

**Legislative Council Panel on Planning, Lands and Works  
and Legislative Council Panel on Environmental Affairs**

**Proposed Establishment of Sustainable Development Unit**

**PURPOSE**

This paper briefs Members on the Administration's proposal to provide directorate support to lead a small but dedicated unit to steer and oversee the work of integrating sustainable development into the Government's major policy initiatives and programmes and encouraging the community to put sustainable development into practice, and to provide the necessary support to the proposed Council for Sustainable Development (CSD).

**PROPOSAL**

2. We propose to create in the Administration Wing of the Offices of the Chief Secretary for Administration and the Financial Secretary (Administration Wing) -

- (a) a permanent post of Administrative Officer Staff Grade B1 (AOSGB1) (D4); and
- (b) two permanent posts of Administrative Officer Staff Grade C (AOSGC) (D2)

offset by the deletion of one Administrative Officer Staff Grade B (AOSGB) (D3) post, for the establishment of a dedicated unit to facilitate the integration of sustainable development by both the Government and the community.

## **JUSTIFICATION**

3. The Finance Committee approved in July 1996 a capital commitment for a consultancy study entitled Sustainable Development for the 21st Century (SUSDEV 21) with a view to enabling the Government to apply the principles of sustainable development through the formulation to implementation of policies, plans and programmes on a corporate basis. The recommendations of the study were accepted by the Executive Council in January 2001, and the study report was submitted to the joint LegCo Panels on Planning, Lands & Works and Environmental Affairs on 9 February 2001. Among other things, the study recommended the establishment of a Sustainable Development Unit (SDU) and a CSD.

### **Integration of Sustainable Development**

4. Sustainable development requires an integrated approach so that the need for economic and social development is balanced with that to conserve the environment. To ensure that sustainability principles are integrated into the Government's major initiatives and strategies, all bureaux and departments will be required to carry out sustainability impact assessments of major policies and programmes. To assist bureaux and departments with such sustainability evaluations, we propose the early establishment of an SDU under the Administration Wing.

5. Bureaux and departments will be required to include in their submissions to the Chief Secretary's Committee (CSC) or the Executive Council, as the case maybe, a statement on the sustainability implications. This requirement will be targeted at strategic initiatives or major programmes which will likely bring about significant or prolonged implications to our economic, social and/or environmental conditions on a territory wide basis. Examples may include the comprehensive transport studies, regional or sub-regional planning

studies, new strategies for energy and conservation, etc.

6. Under SUSDEV 21, the consultant has developed a set of sustainability indicators and build them into a 'computer aided sustainability evaluation tool', or CASET. By responding to the different indicators and ensuing questions in the computer tool, the client bureau or department will be guided through the evaluation process and reminded of the tripartite sustainable development concept which encompasses economic, social and environmental considerations. The sustainability evaluation report will help draw the bureau's or department's early attention to the specific indicators or areas where the proposal can entail significant implications. Therefore, the computer tool may help scope out the sensitive areas for special attention or detailed examination jointly by relevant bureaux and departments as required. It may also enable a general comparison amongst the various scenarios or options relating to the proposal.

7. Further to the presentation of a sustainability evaluation report to the CSC or the Executive Council, the bureau or department should arrange for detailed examination of the approved proposal as with existing procedures. It should be noted that a sustainability evaluation is to make use of a strategic planning tool to help identify and manage cross-sectoral issues at an early stage. It will not replace the need for more detailed technical assessments such as financial return analysis, engineering feasibility study and environmental impact assessment. The 'due diligence' of financial, engineering and environmental studies is still essential before specific projects are carried out.

### **Establishment of the Sustainable Development Unit**

8. The SDU will also be tasked to maintain the extensive socio-economic and environmental baseline data already built into the computer

evaluation tool and ensure that the database is kept comprehensive and up-to-date; consult bureaux and other users with a view to reviewing and refining the sustainability indicators and the computer programme in general so that the evaluation tool is user-friendly and effective; promote the proactive and proper application of the sustainability assessment mechanism within the Government and assess evaluation reports submitted to the Executive Council or the CSC; and develop training courses and provide technical support to all Government users on the use of the computer tool. If the SDU is set up in April 2001, we expect that we can implement the mechanism on sustainability impact assessments within the Government before the end of the year.

