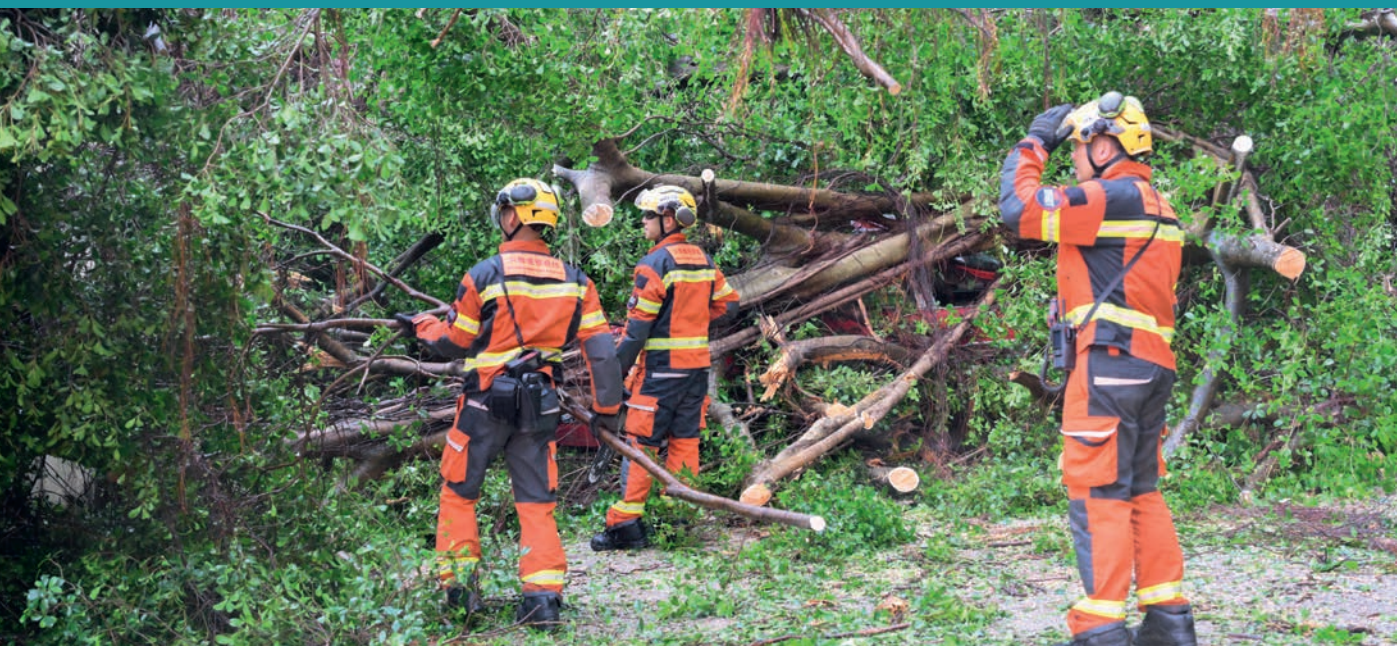


8

Uphold a Reformist Mindset and Adopt a Holistic Approach to Development and Security







Background

The current-term Government is committed to a “result-oriented” approach, raising governance efficacy while being bold in pursuing reform and innovation. We will focus on action and delivering results, ensuring that policy measures are effectively implemented. In the World Competitiveness Yearbook 2026, Hong Kong continued to rank second globally in the “Government efficiency” category. This affirms the effectiveness of our policies, while also recognising the professionalism of our civil service.

The Government will enhance the city’s governance and strengthen disaster prevention, mitigation and response capabilities. In digital infrastructure, the Government will develop an “AI City Brain” integrated city management system. Through big data analytics, departments will receive real-time information, improving their day-to-day city management and handling of emergencies. We will also launch a water supply network upgrading programme to accelerate the handling of aged water mains and upgrade the system.

The Government will also improve governance in district level, optimising public services and social governance in a data-driven approach. We will deepen reforms, establish professional and effective management teams and operating systems, and elevate the overall efficacy of governance, with a view to delivering tangible benefits to the public.

