

**Minutes of the 12<sup>th</sup> Meeting of  
Lump Sum Grant Steering Committee  
Held on 13 June 2003**

**Present**

Mrs Carrie Lam (Chairperson)  
Director of Social Welfare

Mrs Grace Chan  
Chief Executive, Hong Kong Society for the Blind

Mr Kwan Kin-shing, Peter  
Director, Hong Kong Student Aid Society

Dr Lam Ching-choi  
Medical Director, Haven of Hope Christian Service

Dr Timothy Chan  
Director, Richmond Fellowship of Hong Kong

Mr Ng Shui-lai  
Director, Hong Kong Christian Service

Mrs Justina Leung  
Representative, Hong Kong Social Workers Association

Ms Christine Fang  
Chief Executive, Hong Kong Council of Social Service

Mrs Julie Lee  
Chairperson, Parents' Association of Pre-school Handicapped Children

Mr Ng Man-sui  
Representative, Fight for Social Welfare Alliance

Mr Yu Chi-ming  
Representative, Fight for Social Welfare Alliance

Mr Ng Yut-ming  
Representative, Fight for Social Welfare Alliance

Miss Johanna Tsao  
Assistant Director (Subventions and Performance Monitoring)  
Social Welfare Department

Mr Fu Tsun-hung  
Chief Social Work Officer (Subventions Liaison)  
Social Welfare Department (Secretary)

### **Confirmation of Minutes of Last Meeting**

The minutes of the last meeting were confirmed with no amendment.

### **Matters Arising**

2. As the 11<sup>th</sup> meeting did not have an agenda item on Matters Arising, the Chairperson highlighted to Members the progress of some significant issues that had been deliberated in the last two meetings.

#### Training Programme for Chief Executive Officers and Senior Managers

3. The Department had received seven proposals from universities and consultancy firms. The vetting committee, which involved only public officers as required by the Government's tendering procedures, would meet on 19 June 2003 to assess the proposals. At the same time, the Department had been updating members of the working group on this training course and a working group meeting would be convened after the course organiser was selected.

4. In response to the enquiry from Dr Lam Ching-choi, Mr Fu Tsun-hung

reported that a few bidders had included personnel with international experiences in their proposed teaching staff.

Analysis of Lump Sum Grant (LSG) Reserve and Provident Fund (PF) Reserve in the 2000-01 and 2001-02 Annual Financial Reports (AFRs) for NGOs Operating under LSG

5. Mr Fu Tsun-hung reported that the aggregate data on NGOs with surplus accounts had been passed to Members for reference. Moreover, the Department was considering to issue a LSG Circular to NGOs to advise them on the proper ways to handle their AFRs. Concerning NGOs with surplus above the 25% cap in their 2000-01 and 2001-02 AFRs, the Department was taking action to effect the claw back arrangement as endorsed by this Committee.

Proposed Guidelines for NGOs to Invest the LSG Reserve

6. Further to the discussion in this Committee, the Department had sought advice from the Financial Services and Treasury Bureau (FSTB), and a LSG Circular would be issued once finalised.

LSG Impact Study

7. The Invitation of Quotation had been issued to local tertiary institutions and selected consultancy firms on 9 June 2003 and the closing date was 8 July 2003. Upon selection of the research team by a vetting committee, a working group, with the composition as endorsed by this Committee in previous meetings, would be set up to monitor the progress of the study.

**Staff Matters Pursuant to Subventions Reduction up to 2006-07**

8. The Chairperson recapitulated that this Committee was of the view any discussion over re-negotiation of staff remuneration as a possible means to cope with subventions reduction should be contemplated only after the exact extent of expenditure cuts under Efficiency Savings was available. She had taken this advice to save the Committee from being criticised as initiating such discussions before there was a consensus on the need to do so.

9. Concerning the progress of Efficiency Savings, the Chairperson reported that the 1.8% across the board subventions cut had been reflected in the 2003-04 subventions allocations to individual NGOs, except the exempted items, and no NGO had indicated particular hardship. So far, the Department had not received any staff complaint directly related to the 1.8% efficiency cut. To cope with possible more drastic reductions in future years, she informed Members that service re-engineering/rationalisation would have to be adopted. Details of such measures had not been worked out as the Department was preoccupied with actions in handling the Severe Acute Respiratory Syndrome outbreak in the past few months. If measures through service re-engineering/rationalisation could not achieve the required saving targets, individual NGOs would have to shoulder a reduced budget allocation and under such circumstances, the eventuality of either remuneration revisions or staff redundancy would become inevitable.

