

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 2013–14	\$739.8m
Establishment ceiling 2013–14 (notional annual mid-point salary value) representing an estimated 486 non-directorate posts as at 31 March 2013 rising by 14 posts to 500 posts as at 31 March 2014	\$219.7m
In addition, there will be an estimated 29 directorate posts as at 31 March 2013 increasing by four posts to 33 posts as at 31 March 2014.	
Commitment balance	\$1.6m

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

	2011–12 (Actual)	2012–13 (Original)	2012–13 (Revised)	2013–14 (Estimate)
Financial provision (\$m)	148.6	154.6	157.7 (+2.0%)	171.1 (+8.5%)
				(or +10.7% on 2012–13 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 2012, it received around 3 330 000 calls and 200 000 emails from the public. The key performance measures of the 1823 are:

Targets

	Target	2011 (Actual)	2012 (Actual)	2013 (Plan)
calls that can be answered within 12 seconds (%)	80	70	73#	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

The performance measure is a function of call volume, call duration as well as staff levels. In 2012, there was a three per cent increase in the number of calls that could be answered within 12 seconds compared with the previous year. 1823 will increase manpower and continue to improve knowledge management to enhance work efficiency.

Matters Requiring Special Attention in 2013–14

6 During 2013–14, the Efficiency Unit will:

- complete assessments of opportunities for systemic improvement to benefit administration, business licencing and business support services and, if proposals are endorsed, take forward pilot projects to test out implementation of improvements;
- complete an assessment of possible improvements to procurement procedures and assist with implementation of recommendations that may be agreed;
- assist bureaux and departments in conducting Enterprise Information Management Strategy reviews to prepare for the introduction of electronic 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 1823 web services; and
- provide support to a pilot group of bureaux and departments in preparing for the implementation of the Government Human Resources Management Services.

Programme (2): Government Records Service

	2011–12 (Actual)	2012–13 (Original)	2012–13 (Revised)	2013–14 (Estimate)
Financial provision (\$m)	31.9	44.5	41.6 (–6.5%)	47.6 (+14.4%)
				(or +7.0% on 2012–13 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	2011 (Actual)	2012 (Actual)	2013 (Plan)
departmental records management studies/reviews.....	2@	4	3	2@
training for departmental records managers and their assistants on records management (no. of government officers trained).....	2 400	2 093	2 415Ω	2 400

@ From 2002 to 2012, 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. After completion of such studies in 2012, comprehensive records management reviews for individual bureaux and departments covering all major aspects of records management 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 will be required for these reviews, the target is correspondingly reduced from three to two in 2013.

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

Indicators

	2011 (Actual)	2012 (Actual)	2013 (Estimate)
archival records acquired (linear meters).....	346	356	350
reference and research services rendered to the public			
no. of visitors	3 155	5 159‡	4 900‡
no. of enquiries	7 584	9 358Δ	7 800Δ
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	94.9	95.3	95.0
records microfilmed for other government departments (no. of images)	2 693 588	2 745 745	2 684 000

‡ The increase in the number of visitors reflected increased public interest partly due to the Government Records Service's promotional initiatives which included the conduct of new thematic workshops in 2012, the staging of an exhibition of archival holdings on the Kai Tak Airport and the broadcasting of an Announcement for Public Interest since June 2012. The number of visitors in 2013 is expected to be at a similar level as that in 2012 due to continuation of promotional initiatives.

Δ The increase in the number of enquiries reflected increased public interest partly due to the Government Records Service's promotional initiatives such as the broadcasting of an Announcement for Public Interest since June 2012. The estimated number of enquiries for 2013 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 "A newsletter on electronic records management" and "Recordkeeping Metadata Standard for the Government of the Hong Kong Special Administrative Region" were published in January and May 2012 respectively.

Matters Requiring Special Attention in 2013–14

10 During 2013–14, 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; 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

	2011–12 (Actual)	2012–13 (Original)	2012–13 (Revised)	2013–14 (Estimate)
Financial provision (\$m)	372.1	452.3	449.3 (–0.7%)	476.4 (+6.0%)
				(or +5.3% on 2012–13 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);
- 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

	2011–12 (Actual)	2012–13 (Original)	2012–13 (Revised)	2013–14 (Estimate)
Financial provision (\$m)	41.8	43.4	50.1 (+15.4%)	44.7 (–10.8%)
				(or +3.0% on 2012–13 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 2013–14

15 During 2013–14, 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	2011-12 (Actual) (\$m)	2012-13 (Original) (\$m)	2012-13 (Revised) (\$m)	2013-14 (Estimate) (\$m)
(1) Efficiency Unit	148.6	154.6	157.7	171.1
(2) Government Records Service	31.9	44.5	41.6	47.6
(3) CSO-Administration Wing	372.1	452.3	449.3	476.4
(4) Protocol Division	41.8	43.4	50.1	44.7
	<hr/> 594.4	<hr/> 694.8	<hr/> 698.7 (+0.6%)	<hr/> 739.8 (+5.9%)
				(or +6.5% on 2012-13 Original)

Analysis of Financial and Staffing Provision

Programme (1)

Provision for 2013-14 is \$13.4 million (8.5%) higher than the revised estimate for 2012-13. This is mainly due to the anticipated increase in expenditure for general departmental expenses, partly offset by the anticipated decrease in expenditure for hire of services.

