

## **ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE**

### **HEAD 160 – RADIO TELEVISION HONG KONG Subhead 000 Operational expenses**

Members are invited to recommend to Finance Committee the proposals to create with immediate effect in the Radio Television Hong Kong –

(a) the following supernumerary post for three years –

1 Administrative Officer Staff Grade B  
(D3) (\$137,200 - 149,750); and

(b) the following permanent post –

1 Controller (Broadcasting Services)  
(D1) (\$99,400 - \$108,650)

### **PROBLEM**

We need to strengthen the staffing support at the directorate level in the Radio Television Hong Kong (RTHK) in order to lead and coordinate the planning and implementation of various new services and projects that will enable RTHK to fulfill its mission as the public service broadcaster (PSB) in Hong Kong.

### **PROPOSAL**

2. We propose to create the following posts with immediate effect upon approval by the Finance Committee –

/(a) .....

- (a) one supernumerary post of Administrative Officer Staff Grade B (AOSGB) (D3), to be designated as Deputy Director of Broadcasting (Developments), for three years to lead and coordinate RTHK's major development projects; and
- (b) one permanent post of Controller (Broadcasting Services) (D1) to be designated as Controller (Radio) to lead and coordinate the launch of digital audio broadcasting (DAB) services by RTHK and oversee the operation and development of the radio programme services on both analogue and digital platforms.

## JUSTIFICATION

### New development initiatives

3. In September 2009, the Government decided, among other things, that RTHK should expand its scope of services to fulfill its mission as the PSB in Hong Kong. In the coming years, RTHK needs to take forward various new development initiatives, including the preparation for the launch of DAB and digital terrestrial television (DTT) broadcasting services, facilitating community involvement in broadcasting, planning for the re-provisioning of the Broadcasting House, and establishing a digital media asset management system.

4. The latest plans and time frame for taking forward the various new development initiatives are set out in the ensuing paragraphs.

#### (a) DAB

5. The Government has assigned spectrum frequencies to RTHK for it to launch five DAB programme channels by the end of 2011. Four of the new DAB programme channels will initially simulcast the existing four AM channels (namely, Radio 3, Radio 5, Putonghua Channel and BBC World Service) to improve reception quality, with gradual enhancement of programme content, including the introduction of community involvement in broadcasting. The remaining DAB programme channel will be used for relaying national radio programmes to enhance public understanding of matters concerning the Mainland. RTHK will also provide value-added data services to the audience, including the screening of news highlights, weather information and traffic reports on DAB receivers.

/(b) .....

## (b) DTT

6. RTHK currently does not have its own television (TV) transmission network, nor experience in the operation of a TV station. It has an output of 590 hours a year in terms of TV production, which is broadcast through the two commercial domestic free TV stations. RTHK will develop its DTT service in a progressive and step-by-step manner according to the needs of the community and market situation.

7. In the next few years, RTHK will be committed to first establishing the necessary DTT transmission network, including discussing with the two commercial domestic free TV stations the rental of suitable hilltop transmission sites, acquiring the essential transmitters and equipment, and conducting technical trials. RTHK has already commenced discussions with the two domestic free TV stations. RTHK will also increase its production of high-definition (HD) TV programmes from about 50 hours to not less than 200 hours per year from 2011-12 onwards to prepare for the launch of HD TV channel in future.

## (c) Community Involvement in Broadcasting

8. RTHK will develop community involvement in broadcasting on its digital platform. The Government has earmarked \$45 million for a three-year trial under the proposed Community Broadcasting Involvement Fund which will provide financial support for community organisations to take part in the initiative. RTHK is considering the framework and possible ground rules for the initiative and will carry out public consultation towards the end of 2011.

## (d) Re-provisioning of Broadcasting House in Tseung Kwan O

9. We have identified a suitable site in Tseung Kwan O (Area 85) for the development of the new Broadcasting House. In line with established procedures, we are conducting a technical feasibility study (TFS) for the project. Upon the completion of the TFS by about June 2011, we will seek funding in accordance with the established mechanism and obtain necessary town planning approval.

