

## 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 2010–11 .....  | <b>\$524.7m</b> |
| Establishment ceiling 2010–11 (notional annual mid-point salary value) representing an estimated 447 non-directorate posts as at 31 March 2010 rising by nine posts to 456 posts as at 31 March 2011..... | <b>\$175.4m</b> |
| In addition, there will be an estimated 30 directorate posts as at 31 March 2010 and as at 31 March 2011.   |                 |
| Commitment balance.....   | <b>\$5.6m</b>   |

### Controlling Officer's Report

#### Programmes

|  |   |
|--|---|
| <p><b>Programme (1) Efficiency Unit</b><br/> <b>Programme (2) Government Records Service</b><br/> <b>Programme (3) CSO-Administration Wing</b><br/> <b>Programme (4) Protocol Division</b></p> | <p>These programmes contribute to Policy Area 27: Intra-Governmental Services (Director of Administration).</p> |
|--|---|

#### Detail

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

|                           | 2008–09<br>(Actual) | 2009–10<br>(Original) | 2009–10<br>(Revised) | <b>2010–11<br/>(Estimate)</b>     |
|---------------------------|---------------------|-----------------------|----------------------|-----------------------------------|
| Financial provision (\$m) | 130.2               | 138.2                 | 138.4<br>(+0.1%)     | <b>137.5</b><br>(–0.7%)           |
|                           |                     |                       |                      | (or –0.5% on<br>2009–10 Original) |

#### Aim

2 The aim of the Efficiency Unit is to help identify and implement measures that increase the public value and effectiveness of public services.

#### Brief Description

3 Key areas of work are:

- Business process re-engineering—to achieve overall improvements in public sector productivity and service quality;
- outsourcing and public private partnerships—to harness the flexibility, innovation and resources of the private sector to achieve greater value for money;
- organisational restructuring—to support bureaux and departments in reviewing organisational structures and implementing changes to improve the performance of the organisations;
- application of technology—to identify business applications for new technology to achieve productivity and service improvements; and
- performance measurement—to support bureaux and departments to develop clear objectives and targets, reflecting public benefits rather than internal processes, and to measure performance.

4 The Efficiency Unit has designed and implemented the 1823 Call Centre (1823); supported the introduction of outsourcing and public private partnership initiatives; implemented the Customer Management Assessment Framework for departments; launched the “Be the Smart Regulator” programme in collaboration with the Economic Analysis and Business Facilitation Unit under the Financial Secretary’s Office; and supported the implementation of the Citizen-centric Services Programme through the Youth Portal. In pursuing these initiatives, the Efficiency Unit:

- focuses on practical results;
- offers a cross-departmental perspective;
- challenges current ways of working;

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- innovates to develop tools and techniques applicable to Hong Kong; and
- provides speedy access to expertise and resources.

5 The 1823 provides 24-hour one-stop service to handle public enquiries on behalf of 20 departments and public complaints against the Government. In 2009, it handled over 2 943 000 calls and 104 000 emails from the public. The key performance measures of the 1823 are:

### *Targets*

|  | Target | 2008<br>(Actual) | 2009<br>(Actual) | <b>2010<br/>(Plan)</b> |
|--|--------|------------------|------------------|------------------------|
| calls that can be answered within<br>12 seconds (%).....                             | 80     | 70               | 78#              | <b>80</b>              |
| callers that have their enquiries addressed<br>at the first time of calling (%)..... | 90     | 92               | 97               | <b>90</b>              |

# The performance measure is a function of call volume, call duration as well as staff levels. The target was not met because the call volume was higher than that the existing staffing complement can handle. The 1823 will continue to improve knowledge management to enhance work efficiency.

