

香港特別行政區政府  
中央政策組



**CENTRAL POLICY UNIT**  
The Government of the Hong Kong  
Special Administrative Region

20 March 2018

Ms Anita SIT  
Clerk to the Finance Committee,  
Legislative Council Secretariat,  
Legislative Council Complex,  
1 Legislative Council Road,  
Central, Hong Kong

Dear Ms SIT,

**Finance Committee Meeting  
on 23 February 2018**

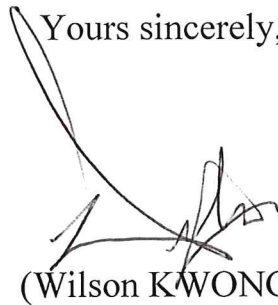
At the meeting of the Finance Committee meeting held on 23 February 2018, Members requested the Government to provide the detailed financial expenditure and work plan of the Policy Innovation and Co-ordination Office (PICO) for 2018-19. Our response is set out in the ensuing paragraphs:

2. Since the Finance Committee has approved the proposal to re-organise the Central Policy Unit as the PICO, the PICO will commence operation on 1 April 2018. The estimated expenditure of the PICO for 2018-19 is \$123.8 million. During the year, it will carry out the following work :

- (a) provide secretariat support to the Chief Executive's Council of Advisers on Innovation and Strategic Development;
- (b) co-ordinate the preparatory work for the Chief Executive's Policy Address;
- (c) co-ordinate major cross-bureau policies selected by the senior leadership of the Government;
- (d) provide "first-stop and one-stop" project consultation and co-ordination services for innovative projects;
- (e) administer the Public Policy Research Funding Scheme and the Strategic Public Policy Research Funding Scheme;
- (f) promote evidence-based policy research and foster a policy research community; and
- (g) promote public participation in the policy formulation process.

3. The details have been set out under Head 142 - GOVERNMENT SECRETARIAT: OFFICES OF THE CHIEF SECRETARY FOR ADMINISTRATION AND THE FINANCIAL SECRETARY in the Estimates for the year ending 31 March 2019 of the 2018-19 Budget released on 28 February 2018. The relevant extract of the Estimates is enclosed for Members' reference.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Wilson KWONG', is written over a faint, large, stylized signature or mark.

(Wilson KWONG)

for Head, Task Force on Central Policy Unit Re-organisation

Encl.

c.c. Secretary for Financial Services and the Treasury  
(Attn.: Ms Isabel CHENG)

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

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

**Estimate 2018–19** ..... **\$885.6m**

**Establishment ceiling 2018–19** (notional annual mid-point salary value) representing an estimated 537 non-directorate posts as at 31 March 2018 reducing by 44 posts to 493 posts as at 31 March 2019 ..... **\$250.3m**

In addition, there will be an estimated 31 directorate posts as at 31 March 2018 reducing by one post to 30 posts as at 31 March 2019.

### Controlling Officer's Report

#### Programmes

<p><b>Programme (1) Policy Innovation and Co-ordination Office</b></p> <p><b>Programme (2) Government Records Service</b></p> <p><b>Programme (3) CSO-Administration Wing</b></p> <p><b>Programme (4) Protocol Division</b></p> <p><b>Programme (5) Subvention: Duty Lawyer Service and Legal Aid Services Council</b></p>	<p>These programmes contribute to Policy Area 27: Intra-Governmental Services (Director of Administration).</p> <p>This programme contributes to Policy Area 20: Legal Aid (Director of Administration) (with effect from 1 July 2018).</p>
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#### Detail

##### Programme (1): Policy Innovation and Co-ordination Office<sup>Φ</sup>

	2016–17 (Actual)	2017–18 (Original)	2017–18 (Revised)	2018–19 (Estimate)
Financial provision (\$m) <sup>#</sup>	105.9	119.5	88.2 (–26.2%)	<b>123.8</b> (+40.4%)
				(or +3.6% on 2017–18 Original)

<sup>Φ</sup> A new programme introduced as from 2018–19 with the revamp of the Central Policy Unit into the Policy Innovation and Co-ordination Office.