Uphold a Reformist Mindset and Adopt a Holistic Approach to Development and Security

Enhance City Governance and Strengthen Disaster Prevention, Mitigation and Response Capabilities

Set up an “AI City Brain” integrated city management system

- Set up a Task Force on the “AI City Brain” System, led by the Chief Secretary for Administration (CS) with members from bureaux including the Security Bureau (SB), the Innovation, Technology and Industry Bureau, the Development Bureau (DEVB), and the Transport and Logistics Bureau, to develop the “AI City Brain” system. (CSO, SB, ITIB and relevant bureaux)
- Integrate the digital infrastructure of the SB’s Emergency Monitoring and Support Centre into the “AI City Brain” system in the first phase to provide early warnings of risks and trend forecasts powered by artificial intelligence (AI) analysis for improving inter-departmental collaboration in response to extreme weather, major incidents, and the daily maintenance of public order, with a view to creating a comprehensive and integrated city management system. (CSO, SB, ITIB and relevant bureaux)
- Upgrade the Common Spatial Data Infrastructure (CSDI), and improve the 3D Digital Map by collecting and making use of more Building Information Modelling data, facilitating the application and development of the digital twin city. (DEVB)
- The Hong Kong Police Force will build a new “Inter-departmental Major Incident Platform” to support the exchange of real-time data from all emergency response units when handling major public incidents, enabling more comprehensive information on casualties and missing persons; and making use of AI technology to expedite understanding regarding the circumstances of those affected by an incident and provide timely support. (SB)
- The Transport Department (TD) will study the setting up of a traffic management platform using AI and big data to access real-time traffic information and enable relevant departments and public transport operators to formulate their contingency plans during extreme weather or major events. Aberdeen has been chosen as the first pilot site for the platform’s launch of its function related to extreme weather in 2027, and its remaining functions in 2028. Its scope of application will also be progressively extended to other areas. (TLB)
- The DEVB will expand the cross-departmental, smart drone management platform (“SmartAERO”) to strategic regions throughout Hong Kong with the support of beyond-visual-line-of-sight inspections, automated surveillance and AI data analysis, speeding up the response to emergencies such as landslides, flooding and fallen trees and helping to enforce the targeting of unauthorised building works and assist in monitoring public works site safety. The data will be consolidated in the Common Operational Picture for rapid analysis with the use of AI tools, strengthening the cross-departmental co-ordination of emergency response and the deployment of resources. (DEVB)

Enhance climate adaptation and resilience

- The Climate Change Working Group on Infrastructure led by the Civil Engineering and Development Department, will co-ordinate works departments in adapting to climate change. The Working Group has updated the design standards to strengthen infrastructures and enhance the resilience. It will also share its research experience and findings with public organisations, public utilities, the Airport Authority Hong Kong and the MTR Corporation Limited. (EEB, DEVB)
- Continue to take forward 14 ongoing drainage improvement projects in various districts across Hong Kong (such as Eastern District, Wong Tai Sin, and the northern New Territories), which include the construction of stormwater storage tanks, barrage and drainage tunnels. The projects are expected to be completed progressively by end-2031. On coastal protection, the Government has identified 37 coastal low-lying or windy areas for improvement works, including the provision of wave walls and demountable flood barriers. The works for 20 of these areas have been completed, while the remaining areas are scheduled for progressive completion by end-2030. (EEB, DEVB)
- The Hong Kong Observatory will continue to apply new technologies to reinforce its capability and accuracy in extreme weather monitoring, warning and forecasting. (EEB)
- The Insurance Authority has set up a Climate Insurance Laboratory in collaboration with industry, universities and stakeholders to improve risk data analysis, while making use of a product innovation platform to encourage the insurance industry to develop risk transfer solutions to bridge protection gaps. (FSTB)
- The Hong Kong Monetary Authority will issue transition-planning guidance for the banking sector in the third quarter of 2026 to boost the sector's risk management capability, fostering large-scale development of transition and adaptation finance in Asia with practical guidance and case studies, while identifying financing needs and capability gaps. (FSTB)
- Employ AI-enabled large vision-language model for monitoring street flooding, with the system connected to 300 closed-circuit television (CCTV) cameras under the "SmartView" programme, and sustain the collaboration with the Hong Kong Police Force to enable its connection to more CCTV cameras under the "SmartView" programme, further expanding the coverage of monitoring. (DEVB)
- Make ongoing efforts to expand the data on man-made slopes and natural hillside catchments contained in the Smart Slope Catalogue while enhancing the data records on slope maintenance and landslide history by utilising AI and big data analytics, further strengthening the Government's work on slope safety and emergency management. (DEVB)
- Continue the full adoption of AI models in real-time and dynamic landslide risk assessments by incorporating more rainfall and slope-related data to improve the models, enhancing assessments of landslide risks and the issuance of landslip warning. (DEVB)

