

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 2012–13 | \$694.8m |
| Establishment ceiling 2012–13 (notional annual mid-point salary value) representing an estimated 466 non-directorate posts as at 31 March 2012 rising by 20 posts to 486 posts as at 31 March 2013.... | \$201.5m |
| In addition, there will be an estimated 30 directorate posts as at 31 March 2012 reducing by one post to 29 posts as at 31 March 2013. | |
| Commitment balance | \$3.4m |

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

| | 2010–11 (Actual) | 2011–12 (Original) | 2011–12 (Revised) | 2012–13 (Estimate) |
|---------------------------|---------------------|-----------------------|----------------------|-----------------------------------|
| Financial provision (\$m) | 134.9 | 150.2 | 150.3 (+0.1%) | 154.6 (+2.9%) |
| | | | | (or +2.9% on 2011–12 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 enhance quality of public services and 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 21 departments and public complaints against the Government. In 2011, it received over 3 330 000 calls and 196 000 emails from the public. The key performance measures of the 1823 are:

Targets

| | Target | 2010 (Actual) | 2011 (Actual) | 2012 (Plan) |
|--|--------|------------------|------------------|----------------|
| calls that can be answered within 12 seconds (%) | 80 | 70 | 70# | 80 |
| callers that have their enquiries addressed at the first time of calling (%)..... | 95^ | 98 | 98 | 98 |
| customer satisfaction (out of a 5-point scale)Ω..... | 4.0 | 4.2 | 4.4 | 4.4 |

The performance measure is a function of call volume, call duration as well as staff levels. In 2011, the target of answering 80 per cent of calls within 12 seconds was not met because the call volume was higher than that the staffing complement could handle. There was a 14 per cent increase in call volume and a 31 per cent increase in emails compared with 2010. The 1823 will continue to improve knowledge management to enhance work efficiency.

^ The target for first time resolution rate for enquiries was set at 90 per cent when the 1823 began operation in 2001 but the actual performance has been consistently better. To set a higher standard of service, the target is moved up to 95 per cent from 2012.

Ω To ensure the provision of quality service to the public, the 1823 conducts customer satisfaction surveys through its interactive voice response system to collect callers' feedback on its services.

Matters Requiring Special Attention in 2012–13

6 During 2012–13, the Efficiency Unit will:

- pursue long-term financial arrangements for the 1823 service;
- put in place new systems for the 1823 to ensure the continued provision of efficient and effective service to the public;
- assist bureaux and departments in conducting Enterprise Information Management Strategy reviews to prepare for the introduction of records management, knowledge management and business process support systems;
- encourage innovation in design and delivery of more integrated, citizen-centric services through 'user-centred design' methods, the Youth Portal and the 1823 web services; and
- provide support to a pilot group of bureaux and departments in preparing for the implementation of a Shared Human Resource Management System.

Programme (2): Government Records Service

| | 2010–11 (Actual) | 2011–12 (Original) | 2011–12 (Revised) | 2012–13 (Estimate) |
|---------------------------|---------------------|-----------------------|----------------------|------------------------------------|
| Financial provision (\$m) | 31.6 | 33.2 | 33.4 (+0.6%) | 44.5 (+33.2%) |
| | | | | (or +34.0% on 2011–12 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;

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- 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 | 2010 (Actual) | 2011 (Actual) | 2012 (Plan) |
|---|--------|------------------|------------------|----------------|
| departmental records management studies/reviews..... | 3@ | 4 | 4 | 3@ |
| training for departmental records managers and their assistants on records management (no. of government officers trained)..... | 2 000 | 2 025 | 2 093 | 2 400Ω |

@ Since 2002, departmental records management studies on the classification of administrative records were carried out to assist bureaux and departments to implement the standard classification scheme for administrative records. It is planned that after the conduct of two more such studies in the first half of 2012, comprehensive records management audits/reviews will be conducted instead. In view of the wider coverage (including records creation, records classification, records maintenance, records disposal, vital records protection, etc.), higher complexity and more time required for this new type of reviews, it is planned to conduct one such review in the second half of 2012 and the target is correspondingly reduced from four to three.

Ω To further promote the awareness of good records management in the Government, more records management training courses will be organised and conducted in 2012.