## (e) Media Asset Management

10. RTHK holds over 80 years of audio records and over 30 years of TV productions. They are not only part of the public memory but also a very valuable reference source for RTHK and other broadcasters in content production. In the coming five years, RTHK will embark on the establishment of a digital media asset management (MAM) system in order to preserve the heritage of Hong Kong's public broadcasting and make it accessible to the public and the industry.

**Directorate support**

11. The new initiatives described in paragraphs 5 to 10 above are important for the development of RTHK as the PSB in Hong Kong, especially in keeping pace with the world trend of moving towards digital broadcasting. To ensure that these initiatives will be smoothly and effectively taken forward, RTHK needs to carry out meticulous planning and coordination in respect of the service level to be provided, the programming strategy to be adopted and the technical developments involved. RTHK will also need to maintain close liaison with various stakeholders and agencies in the implementation of the new initiatives under a tight timeframe. There is a need to strengthen support for RTHK at the directorate level to lead and coordinate the new services and projects in order to ensure success of the initiatives.

**Proposed changes to existing directorate establishment**

12. Currently, there are seven directorate posts in RTHK, namely –
- (a) the Director of Broadcasting (D of B) (D5), who is the head of RTHK and also the Editor-in-Chief;
  - (b) the Deputy Director of Broadcasting (DD of B) (D3), who supports D of B in all matters relating to the management of RTHK, including financial and human resources, production resources, programme production and standards, new media services, public relations and other corporate businesses;
  - (c) two Assistant Directors, namely Assistant Director (TV) (AD (TV)) and Assistant Director (Radio) (AD (Radio)), both at D2 rank, who oversee TV and radio programming matters respectively;
  - (d) two Controllers, namely Controller (TV) and Controller (Production Services), both at D1 rank. Controller (TV) supports AD (TV) in managing general and educational TV programmes. Controller (Production Services) manages technical and production support services for radio and TV productions; and
  - (e) Departmental Secretary (Principal Executive Officer) (D1), who manages departmental administration and human resources matters.

Encl. 1 The existing organisation chart of RTHK is at Enclosure 1.

13. With the continuous growth in scope and depth of activities, convergence of the different media platforms, growing demands for better synergy, the need to launch new services as well as public expectation for stronger accountability and governance, there is a clear need for RTHK to strengthen its directorate support and to institute organisational changes and new delineation of responsibilities among its directorate staff accordingly. We propose –

- (a) to create one permanent post at the rank of Controller (Broadcasting Services) (D1) and designated as **Controller (Radio)** to lead and coordinate the launch of DAB services, which involves steering the development of the technical setup, drawing up programming and publicity strategies, as well as planning for the introduction of community involvement in broadcasting in RTHK's DAB services. The post holder will also oversee the operation and development of radio programme services on both analogue and digital platforms, so that the AD (Radio) can focus on other more important work areas such as overall programming strategy in radio services, coordination of radio services in news and current affairs and promoting synergy of radio services with TV services, etc. Upon the creation of the Controller (Radio) post,
  - (i) we propose to re-title the AD (Radio) post as AD (Radio & Corporate Programming), and the post holder will additionally take up corporate functions in respect of corporate programming strategies and creative initiatives;
  - (ii) we propose to re-title the AD (TV) post as AD (TV & Corporate Businesses), and the post holder will additionally take up corporate functions in respect of content policy, programme licensing issues and archive management, new media services and the preparations for the launch of DTT services;
  - (iii) Controller (TV) will continue to support AD (TV & Corporate Businesses) in overseeing general and educational TV programmes. The post holder will also assist AD (TV & Corporate Businesses) in making preparations for the launch of DTT services; and
  - (iv) there will be no change to the major duties of the Controller (Production Services).

/(b) .....