Enhance the programme on replacing, repairing and managing the water supply network

- Adopt a risk-based approach to replace or rehabilitate 350 kilometres of aged water pipes with higher risk of leakage in the coming five years, at an average rate of 70 kilometres per year, double that for 2026-27. Focus on replacing cast iron and asbestos cement mains in the first few years in districts with more public rental housing estates and elderly residents such as Shau Kei Wan, Wong Tai Sin and Kwai Tsing. All cast iron and asbestos cement pipes are expected to be completely phased out over an estimated 10-year period. With pipe replacement and other related improvement measures under the programme, it is expected to reduce the number of water pipe bursts and serious leakage incidents by around 20% to 30% in the first five years. (DEVB)
- Replace existing valves and install additional ones for water pipes, lay two backup, cross-harbour fresh water mains, and upgrade the salt water supply system to reduce the risk of failure. (DEVB)

- Establish an Intelligent Water Network Closed-loop Management Chain, which features real-time monitoring, intelligent prediction, precise leak detection and high-quality maintenance, and perform AI predictive maintenance in collaboration with universities and enterprises. It is planned to fully implement the dynamic pressure adjustment of the Government's water supply network within five years following the commencement of the Smart Water Supply System. (DEVB)
- Use the Underground Utilities Information System and 3D spatial analysis to raise the efficiency of inspection and maintenance. (DEVB)
- Upgrade the existing inter-departmental task force to a steering committee, led by the DEVB, for more effective work co-ordination. Set up an International Expert Group on Waterworks, bringing together local, national and overseas experts to assist in reviewing the long-term management strategy of the water supply network. (DEVB)
- Take forward legislative amendments to the Building Management Ordinance to impose a higher attendance requirement and voting threshold for general meetings of owners' corporations regarding decisions on large-scale maintenance procurement, improve the systems for proxy instruments and optimise the system for declaration of interests. Related public consultation has been completed, with the target of submitting the proposal to the LegCo within 2026. (HYAB)
- Conduct a legal study on the criminalisation of bid-rigging in major building maintenance works and submit the relevant proposal to the LegCo within 2026. (CSO, CEDB and relevant bureaux)
- Launch, for the first time, tender invitation and evaluation services for owners engaging consultants and contractors. (DEVB)
- Establish more rigorous vetted "pre-qualified lists" of consultants and contractors to complement owners' support services, including conducting background checks by law enforcement agencies. Invitation for application will begin in September 2026, and the lists will be available progressively from end-2026. (DEVB)

Reform the system for the maintenance of old buildings

- Implement a comprehensive smoking ban on construction sites after legislative amendments to the Construction Sites (Safety) Regulations and related anti-smoking legislation. (LWB)
- Embark on the amendment of the Fire Services Ordinance to enhance regulation on fire service installations and equipment (FSI) and their contractors, introduce the FSI responsible persons' regime, raise penalties and expand the enforcement powers of the Fire Services Department (FSD), with an aim to submit relevant proposals to the Legislative Council (LegCo) within 2026. (SB)
- Expand the scope of amendments to the Buildings Ordinance, including the enhancement of the statutory control regime for major building maintenance works; imposing more stringent regulation and heavier penalties; and tightening the disciplinary mechanism for professionals and contractors to impose tough penalties on non-compliant behaviour. The relevant proposals will be submitted to the LegCo within 2026. (DEVB)