Indicators

| | 2010 (Actual) | 2011 (Actual) | 2012 (Estimate) |
|---|------------------|------------------|--------------------|
| archival records acquired (linear meters)..... | 552 | 346# | 340# |
| Reference and research services rendered to the public | | | |
| no. of visitors | 3 188 | 3 155 | 3 200 |
| no. of enquiries | 6 676 | 7 584^ | 7 000^ |
| records management manuals, handbooks and newsletters published | 1 | 2¶ | 2 |
| intermediate storage facilities for inactive government records in terms of | | | |
| storage capacity (linear meters) | 120 400 | 124 000Δ | 124 000Δ |
| percentage utilised | 96.1 | 94.9 | 94.0 |
| records microfilmed for other government departments (no. of images) | 2 652 922 | 2 693 588 | 2 684 000 |

The amount of archival records acquired fluctuates depending on the nature and number of records to be disposed of by bureaux and departments. A larger amount of archival records acquired in 2010 was 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 2012 is worked out on the assumption that there is a steady inflow of archival records in the year.

^ The increase in the number of enquiries for reference and research services in 2011 reflected increased public interest partly due to Public Records Office's promotional programmes. The estimated number of enquiries for 2012 is based on the average for the past three years.

¶ To facilitate the development of electronic records keeping system in the Government and to promote good records management, two publications, namely "Functional Requirements of an Electronic Recordkeeping System" and "Good Records Management Practices" were published in May and October 2011 respectively.

Δ The increase in storage capacity in 2011 was due to the commissioning of a new mobile shelving system in the fourth quarter of 2011.

Matters Requiring Special Attention in 2012–13

10 During 2012–13, 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 support 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;

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- conduct a survey to monitor the compliance of bureaux and departments with the mandatory records management requirements; 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.

Programme (3): CSO-Administration Wing

| | 2010–11 (Actual) | 2011–12 (Original) | 2011–12 (Revised) | 2012–13 (Estimate) |
|---------------------------|---------------------|-----------------------|----------------------|------------------------------------|
| Financial provision (\$m) | 279.7 | 398.7 | 335.6 (–15.8%) | 452.3 (+34.8%) |
| | | | | (or +13.4% on 2011–12 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.

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 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

| | 2010–11 (Actual) | 2011–12 (Original) | 2011–12 (Revised) | 2012–13 (Estimate) |
|---------------------------|---------------------|-----------------------|----------------------|-----------------------------------|
| Financial provision (\$m) | 34.6 | 42.7 | 43.0 (+0.7%) | 43.4 (+0.9%) |
| | | | | (or +1.6% on 2011–12 Original) |

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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;
- 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 2012–13

15 During 2012–13, 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

| Programme | 2010–11 (Actual) (\$m) | 2011–12 (Original) (\$m) | 2011–12 (Revised) (\$m) | 2012–13 (Estimate) (\$m) |
|--------------------------------------|------------------------------|--------------------------------|-------------------------------|------------------------------------|
| (1) Efficiency Unit | 134.9 | 150.2 | 150.3 | 154.6 |
| (2) Government Records Service | 31.6 | 33.2 | 33.4 | 44.5 |
| (3) CSO-Administration Wing | 279.7 | 398.7 | 335.6 | 452.3 |
| (4) Protocol Division | 34.6 | 42.7 | 43.0 | 43.4 |
| | 480.8 | 624.8 | 562.3 (–10.0%) | 694.8 (+23.6%) |
| | | | | (or +11.2% on 2011–12 Original) |

Analysis of Financial and Staffing Provision

Programme (1)

Provision for 2012–13 is \$4.3 million (2.9%) higher than the revised estimate for 2011–12. This is mainly due to the increased salary provision for filling of vacancies and staff changes.

Programme (2)

Provision for 2012–13 is \$11.1 million (33.2%) higher than the revised estimate for 2011–12. This is mainly due to the net increase of 21 posts to meet operational needs, as well as anticipated increase in expenditure for hire of services, general departmental expenses and a capital account item.

Programme (3)

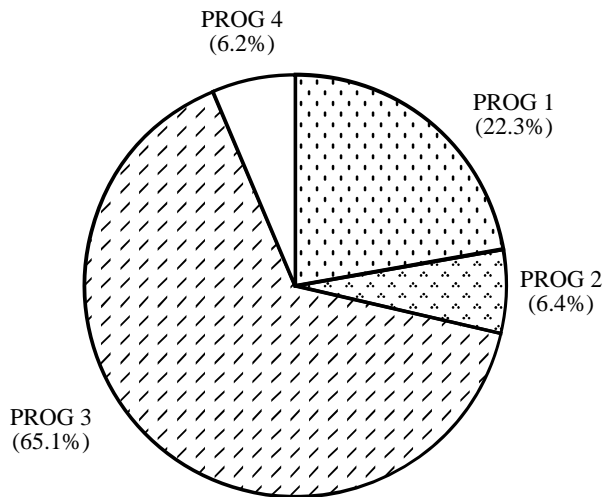
Provision for 2012–13 is \$ 116.7 million (34.8%) higher than the revised estimate for 2011–12. This is mainly due to the increased salary provision for filling of vacancies, staff changes and salary increments for staff, lower-than-expected expenditure in hire of services and professional fees in 2011–12, as well as anticipated increase in expenditure for general departmental expenses, partly offset by the net decrease of two posts in 2012–13.