10. Mrs Grace Chan pointed out that the Department should announce the exact saving targets as early as possible as she saw the need for the management to start working out the necessary strategies to cope with the reduction. Moreover, she was afraid that uncertainties might arouse, amongst staff, widespread rumor and unrest which would create further management problems.

11. Mr Ng Shui-lai agreed that any discussion over staff matters at this moment should be limited to general principles that would facilitate staff management under financial constraints. He suggested the Department to call for a special meeting to discuss on measures to cope with Efficiency Savings once the saving targets for the welfare sector were known.

12. Mr Ng Man-sui enquired about the timetable for announcing the saving targets. He also liked to know whether the Department would cut service provision as a means to achieve savings. Concerning the benchmark under LSG context, he would like to seek clarification on whether the Efficiency Savings measures would affect the benchmark level, which being the reference point for NGOs above the benchmark to come down by 2% annually after the Tide-over Grant (TOG) period. Mr NG Man-sui expected the Department to take into account the financial hardship upon the expiry of TOG in 2005-06 when working out the saving measures. Mrs Grace Chan

also reflected that she would like to know the calculation of the benchmark level after the TOG period, specifically on whether the benchmark would be affected by the Enhanced Productivity Programme and the Efficiency Savings initiatives.

13. The Chairperson explained to Members that she had no exact idea when the Financial Secretary would release the expenditure provision under the so-called “envelope” approach to individual Bureau Secretaries and consequently when the exact provision for social welfare would be available. She however drew reference to the budget compilation process based on which she would expect the financial provision for individual Departments to be available within the next few months. Given the likely magnitude required to restore the fiscal balance as indicated in the Financial Secretary’s Budget Speech, i.e. a total reduction of \$20 billion in Government expenditure, she was of the view that the saving targets would have to be achieved through a combination of measures, and reducing service provision would have to be contemplated. She however pointed out that service rationalisation would first be conducted, both within the Department and across the sector, and she cited examples of closing down/hiving off of departmental service units and re-engineering of community elderly services. Regarding the benchmark issue, the Chairperson said that the benchmark level, which concerned the salary portion of the LSG amount, would only take into account the price adjustment factors effected after 2000-01, i.e. salary increases and decreases based on the civil service adjustments. These benchmarks would not be revised to reflect productivity gains. She said that as pointed out in previous occasions, she was sympathetic to the situation of NGOs being caught in a double jeopardy of discontinuation of TOG and the Efficiency Savings exercise at around the same time and the Department would try to consider whether there was the flexibility to delay the implementation of the agreed arrangement for NGOs above the benchmark to come down by 2% annually. Nevertheless, she pointed out that the sector might consider such an arrangement being unfair because only those NGOs above the benchmark would benefit from it. She promised to prepare a technical paper on the benchmark issue for discussion in the next meeting.

14. In response to Mr Ng Man-sui’s question on whether the Efficiency Savings targets would be affected by the Comprehensive Social Security Assistance (CSSA) budget, the Chairperson assured that the expenditure for

CSSA and Social Security Allowance (SSA) was outside the financial envelop for the welfare services, and hence would not have a direct impact on the saving target for welfare service expenditure including subventions. However, as the Financial Secretary had pointed out, expenditure on CSSA and SSA would inevitably increase in the coming years and this would have an overall impact on the extent of savings that needed to be achieved on a service-wide basis by all departments.

15. Ms Christine Fang agreed that the meeting might withhold discussion over measures on renegotiation of staff remuneration as a means to achieve Efficiency Savings. She however pointed out the need for using the meeting as a platform to discuss issues of common concerns under the anticipated financial constraints. She specifically identified issues such as voluntary retirement (VR) in the NGO sector, job sharing under LSG arrangement, open and transparent consultation over human resources management (HRM) practices, proper procedures in addressing staff redundancy, and criteria or principles to be adopted in the hearing mechanism to be activated by this Committee, etc. Mrs Grace Chan supported the observation that the NGO sector would like to have some guidelines for VR in the sector.