### *Matters Requiring Special Attention in 2010–11*

6 During 2010–11, the Efficiency Unit will:

- pursue long-term financial and other institutional arrangements for the 1823 service;
- pilot implementation of an integrated system supporting the Enterprise Information Management Strategy to enhance its own operations and gain from the experience so as to be able to give practical advice to bureaux and departments as they consider new systems to improve their working efficiency and services;
- encourage innovation in design and delivery of more integrated, citizen-centric services through “user-centred design” methods and the Youth Portal; and
- provide support for bureaux and departments considering new partnership arrangements to help deliver improved services to the public.

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

|                           | 2008–09<br>(Actual) | 2009–10<br>(Original) | 2009–10<br>(Revised) | <b>2010–11<br/>(Estimate)</b>     |
|---------------------------|---------------------|-----------------------|----------------------|-----------------------------------|
| Financial provision (\$m) | 31.8                | 32.9                  | 32.2<br>(–2.1%)      | <b>32.7</b><br>(+1.6%)            |
|                           |                     |                       |                      | (or –0.6% on<br>2009–10 Original) |

### *Aim*

7 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*

8 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.

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9 The key performance measures are:

**Targets**

|  | Target | 2008<br>(Actual) | 2009<br>(Actual) | 2010<br>(Plan) |
|--|--------|------------------|------------------|----------------|
| departmental records management studies.....   | 4      | 4                | 4                | 4              |
| training for departmental records managers and their assistants on records management (no. of government officers trained) ..... | 2 000  | 2 042            | 2 021            | 2 000          |

**Indicators**

|   | 2008<br>(Actual) | 2009<br>(Actual) | 2010<br>(Estimate) |
|---|------------------|------------------|--------------------|
| archival records acquired (linear meters) .....                             | 369              | 190#             | 210                |
| reference and research services rendered to the public                      |                  |                  |                    |
| no. of visitors.....  | 2 713            | 3 267            | 3 300              |
| no. of enquiries.....   | 6 432            | 6 686            | 6 700              |
| records management manuals, handbooks and newsletters published.....        | 1                | 1                | 1                  |
| intermediate storage facilities for inactive government records in terms of |                  |                  |                    |
| storage capacity (linear meters).....                                       | 118 300          | 120 400          | 124 200Δ           |
| percentage utilised.....  | 98.5             | 97.7             | 95.0Δ              |
| records microfilmed for other government departments (no. of images).....   | 2 691 025        | 2 714 273        | 2 606 000¶         |

# The reduction of archival records acquired in 2009 is mainly due to the reduced amount of records appraised as archival records in the year. This amount tends to fluctuate depending on the nature and number of records to be disposed of by bureaux and departments.

Δ A new mobile shelving system will be put into use in the third quarter of 2010 to increase the total storage capacity by 3 800 linear meters to 124 200 linear meters. As a result of the increased capacity and based on the anticipated intake of inactive records from bureaux and departments, an utilisation rate of 95 per cent is estimated for 2010.

¶ A larger proportion of source documents of odd-sized or in poor condition are expected in 2010. Processing of these documents requires longer time and the production figure in 2010 is estimated to be four per cent less than that in 2009.

**Matters Requiring Special Attention in 2010–11**

10 During 2010–11, the Government Records Service will:

- undertake work to address issues relating to further development of electronic records keeping system for managing government records; and
- continue to implement public education and publicity programme on Hong Kong's documentary heritage.

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

|                           | 2008–09<br>(Actual) | 2009–10<br>(Original) | 2009–10<br>(Revised) | 2010–11<br>(Estimate) |
|---------------------------|---------------------|-----------------------|----------------------|-----------------------|
| Financial provision (\$m) | 254.1               | 307.1                 | 276.0<br>(–10.1%)    | 312.6<br>(+13.3%)     |

(or +1.8% on  
2009–10 Original)

**Aim**

11 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; and liaises with the Judiciary, the Independent Commission Against Corruption and the Office of The Ombudsman on matters that require input from the Administration.