<sup>#</sup> For comparison purpose, provisions for 2016–17 and 2017–18 for the Central Policy Unit previously under Programme (3) CSO-Administration Wing are presented under this programme.

#### Aim

**2** The aim of the Policy Innovation and Co-ordination Office is to enhance policy innovation through collaboration on evidence-based policy research, support the senior leadership in the Government to focus on Hong Kong's strategic positioning in the global economic arena, co-ordinate major policies and programmes across bureaux and departments, and provide "first-stop and one-stop" project consultation and co-ordination services to innovative projects to help maximise benefits to society.

#### Brief Description

- 3** The Policy Innovation and Co-ordination Office's main responsibilities under this programme are to:
- provide secretariat support to the Chief Executive's Council of Advisers on Innovation and Strategic Development,
  - co-ordinate the preparatory work for the Chief Executive's Policy Address,
  - co-ordinate major cross-bureau policies selected by the senior leadership of the Government,
  - provide "first-stop and one-stop" project consultation and co-ordination services for innovative projects,
  - administer public policy research funding schemes,

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

- promote evidence-based policy research and foster a policy research community, and
- promote public participation in the policy formulation process.

### Indicators

	2016 (Actual)	2017 (Actual)	2018 (Estimate)
studies funded under the Public Policy Research Funding Schemes			
no. of proposals received .....	138	119	<b>120</b>
no. of projects granted.....	35	24	<b>26</b>
amount of grants approved (\$m).....	27.4	22.0	<b>24.0</b>
no. of projects completed .....	24	33	<b>30</b>

### Matters Requiring Special Attention in 2018–19

- 4 During 2018–19, the Policy Innovation and Co-ordination Office will:
- commence operation after revamping of the Central Policy Unit,
  - provide secretariat and research support services to the newly established Chief Executive’s Council of Advisers on Innovation and Strategic Development, and
  - enhance the administration of the Public Policy Research Funding Schemes.

### Programme (2): Government Records Service

	2016–17 (Actual)	2017–18 (Original)	2017–18 (Revised)	2018–19 (Estimate)
Financial provision (\$m)	64.4	64.8	63.4 (–2.2%)	<b>80.8</b> (+27.4%)
				(or +24.7% on 2017–18 Original)

### Aim

5 The aim of the Government Records Service is to administer government records efficiently by formulating and implementing policies and plans for records management and archives administration.

### Brief Description

- 6 The Government Records Service’s main responsibilities under this programme are to:
- formulate and implement government records management policies and programmes;
  - advise and support bureaux and departments on issues and solutions related to records management;
  - provide storage and disposal services for inactive records;
  - identify and preserve records of archival value, valuable government publications and printed materials; and
  - enhance public awareness of Hong Kong’s documentary heritage, and provide research and reference services.
- 7 The key performance measures are:

### Targets

	Target	2016 (Actual)	2017 (Actual)	2018 (Plan)
departmental records management studies/reviews.....	2	2	2	<b>2</b>
training for departmental records managers and their assistants on records management (no. of government officers trained).....	2 400	2 604	2 476	<b>2 400</b>

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### *Indicators*

	2016 (Actual)	2017 (Actual)	2018 (Estimate)
archival records acquired (linear metres).....	620	614	600
reference and research services rendered to the public			
no. of visitors.....	5 664	6 038	5 600
no. of enquiries.....	10 731	11 559	11 000
records management manuals, handbooks and newsletters published.....	2	2	2
intermediate storage facilities for inactive government records in terms of			
storage capacity (linear metres) .....	116 000	116 000	116 000
percentage utilised.....	95.9	95.0	95.0
records microfilmed for other government departments (no. of images) .....	2 696 538	2 695 073	2 750 000

### *Matters Requiring Special Attention in 2018–19*

- 8 During 2018–19, the Government Records Service will continue to:
- promote electronic records management in the Government and provide support and assistance to bureaux and departments to adopt or develop an electronic recordkeeping system,
  - implement public education and publicity programme on Hong Kong’s documentary heritage,
  - undertake work relating to appraisal of records and accessioning of archival records to facilitate disposal of time-expired records and public access to archival records, and
  - follow up on the subject of archives law after the Law Reform Commission has completed extensive consultation and submitted a report.

