

Part 6

Adopt a Holistic Approach to Development and Security, Enhance Public Governance Efficacy

6.1 Security is the prerequisite for development, whereas development reinforces security. We will adopt a holistic approach to development and security, so as to drive a shift towards a prevention-based model for security governance of the city, enhancing the resilience of the economy and society. While spearheading various initiatives with a reform-oriented mindset, we will enhance the risk alert mechanism, step up inter-departmental collaboration, map out division of work and responsibilities, do away with unreasonable restrictions and cumbersome procedures, so as to induce development impetus. By leveraging new technologies such as AI, we will promote the digitalisation and intelligentisation of public administration, so as to empower and enhance management standards through technology. We will persistently take forward reforms to the civil service system, with a view to building a team of civil servants that is professional, highly efficient and with patriotic fervour and love for Hong Kong.

Chapter 26 Enhance Security Governance

Section 1 Safeguard National Security

6.2 We will continue to improve the HKSAR's legal system and enforcement mechanisms to safeguard national security, with a view to, in strict alignment with our country's national security framework, establishing the HKSAR's legal system, strategic system, policy system, as well as risk prevention and control system for safeguarding national security under the principle of "One Country, Two Systems". Under the guidance of the holistic national security approach, we will enhance the synergy and collaboration among various government departments to fiercely combat infiltration, sabotage, subversion, and separatist activities by overseas hostile forces and local anti-China destabilising forces, thereby ensuring national security and social stability.

6.3 We will strengthen the top-level structure to robustly safeguard national security under an authoritative chain of command. We will consolidate and enhance the role of the Committee for Safeguarding National Security of the HKSAR in effectively assuming its primary responsibility for safeguarding national security, and actively prevent, suppress, and impose punishment for acts and activities endangering national security, thereby further building up a solid defence for national security in Hong Kong. We will continue to strengthen the duty of the Committee for Safeguarding National Security of the HKSAR to support the National Security Adviser and the Office for Safeguarding National Security of the Central People's Government in the HKSAR in carrying out the mandates for safeguarding national security in accordance with the law.

6.4 We will resolutely ensure that laws are observed and strictly enforced to bring offenders to account. We will enhance the national security risk monitoring and warning regime as well as the emergency response mechanism for major incidents, while strengthening synergy and collaboration among government departments. We will ensure the synergisation between the Law of the People's Republic of China on Safeguarding National Security in the Hong Kong Special Administrative Region and relevant local laws, while rigorously carrying out national security-related law enforcement, and earnestly upholding the authority and dignity of laws on national security.

6.5 We will strengthen national security education, and put in place a regularised, diversified, and all-encompassing national security education and publicity system through a multi-pronged strategy. We will continue to raise civil servants' self-awareness of safeguarding national security, while actively promoting national security knowledge at schools, communities, and enterprises. In the meantime, we will strengthen national security education promotion programmes targeting young people to foster their sense of nationhood, national affection and national identity.

6.6 We will review and improve counter-terrorism strategy in Hong Kong, continuously monitor the global terrorism trend and counter terrorism measures, develop specialised counter-terrorism training, and optimise various contingency plans. We will also deepen cooperation and exchanges at cross-boundary and international levels, in addition to the expansion of community intelligence networks, with a view to comprehensively enhancing Hong Kong's overall counter-terrorism deployment and preparedness, and enhancing counter-terrorism governance capabilities.

Table 40 Enhancing Counter-Terrorism Governance Capabilities

1. Strengthening inter-departmental coordination and cooperation

- Conduct an average of 120 counter-terrorism exercises of different types annually over the next five years, so as to strengthen inter-departmental coordination and cooperation, as well as to test and enhance capabilities in the areas of counter-terrorism intelligence gathering and analysis, response and recovery, etc.

2. Large-scale inter-departmental counter-terrorism exercises

- Through relevant working groups under the Counter-Terrorism Three-tier Prevention Framework²⁴, make preparations for a large-scale inter-departmental counter-terrorism exercise every 12 to 18 months, which will serve as an interim target and a milestone for reviewing the effectiveness of counter-terrorism exercises.

