

**Legislative Council Panel on Home Affairs**

**Creation of an Assistant Director Post  
in Home Affairs Department**

**PURPOSE**

This paper briefs Members on the Administration's proposal to create an additional Assistant Director post in the Home Affairs Department (HAD) to cope with the much broadened scope and complexity of the services and activities provided by HAD, particularly in the area of building management.

**BACKGROUND**

2. There has been growing public demand and political pressure for enhanced Government advice and services to building owners, residents and property management agencies in the management of private multi-storey buildings and formation and operation of owners' corporations (OCs). We have pledged to reorganise the HAD HQ building management section and the district Building Management Co-ordination Teams to allow us to reach out and help owners solve building management problems in an active and comprehensive manner.

**PROPOSAL**

3. We propose to create one permanent post of Administrative Officer Staff Grade C (AOSGC) (D2) to head a new Division (Division IV) in HAD to cope with the increasing workload and responsibilities, particularly in relation to building management, maintenance and safety. We also propose, following on from the creation of the additional post, to re-distribute responsibilities and re-structure the HAD directorate.

**JUSTIFICATION**

4. The present directorate structure of HAD Headquarters came into being in December 1993 following the re-organisation of the then City and New Territories Administration into the Home Affairs Branch and the

Home Affairs Department. DHA (at AOSGA level) is underpinned by two Deputy Directors (AOSGB), below whom the Headquarters is organised into three functional divisions each headed by an Assistant Director (AOSGC), an Administration Division headed by the Departmental Secretary<sup>1</sup> (SPEO), and an Information Section<sup>2</sup> headed by a Principal Information Officer. The existing organisation of HAD Headquarters and the portfolios of the three Assistant Directors (ADs) are shown at Enclosures 1 and 2 respectively.

### **The Much Broadened Role of HAD**

5. Since its formation in December 1993, HAD has seen distinct and significant changes to its portfolio, especially in the last three years where there has been additional pressure for HAD to co-ordinate the work of other departments to deliver improved Government services. Following the Garley Building fire of 1996, HAD has been tasked with an increasingly prominent role in promoting and ensuring improved standards of building management and safety, described in detail later in this paper. HAD has also extended its role in improving the local environment by taking over the Rural Planning and Improvement Strategy (RPIS), and has recently launched the Urban Minor Works Programme. The establishment of the new District Councils (DC) in January 2000 – whose own role has been enhanced – has called for a high degree of co-ordination and support in facilitating their work and ensuring that they are properly briefed on the whole range of Government projects and activities. HAD has taken on much more co-ordination of district promotion work in Government campaigns, including the Healthy Living Campaign and the Clean Hong Kong Campaign. HAD has increased its workload through supporting the new initiatives of other bureaux/departments in areas such as promotion of wider use of information technology and tourism. It has the responsibility of monitoring and assessing the provision of services for new arrivals from the Mainland in order to identify areas of need and explore new avenues to assist them to integrate successfully into the local community. This involves creation of many new committees at both Headquarters and district levels and has further added to the workload of all directorate staff. HAD has now become a central machinery for promotion of all new Government initiatives at the district level and co-ordination of district involvement in support of Government publicity campaigns and an agent to manage change

---

<sup>1</sup> The post has been re-titled Assistant Director (Administration) with effect from 1 February 2001.

<sup>2</sup> The section is now called News and Publicity Division.

in Government and society. At the same time, it has established an increasingly fruitful partnership with Non-Governmental Organisations (NGOs), district organisations, community groups and commercial organisations.

### **New Initiatives in Building Management and Expanded Programmes of Local Environmental Improvement (AD(2)'s portfolio)**

6. The portfolio of AD(2) has expanded tremendously over the past few years. Following a number of major fires in 1996 and 1997, together with incidents of collapsed cantilever structures causing casualties and widely reported building management problems cases involving alleged malfunctioning of OCs, the public pressure has intensified for HAD to provide enhanced services on building management to improve the fire safety, maintenance and standard of management of the buildings. HAD has implemented new initiatives to improve building management and fire safety. It set up a Working Group on the Establishment of Building Management Resource Centres in February 1997. Under its direction and co-ordination, HAD has established two Building Management Resource Centres (BMRCs), one on Hong Kong Island and the other in Kowloon. The department has also set up a Special Liaison Team to assist pre-1973 commercial buildings to form OCs, extended coverage of Building Management Co-ordination Teams to more districts to assist target problematic buildings, and set up 18 District Fire Safety Committees (one in each District).

