

Head 142 — GOVERNMENT SECRETARIAT: OFFICES OF THE CHIEF SECRETARY FOR ADMINISTRATION AND THE FINANCIAL SECRETARY

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

Estimate 2000–01	\$359.3m
Establishment ceiling 2000–01 (notional annual mid-point salary value) representing an estimated 443 non-directorate posts at 31 March 2000 rising by 11 posts to 454 posts at 31 March 2001	\$127.1m
In addition there will be an estimated 30 directorate posts at 31 March 2000 reducing by one post to 29 posts at 31 March 2001.	
Capital Account commitment balance	\$30.1m

Controlling Officer's Report

Programmes

Programme (1) Efficiency Unit	These programmes contribute to Policy Area 27: Intra-governmental Services (Director of Administration).
Programme (2) Government Records Service	
Programme (3) CSO-Administration Wing	
Programme (4) Protocol Division	
Programme (5) Secretariat: Executive Council Support	

Detail

Programme (1): Efficiency Unit

	1998–99 (Actual)	1999–2000 (Approved)	1999–2000 (Revised)	2000–01 (Estimate)
Financial provision (\$m)	17.4	23.6 (+35.6%)	19.1 (–19.1%)	22.2 (+16.2%)

Aim

2 The aim of the Efficiency Unit is to secure continuous improvement in public services through an on-going programme of public sector reform, promoting best practice in management.

Brief Description

3 To achieve this aim the Efficiency Unit serves as a focal point to oversee and co-ordinate efforts across the Government towards achieving continuous improvement in the management and delivery of public services. Key initiatives include:

- performance pledges—all departments directly serving the public together with a number of departments providing internal support services now publish each year performance pledges, informing their customers what services are available, the standards set and how these standards are monitored. All departments with substantial interface with the public also set up advisory groups and Customer Liaison Groups to enhance customer input and communication;
- trading funds—to enable selected departments to operate with more financial autonomy to improve services on a commercial and quasi-commercial basis;
- target-based management process—to clarify objectives and priorities, focus on results, ensure delivery of outcomes for the community, and to measure performance;
- customer service—to enhance quality and responsiveness of government services to the community, to measure and improve customer satisfaction; and
- enhanced productivity—to improve the cost-effectiveness of the civil service and to achieve a lasting improvement in productivity.

4 The Efficiency Unit acts as lead or facilitator for these initiatives under high-level sponsorship, managing process and piloting solutions before wider roll out. Where necessary, a task force is established, bringing together the various interested parties, to steer and monitor the development of the initiatives.

Matters Requiring Special Attention in 2000–01

5 During 2000–01, attention will be given to the continuous pursuit of the Unit's aim with special emphasis on:

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- following through productivity enhancement initiatives;
- implementing a performance measurement framework;
- measuring community and customer satisfaction and public sector productivity;
- organising conferences and seminars to share best practices and promote continuous improvement in public services; and
- developing the Unit's Internet web site as an effective tool for promoting best practice in the management and delivery of public services.

Programme (2): Government Records Service

	1998–99 (Actual)	1999–2000 (Approved)	1999–2000 (Revised)	2000–01 (Estimate)
Financial provision (\$m)	32.0	38.7 (+20.9%)	38.3 (–1.0%)	34.5 (–9.9%)

Aim

6 The aim is to administer government records efficiently by formulating and implementing policies and plans for records and archives management.

Brief Description

7 The Government Records Service's main responsibilities under this programme are to:

- formulate and implement the Government's records management policies and programmes;
- advise government departments and bureaux on records management and provide storage and disposal services for inactive records;
- identify and preserve records of archival value; and
- enhance public awareness of Hong Kong's archival heritage and provide research and reference services.