Enhance building fire safety

- Expand the scope of application of the Internet of Things (IoT) Fire-Detection System to old buildings of seven storeys or above by end-2026. Owners may choose to install the system as an alternative to traditional FSI. The system offers real-time detection and rapid transmission of fire-alarm signals, enhancing building fire safety. (SB)
- The FSD will increase the training quota of the Building Emergency Responder Scheme in 2026, with a target of training 45 000 property management personnel, owners' corporation representatives and residents within 2026, so as to enhance building fire safety. (SB)
- The FSD will, in collaboration with the Water Supplies Department, introduce the "improvised sprinkler system (direct pumping design)" by end-2026. This system will exempt target buildings from the installation of sprinkler tanks, assisting owners in complying with fire safety directions more easily. (SB)

Leverage fire technology Strengthen cross-boundary fire services co-operation

- The FSD will optimise the mobilisation protocol, command systems and casualty handling procedures, upgrade the overall configuration of the Fire Services Communications Centre, place special focus on introducing next-generation technological tools (such as lightweight firefighting robots), improving the capabilities in responding comprehensively to ultra-large-scale incidents. The FSD will also explore the application of AI to raise decision-making efficiency. (SB)
- The FSD has co-ordinated with Fire and Rescue Corps of Guangdong Province and the Macao Fire Services Bureau to form a “Cross-boundary Firefighting and Rescue Team”, ensuring the swift activation of co-ordinated response plans in the event of ultra-large-scale fire incidents by conducting joint exercises, technical exchanges and equipment alignment on regular basis. (SB)

Combat illicit fuelling

- The FSD will combat illicit fuelling activities by introducing legislative amendments to raise criminal penalties; leveraging big data for intelligence analysis to step up law enforcement efforts (e.g. deploying drone fleets to patrol remote black spots); and deepening inter-departmental collaboration to improve law enforcement effectiveness. (SB)

Enhance 999 emergency call services

- Enhance 999 emergency call services by introducing three new functions: providing real-time audio, image and video data to assist the console in appraising on-site situations; transmitting relevant reporting information to the FSD instantly to expedite rescue deployment; and employing new technology to triage incoming calls, prioritising the most critical cases in major incidents or busy line conditions. (SB)

Improve governance at district level

- The Steering Committee on District Governance and the Task Force on District Governance, chaired by the CS and the Deputy Chief Secretary for Administration (DCS) respectively, will continue to supervise and co-ordinate bureaux and departments in addressing district issues of public concern and enhancing policy measures. (CSO, DCSO, HYAB and relevant bureaux)
- Continue to improve the effectiveness of District Councils, “the three district committees” (i.e. Area Committees, District Fight Crime Committees and District Fire Safety Committees) and Care Teams, and strengthen their collaboration on an ongoing basis. (HYAB)
- Launch a new district governance training programme for young people and implement “job shadowing schemes” in District Offices and District Council members’ ward offices to enhance young people’s understanding of district governance, nurturing more young people to engage in district work. (HYAB)

Enhance 1823 services

- Designate a lead department to co-ordinate the handling of inter-departmental service requests and complaints. Departments will handle cases within their respective purview under the co-ordination of the lead department and report on case progress. (DCSO)
- The lead department shall promptly report any co-ordination issues to the Chairman of the Task Force on District Governance, i.e. DCS, who will give instructions to ensure that departments collaborate effectively to address the issue and inform the complainant of the result. (DCSO)
- Each department shall assign a directorate officer to monitor its efficiency and effectiveness in handling service requests and complaints lodged by members of the public. (DCSO and relevant bureaux)
- The Digital Policy Office will use AI technology to identify recurring problems among the cases received by 1823. Departments will review and formulate targeted solutions, shifting from post-complaint management to a proactive approach, where the issues are managed even in the absence of complaints. (DCSO, ITIB and relevant bureaux)

- DCS will review the implementation progress of new initiative regularly and brief the Steering Committee on District Governance. (DCSO)