7. The enactment of the Building Management (Amendment) Ordinance 2000 has facilitated the formation of OCs, including those for problematic buildings. The provision for mandatory management for private buildings will bring about fundamental changes to building management work. HAD will have to coordinate with the Task Force on Building Safety and Preventive Maintenance, which has come up with a list of recommendations, including Co-ordinated Maintenance of Buildings Scheme (CMBS), the Preventive Maintenance of Building Scheme (PMBS), and comprehensive support for building owners and OCs, and all of those involve HAD. To take these initiatives forward, HAD has set up an inter-departmental steering group on implementation of Building Management (Amendment) Ordinance 2000 and related building management matters to plan, co-ordinate and monitor actions by relevant departments. To date, the steering group has drawn up criteria for selection and categorisation of buildings for action under the CMBS. To assist building owners to

properly run their buildings, HAD will set up two specialist advisory teams, one on building/structural matters and the other on legal issues. The department will also enhance the training provided to frontline staff and provide training courses and seminars for building owners and management bodies on specialised subjects such as tendering procedures, accounting and auditing, etc., through the BMRCs. There are plans to open another BMRC in Tsuen Wan in early 2001 and the fourth one in Sha Tin later in the same year.

8. On local environmental improvement projects, HAD took over the \$1.6 billion 10-year RPIS Minor Works Programme from the Territory Development Department in 1994, which resulted in an upsurge in commitments in the management of the works programmes, financial control, co-ordination with other works bureau and departments, and discussions with the locals over priority for projects and in resolving objections raised by them. Though the 10-year programme ended in March 2000, there are still 57 committed RPIS projects (costing \$400 million) which will continue to be co-ordinated by HAD. Following the success of the RPIS Minor Works Programme, Government set up a new Rural Public Works Programme (RPW) in April 1999 to fund new minor environmental improvement works projects in the rural areas. Moreover, to enhance the role of the DCs, a new Urban Minor Works Programme, which mirrors the RPW Programme, was introduced with effect from April 2000. A two-tier administrative system, similar to the system for the RPIS Minor Works Programme, is adopted to monitor and oversee the two new programmes. HAD has set up two Central Steering Committees for the two programmes and 18 District Working Groups for the districts with strong DC and local participation.

9. There has been growing demand for more comprehensive and in-depth assessment by HAD of community reaction and local sentiments to the various government planning and development strategies and projects, and enhanced HAD input to the consultation and PR strategies and exercises. AD(2) sits on a larger number of committees and working groups on planning, development and conservation, including the Town Planning Board, Country and Marine Parks Board, etc. to give advice on community reaction and local sentiments.

10. With the lifting of the moratorium on the development of new community halls in 1997, HAD has to fast track the community hall projects to meet local demands which have been suppressed for some years under the moratorium. Furthermore, the new approach of developing

community halls as part of composite joint-user Government/Institution Community buildings and that HAD is required to take on the co-ordinating role of such projects has brought about increased magnitude and complexity in project planning and funding work.

11. All the above developments, together with responsibilities in respect of rates exemption, private street resumption and religious land grant, have resulted in AD(2) being over-stretched on various fronts, to the extent that he has not been able to devote sufficient attention to review and formulate strategies and policies, or map out the overall direction and plans in the delivery of services. Also, with the substantial expansion of his portfolio and the Division, AD(2) has assumed a wide span of control (as shown in Enclosure 1), which has to some extent undermined management efficiency of the Division.

### **Community Building and Promotion of Government Initiatives (AD(1)'s portfolio)**

12. With the increasing need for Government to maintain a stable and harmonious relationship with the community, HAD's community network has become central to the promotion of Government initiatives and publicity campaigns. This has added substantial workload for AD(1), apart from her responsibilities in dealing with traditional New Territories matters. HAD plays a significant role in co-ordinating the promotion work at the district level for major Government campaigns, such as the Clean Hong Kong Campaign and the Healthy Living Campaign. HAD has taken on responsibility for the establishment of Community Cyber Centres throughout Hong Kong and the setting up of a Super Cyber Centre in Kowloon, in addition to other activities in support of the "IT HK" Festival. The districts will also organise activities to help promote Tourism Year from 2001-2002. AD(1) serves the co-ordination committees or working groups chaired by DHA to ensure that the work of the First, Second and Third sectors are well orchestrated. AD(1) also represents HAD on the central co-ordinating/steering committees for these projects, and plans and co-ordinates HAD's district activities. To enable proper handling of the existing and new job duties of AD(1), there is a need to transfer some of her duties to other ADs.

