

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

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

<b>Estimate 2001–02</b> .....	<b>\$359.8m</b>
<b>Establishment ceiling 2001–02</b> (notional annual mid-point salary value) representing an estimated 397 non-directorate posts at 31 March 2001 rising by 99 posts to 496 posts at 31 March 2002.....	<b>\$129.3m</b>
In addition there will be an estimated 26 directorate posts at 31 March 2001 rising by two posts to 28 posts at 31 March 2002.	
<b>Capital Account commitment balance</b> .....	<b>\$25.3m</b>

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### Controlling Officer's Report

#### Programmes

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

#### Detail

##### Programme (1): Efficiency Unit

	1999–2000 (Actual)	2000–01 (Approved)	2000–01 (Revised)	2001–02 (Estimate)
Financial provision (\$m)	15.5	22.2 (+43.2%)	25.9 (+16.7%)	<b>56.2</b> <b>(+117.0%)</b>

#### Aim

2 The aim of the Efficiency Unit is to promote a measurable transformation in the management and delivery of public services so that community needs are met in the most effective and efficient manner.

#### 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:

- managing for results—to clarify objectives and priorities, focus on results, ensure delivery of outcomes for the community, and measure performance;
- enhanced productivity—to achieve a lasting improvement in civil service productivity;
- customer service—to better understand customers' needs and improve the quality and timeliness of response;
- private sector involvement—to optimise the private sector's contribution to service delivery to meet community needs; and
- a government-wide communications programme—to build and maintain levels of enthusiasm and support the Serving the Community Programme.

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 2001–02

- 5 During 2001–02, attention will be given to the continuous pursuit of the Unit's aim with special emphasis on:
- implementing an Integrated Call Centre for Environmental Hazards and Cleanliness;
  - improving performance measurement across the Government;
  - promoting and implementing models for measuring community and customer satisfaction;

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- developing proposals for introducing institutional change, maximising productivity and increasing management flexibility;
- formulating strategies and developing initiatives for the innovative use of technology and private sector involvement;
- organising events to promote awareness of and support for the Serving the Community Programme; and
- implementing improvements in the Unit's Internet web page as a mechanism for promoting best practice in the management and delivery of public services.

**Programme (2): Government Records Service**

	1999-2000 (Actual)	2000-01 (Approved)	2000-01 (Revised)	2001-02 (Estimate)
Financial provision (\$m)	33.9	34.5 (+1.8%)	33.9 (-1.7%)	35.2 (+3.8%)

**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 and support 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 documentary heritage and provide research and reference services.

8 The key performance measures are:

**Targets**

	Target	1999 (Actual)	2000 (Actual)	2001 (Plan)
departmental records management studies .	3	11	4	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).....	2 400	2 000	2 462	2 400

**Indicators**

	1999 (Actual)	2000 (Actual)	2001 (Estimate)
archival records acquired (linear meters).....	950	550	650
reference and research services rendered to the public			
no. of visitors.....	3 355	5 218	5 500
no. of written and telephone enquiries .....	3 493	4 000	4 000
no. of records management manuals, handbooks and newsletters published.....	3	5	1
intermediate storage facilities for inactive government records in terms of			
storage capacity (linear meters).....	130 400	118 000	118 000
percentage utilised.....	77.9	89.0	90.0
records microfilmed for other government departments (no. of images).....	3 186 865	3 608 473	3 600 000

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### *Matters Requiring Special Attention in 2001–02*

- 9 During 2001–02, attention will be given to:
- further developing the Central Preservation Library for Government Publications;
  - developing an integrated information system to offer on-line and remote access for the archival and library holdings; and
  - continuing the implementation of the public education and publicity programme.

### **Programme (3): CSO-Administration Wing**

	1999–2000 (Actual)	2000–01 (Approved)	2000–01 (Revised)	<b>2001–02 (Estimate)</b>
Financial provision (\$m)	209.3	238.6 (+14.0%)	177.4 (–25.6%)	<b>209.6 (+18.2%)</b>

### *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, and to ensure that the legislative programme is taken forward in an orderly manner and that government business in the Legislature is carried forward efficiently.

