

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 2011–12	\$624.8m
Establishment ceiling 2011–12 (notional annual mid-point salary value) representing an estimated 456 non-directorate posts as at 31 March 2011 rising by ten posts to 466 posts as at 31 March 2012	\$183.4m
In addition, there will be an estimated 30 directorate posts as at 31 March 2011 and as at 31 March 2012.	
Commitment balance	\$4.3m

Controlling Officer's Report

Programmes

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

Detail

Programme (1): Efficiency Unit

	2009–10 (Actual)	2010–11 (Original)	2010–11 (Revised)	2011–12 (Estimate)
Financial provision (\$m)	136.4	137.5	134.5 (-2.2%)	150.2 (+11.7%)
				(or +9.2% on 2010–11 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;

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

- 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 21 departments and public complaints against the Government. In 2010, it received over 2 930 000 calls and 150 000 emails from the public. The key performance measures of the 1823 are:

Targets

	Target	2009 (Actual)	2010 (Actual)	2011 (Plan)
calls that can be answered within 12 seconds (%).....	80	78	70#	80
callers that have their enquiries addressed at the first time of calling (%).....	90	97	98	98

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 increase manpower and continue to improve knowledge management to enhance work efficiency.

Matters Requiring Special Attention in 2011–12

6 During 2011–12, the Efficiency Unit will:

- pursue long-term financial and other institutional arrangements for the 1823 service;
- prepare for the replacement of the 1823 systems in order to sustain a quality service to the public;
- 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 the design and delivery of more integrated, citizen-centric services through “user-centred design” methods and the Youth Portal; and
- provide support to bureaux and departments in considering new partnership arrangements to help deliver improved services to the public.

Programme (2): Government Records Service

	2009–10 (Actual)	2010–11 (Original)	2010–11 (Revised)	2011–12 (Estimate)
Financial provision (\$m)	31.4	32.7	32.8 (+0.3%)	33.2 (+1.2%)
				(or +1.5% on 2010–11 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.

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

9 The key performance measures are:

Targets

	Target	2009 (Actual)	2010 (Actual)	2011 (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	2 021	2 025	2 000

Indicators

	2009 (Actual)	2010 (Actual)	2011 (Estimate)
archival records acquired (linear meters).....	190	552#	340#
reference and research services rendered to the public			
no. of visitors	3 267	3 188	3 200
no. of enquiries	6 686	6 676	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)	120 400	120 400	124 000Δ
percentage utilised	97.7	96.1	96.0
records microfilmed for other government departments (no. of images)	2 714 273	2 652 922	2 606 000¶

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 2010 is mainly due to the transfer of an unexpected large amount of records from two departments. The estimated amount of archival records to be acquired in 2011 is worked out on the assumption that there is a steady inflow of archival records in the year.

Δ The increase in storage capacity in 2011 is mainly due to the commissioning of a new mobile shelving system scheduled for operation in the first quarter of 2011.

¶ A larger proportion of source documents of odd size or in poor condition are expected in 2011. Processing of these documents requires longer time and production figure in 2011 is estimated to be two per cent less than that in 2010.

Matters Requiring Special Attention in 2011–12

10 During 2011–12, the Government Records Service will continue to:

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

Programme (3): CSO-Administration Wing

	2009–10 (Actual)	2010–11 (Original)	2010–11 (Revised)	2011–12 (Estimate)
Financial provision (\$m)	272.3	312.6	282.0 (-9.8%)	398.7 (+41.4%)

(or +27.5% on 2010–11 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.

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

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 2011–12

13 During 2011–12, the Administration Wing will continue to work with relevant parties to implement the Tamar Development Project.

Programme (4): Protocol Division

	2009–10 (Actual)	2010–11 (Original)	2010–11 (Revised)	2011–12 (Estimate)
Financial provision (\$m)	36.7	41.9	41.4 (–1.2%)	42.7 (+3.1%)
				(or +1.9% on 2010–11 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.

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

Matters Requiring Special Attention in 2011–12

16 During 2011–12, 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.

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

ANALYSIS OF FINANCIAL PROVISION

Programme	2009–10 (Actual) (\$m)	2010–11 (Original) (\$m)	2010–11 (Revised) (\$m)	2011–12 (Estimate) (\$m)
(1) Efficiency Unit	136.4	137.5	134.5	150.2
(2) Government Records Service	31.4	32.7	32.8	33.2
(3) CSO-Administration Wing	272.3	312.6	282.0	398.7
(4) Protocol Division	36.7	41.9	41.4	42.7
	476.8	524.7	490.7 (–6.5%)	624.8 (+27.3%)
				(or +19.1% on 2010–11 Original)

Analysis of Financial and Staffing Provision

Programme (1)

Provision for 2011–12 is \$15.7 million (11.7%) higher than the revised estimate for 2010–11. This is mainly due to the anticipated increase in operating expenses for the 1823.