### **Enhanced Role of District Councils (AD(3)'s portfolio)**

13. With the establishment of the first DCs in January 2000, the

responsibilities of AD(3) in facilitating the smooth functioning of the 18 DCs and the DC Secretariats have increased substantially. Apart from advising the Government on matters affecting the well being of the people, the DCs have undertaken more environmental improvement and community involvement activities at the district level, and assumed a greater role in the management of district affairs, including the monitoring of municipal services. HAD has to ensure that adequate resources (in total \$143 million for 2000/01) are allocated to the DCs to assist them in their enhanced role. Additional resources and support have also to be provided to District Councillors and DC Secretariats. DHA has since January 2000 been holding monthly meetings with DC Chairmen (and also Vice Chairmen from November 2000 onwards), in order to provide an effective forum for Bureau Secretaries and Heads of Department to exchange views with DC Chairmen and Vice Chairmen on major policy issues. AD(3) will also support the review led by the Home Affairs Bureau in early 2001 on how to further strengthen the role of the DCs. AD(3) will formulate a mechanism to transfer funds for the District Festivals Subsidy Scheme and District Cultural Project Grants Scheme from the Leisure and Cultural Services Department to HAD for allocation to the DCs in with effect from 2001-02 to support more cultural, recreational and sports activities in the districts. In order to enable AD(3) to handle the increasing responsibilities in the implementation of the District Administration Scheme and facilitating the operation of the DCs, it is proposed that some of his duties be transferred to the new AD(4).

#### **Responsibilities of the Proposed Assistant Director (4)**

14. The existing ADs cannot absorb the new commitments in respect of building management or to share some of the excessive workload faced by AD(2), as they are also fully stretched with commitments in their respective portfolio. There is a dire need to provide an additional AD to relieve the workload of the ADs, and to give focussed attention to building management matters.

15. Building management requires co-ordinated efforts of several departments as well as the OCs, DCs and other interested parties. The head of the new division must be someone with rich experience in liaising with members of the Legislative Council, District Councils and social groups. He will assist DHA to review and formulate strategies and direction of HAD's building management functions and services, direct deployment of resources, liaise with relevant government departments,

professional bodies and political parties, and deal with complex complaints. He will represent HAD at Legislative Council and DC meetings, and to explain government policy to the mass media. He has to be of sufficient stature to establish rapport with the senior directorate of other departments and in overseeing the work of the multi-disciplinary teams in the division. An AOSGC is therefore proposed.

16. With the creation of the AD(4) post, we propose that responsibility for overseeing implementation of the licensing or certification schemes for hotels, guesthouses, bedspace apartments, and clubs, currently under AD(3), should also come under the new AD(4). The purpose of the licensing or certification schemes is to regulate the fire safety and building safety of these premises under the relevant ordinances, and the inclusion of this area of work under the new AD(4) will enable the pooling of specialist resources together. The new AD(4) will report to the Deputy Director (1) (DD(1)). The organisation chart of the new Division IV is at Enclosure 3 and the job description for AD(4) is at Enclosure 4.