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### *Brief Description*

**12** 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 Administration's dealings with the Legislature;
- act as the contact point between the Judiciary and the Administration;
- act as the contact point in the Administration for the Independent Commission Against Corruption;
- act as the contact point in the Administration for the Office of The Ombudsman;
- act as the contact point between the Consular Corps and the Administration on issues related to the Hong Kong Special Administrative Region (HKSAR);
- process appeals against administrative decisions which come before the Administrative Appeals Board and the Municipal Services Appeals Board;
- administer and co-ordinate the Justices of the Peace system;
- provide centralised support for common services and accommodation for the Government Secretariat;
- provide timely, quality and strategic economic advice to support the formulation of the Government's policies and programmes including budgetary policies; and
- provide support to the Business Facilitation Advisory Committee and its task forces on regulatory reviews, and take forward business facilitation initiatives which aim to improve the business environment of Hong Kong by cutting red-tape and eliminating over-regulation.

### *Matters Requiring Special Attention in 2010–11*

**13** During 2010–11, the Administration Wing will continue to take forward the Tamar development project. The Economic Analysis and Business Facilitation Unit under the Financial Secretary's Office will continue to co-ordinate with bureaux and departments concerned to take forward the "Be the Smart Regulator" programme aiming to streamline business licensing processes and reduce compliance costs to business.

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

|                           | 2008–09<br>(Actual) | 2009–10<br>(Original) | 2009–10<br>(Revised) | <b>2010–11<br/>(Estimate)</b>     |
|---------------------------|---------------------|-----------------------|----------------------|-----------------------------------|
| Financial provision (\$m) | 38.0                | 42.9                  | 42.8<br>(–0.2%)      | <b>41.9</b><br>(–2.1%)            |
|                           |                     |                       |                      | (or –2.3% on<br>2009–10 Original) |

### *Aim*

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

### *Brief Description*

**15** The Protocol Division's main responsibilities under this programme are to:

- maintain close liaison with the Office of the Commissioner of the Ministry of Foreign Affairs of the People's Republic of China (PRC) in the HKSAR in respect of the day-to-day management of the Consular Corps;
- liaise with and provide host government services to the Consular Corps in the HKSAR;
- extend courtesies to 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; and
- administer the local honours and awards system.

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### *Matters Requiring Special Attention in 2010–11*

**16** During 2010–11, the Protocol Division will continue to maintain quality services in respect of liaison with the Office of the Commissioner of the Ministry of Foreign Affairs of the PRC in the HKSAR, delivery of visit programmes for national leaders and overseas senior officials, monitoring of the government VIP service provided by the Airport Authority, and administration of the local honours and awards system.

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**ANALYSIS OF FINANCIAL PROVISION**

| <b>Programme</b>                     | 2008–09<br>(Actual)<br>(\$m) | 2009–10<br>(Original)<br>(\$m) | 2009–10<br>(Revised)<br>(\$m) | <b>2010–11<br/>(Estimate)<br/>(\$m)</b>   |
|--------------------------------------|------------------------------|--------------------------------|-------------------------------|---|
| (1) Efficiency Unit.....             | 130.2                        | 138.2                          | 138.4                         | <b>137.5</b>                              |
| (2) Government Records Service ..... | 31.8                         | 32.9                           | 32.2                          | <b>32.7</b>                               |
| (3) CSO-Administration Wing .....    | 254.1                        | 307.1                          | 276.0                         | <b>312.6</b>                              |
| (4) Protocol Division.....           | 38.0                         | 42.9                           | 42.8                          | <b>41.9</b>                               |
|                                      | 454.1                        | 521.1                          | 489.4<br>(-6.1%)              | <b>524.7</b><br><b>(+7.2%)</b>            |
|                                      |                              |                                |                               | <b>(or +0.7% on<br/>2009–10 Original)</b> |

**Analysis of Financial and Staffing Provision**

**Programme (1)**

Provision for 2010–11 is \$0.9 million (0.7%) lower than the revised estimate for 2009–10. This is mainly due to the full-year effect of the 2009 pay adjustment.