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

	2016–17 (Actual)	2017–18 (Original)	2017–18 (Revised)	2018–19 (Estimate)
Financial provision (\$m)#	449.2	456.5	456.7 (—)	520.8 (+14.0%)
				(or +14.1% on 2017–18 Original)

# The figures of 2016–17 and 2017–18 exclude the provisions for the Central Policy Unit and the Business Facilitation Division of the Economic Analysis and Business Facilitation Unit which will be transferred to Programme (1) Policy Innovation and Co-ordination Office, and Head 135 – Government Secretariat: Innovation and Technology Bureau respectively with effect from 1 April 2018.

### *Aim*

9 The Administration Wing seeks 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; facilitates the smooth and efficient conduct of government business in the Legislature; co-ordinates legal aid policy matters and liaises with the Judiciary, the Independent Commission Against Corruption and the Office of The Ombudsman on matters that require input from the Government.

### *Brief Description*

- 10 The Administration Wing’s main responsibilities under this programme are to:
- provide support to the Chief Secretary for Administration and the Financial Secretary in monitoring progress in the development and implementation of government policies and programmes;
  - provide administrative support to the Chief Secretary for Administration and the Financial Secretary in co-ordinating the Government’s dealings with the Legislature;
  - formulate and develop policy in respect of legal aid and free legal advice and undertake housekeeping functions for the Legal Aid Department (LAD);
  - act as the contact point between the Judiciary and the Government;
  - act as the contact point in the Government for the Independent Commission Against Corruption;

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- act as the contact point in the Government for the Office of The Ombudsman;
- act as the contact point between the Consular Corps and the Government on issues related to the Hong Kong Special Administrative Region (HKSAR);
- provide secretariat support for the Administrative Appeals Board and the Municipal Services Appeals Board;
- administer the Justices of the Peace system;
- provide centralised support for common services and accommodation in the Central Government Offices; and
- provide timely, quality and strategic economic advice to support the formulation of the Government's policies and programmes including budgetary policies.

### ***Matters Requiring Special Attention in 2018–19***

**11** During 2018–19, the Administration Wing will:

- take over the responsibilities of overseeing legal aid and free legal advice matters from the Home Affairs Bureau starting from 1 July 2018; and
- set up a dedicated unit to co-ordinate the implementation of policies on population policy, poverty alleviation and human resources planning.

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

	2016–17 (Actual)	2017–18 (Original)	2017–18 (Revised)	<b>2018–19 (Estimate)</b>
Financial provision (\$m)	50.1	102.2	91.3 (–10.7%)	<b>48.3</b> (–47.1%)
				(or –52.7% on 2017–18 Original)

### ***Aim***

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

### ***Brief Description***

**13** 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 administration of the Consular Corps;
- liaise with and provide host government services to the Consular Corps in the HKSAR;
- extend courtesies to national and international dignitaries;
- advise on the display of flags, protocol matters and etiquette;
- ensure the provision of an efficient and cost-effective government VIP service at the Hong Kong International Airport;
- plan and co-ordinate visits to the HKSAR by national leaders and overseas senior officials and arrange delivery of their visit programmes;
- administer the local honours and awards system; and
- organise commemorative ceremonial events.

### ***Matters Requiring Special Attention in 2018–19***

**14** During 2018–19, the Protocol Division will continue to:

- liaise with the Office of the Commissioner of the Ministry of Foreign Affairs of the PRC in the HKSAR,
- deliver visit programmes for national leaders and overseas senior officials,
- monitor the government VIP service provided by the Airport Authority Hong Kong, and
- administer the local honours and awards system.