9. In addition to steering and overseeing the work of integrating sustainable development within the Government, the SDU will provide analysis and support to the proposed CSD. The CSD reports to the Chief Executive and provides advice to the Government and encourages the community to put the concept of sustainable development into practice. It should develop close and partnership relationship with other consultative bodies in an effort to ensure effective integration.

10. To prepare for the establishment of the CSD, the SDU will make reference to the institutional proposals arising from SUSDEV 21 and conduct research into overseas models on sustainable development committees. The SDU will look particularly into the structure, modus operandi and experience of such advisory committees elsewhere, before it can work out its recommendations vis-à-vis the composition of the CSD, its terms of reference, interface and relationship with existing consultative or statutory committees, and the CSD's possible role and responsibility in terms of developing a sustainable development strategy for Hong Kong.

*Creation of One Permanent Post of AOSGB1 and Deletion of One Permanent Post of AOSGB*

11. We propose that the SDU should be set up with effect from April 2001. The primary role of the head of the SDU is to provide senior directorate input in developing our overall sustainability policies, oversee the integration of sustainable development by bureaux and departments, and assist the Director of Administration in providing the Chief Secretary for Administration and the Executive Council with reliable and independent advice on the sustainability implications of major policy initiatives and programmes. To promote sustainable development and the new strategic culture both within the Government and in the community, he will also need to enlist support directly from bureau secretaries and heads of departments, members of the Legislature, and leading members of the private sector, non-government organisations and other community groups. Therefore, the SDU should be led by a senior directorate officer with comprehensive experience and strong policy background. In this regard, the consultant of SUSDEV 21 recommended an officer at AOSGB1 (D4) level. We agree to the recommendation in principle. Nevertheless, rather than creating an additional AOSGB1 post, we propose to upgrade the existing post of Deputy Director of Administration (1) (DD of Adm (1)) from D3 to D4 such that he will absorb his existing duties and undertake new policy responsibility for sustainable development at the same time. To ensure that the upgraded DD of Adm (1) could devote sufficient attention to this new responsibility, policy oversight of protocol matters would be transferred to DD of Adm (2). Upon the creation of the proposed AOSGB1 post, therefore, an Administrative Officer Staff Grade B (AOSGB) (D3) post will be deleted from the establishment of the Administration Wing.

12. We consider the proposed upgrading of DD of Adm (1) post to the rank of AOSGB1 as appropriate and acceptable having regard to the level of responsibilities required to ensure integration of sustainable development principles in major initiatives of all bureaux and departments and the

recommended institutional arrangement of setting up the SDU under the Administration Wing. It will also be a more cost-effective deployment of resources than the consultant's recommendation to create an additional post at AOSGB1 level.

13. Job description of the existing DD of Adm (1) and that after upgrading are at Enclosures 1 and 2 respectively. The revised job description of DD of Adm (2) after taking on policy responsibility for protocol matters is at Enclosure 3. The existing and revised organisation charts of the Administration Wing are at Enclosures 4 and 5 respectively.

#### *Creation of Two Permanent Posts of AOSGC*

14. We propose to create two additional AOSGC posts to support the DD of Adm (1) in his policy responsibilities relating to sustainable development. They will be designated as Assistant Director of Administration (Sustainable Development)<sup>1</sup> (ADA(SD)1) and Assistant Director of Administration (Sustainable Development)<sup>2</sup> (ADA(SD)2) respectively. ADA(SD)1 will assist the DD of Adm (1) in developing the Government's overall sustainability policies and ensuring integration of sustainable development within the Government. This includes providing advice to policy bureaux and departments in implementing and enforcing the sustainability assessment mechanism, assessing statements on sustainability implications of major policy initiatives or programmes submitted to the Executive Council and the CSC, updating the extensive socio-economic and environmental baseline data built into the CASET, reviewing and refining the sustainability indicators and maintaining the effectiveness of the computer tool, developing training courses and providing technical support to bureaux and departments to facilitate their proactive and proper application of the CASET, providing administrative support to the SDU and co-ordinating consultancy or research studies in the field of sustainable

Encl. 6 development. ADA(SD)1's job description is at Enclosure 6.

