	N/A	**	**	N/A	**
Director 13	N/A	*	20,000	N/A	20,000
Director 14	N/A	*	14,500	N/A	14,500
Director 15	N/A	*	11,000	N/A	11,000
Director 16	N/A	*	31,000	N/A	31,000
Director 17	N/A	*	79,000	N/A	79,000
Director 18	N/A	*	63,000	N/A	63,000
Director 19	N/A	*	22,000	N/A	22,000
Director 20	N/A	*	96,000	N/A	96,000
Director 21	N/A	*	73,500	N/A	73,500
Director 22	N/A	*	27,500	N/A	27,500
Director 23	N/A	27,840	25,000	N/A	52,840
Director 24	N/A			N/A	**
<b>Total</b>		<b>358,440</b>	<b>859,500</b>		<b>1,217,940</b>

\* Denotes - no travelling claimed during the Financial Year

\*\* Denotes - No meetings attended during the Financial Year

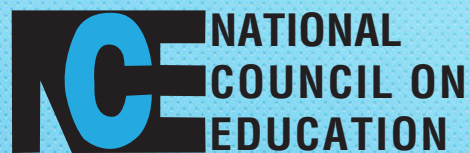
# REVIEW OF OPERATIONS

## SENIOR EXECUTIVE COMPENSATION

Position of Senior Executive	Year	Salary (\$)	Gratuity (\$)	Travelling Allowance or Value of Assignment of Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Executive Director	2014/2015	3,233,830	648,566	975,720	N/A	N/A	N/A	4,858,116
Director, School Governance & Public Relations	2014/2015	2,091,962	N/A	514,500	104,598	N/A	N/A	2,711,060
Director, Finance/Administration	2014/2015	1,615,178	N/A	514,500	80,759	N/A	N/A	2,210,437
Director, Policy & Planning	2014/2015	1,667,910	N/A	514,500	83,395	N/A	N/A	2,265,805

**Note**

1. Gratuity is paid at 25% of annual salary.
2. Pension benefit is the employer's contribution paid on behalf of the employee



# FINANCIAL STATEMENTS

---

MARCH 31, 2015

---



NATIONAL COUNCIL ON EDUCATION

FINANCIAL STATEMENTS

MARCH 31, 2015

**National Council on Education**  
**Financial Statements**  
**As at March 31, 2015**

---

**INDEX**

	<b>Page</b>
<b>Independent Auditor's Report</b>	
<b><u>Financial Statements</u></b>	
Balance sheet	1
Statement of income and expenditure	2
Statement of changes in equity	3
Statement of cash flows	4
Notes to the financial statements	5 - 17
<b><u>Supplementary Information</u></b>	
Detailed expenditure statement	18



AUDITOR GENERAL'S DEPARTMENT  
40 KNUTSFORD BOULEVARD  
P.O. BOX 455  
KINGSTON 5  
JAMAICA  
Email: audgen5@cwjamaica.com

## **INDEPENDENT AUDIT REPORT**

**To the Chairman  
The National Council on Education**

### **Report on the Financial Statements**

I have audited the accompanying Financial Statements of the National Council on Education, set out on pages 1 to 17 which comprise the Balance Sheet as at March 31, 2015, Statement of Profit & Loss and other 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 notes.

#### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these Financial Statements in accordance with the International Public Sector Accounting Standards. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of Financial Statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### **Auditor's Responsibility**

My responsibility is to express an opinion on these Financial Statements based on my audit. I conducted my audit in accordance with the auditing standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those standards require that I 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 and fair presentation of the Financial Statements in order to design audit procedures that are appropriate in the circumstances.

An audit also includes evaluating the appropriateness of accounting policies used, and the reasonableness of the accounting estimates made by management, as well as evaluating the overall presentation of the Financial Statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

**Opinion**

In my opinion the Financial Statements give a true and fair view of the financial position of the National Council on Education as at March 31, 2015, and of its financial performance, and its cash flows for the year then ended, in accordance with the International Public Sector Accounting Standards.

**Report on Additional Requirements of the National Council on Education Act**

I have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of the audit. In my opinion, proper accounting records have been maintained and the Financial Statements are in agreement therewith and give the information required in the manner so required.