**Programme (2)**

Provision for 2010–11 is \$0.5 million (1.6%) higher than the revised estimate for 2009–10. This is mainly due to the creation of two posts to meet operational needs, partly offset by the full-year effect of the 2009 pay adjustment.

**Programme (3)**

Provision for 2010–11 is \$ 36.6 million (13.3%) higher than the revised estimate for 2009–10. This is mainly due to the net increase of seven posts to meet operational needs, filling of vacancies and salary increments for staff, lower-than-expected expenditure in hire of services and professional fees in 2009–10, anticipated increase in general departmental expenses, as well as the provision required for filling the position of Political Assistant to Chief Secretary for Administration, partly offset by the full-year effect of the 2009 pay adjustment.

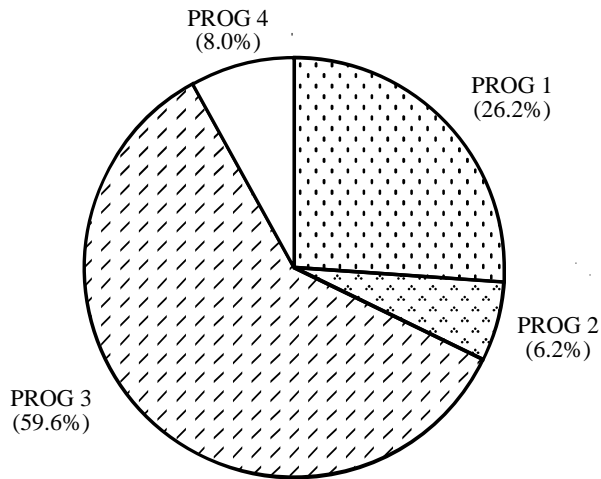
**Programme (4)**

Provision for 2010–11 is \$0.9 million (2.1%) lower than the revised estimate for 2009–10. This is mainly due to the completion of a capital account item in 2009–10.

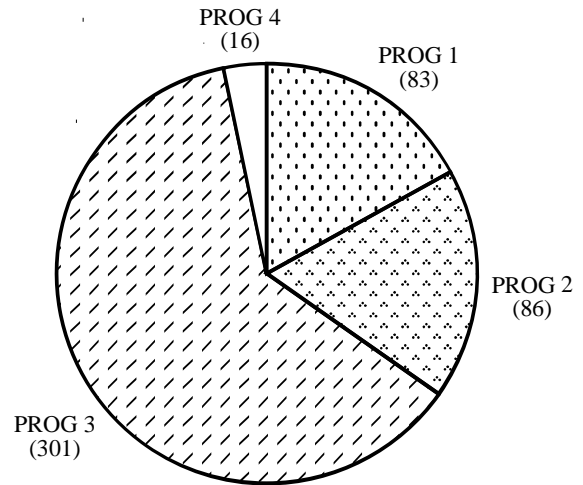
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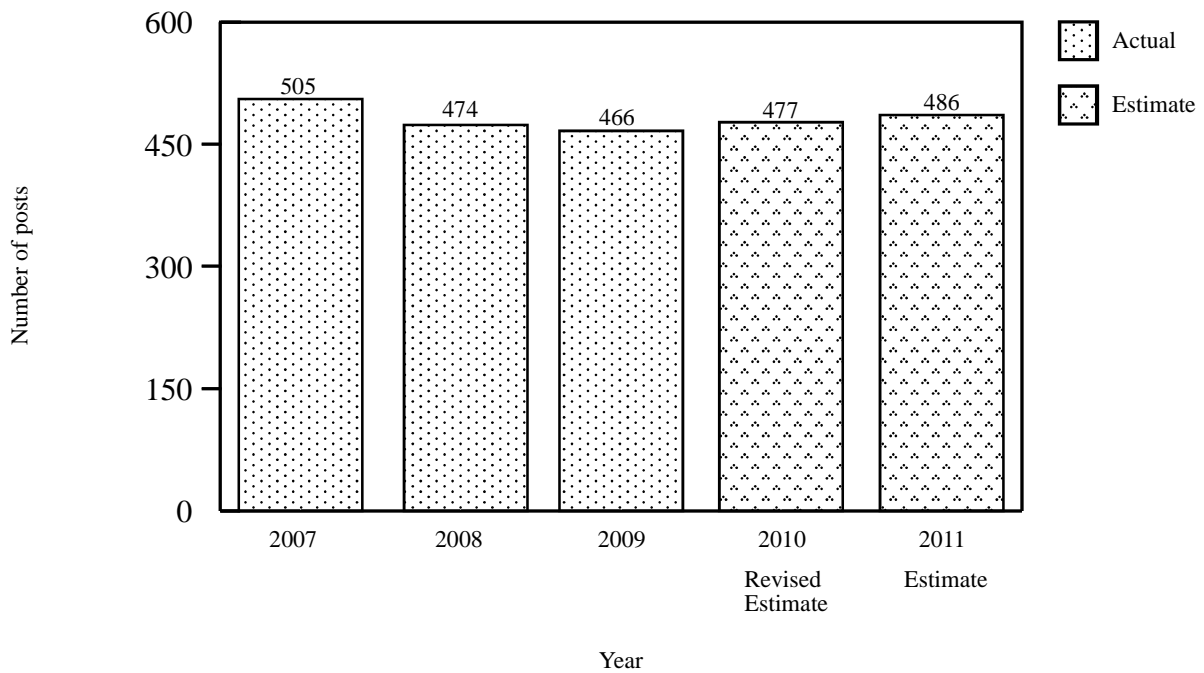
*Allocation of provision to programmes (2010-11)*