15. ADA(SD)2 will be responsible for promoting sustainable development as a community initiative and will serve as the secretary to the proposed CSD. He will assist the DD of Adm (1) in setting up and administering a sustainable development fund earmarked for activities or programmes which will help the community put the concept of sustainable development into practice. He will also be responsible for fostering and enhancing partnership among the Government, the Legislature, the private sector, non-government organisations and other community groups to facilitate a concerted effort on sustainable development. Subject to the finalisation of the CSD's terms of reference and its formal establishment, ADA(SD)2 will provide full support to the Council's work, in terms of following through its possible advice on a comprehensive public education and community programme to promote a strong awareness toward sustainable development. ADA(SD)2's job description is at Enclosure 7. To facilitate the early establishment and effective operation of the CSD, ADA(SD)2 will be asked to, as a matter of priority, study the consultant's proposals relating to the CSD and examine overseas models with particular regard to the modus operandi, structure and membership, and experience of similar committees on sustainable development elsewhere.

Encl. 7

*Creation of Non-directorate posts*

16. To provide support to the SDU and the CSD, we will create 21 non-directorate posts comprising two Senior Administrative Officers, one Senior Town Planner, two Assistant Town Planners/Town Planners, one Senior Environmental Protection Officer, two Assistant Environmental Protection Officers/Environmental Protection Officers, two Senior Executive Officers, two Executive Officer Is, one Senior Personal Secretary, two Personal Secretary Is, four Personal Secretary IIs and two Assistant Clerical Officers. One Senior Administrative Officer and one Senior Town Planner will assist ADA(SD)1 in

ensuring integration of sustainable development within the Government, and the other Senior Administrative Officer and one Senior Environmental Protection Officer will assist ADA(SD)2 in providing analysis and support for the proposed CSD. The creation of these non-directorate posts will partly be offset by the deletion of one post of Personal Secretary I following the deletion of the AOSGB post mentioned in paragraphs 11 and 12 above.

## FINANCIAL IMPLICATIONS

17. The additional notional annual salary cost of this proposal at mid-point is –

	\$	No. of Posts
AOSGB1	1,795,200	1
AOSGC	2,886,000	2
<i>Less</i> AOSGB	1,580,400	1
<b>Additional cost</b>	<b>3,100,800</b>	<b>2</b>

The additional full annual average staff cost of the proposal, including salaries and staff on-cost is \$5,265,000.

18. In addition, the proposal will necessitate the net creation of 20 additional non-directorate posts, as detailed in paragraph 16 above, at a notional annual mid-point salary cost of \$9,910,320 and the full annual average staff cost of \$18,310,000.

19. We have included sufficient provision in the 2001-02 draft Estimates to meet the cost of this proposal.



**WAY FORWARD**

20. The proposal will be submitted to the Establishment Sub-committee on 21 February 2001 for recommendation to the Finance Committee for approval.

Administration Wing  
Chief Secretary for Administration's Office  
February 2001

**Existing Job Description**

**Post Title** : Deputy Director of Administration (1)

**Rank** : Administrative Officer Staff Grade B (D3)

**Accountable to** : Director of Administration

**Main Duties and Responsibilities**

1. To administer the Justices of the Peace system, including appointments, programme of visits and future development.
2. To develop and review the policy on statutory appeals against administrative decisions.
3. To undertake co-ordinating and housekeeping functions for the Office of The Ombudsman and the Independent Commission Against Corruption, including review of relevant legislation.
4. To oversee protocol matters, including legislation relating to privileges and immunities, flags and emblems, and honours and awards.
5. To formulate the strategy of public records management and monitor the operation of the Government Records Service.
6. To oversee the internal management of the Administration Wing and the provision of common services for the Government Secretariat.