**Pamela Monroe Ellis**  
**Auditor General**

2016/05/27

Date

**National Council on Education**  
**Balance sheet**  
**As at March 31, 2015**

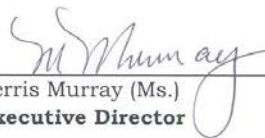
	NOTE	2015 \$	2014 \$
<b>Non-current assets</b>			
Property, plant and equipment	8	729,911	914,502
Intangible assets	9	<u>252,920</u>	<u>338,194</u>
		<u>982,831</u>	<u>1,252,696</u>
<b>Current assets</b>			
Accounts receivable and prepayments	5	142,790	717,531
Cash and cash equivalents	4	<u>6,757,195</u>	<u>6,644,118</u>
		<u>6,899,985</u>	<u>7,361,649</u>
<b>Current liabilities</b>			
Accounts payable and accruals	6	816,321	1,049,355
Employee Benefits	7	<u>4,179,650</u>	<u>4,247,015</u>
		<u>4,995,971</u>	<u>5,296,370</u>
<b>Net current assets</b>		<u>1,904,014</u>	<u>2,065,279</u>
<b>Total assets</b>		<u><u>2,886,845</u></u>	<u><u>3,317,975</u></u>
<b>Equity:</b>			
Retained Earnings		<u><u>2,886,845</u></u>	<u><u>3,317,975</u></u>

The accompanying notes on pages 5 - 17 form an integral part of these financial statements.

Approved for issue by the Board of Directors on May 17, 2016 and signed on its behalf  
 by:



Simon Clarke (Dr.)  
**Chairman**



Merris Murray (Ms.)  
**Executive Director**

**National Council on Education**  
**Statement of Profit & Loss and Other Comprehensive Income**  
**For the year ended March 31, 2015**

	2015	2014
	\$	\$
<b>Income</b>		
Government subvention	22,759,745	24,136,222
Miscellaneous	-	20,692
	<u>22,759,745</u>	<u>24,156,914</u>
<b>Expenses</b>		
Salaries and related costs 10	18,781,020	18,629,354
Premises related expenses	303,253	221,533
Depreciation	346,347	386,086
Amortisation	85,274	69,057
Goods and services	1,989,613	2,705,171
Board fees	1,217,940	917,725
Special project-legislative review	712,618	1,987,852
	<u>23,436,065</u>	<u>24,916,778</u>
Net operating loss	(676,320)	(759,864)
<b>Income after operating loss</b>		
Interest income	245,190	295,727
Transferred from capital grant	-	1,169,334
<b>Net (loss)/surplus for the year</b>	<u><u>(431,130)</u></u>	<u><u>705,197</u></u>

*The accompanying notes on pages 5 - 17 form an integral part of these financial statements.*

**National Council on Education'**  
Statement of changes in equity  
**For the year ended March 31, 2015**

	<b>Capital</b>	<b>Retained Earnings</b>	<b>Total</b>
	\$	\$	\$
<b>Balance as at March 31, 2013</b>	-	2,612,778	2,612,778
Surplus for the year	-	705,197	705,197
<b>Balance as at March 31, 2014</b>	-	3,317,975	3,317,975
Loss for the year	-	(431,130)	(431,130)
<b>Balance as at March 31, 2015</b>	-	<b>2,886,845</b>	<b>2,886,845</b>

*The accompanying notes on pages 5 - 17 form an integral part of these financial statements.*

**National Council on Education  
Statement of Cash Flows  
For the year ended March 31, 2015**

	<b>2015</b>	<b>2014</b>
	<b>\$</b>	<b>\$</b>
<b>Cash flows from operating activities</b>		
Net (loss)/surplus for the year	(431,130)	705,197
<b>Adjustments:</b>		
Depreciation	346,347	386,086
Amortisation	85,274	69,057
Transfer from capital grant		(1,169,334)
(Increase)/Decrease in current assets	574,741	228,613
Increase/(Decrease) in current liabilities	(300,399)	638,216
<b>Net cash provided by operating activities</b>	<u>274,833</u>	<u>857,835</u>
<b>Cash flow from investing activities</b>		
Acquisition of property, plant & equipment	(161,756)	(276,036)
Acquisition of intangible assets	-	(262,469)
<b>Net cash used in investing activities</b>	<u>(161,756)</u>	<u>(538,505)</u>
<b>Cash flows from financing activities</b>	-	-
<b>Net cash flows from financing activities</b>	<u>-</u>	<u>-</u>
<b>(Decrease)/Increase in cash and cash equivalents</b>	113,077	319,330
<b>Cash and cash equivalents at beginning of the year</b>	6,644,118	6,324,788
<b>Cash and cash equivalents at end of the year</b>	<u><u>6,757,195</u></u>	<u><u>6,644,118</u></u>

