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Panel on Welfare Services

Background brief prepared by the Legislative Council Secretariat

Lump Sum Grant subvention system

Purpose

This paper provides background information on the implementation of the Lump Sum Grant (LSG) subvention system. It also gives an account of recent discussions of the Panel on Welfare Services (the Panel) on the subject matter.

Background

2. In 1994, the Administration appointed consultants to review the social welfare subvention system which had been criticised as inflexible, complex and bureaucratic, and no longer able to meet in full the needs of the social welfare development. The general view was that the system should place emphasis on the effective use of public resources, innovation, responsiveness and performance management to meet the changing community needs in a timely manner.

3. The review was concluded in 1998. The recommendation for introducing a Service Performance Monitoring System received general support from the welfare sector and was implemented by three phases between 1999-2000 and 2001-2002 through the Funding and Service Agreements and Service Quality Standards with the joint efforts of the Social Welfare Department (SWD) and non-governmental organizations (NGOs). However, the proposal on fixed funding arrangements was not accepted by the welfare sector. As a result, the Administration continued to explore new options to improve the social welfare subvention system.

4. In October 1999, the Administration presented to the Social Welfare Advisory Committee initial proposals to introduce a new funding arrangement in the form of a Lump Sum Grant (LSG). Under the proposed LSG package, the benchmark for each NGO would be determined on the basis of mid-point salaries

of the existing pay scales of its recognized establishment, as at 1 April 2000, plus the sector-wide average Provident Fund employer's contribution of 6.8%. Secondly, a snapshot of staff strength of each NGO as at 1 April 2000 and its Personal Emolument (PE) subvention for 2000-2001 under the existing subvention mode would be taken and projected. To address the welfare sector's concern that the LSG might not provide sufficient funds to meet their contractual commitments to the existing staff, the Administration proposed the introduction of a Tide-Over Grant (TOG) Scheme to address any possible problems arising from the need to meet contractual obligations to serving staff for salary increments and Provident Fund contributions in the first three years. Taking into consideration the comments received at the end of the consultation period in May 2000, the Administration extended the TOG period from three years to five years.

5. With the Finance Committee's approval given on 15 December 2000, the LSG subvention system was formally put in place as from January 2001.

6. In the light of the findings and recommendations of a survey conducted by an external independent consultant on NGOs' projected financial condition after the TOG period and their need for financial assistance, the Administration proposed to provide a Special One-off Grant (SOG) in 2006-2007 to NGOs following the termination of TOG. Applications would be on a voluntary basis. Members were advised that SOG was intended to provide greater flexibility to and more time for the NGO management to make the necessary adjustments to meet their financial and/or staff commitments in the long run. Invitations for SOG applications were made to eligible NGOs in August 2005.

7. According to the Administration, as at 1 October 2007, 163 out of 174 subvented NGOs have opted to join the LSG subvention mode on a voluntary basis. The total subvention allocated to these 163 NGOs under LSG accounts for about 99% of the total baseline recurrent subvention of the year.

Deliberations of the Panel

8. The Panel held a series of meetings in the current term to discuss the implementation of LSG subvention system and the difficulties faced by the welfare sector. The Panel also received views from deputations on the matter. The major deliberations of the Panel are summarized below.

Employment terms of staff in the subvented welfare sector

9. Members noted with concern that some NGO operators were reported to change unilaterally the terms and conditions of services of their Snapshot Staff in order to attain financial viability. They also expressed concern that there was a

lack of consultation by NGOs in making decisions on matters which had staff implications. Members requested the Administration to put in place a mechanism to ensure that NGOs on LSG would honour the employment contract with their staff, and would not dismiss staff for refusing to enter into an employment contract unilaterally introduced by the management.

10. At the Panel meeting on 8 November 2005, the following motion moved by Hon LEUNG Kwok-hung and amended by Hon LEE Cheuk-yan was passed by all members present at the meeting –

"That this Panel demands the Administration to immediately scrap the SOG, extend the TOG and monitor whether NGOs honour their contractual commitment to staff; as well as setting up a four-party committee, comprising the Administration, NGOs, staff and users, to review the LSG subventions system."