**Revised Job Description**

**Post Title** : Deputy Director of Administration (1)  
**Rank** : Administrative Officer Staff Grade B1 (D4)  
**Accountable to** : Director of Administration

**Main Duties and Responsibilities**

1. To develop, in consultation with policy bureaux and departments, the Government's overall sustainability policies.
2. To support and advise key decision makers on the sustainability implications of major policies and programmes.
3. To promote strategic thinking on sustainable development and oversee the application of the sustainability evaluation system within the Administration.
4. To liaise with the private sector, non-government organisations and community groups with a view to steering a concerted effort on promoting the concept of sustainable development in the community.
5. To oversee the institutional arrangements for the proposed Council for Sustainable Development and provide policy support and co-ordinate policy analysis to the Council upon its operation.
6. To assist the Director of Administration in respect of the following policy and housekeeping matters:
  - (a) the Justices of the Peace system, including appointments, programme of visits and future development;
  - (b) statutory appeals against administrative decisions, i.e. Administrative Appeals Board and Municipal Services Appeals Board;
  - (c) The Independent Commission Against Corruption; and
  - (d) The Office of The Ombudsman.
7. To formulate the strategy of public records management and oversee the operation of the Government Records Service.
8. To oversee the internal management of the Administration Wing and the provision of common services for the Government Secretariat.

**Revised Job Description**

**Post Title** : Deputy Director of Administration (2)

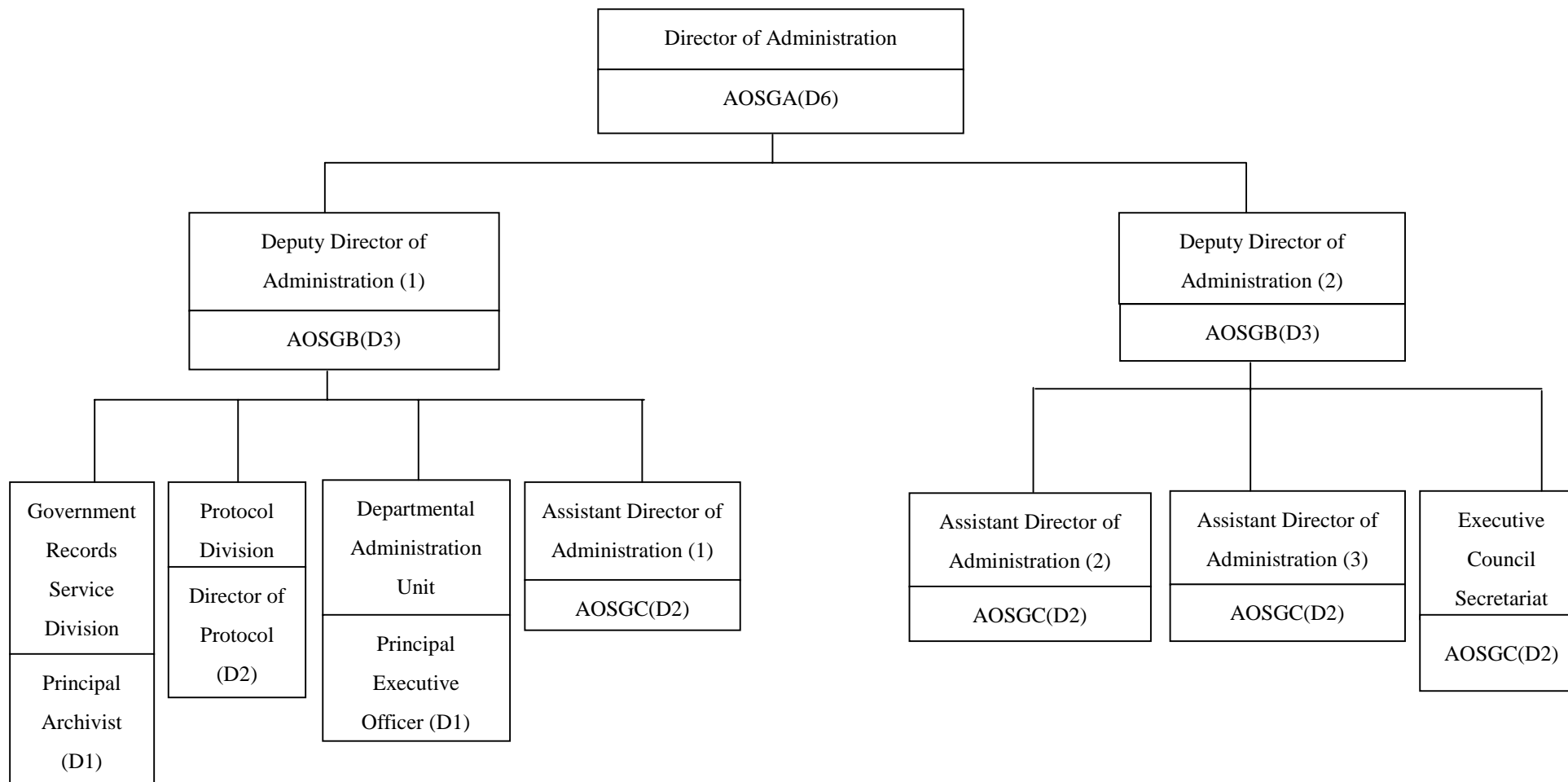
**Rank** : Administrative Officer Staff Grade B (D3)