6.7 We will advance technological empowerment for national security, and enhance national security capability building in key areas and emerging domains. We will bolster our cybersecurity defence system by deepening the HKSAR Government's cybersecurity protection, collaboration, and emergency coordination mechanisms. We will also work in collaboration with institutions in the Mainland and overseas to identify at an early stage the emerging international cyber threats and attack trends, so as to boost our capabilities in ensuring cybersecurity. Meanwhile, we will strengthen the system security and overall resilience of critical infrastructures on all fronts.

6.8 We will safeguard the computer system security of critical infrastructures for maintaining the normal functioning of society, so as to enhance the overall security of Hong Kong's computer systems. In addition to enhancing the framework for data governance, we will proactively align with the safety rules for national and international data to facilitate synergy and collaboration in areas such as standards, technology innovation, and information sharing, etc. We will also enhance the comprehensive management of cyber space and data security.

²⁴ The Chief Executive Counter-terrorism Steering Group is the first tier (top tier), which steers and formulates counter-terrorism policies and directions; the Secretary for Security Counter-terrorism Co-ordinating Group, as the second tier, coordinates cooperation of bureaux/departments on counter-terrorism matters; and seven interdepartmental working groups, as the third tier, follow up on specific studies and carry out counter-terrorism work.

Section 2 Strengthen Disaster Prevention, Mitigation, and Response Capabilities

6.9 We will develop a smart city management system, leveraging AI to comprehensively enhance the efficacy of city management and security governance. We will proactively explore developing an “AI City Brain” integrated city management system with the use of new technologies such as AI, big data, and the Internet of Things, etc. for real-time inter-departmental data sharing and smart analysis. Real-time perception, risk alert, instant prediction, and synergised processing will be realised in the management and operation of the city, thereby creating an intelligent hub for city management and security governance. We will enhance the resilience of the city through new technologies, so as to lay a solid foundation for the sustainable economic and social development amid the new round of technological revolution.

Table 41 Developing a Smart City Management System	
1.	Exploring the development of Hong Kong’s “AI City Brain” integrated city management system • Explore the development of Hong Kong’s “AI City Brain” integrated city management system with the use of new technologies such as AI, big data, and the Internet of Things, etc., making high-quality contributions to the enhancement of management efficacy and security of our city.
2.	Fostering digitalisation and upgrading of infrastructure resilience • Capitalise primarily on aerospace satellite remote sensing, phased array radars, integrated high density three-dimensional land-sea surveillance networks, and AI frontier technologies, to promote sharing of data and information networks with the Mainland, so as to enhance the capabilities of quick assessment and information dissemination in case of inclement weather and earthquake hazards. • Conduct R&D on AI model for a smart flood forecast and alert system, which can consolidate real-time hydrometric, precipitation, and tidal data for quick simulation of flood scenarios. • Foster the digital intelligence transformation of traditional infrastructures such as transport, energy, drainage, water supply, and communications, etc., and introduce technologies of digital twin, condition monitoring, and predictive maintenance.

Table 41 Developing a Smart City Management System (Cont'd.)**3. Leveraging the Internet of Things Fire Detection System to enhance building fire safety standards**

- Actively promote the installation of the Internet of Things Fire Detection System as well as specified fire service installations and equipment, as an alternative solution for old buildings to enhance fire safety standards under the statutory requirements.
- Actively encourage voluntary installation of the Internet of Things Fire Detection System in other suitable buildings to further enhance the overall fire safety standards.

4. Leveraging AI in the Transport Sector

- Set up a traffic management platform to enhance the overall efficiency of the transport network.
- Leverage big data analytics and AI to predict traffic fluctuations, identify bottlenecks, and formulate contingency plans, thereby assisting in traffic management and transport planning.

6.10 We will comprehensively enhance fire safety governance efficacy and improve the relevant legislation and regulatory systems. While inspections and rectifications on fire safety risks will be made, we will implement an accountability mechanism, with a view to raising the awareness on fire and disaster prevention of responsible persons across all sectors. We will improve the response strategy for tackling major fire incidents, and enhance the structure and composition of professional rescue teams, so as to enhance firefighting and rescue capabilities under extreme conditions (including in skyscrapers) and maximise emergency-response efficacy at major fire scenes continuously. We will pursue legislative amendments of the Fire Services Ordinance to comprehensively improve the fire safety legislation and regulatory systems, thereby enhancing the deterrent effect and enforcement effectiveness.

