

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 2015–16 **\$853.2m**

Establishment ceiling 2015–16 (notional annual mid-point salary value) representing an estimated 521 non-directorate posts as at 31 March 2015 reducing by four posts to 517 posts as at 31 March 2016 **\$254.4m**

In addition, there will be an estimated 33 directorate posts as at 31 March 2015 rising by one post to 34 posts as at 31 March 2016.

Commitment balance **\$4.3m**

Controlling Officer's Report

Programmes

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

Programme (1): Efficiency Unit

	2013–14 (Actual)	2014–15 (Original)	2014–15 (Revised)	2015–16 (Estimate)
Financial provision (\$m)	167.6	221.5	208.4 (–5.9%)	221.1 (+6.1%)
				(or –0.2% on 2014–15 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 and government initiatives.

Brief Description

3 Key areas of work are:

- business process re-engineering - to achieve overall improvements in public sector productivity and service quality;
- 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;
- performance measurement - to support bureaux and departments to develop clear objectives and targets, reflecting public benefits rather than internal processes, and to measure performance;
- social innovation - to support the Commission on Poverty's Social Innovation and Entrepreneurship Development Fund Task Force to promote social innovation in the community and in the public sector to help address social needs; and
- outsourcing and public private partnerships - to harness the flexibility, innovation and resources of the private sector to enhance quality of public services and achieve greater value for money.

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4 The Efficiency Unit has designed and set up 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. The Efficiency Unit serves as the secretariat to the Social Innovation and Entrepreneurship Development Fund Task Force under the Commission on Poverty to oversee the administration of the Fund. In pursuing these initiatives, the Efficiency Unit:

- focuses on practical results,
- offers a cross-departmental perspective,
- challenges current ways of working,
- innovates to develop tools and techniques applicable to Hong Kong, and
- provides speedy access to expertise and resources.

5 1823 provides 24-hour one-stop service to handle public enquiries on behalf of 22 departments and public complaints against the Government. In 2014, it received around 4 000 000 calls and 298 000 emails from the public. The key performance measures of 1823 are:

Targets

	Target	2013 (Actual)	2014 (Actual)	2015 (Plan)
calls that can be answered within 12 seconds (%).....	80	65	67	80
callers that have their enquiries addressed at the first time of calling (%).....	95	98	98	98
customer satisfaction (out of a five-point scale).....	4.0	4.4	4.4	4.4

Matters Requiring Special Attention in 2015–16

6 During 2015–16, the Efficiency Unit will:

- follow up on its assessment for systemic improvement to benefits administration;
- continue to assist bureaux and departments in conducting Enterprise Information Management Strategy reviews to prepare for the introduction of electronic records management, knowledge management and collaboration systems;
- encourage innovation in design and delivery of more integrated, citizen-centric services through “user-centred design” methods, the Youth Portal and 1823; and
- work with the Social Innovation and Entrepreneurship Development Fund Task Force to implement the first batch of programmes from the Fund and formulate future strategies.

Programme (2): Government Records Service

	2013–14 (Actual)	2014–15 (Original)	2014–15 (Revised)	2015–16 (Estimate)
Financial provision (\$m)	45.4	57.3	54.6 (–4.7%)	58.7 (+7.5%)
				(or +2.4% on 2014–15 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.

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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.
- 9 The key performance measures are:

Targets

	Target	2013 (Actual)	2014 (Actual)	2015 (Plan)
departmental records management studies/reviews.....	2	2	2	2
training for departmental records managers and their assistants on records management (no. of government officers trained).....	2 400	2 424	2 426	2 400

Indicators

	2013 (Actual)	2014 (Actual)	2015 (Estimate)
archival records acquired (linear meters).....	370	596#	500
reference and research services rendered to the public			
no. of visitors.....	3 526	4 756^	4 900
no. of enquiries.....	8 086	8 681^	8 500
records management manuals, handbooks and newsletters published.....	2	2	2
intermediate storage facilities for inactive government records in terms of			
storage capacity (linear meters)	124 000	124 000	124 000
percentage utilised.....	94.5	97.3	95.0
records microfilmed for other government departments (no. of images)	2 802 435	2 707 195	2 700 000

The amount of archival records acquired fluctuates depending on the nature and number of records to be disposed of by bureaux and departments. The increase in the amount of archival records acquired in 2014 was mainly due to larger amount of records transferred from a few departments and Government Records Service's efforts in clearing the backlog.

^ The increase in the numbers of visitors and enquiries in 2014 was mainly due to the Government Records Service's promotional initiatives including the broadcasting of an Announcement in the Public Interest and a new series of user education programme.

Matters Requiring Special Attention in 2015–16

- 10 During 2015–16, 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 records keeping system,
 - continue to implement public education and publicity programme on Hong Kong's documentary heritage, and
 - speed up work relating to appraisal of records and accessioning of archival records to facilitate disposal of time-expired records and public access to archival records.

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Programme (3): CSO-Administration Wing

	2013–14 (Actual)	2014–15 (Original)	2014–15 (Revised)	2015–16 (Estimate)
Financial provision (\$m)	448.4	509.8	476.8 (–6.5%)	527.8 (+10.7%)
				(or +3.5% on 2014–15 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 Government.

