

Head 98 — MANAGEMENT SERVICES AGENCY

Controlling officer: the Director of Management Services will account for expenditure under this Head.

Estimate 2001–02	\$60.9m
Establishment ceiling 2001–02 (notional annual mid-point salary value) representing an estimated 89 non-directorate posts at 31 March 2001 reducing by three posts to 86 posts at 31 March 2002.....	\$49.1m
In addition there will be an estimated five directorate posts at 31 March 2001 and at 31 March 2002.	
Capital Account commitment balance	\$6.0m

Controlling Officer's Report

Programme

Management Consultancy Services

This programme contributes to Policy Area 27: Intra-Governmental Services (Head, Efficiency Unit).

Detail

	1999–2000 (Actual)	2000–01 (Approved)	2000–01 (Revised)	2001–02 (Estimate)
Financial provision (\$m)	66.7	67.1 (+0.6%)	60.7 (–9.5%)	60.9 (+0.3%)

Aim

2 The aim is to provide and market quality management and technology consultancy services to government bureaux and departments to help them deliver the best service possible within the resources available.

Brief Description

3 The Management Services Agency is responsible for providing management and technology consultancy services to government bureaux and departments, and bringing about long-term improvement to the efficiency and management of the public sector and hence better service to the community. The Agency's work involves:

- management consultancy studies - to assist bureaux and departments to review policy objectives, business needs and levels of service, to identify opportunities for institutional change and to optimise the use of resources through good office practice, re-engineering of systems and procedures, etc;
- technology consultancy studies - to assist bureaux and departments to explore ways to obtain the productivity and service improvements offered by new technology;
- consultancy advisory and support services - to advise and support bureaux and departments in the procurement and use of external management consultancy services; and
- management services grade management - to manage, develop and train the management services grade staff who are currently deployed in the Agency and departmental units.

4 In 2000, the Agency continued to achieve good results. The aim of the programme was broadly achieved and the overall performance of the programme as reflected by the key indicators was satisfactory. For example, the Agency:

- completed the implementation of recommendations arising from departmental records management studies conducted under the Records Management Strategy;
- provided business process re-engineering support for the implementation of the Enhanced Productivity Programme;
- defined the requirements and developed central support, including the issue of a management guide and the provision of a helpdesk service, to assist bureaux and departments on outsourcing;
- conducted research and promoted mobile computing applications (portable data assistants) in Government;
- developed a business process re-engineering methodology for the management services grade staff;
- reviewed and enhanced user friendliness of the applications to be implemented under the Electronic Service Delivery Programme Phase I; and
- completed the arrangement for terminating the services of the business centre for the production of quality presentation materials on 31 March 2001 and redeployed the staff resources to strengthen the provision of consultancy services.

5 The key performance measures are:

Head 98 — MANAGEMENT SERVICES AGENCY

Targets

	Target	1999 (Actual)	2000 (Actual)	2001 (Plan)
business reviews completed and/or implemented.....	4	5	4	4
other consultancy studies completed.....	25	25	27	28
bureaux and departments (89 in total) receiving service	75	85	84	80

Indicators

	1999 (Actual)	2000 (Actual)	2001 (Estimate)
business centre projects completed	80	80	20†
clients' satisfaction rating with the Agency's service on major reviews and studies (% of very good and good).....	100	100	100
clients' assessment of objectives achieved as agreed in the terms of reference of major reviews and studies (% of very good and good).....	95	95	95
major reviews and studies completed on time (%).....	90	100	95

† The services of the business centre will be terminated on 31 March 2001.

Matters Requiring Special Attention in 2001–02

6 During 2001–02, the Agency will:

- provide management and technology consultancy services to bureaux and departments with particular emphasis on business process re-engineering support for the following government-wide initiatives:
 - Enhanced Productivity Programme;
 - e-Government; and
 - outsourcing of government services;
- assist government bureaux and departments in developing the capability of producing quality presentation materials in-house or by outsourcing following the termination of the services of the business centre; and
- keep abreast of latest trends in technology including:
 - assisting departments to develop pilot mobile computing application systems for field work; and
 - developing a bar-coding library management system for use in bureaux and departments.