8 The key performance measures are:

Targets

	Target	1998 (Actual)	1999 (Actual)	2000 (Plan)
departmental records management studies..	3	11	11	3
response to client departments' request for retrieval of records from records centres				
normal cases—3 working days (%) ...	100	100	100	100
urgent cases—24 hours (%)	100	100	100	100
training for departmental records managers and their assistants (no. of government officers trained)	2 000	1 954	2000	2 000

Indicators

	1998 (Actual)	1999 (Actual)	2000 (Estimate)
archival records acquired (linear meters).....	994	950	1 100
reference and research services rendered to the public			
no. of visitors	3 287	3 355	4 000
no. of written and telephone enquiries	2 533	3 493	3 700
no. of records management manuals, handbooks and newsletters published	1	3	6
utilisation of intermediate storage facilities for inactive government records in terms of			
space available (linear meters).....	104 591	130 400	118 000
percentage utilised	90.4	77.9	87.0
records microfilmed for other government departments (no. of images).....	2 307 061	3 186 865	3 000 000

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Matters Requiring Special Attention in 2000–01

- 9 During 2000–01, attention will be given to:
- completing the residual tasks arising from the implementation of the service-wide Records Management Strategy in conjunction with the Management Services Agency;
 - establishing an official publication library to preserve government publications and reports;
 - developing an integrated information system for the archival and library holdings; and
 - continuing the implementation of the public education and publicity programme.

Programme (3): CSO-Administration Wing

	1998–99 (Actual)	1999–2000 (Approved)	1999–2000 (Revised)	2000–01 (Estimate)
Financial provision (\$m)	221.3	245.1 (+10.8%)	248.7 (+1.5%)	238.6 (–4.1%)

Aim

10 The aim is to ensure that policies and services within the purview of the Chief Secretary for Administration's Office and the Financial Secretary's Office are delivered effectively, to maintain effective communication between the Administration and the Legislature, to ensure that the legislative programme is taken forward in an orderly manner and that Government business in the Legislature is carried forward efficiently, and to co-ordinate and monitor the progress of the Helping Business and Services Promotion Programmes.

Brief Description

- 11 The Administration Wing's main responsibilities under this programme are to:
- provide support to the Chief Secretary for Administration and the Financial Secretary in monitoring progress in the development and implementation of Government policies and programmes;
 - provide support to the Financial Secretary in co-ordinating and monitoring various initiatives for supporting and promoting service industries and helping business;
 - co-ordinate legal aid policy matters, including reviewing the law, policy and practice relating to the provision of publicly-funded legal aid services, carrying out house-keeping functions for the Legal Aid Department, and acting as the Government's contact point with the Duty Lawyer Service and the Controlling Officer for the Duty Lawyer Service's publicly-funded expenditure;
 - provide administrative support to the Chief Secretary for Administration and the Financial Secretary in co-ordinating the Administration's dealings with the Legislature;
 - act as the contact point between the Judiciary and the Administration and assume responsibility for wider legal and judicial issues;
 - act as the contact point between the Consular Corps and the Administration on issues related to the Hong Kong Special Administrative Region (HKSAR);
 - carry out co-ordinating and house-keeping functions for the Office of The Ombudsman and assume policy responsibility for The Ombudsman Ordinance;
 - process appeals against administrative decisions which come before the Administrative Appeals Board and the Municipal Services Appeals Board;
 - administer and co-ordinate the Justices of the Peace system;
 - act as the contact point in the Administration for the Independent Commission Against Corruption; and
 - provide centralised support for common services and accommodation for the Government Secretariat.

Matters Requiring Special Attention in 2000–01

12 During 2000–01, attention will be given to implementing proposals arising from the review of the Justices of the Peace system.

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Programme (4): Protocol Division

	1998–99 (Actual)	1999–2000 (Approved)	1999–2000 (Revised)	2000–01 (Estimate)
Financial provision (\$m)	39.8	57.5 (+44.5%)	51.8 (–9.9%)	56.6 (+9.3%)

Aim

13 The aim of the Protocol Division is to maintain an efficient protocol service for the Government.

Brief Description

14 The Protocol Division's main responsibilities under this programme are to:

- maintain close liaison with the Office of the Commissioner of the Ministry of Foreign Affairs of the People's Republic of China (PRC) in the HKSAR in respect of the day-to-day management of the Consular Corps;
- liaise with and provide host government services to the Consular Corps in the HKSAR;
- extend courtesies to VVIPs and international dignitaries;
- advise on the display of flags, protocol matters and etiquette;
- maintain an efficient and cost-effective Government VIP service at the Hong Kong International Airport;
- administer the local honours and awards system; and
- plan and co-ordinate visits to the HKSAR by national leaders and State visitors and arrange delivery of their visit programmes.