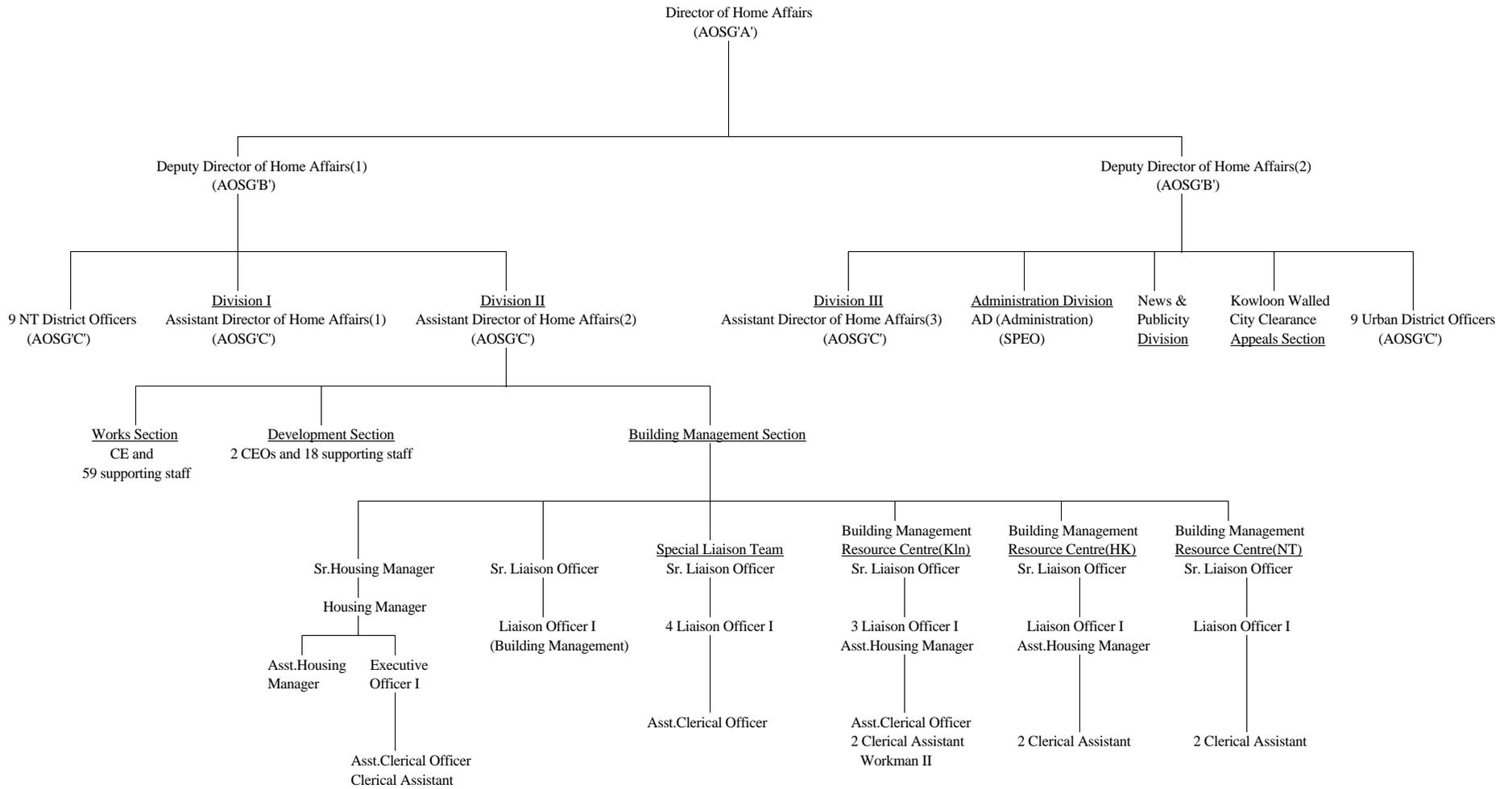
17. Following the transfer of responsibilities for building management, AD(2) will have spare capacity to take up planning and co-ordinating duties relating to greening, the Clean Hong Kong Campaign and the Healthy Living Campaign, which currently fall under AD(1). The revised job descriptions of AD(1), AD(2) and AD(3) are at Enclosure 5, and the revised job descriptions of the DDs are at Enclosure 6. The revised organisation chart of the Department is at Enclosure 7.

## **WAY FORWARD**

18. The proposal will be submitted to the Establishment Subcommittee at the earliest opportunity for recommendation to the Finance Committee for approval. We welcome the views and comments of Members on the proposal.

**Home Affairs Bureau**  
**February 2001**

**Existing Organisation Chart of Home Affairs Department**



**Existing Distribution of Business - AD(1), AD(2) and AD(3)**

	Division I
Assistant Director of Home Affairs (1)	Community building and publicity campaigns
	Liaison with community personalities and organisations
	Relations with Heung Yee Kuk and rural community
	Village representatives and Rural Committee elections
	Chinese traditions and customs
	Succession, tsos and tongs
	Customary marriage and adoption
	MAC formation, servicing and subventions
	Management of community halls and community centres
	Patronage and ceremonies
	IT Promotion
	Tourism Promotion
	NT Small House Policy
	Burial Policy

## **Division II**

Assistant Director of  
Home Affairs (2)

Formulation and co-ordination of input into planning, conservation and development strategies

Co-ordination of district commentary on planning applications and issues affecting country & marine parks