Programme (2)

Provision for 2013-14 is \$6.0 million (14.4%) higher than the revised estimate for 2012-13. This is mainly due to the full-year effect of filling vacancies in 2012-13, as well as anticipated increase in expenditure for hire of services and general departmental expenses, partly offset by the completion of a capital account item in 2012-13.

Programme (3)

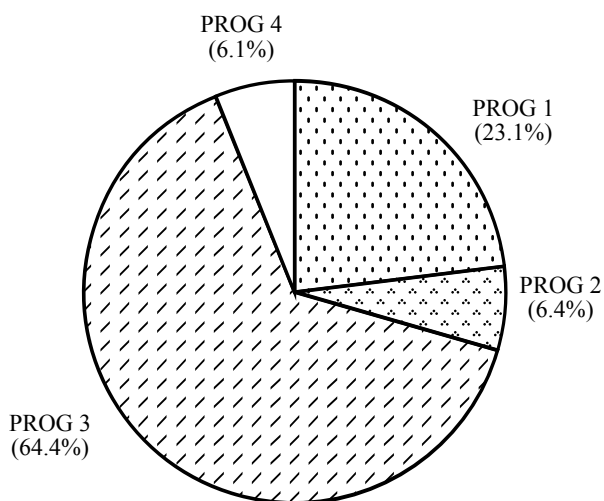
Provision for 2013-14 is \$27.1 million (6.0%) higher than the revised estimate for 2012-13. This is mainly due to the net increase of 18 posts to meet operational needs, the increased salary provision for filling of vacancies as well as anticipated increase in expenditure for hire of services.

Programme (4)

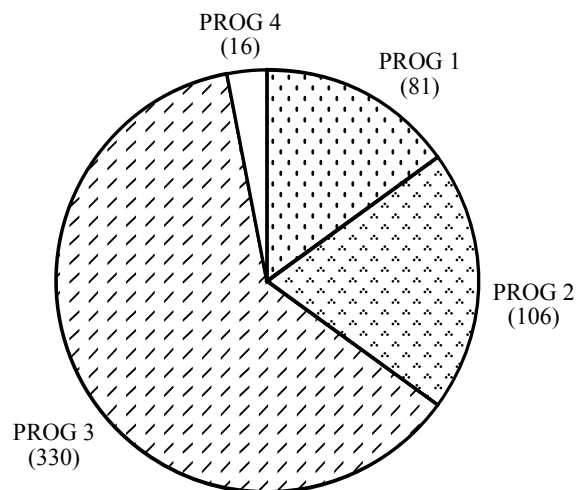
Provision for 2013-14 is \$5.4 million (10.8%) lower than the revised estimate for 2012-13. This is mainly due to the anticipated reduction in departmental expenses.