11. The Administration advised that NGOs on LSG were given flexibility in the deployment of resources to meet evolving priorities and changing community needs. The responsibility to deal with the commitment to Snapshot Staff lay ultimately with the NGOs. The Administration's responsibility under the LSG arrangement was to provide financial support to NGOs which had difficulties in operating on the benchmark salary through TOG and SOG. Should a NGO fail to honour its contractual agreement with its staff, the matter could be taken up by the LSG Steering Committee (LSGSC). The Administration further advised that to ensure that SOG would be spent in a proper manner by NGOs, the use of SOG would be monitored through the Annual Progress Report to be submitted by NGOs each year until the SOG allocated was used up. NGOs would be required to substantiate the use of SOG allocated, in particular the PE expenditure of the Snapshot Staff, the voluntary retirement scheme of individual staff, etc. in the Annual Progress Report, for monitoring and assessment by SWD. If SOG was not used in accordance with the approved purposes, it would be subject to clawing back by SWD.

Reduction of 9.3% from LSG provisions as a result of the Enhanced Productivity Programme and Efficiency Savings

12. During the period from 2000-2001 to 2002-2003, a 5% Enhanced Productivity Programme (EPP) target was set and 1% across-the-board savings was made. In 2003-2004 and 2004-2005, 1.8% and 2.5% Efficiency Savings (ES) respectively had been applied across-the-board to the subvention allocations. As a result, the amount of LSG payable to NGOs was reduced, and this further aggravated their financial difficulties.

13. At the meetings on 8 November 2005 and 30 March 2006, members raised concern as to whether the Administration had violated any contractual obligation

by deducting 9.3% from the annual LSG provisions to NGOs over the years as a result of EPP and ES. The Administration was urged to reimburse the money deducted from the Benchmark to NGOs, and reinstate the subvention of the Benchmark to the level laid down in the LSG Manual, so as to ensure that welfare services would not be compromised.

14. The Administration pointed out that it had not violated any contractual obligation by deducting 9.3% from the LSG provisions to NGOs over the years as a result of EPP and ES. SWD had informed all NGOs concerned of the adjustments to LSG resulting from EPP and ES through briefing sessions and letters, and the adjustments had been highlighted in the subventions allocation letters in each financial year. All NGOs concerned had noted the adjustments and signed to indicate their acceptance of the arrangements. The Administration further pointed out that it had adopted various measures to help alleviate the problems faced by NGOs on LSG.

15. Members noted that subvented NGOs with reduced LSG provision as a result of the EPP and ES exercise had financial difficulties in recruiting and retaining staff. According to the welfare sector, the staff turnover rate in welfare NGOs was about 15%, which was much higher than that of 2.5% in the social worker grades in the civil service. The gap between the salary levels of NGO staff and civil service grades was widening as a result of the deduction of 9.3% from the Benchmark Salary of NGOs on LSG over the years under the EPP and ES exercise. There was a need to adjust upwards the LSG provision.

16. The Administration stressed that EPP and ES were across-the-board exercises in the whole public sector, including the Government and all subvented bodies. The savings targets for subvented welfare NGOs were indeed lower than those for Government departments.

Implications of the 2006 Starting Salaries Survey findings on the subvented welfare sector

17. In the light of the 2006 Starting Salaries Survey (SSS) findings, the Panel discussed on 11 June 2007 the impact on the subvented welfare sector. Members were advised that the Administration proposed to adjust upwards the LSG provision for "new" NGO subvented services commissioned on or after 1 April 2000 to bring it in line with the adjusted pay scales resulting from the 2006 SSS findings, having regard to the fact that the LSG provision for these services was calculated with reference to the salaries of the then lower salary pay scales. As for services implemented before 1 April 2000, no adjustment would be required as the LSG provision was calculated on the basis of the higher civil service mid-point salaries as at 31 March 2000. Separately, the Administration would adjust the subventions of NGOs upward as a result of the 2007-2008 Civil Service Pay Adjustment in accordance with the LSG Manual.

18. Members were concerned that although the Administration would adjust the annual LSG provision in respect of "new" subvented services commissioned on or after April 2000, the management of some NGOs would not make corresponding upward adjustment to the starting salaries of their staff. They urged the Administration to take concrete actions to ensure that NGOs would spend the additional allocation only on adjusting the salaries of their staff.

19. Some NGO management told the Panel that NGOs had difficulties in implementing the pay adjustment at the present stage as the current subvention provisions had taken into account the EPP and ES adjustments. Some NGOs could only withhold the adjustments, pending the Government's approval of the interim and long-term facilitating measures being considered by LSGSC. The purpose of having a LSG Reserve was to allow individual NGOs to meet their commitments for paying salary increments to the Snapshot Staff. However, many NGOs had already made use of their own LSG Reserve to effect the adjustments as a result of EPP and ES.