- (b) to create a supernumerary post at the rank of AOSGB for three years and designated as **DD of B (Developments)** to lead and coordinate RTHK's major development projects including the re-provisioning of the Broadcasting House, the MAM project and development works in support of the new DAB and DTT services. The post holder will also oversee departmental administration and resources deployment. Upon the creation of the DD of B (Developments) post,
- (i) the current DD of B post will be re-titled DD of B (Programmes). The post holder, relieved from departmental administration duties, will focus on supporting D of B in the day-to-day programme and editorial management, developing corporate level competitive programming strategies, monitoring corporate businesses and directly supervising corporate communications, editorial issues and programming standards. Some of the corporate functions (e.g. corporate programming and new media services) which hitherto fall within the schedule of DD of B will in future be vested with the two ADs (as per (a)(i) and (a)(ii) above) who will report to the DD of B (Programmes) for more efficient distribution of work and synergy; and
- (ii) the D of B will continue to be the head and Editor-in-Chief of RTHK.

14. We propose to create the supernumerary post of AOSGB for three years as we envisage that RTHK will need to handle immense workload in the coming few years arising from the various new development initiatives. In particular, the undertaking of the initiatives involves complex issues cutting across various bureaux and departments, and strong and dedicated steer at the senior directorate level will be essential for the smooth implementation of these initiatives within a tight timeframe. We propose to create the Controller (Broadcasting Services) post on a permanent basis because of the growth in radio services associated with the development of DAB services, the need to cope with the increase in complexity of radio operation in light of growing public expectation for diversity, programme qualities and community involvement projects, as well as increase in interfaces with community organisations and other broadcasters.

- Encl. 2  
Encls.  
3(a)-3(b)  
Encls.  
4(a)-4(d)
15. The proposed organisation chart of RTHK is at Enclosure 2. The job descriptions of the supernumerary AOSGB and permanent Controller (Broadcasting Services) posts proposed to be created are at Enclosures 3(a) and 3(b) while the revised job descriptions of other directorate posts with changes in duties and responsibilities are at Enclosures 4(a) to 4(d).

/Alternatives .....

### Alternatives Considered

16. We have critically examined the possibility of redeployment within RTHK to absorb the duties of the proposed new posts. However, the existing DD of B has already been fully stretched in his schedule of work, and the incumbent will be heavily involved in editorial management and planning for new programming on the new DAB and DTT platforms.

17. There are only two permanent Controller (Broadcasting Services) posts in the TV and Production Services Division respectively, namely Controller (TV) and Controller (Production Services). As they are already fully engaged in their own schedule of work and the two Divisions they lead have distinctly different professional specialisations, it is not operationally feasible for the two Controllers to take up the new duties of the proposed Controller (Radio) post.

### FINANCIAL IMPLICATIONS

18. The proposed creation of the two directorate posts will require an additional notional annual mid-point salary cost (NAMS) of \$3,009,600 as follows –

Rank	NAMS (\$)	No. of Posts
<b>Supernumerary Post</b>		
AOSGB (D3)	1,744,200	1
<b>Permanent Post</b>		
Controller (Broadcasting Services) (D1)	1,265, 400	1
<b>Total</b>	3,009,600	2

19. The additional full annual average staff cost, including salaries and staff on-cost, is \$4,621,000. The additional NAMS and the full annual average staff cost will be reduced to \$1,265,400 and \$2,223,000 respectively from 2014-15 onwards upon the lapse of the supernumerary AOSGB post. RTHK has included sufficient provision in the 2011-12 Estimates to meet the cost of this proposal and will reflect the resources required in the Estimates of subsequent years.

## PUBLIC CONSULTATION

20. We consulted the Legislative Council Panel on Information Technology and Broadcasting on 14 February 2011. Members supported the proposal. A Member asked us to consider creating one permanent post of DD of B instead of a supernumerary post for only three years, given the heavy responsibilities of the post and the long-term development need of RTHK. We explained that we would review in due course whether there would be a need to extend the term of the supernumerary post, having regard to the progress of implementing various new services and projects. For the time being, we consider it appropriate to keep the term of this supernumerary post at three years.

## BACKGROUND

21. In 2009, the Government decided to task RTHK to fulfill the role and mission as the PSB of Hong Kong. In the next few years, RTHK will embark on various new development initiatives. In December 2010, the Government announced a package of arrangements to fully support RTHK in taking forward its new initiatives, including the creation of two directorate posts to strengthen the directorate establishment of RTHK for leading and coordinating the various new services and projects.

