

**For discussion
on 16 April 2007**

Legislative Council Panel on Public Service

**Retention of One Supernumerary Post of
Administrative Officer Staff Grade C
in the Secretariat to the Commission on Strategic Development**

PURPOSE

This paper seeks Members' view on the proposal to retain one supernumerary post of Administrative Officer Staff Grade C (AOSGC) (D2) as Assistant Secretary to the Commission on Strategic Development (CSD) for two years with effect from 1 July 2007 to 30 June 2009 in the CSD Secretariat within the Central Policy Unit (CPU).

BACKGROUND

Role and Structure of the Commission on Strategic Development

2. In his Policy Address on 12 October 2005, the Chief Executive (CE) announced that he looked upon the CSD as the most important advisory body, and would substantially expand its membership by inviting talents from different fields to join the Commission. The expanded CSD would provide a platform for all sectors of the community to explore with the Government major issues pertaining to our long-term development. It would be able to gauge a wide range of community views, thereby laying the foundation for formulating specific policies, and making the process more scientific and transparent, backed up by enhanced public participation and acceptance.

3. As at 15 March 2007, 155 non-official and 4 official members have been appointed by the CE to serve on the four committees of the CSD, viz. Executive Committee, Committee on Governance and Political Development, Committee on Social Development and Quality of Life, and Committee on Economic Development and Economic Cooperation with the Mainland. The first two committees are chaired personally by the CE and the other two by the Chief Secretary for Administration (CS) and the Financial Secretary (FS) respectively. The terms of reference of the four committees are at Enclosure 1.

4. The importance attached to the work of the CSD, the surge in membership CSD from no more than 13 to over 150 non-official members and the setting up of four committees with specific terms of reference has significantly increased the complexity and work of the CSD Secretariat. In order to provide CSD with effective and efficient support, the CSD Secretariat has been strengthened at the directorate level with the provision of one supernumerary post of AOSGC as Assistant Secretary to the CSD since May 2006 (vide EC(2006-07)2).

5. The supernumerary post will lapse on 30 June 2007, mainly to tie in with the expiry date of the current term of CSD members. The Administration has reviewed the work of the Assistant Secretary to the CSD in the light of actual operational experience, and considers its continued provision is essential to maintaining a high quality service to the CSD.

JUSTIFICATIONS

Increasing Workload and Complexity of Work in the CSD Secretariat

6. As the most important advisory body to the CE, the committees of the CSD comprise a wide spectrum of community leaders and experts, including professionals, academics, businessmen, politicians, and prominent labour and media personalities. The four official members are the CS, the FS, the Head of the Central Policy Unit and the Director of the Chief Executive's Office. The workload and the complexity of work in the CSD Secretariat have significantly increased since the expansion of the CSD. From 15 November 2005 to 15 March 2007, the CSD Secretariat has organized 31 meetings, 10 workshops, and one informal meeting; and has issued 61 discussion papers for CSD members to express their views on various strategic issues. As at 15 March 2007, the CSD Secretariat has processed a total of 183 written submissions from members of the four committees expressing their views on various strategic issues.

7. The number of committee meetings held, discussion papers issued and written submissions received from CSD members as at 15 March 2007 are summarized in the tables at [Enclosure 2](#).

Encl.2

8. The four committees of the CSD, with members drawn from a wide spectrum of the community, have been very effective in providing a platform for the Government to canvass community views on cross-bureau and issues of strategic importance to the future development of Hong Kong; and to build broad consensus on controversial and difficult issues. These issues include: Hong Kong's international competitiveness, Hong Kong's positioning in international community and external affairs, possible models for selecting the CE and forming the Legislative Council by universal suffrage, further development of regional cooperation, population policy, income inequality and social mobility, creation of employment, support for the family, and China's 11th Five-Year Plan etc. A full list of topics

Encl. 3 discussed at the four committee meetings is at [Enclosure 3](#).