20. The Administration advised that under the LSG subvention system, NGOs had flexibility in determining their staffing structures and the remuneration of their staff. While the Administration had reminded NGOs on LSG to use the additional allocation to improve the remuneration of their staff, individual NGOs would continue to enjoy the autonomy in determining how the remuneration of their staff should be adjusted.

21. As the Administration had not fully addressed members' concern, the Panel held a joint meeting with the Panel on Health Services on 25 June 2007 to further discuss the implications of the 2006 SSS findings on the subvented healthcare and welfare sectors. The following motion moved by Dr Hon Fernando CHEUNG was passed by all members present at the meeting –

"That this Panel urges the Government to adopt the following principles in dealing with the pay adjustment of the social welfare sector –

- (a) requiring NGOs to use the relevant funding entirely for pay adjustment of their staff;
- (b) implementing systematically equal pay for equal work within the NGOs and the Government, and improving the situation of different pay for the same work between the NGOs and the Government;
- (c) reviewing comprehensively the LSG arrangement and the system of contracting out of services through competitive bidding; and
- (d) honouring immediately the commitment made in implementing the

LSG arrangement by reverting the benchmark level of funding to the mid-point salary level as at 31 March 2000."

22. The Administration reiterated that it had provided NGOs with additional recurrent resources of \$330 million as a result of the 2007 Starting Salaries Adjustments and the 2007-2008 Civil Service Pay Adjustment. SWD had stressed to NGOs concerned that they were expected to use it for the purpose of adjusting the pay of their subvented staff. It would be a matter for individual NGOs to work out the detailed arrangements.

Review of the implementation of the LSG subvention system

23. In the light of the strong views from the welfare sector, the Panel had time and again discussed with the Administration the review of the LSG subvention system. The Panel passed a motion at the meeting on 25 June 2007 urging the Administration to, among other things, review comprehensively the LSG arrangement (paragraph 21 above refers).

24. The Panel held another meeting on 29 October 2007 to discuss with the Administration and 23 deputations the implementation of the LSG subvention system. Deputations attending the meeting strongly urged the Administration to, among other things, set up an independent committee to review the LSG subvention system without further delay. Members shared the deputations' views and suggestions. They took the view that the grievances expressed by the subvented welfare sector were rooted in the implementation of the LSG subvention system. Members also urged the Administration to provide a concrete timetable for the review.

25. Members were advised that the Administration was aware of the difficulties faced by the subvented sector operating under the LSG subvention mode. The Administration pointed out that the financial problems faced by some NGOs on LSG were caused by a number of factors, including the Government's cost-saving initiatives, changing community needs and higher public expectation. The Administration further advised that the sector had made a number of proposals for enhancing the LSG subvention system, including –

- (a) conducting a comprehensive review of the LSG subvention system;
- (b) increasing the recurrent subvention baseline allocation; and
- (c) implementing interim measures to ease the financial problems faced by NGSs.

These proposals were under consideration by the Administration. As LSGSC represented a wide spectrum of views, including the Government, NGO management and staff, staff unions as well as service users, the Administration did not see the need for setting up a new committee to review the LSG subvention system. The LSGSC would continue to be the platform for engagement with the sector. The Administration stressed that it would maintain an open mind on any proposals for enhancing the LSG subvention system.

26. The Administration further advised that the LSG subvention system had brought about benefits and enhancement to the welfare sector and was widely accepted by NGOs. It would continue to improve the system and offer assistance to NGOs as appropriate within the framework of the established policy.

27. Members expressed dissatisfaction at the Administration's reluctance to set up an independent committee to review the LSG subvention system. To facilitate members' future discussion, the Panel requested the Research and Library Services Division of the LegCo Secretariat to prepare an information note on the impact of the LSG subvention system on the subvented welfare sector. A general notice inviting views on the subject was also posted on the LegCo website. A total of 76 submissions from the welfare sector and members of the public had been received so far. A summary of the views and suggestions given in the submissions is in **Appendix I**.