Build a Solid Cornerstone of Integrity

Promote integrity building

- Through the newly established Private Sector Integrity Centre, integrate and enhance corruption prevention strategies for private sector organisations, and provide risk-based corruption prevention advisory and education services. (ICAC)
- Assist government departments in implementing the Integrity Assurance Standards for Computer System to strengthen the internal supervision and mitigate the risk of corruption. (ICAC)
- Continue to enhance the capabilities of AI chatbot to optimise the corruption prevention advisory services for the public. (ICAC)
- Develop moral education resources under the theme of “Chinese virtues” and organise student engagement activities for youth at different developmental stages, nurturing their proper values and building their sense of national identity from an early age. (ICAC)
- Continue to leverage the Café “1974” and the ICAC Exhibition Hall as anti-corruption education bases to host immersive experiences and thematic activities, tell visitors the good stories of Hong Kong’s anti-corruption efforts, and enhance public engagement. (ICAC)
- Continue to advance the ICAC’s anti-corruption publicity strategies locally, in the Mainland and overseas, while actively utilising innovative technologies such as AI to drive continuous enhancement in the content and quality of creative outputs. (ICAC)

Advance international anti-corruption co-operation

- Continue to co-organise training and exchange programmes with anti-corruption agencies around the world (especially countries along the Belt and Road) through the Hong Kong International Academy Against Corruption, and focus on offering regional training programmes to enhance training benefits and facilitate regional co-operation. (ICAC)

- The Commissioner of the Independent Commission Against Corruption of Hong Kong will continue to hold the presidency of the International Association of Anti-Corruption Authorities. He will lead the association in promoting and facilitating effective implementation of the United Nations Convention against Corruption. The association will convene the annual conference in Morocco in November 2026, with a view to advancing international collaboration with global anti-corruption agencies and showcasing the key role of Hong Kong in the international anti-corruption arena. (ICAC)
- Strengthen the strategic partnership with the United Nations Office on Drugs and Crime (UNODC) by, inter alia, seconding officers of the ICAC to the UNODC headquarters in Vienna, co-organising professional anti-corruption training courses, and advancing thematic anti-corruption researches. (ICAC)
- Deepen co-operation with the International Anti-Corruption Academy through the signing of a memorandum of understanding. Apart from jointly organising professional anti-corruption training, the ICAC will offer expert advice to the Academy’s research on developing a global methodology for assessing the effectiveness of anti-corruption agencies. (ICAC)

Enhance Governance Efficacy and Strengthen the Civil Service System

AI in public services

- Enhance key digital infrastructure of the Government to support diversified AI applications, and step up AI training for civil servants. (ITIB, CSB)
- Continue to expand the application of AI technology in ecological surveys and environmental monitoring for the Hong Kong Environmental Database while enriching the content of the database. (EEB)
- Expand the services provided by the Electrical and Mechanical Services Trading Fund to AI applications in project management, covering site supervision for public works and contract administration, as well as assistance in the procurement and tender assessment of public works projects. (DEVB)