9. Apart from the official members of the four committees, representatives of bureaux and departments also attend meetings of the committees and listen to the views and recommendations put forward by CSD members. Moreover, discussions at the CSD are highly transparent. Members of the public have access to all discussion papers of the CSD and summaries of views expressed at the committee meetings through the CSD website maintained by the CSD Secretariat. The Secretariat also arranges media briefings after each committee meeting to inform the public of the gist of the meetings. These arrangements help promote the community's awareness and discussions on various strategic issues.

Economic Summit

10. In addition to servicing the CSD, the CSD Secretariat organized the Economic Summit on "China's 11th Five-Year Plan and the Development of Hong Kong". The objective of the Economic Summit was to provide a platform for the Government, the industrial and business, professional, labour and academic sectors to discuss how Hong Kong should actively respond to the challenges and opportunities arising from the 11th Five-Year Plan and to come up with a set of strategic proposals. Four focus groups were set up, viz "Trade and Business", "Financial Services", "Maritime, Logistics and Infrastructure", and "Professional Services, Information & Technology and Tourism". The work performed by the CSD Secretariat included:

- (i) coordination and preparation of the discussion papers of the Economic Summit;
- (ii) coordination and preparation of the Summit report including the Action Agenda; and
- (iii) liaison and coordination with the four focus groups, government bureaux, departments and relevant industries in the organisation of the Economic Summit.

11. The Government considers that the Economic Summit and the proposed Action Agenda are of great significance to the future economic development of Hong Kong. The specific recommendations contained in the Action Agenda aim to enhance Hong Kong's international competitiveness and to promote sustainable economic development of both Hong Kong and the Mainland. In the organization of the Economic Summit and formulation of the recommended Action Agenda, the CSD Secretariat worked closely with the offices of the senior government officials, including the CE, the FS and relevant principal officials. While the Secretary to the CSD was the overall coordinator within the Central Policy Unit for the organization of the Economic Summit, the Assistant Secretary to the CSD was responsible for overseeing the planning and preparatory work, liaising with

the offices of the senior government officials and Mainland officials, supporting renowned panelists and representatives of various industries, handling publicity arrangements, as well as assisting in the preparation of the Report and Action Agenda. Given the thorny and complex issues involved in the aforesaid tasks, the Assistant Secretary to the CSD had to possess a high level of analytical and intellectual capability and wealth of working experience in the Government in order to help turn the suggestions from the panelists and relevant industries into practical specific proposals.

Future Tasks of the CSD

12. Looking ahead, the CSD will remain the most important advisory body to the CE and the platform for the Government and various sectors of the community to explore and interact with each other on major strategic issues pertaining to our long-term development. It will likely discuss strategic issues such as attracting, retaining and nurturing talents; sustaining a robust economic growth; strengthening Hong Kong's status as an international centre of financial services, trade and shipping; and important issues under the broad theme of maintaining a quality living environment for Hong Kong, etc. It will also provide, where appropriate, advice to the Government on its formulation of a long-term population policy and policy measures on the prevention and alleviation of poverty. The CSD Secretariat will need to provide effective support to the on-going work of the CSD.

13. In addition, the CSD Secretariat will continue to coordinate and work closely with the relevant bureaux and departments on the timely and effective implementation of some 200 specific measures as contained in the Action Agenda of the Economic Summit over the next few years during the 11th Five-Year Plan period, and submit regular progress reports to the CE and the FS

14. In light of the above, adequate support at the directorate level in the CSD Secretariat is crucial for sustaining its efficient and effective operation. We propose a two-year extension of the supernumerary AOSGC post. We will review the continued need or otherwise for this post nearer the time.

Terms of Appointment of CSD Members

15. The term of the current non-official and official members of the CSD will end on 30 June 2007. The CSD will continue to operate and serve as the most important advisory body to the CE. The Government will announce the new appointment of members to the CSD for the next term nearer the time.