Programme (4)

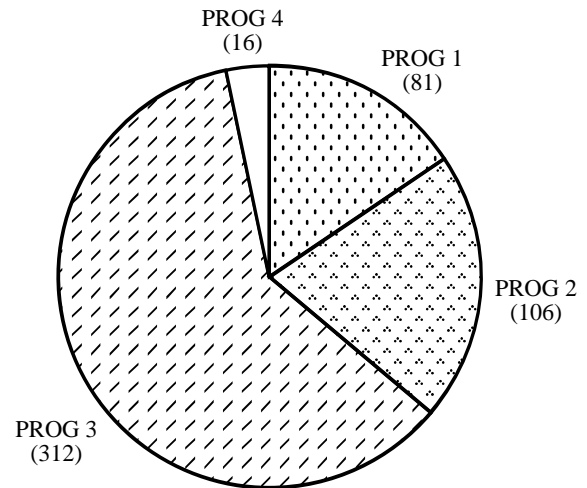
Provision for 2012–13 is \$0.4 million (0.9%) higher than the revised estimate for 2011–12. This is mainly due to the increased salary provision for staff changes, partly offset by the completion of a capital account item in 2011–12.

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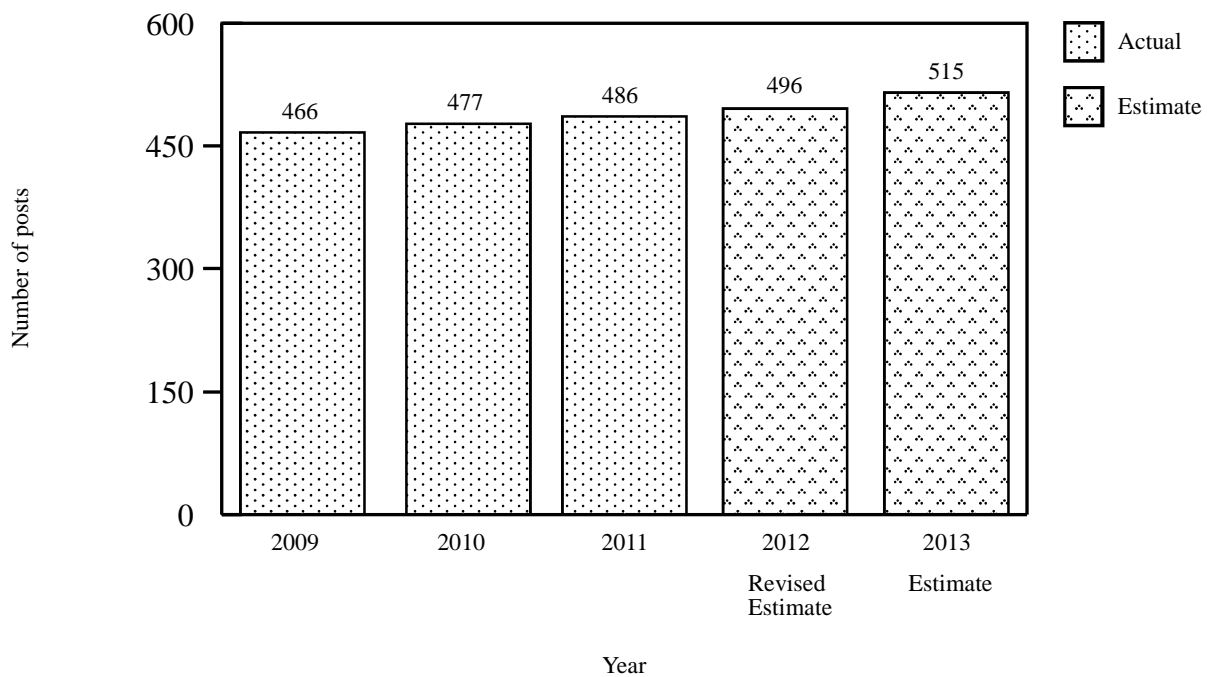
*Allocation of provision
to programmes
(2012-13)*