*Staff by programme (as at 31 March 2011)*



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



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| Sub-head<br>(Code)         | Actual<br>expenditure<br>2008-09                         | Approved<br>estimate<br>2009-10 | Revised<br>estimate<br>2009-10 | <b>Estimate<br/>2010-11</b> |                              |
|----------------------------|--|---------------------------------|--------------------------------|-----------------------------|------------------------------|
|                            | \$'000   | \$'000                          | \$'000                         | <b>\$'000</b>               |                              |
| <b>Operating Account</b>   |  |                                 |                                |                             |                              |
| Recurrent                  |  |                                 |                                |                             |                              |
| 000                        | Operational expenses.....                                | 450,874                         | 516,992                        | 485,804                     | <b>522,050</b>               |
|                            | Total, Recurrent.....                                    | <u>450,874</u>                  | <u>516,992</u>                 | <u>485,804</u>              | <b><u>522,050</u></b>        |
| Non-Recurrent              |  |                                 |                                |                             |                              |
| 700                        | General non-recurrent.....                               | 81                              | 2,681                          | 2,120                       | <b>1,989</b>                 |
|                            | Total, Non-Recurrent.....                                | <u>81</u>                       | <u>2,681</u>                   | <u>2,120</u>                | <b><u>1,989</u></b>          |
|                            | Total, Operating Account .....                           | 450,955                         | 519,673                        | 487,924                     | <b>524,039</b>               |
| <b>Capital Account</b>     |  |                                 |                                |                             |                              |
| Plant, Equipment and Works |  |                                 |                                |                             |                              |
| 661                        | Minor plant, vehicles and equipment (block<br>vote)..... | 3,148                           | 1,471                          | 1,471                       | <b>696</b>                   |
|                            | Total, Plant, Equipment and Works.....                   | <u>3,148</u>                    | <u>1,471</u>                   | <u>1,471</u>                | <b><u>696</u></b>            |
|                            | Total, Capital Account .....                             | 3,148                           | 1,471                          | 1,471                       | <b>696</b>                   |
|                            | Total Expenditure.....                                   | <u><u>454,103</u></u>           | <u><u>521,144</u></u>          | <u><u>489,395</u></u>       | <b><u><u>524,735</u></u></b> |



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### Details of Expenditure by Subhead

The estimate of the amount required in 2010–11 for the salaries and expenses of the Offices of the Chief Secretary for Administration and the Financial Secretary is \$524,735,000. This represents an increase of \$35,340,000 over the revised estimate for 2009–10 and of \$70,632,000 over actual expenditure in 2008–09.