Head 98 — MANAGEMENT SERVICES AGENCY

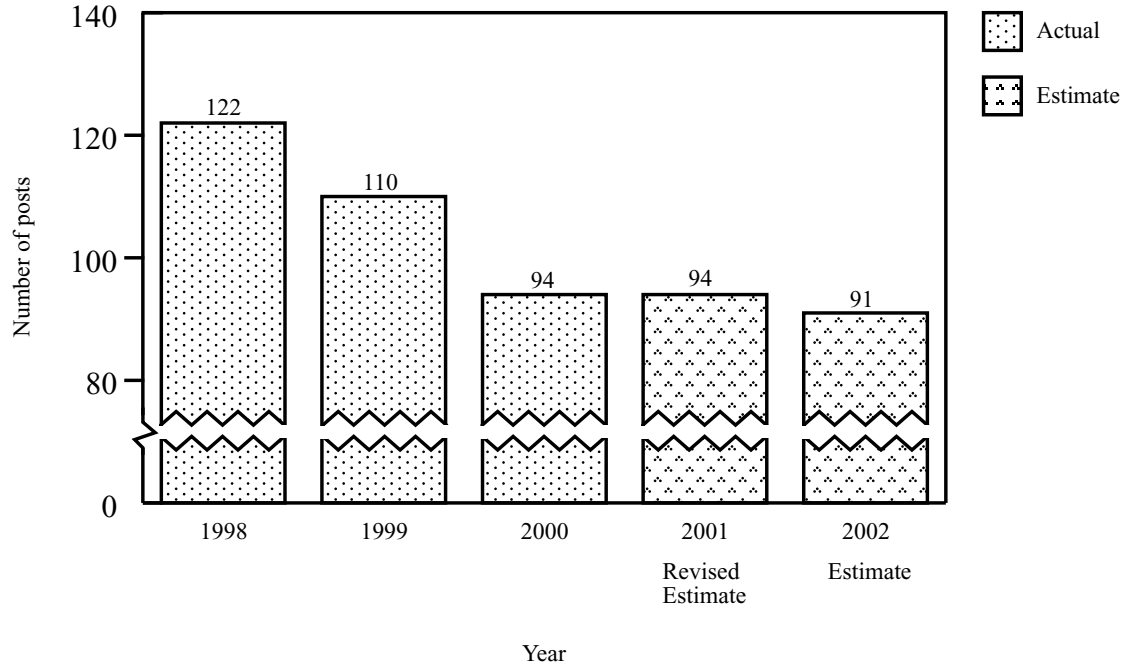
ANALYSIS OF FINANCIAL PROVISION

Programme	1999–2000 (Actual) (\$m)	2000–01 (Approved) (\$m)	2000–01 (Revised) (\$m)	2001–02 (Estimate) (\$m)
Management Consultancy Services	66.7	67.1 (+0.6%)	60.7 (–9.5%)	60.9 (+0.3%)

Analysis of Financial and Staffing Provision

Provision for 2001–02 is \$0.2 million (0.3%) higher than the revised estimate for 2000–01. This is mainly due to salary increments for existing staff, full-year provision for vacancies filled in 2000–01 and increased requirement for acting allowance, partly offset by the deletion of two posts upon completion of a major project, the deletion of one post under the Enhanced Productivity Programme and reduced cashflow requirement for the Records Management Strategy upon implementation of most of the recommendations.

*Changes in the size of the establishment
(as at 31 March)*



Head 98 — MANAGEMENT SERVICES AGENCY

Sub-head (Code)		Actual expenditure 1999-2000	Approved estimate 2000-01	Revised estimate 2000-01	Estimate 2001-02
		\$'000	\$'000	\$'000	\$'000
Recurrent Account					
I — Personal Emoluments					
001	Salaries	49,966	53,318	49,635	51,277
002	Allowances	2,144	2,686	1,343	2,386
	Total, Personal Emoluments	52,110	56,004	50,978	53,663
III — Departmental Expenses					
149	General departmental expenses	8,051	7,501	6,867	7,004
	Total, Departmental Expenses	8,051	7,501	6,867	7,004
	Total, Recurrent Account	60,161	63,505	57,845	60,667
Capital Account					
I — Plant, Equipment and Works					
	Minor plant, vehicles and equipment (block vote)	199	—	—	—
	Total, Plant, Equipment and Works	199	—	—	—
II — Other Non-Recurrent					
700	General other non-recurrent	6,302	3,620	2,860	279
	Total, Other Non-Recurrent	6,302	3,620	2,860	279
	Total, Capital Account	6,501	3,620	2,860	279
	Total Expenditure	66,662	67,125	60,705	60,946

Head 98 — MANAGEMENT SERVICES AGENCY

Details of Expenditure by Subhead

The estimate of the amount required in 2001–02 for the salaries and expenses of the Management Services Agency is \$60,946,000. This represents an increase of \$241,000 over the revised estimate for 2000–01 and a decrease of \$5,716,000 against actual expenditure in 1999–2000.

Recurrent Account

Personal Emoluments

2 Provision of \$53,663,000 for personal emoluments represents an increase of \$2,685,000 over the revised estimate for 2000–01.

3 The establishment at 31 March 2001 will be 94 permanent posts. Taking into account the deletion of two posts upon completion of a major project and the deletion of one post under the Enhanced Productivity Programme, it is expected that a total of three permanent posts will be deleted in 2001–02.

4 Subject to certain conditions, the controlling officer may under delegated powers create or delete non-directorate posts during 2001–02, but the notional annual mid-point salary value of all such posts must not exceed \$49,081,000.

5 Provision of \$2,386,000 under *Subhead 002 Allowances* is for standard allowances. The increase of \$1,043,000 (77.7%) over the revised estimate for 2000–01 is mainly due to an increased requirement for acting allowances upon the retirement of two directorate officers.

Head 98 — MANAGEMENT SERVICES AGENCY

Capital Account

Commitments

Sub-head (Code)	Item (Code)	Ambit	Approved commitment	Accumulated expenditure to 31.3.2000	Revised estimated expenditure for 2000-01	Balance
			\$'000	\$'000	\$'000	\$'000
700		<i>General other non-recurrent</i>				
	006	Implementation of Records Management Strategy—Phase III.....	13,900	5,155	2,732	6,013
		Total.....	<u>13,900</u>	<u>5,155</u>	<u>2,732</u>	<u>6,013</u>