16. The Chairperson reiterated that the Department was always ready to adopt a liberal approach if such would facilitate NGOs in their HRM practices, especially under the anticipated financial constraint. In fact, the Department's response towards the concerns as raised by Ms Christine Fang had been set out in LSGSC Paper 5/2003, in respect of which the meeting had not gone through in the last meeting. She therefore suggested the meeting to address the details of that Paper and give their views on some of the non-controversial issues first.

17. Mr Ng Man-sui responded that it was not the intention of the staff unions to avoid discussion over staff matters, and he agreed that the meeting could go through the less controversial items. Nevertheless, he was of the view that the Efficiency Savings targets would determine the implementation strategy, and it was not the staff side's wish to see massive staff redundancy as a result of the Government's decision to cut service provision. As a balance, he considered that the topic on renegotiation of staff contract should be discussed only if it had to be applied as an across-the-board measure to avoid massive job loss in the process of delivering Efficiency Savings. He was also glad to note paragraph 9 of LSGSC Paper 5/2003 that the Department understood that there was a reasonable expectation amongst Existing Staff that

they were “protected” under LSG.

18. The Chairperson remarked that the Department had no intention to issue administrative instructions on HRM practices which should be within the governance of the NGO management boards. However, if there were consensus between the management and staff sides in this Committee, the Department would be ready to issue guidelines for NGOs in the form of LSG Circular with the aim to setting up guiding principles to avoid malpractice and subsequent staff complaints.

19. With the common understanding as discussed above, the meeting agreed to resume discussion on the concerns over staff and other related issues under LSG in the context of Efficiency Savings as listed in LSGSC Paper 5/2003.

#### Change of Employment Contract with Existing Staff

20. The meeting unanimously agreed that the item on change of employment contract with Existing Staff and the subsequent arrangement concerning TOG and PF should not be discussed until the saving targets were confirmed.

#### Voluntary Retirement

21. The Chairperson reiterated that NGOs, as the employer, had the discretion to adopt VR as a HRM practice for their staff after taking into account the financial projection and payback period for the proposed VR scheme. The Department’s concern would rest with whether such a scheme was to be funded from the annual LSG allocations or the LSG reserve and to ensure that any such tapping of unused funds for VR should not be unjustifiably excessive. The Department had researched the practices of public bodies such as the Hospital Authority and the Vocational Training Council, and was ready to prepare a discussion paper on VR in the NGO sector for Members’ deliberation in the next meeting if this was so preferred. Subject to endorsement by this Committee and also FSTB if needed on the question of using the LSG reserve, the Department would be ready to issue relevant guidelines for NGOs’ reference. However, the final decision on whether to implement VR scheme should be made by NGOs’ management board.

22. In response, Members gave their views and comments on introducing VR in the sector. Mr Ng Shui-lai agreed to the need for the Department to issue guidelines for NGOs' reference, but he pointed out that NGOs should assess fully their specific situations when working out the VR package for their staff. He further stressed that the scheme should be strictly voluntary and the hearing mechanism of LSGSC had to be activated if there were grievances from the staff side. Dr Lam Ching-choi also stated that the decision on introducing VR should rest with the NGO management. Mrs Justina Leung said that there should be mutual consent from staff and management sides on the arrangements before implementing VR scheme in the NGO. Dr Timothy Chan expressed that though LSG reserve was meant for coping with the anticipated financial constraint after the TOG period, he supported the idea of allowing NGOs to use LSG reserve for implementation of VR scheme. However, he advised the Department to consider whether there should be a reference on the percentage of the reserve to be used for such a purpose. Mrs Justina Leung supported that there should be sufficient LSG reserve to be saved for the rainy days. Mr Peter Kwan reflected that there were staff enquiries on whether the management would implement VR within the agency. He therefore considered it beneficial for the management to include VR as a choice in designing their HRM practices. Mr NG Yut-ming indicated no objection for the management to adopt VR as a HRM practice on condition that staff would be given real choice in the process.

23. After hearing the views from Members and with their endorsement, the Department would present to Members a discussion paper on VR for the NGO sector in the next meeting.

#### Job Sharing

24. The Chairperson reiterated the departmental stance that the agreement on job sharing should be arrived at through mutual consent and in accordance with the laws of Hong Kong. The Department would adopt a facilitating approach in the funding arrangement. In this regard, provident fund would be paid on the actual shared payment of salaries and allowances while TOG would be on a full increment basis. At the same time, to prevent abuse and to strike a balance between control and flexibility, the minimum job sharing consideration to benefit from funding arrangement as mentioned above should

be no less than 50%, i.e. a half job.