Latest development

28. The Administration announced on 18 January 2008 the establishment of a LSG Independent Review Committee to review the implementation of the LSG subvention system. The committee comprises a non-official chairman and four members with different backgrounds. The terms of reference of the committee are –

- (a) to review the LSG subvention system with a view to assessing its overall effectiveness and identifying areas and scope for improvement covering but not limited to –
 - (i) overall implementation;
 - (ii) flexibility, efficiency and cost-effectiveness in the use of public funds and in service delivery by subvented NGOs;
 - (iii) the accountability and corporate governance of subvented NGOs;

- (iv) the impact of LSG on the quality of welfare service; and
 - (v) the handling of complaints related to implementation; and
- (b) to report findings and make recommendations to the Secretary for Labour and Welfare.

According to the Administration, the independent committee is expected to complete the review in about six to nine months.

29. At the meeting on 17 March 2008, members were advised that the Administration would implement interim/facilitating measures to ease the financial difficulties faced by NGOs. The Lotteries Fund Advisory Committee had agreed to allocate a one-off grant of \$200 million for subvented NGOs to strengthen support and training for staff and enhance service quality. In addition, all new services to be implemented by NGOs from 1 January 2008 would not be subject to EPP and ES adjustments. Furthermore, new projects of existing services awarded to NGOs since 1 April 2000 with PE of some grades below the mid-point would be restored to the mid-point salary starting from 1 April 2008.

30. The Panel will discuss the implementation of LSG subvention system at the meeting on 16 May 2008.

Relevant papers

31. A list of relevant papers is in **Appendix II** for members' reference. The papers are available on the Council's website at <http://www.legco.gov.hk>.

Council Business Division 2
Legislative Council Secretariat
14 May 2008

Panel on Welfare Services

Implementation of the Lump Sum Grant subvention system

Summary of views and suggestions given by organisations/individuals
in response to the invitation for submissions posted on the Legislative Council website

Views and/or suggestions	LC Paper No. of submission
A. Impact on staff in the subvented welfare sector	
(1) Following the reduction in subvention as a result of the Enhanced Productivity Programme (EPP) and the Efficiency Savings (ES), some non-governmental organisations (NGOs) on Lump Sum Grant (LSG) had to reduce the salaries of their staff and appoint new recruits on less favourable employment terms in order to save costs. This resulted in wage cut, pay disparity, and poor staff morale in the welfare sector.	LC Paper Nos. CB(2)612/07-08(01) and (02), CB(2)661/07-08(01) to (24), CB(2)670/07-08(01) to (07) and (09) to (12), CB(2)692/07-08(01), (02), (04), (05), (07) to (12) and (15) to (19), CB(2)715/07-08(01) to (16), CB(2)786/07-08(01), and CB(2)925/07-08(01)
(2) The Administration should monitor whether NGO operators had honoured their contractual commitments and encourage them to remunerate their staff according to years of service. It was also the Administration's responsibility to ensure equal pay for equal work in the welfare sector.	LC Paper Nos. CB(2)612/07-08 (01), CB(2)670/07-08(11), CB(2)692/07-08(07), (16) and (17), and CB(2)715/07-08(16)

Views and/or suggestions	LC Paper No. of submission
(3) Some NGOs on LSG had reduced the number of staff in order to save costs, which resulted in an increase in the workload of the existing staff.	LC Paper Nos. CB(2)612/07-08(03), CB(2)661/07-08(01) to (05) and (07) to (24), CB(2)670/07-08(01) to (05), (07), (09) and (10), CB(2)692/07-08(01), (02), (04), (07), (10), (12), (17) and (19), and CB(2)715/07-08(13) to (16)
(4) Under the LSG subvention system, the benchmark salary was determined on the basis of the mid-point salaries of the approved posts as at 1 April 2000. As such, "mid-point salaries" were in fact the maximum salaries currently payable to NGO staff.	LC Paper Nos. CB(2)661/07-08(08), CB(2)670/07-08(12), CB(2)692/07-08(07) and CB(2)715/07-08(01) to (12)
(5) An independent mechanism should be set up to handle staff complaints against NGO management.	LC Paper Nos. CB(2)670/07-08(06), CB(2)692/07-08(06), (14) and (19), and CB(2)715/07-08(16)
(6) Legislation should be put in place to require that NGOs on LSG should include staff representatives in the boards of directors.	LC Paper Nos. CB(2)692/07-08(17) and (19), and CB(2)715/07-08(16)
(7) Independent committees should be established to review the staffing establishment of welfare services, monitor the use of funding by NGOs on LSG and co-ordinate the services provided by different NGOs.	LC Paper No. CB(2)670/07-08(11)