**Accountable to** : Director of Administration

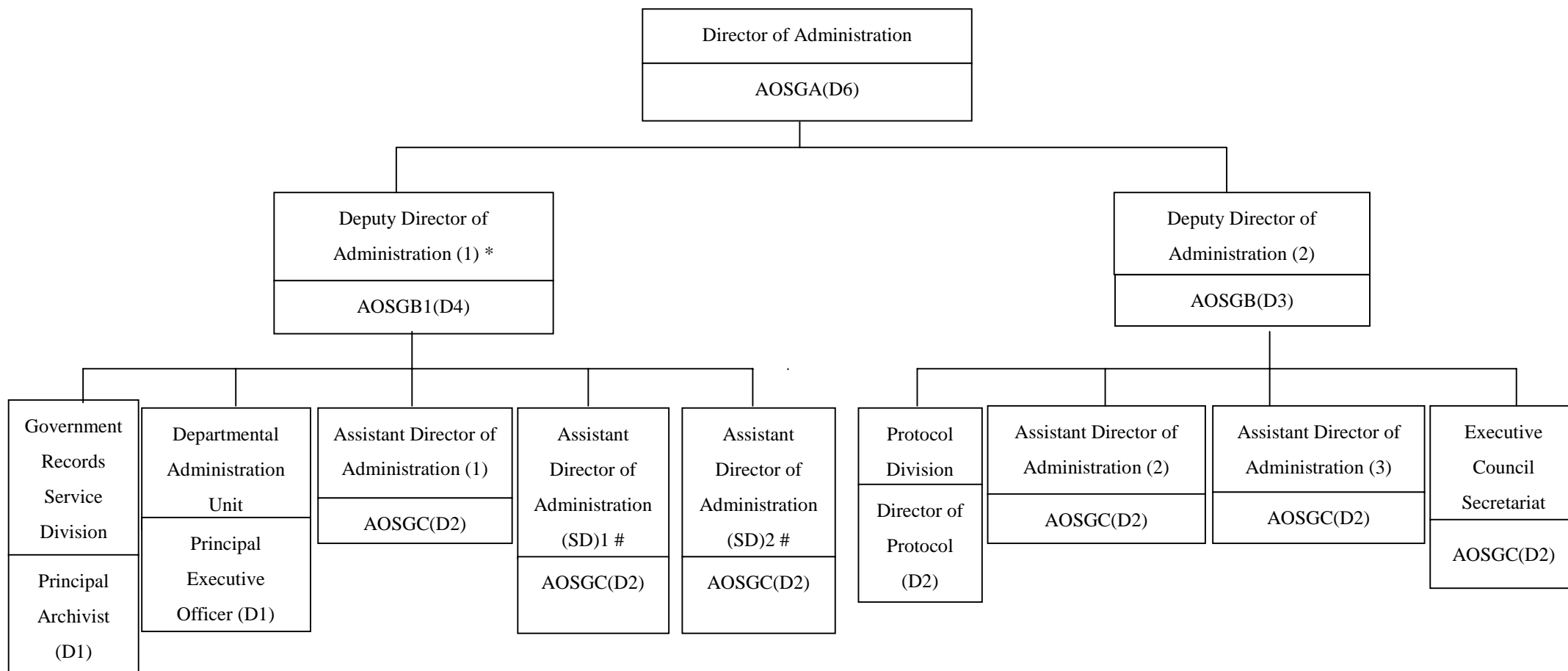
**Main Duties and Responsibilities**

1. To liaise with LegCo and co-ordinate the Administration's dealings with LegCo.
2. To deal with matters relating to legal aid policy.
3. To deal with matters relating to policy on mutual legal assistance in civil and commercial matters.
4. To oversee protocol matters, including legislation relating to privileges and immunities, flags and emblems, and honours and awards.
5. To oversee the rendering of supporting services to the Executive Council.
6. To perform house-keeping functions for the Judiciary and LegCo Secretariat.

**CHIEF SECRETARY FOR ADMINISTRATION'S OFFICE –  
ADMINISTRATION WING  
Existing Organisation Chart**



**CHIEF SECRETARY FOR ADMINISTRATION'S OFFICE –  
ADMINISTRATION WING  
Proposed Organisation Chart**



\* Post proposed to be created, replacing the existing AOSGB (D3) post

# Additional directorate posts proposed to be created in the new SDU

**Proposed Job Description**

- Post Title** : Assistant Director of Administration (Sustainable Development)1
- Rank** : Administrative Officer Staff Grade C (D2)
- Accountable to** : Deputy Director of Administration (1)

**Main Duties and Responsibilities**

1. To assist Deputy Director of Administration (1) in developing the Government's overall sustainability policies.
2. To monitor the integration of sustainable development within the Government and provide advice to policy bureaux and departments on sustainable development requirements including the issuance of guidance notes to Government users as and when required.
3. To monitor and assess sustainability evaluation reports submitted by bureaux and departments.