*Staff by programme
(as at 31 March 2013)*



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



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| Sub-head (Code) | | Actual expenditure 2010–11 | Approved estimate 2011–12 | Revised estimate 2011–12 | Estimate 2012–13 |
|----------------------------|--|----------------------------------|---------------------------------|--------------------------------|---------------------|
| | | \$'000 | \$'000 | \$'000 | \$'000 |
| Operating Account | | | | | |
| Recurrent | | | | | |
| 000 | Operational expenses | 478,490 | 621,509 | 559,275 | 693,193 |
| | Total, Recurrent | 478,490 | 621,509 | 559,275 | 693,193 |
| Non-Recurrent | | | | | |
| 700 | General non-recurrent | 1,624 | 1,203 | 953 | 850 |
| | Total, Non-Recurrent | 1,624 | 1,203 | 953 | 850 |
| | Total, Operating Account | 480,114 | 622,712 | 560,228 | 694,043 |
| Capital Account | | | | | |
| Plant, Equipment and Works | | | | | |
| 661 | Minor plant, vehicles and equipment (block vote)..... | 696 | 2,088 | 2,088 | 746 |
| | Total, Plant, Equipment and Works | 696 | 2,088 | 2,088 | 746 |
| | Total, Capital Account | 696 | 2,088 | 2,088 | 746 |
| | Total Expenditure | 480,810 | 624,800 | 562,316 | 694,789 |

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Details of Expenditure by Subhead

The estimate of the amount required in 2012–13 for the salaries and expenses of the Offices of the Chief Secretary for Administration and the Financial Secretary is \$694,789,000. This represents an increase of \$132,473,000 over the revised estimate for 2011–12 and of \$213,979,000 over actual expenditure in 2010–11.

Operating Account

Recurrent

2 Provision of \$693,193,000 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 \$133,918,000 (23.9%) over the revised estimate for 2011–12 is mainly due to the net increase of 19 posts, the increased salary provision for filling of vacancies, staff changes and salary increments for staff, lower-than-expected expenditure in hire of services and professional fees in 2011–12, as well as anticipated increase in expenditure for general departmental expenses.

3 The establishment as at 31 March 2012 will be 496 posts. It is expected that there will be a net increase of 19 posts in 2012–13. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2012–13, but the notional annual mid-point salary value of all such posts must not exceed \$201,474,000.

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

| | 2010–11 (Actual) (\$'000) | 2011–12 (Original) (\$'000) | 2011–12 (Revised) (\$'000) | 2012–13 (Estimate) (\$'000) |
|---|---------------------------------|-----------------------------------|----------------------------------|-----------------------------------|
| Personal Emoluments | | | | |
| - Salaries | 208,831 | 228,434 | 228,408 | 251,834 |
| - Allowances | 6,852 | 8,838 | 8,825 | 8,629 |
| - Job-related allowances..... | 2 | 23 | 8 | 22 |
| Personnel Related Expenses | | | | |
| - Mandatory Provident Fund contribution | 544 | 518 | 676 | 572 |
| - Civil Service Provident Fund contribution | 830 | 2,117 | 1,970 | 3,085 |
| Departmental Expenses | | | | |
| - Remuneration for special appointments.... | 20,181 | 21,862 | 20,678 | 23,317 |
| - Honoraria for members of committees | 1,739 | 2,230 | 1,882 | 2,247 |
| - Hire of services and professional fees | 98,893 | 158,125 | 122,922 | 161,630 |
| - General departmental expenses | 140,618 | 199,362 | 173,906 | 241,857 |
| | <u>478,490</u> | <u>621,509</u> | <u>559,275</u> | <u>693,193</u> |

Capital Account

Plant, Equipment and Works

5 Provision of \$746,000 under *Subhead 661 Minor Plant, vehicles and equipment (block vote)* represents a decrease of \$1,342,000 (64.3%) against the revised estimate for 2011–12. This is mainly due to decreased requirement for replacement of plant and equipment.

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Commitments

| Sub-head (Code) | Item (Code) | Ambit | Approved commitment | Accumulated expenditure to 31.3.2011 | Revised estimated expenditure for 2011–12 | Balance |
|---------------------------------|----------------|---|------------------------|--|--|---------|
| | | | \$'000 | \$'000 | \$'000 | \$'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 | 2,359 | 575 | 2,066 |
| | 035 | Periodic surveys and reviews of satisfaction and needs of the community..... | 3,200 | 1,637 | 275 | 1,288 |
| | | Total | 8,200 | 3,996 | 850 | 3,354 |