Matters Requiring Special Attention in 2000–01

15 During 2000–01, attention will be given to:

- maintaining good relations with the Consular Corps and close liaison with the Office of the Commissioner of the Ministry of Foreign Affairs of the PRC in the HKSAR;
- the planning, co-ordination and implementation of the visits to the HKSAR by national leaders and State visitors;
- the monitoring of the Airport Government VIP service provided by the Airport Authority; and
- the administration of the local honours and awards system.

Programme (5): Secretariat: Executive Council Support

	1998–99 (Actual)	1999–2000 (Approved)	1999–2000 (Revised)	2000–01 (Estimate)
Financial provision (\$m)	7.0	7.6 (+8.6%)	7.1 (–6.6%)	7.4 (+4.2%)

Aim

16 The aim is to ensure the smooth operation of the Executive Council.

Brief Description

17 The Executive Council Secretariat's main responsibility under this programme is to provide administrative support to the Executive Council.

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ANALYSIS OF FINANCIAL PROVISION

Programme	1998–99 (Actual) (\$m)	1999–2000 (Approved) (\$m)	1999–2000 (Revised) (\$m)	2000–01 (Estimate) (\$m)
(1) Efficiency Unit	17.4	23.6	19.1	22.2
(2) Government Records Service	32.0	38.7	38.3	34.5
(3) CSO-Administration Wing	221.3	245.1	248.7	238.6
(4) Protocol Division.....	39.8	57.5	51.8	56.6
(5) Secretariat: Executive Council Support.....	7.0	7.6	7.1	7.4
	<hr/>	<hr/>	<hr/>	<hr/>
	317.5	372.5 (+17.3%)	365.0 (–2.0%)	359.3 (–1.6%)

Analysis of Financial and Staffing Provision

Programme (1)

Provision for 2000–01 is \$3.1 million (16.2%) higher than the revised estimate for 1999–2000. This is mainly due to salary increments for existing staff, full-year provision for posts created and vacancies filled in 1999–2000 and the additional provision for the launch of the Second Serving the Community Week in 2000–01.

Programme (2)

Provision for 2000–01 is \$3.8 million (9.9%) lower than the revised estimate for 1999–2000. This is mainly due to full-year savings arising from posts deleted in 1999–2000 upon completion of the service-wide Records Management Strategy, net deletion of one post in 2000–01 under the Enhanced Productivity Programme and reduced cashflow requirement for capital projects. The decrease in expenditure is partly offset by salary increments for existing staff, full-year provision for posts created and vacancies filled in 1999–2000 and the creation of 12 posts in 2000–01 for enhancing the logistical support to the Government Records Service.

Programme (3)

Provision for 2000–01 is \$10.1 million (4.1%) lower than the revised estimate for 1999–2000. This is mainly due to the lapse of one supernumerary post in 2000–01, savings in operating expenses under the Enhanced Productivity Programme and reduced requirement for capital expenditure upon completion of a number of projects in 1999–2000. The decrease in expenditure is partly offset by salary increments for existing staff, full-year provision for posts created and vacancies filled in 1999–2000, and the additional provision for payment of end-of-contract gratuities for the Central Policy Unit's non-civil service appointments and for the hiring of consultants to undertake regulatory impact assessment projects.

Programme (4)

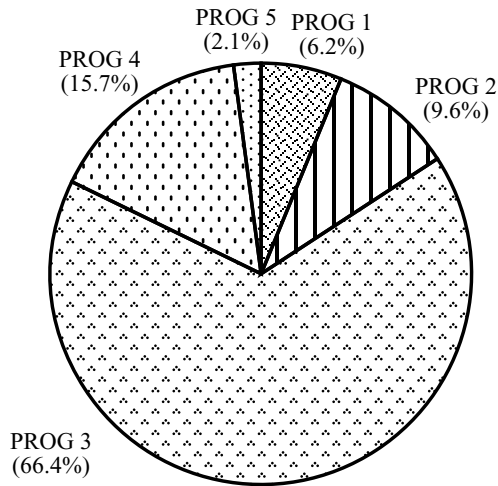
Provision for 2000–01 is \$4.8 million (9.3%) higher than the revised estimate for 1999–2000. This is mainly due to salary increments for existing staff and lower spending in 1999–2000 in respect of the visit programmes for national leaders and overseas official visitors, partly offset by savings in operating expenses under the Enhanced Productivity Programme.