### *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;
- 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;
- steer and monitor various initiatives related to sustainable development;
- 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 2001–02*

12 During 2001–02, attention will be given to the setting up of a dedicated unit to facilitate the integration of sustainable development into the Government's major policy initiatives and programmes and in the community generally.

### **Programme (4): Protocol Division**

	1999–2000 (Actual)	2000–01 (Approved)	2000–01 (Revised)	<b>2001–02 (Estimate)</b>
Financial provision (\$m)	42.5	56.6 (+33.2%)	50.7 (–10.4%)	<b>51.7 (+2.0%)</b>

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### *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, protocolaire 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 2001–02*

**15** During 2001–02, 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 official visitors;
- the monitoring of the Government VIP service provided by the Airport Authority Hong Kong; and
- the administration of the local honours and awards system.

### **Programme (5): Secretariat: Executive Council Support**

	1999–2000 (Actual)	2000–01 (Approved)	2000–01 (Revised)	<b>2001–02 (Estimate)</b>
Financial provision (\$m)	7.0	7.4 (+5.7%)	7.2 (–2.7%)	<b>7.1 (–1.4%)</b>

### *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**

<b>Programme</b>	1999–2000 (Actual) (\$m)	2000–01 (Approved) (\$m)	2000–01 (Revised) (\$m)	2001–02 (Estimate) (\$m)
(1) Efficiency Unit .....	15.5	22.2	25.9	<b>56.2</b>
(2) Government Records Service .....	33.9	34.5	33.9	<b>35.2</b>
(3) CSO-Administration Wing .....	209.3	238.6	177.4	<b>209.6</b>
(4) Protocol Division .....	42.5	56.6	50.7	<b>51.7</b>
(5) Secretariat: Executive Council Support.....	7.0	7.4	7.2	<b>7.1</b>
	308.2	359.3 (+16.6%)	295.1 (-17.9%)	<b>359.8 (+21.9%)</b>

**Analysis of Financial and Staffing Provision**

**Programme (1)**

Provision for 2001–02 is \$30.3 million (117.0%) higher than the revised estimate for 2000–01. This is mainly due to salary increments for existing staff, full-year provision for posts created in 2000–01, the creation of 80 posts and additional operating expenses in 2001–02 for the establishment of an Integrated Call Centre for Environmental Hazards and Cleanliness, and increased cashflow requirement for capital projects.

**Programme (2)**

Provision for 2001–02 is \$1.3 million (3.8%) higher than the revised estimate for 2000–01. This is mainly due to salary increments for existing staff, full-year provision for posts created and vacancies filled in 2000–01 and increased cashflow requirement for capital projects, partly offset by full-year savings arising from posts deleted in 2000–01 under the Enhanced Productivity Programme.

**Programme (3)**

Provision for 2001–02 is \$32.2 million (18.2%) higher than the revised estimate for 2000–01. This is mainly due to salary increments for existing staff, full-year provision for posts created and vacancies filled in 2000–01, the net creation of 22 posts and additional operating expenses to set up a dedicated unit to facilitate the integration of sustainable development into the Government's major policy initiatives and programmes and in the community generally, lower spending in respect of minor consultancy studies in 2000–01, and the additional provision for payment of end-of-contract gratuities for the Central Policy Unit's non-civil service appointments and for replacement of minor plant and equipment. The increase in expenditure is partly offset by transfer of the Business and Services Promotion Unit to the Commerce and Industry Bureau, savings in operating expenses under the Enhanced Productivity Programme and the deletion of one post in 2001–02.

**Programme (4)**

Provision for 2001–02 is \$1.0 million (2.0%) higher than the revised estimate for 2000–01. This is mainly due to lower spending in respect of the visit programmes for national leaders and official visitors in 2000–01, partly offset by savings in operating expenses under the Enhanced Productivity Programme.