Programme (2)

Provision for 2011–12 is \$0.4 million (1.2%) higher than the revised estimate for 2010–11. This is mainly due to the filling of vacancies and salary increments for staff.

Programme (3)

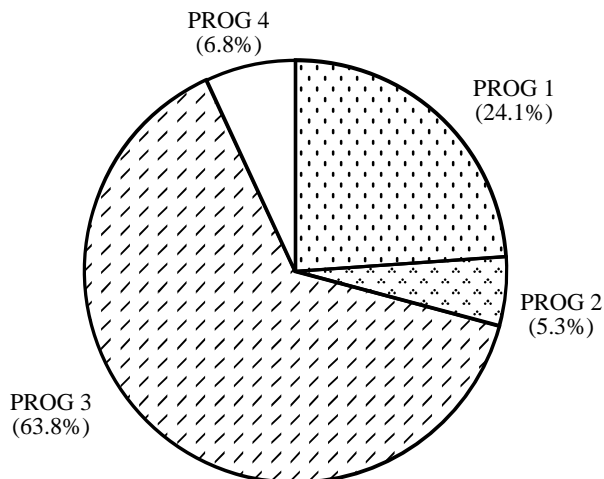
Provision for 2011–12 is \$116.7 million (41.4%) higher than the revised estimate for 2010–11. This is mainly due to the net increase of ten posts to meet operational needs, as well as anticipated increase in hire of services and general departmental expenses.

Programme (4)

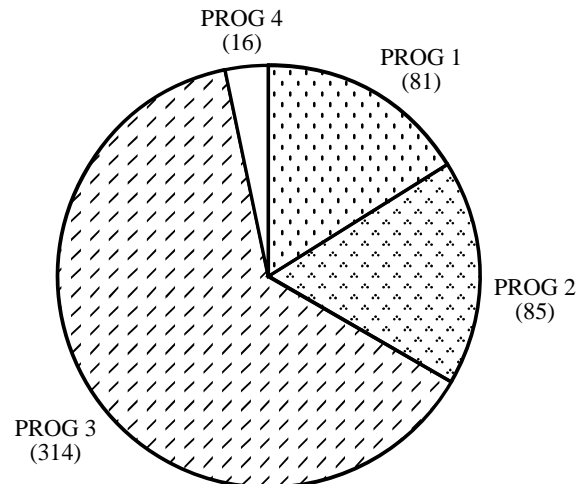
Provision for 2011–12 is \$1.3 million (3.1%) higher than the revised estimate for 2010–11. This is mainly due to the provision for replacement of minor plant and equipment.

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

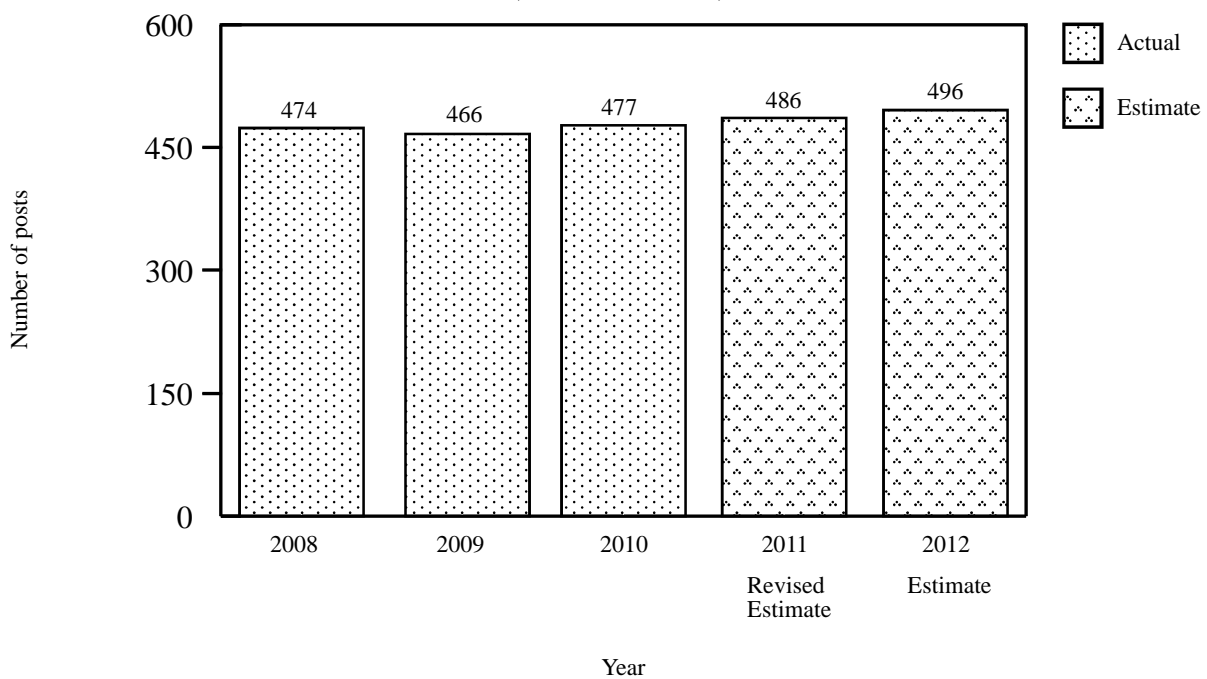
Allocation of provision to programmes (2011-12)