Existing Directorate Establishment of the CSD Secretariat

16. All secretariat service and support to the CSD are currently provided by a dedicated team led by the Secretary to the CSD (D3) with support at the directorate level by the Assistant Secretary to the CSD (supernumerary D2) and a Government

Town Planner (D2). The Government Town Planner (GTP) provides the Secretary to the CSD as well as the Head of Central Policy Unit with professional and technical support in studying the global, regional and Mainland development trends which have significant impact on Hong Kong. Moreover, he undertakes complex policy researches and analyses in relation to population policy and other strategic development issues.

17. As deputy to the Secretary to CSD, the Assistant Secretary to the CSD is responsible for overseeing the planning and preparation of the meetings of the CSD committees and workshops. He is also responsible for undertaking complex policy researches and analyses and preparing, in conjunction with relevant bureaux where appropriate, a wide range of important discussion papers on strategic issues for consideration by the CSD. In addition, he is also responsible for overseeing the administration of the CSD Secretariat.

Encl.4, 5 & 6 18. The organization chart of the CSD Secretariat is at [Enclosure 4](#). The job descriptions of the Assistant Secretary to the CSD and the Government Town Planner post are at [Enclosures 5](#) and [6](#) respectively.

19. In light of the operational experience of the CSD Secretariat in the past two years, we consider it necessary to maintain the existing staffing support at the directorate level. We therefore propose to retain the supernumerary post of Assistant Secretary to the CSD at the rank of AOSGC to assist the Secretary to the CSD in discharging the following duties –

- (a) acting as deputy to the Secretary to the CSD;
- (b) coordinating policy researches and analyses as directed by the CSD committees;
- (c) coordinating and preparing papers for the CSD committees, following up their advice and recommendations, and preparing reports on the work of the CSD committees;
- (d) providing secretariat and other support services to the CSD committees, including the logistics of meetings and record keeping, etc.;
- (e) liaising and co-ordinating with government bureaux and departments and other organizations on issues for discussion by the CSD committees and following up their advice and recommendations;
- (f) handling publicity arrangements for the CSD committees and ensuring transparency of the work of the CSD;
- (g) planning and organizing major events and activities and engaging the community on strategic issues;

- (h) monitoring the implementation of the 207 specific measures proposed at the “Economic Summit on China’s 11th Five-Year Plan and the Development of Hong Kong”; and
- (i) assisting the Secretary to the CSD in administering the CSD Secretariat.

Non-directorate Establishment of the CSD Secretariat

20. Currently, the establishment of the CSD Secretariat comprises 11 non-directorate supporting staff, namely two Senior Administrative Officers, two Executive Officers I, three Personal Secretaries I, one Personal Secretary II, one Clerical Officer and two Assistant Clerical Officers. They provide general support including logistical arrangements for meetings, general research work, administrative support, and handling general enquiries.

Alternatives Considered

21. We have critically considered whether the other two directorate staff within the CSD Secretariat, i.e. the Secretary to the CSD (D3) and the Government Town Planner (D2), can absorb the duties of the Assistant Secretary to the CSD at the rank of AOSGC (D2). We have concluded that this is operationally not possible without adversely affecting the effective discharge of their own duties. As the work of the CSD Secretariat will remain very complex and heavy and as the workload will continue to increase, we need to retain the supernumerary post of Assistant Secretary to the CSD at the rank of AOSGC to perform the work set out in paragraph 19 above. If this supernumerary post could not be retained, the support and service to the CSD and its committees at the directorate level would be substantially weakened, to the detriment of the efficient and effective operation of the CSD.

FINANCIAL IMPLICATIONS

22. The additional notional annual salary cost of the proposed supernumerary AOSGC (D2) post at mid-point is \$1,360,800; and its full annual average staff costs, including salaries and staff on-cost, is \$2,018,000.

ADVICE SOUGHT

23. Members are invited to give their views on this paper and indicate support for the proposal to retain the supernumerary directorate post of AOSGC as Assistant Secretary to the CSD for two years from 1 July 2007 to 30 June 2009 in the CSD Secretariat. Subject to Members' views, we shall submit the proposal to the Establishment Subcommittee of the Finance Committee on 16 May 2007 for its consideration.