#### Operating Account

##### Recurrent

**2** Provision of \$522,050,000 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.

**3** The establishment as at 31 March 2010 will be 476 permanent and one supernumerary posts. It is expected that there will be a net increase of nine posts in 2010–11. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2010–11, but the notional annual mid-point salary value of all such posts must not exceed \$175,426,000.

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

|   | 2008–09<br>(Actual)<br>(\$'000) | 2009–10<br>(Original)<br>(\$'000) | 2009–10<br>(Revised)<br>(\$'000) | 2010–11<br>(Estimate)<br>(\$'000) |
|---|---------------------------------|-----------------------------------|----------------------------------|-----------------------------------|
| Personal Emoluments                               |                                 |                                   |                                  |                                   |
| - Salaries .....                                  | 202,359                         | 220,490                           | 209,343                          | 225,239                           |
| - Allowances .....                                | 7,775                           | 9,113                             | 7,992                            | 7,136                             |
| - Job-related allowances .....                    | 17                              | 23                                | 23                               | 23                                |
| Personnel Related Expenses                        |                                 |                                   |                                  |                                   |
| - Mandatory Provident Fund contribution .....     | 261                             | 372                               | 400                              | 586                               |
| - Civil Service Provident Fund contribution ..... | 157                             | 415                               | 329                              | 478                               |
| Departmental Expenses                             |                                 |                                   |                                  |                                   |
| - Remuneration for special appointments ...       | 18,745                          | 22,656                            | 20,284                           | 20,281                            |
| - Honoraria for members of committees .....       | 1,846                           | 2,230                             | 2,070                            | 2,230                             |
| - Hire of services and professional fees .....    | 99,721                          | 122,697                           | 107,494                          | 119,265                           |
| - General departmental expenses .....             | 119,993                         | 138,996                           | 137,869                          | 146,812                           |
|   | 450,874                         | 516,992                           | 485,804                          | 522,050                           |

#### Capital Account

##### Plant, Equipment and Works

**5** Provision of \$696,000 under *Subhead 661 Minor Plant, vehicles and equipment (block vote)* represents a decrease of \$775,000 (52.7%) against the revised estimate for 2009–10. This is mainly due to reduced requirement for replacement of plant and equipment.

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**Commitments**

| Sub-head<br>(Code)              | Item<br>(Code)   Ambit  | Approved<br>commitment | Accumulated<br>expenditure<br>to 31.3.2009 | Revised<br>estimated<br>expenditure<br>for 2009–10 | Balance      |
|---------------------------------|---|------------------------|--|--|--------------|
|                                 |   | \$'000                 | \$'000                                     | \$'000   | \$'000       |
| <b><i>Operating Account</i></b> |   |                        |  |  |              |
| 700                             | <i>General non-recurrent</i>  |                        |  |  |              |
| 019                             | Acquisition of archival materials about<br>Hong Kong .....                                      | 1,400                  | 326  | 470  | 604          |
| 033                             | Managing for results at departmental<br>level to support delivery of policy<br>objectives ..... | 5,000                  | 1,889                                      | 600  | 2,511        |
| 035                             | Periodic surveys and reviews of<br>satisfaction and needs of the<br>community .....             | 3,200                  | 913  | 500  | 1,787        |
| 895                             | Review of poverty indicators.....   | 1,330                  | 81   | 550  | 699          |
|                                 | Total.....  | <u>10,930</u>          | <u>3,209</u>                               | <u>2,120</u>                                       | <u>5,601</u> |