6.11 To comprehensively enhance building safety governance, we will focus on tackling aged and dilapidated buildings. We will reform building rehabilitation strategies, enhance the support for owners in technical, works tendering, and financial aspects, with an official organisation to gate-keep the tender process through rigorous intervention, and combat corruption and bid-rigging in maintenance works in a targeted manner. Through promoting preventive maintenance, early intervention, and the use of technology, we will assist owners in a holistic manner enabling them to conduct regular inspections and maintenance for aged and high-risk buildings. We will also amend the Buildings Ordinance to strengthen regulation of the maintenance works sector and increase penalty for non-compliance, thereby enhancing professional conduct and upholding works quality.

6.12 We will deepen building management reform and develop a smart community network. We will strengthen the Government's coordination and involvement in building management, step up efforts to support owners' corporations and owners, leverage the platform of the District Councils to facilitate exchanges of management experience, promote the joint property management model²⁵ in an orderly manner, and encourage innovative application of smart management solutions.

6.13 We will strengthen flood control and drainage, shoreline management, and slope safety management. We will upgrade the overall flood control capabilities in the aspects of works, ecology, and digital intelligence, etc. We will review the stormwater drainage systems of Hong Kong systematically, implement the works for stormwater interception, rainwater storage, as well as drainage improvements, enhance the city's drainage and regulation capabilities in coping with frequent rainstorms and short-duration heavy rainfall, and enhance the synergised layout of drainage networks and flood control facilities in districts. Through multi-layered protection design, flood risks in coastal areas brought by sea level rise and storm surge will be mitigated. In the meantime, we will continuously manage and control slope safety risks in a holistic manner.

6.14 We will deepen the overall prevention and control system for public law and order. We will step up efforts to prevent and combat telecommunications fraud and cyber fraud, drug offences, etc., and enhance the capabilities to intercept the supply of drugs at source at boundary control points and in the logistics chain. We will continuously promote anti-deception and anti-drug publicity and public education in the community to strengthen citizens' self-awareness of guarding against drugs and deception. We will strengthen cross-boundary cooperation by collaborating with Mainland and overseas law enforcement agencies as well as police organisations to enhance intelligence sharing on newly emerged crimes, including cyber fraud and telecommunications fraud, thereby identifying and preventing cross-boundary crimes at an early stage.

²⁵ It means through engaging local organisations with community networks and experience in building management, assisting old buildings in the district to jointly appoint a single property management company for collective management of the buildings, so as to share the management costs and obtain daily building management services at a more affordable rate, thereby improving the living environment.

6.15 We will strengthen inter-departmental emergency coordination capabilities and community support mechanism. We will proactively and systematically step up regularised inspections on various public safety risks (in particular fire, flooding, typhoon, etc.) to identify potential hazards at source, thereby achieving “early identification, early warning, early response”. We will refine the complaint mechanism for public safety matters, and transform public concerns into an entry point of risk management, so as to enhance the overall sense of security in the community through inter-departmental collaboration. We will implement the “Emergency Responder Scheme” at the community level, and mobilise local organisations, voluntary groups, and residents’ committees to participate in training sessions and drills on emergency response, thereby enhancing the resilience of the whole community in disaster prevention and mitigation, building a “Safe Hong Kong”.

6.16 We will strengthen the development and management of the emergency planning system and refine the HKSAR’s emergency response mechanism under an overall safety and emergency response framework. We will comprehensively deepen Guangdong-Hong Kong-Macao emergency response and rescue collaboration, and continuously enhance the Guangdong-Hong Kong-Macao Greater Bay Area Emergency Response and Rescue Operational Plan, thereby developing a systematic Guangdong-Hong Kong-Macao Greater Bay Area emergency response mechanism to enhance the capabilities for effecting joint disaster prevention, mitigation, and relief, as well as responding to major public emergencies.