Central Policy Unit
April 2007

Commission on Strategic Development
Terms of Reference

Executive Committee

- to advise the CE on Hong Kong's long-term development needs and goals; and
- to conduct reviews and studies of Hong Kong's economy, human resources, education, housing, land supply, environmental protection and relations with the Mainland to ensure that Hong Kong's resources are well-used, and that Hong Kong keeps up with world trends in competitive terms, and to maintain the vitality of economic development.

Committee on Governance and Political Development

- to advise the CE on the direction and strategy of political development and enhancing the quality of governance; and
- to conduct studies on political development and governance issues of strategic importance.

Committee on Social Development and Quality of Life

- to advise the CE on the direction and strategy of social development to enhance the quality of life in Hong Kong, including social harmony, environment and health, education and public welfare, transport, arts and culture, population, etc.; and
- to conduct studies on major social development issues of strategic importance.

Committee on Economic Development and Economic Cooperation with the Mainland

- to advise the CE on the direction and strategy to enhance the economic development and competitiveness of Hong Kong, to explore the commercialization of creative ideas and opportunities for exchanges among creative talent, and to foster closer regional co-operation between Hong Kong and the Mainland with particular reference to the Pearl River Delta (PRD) and the Pan-PRD; and
- to conduct studies on economic development issues of strategic importance.

**Statistics on the Number of Meetings Held,
Discussion Papers Issued and Submissions Received**

Table 1 Statistics on Meetings Held
(from 15 November 2005 to 15 March 2007)

CSD Committee	Number of Meetings	Number of Workshops	Number of Informal Meetings
Executive Committee	8	1	--
Committee on Governance and Political Development	8	6	--
Committee on Social Development and Quality of Life	7	3	1
Committee on Economic Development and Economic Cooperation with the Mainland	8	--	--
Total	31	10	1

Table 2 Statistics on Discussion Papers and Submissions
(from 15 November 2005 to 15 March 2007)

CSD Committee	Number of Discussion Papers Issued	Number of Written Submissions Received from CSD Members
Executive Committee	19	19
Committee on Governance and Political Development	16	92
Committee on Social Development and Quality of Life	12	43
Committee on Economic Development and Economic Cooperation with the Mainland	14	29
Total	61	183

List of Topics Discussed at the Commission on Strategic Development

(up to 15 March 2007)

Executive Committee

1. An overview of Hong Kong's development, opportunities and challenges, positioning and vision
2. Hong Kong's positioning in our country's economic, social and political development
 - "The opportunities and challenges for Hong Kong arising from the Mainland's development during the 'Eleventh Five-Year' period"
 - "The role and responsibilities of Hong Kong in our country's economic, social and political development"
3. Hong Kong's positioning in international community and external affairs
4. Hong Kong's international competitiveness
5. Balanced and sustainable development on all fronts
6. Follow-up on the Economic Summit on "China's 11th Five-Year Plan and the Development of Hong Kong"
7. Further Development of Regional Cooperation
8. Policies and schemes for attracting Mainland and overseas talents

Committee on Governance and Political Development

1. An overview of the political structure of the Hong Kong Special Administrative Region
2. A preliminary study on the models to be adopted for selecting the Chief Executive and for forming the Legislative Council when universal suffrage is attained

3. Principles and concepts of universal suffrage
 - “The constitutional basis of the Basic Law provisions regarding ‘universal suffrage’”
 - “General understanding on the concept of ‘universal suffrage’”
4. How to ensure the Basic Law principle of facilitating the development of the capitalist economy would be realized in the process of attaining universal suffrage and in designing the model for universal suffrage
 - “Provisions in the Basic Law concerning the capitalist economy”
 - “Public finance policy and financial position of the SAR”
5. Conclusions on discussions on the concepts and principles relating to universal suffrage
6. Possible models on selecting the Chief Executive and forming the Legislative Council by universal suffrage
7. Review on the Role, Functions and Composition of District Councils
8. Consultation Document on Further Development of the Political Appointment System