25. Mr Ng Shui-lai was of the view that NGOs might take the job sharing arrangement as a HRM option, but NGOs should avoid arousing anxiety amongst the staff that they would be required to share their job with others. Mr Ng Yut-ming agreed that staff should be given a free choice to participate.

#### Protection of Existing Staff Deployed to Non-FSA Activities

26. The Chairperson said that the request for protection of Existing Staff to be extended to non-FSA activities was made by several NGOs to her in view of the common practice of project-based funding outside of FSA in recent years. The Department was ready to adopt a liberal approach and proposed to continue to recognise Existing Staff in the NGO deployed to non-FSA activities as long as these staff were working in services funded by subventions and grants within the control of the Department. These would include contract services such as enhanced home and community care services, as well as experimental projects funded by the Lotteries Fund. The Chairperson added that such an approach would also be extended to staff deployed to Community Investment and Inclusion Fund (CIIF) projects. In response to the suggestion of Dr Lam Ching-choi, the meeting endorsed that Existing Staff on no pay leave would continue to enjoy the benefit as other Existing Staff upon his/her resuming duties after leave.

#### Operation of Self-financing Projects

27. On the operation of self-financing projects, the Chairperson reiterated that the Department welcomed NGOs' initiative to operate self-financing projects in support of the welfare policy objectives. The Department would promulgate guidelines on supporting NGOs to apply for Lotteries Fund for renovation and also on rent and rates subsidies in respect of such projects as a separate exercise.

#### Issues Concerning Fee Charging and Right of Service Users

28. Mrs Julie Lee was of the view that Efficiency Savings would have impact on the service delivery, and she expected the Department to consider a more proactive mechanism to involve the service users. The Chairperson

pointed out that the Department had in mind plans to bring in more visits from outsiders to subvented service units. She cited the experience of involving lay assessors in the process of allocation of new service units, and setting up of user councils in contracted homes for the old people. Mr Ng Shui-lai suggested that NGOs might consider developing mechanisms to write up impact statement on service users before introducing changes in service delivery. Mrs Justina Leung shared that service users' satisfaction feedback was also a useful tool in protecting the right of service users. Mr Ng Man-sui supported the ideas because all these practices would help document views from service users for on-going evaluation.

### **Review of Job-related Allowances in the Civil Service – Impact on LSG Subvention**

(LSGSC Paper 6/2003)

29. The Chairperson briefed Members on the outcome of the review of job-related allowances (JRAs) in the civil service. The new arrangements on extraneous duties allowances (EDA) for SWD staff, as detailed in Annex 1 of the Paper, were explained. She assured that the Department had no intention to claw back any savings arising from similar abolition/reduction in JRAs payable to subvented staff in line with the LSG spirit. Under LSG and upon abolition of the “no better than” subvention policy, the ultimate authority to decide on the future payment of JRAs to NGO staff should rest with the NGO management. She reiterated that reduction in JRAs to Existing Staff in line with the civil service review outcome should not be regarded as breaching the contractual obligation as such payment of allowances was initially modeled on civil service practice and hence would not be a cause for appeal. However, she pointed out that it would not be a legitimate measure if NGOs applied a more drastic cut than the civil service review outcome to such staff.

30. Mr Yu Chi-ming pointed out that though the Department had explained in the meeting with some NGOs on 5 June 2003 that the management should not apply a more severe cut than the Department when they conducted a review of their JRAs, one NGO had already informed the staff that all JRAs would be abolished. In response, Mr Fu Tsun-hung informed Members that the Department had met both NGO management and the staff unions on 5 and 6 June 2003 respectively to explain to them the review result and the Department's stance. He would follow up with the

complaint as mentioned by Mr Yu Chi-ming.

31. Mr Ng Shui-lai expressed that if subvention would not be reduced, NGOs could afford not to reduce the JRAs payments at this time point. Mr Ng Yut-ming was of the view that the Department's decision of not clawing back the savings appeared to be a reasonable one. However, the permission for NGOs to reduce JRAs in line with the outcome of the civil service review would create an undesirable precedent for NGOs to cut staff benefits while there was in fact sufficient funding for their continued payment. The Chairperson pointed out that the reduction in JRAs was different from salary cut because the review result indicated that payment of JRAs was obsolete and removal of obsolete measures to achieve some savings should be a proper move in an economizing environment. Under such a context, the Treasury had agreed that departments could retain savings arising from JRAs reduction and she was applying the same to NGOs. Such would be totally in line with the LSG spirit. She appealed to staff union representatives to adopt a more facilitating approach to give the NGO management more room for financial planning.