Chapter 27 Enhance Public Governance Capabilities

Section 1 Enhance the Civil Service System

6.17 We have put the “patriots administering Hong Kong” requirement into practice. We will improve the civil service training management system and formulate government-wide training requirements. A regular cooperation mechanism for civil service training will be set up with relevant Mainland units, and close exchanges with relevant Mainland authorities will be maintained, with a view to strengthening the sense of “loving the country and Hong Kong” among civil servants, establishing the “people-oriented” philosophy of governance, deepening civil servants’ understanding of national strategies, and broadening their international perspectives. This will build a civil service that is highly committed, dares to innovate, and moves with the times.

6.18 We will enhance our governance structure and performance management. We will build up and reinforce the Heads of Department Accountability System, enhance the civil service performance appraisal system, promote a civil service management system that is fair in giving out rewards and meting out punishments, and duly recognise civil servants who have strong sense of commitment, embrace innovation, and excel in performance. We will continue to enhance the use of manpower resources and build a more versatile and streamlined civil service. We will exercise strict control over the civil service establishment, leveraging process digitalisation and application of AI, so that the existing workforce will focus on high-value strategic decision making and businesses, with a view to optimising the deployment and efficiency of manpower resources.

6.19 We will strive to build an efficient government. Through active recruitment and publicity, we will encourage talent with aspirations and commitment to join the Government. We will further entrench the people-oriented service ethos in the civil service and gear our civil servants up for undertaking a “dual role”, that is, while discharging their duties conscientiously, they should also be able to swiftly respond to major incidents by providing crucial support for cross-departmental response teams.

Section 2 Advance the Digitalisation and Intelligentisation of Public Administration

6.20 We will leverage AI technology to reform public administration. We will accelerate the implementation of AI projects by the Government and create more real-world application scenarios, with a view to enhancing the efficacy of public administration. We will deepen the development and use of data resources and enhance AI and data governance by requiring bureaux and departments to make good use of departmental data catalogues and support a wider application of the Consented Data Exchange Gateway to promote data sharing within the Government, thereby providing more public services that better serve the public and the business sector.

Table 42 Leveraging AI to Enhance Public Services

1. Applying digital tools and technologies in creating a platform of big data analytics to enhance public housing management

- Progressively develop and consolidate a digital centralised estate management platform for in-depth integration of digital technology into daily management, thereby re-engineering processes in relation to estate management and maintenance, etc. for enhancing both the overall quality and effectiveness of public housing management.
- Introduce the Internet of Things and smart sensor technologies in PRH estates to conduct real-time monitoring of key infrastructure and common spaces round-the-clock, promoting the adoption of a data-driven estate management model to create a more secure, convenient, and comfortable smart living environment for residents.

2. Leveraging information technology to enhance safeguarding mechanisms and monitoring tools for optimal utilisation of PRH resources

- Adopt multi-pronged measures, including optimising the allocation of PRH units and facilitating transition to subsidised home ownership, etc., to encourage PRH tenants who have the means to move up the housing ladder and achieve home ownership, thereby increasing the turnover rate of PRH units to benefit more households in need.
- Leveraging information technology and data analytics to step up surveillance for combating PRH abuse to ensure that every PRH unit is allocated to those in greatest need, thereby safeguarding a fair, rational, and sustainable public resource allocation system.

3. Introducing new technologies to consolidate smart enforcement

- Leverage new technologies such as AI, big data, drones, and robotics, etc. to enhance work efficiency and efficacy of law enforcement agencies, build a more robust network to prevent and combat crime, and effectively carry out immigration control, while promoting clearance facilitation, thereby delivering better policing as well as customs and immigration services to the public, and consolidating safeguards for public order.