4. To develop regular training and provide technical support to facilitate the proper application of the computer aided sustainability evaluation tool.
5. To update and maintain the baseline data incorporated in the sustainability evaluation system.
6. To review and refine the set of sustainability indicators in consultation with interested organisations both within and outside the Government.
7. To co-ordinate consultancy or research studies in the field of sustainable development.
8. To oversee the provision of general administrative service to the Unit.

**Proposed Job Description**

- Post Title** : Assistant Director of Administration (Sustainable Development)2
- Rank** : Administrative Officer Staff Grade C (D2)
- Accountable to** : Deputy Director of Administration (1)

**Main Duties and Responsibilities**

1. To assist Deputy Director of Administration (1) in developing the institutional arrangements for the proposed Council for Sustainable Development and its relationship with relevant advisory or statutory bodies having regard to overseas experience.
2. To serve as the secretary and provide policy support to the Council for Sustainable Development upon its operation.
3. To prepare and co-ordinate with relevant policy bureaux and departments analysis and papers on sustainable development for discussion by the Council.
4. To foster and enhance partnership with the Legislature, private sector, non-government organisations and community groups in promoting the concept of sustainable development in the community and in co-ordinating relevant issues for discussion by the Council.
5. To assist Deputy Director of Administration (1) in setting up a Sustainable Development Fund and to administer and oversee the disbursement and operation of the Fund.