*The accompanying notes on pages 5 - 17 form an integral part of these financial statements.*



## **NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2015**

---

### **1. Identification**

The National Council on Education ('the Council') was established under the National Council on Education Act in March 1993 and became operational in July 1995. It is a statutory body falling under the responsibility of the Ministry of Education. The Council is domiciled in Jamaica with its registered office at 56 Duke Street, Kingston.

The main functions of the Council are as follows:

- To advise the Minister on policy matters relating to education in Jamaica.
- To appoint suitable persons to Boards of Management in public educational institutions.
- To assist in the preparation of plans and programmes for developing and maintaining an effective educational system.
- To monitor and evaluate the implementation of programmes and make appropriate recommendations to the Minister.

### **2. Statement of compliance, basis of preparation and significant accounting policies**

#### **a) Statement of compliance**

The financial statements are prepared in accordance with International Public Sector Accounting Standards (IPSAS). IPSAS's are developed by the International Public Sector Accounting Standards Board (IPSASB), an independent standards-setting body of the International Federation of Accountants (IFAC). IPSASs are based on the International Financial Reporting Standards (IFRSs) issued by the International Accounting Standards Board.

#### **b) Basis of preparation**

- (i) The financial statements are presented in Jamaica dollars and are prepared on the historical cost basis.
- (ii) The preparation of the financial statements in accordance with IPSAS assumes that the Council will continue in operational existence for the foreseeable future. This means, *inter alia*, that the balance sheet and the statement of income and expenditure assume no intention or necessity to liquidate the Council or curtail the scale of its operations. This is commonly referred to as the going concern basis. The Council and management are of the view that the going concern basis continues to be appropriate in the preparation of the financial statements.

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2015**

---

**2. Statement of compliance, basis of preparation and significant accounting policies  
(cont'd)**

- (iii) The preparation of the financial statements in accordance with IPSAS also requires management to make estimates and assumptions that affect the reported amount of assets, liabilities, contingent assets, and contingent liabilities at balance sheet date and income and expenses for the year then ended. Actual amounts could differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

There are no significant assumptions and judgments applied in the financial statements with a risk of material adjustment in the next financial year.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements and comply with IPSASs.

**c) Significant accounting policies****i. Cash and cash equivalents**

Cash and cash equivalents comprise cash balances and fixed deposit and are:

- Short-term, highly liquid investments that are readily convertible to known amounts of cash;
- are subject to an insignificant risk of changes in value;
- held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

**ii. Receivables**

Trade receivables are carried at original invoice amounts less provision made for impairment losses. A provision for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due according to the original terms of the receivables.

## NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2015

---

### c) Significant accounting policies (cont'd)

#### iii. Accounts payable and accrued charges

Accounts payable are stated at cost.

#### iv. Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses.

Subsequent costs are included in the asset's carrying amount or are recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Council and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to other operating expenses during the financial period in which they are incurred.

Depreciation on assets is calculated on the straight-line basis at annual rates that will write off the carrying value of each asset over the period of its expected useful life. Annual depreciation rates or periods over which depreciation is charged are as follows:

	%
Computers	20
Furniture, Fixtures	10
Office Equipment	20
Intangible Assets	20
Leasehold Improvement	20

Property, plant and equipment are reviewed periodically for impairment. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2015**

---

**c) Significant accounting policies (cont'd)****v. Intangible assets**

Intangible assets are stated at cost less accumulated amortisation and impairment losses.

Amortisation is charged on the straight line basis over the asset's expected useful life, which is estimated to be 5 years.

**vi. Grants****a. Capital**

Where property, plant and equipment are received as gifts from, or acquired out of funds granted by donors or the Government of Jamaica; the amount of the grant, determined by the cash received or, in the case of gifts in kind, the fair value of the asset received, is credited to capital grant account. An amount equivalent to the depreciation charged on such property, plant and equipment for each financial year is transferred from capital grant to be recognised as income.