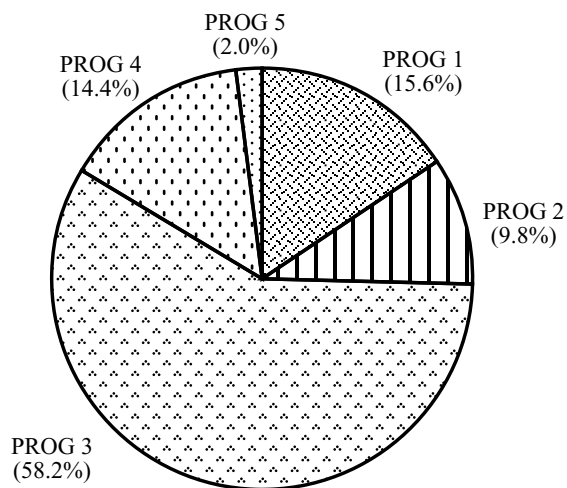
**Programme (5)**

Provision for 2001–02 is \$0.1 million (1.4%) lower than the revised estimate for 2000–01. This is mainly due to the completion of a project on replacement of minor equipment, partly offset by salary increments for existing staff.

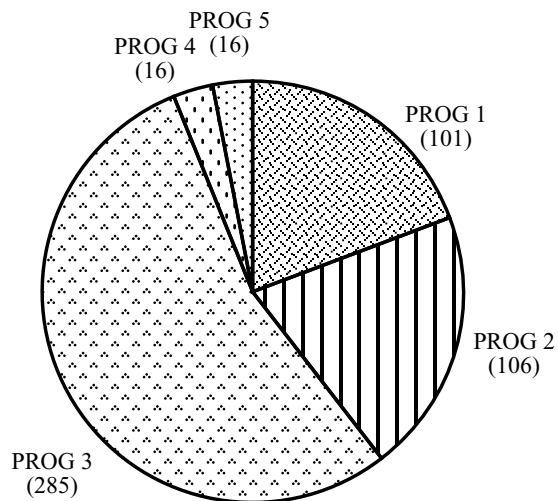
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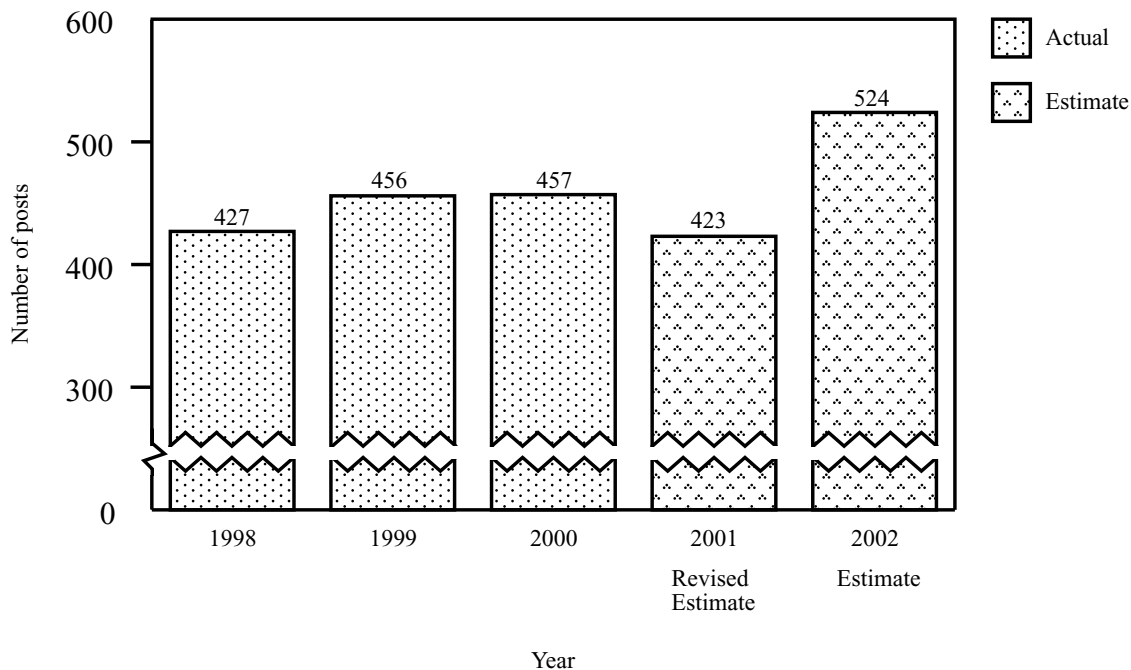
*Allocation of provision to programmes (2001-02)*