Implementation of the Rural Planning and Improvement Strategy, Rural Public Works, Urban Minor Works Programmes, local minor works and environmental improvement projects

Allocation and monitoring the expenditure of funds for works projects

Planning and construction of community halls and community centres

Monitoring and input into major clearances

Potentially hazardous installations

Contingency plans for emergencies including Daya Bay

Co-ordination of work relating to the private street resumption programme

Monitoring the implementation of the Building Management Ordinance

Co-ordination of Building Management services and formulation of strategy for the improvement of management of private buildings

Co-ordination of promotional activities on Fire Safety in the districts

Rates exemption

Religious land grants

Greening and bauhinia festival

### **Division III**

Assistant Director of Home Affairs (3)

Supervision of the work of the Licensing Authority in relation to hotels, guesthouses, clubs and BSAs

Providing for the rehousing of BSA lodgers displaced as a result of the licensing scheme

Monitoring and review of the District Administration Scheme

Public consultations and central briefings of Government policies and programmes

Collation, assessment and analysis of feedback through the district network

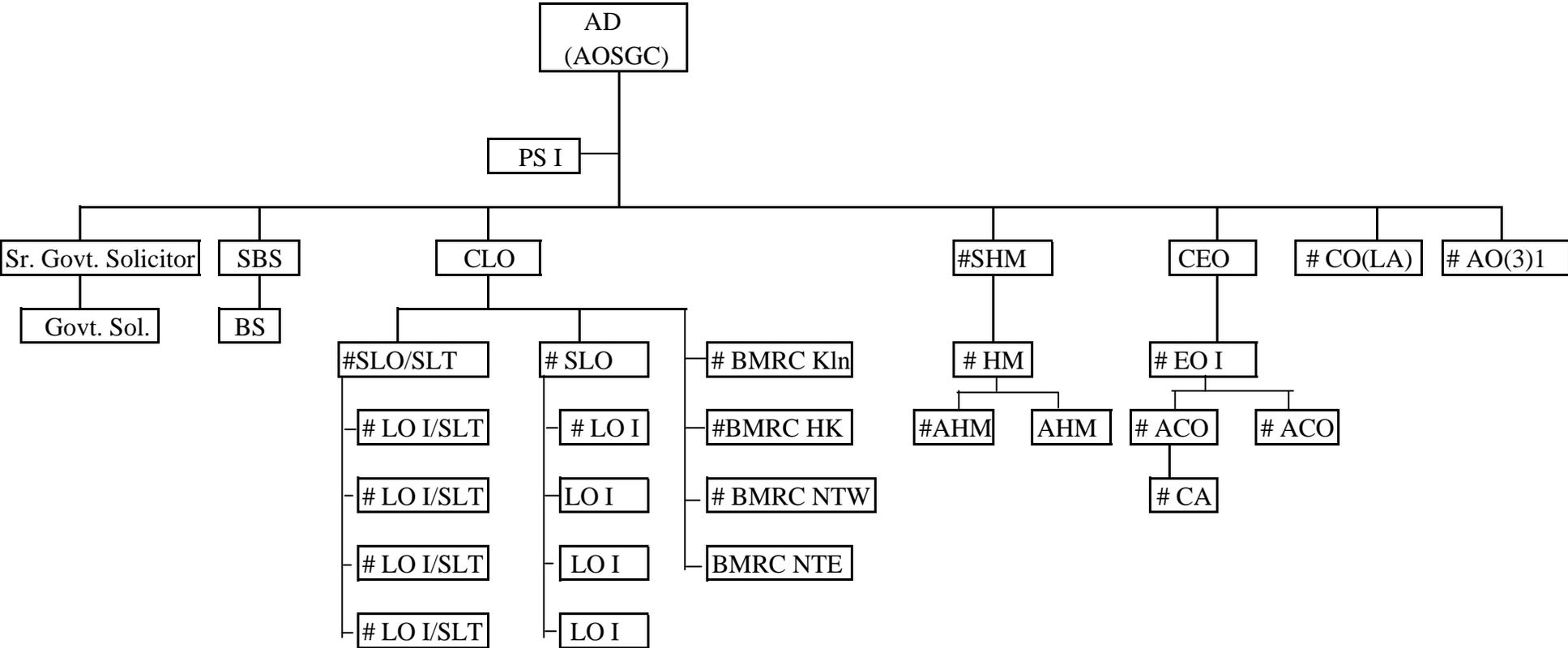
Recommendations for honours and awards and for appointments to boards and committees

