

**Legislative Council Panel on Public Service
Policy Initiatives of the Chief Secretary's Office**

Introduction

This paper contains information on the new initiatives associated with the delivery of the public service under the chapter of “Effective Governance” as stated in the 2005-06 Policy Agenda.

New Initiatives

2 The Government delivers a wide variety of services to the public, mainly organized on the basis of programme areas. Delivery involves many different bureaux and departments, each with their own missions, operational approaches and processes. There has been considerable effort by departments in recent years to improve the quality of their interactions with citizens. Nevertheless, we believe there is still scope for improvement, in particular for services to be delivered in a more coordinated manner across the Government.

3 Earlier this year, the Efficiency Unit (EU) conducted initial research into the citizens’ experience and expectation of government service delivery. The results indicated that there are opportunities to improve citizen’s satisfaction with services, and achieve efficiencies and that this might best be achieved by adopting a citizen-centric approach to cross-departmental service design and delivery.

4 A citizen-centric approach to service delivery would provide a range of complementary services traditionally provided by multiple departments in a single interaction, thereby minimizing citizen’s time and effort in searching and applying for government services. The Government would also be able to optimize resources utilization and significantly reduce capital and recurrent expenditure over time.

Initiative (a): Deliver government services based around the needs and expectations of citizens by segment. A pilot Citizen-centric Services Programme will be implemented to deliver quality, joined-up services and raise the standards of government services. We will also launch a brand new one-stop access portal serving as the main gateway to online government information and services.

5 The EU has developed an overall framework for the Citizen-centric Services Programme, which consists of a number of work modules. We will continue to conduct a series of surveys and focus groups to gauge citizens' satisfaction on key service areas, identify the key drivers of satisfaction, and prioritise areas that citizens expect the Government to improve. We are developing an assessment tool to provide departments with a structured methodology to review and benchmark their operations and identify improvement opportunities.

6 There is considerable support for the move towards a more joined-up means to deliver a full range of government services via the web, hotline, and physical centers. This approach is expected to be able to support functions such as online enquiries, applications, registrations, payments etc. The EU is considering a pilot project to develop user requirements for such a joined-up system to provide youth-related services related to education, leisure, career development, counseling, community work, trainings, and cultural activities.

7. The EU is also taking forward the first phase of a Licensing Support Centre as a pilot to improve government service delivery to the business community. The centre will provide one-stop, integrated processing for licenses to support the bureaux and departments as they exercise their statutory authority to issue licenses. Businesses should experience a better level of service in all aspects of licensing, through faster turnaround time, reduced administrative and logistic burden, simpler application processes and better tracking of the progress on their applications.

Initiative (b): Strengthen the Integrated Call Centre's capability to respond to citizen complaints regarding government services and assist

bureaux and departments in resolving cross-departmental issues in a more timely and effective manner.

8. Government's existing complaint handling process has been improved in recent years through better coordination and the adoption of new business processes. Yet there is scope for further improvement to ensure that the services are more responsive and effective, in particular when the complaints are of a cross-departmental nature. At present, the Integrated Call Centre (ICC) provides round-the-clock one-stop enquiry service and complaint handling in respect of 13 departments. More than 90% of calls are satisfactorily resolved on first contact. For the outstanding calls, the ICC refers them to the responsible officers in the relevant departments. While the ICC currently monitors all responses from individual departments, we believe it could assume a more proactive role in the coordination and monitoring of solutions and responses that cut across multiple departments.

9. We are expanding the capacity of the ICC public enquiry and complaint handling services. We will review the roles and responsibilities as well as the inter-departmental processes with a view to strengthen the coordination between ICC and departments in handling complaints satisfactorily. We will also review the mechanisms, knowledgebase, and infrastructure that may be required to resolve cross-departmental issues in a more timely and effective manner.

Way Forward

10. We shall take forward the above initiatives in close consultation with departmental management and staff. We shall also keep Members' informed of the progress of these initiatives as appropriate.

Efficiency Unit
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