*Staff by programme (as at 31 March 2002)*



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



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Sub-head (Code)		Actual expenditure 1999–2000	Approved estimate 2000–01	Revised estimate 2000–01	Estimate 2001–02
		\$ 000	\$ 000	\$ 000	\$'000
<b>Recurrent Account</b>					
I — Personal Emoluments					
001	Salaries.....	154,524	160,556	145,439	<b>169,155</b>
002	Allowances.....	11,911	15,098	10,032	<b>11,236</b>
007	Job-related allowances.....	35	33	40	<b>50</b>
	Total, Personal Emoluments .....	<u>166,470</u>	<u>175,687</u>	<u>155,511</u>	<b><u>180,441</u></b>
III — Departmental Expenses					
108	Remuneration for special appointments.....	12,313	13,320	13,360	<b>14,320</b>
110	Honoraria for members of committees.....	940	1,376	774	<b>1,040</b>
111	Hire of services and professional fees.....	38,335	57,041	44,279	<b>45,041</b>
149	General departmental expenses.....	50,478	61,620	55,832	<b>82,406</b>
	Total, Departmental Expenses .....	<u>102,066</u>	<u>133,357</u>	<u>114,245</u>	<b><u>142,807</u></b>
	Total, Recurrent Account .....	<u>268,536</u>	<u>309,044</u>	<u>269,756</u>	<b><u>323,248</u></b>
<b>Capital Account</b>					
I — Plant, Equipment and Works					
661	Minor plant, vehicles and equipment (block vote).....	227	286	450	<b>1,800</b>
	Total, Plant, Equipment and Works .....	<u>227</u>	<u>286</u>	<u>450</u>	<b><u>1,800</u></b>
II — Other Non-Recurrent					
700	General other non-recurrent.....	22,565	19,564	17,878	<b>17,133</b>
838	Minor consultancy studies (block vote).....	16,870	30,381	7,000	<b>17,609</b>
	Total, Other Non-Recurrent.....	<u>39,435</u>	<u>49,945</u>	<u>24,878</u>	<b><u>34,742</u></b>
	Total, Capital Account.....	<u>39,662</u>	<u>50,231</u>	<u>25,328</u>	<b><u>36,542</u></b>
	Total Expenditure .....	<u><u>308,198</u></u>	<u><u>359,275</u></u>	<u><u>295,084</u></u>	<b><u><u>359,790</u></u></b>

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### Details of Expenditure by Subhead

The estimate of the amount required in 2001–02 for the salaries and expenses of the Offices of the Chief Secretary for Administration and the Financial Secretary is \$359,790,000. This represents an increase of \$64,706,000 over the revised estimate for 2000–01 and of \$51,592,000 over actual expenditure in 1999–2000.

#### Recurrent Account

##### Personal Emoluments

2 Provision of \$180,441,000 for personal emoluments represents an increase of \$24,930,000 over the revised estimate for 2000–01. The provision also includes a non-accountable entertainment allowance of \$401,800 for the Chief Secretary for Administration and of \$307,900 for the Financial Secretary.

3 The establishment at 31 March 2001 will be 422 permanent and one supernumerary post. It is expected that a net 101 permanent posts will be created 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 \$129,348,000 which will be reduced to \$129,197,000 upon deletion of one post in the course of the year.

5 Provision of \$11,236,000 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> <sup>†</sup> \$
consolidated overtime allowance for Chauffeur grade	Personal	11	7,590
	Chauffeur	12	8,060
	Chauffeur	5	5,240
		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.