- The Hong Kong Housing Authority will improve the management of public rental housing estates and the service quality by applying IoT real-time flooding alerts and AI video analytics for speedy identification of misconduct, including throwing objects from height and illegal parking, as well as drone-assisted inspections of lift shafts and the external walls of buildings. (HB)
- The Hospital Authority (HA) will use AI to compile clinical summaries and assist in real-time diagnosis applying AI risk prediction model for the early identification of high-risk patients. AI will also be used for co-ordinating service arrangement and reducing the average triage time, etc. In addition, the HA will strengthen the clinical applications of AI through the introduction of smart wearable devices, a clinical information system, a risk prediction system for clinical deterioration, as well as AI-assisted imaging services and medical report generation, in a bid to develop global leading smart hospitals. (HHB)
- The Social Welfare Department will upgrade its IT infrastructure and enhance its service quality, operational efficiency and IT security through application of AI. (LWB)
- Continue to enhance and upgrade the “iAM Smart” platform to facilitate the use of its step-up authentication function in critical business processes of various sectors to help enhance business security. (ITIB)
- Encourage departments to integrate their mobile applications into the Mini-program Platform of “iAM Smart” or provide relevant services through other more cost-effective channels, with the target of reducing the number of government mobile applications for public use to 40 in 2027. (ITIB)
- Launch the “Digital Corporate Identity” (CorpID) Platform and provide an AI Assistant for its users to answer enquiries and offer personalised services. All digital government services relating to enterprises should progressively support the use of CorpID, except for cases where there is sufficient legal reason. (ITIB and relevant bureaux)
- Launch a new round of the “Smart Silver” Digital Inclusion Programme and extend the reach of digital government services through engaging district service organisations to facilitate understanding and use of digital government services by the communities in need for inclusion into digital society. (ITIB)
- Continue to promote inter-departmental data exchange through the Consented Data Exchange Gateway to provide the public with convenient digital government services. (ITIB)
- The Home Affairs Department will make use of online chatbot to provide instant response to service enquiries by members of the public, so as to enhance user experience. (HYAB)
- Continue to enhance and actively promote the e-licensing services of the TD by integrating AI technologies to enhance the efficiency in vetting online applications, while optimising the application procedures to expedite the processes of handling, vetting and approval, providing transport licensing services in a more efficient and convenient manner. (TLB)
- Make use of the CSDI to establish the Spatial Data Hub, with a view to strengthening the management and monitoring of approvals for large-scale private developments. Integration of spatial data with AI will be promoted on a pilot basis, and inter-departmental unified spatial intelligent data services will be implemented with the support from the Lands Department, enhancing core functions such as planning, and land development and management. (DEVB)
- Apply AI and innovative technologies extensively, such that potential pollution risks can be identified earlier across multiple environmental categories, including wastewater, air and noise, enhancing the efficiency of inspection, source tracing and handling of licensing. Using 2025 as the baseline, the target is to improve the efficiency of handling environmental pollution complaints through the application of smart technology by around 15% by end-2027. (EEB)
- The Labour Department actively utilises AI to roll out the “Career Matching Hub” in phases starting from the first half of 2027. Suitable job vacancies will be recommended to job seekers based on analysis of their profiles and preferences. Personalised employment and vocational training information will also be provided to enhance their chances of successful employment. (LWB)

Fight and prevent crime

- Develop a centralised drone management system and install drone docks to expand the coverage of automatic drone patrol. Drones can quickly reach sites during the early stages of emergencies providing real-time, aerial and panoramic viewing of the scene. Complemented by AI, drones can enhance on-site assessment and control and expand the area of coverage, strengthening Hong Kong's security. (SB)
- Further take forward the "SmartView" programme to build a territory-wide CCTV system network through tripartite collaboration among the Government, the business sector and the community, and deepen the application of AI, with a view to enhancing the effectiveness of preventing and fighting crime. (SB)
- The Correctional Services Department (CSD) will install the Automatic Drone Patrol and Monitoring System 2.0 in six maximum security institutions in phases to further strengthen institutional security and raise the operational efficiency of institutions. (SB)
- The Hong Kong Customs and Excise Department (C&ED) will expand the deployment of the WiseShield, a smart video analytics system, at boundary control points to utilise AI technology to enable real-time identification of high-risk persons, enhancing law enforcement effectiveness. (SB)
- The C&ED will consolidate existing systems to build an anti-money laundering big-data platform, and leverage technology to enhance analytical capabilities, in order to combat cross-border money laundering activities and networks. (SB)

Defence against cybersecurity challenges

- Launch a Cybersecurity Defence Programme to provide local organisations with cybersecurity certification; and develop shared tools of defence and establish a mechanism for sharing intelligence on threats, reinforcing society's digital security resilience. (ITIB)

- Develop a Cybersecurity Threat Intelligence Analysis and Alert System following the requirements stipulated by the Protection of Critical Infrastructures (Computer Systems) Ordinance, and adopt AI technology to collect international cyber-threat intelligence; analyse threats targeting local critical infrastructures and issue risk alerts to operators. (SB)

Emergency management

- Conduct no fewer than 100 counter-terrorism (CT) exercises of various types by end-2027, including the large-scale inter-departmental CT exercise co-ordinated by relevant working groups under the CT Three-tier Prevention Framework, with a view to continuously strengthening inter-departmental co-ordination and co-operation, and enhancing Hong Kong's overall CT deployment and preparedness. (SB)