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

### Programme (5): Subvention: Duty Lawyer Service and Legal Aid Services Council

	2016–17 (Actual)	2017–18 (Original)	2017–18 (Revised)	2018–19 (Estimate)
Financial provision (\$m)#				
Duty Lawyer Service	—	—	—	106.9
Legal Aid Services Council	—	—	—	5.0
Total	—	—	—	111.9

# This programme is transferred from Head 53 – Government Secretariat: Home Affairs Bureau as the Administration Wing will take up the legal aid portfolio with effect from 1 July 2018. The estimate for 2018–19 takes into account nine months' provision for subvention of the Duty Lawyer Service (DLS) and Legal Aid Service Council (LASC) from 1 July 2018 to 31 March 2019.

#### *Aim*

15 The aims are to enable the DLS to implement legal assistance schemes to complement the legal aid services provided by the LAD, and to enable the LASC to carry out its statutory duties of overseeing the provision of legal aid services by the LAD and advising the Chief Executive on legal aid policy.

#### *Duty Lawyer Service*

#### *Brief Description*

16 The DLS implements three legal assistance schemes subvented under this programme to complement the legal aid services provided by the LAD. These schemes are the Duty Lawyer Scheme, the Free Legal Advice Scheme and the Tel-Law Scheme. The DLS is managed by the Hong Kong Bar Association and the Law Society of Hong Kong through a governing council.

17 The Duty Lawyer Scheme provides legal representation to any defendant in Magistrates' Courts where the interests of justice require, and without payment by the defendant in any such case if he does not have sufficient means to pay for it. The Scheme also provides, either with the agreement or at the request of the Government, other forms of legal assistance and advice, e.g. assigning lawyers to advise and represent defendants facing extradition, and persons who are at risk of criminal prosecution as a result of giving incriminating evidence in Coroner's inquest. The Free Legal Advice Scheme provides free legal advice without means testing at evening centres at nine District Offices. The Tel-Law Scheme is a 24-hour free telephone enquiry service which provides members of the public with basic information on the legal aspects of everyday problems. The website of the DLS provides comprehensive information on the DLS's services to members of the public.

18 The key performance measures of the DLS are:

#### *Targets*

	Target	2016 (Actual)	2017 (Actual)	2018 (Plan)¶
taking instructions from the client at least 18 calendar days prior to the trial day under normal circumstances (%) .....	95	100	100	100
assigning trial duty lawyer at least seven working days prior to the hearing day under normal circumstances (%) .....	95	100	100	100
arranging pre-trial conference between the assigned trial duty lawyer and their respective clients at least three working days prior to trial day under normal circumstances (%).....	95	100	100	100
responding within seven working days after receiving applications of waiving the means test (%).....	95	100	100	100

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	Target	2016 (Actual)	2017 (Actual)	2018 (Plan)¶
giving decision within seven working days after receiving necessary supporting documents and/or clarifications by applicants of waiving the means test (%).....	95	100	100	100

**Indicators**

	2016 (Actual)	2017 (Actual)	2018 (Estimate)¶
persons who received legal advice and representation from the Duty Lawyer Scheme .....	25 096	23 742	23 742
cost per defendant under the Duty Lawyer Scheme (\$).....	4,985	5,102	6,334Δ
cases handled by the Free Legal Advice Scheme .....	6 763	6 397	6 397
cost per case under the Free Legal Advice Scheme(\$) .....	196	201	220
cases handled by the Tel-Law Scheme through telephone and website .....	451 828	584 294	584 294
cost per call or website hit under the Tel-Law Scheme (\$).....	0.08	0.06	0.06

¶ The figures for 2018 are full-year projections covering the estimates before and after the transfer of the legal aid portfolio from the Home Affairs Bureau on 1 July 2018.

Δ The increase in cost per defendant under the Duty Lawyer Scheme in 2018 is mainly due to the increase in duty lawyer fees and operating expenses.

**Matters Requiring Special Attention in 2018–19**

19 The Administration Wing will, upon taking up the legal aid portfolio on 1 July 2018, monitor the performance of the DLS to maintain quality of service and cost-effectiveness.