Committee on Social Development and Quality of Life

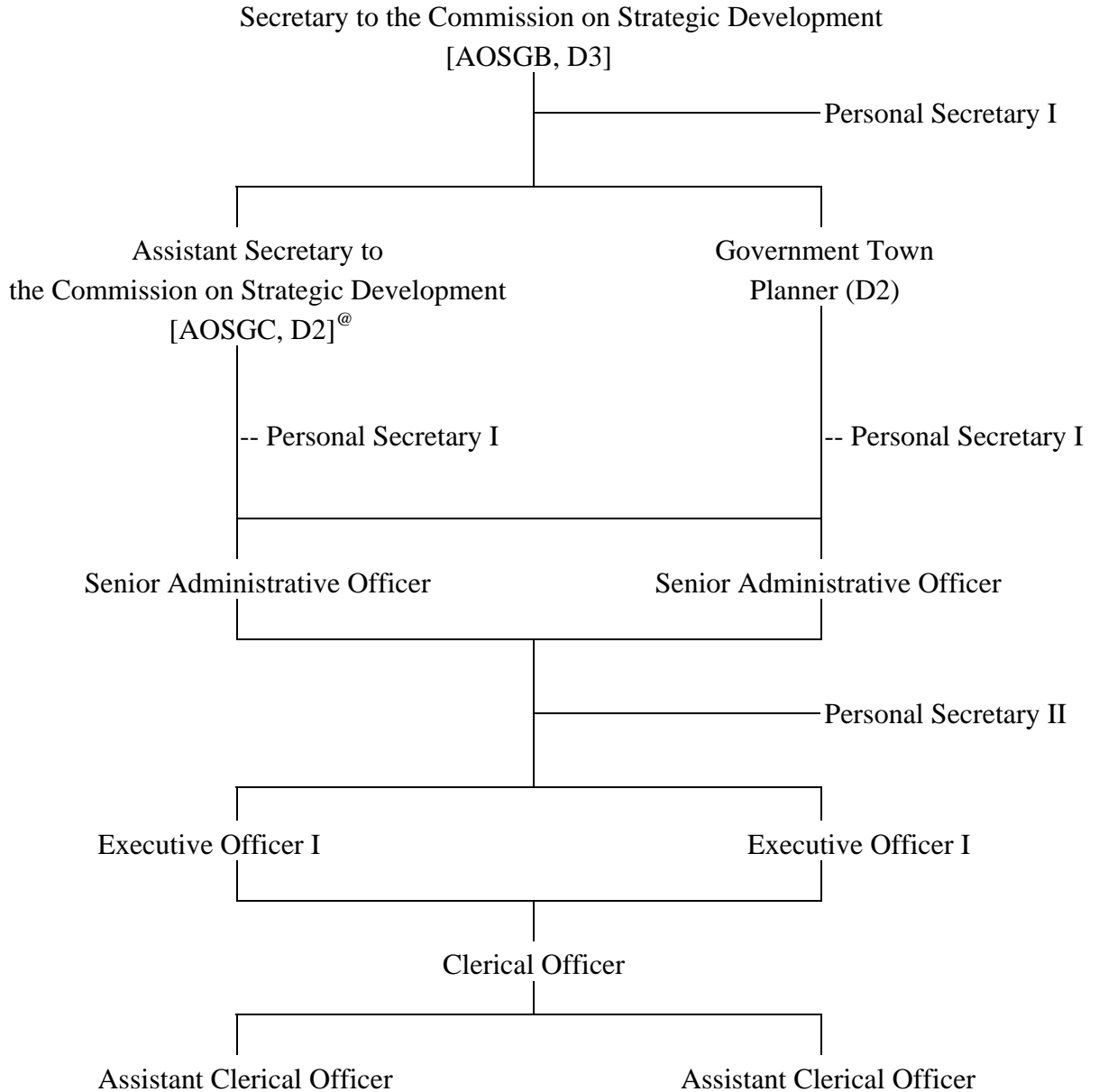
1. An overview of major social development trends in Hong Kong
2. Tripartite partnership
3. Population Policy Part I:
 - Promoting Parenthood
 - Quality of Population
4. Population Policy Part II:
 - Ageing
 - Eligibility and Portability of Public Benefits
5. Council for Sustainable Development – Public Engagement Process on Population Policy