Staff by programme (as at 31 March 2012)



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



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

Sub-head (Code)	Actual expenditure 2009–10	Approved estimate 2010–11	Revised estimate 2010–11	Estimate 2011–12	
	\$'000	\$'000	\$'000	\$'000	
Operating Account					
Recurrent					
000	Operational expenses.....	473,496	522,050	488,119	621,509
	Total, Recurrent	<u>473,496</u>	<u>522,050</u>	<u>488,119</u>	<u>621,509</u>
Non-Recurrent					
700	General non-recurrent	1,872	1,989	1,840	1,203
	Total, Non-Recurrent	<u>1,872</u>	<u>1,989</u>	<u>1,840</u>	<u>1,203</u>
	Total, Operating Account.....	475,368	524,039	489,959	622,712
Capital Account					
Plant, Equipment and Works					
661	Minor plant, vehicles and equipment (block vote).....	1,471	696	696	2,088
	Total, Plant, Equipment and Works	<u>1,471</u>	<u>696</u>	<u>696</u>	<u>2,088</u>
	Total, Capital Account	1,471	696	696	2,088
	Total Expenditure	<u><u>476,839</u></u>	<u><u>524,735</u></u>	<u><u>490,655</u></u>	<u><u>624,800</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 2011–12 for the salaries and expenses of the Offices of the Chief Secretary for Administration and the Financial Secretary is \$624,800,000. This represents an increase of \$134,145,000 over the revised estimate for 2010–11 and of \$147,961,000 over actual expenditure in 2009–10.

Operating Account

Recurrent

2 Provision of \$621,509,000 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 increase of \$133,390,000 (27.3%) over the revised estimate for 2010–11 is mainly due to the net increase of ten posts to meet operational needs as well as anticipated increase in hire of services, general departmental expenses and operating expenses for the 1823.

3 The establishment as at 31 March 2011 will be 486 posts including one supernumerary post. It is expected that there will be a net increase of ten permanent posts in 2011–12. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2011–12, but the notional annual mid-point salary value of all such posts must not exceed \$183,379,000.

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

	2009–10 (Actual) (\$'000)	2010–11 (Original) (\$'000)	2010–11 (Revised) (\$'000)	2011–12 (Estimate) (\$'000)
Personal Emoluments				
- Salaries	207,830	225,239	214,342	228,434
- Allowances	6,885	7,136	7,450	8,838
- Job-related allowances.....	3	23	5	23
Personnel Related Expenses				
- Mandatory Provident Fund contribution	395	586	562	518
- Civil Service Provident Fund contribution	281	478	916	2,117
Departmental Expenses				
- Remuneration for special appointments...	20,126	20,281	20,182	21,862
- Honoraria for members of committees	1,780	2,230	2,020	2,230
- Hire of services and professional fees	103,891	119,265	101,967	158,125
- General departmental expenses.....	132,305	146,812	140,675	199,362
	473,496	522,050	488,119	621,509

Capital Account

Plant, Equipment and Works

5 Provision of \$2,088,000 under *Subhead 661 Minor Plant, vehicles and equipment (block vote)* represents an increase of \$1,392,000 (200%) over the revised estimate for 2010–11. This is mainly due to increased requirement for replacement of plant and equipment.

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

Commitments

Sub-head (Code)	Item (Code)	Ambit	Approved commitment	Accumulated expenditure to 31.3.2010	Revised estimated expenditure for 2010-11	Balance
			\$'000	\$'000	\$'000	\$'000
<i>Operating Account</i>						
700	<i>General non-recurrent</i>					
019	Acquisition of archival materials about Hong Kong		1,400	797	500	103
033	Managing for results at departmental level to support delivery of policy objectives		5,000	2,359	—	2,641
035	Periodic surveys and reviews of satisfaction and needs of the community		3,200	1,163	500	1,537
	Total		<u>9,600</u>	<u>4,319</u>	<u>1,000</u>	<u>4,281</u>