*Legal Aid Services Council*

**Brief Description**

20 The LASC, established under the Legal Aid Services Council Ordinance (Cap. 489) in September 1996, comprises a chairman and eight other members, with the Director of Legal Aid as an ex-officio member. Its main functions are to oversee the provision of legal aid services by the LAD, and to advise the Chief Executive on legal aid policy.

**Matters Requiring Special Attention in 2018–19**

21 During 2018–19, the LASC will continue to review and advise on the legal aid services provided by the LAD.



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

**ANALYSIS OF FINANCIAL PROVISION**

<b>Programme</b>	<b>2016–17 (Actual) (\$m)</b>	<b>2017–18 (Original) (\$m)</b>	<b>2017–18 (Revised) (\$m)</b>	<b>2018–19 (Estimate) (\$m)</b>
(1) Policy Innovation and Co-ordination Office.....	105.9	119.5	88.2	<b>123.8</b>
(2) Government Records Service.....	64.4	64.8	63.4	<b>80.8</b>
(3) CSO-Administration Wing.....	449.2	456.5	456.7	<b>520.8</b>
(4) Protocol Division .....	50.1	102.2	91.3	<b>48.3</b>
(5) Subvention: Duty Lawyer Service and Legal Aid Services Council .....	—	—	—	<b>111.9</b>
	<u>669.6#</u>	<u>743.0#</u>	<u>699.6#</u> (-5.8%)	<u><b>885.6</b></u> (+26.6%)
				<b>(or +19.2% on 2017–18 Original)</b>

# The figures of 2016–17 and 2017–18 exclude provisions for the Efficiency Unit under former Programme (1) Efficiency Unit and provisions for the Business Facilitation Division of the Economic Analysis and Business Facilitation Unit under Programme (3) CSO-Administration Wing, which will be transferred to Head 135 – Government Secretariat: Innovation and Technology Bureau with effect from 1 April 2018.

**Analysis of Financial and Staffing Provision**

**Programme (1)**

Provision for 2018–19 is \$35.6 million (40.4%) higher than the revised estimate for 2017–18. This is mainly due to reduced expenditure in remuneration for special appointments, contract staff and hire of services during the transitional period of the Central Policy Unit in 2017–18, as well as net increase of four posts to meet operational needs, staff changes and salary increment for staff in 2018–19.

**Programme (2)**

Provision for 2018–19 is \$17.4 million (27.4%) higher than the revised estimate for 2017–18. This is mainly due to the increase of 15 posts to meet operational needs, filling of vacancies and salary increment for staff.

**Programme (3)**

Provision for 2018–19 is \$64.1 million (14.0%) higher than the revised estimate for 2017–18. This is mainly due to the provision for taking up the legal aid portfolio with effect from 1 July 2018, net increase of 22 posts to meet operational needs, filling of vacancies and salary increment for staff, as well as anticipated increase in expenditure for hire of services and the provision for replacement of minor plant and equipment.

**Programme (4)**

Provision for 2018–19 is \$43.0 million (47.1%) lower than the revised estimate for 2017–18. This is mainly due to the lapse of one-off provision for providing hospitalities to dignitaries visiting Hong Kong for the 20<sup>th</sup> Anniversary of the Establishment of the HKSAR, partly offset by the increase of two posts to meet operational needs, staff changes and salary increment for staff.

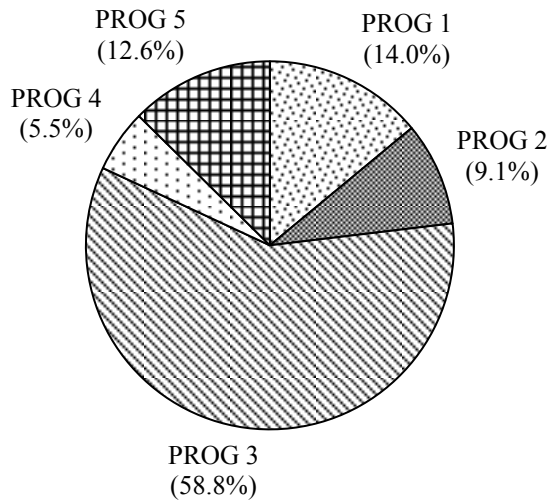
**Programme (5)**

Provision for 2018–19 is \$111.9 million. This is the provision for the DLS and the LASC upon the transfer of the legal aid portfolio from the Home Affairs Bureau with effect from 1 July 2018.