32. Mr Ng Shui-lai agreed that the requirement for NGOs not to apply a more drastic cut than the civil service review was already a protection for Existing Staff. He supported the Department's stance not to claw back the savings resulting from reduction of JRAs if NGOs adopted similar arrangements to review and adjust the payment of JRAs to their staff.

33. Mr Ng Man-sui contended that since the Department had built in two points as training allowance for workshop instructors, etc. who had completed their training, NGOs should give all the two points to the staff concerned. He raised objection against the arrangement as proposed in the LSGSC Paper, which, as he perceived, in fact encouraged NGOs to cut staff benefit despite being provided with adequate funding for a designated purpose. He would have less difficulty if the Department was to retrieve the funding based on the JRAs review in the civil service and Existing Staff would correspondingly have their JRAs reduced or removed under such circumstances.

34. The Chairperson clarified that the training allowance provision was subsumed under the LSG subventions as the basis for calculation of the LSG amount. She was of the view that the arrangement as stipulated in the Paper

had already provided adequate protection of the Existing Staff. Moreover, as explained in the Paper, the Committee would activate the hearing mechanism if NGOs applied a more severe cut than that adopted by the Department. She would thus be rather disappointed if the union representative insisted on adopting such an inflexible stance

35. However, Mr Ng Man-sui maintained his standpoint that the two salary points of training allowance were built into the LSG as part of the remuneration package of the staff and should be given in full to all eligible staff. He stressed that the Department, as a referee, should guarantee the right of all Existing Staff concerned. Mr Ng Yut-ming insisted that the benefits of Existing Staff under their employment contract should be guaranteed as spelt out in the LSG Manual.

36. In response, Mr Ng Shui-lai expressed that the LSG spirit had not tied down the management to the extent that any particular portion of LSG should be paid to a particular staff for a particular purpose. He pointed out that the meeting, while addressing the sentiment of the staff, should assess whether the arrangement as proposed in the Paper was a reasonable one taking all factors into consideration. He supported that the granting of JRAs should be reviewed in view of their obsolete nature. Dr Lam Ching-choi also pointed out that under the LSG spirit, the management should respond to changes in the macro environment. The issue on salary adjustment, of which the mechanism had been spelt out clearly in the LSG Manual, as a result of the civil service pay review was cited as an example. He did not consider the management's decision to review the granting of JRAs, though the mechanism of which was not spelt out in the LSG manual, should be seen as a precedent case for cutting staff remuneration in future. Ms Christine Fang showed her support that the rules of the game should be reviewed to tie in with the changes in the macro environment. Mrs Justina Leung also pointed out that the arrangement as specified in the Paper had already honoured the LSG spirit in protecting the staff.

37. Mrs Justina Leung raised her concern over the implication of the objection from Mr Ng Man-sui, who was representing the views of the Fight for Social Welfare Alliance (FSWA), over the Department's stance towards the JRAs issue. She was of the view that since the Government had conducted a review of JRAs, it was reasonable for the sector to review their granting of

JRAs after taking account of the Department's advice. If the legitimacy of such a practice was not acknowledged by FSWA, the sector would face management problems under the current environment which demanded constant review of current practices.

38. Mr Ng Man-sui further reiterated that he would prefer the Department to claw back the savings from NGOs as a result of the review of JRAs. He wished to safeguard the basic principle that NGO management should not cut the benefit of staff when NGOs had been provided with sufficient funding.

39. Dr Lam Ching-choi shared that the discussion should be on whether the practice was reasonable, instead of how much was given to staff. On the JRAs issue, it was a reasonable decision for the Department to expect NGOs to conduct similar reviews, while giving the sector more flexibility by not clawing back the savings thus achieved. He therefore did not consider whether NGOs should be required to continue granting two salary points as training allowance the major concern in this issue. Mr Ng Shui-lai shared the same view that the review result of the civil service was the core issue that the meeting should address. Mrs Grace Chan proposed the meeting to endorse the Department's stance over the JRAs issue as detailed in the LSGSC Paper, and suggested this Committee to activate the hearing mechanism if NGOs were found to have taken unreasonable measures. In concluding his views, Mr Ng Man-sui stressed that he would not accept a situation that NGOs were allowed to withhold the payment of salary or allowance when they were given sufficient funding for the purpose.