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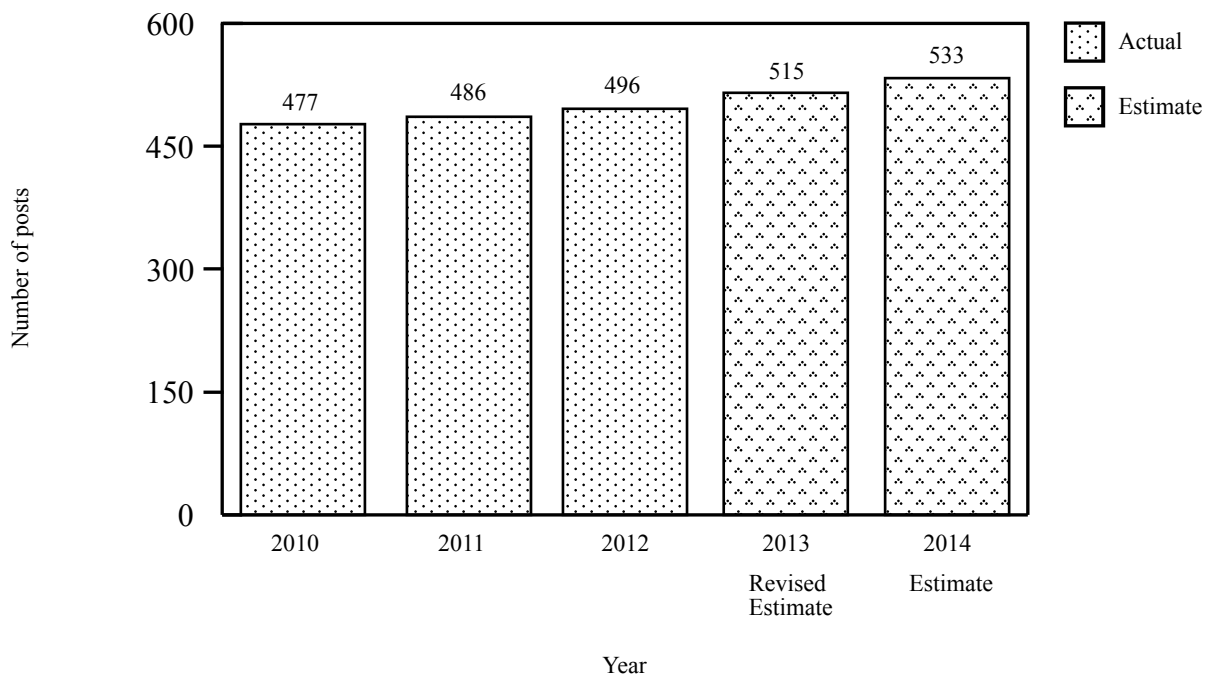
*Allocation of provision
to programmes
(2013-14)*



*Staff by programme
(as at 31 March 2014)*



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



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Sub-head (Code)		Actual expenditure 2011–12	Approved estimate 2012–13	Revised estimate 2012–13	Estimate 2013–14
		\$'000	\$'000	\$'000	\$'000
Operating Account					
	Recurrent				
000	Operational expenses	592,044	693,193	695,687	738,253
	Total, Recurrent	592,044	693,193	695,687	738,253
	Non-Recurrent				
700	General non-recurrent	275	850	2,300	1,429
	Total, Non-Recurrent	275	850	2,300	1,429
	Total, Operating Account.....	592,319	694,043	697,987	739,682
Capital Account					
	Plant, Equipment and Works				
661	Minor plant, vehicles and equipment (block vote).....	2,088	746	746	158
	Total, Plant, Equipment and Works	2,088	746	746	158
	Total, Capital Account.....	2,088	746	746	158
	Total Expenditure	594,407	694,789	698,733	739,840

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Details of Expenditure by Subhead

The estimate of the amount required in 2013–14 for the salaries and expenses of the Offices of the Chief Secretary for Administration and the Financial Secretary is \$739,840,000. This represents an increase of \$41,107,000 over the revised estimate for 2012–13 and of \$145,433,000 over actual expenditure in 2011–12.

Operating Account

Recurrent

2 Provision of \$738,253,000 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 \$400,000 and \$306,600 for the Chief Secretary for Administration and for the Financial Secretary respectively.

3 The establishment as at 31 March 2013 will be 515 posts. It is expected that there will be a net increase of 18 posts in 2013–14. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2013–14, but the notional annual mid-point salary value of all such posts must not exceed \$219,651,000.

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

	2011–12 (Actual) (\$'000)	2012–13 (Original) (\$'000)	2012–13 (Revised) (\$'000)	2013–14 (Estimate) (\$'000)
Personal Emoluments				
- Salaries	227,288	251,834	255,252	280,254
- Allowances	9,078	8,629	8,249	7,989
- Job-related allowances.....	2	22	21	23
Personnel Related Expenses				
- Mandatory Provident Fund contribution	718	572	831	887
- Civil Service Provident Fund contribution	1,951	3,085	3,280	4,472
Departmental Expenses				
- Remuneration for special appointments....	21,033	23,317	21,776	22,449
- Honoraria for members of committees	1,832	2,247	2,352	2,745
- Hire of services and professional fees	141,639	161,630	160,571	158,965
- General departmental expenses	188,503	241,857	243,355	260,469
	<u>592,044</u>	<u>693,193</u>	<u>695,687</u>	<u>738,253</u>

Capital Account

Plant, Equipment and Works

5 Provision of \$158,000 under *Subhead 661 Minor plant, vehicles and equipment (block vote)* represents a decrease of \$588,000 (78.8%) against the revised estimate for 2012–13. 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 31.3.2012	Revised estimated expenditure for 2012–13	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	2,000	641
	035	Periodic surveys and reviews of satisfaction and needs of the community.....	3,200	1,912	300	988
		Total	8,200	4,271	2,300	1,629