Programme (5)

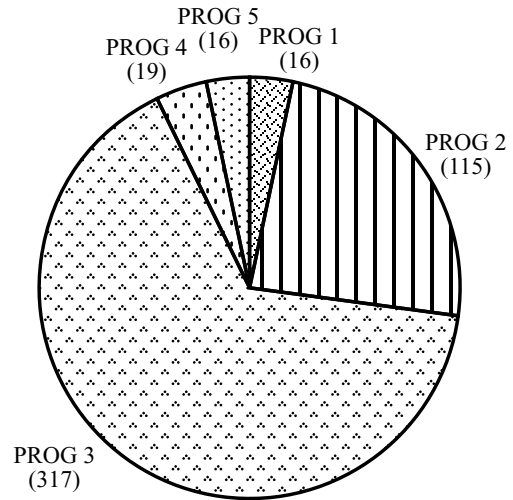
Provision for 2000–01 is \$0.3 million (4.2%) higher than the revised estimate for 1999–2000. This is mainly due to salary increments for existing staff and the additional provision for replacement of a minor equipment.

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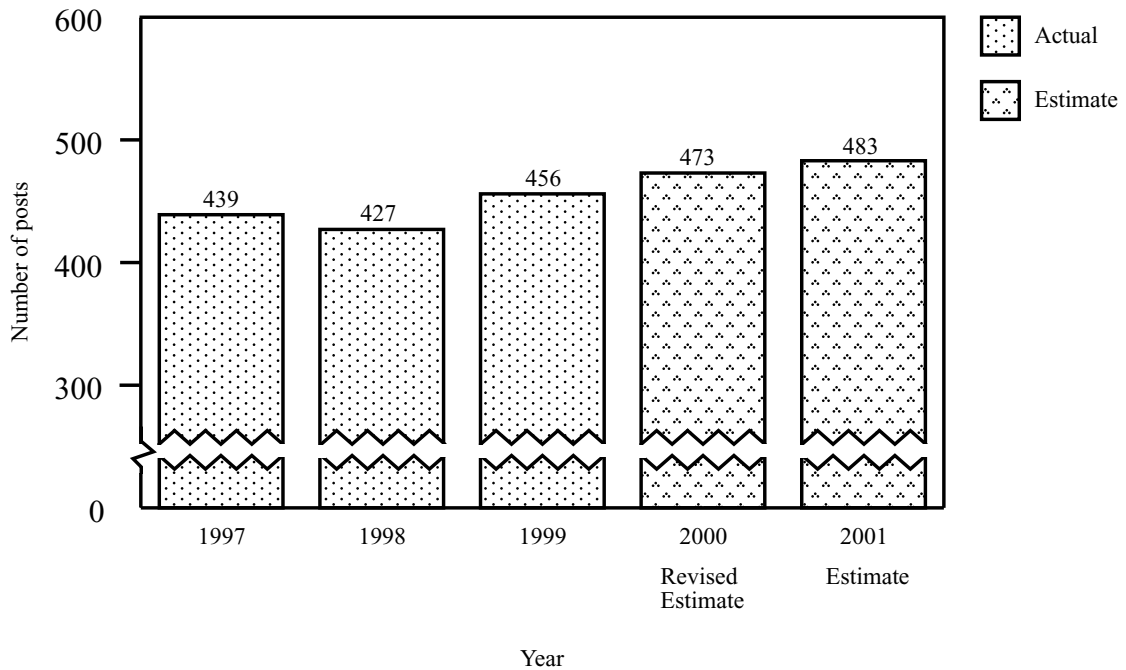
Allocation of provision to programmes (2000-01)



Staff by programme (as at 31 March 2001)