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 Government's dealings with the Legislature;
- 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;
- 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 and co-ordinate the Justices of the Peace system;
- provide centralised support for common services and accommodation in the Central Government Offices;
- 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.

Programme (4): Protocol Division

	2013–14 (Actual)	2014–15 (Original)	2014–15 (Revised)	2015–16 (Estimate)
Financial provision (\$m)	39.7	45.2	44.4 (–1.8%)	45.6 (+2.7%)
				(or +0.9% on 2014–15 Original)

Aim

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

Brief Description

14 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;

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- 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.

Matters Requiring Special Attention in 2015–16

15 During 2015–16, 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 Hong Kong, and administration of the local honours and awards system.

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ANALYSIS OF FINANCIAL PROVISION

	2013-14 (Actual) (\$m)	2014-15 (Original) (\$m)	2014-15 (Revised) (\$m)	2015-16 (Estimate) (\$m)
Programme				
(1) Efficiency Unit	167.6	221.5	208.4	221.1
(2) Government Records Service.....	45.4	57.3	54.6	58.7
(3) CSO-Administration Wing.....	448.4	509.8	476.8	527.8
(4) Protocol Division	39.7	45.2	44.4	45.6
	<hr/>	<hr/>	<hr/>	<hr/>
	701.1	833.8	784.2 (-5.9%)	853.2 (+8.8%)
				(or +2.3% on 2014-15 Original)

Analysis of Financial and Staffing Provision

Programme (1)

Provision for 2015-16 is \$12.7 million (6.1%) higher than the revised estimate for 2014-15. This is mainly due to increased provision for filling of vacancies and staff changes, as well as anticipated increase in expenditure for hire of services and general departmental expenses, partly offset by the reduced cash flow requirement for non-recurrent items.

Programme (2)

Provision for 2015-16 is \$4.1 million (7.5%) higher than the revised estimate for 2014-15. This is mainly due to increased provision for filling of vacancies, staff changes and salary increment for staff, as well as anticipated increase in general departmental expenses, partly offset by the net deletion of three posts and the anticipated reduction in expenditure for hire of services.

Programme (3)

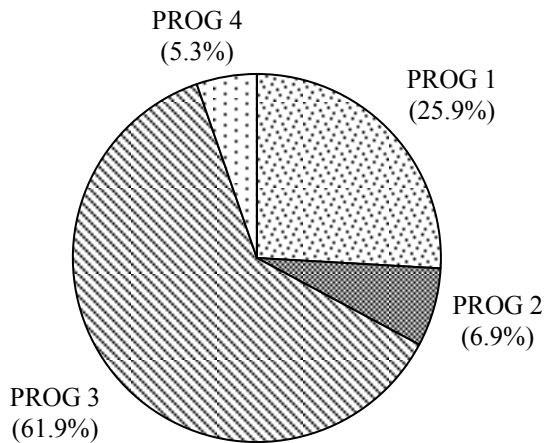
Provision for 2015-16 is \$51.0 million (10.7%) higher than the revised estimate for 2014-15. This is mainly due to increased provision for filling of vacancies, establishment changes, staff changes and salary increment for staff, as well as anticipated increase in expenditure for hire of services and general departmental expenses.

Programme (4)

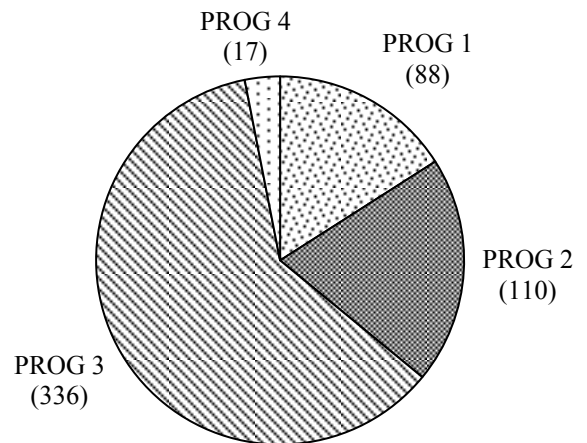
Provision for 2015-16 is \$1.2 million (2.7%) higher than the revised estimate for 2014-15. This is mainly due to anticipated increase in expenditure for hire of services, partly offset by anticipated reduction in general departmental expenses.