## ESTABLISHMENT CHANGES

22. The establishment changes in RTHK for the past two years are as follows –

Establishment (Note)	Number of Posts			
	As at 1 May 2011	As at 1 April 2011	As at 1 April 2010	As at 1 April 2009
A	7#	7	7	7
B	99	99	88	88
C	427	427	428	429
<b>Total</b>	<b>533</b>	<b>533</b>	<b>523</b>	<b>524</b>

Note:

A - ranks in the directorate pay scale or equivalent

B - non-directorate ranks, the maximum pay point of which is above MPS point 33 or equivalent

C - non-directorate ranks, the maximum pay point of which is at or below MPS point 33 or equivalent

# - as at 1 May 2011, there was no unfilled directorate post in RTHK

/CIVIL .....



**CIVIL SERVICE BUREAU COMMENTS**

23. The Civil Service Bureau supports the proposed creation of one supernumerary post of AOSGB for a period of three years and a permanent post of Controller (Broadcasting Services) to lead and coordinate the planning for various new services and projects of RTHK. The grading and ranking of the proposed posts are considered appropriate having regard to the level and scope of responsibilities concerned.

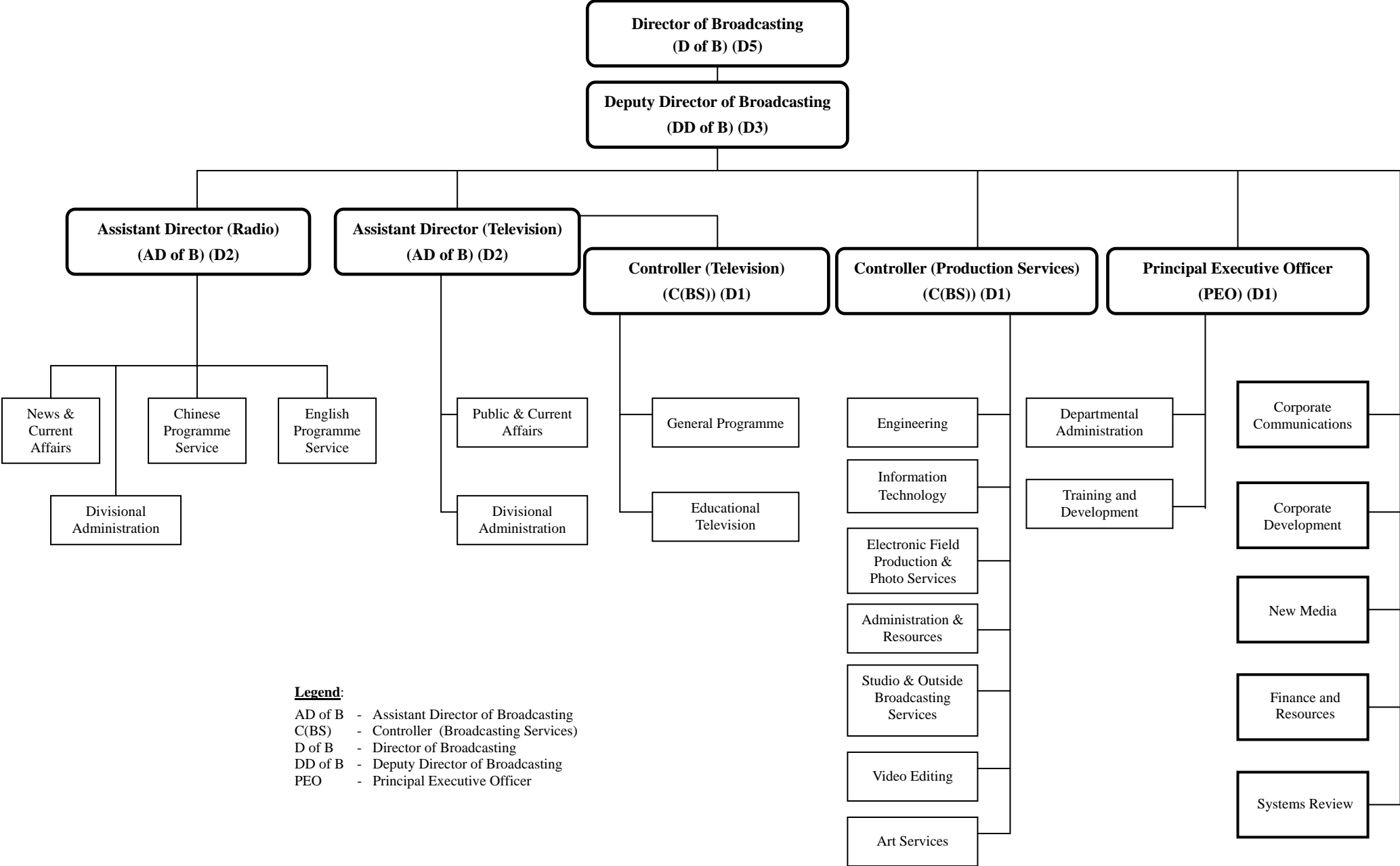
**ADVICE OF THE STANDING COMMITTEE ON DIRECTORATE SALARIES AND CONDITIONS OF SERVICE**

24. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the permanent post of Controller (Broadcasting Services) (D1) in RTHK would be appropriate if the proposal were to be implemented.

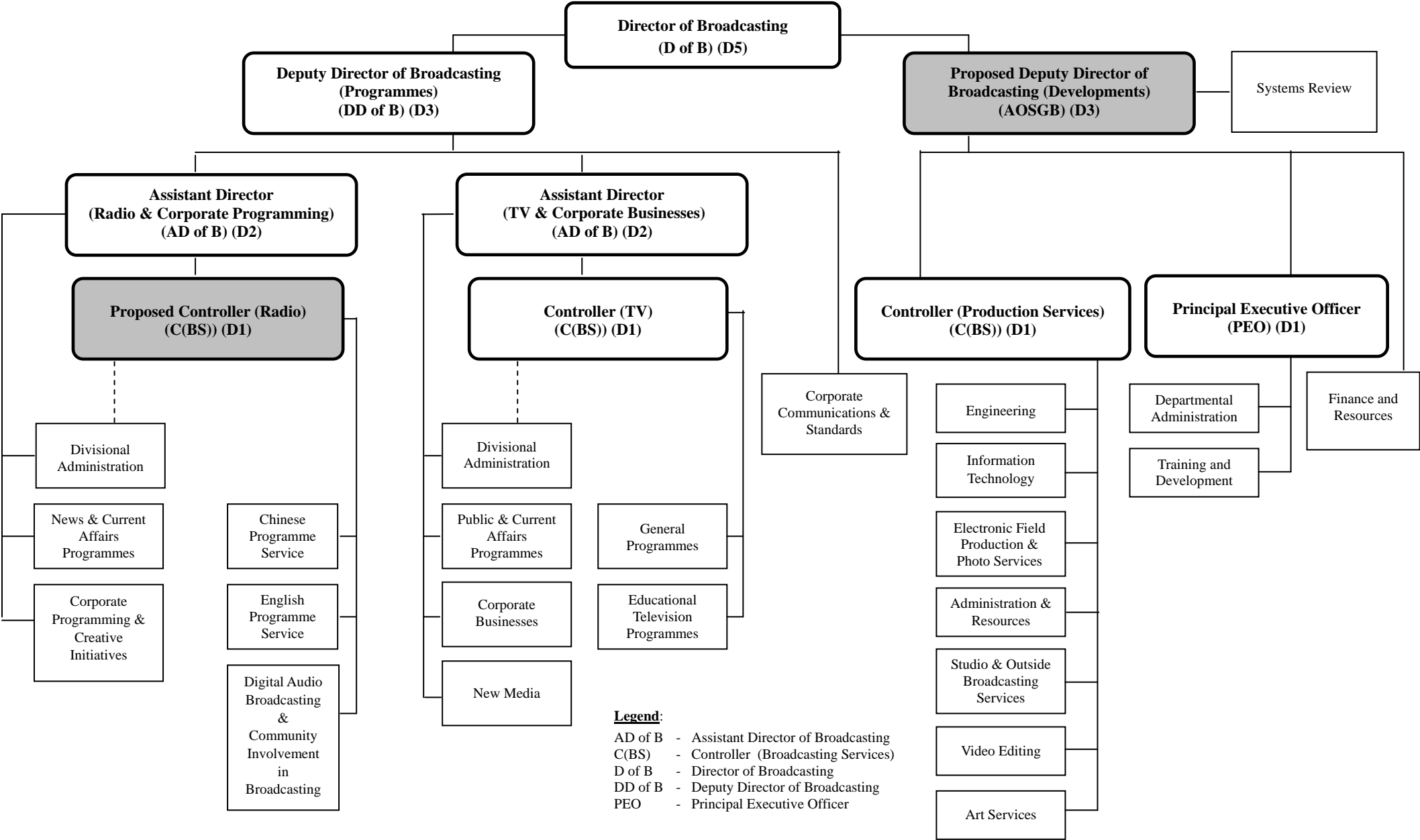
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Commerce and Economic Development Bureau  
April 2011