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



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Sub-head (Code)		Actual expenditure 1998–99	Approved estimate 1999–2000	Revised estimate 1999–2000	Estimate 2000–01
		\$'000	\$'000	\$'000	\$'000
Recurrent Account					
I — Personal Emoluments					
001	Salaries	152,042	169,051	156,357	160,556
002	Allowances	14,222	15,626	14,843	15,098
007	Job-related allowances	32	135	36	33
	Total, Personal Emoluments	<u>166,296</u>	<u>184,812</u>	<u>171,236</u>	<u>175,687</u>
III — Departmental Expenses					
108	Remuneration for special appointments	6,461	9,410	12,300	13,320
110	Honoraria for members of committees	1,022	2,133	1,176	1,376
111	Hire of services and professional fees	59,970	59,782	52,804	57,041
149	General departmental expenses	46,838	59,187	59,830	61,620
	Total, Departmental Expenses	<u>114,291</u>	<u>130,512</u>	<u>126,110</u>	<u>133,357</u>
	Total, Recurrent Account	<u>280,587</u>	<u>315,324</u>	<u>297,346</u>	<u>309,044</u>
Capital Account					
I — Plant, Equipment and Works					
661	Minor plant, vehicles and equipment (block vote)	570	114	214	286
	Total, Plant, Equipment and Works	<u>570</u>	<u>114</u>	<u>214</u>	<u>286</u>
II — Other Non-Recurrent					
700	General other non-recurrent	26,621	25,654	36,940	19,564
838	Minor consultancy studies (block vote)	9,706	31,375	30,525	30,381
	Total, Other Non-Recurrent	<u>36,327</u>	<u>57,029</u>	<u>67,465</u>	<u>49,945</u>
	Total, Capital Account	<u>36,897</u>	<u>57,143</u>	<u>67,679</u>	<u>50,231</u>
	Total Expenditure	<u><u>317,484</u></u>	<u><u>372,467</u></u>	<u><u>365,025</u></u>	<u><u>359,275</u></u>

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Details of Expenditure by Subhead

The estimate of the amount required in 2000–01 for the salaries and expenses of the Offices of the Chief Secretary for Administration and the Financial Secretary is \$359,275,000. This represents a decrease of \$5,750,000 against the revised estimate for 1999–2000 and an increase of \$41,791,000 on actual expenditure in 1998–99.

Recurrent Account

Personal Emoluments

2 Provision of \$175,687,000 for personal emoluments represents an increase of \$4,451,000 over the revised estimate for 1999–2000 and takes into account salary increments for existing staff, full-year provision for posts created and vacancies filled in 1999–2000 and provision for new posts likely to be created in 2000–01, partly offset by full-year savings arising from posts deleted in 1999–2000 under the Enhanced Productivity Programme. The provision also includes a non-accountable entertainment allowance of \$412,900 for the Chief Secretary for Administration and of \$316,400 for the Financial Secretary.

3 The establishment at 31 March 2000 will be 467 permanent and six supernumerary posts. Taking into account creation of 12 posts mainly for enhancing the logistical support to the Government Records Service and deletion of one post under the Enhanced Productivity Programme, it is expected that a net 11 permanent posts will be created and one supernumerary post will lapse in 2000–01.

4 Subject to certain conditions, the controlling officer may under delegated powers create or delete non-directorate posts during 2000–01, but the notional annual mid-point salary value of all such posts must not exceed \$127,064,000.

5 Provision of \$15,098,000 under *Subhead 002 Allowances* is for standard allowances and the following non-standard allowances—

	<i>Rank</i>		<i>Rate per month</i> \$
consolidated overtime allowance for domestic staff at the residences of the Chief Secretary for Administration and the Financial Secretary	Chief Steward		4,300
	Head Steward		4,300
	Head Chef		4,300
	No. 2 Chef		3,720
	Domestic Servant		2,805
	<i>Rank</i>	<i>Master Pay Scale point</i>	<i>Rate per month</i> [†] \$
consolidated overtime allowance for Chauffeur grade	Personal	11	7,590
	Chauffeur	12	8,060
	Chauffeur	6	5,570
		7	5,940
		8	6,330
		9	6,740
		10	7,145

† These rates are payable for the first 1–100 hours overtime per month. Overtime performed in excess of 100 hours will be compensated at 1% of the monthly rate per hour.