**b. Revenue**

Grants to support the Council's operating budget are recognised as income in the Accounting period when there is reasonable assurance that they will be received and the Council will comply with the conditions associated with the grant. Grant that compensate the Council for expenses incurred are recognised in profit and loss as other income on a systematic basis in the same periods in which the expenses are recognised. Revenue grants are presented net of related expenses.

**vii. Employee benefits****a. Pension costs**

Pension costs comprise the contributions which the Council makes to the fund maintained under the plan established to provide pensions to retired employees

(Note 12) Contributions to the fund are made on the basis provided for in the rules of the plan and are charged as an expense when due.

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2015**

---

**c) Significant accounting policies (cont'd)****b. General benefits**

A provision is made for un-used vacation leave earned by employees and gratuity incurred but not paid as at the date of the statement of financial position.

**vii. Provisions**

Provisions are recognized when the Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

**viii. Impairment and reversals of impairment**

The carrying amounts of the Council's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, an asset's recoverable amount is estimated at each reporting date.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the statement of comprehensive income.

**a. Calculation of recoverable amounts:**

The recoverable amount of the Council's loans and receivables is calculated as the present value of expected future cash flows, discounted at the original effective interest rate inherent in the asset. Receivables with a short duration are not discounted.

The recoverable amount of other assets is the greater of their net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

**NATIONAL COUNCIL ON EDUCATION**  
Notes to the Financial Statements  
**For the year ended March 31, 2015**

---

**c) Significant accounting policies (cont'd)**

**b. Reversals of impairment:**

An impairment loss in respect of loans and receivables is reversed, if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised. For all other assets, an impairment loss is reversed, if there has been a change in the estimate used to determine the recoverable amount.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised.

At the date of authorization of the financial statements, there were no impairment reviews by the Council. This lack of review is not expected to have a material impact on the financial statements.

**ix. Financial instruments**

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise. The Council's financial instruments at March 31, 2015 were receivables and payables.

**x. Revenue recognition**

Revenue from subventions, contributions from government and other donors are recognized as income when it is received. Subvention represents allocations received from the Ministry of Education

Interest income is recognized in the income statement for all interest bearing instruments on an accrual basis unless collectability is doubtful.

**3. Financial Risk Management**

The Council has exposure to the following risks from its use of financial instruments: credit risk, liquidity risk and market risk. This note presents information about the Council's exposure to each of the aforementioned risks, the Council's objectives, policies & processes for measuring and managing risk, and the Council's management of capital. Further quantitative disclosures are included throughout these financial statements.

The Board of Directors has overall responsibility for the establishment and oversight of the company's risk management framework.

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2015****3. Financial Risk Management (cont'd)**

The Council does not make use of derivative instruments as part of its overall risk management activities at this time.

**a) Credit risk**

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. Exposure to credit risk is primarily in respect of receivables from the Government of Jamaica. Interest receivable is due from reputable financial institutions. The maximum credit exposure, the total amount of loss the Council would suffer if every counter party to the Council's financial assets were to default at once, is represented by the carrying amount of financial assets shown on the statement of financial position. The Council has the following financial assets:

	2015	2014
	\$	\$
Cash and cash equivalents	6,757,195	6,644,118
Accounts receivable (excluding prepayments)	-	503,730
	<u>6,757,195</u>	<u>7,147,848</u>

**b) Liquidity risk**

Liquidity risk is the risk that an organization will encounter difficulty in raising funds to meet its commitments associated with financial instruments. Liquidity problems may result from an inability to sell a financial asset quickly at, or close to, its fair value. The risk should be managed by maintaining sufficient cash and cash equivalent balances and ensuring the availability of funding through an adequate amount of committed facilities.

The Council manages this risk by holding adequate cash resources to meet financial commitments when they fall due. The Council's only financial liability is in respect of accounts payable and employee benefits which are all due within twelve months.

There has been no change to the company's exposure to liquidity risk or the manner in which it manages this risk.

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2015****3. Financial risk management (cont'd)****b) Liquidity risk (cont'd)**

The tables below summarize the maturity profile of the Council's financial liabilities at March 31, 2015 based on the contractual undiscounted payments.