Establishment of permanent centres for overseas domestic helpers

Clearance of the public reaction and publicity paragraphs of ExCo papers

Election-related issues

# Organisation Chart of the New Division



# Existing establishment

## **Enclosure 4**

Post : Assistant Director of Home Affairs (4)

Rank : Administrative Officer Staff Grade 'C'

Responsible to : Deputy Director of Home Affairs (1)

### **Duties and Responsibilities**

1. To monitor and coordinate the implementation of the Building Management Ordinance , and review the Ordinance as necessary;
2. To review and formulate policy on building management and map out strategies for, and direct the provision of services on, building management;
3. To formulate publicity and education strategies and programmes on building management;
4. To plan and oversee the setting up of Building Management Resource Centres and direct their operations;
5. To liaise with relevant professional bodies on the provision of professional advice and services to building owners and residents on building management and Owners' Corporation matters;
6. To supervise the licensing of hotels and guesthouses, bedspace apartments and clubs;
7. To supervise the singleton housing programme;
8. To handle complex media and public enquiries and complaints on building management and licensing issues; and
9. To oversee the setting up and the maintenance of a database on building management.

**Revised Job Descriptions  
Home Affairs Department**

Post : Assistant Director of Home Affairs (1)

Rank : Administrative Officer Staff Grade C

Responsible to : Deputy Director of Home Affairs (1)

**Duties and Responsibilities:**

1. To oversee and implement programmes of major campaigns, including
  - Summer Youth Programme
  - Fight Crime Campaign and District Fight Crime Committee
  
2. To plan, oversee and foster district involvement in community building activities, including
  - Hong Kong Youth Cultural & Arts Competition
  - Yin Ngai Societies
  - Promotion of Tourism
  
3. To liaise with community personalities and major organizations and to support various initiatives, including
  - Heung Yee Kuk and rural community
  - Kaifong associations
  - Community Chest
  - Major charitable bodies (Tung Wah, Po Leung Kuk, Pok Oi, Lok Sin Tong, Yan Chai, Yan Oi Tong)
  
4. To promote wider use of IT in the community, including
  - Establishment of Community Cyber Centres
  - Implementation of recommendations of the HAD Central Co-ordinating Committee on Promotion of IT among women

## **Enclosure 5**

(P.2 of 6)

5. To monitor and advise on NT matters, including
  - Elections of village representatives and rural committees
  - Small house
  - Rural burials
  - Succession, Tso and tong matters
  - Subvention to NT organisations
  
6. To advise on community participation aspects at committees and working groups, including
  - Working group on Study on Civic Awareness and Moral Values of Youth under Commission on Youth
  - Steering Committee on “IT HK” Festival
  - Road Safety Council
  - Elderly Commission
  
7. To monitor MAC formation, servicing and subvention
  
8. To monitor the management of community halls and community centres in the districts
  
9. To advise on patronage of HAB/HAD directorate staff at major functions and ceremonies
  
10. To collate and process recommendations for nominations for Justice of the Peace

**Home Affairs Department**

Post : Assistant Director of Home Affairs (2)

Rank : Administrative Officer Staff Grade C

Responsible to : Deputy Director of Home Affairs (1)

**Duties and Responsibilities:**

1. Formulation and co-ordination of input into planning, conservation and development strategies
2. Co-ordination of district commentary on planning applications and issues affecting country & marine parks
3. Implementation of the Rural Planning and Improvement Strategy, Rural Public Works, Urban Minor Works Programmes, local minor works and environmental improvement projects
4. Allocation and monitoring the expenditure of funds for works projects
5. Planning and construction of community halls and community centres
6. Monitoring and input into major clearances
7. Co-ordination of input into issues relating to potentially hazardous installations
8. Co-ordination of input into contingency plans for emergencies, including Daya Bay
9. Co-ordination of work relating to the private street resumption programme

10. Overseeing the processing of rates exemption applications; and
11. Overall direction, planning and co-ordination of district activities in support of territory-wide campaigns such as
  - greening
  - bauhinia planting and festival
  - Keep Hong Kong Clean Campaign
  - Healthy Living Campaign

**Home Affairs Department**

Post : Assistant Director of Home Affairs (3)

Rank : Administrative Officer Staff Grade C

Responsible to : Deputy Director of Home Affairs (2)