6 Provision of \$33,000 under *Subhead 007 Job-related allowances* is for standard job-related allowances. The decrease of \$3,000 (8.3%) against the revised estimate for 1999–2000 is mainly due to reduced requirement for hardship allowance.

Departmental Expenses

7 Provision of \$13,320,000 under *Subhead 108 Remuneration for special appointments* is for the remuneration of the Central Policy Unit's non-civil service appointments. The increase of \$1,020,000 (8.3%) over the revised estimate for 1999–2000 is mainly due to increased provision to cater for the payment of end-of-contract gratuities for these non-civil service appointments in 2000–01.

8 Provision of \$1,376,000 under *Subhead 110 Honoraria for members of committees* is for the payment of honoraria to part-time members of the Central Policy Unit and Chairmen and members of the Administrative Appeals Board and the Municipal Services Appeals Board. The increase of \$200,000 (17.0%) over the revised estimate for 1999–2000 is mainly due to an anticipated requirement for payment of honoraria to Chairmen and members of the Administrative Appeals Board and the Municipal Services Appeals Board.

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9 Provision of \$57,041,000 under *Subhead 111 Hire of services and professional fees* is mainly for the engagement of the Airport Authority to provide the Government VIP service at the Hong Kong International Airport, witness fees and legal fees for the Administrative Appeals Board and the Municipal Services Appeals Board, and the payment of miscellaneous professional and administrative support services. The increase of \$4,237,000 (8.0%) over the revised estimate for 1999–2000 is mainly due to lower spending in 1999–2000 in respect of the visit programmes for national leaders and overseas official visitors, and increased requirement for hiring of consultants to undertake regulatory impact assessment projects, partly offset by savings in expenses for hire of services under the Enhanced Productivity Programme.

Capital Account

Plant, Equipment and Works

10 Provision of \$286,000 under *Subhead 661 Minor plant, vehicles and equipment (block vote)* represents an increase of \$72,000 (33.6%) over the revised estimate for 1999–2000. This is mainly due to the additional provision for replacement of a minor equipment.

Other Non-Recurrent

11 Provision of \$30,381,000 under *Subhead 838 Minor consultancy studies (block vote)* is for both the Business and Services Promotion Unit and the Central Policy Unit to conduct minor studies each costing above \$100,000 but not exceeding \$3,000,000 related to the Helping Business and Services Promotion Programmes and on a wide variety of policy issues.

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Capital Account

Commitments

Sub-head (Code)	Item (Code)	Ambit	Approved	Accumulated	Revised	Balance
			commitment	expenditure to 31.3.99	estimated expenditure for 1999–2000	
			\$'000	\$'000	\$'000	\$'000
700		<i>General other non-recurrent</i>				
	003	Contracting-out the duplication of archival microfilms for GRSD	1,530	759	384	387
	004	Acquisition of archival boxes and microfilm containers in GRSD	1,105	454	325	326
	005	Employment of temporary staff for typing of data cards in GRSD	453	50	150	253
	016	Awards for excellence scheme	2,000	512	688	800
	017	Employment of a Curator for the Public Records Office	3,239	—	400	2,839
	019	Acquisition of archival materials about Hong Kong	1,400	6	700	694
	026	Consultancy study on socio-economic-political development trends in South East Asia	8,735	1,186	2,329	5,220
	027	Exercise on socio-economic-political development trends in the Mainland (with particular emphasis on Guangdong Province)	7,770	1,470	1,659	4,641
	028	Consultancy study on socio-economic-political development trends in the Mainland	10,000	1,836	2,071	6,093
	031	Conference on continuous improvement in public services	2,000	—	700	1,300
	032	Network with Asia-Pacific Governments to share best practice in public sector management	1,000	—	—	1,000
	033	Managing for results at departmental level to support delivery of policy objectives	5,000	—	2,000	3,000
	034	Customer satisfaction model for use in departments	1,200	264	536	400
	035	Periodic surveys and reviews of satisfaction and needs of the community	3,200	—	2,320	880
	036	Holding an international conference on Archives among East Asian countries in Hong Kong	320	—	240	80
	037	Purchase of equipment and making duplicates for Film Archives	400	—	200	200
	044	Second Serving the Community Week	2,000	—	—	2,000
		Total	51,352	6,537	14,702	30,113