6. Support for the family
7. Income inequality and social mobility
8. Council for Sustainable Development - Report on the Public Engagement Process on Population Policy

Committee on Economic Development and Economic Cooperation with the Mainland

1. Hong Kong's economy's overview - recent performance and near-term outlook
2. How to power ahead Hong Kong's economic cooperation with the Mainland on all fronts
3. Promoting the development of creative industries
4. Hong Kong as a hub for talent
5. High value-added logistics
6. “Report on the Review of Hong Kong's Competition Policy”
7. Consultation paper on “Broadening the Tax Base Ensuring our Future Prosperity – What's the Best Option for Hong Kong?”
8. Creation of employment
9. 2007-08 Budget Consultations
10. The Hong Kong economy: developments since 2003, and a critical review of the structural and cyclical issues impacting on the economy and the labour market

**Existing Organisation Chart of the
Secretariat to the Commission on Strategic Development**
(as at 15 March 2007)



(A total of 14 officers)

Legend

AOSGB Administrative Officer Staff Grade B

AOSGC Administrative Officer Staff Grade C

@ Existing supernumerary post proposed for retention

Job description
Assistant Secretary to the Commission on Strategic Development

Post title : **Assistant Secretary to the Commission on Strategic Development**

Responsible to : **Secretary to the Commission on Strategic Development**

Rank : **Administrative Officer Staff Grade C (D2)**

Major duties and responsibilities

The Assistant Secretary to the Commission on Strategic Development is the deputy to the Secretary to the Commission and is responsible for –

- (a) coordinating policy researches and analyses as directed by the CSD committees;
- (b) coordinating and preparing papers for the CSD committees, following up their advice and recommendations, and preparing reports on the work of the CSD committees;
- (c) providing secretariat and other support services to the CSD committees, including the logistics of meetings and record keeping, etc.;
- (d) liaising and coordinating with government bureaux and departments and other organizations on issues for discussion by the CSD committees and following up their advice and recommendations;
- (e) handling publicity arrangements for the CSD committees and ensuring transparency of the work of the CSD;
- (f) planning and organisation of major events and activities engaging the community on strategic issues;
- (g) monitoring the implementation of the 207 specific measures proposed at the “Economic Summit on China’s 11th Five-Year Plan and the Development of Hong Kong”; and
- (h) assisting the Secretary to the Commission in administering the Secretariat to the Commission.

Job description
Government Town Planner (Commission on Strategic Development)

Post title : **Government Town Planner (Commission on Strategic Development)**

Responsible to : **Secretary to the Commission on Strategic Development**

Rank : **Government Town Planner (D2)**

Major duties and responsibilities

- (a) undertaking policy researches and analyses in relation to population policy, Mainland-related development, and other strategic development issues;
 - (b) providing expert and professional inputs in preparing discussion papers for the CSD committees, following up their advice and recommendations, and preparing reports;
 - (c) assisting the Secretary to the Commission in preparing study briefs and research papers on global, regional and Mainland development trends with significant impact on Hong Kong's development;
 - (d) assisting the Secretary to the Commission in liaising with government bureaux and departments, and other organizations in providing inputs regarding strategic development issues;
 - (e) assisting in liaising with interested parties outside the Government, in respect of the studies initiated by the CSD committees;
 - (f) assisting the Secretary to the Commission in preparing consultancy briefs and papers to facilitate the commissioning of consultancy projects initiated by the CSD committees;
 - (g) assisting the Secretary to the Commission in monitoring the progress of consultancy projects and provide steer to consultants; and
 - (h) undertaking any specific tasks as directed by the Secretary to the Commission.
-