40. While noting the differences in opinions towards the issue, the Chairperson confirmed that a LSG Circular, in line with the stance as explained in the LSGSC Paper, would be issued to NGOs to request them to conduct reviews over their practices of granting JRAs, and remind them that Existing Staff should not be given a more drastic cut than the civil service review outcome.

**Progress Report on Second Round Business Improvement Project (BIP)  
Applications**  
(LSGSC Paper 7/2003)

41. The Chairperson reported to Members that there were a total of 33

applications involving 50 NGOs in the second round BIP applications. The assessment of all applications, except the joint application for 26 NGOs co-ordinated by the Hong Kong Council of Social Service, the application from Po Leung Kuk and the Hong Kong Blind Union, had already been completed.

42. In response to Ms Christine Fang's enquiry, the Chairperson explained that the application from HK Federation of Youth Groups was rejected because the application was a funding request to support the remuneration of a staff to implement an IT system under development.

(Remark: Both Dr Lam Ching-choi and Mrs Grace Chan excused themselves from the meeting at this juncture because their employing agencies were the applicant NGOs in the BIP applications to be discussed.)

**Business Improvement Project Application on Installation of Ozone Laundry System Submitted by Nine NGOs**  
(LSGSC Paper 8/2003)

43. The Chairperson presented to Members the applications submitted by nine NGOs on installation of ozone laundry system. She brought Members' attention to the fact that this Committee had approved two similar projects in the first round BIP applications, and the Electrical and Mechanical Services Department (EMSD) had indicated their support to the present applications from an energy saving point of view. She further assured that the applicant NGOs would be reminded of the safety considerations as recommended by EMSD when they set up their ozone laundry systems.

44. Members endorsed the Department's recommendations in supporting the applications, and the Department would proceed to seek funding support of the Lotteries Fund Advisory Committee (LFAC).

**Business Improvement Project Application on Energy Saving Submitted by Three NGOs**  
(LSGSC Paper 9/2003)

45. The Chairperson presented to Members the applications submitted by Christian Family Service Centre (CFSC), Haven of Hope Christian Service

(HHCS) and Po Leung Kuk (PLK) on funding support for implementing energy saving measures. She highlighted that PLK's proposal was based on the recommendation of the energy audit report prepared by EMSD for each of the four service units concerned. For the proposal of HHCS, although a separate energy audit had not been conducted, the Department noticed similarities, in terms of service provision of the concerned unit, proposed works and cost, as compared with the application from PLK. After taking into consideration the benefit for energy savings, the Department recommended to support the applications from PLK and HHCS.

46. Concerning the application from CFSC, the Chairperson brought Members' attention to paragraph 11 of the Paper, which concluded that it would be premature to support CFSC's application before an energy audit, to specifically cater for the needs of the units in the headquarters building, was conducted with a view to formulating an overall energy saving strategy and related measures.

47. Members endorsed the Department's recommendation in supporting the applications from PLK and HHCS, and the Department would proceed to seek funding support of LFAC.

### **Business Improvement Project Application Submitted by Haven of Hope Christian Service**

(LSGSC Paper 10/2003)

48. The Chairperson presented to Members the application from HHCS for implementing the 5-S Practice to improve its operational procedures and service delivery. She highlighted that HHCS had understudied the implementation of the 5-S approach in organisations operating similar core business before formulating their BIP proposals. She further pointed out that despite the earlier understanding that general staff training would not be supported for BIP funding, the staff training element in the proposal was project specific and thus could be supported.

49. In response to the query raised by Ms Christine Fang, the Department would further clarify with HHCS on the duration of each consultancy session to assess the appropriateness of the consultancy fee as listed in the proposed

budget at Annex 2 of the paper.

50. Members endorsed the Department's recommendation in supporting this application, and the Department would proceed to seek funding support from LFAC upon clarification over the consultancy fee.

### **Any Other Business**

51. Members raised no item under Any Other Business for discussion.

### **Date of Next Meeting**

52. Members would be informed of the date for next meeting, which would probably be held once the savings target for Efficiency Savings was known.

Social Welfare Department

SWD/SL 101/2

June 2003