Views and/or suggestions	LC Paper No. of submission
B. Impact on NGOs on LSG	
(1) The LSG subvention system had undermined the working relationship between the Administration and the welfare sector, and that between the NGO management and staff.	LC Paper Nos. CB(2)661/07-08(01) to (05), (07) and (09) to (24), CB(2)670/07-08(01) to (05), (07) and (10), CB(2)692/07-08(01), (02), (04), (05), (10), (16) and (17), CB(2)715/07-08(13) to (15), and CB(2)925/07-08(01)
(2) Following the reduction in subvention as a result of EPP and ES, NGOs on LSG were forced to organise "profitable" activities only in order to attain financial viability.	LC Paper Nos. CB(2)612/07-08(03), CB(2)661/07-08(05) and (06), CB(2)670/07-08(01) and (12), CB(2)692/07-08(05) and (08), and CB(2)715/07-08(01) to (12) and (16)
(3) Under the LSG subvention system, NGO operators played the role of contractors, instead of the Government's partners, for the delivery and development of welfare services.	LC Paper Nos. CB(2)670/07-08(12), and CB(2)715/07-08(01) to (12) and (16)

Views and/or suggestions	LC Paper No. of submission
C. Impact on service users	
(1) An increase in workload and a reduction in salaries following the introduction of the LSG subvention system had resulted in poor staff morale and high staff turnover rate in the welfare sector, which affected adversely the continuity and quality of services.	LC Paper Nos. CB(2)612/07-08(03), CB(2)661/07-08(01) to (05), (07) and (09) to (24), CB(2)670/07-08(01) to (05), (07), (10) and (11), CB(2)692/07-08(01) to (05), (09), (10), (12), (13) and (16), CB(2)715/07-08(13) to (16), CB(2)786/07-08(01), and CB(2)925/07-08(01)
(2) Following the reduction in LSG provision, the affected subvented NGOs had to charge fees for some of their services in order to increase income, which would further aggravate the financial burden on the service recipients.	LC Paper Nos. CB(2)661/07-08(01) to (05), (07) and (09) to (24), CB(2)670/07-08(01) to (05), (07) and (10), CB(2)692/07-08(01) to (04), (10) and (17), and CB(2)715/07-08(13) to (15) and (16)
(3) The Administration should review and improve the quality assurance mechanism under the LSG subvention system.	LC Paper Nos. CB(2)692/07-08(08), (13) and (17)
D. LSG subventions to NGOs	
(1) The Administration should honour its commitment to NGOs on LSG by providing recurrent subvention baseline allocation at the "True Benchmark" (i.e. the level prior to EPP and ES adjustments) and adjust upwards the baseline allocation in the light of increasing service demand.	LC Paper Nos. CB(2)612/07-08(01), CB(2)670/07-08(01), (06) and (12), CB(2)692/07-08(05) to (09), (11), (16) and (18), and CB(2)715/07-08(01) to (12)

Views and/or suggestions	LC Paper No. of submission
(2) The LSG should be divided into two components, i.e. personal emoluments (PE) and other charges (OC). The allocation for the PE portion should be made on actual reimbursement basis, whereas the OC portion should be allocated to NGOs in a lump sum for flexible use.	LC Paper Nos. CB(2)612/07-08(02), CB(2)661/07-08(08), CB(2)692/07-08(07) and (17), and CB(2)715/07-08(16)
(3) The PE subvention for welfare services should be determined with reference to the staffing establishment in the past ten years.	LC Paper Nos. CB(2)670/07-08(08) and CB(2)692/07-08(19)
(4) Following the implementation of the LSG subvention system, some NGOs had reduced staff salaries in order to save costs and accumulate more surplus as reserve. To discourage NGO operators from reducing the salaries of their staff, the percentage of allocations which could be retained by NGOs as LSG Reserve should be reduced. The Administration should urge NGOs to make use of the LSG reserve to honour their contractual commitments to the Snapshot Staff.	LC Paper Nos. CB(2)670/07-08(08) and CB(2)692/07-08(11) and (19)
(5) The Administration should formulate a manning ratio for each welfare service in consultation with the welfare sector, which should be clearly stipulated in the Funding and Service Agreement. The PE subvention should be allocated with reference to the agreed manning ratio.	LC Paper Nos. CB(2)670/07-08(06) and (11), and CB(2)692/07-08(03), (05) to (07), (11) and (14) to (19)
(6) Subvention for "new services" commissioned after April 2000 should be reviewed to bring the PE allocation up to the mid-point provision of the recognised staffing establishment.	LC Paper Nos. CB(2)692/07-08(06), (07) and (16)