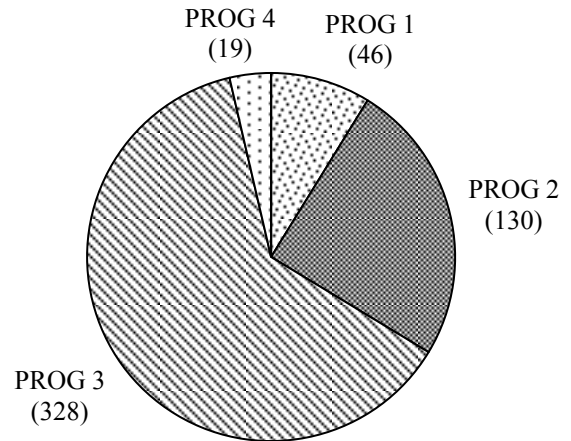
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*Allocation of provision to programmes (2018-19)*

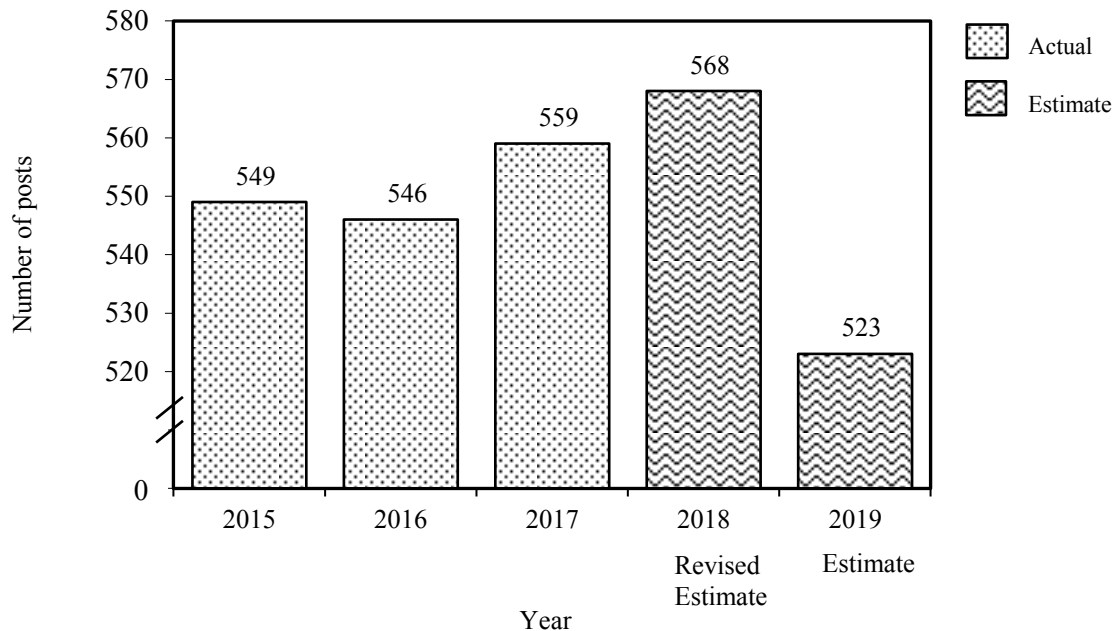


*Staff by programme (as at 31 March 2019)*



(No government staff under PROG 5)