Financial Liabilities	Carrying Amount \$	<u>2015</u>		
		Contract Amount \$	Due within 3 months \$	Due within 1 year \$
Accounts payable and accruals	816,321	816,321	816,321	
Provision for employee benefits	4,179,650	4,179,650	-	4,179,650
	<u>4,995,971</u>	<u>4,995,971</u>	<u>816,321</u>	<u>4,179,650</u>

Financial Liabilities	Carrying Amount \$	<u>2014</u>		
		Contract Amount \$	Due within 3 months \$	Due within 1 year \$
Accounts payable and accruals	1,049,355	1,049,355	1,049,355	-
Provision for employee benefits	4,247,015	4,247,015	-	4,247,015
	<u>5,296,370</u>	<u>5,296,370</u>	<u>1,049,355</u>	<u>4,247,015</u>



## NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2015

### 3. Financial risk management (cont'd)

#### c) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

#### i) Foreign currency risk:

Foreign currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign currency rates. The Council has no foreign currency exposure.

#### ii) Interest rate risk:

Interest rate risk is the risk that the value of a financial instrument will fluctuate because of changes in market interest rates. Cash and cash equivalents are held for the short-term and reflect the prevailing interest rates in financial markets. The Council has no interest bearing financial liability. The Council's interest rate risk arises from deposits as follows:

	2015 \$	2014 \$
Cash and cash equivalents	<u>6,757,195</u>	<u>6,644,118</u>
	<b><u>6,757,195</u></b>	<b><u>6,644,118</u></b>

There has been no change to the Council's exposure to market risks or the manner in which it manages and measures the risk.

### 4. Cash and cash equivalents

	2015 \$	2014 \$
Investments (i)	5,841,528	5,646,155
Cash at Bank	<u>915,667</u>	<u>997,963</u>
	<b><u>6,757,195</u></b>	<b><u>6,644,118</u></b>

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2015**

(i) These are short term deposits (28 - 91 days) at interest rates varying from 1% to 5.50% per annum.

**5. Receivables and prepayments**

	<b>2015</b>	<b>2014</b>
	\$	\$
Advances	-	503,732
Tax recoverable	125,570	123,228
Interest receivable	11,739	9,262
Prepayments	5,481	81,309
	<u>142,790</u>	<u>717,531</u>

**6. Accounts payable and accruals**

	<b>2015</b>	<b>2014</b>
	\$	\$
Creditors	2,500	333,516
Stale dated cheques	492,854	400,839
Audit fees payable	315,000	315,000
Other	5,967	-
	<u>816,321</u>	<u>1,049,355</u>

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2015****7. Employee benefits**

	2015	2014
	\$	\$
Provision for gratuity	798,853	826,798
Provision for vacation leave	3,380,797	3,420,217
	<u>4,179,650</u>	<u>4,247,015</u>

**8. Property, plant and equipment**

	Furniture and fixtures \$	Computer and equipment \$	Total \$
<b>Cost</b>			
At 1 April 2014	1,607,940	4,287,186	5,895,126
Additions	81,310	80,446	161,756
Disposals	-	-	-
At March 31, 2015	<u>1,689,250</u>	<u>4,367,632</u>	<u>6,056,882</u>
<b>Depreciation</b>			
At 1 April 2014	1,480,674	3,499,950	4,980,624
Charge for the year	30,110	316,237	346,347
Disposal	-	-	-
At March 31, 2015	<u>1,510,784</u>	<u>3,816,187</u>	<u>5,326,971</u>
<b>Net Book Value:</b>			
31 March 2015	<u>178,466</u>	<u>551,445</u>	<u>729,911</u>
31 March 2014	<u>127,267</u>	<u>787,236</u>	<u>914,502</u>

**NATIONAL COUNCIL ON EDUCATION**

Notes to the Financial Statements

**For the year ended March 31, 2015****9. Intangible assets**

<b>Computer Software:</b>	<b>\$</b>
<b>Cost</b>	
At 1 April 2014	426,375
Additions	-
At 31 March 2015	<u>426,375</u>
<b>Depreciation</b>	
At 1 April 2014	88,181
Charge for the year	85,274
At 31 March 2015	<u>173,455</u>
<b>Net Book Value: 31 March 2015</b>	<u>252,920</u>
<b>Net Book Value: 31 March 2014</b>	<u>338,194</u>

**10. Salaries and related costs**

	2015	2014
	\$	\$
Salaries and wages	13,541,857	13,209,526
Gratuity	620,622	826,798
Vacation	-	151,347
Statutory contribution - employer's	683,858	671,636
Pension contribution - employer's	928,020	862,357
Health insurance	114,537	113,819
Motor vehicle upkeep and subsistence	2,892,126	2,793,871
Other		
	<u>18,781,020</u>	<u>18,629,354</u>

a) As at March 31, 2015, there were 11 (2014: 11) employees on staff at the Council.