6.21 We will empower integration of processes through digital intelligence to build an efficient and co-ordinated smart government. We will promote wider adoption of the “digital-first” principle in government processes, while strengthening the cloud infrastructure and common data platforms of the Government. We will expand the digital identity functions and one-stop e-services powered by “iAM Smart” and the Digital Corporate Identity (CorpID) Platform. We will expedite the application of AI and I&T in a safe and orderly manner within the Government to holistically enhance the efficiency and accuracy of decision-making support and public service delivery. In the meantime, we will encourage local R&D in and practical application of more innovative solutions with respect to “Smart Mobility” and “Smart Living”. We will also continue to promote the open data policy to actively provide data for the public through the Open Data Portal, thereby creating conditions conducive to smart city development.

Table 43 Empowering Process Integration through Digital Intelligence

- 1. Strengthening the role of “iAM Smart” as a one-stop mobile gateway for the public**
 - Continue to integrate e-government services into the single platform of “iAM Smart”, which, coupled with the functions such as “mini programme” mode, digital documents, and “AI Assistant”, etc., helps ensure “single portal for online government services”, and continuously extend their application scenarios to public and private organisations, such as healthcare, property management and cross-boundary services.
- 2. CorpID**
 - Fully develop CorpID into a key infrastructure for Hong Kong’s digital economy, providing all corporations with a unified and trustworthy framework with respect to digital identity and authorisation. It is expected that all corporate-related digital government services and government forms will support the use of CorpID within 2028.

Chapter 28 Deepen Institutional Reforms

Section 1 Reform the Public Governance Implementation Mechanism

6.22 We will ensure effective implementation of policy measures. Various bureaux, departments, and relevant organisations will formulate specific work that are practicable, assessable, and subject to accountability. By coordinating resources and enhancing communication, we will rationalise critical workflows across different policy areas, departments, and procedures, so as to delineate clearly the division of work and responsibilities. In the light of specific policy requirements and objectives, we will endeavour to enhance procedures, workflows, coordination mechanisms, and allocation of resources. By streamlining arrangements and adopting a result-oriented approach, we will take forward policies and key tasks more effectively.

Section 2 Reinforce Public Integrity as the Bedrock of Our Society

6.23 We will step up law enforcement efforts and continue to combat various types of corruption offences. We will spare no effort in investigating corruption and misconduct in public and private organisations with zero tolerance. We will deepen corruption prevention work, promote the better use of technology to strengthen internal supervision, refine power delegation, and upgrade operational management frameworks. Corruption prevention services will be provided for private organisations and non-governmental organisations to enhance governance quality. In the meantime, we will reinforce integrity education, build a solid foundation for corruption prevention, and foster an integrity culture.

6.24 We will expand international and regional collaboration to showcase Hong Kong's strengths. We will enhance the strategic function of the Hong Kong International Academy Against Corruption and coordinate the establishment of a high-level regional anti-corruption hub. We will deepen exchanges and cooperation with the United Nations Office on Drugs and Crime as well as anti-corruption agencies worldwide. We will sign memoranda of understanding with anti-corruption agencies of more countries and regions, delivering Hong Kong solutions in global anti-corruption efforts and sharing the experience of the Independent Commission Against Corruption, so as to tell good stories of Hong Kong in fighting corruption.

Section 3 Strengthen the District Governance System

6.25 We will enhance the district governance structure with strengthened coordination. We will refine the high-level coordination mechanism for the Steering Committee on District Governance and the Task Force on District Governance to coordinate the work of various bureaux and relevant departments on all fronts, with a view to proactively and efficiently addressing district governance issues of community concern, while ensuring the consistent and effective implementation of policy measures. We will also strengthen District Officers' capabilities in discharging their duties as the top representatives of the HKSAR Government at the district level by enhancing their coordination and execution capabilities.

6.26 We will enhance the efficacy of district governance by bolstering the support and resource assurance mechanisms. We will deepen the collaboration of the "troika" of district governance, i.e. District Councils, Care Teams, and the "three district committees"²⁶, and strengthen the mechanism for reaching out to residents and collecting their views to address their concerns and problems, so as to uphold the ethos of "actively responding to the people's aspirations". In recruiting and grooming talent for district governance, we will adhere to the principle of selecting the best candidates who are both able and virtuous so as to build a well-structured, diverse, and inclusive district governance team and talent pool.

26 It refers to the Area Committees, the District Fight Crime Committees, and the District Fire Safety Committees.