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



**Head 142 — GOVERNMENT SECRETARIAT: OFFICES OF THE CHIEF  
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Sub-head (Code)	Actual expenditure 2016–17	Approved estimate 2017–18	Revised estimate 2017–18	<b>Estimate 2018–19</b>	
	\$'000	\$'000	\$'000	<b>\$'000</b>	
<b>Operating Account</b>					
Recurrent					
000	Operational expenses .....	904,105	984,126	941,189	<b>862,956</b>
	Total, Recurrent.....	<u>904,105</u>	<u>984,126</u>	<u>941,189</u>	<u><b>862,956</b></u>
Non-Recurrent					
	General non-recurrent .....	3,644	618	—	—
	Total, Non-Recurrent.....	<u>3,644</u>	<u>618</u>	<u>—</u>	<u>—</u>
	Total, Operating Account .....	<u>907,749</u>	<u>984,744</u>	<u>941,189</u>	<u><b>862,956</b></u>
<b>Capital Account</b>					
Plant, Equipment and Works					
661	Minor plant, vehicles and equipment (block vote).....	4,240	9,207	9,207	<b>22,679</b>
	Total, Plant, Equipment and Works.....	<u>4,240</u>	<u>9,207</u>	<u>9,207</u>	<u><b>22,679</b></u>
	Total, Capital Account.....	<u>4,240</u>	<u>9,207</u>	<u>9,207</u>	<u><b>22,679</b></u>
	Total Expenditure .....	<u><u>911,989</u></u>	<u><u>993,951</u></u>	<u><u>950,396</u></u>	<u><u><b>885,635</b></u></u>

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

### Details of Expenditure by Subhead

The estimate of the amount required in 2018–19 for the salaries and expenses of the Offices of the Chief Secretary for Administration and the Financial Secretary is \$885,635,000. This represents a decrease of \$64,761,000 against the revised estimate for 2017–18 and \$26,354,000 against the actual expenditure in 2016–17.

#### *Operating Account*

##### Recurrent

**2** Provision of \$862,956,000 under *Subhead 000 Operational expenses* is for the salaries, allowances and other operating expenses of the Offices of the Chief Secretary for Administration and the Financial Secretary. The provision also includes a non-accountable entertainment allowance of \$466,400 and \$357,500 for the Chief Secretary for Administration and for the Financial Secretary respectively.

**3** The establishment as at 31 March 2018 will be 568 posts including one supernumerary post. It is expected that there will be a net decrease of 45 posts in 2018–19. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2018–19, but the notional annual mid-point salary value of all such posts must not exceed \$250,263,000.

**4** An analysis of the financial provision under *Subhead 000 Operational expenses* is as follows:

	2016–17 (Actual) (\$'000)	2017–18 (Original) (\$'000)	2017–18 (Revised) (\$'000)	<b>2018–19 (Estimate) (\$'000)</b>
Personal Emoluments				
- Salaries.....	328,446	343,459	334,944	<b>311,402</b>
- Allowances.....	9,254	10,753	11,572	<b>9,495</b>
- Job-related allowances.....	3	3	22	<b>20</b>
Personnel Related Expenses				
- Mandatory Provident Fund contribution.....	982	669	1,030	<b>1,203</b>
- Civil Service Provident Fund contribution.....	9,854	15,012	13,010	<b>16,188</b>
Departmental Expenses				
- Remuneration for special appointments ....	22,890	25,586	17,100	<b>12,500</b>
- Honoraria for members of committees .....	2,150	2,250	2,386	<b>4,168</b>
- Hire of services and professional fees .....	190,842	244,133	211,150	<b>185,784</b>
- General departmental expenses .....	339,684	342,261	349,975	<b>210,256</b>
Subventions				
- Duty Lawyer Service .....	—	—	—	<b>106,953</b>
- Legal Aid Services Council .....	—	—	—	<b>4,987</b>
	904,105	984,126	941,189	<b>862,956</b>

#### *Capital Account*

##### Plant, Equipment and Works

**5** Provision of \$22,679,000 under *Subhead 661 Minor plant, vehicles and equipment (block vote)* represents an increase of \$13,472,000 (146.3%) over the revised estimate for 2017–18. This is mainly due to increased requirement for replacement of plant and equipment.