## NATIONAL COUNCIL ON EDUCATION

Notes to the Financial Statements

For the year ended March 31, 2015

b) **Executive salaries:**

			2015	2014
	Salary	Travelling	Total	Total
	\$'000	\$'000	\$'000	\$'000
Executive Director	3,235	976	4,211	3,497
Director - Finance and Administration	1,615	515	2,130	2,144
Director – School Governance	2,092	515	2,607	2,741
Director – Policy and Planning	1,668	515	2,183	2,206

### 11. Pension plan

Effective October 1, 1998, the Council commenced operation of a contributory, defined contribution pension plan for employees who are eligible in accordance with the rules of the plan.

The plan is set up under a trust, with its assets held separately from those of the Council. The trustees have contracted a life insurance company to administer the plan and manage the trust fund assets.

Contributions by the Council for the year amounted to \$928,020 (2014: \$862,357) inclusive of management and investment fees.

The plan is subject to periodic actuarial reviews at intervals of not more than three years. The latest actuarial valuation of the Plan carried out at September 30, 2014, disclosed that the Plan had a surplus of \$2,802,000. The next valuation is due September 30, 2017.

### 12. Income and other taxes and duties

Under Section 12 of the Income Tax Act, the income of the Authority is exempt from income tax and property tax.

In addition it is exempt from stamp duties and transfer taxes, as well as customs duty and general consumption tax with respect to articles imported into the country or taken out of bond in Jamaica.

**National Council on Education**  
Detailed Statement of Expenditure  
For the year ended March 31, 2015

	2015	2014	variance	% variance
Salaries and allowances	13,541,857	13,209,526	332,331.17	2.52
Gratuity	620,622	826,798	(206,176.46)	(24.94)
Vacation	-	151,347	(151,347.00)	(100.00)
Statutory Contributions	683,858	671,636	12,222.09	1.82
Pension Contribution	928,020	862,357	65,663.34	7.61
Health Insurance	114,537	113,819	718.00	0.63
Travel and Subsistence	2,892,126	2,793,871	98,255.00	3.52
<b>TOTAL STAFF COSTS</b>	<b>18,781,020</b>	<b>18,629,354</b>	<b>151,666.14</b>	<b>0.81</b>
Telephone	206,216	214,286	(8,070.00)	(3.77)
Internet	97,037	7,247	89,790.00	1,239.00
<b>PREMISES RELATED EXPENSES</b>	<b>303,253</b>	<b>221,533</b>	<b>81,720.00</b>	<b>36.89</b>
Local Consultancy		161,000	(161,000.00)	(100.00)
Travel	39,690	29,440	10,250.00	34.82
Audit Fee	315,000	335,000	(20,000.00)	(5.97)
Printing and Stationary	675,467	970,298	(294,831.00)	(30.39)
Workshop	81,894	257,300	(175,406.00)	(68.17)
Meeting Cost (refreshment)	270,656	223,918	46,738.00	20.87
Meeting Cost (Venue)	70,000	60,000	10,000.00	16.67
Repair and Maintenance	19,700	127,816	(108,116.00)	(84.59)
Staff Welfare	120,336	94,884	25,452.00	26.82
Other	396,870	445,514	(48,644.00)	(10.92)
<b>Sub Total</b>	<b>1,989,613</b>	<b>2,705,171</b>	<b>(715,558.00)</b>	<b>(26.45)</b>
Board Remuneration	1,217,940	917,725	300,215.00	32.71
Special Projects	712,618	1,987,852	(1,275,234.00)	(64.15)
	<b>1,930,558</b>	<b>2,905,577</b>	<b>(975,019.00)</b>	<b>(33.56)</b>
<b>Depreciation</b>	<b>346,347</b>	<b>386,086</b>	<b>(39,739.00)</b>	<b>(10.29)</b>
<b>Amortization</b>	<b>85,274</b>	<b>69,057</b>	<b>16,217.00</b>	<b>23.48</b>
<b>Total Operating expenses</b>	<b>23,436,065</b>	<b>24,916,778</b>	<b>(1,480,712.86)</b>	<b>(5.94)</b>