Promote anti-drug efforts

- Reach out to the community by organising game booths and parent-child activities to educate parents and children on resisting drugs; introduce anti-drug publicity to kindergartens to deepen anti-drug awareness among young kids. (SB)
- Organise seminars from 2026 onwards to promote the outcomes and successful experiences of projects funded by the Beat Drugs Fund, so as to enhance multi-disciplinary response awareness and efficacy of the drug treatment and rehabilitation sector. (SB)

Support rehabilitation

- The CSD will launch the "Project ReAch", covering released rehabilitated persons who had participated in the "Project PATH" in institutions, to continuously consolidate rehabilitative outcomes. (SB)
- The CSD will introduce an undergraduate programme in the Ethics College by end-2026 to assist associate degree graduates in obtaining advanced qualifications during incarceration. (SB)

Protection of privacy

- In light of the rising trend of personal data breach incidents, the Office of the Privacy Commissioner for Personal Data will continue to step up publicity and education to enhance public awareness of personal data protection, and actively assist the industry to comply with the relevant requirements under the Personal Data (Privacy) Ordinance, and to study further enhancements of personal data protection and address the challenges posed by cyber technologies through legislative amendments. (CMAB)

Strengthen the civil service system

- Devise operational system and manpower deployment arrangements for the Public Service Commission's independent investigation, subsequent to the Public Service Commission (Investigation) Regulation taking effect in July 2026 and the implementation of the Heads of Department Accountability System and the Tier II investigation mechanism under the Administrative Responsibility Two-tier Investigation Mechanism. (CSB)
- Enhance the performance appraisal system for civil servants to differentiate the performance levels of staff more effectively, giving a clearer basis for rewards and punishment; and review its effectiveness after two reporting cycles. (CSB)
- Complete amendments to the Public Service (Administration) Order and the Public Service (Disciplinary) Regulation in the fourth quarter of 2026 for streamlined disciplinary procedures and extension of interdiction arrangements, improving the efficiency and effectiveness of handling disciplinary cases. (CSB)
- Issue a booklet on Knowing More about Civil Service Disciplinary Mechanism to all civil servants and other government employees within 2026 for the purpose of raising their awareness of compliance with civil service rules and discipline requirement through explaining to them the disciplinary mechanism and sharing with them disciplinary cases. (CSB)

Strengthen the training of the civil service

- Press ahead with the construction of the new Civil Service College building as part of the Kwun Tong Composite Development Project, which is expected to commence operation in the second half of 2027. (CSB)
- Continue to strengthen patriotic education among civil servants, foster the "people-oriented" governance philosophy and enhance the understanding of civil servants on overall national development and international landscape, in order to support Hong Kong aligning proactively with national development strategies. (CSB)
- Continue to advance the Governance Talents Development Programme to create a talent pool in the Government for strengthening governance capabilities. (CSB)
- Launch the GovCPD Scheme to set out continuous learning requirements for senior civil servants, motivating the civil service to keep pace with the times. (CSB)
- Strengthen the training courses on occupational safety and health in the civil service to provide staff with greater flexibility to receive the relevant training both online and offline, promoting occupational safety and health to more civil servants. (CSB)
- With the support of the Central People's Government, recommend and send a new batch of outstanding young civil servants to participate in the United Nations (UN) Junior Professional Officer Programme and take up positions in the UN offices, continuously enriching civil servants' experience in taking part in the affairs of international organisations. (CSB)

Streamline the civil service

- Further reduce the overall civil service establishment by 2% in 2027-28 so that more than 10 000 posts in total are expected to be deleted within the current term of the Government; and continue to encourage departments to re-prioritise and re-deploy their work, streamline work processes and capitalise on technology solutions by adopting management measures and digitalisation, enhancing efficiency and optimising the use of manpower resources while continuously delivering high-quality public services to the citizens. (CSB)

Enhance public spaces in joint-user government office buildings

- Bring in value-added commercial services to the common spaces in joint-user government office buildings and provide users therein with more diverse and convenient services. (FSTB)