Views and/or suggestions	LC Paper No. of submission
(7) The Administration should streamline the accounting and auditing requirements under the LSG subvention system, with a view to providing greater flexibility for subvented NGOs in resources allocation.	LC Paper No. CB(2)692/07-08(06)
(8) The Administration should enhance the transparency of the basis for determining the levels of LSG subventions to NGOs.	LC Paper Nos. CB(2)692/07-08(06), (14) and (16)
(9) The Administration should provide financial and legal assistance to help NGOs cope with their financial difficulties and to meet their contractual obligations. Additional resources should be provided to NGOs to enhance their administrative support.	LC Paper Nos. CB(2)692/07-08(05) to (07), (14), (16) and (18)
(10) A voucher scheme for subvented welfare services should be introduced to enhance users' choice of services and provide an incentive for NGOs to improve their service quality.	LC Paper No. CB(2)692/07-08(11)
E. Review of the LSG subvention system	
(1) An independent and broadly represented committee should be set up to conduct a comprehensive review of the LSG subvention system.	LC Paper Nos. CB(2)612/07-08(01), CB(2)661/07-08(06) and (08), CB(2)670/07-08(03), (11) and (12), CB(2)692/07-08(02), (03), (06), (07), (09), (13), (16) to (18), CB(2)715/07-08(01) to (12) and (16), CB(2)786/07-08(01), and CB(2)925/07-08(01)

Views and/or suggestions	LC Paper No. of submission
(2) The membership of LSG Steering Committee (LSGSC) should be broadened to enhance the representativeness.	LC Paper No. CB(2)692/07-08(03)
(3) The LSGSC meetings should be held regularly to provide a platform for different stakeholders to exchange views on issues relating to the LSG subvention system.	LC Paper No. CB(2)692/07-08(06)
(4) The Administration should formulate a long-term development planning for social welfare in consultation with the welfare sector and service users.	LC Paper Nos. CB(2)692/07-08(06), (13) and (16) and CB(2)715/07-08(16)
(5) The Administration should abort the LSG subvention system and revert to the conventional social welfare subvention system.	LC Paper No. CB(2)692/07-08(07)

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14 May 2008

Relevant Papers/Documents

<u>Meeting</u>	<u>Meeting Date</u>	<u>Papers</u>
Panel on Welfare Services	13 December 2004	Administration's paper LC Paper No. CB(2)340/04-05 (04) Minutes of meeting LC Paper No. CB(2)537/04-05
	2 June 2005	Administration's paper LC Paper No. CB(2)1695/04-05 (01) Minutes of meeting LC Paper No. CB(2)2212/04-05
	11 July 2005	Administration's paper LC Paper No. CB(2)2213/04-05 (01) Minutes of meeting LC Paper No. CB(2)2243/04-05
	8 November 2005	Administration's paper LC Paper No. CB(2)296/05-06 (01) Minutes of meeting LC Paper No. CB(2)717/05-06
	30 March 2006	Administration's paper LC Paper No. CB(2)1566/05-06 (02) Minutes of meeting LC Paper No. CB(2)2635/05-06

<u>Meeting</u>	<u>Meeting Date</u>	<u>Papers</u>
	10 July 2006	Administration's paper LC Paper No. CB(2)2636/05-06 (01) Paper prepared by the Legal Service Division of Legislative Council Secretariat LC Paper No. LS90/05-06 Minutes of meeting LC Paper No. CB(2)3172/05-06
	11 June 2007	Administration's paper LC Paper No. CB(2)2046/06-07 (07) Minutes of meeting LC Paper No. CB(2)2600/06-07
	29 October 2007	Administration's paper LC Paper No. CB(2)146/07-08 (01) Minutes of meeting LC Paper No. CB(2)940/07-08
	17 March 2008	Minutes of meeting LC Paper No. CB(2)1534/07-08
Joint meeting of the Panel on Welfare Services and Panel on Health Services	25 June 2007	Minutes of meeting LC Paper No. CB(2)2746/06-07