**Duties and Responsibilities:**

1. Monitoring the implementation of the District Administration Scheme and facilitating the smooth functioning of the 18 District Councils
2. Supporting the review of the role and functions of the District Councils
3. Advising and controlling the allocation of funds for District Councils and reviewing Honorarium and Accountable Allowance payable to District Councillors
4. Servicing DHA's monthly meeting with District Council Chairmen and Vice Chairmen and coordinating follow-up actions
5. Supervising the organisation of the District Councils seminar
6. Advising bureaux and departments regarding public consultations and briefings of the District Councils on Government policies and programmes
7. Collation, assessment and analysis of community feedback through the district network
8. Assessing and monitoring the service needs for New Arrivals from the Mainland and provision of relevant services through Non Government Organisations and Government departments

9. Planning and formulating the publicity strategies and undertaking and facilitating the electoral arrangements of the District Councils Elections and the Legislative Council Elections, and undertaking Voter Registration exercises
10. Making recommendations for honours and awards, and for appointments to boards and committees
11. Implementing Government's policy on facilitating the establishing permanent centres for overseas domestic helpers

**Home Affairs Department**

Post : Deputy Director of Home Affairs (1)

Rank : Administrative Officer Staff Grade B

Responsible to : Director of Home Affairs

**Duties and Responsibilities:**

1. Supervision of the work of District Officers in the nine NT districts
2. Political assessment of the mood of the District Councils and residents in the NT
3. Security and public safety liaison in the NT
4. Liaison with the Heung Yee Kuk
5. Liaison with charitable and community organizations based in the NT
6. Rural community affairs, including rural elections, rates exemption, burial, Tso and Tongs etc
7. Community Building and strategies on community services
8. Policies on Mutual Aid Committees (MAC) and Owners Corporations (OC)
9. Building Management
10. Monitoring and review of the implementation of legislation relating to the safety of hotels, guesthouses, clubs and bed-space apartments
11. Private Street Resumption
12. Rural Planning and Improvement Strategy (RPIS) and Local Public Works (LPW)

13. Head of the Liaison Officer Grade and the departmental technical grades

14. Committees

Chairman, LPLC Small House Policy Working Group

Chairman, Standing Committee on Training for Liaison Officers

Chairman, Liaison Meeting with ExCo of the Association of Liaison Officers

Chairman, Liaison Meeting with ExCo of the Association of Technical Staff

Member, HK Housing Authority Development Committee

Member, Regional Security Control Committee (NT)

Member, SPEL-HYK Liaison Committee

Member, Private Street Resumption Committee

Member, RPIS Minor Works Steering Committee

Member (Alternate), Town Planning Board

Member (Alternate), Rural and New Town Planning Committee of the TPB

Member, HAD Departmental Establishment Committee

Member, Senior Directorate Meeting

Member, DHA's Meeting

Member, DOs' Meeting

## Home Affairs Department

Post : Deputy Director of Home Affairs (2)

Rank : Administrative Officer Staff Grade B

Responsible to : Director of Home Affairs

### **Duties and Responsibilities:**

1. Supervision of the work of District Officers in nine urban districts and political assessment of District Councils and DC members in the urban area
2. Overall administration of the Department including resource allocation, staff management and efficiency enhancement
3. Co-ordination of Department's involvement and input in organising elections
4. Activity Centres for Overseas Domestic Helpers
5. Security and military liaison in the urban districts
6. Monitoring and assessment of services provided for new arrivals from Mainland, China
7. Committees
  - Chairman, Joint HAB/HAD Departmental Consultative Committee
  - Chairman, HAD Departmental Establishment Committee
  - Chairman, HAD Working Group on Chinese Language Proficiency
  - Member, Regional Security Control Committee for Hong Kong
  - Member, Regional Security Control Committee for Kowloon
  - Member, Hong Kong Housing Authority (Alternate member to SHA)
    - Management & Operations Committee
    - Commercial Properties Committee
  - Member, Town Planning Board (Alternate member to SHA)
  - Member, Special Committee on Clearance of Kowloon Walled City

Member, Overseas Domestic Helpers Centres (ODHC) Working Group  
Member, Steering Committee on New Arrivals  
Member, DHA's Meeting  
Member, DOs' Meeting  
Member, Senior Directorate Meeting

**Revised Organisation Chart of Home Affairs Department**