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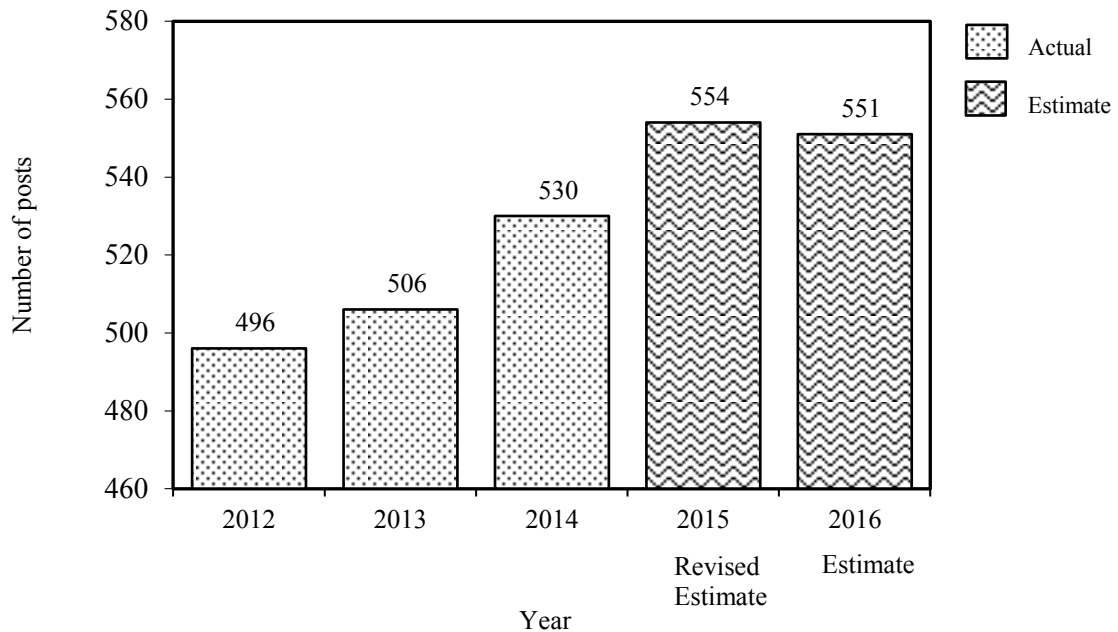
Allocation of provision to programmes (2015-16)



Staff by programme (as at 31 March 2016)



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



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Sub-head (Code)	Actual expenditure 2013–14	Approved estimate 2014–15	Revised estimate 2014–15	Estimate 2015–16	
	\$'000	\$'000	\$'000	\$'000	
Operating Account					
Recurrent					
000	Operational expenses	700,586	822,391	776,971	852,851
	Total, Recurrent.....	700,586	822,391	776,971	852,851
Non-Recurrent					
700	General non-recurrent	305	9,567	5,310	355
	Total, Non-Recurrent.....	305	9,567	5,310	355
	Total, Operating Account	700,891	831,958	782,281	853,206
Capital Account					
Plant, Equipment and Works					
	Minor plant, vehicles and equipment (block vote).....	185	1,874	1,874	—
	Total, Plant, Equipment and Works.....	185	1,874	1,874	—
	Total, Capital Account.....	185	1,874	1,874	—
	Total Expenditure	701,076	833,832	784,155	853,206

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Details of Expenditure by Subhead

The estimate of the amount required in 2015–16 for the salaries and expenses of the Offices of the Chief Secretary for Administration and the Financial Secretary is \$853,206,000. This represents an increase of \$69,051,000 over the revised estimate for 2014–15 and of \$152,130,000 over the actual expenditure in 2013–14.

Operating Account

Recurrent

2 Provision of \$852,851,000 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 \$435,600 and \$333,900 for the Chief Secretary for Administration and for the Financial Secretary respectively. The increase of \$75,880,000 (9.8%) over the revised estimate for *Subhead 000 Operational expenses* for 2014–15 is mainly due to the increased salary provision for filling of vacancies, establishment changes, staff changes and salary increments for staff, anticipated increase in hire of services and general departmental expenses.

3 The establishment as at 31 March 2015 will be 554 posts. It is expected that there will be a net decrease of three posts in 2015–16. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2015–16, but the notional annual mid-point salary value of all such posts must not exceed \$254,384,000.

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

	2013–14 (Actual) (\$'000)	2014–15 (Original) (\$'000)	2014–15 (Revised) (\$'000)	2015–16 (Estimate) (\$'000)
Personal Emoluments				
- Salaries.....	267,078	297,169	288,831	305,162
- Allowances.....	6,820	7,486	8,622	9,891
- Job-related allowances.....	6	23	22	21
Personnel Related Expenses				
- Mandatory Provident Fund contribution.....	972	848	1,036	794
- Civil Service Provident Fund contribution.....	4,125	6,270	5,571	7,384
Departmental Expenses				
- Remuneration for special appointments	19,929	23,814	23,510	20,841
- Honoraria for members of committees	1,628	4,550	2,037	2,127
- Hire of services and professional fees	148,491	181,097	155,939	189,283
- General departmental expenses	251,537	301,134	291,403	317,348
	700,586	822,391	776,971	852,851

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Commitments

Sub-head (Code)	Item (Code)	Ambit	Approved commitment \$'000	Accumulated expenditure to 31.3.2014 \$'000	Revised estimated expenditure for 2014–15 \$'000	Balance \$'000
<i>Operating Account</i>						
700		<i>General non-recurrent</i>				
	033	Managing for results at departmental level to support delivery of policy objectives	5,000	4,124	—	876
	035	Periodic surveys and reviews of satisfaction and needs of the community	3,200	2,509	330	361
	829	Consultancy services on centralized approach for administering social benefits schemes	8,000	—	4,980	3,020
		Total	16,200	6,633	5,310	4,257