The increase of \$1,204,000 (12.0%) over the revised estimate for 2000–01 is mainly due to lower requirement for acting allowances in 2000–01.

6 Provision of \$50,000 under *Subhead 007 Job-related allowances* is for standard job-related allowances. The increase of \$10,000 (25.0%) over the revised estimate for 2000–01 is mainly due to increased requirement for on-call duty allowance for building management matters.

##### Departmental Expenses

7 Provision of \$14,320,000 under *Subhead 108 Remuneration for special appointments* is for the remuneration of the Central Policy Unit's non-civil service appointments. The increase of \$960,000 (7.2%) over the revised estimate for 2000–01 is mainly due to increased provision to meet the end-of-contract gratuities payment of these non-civil service appointments in 2001–02.

8 Provision of \$1,040,000 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 \$266,000 (34.4%) over the revised estimate for 2000–01 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 and the full-year provision required for the appointment of part-time members of the Central Policy Unit in 2000–01.



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**9** Provision of \$45,041,000 under *Subhead 111 Hire of services and professional fees* is mainly for the engagement of the Airport Authority Hong Kong 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.

**10** Provision of \$82,406,000 under *Subhead 149 General departmental expenses* represents an increase of \$26,574,000 (47.6%) over the revised estimate for 2000–01. This is mainly due to the additional operating expenses for the establishment of an Integrated Call Centre for Environmental Hazards and Cleanliness and a dedicated unit to facilitate the integration of sustainable development into the Government's major policy initiatives and programmes and in the community generally, partly offset by savings in general departmental expenses under the Enhanced Productivity Programme.

### *Capital Account*

#### Plant, Equipment and Works

**11** Provision of \$1,800,000 under *Subhead 661 Minor plant, vehicles and equipment (block vote)* represents an increase of \$1,350,000 (300.0%) over the revised estimate for 2000–01. This is mainly due to the additional provision for replacement of minor plant and equipment.

#### Other Non-Recurrent

**12** Provision of \$17,609,000 under *Subhead 838 Minor consultancy studies (block vote)* is for the Administration Wing, the Efficiency Unit and the Central Policy Unit to conduct minor consultancy studies each costing above \$100,000 but not exceeding \$3,000,000 related to sustainable development, transfer of public services and on a wide variety of policy issues. The increase of \$10,609,000 (151.6%) over the revised estimate for 2000–01 is mainly due to increased requirement for minor studies to be commissioned in 2001–02.

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**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>				
	005	Employment of temporary staff for typing of data cards in GRSD .....	453	170	150	133
	016	Awards for excellence scheme .....	2,000	691	509	800
	017	Employment of a Curator for the Public Records Office .....	3,239	7	504	2,728
	019	Acquisition of archival materials about Hong Kong .....	1,400	54	300	1,046
	020	Acquisition of acid free folders in GRSD.....	1,400	—	—	1,400
	026	Consultancy study on socio-economic- political development trends in South East Asia .....	9,035	3,515	1,440	4,080
	027	Exercise on socio-economic-political development trends in the Mainland (with particular emphasis on Guangdong Province).....	7,770	3,129	1,441	3,200
	028	Consultancy study on socio-economic- political development trends in the Mainland .....	10,000	3,907	2,301	3,792
	031	Conference on continuous improvement in public services .....	2,000	1,181	419	400
	032	Network with Asia-Pacific Governments to share best practice in public sector management .....	1,000	79	741	180
	033	Managing for results at departmental level to support delivery of policy objectives .....	5,000	975	2,000	2,025
	034	Customer satisfaction model for use in departments .....	1,200	427	230	543
	035	Periodic surveys and reviews of satisfaction and needs of the community .....	3,200	340	350	2,510
	036	Holding an international conference on Archives among East Asian countries in Hong Kong .....	320	202	80	38
	037	Purchase of equipment and making duplicates for Film Archives .....	400	3	—	397
	044	Second Serving the Community Week...	2,000	—	—	2,000
		Total .....	<u>50,417</u>	<u>14,680</u>	<u>10,465</u>	<u>25,272</u>