Existing Organisation Chart of Radio Television Hong Kong



**Proposed Organisation Chart of Radio Television Hong Kong**



**Proposed Job Description  
Deputy Director of Broadcasting (Developments)**

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

**Responsible to** : Director of Broadcasting

**Main Duties and Responsibilities –**

- (1) To lead and coordinate the development of the new Broadcasting House, steering the project through the financial, town planning, public engagement and other legal and administrative procedures;
- (2) to lead and coordinate the developments pertinent to the launch of the new digital audio broadcasting (DAB) and digital terrestrial television (DTT) services, including formulating strategies for and leading the commercial negotiations on the construction of DAB and DTT networks with a view to ensuring amicable agreement with the relevant commercial operators and site users; drawing up and implementing strategies and operational plans to tie in with the development of the Broadcasting House and new market developments;
- (3) to steer the implementation of the Media Asset Management (MAM) project which entails the development of a comprehensive archival policy, the establishment of a metadata structure, the restoration of artifacts at risk, digitisation of archives, provision of manpower and specialist storage facilities for keeping archives in the interim and eventually at the new Broadcasting House, integration of the MAM with the production system, and devising and implementing a policy to facilitate public and industry access to the archives;
- (4) to oversee departmental administration and resources management for ensuring the optimal, efficient and effective use and deployment of the financial, human and production resources of Radio Television Hong Kong (RTHK); and
- (5) to support the Director in any other areas appropriate for achieving RTHK's public purposes and mission and ensuring compliance with the Charter of RTHK.

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**Proposed Job Description  
Controller (Radio)**

**Rank** : Controller (Broadcasting Services) (D1)

**Responsible to** : Assistant Director (Radio & Corporate Programming)

**Main Duties and Responsibilities –**

- (1) To oversee the day-to-day operation of radio services, particularly Chinese and English programme services, programme scheduling and presentation, and other related projects and services;
- (2) to formulate radio programming, ensure programme output and quality, implement editorial policies and ensure standards and assist in divisional administration;
- (3) to lead, coordinate and launch the new digital audio broadcasting services, including liaising with other stakeholders for the setting up of the technical infrastructure, liaising for the launch of the national relay channel, formulating and implementing programming and publicity strategies, etc.
- (4) to assist in developing the framework and mechanism on community involvement in broadcasting and to oversee its smooth operation;
- (5) to ensure optimal, efficient and effective use of programme resources; and
- (6) to support the senior management in any other areas appropriate for achieving Radio Television Hong Kong (RTHK)'s public purposes and mission and ensuring compliance with the Charter of RTHK.

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**Revised Job Description  
Deputy Director of Broadcasting (Programmes)**

**Rank** : Deputy Director of Broadcasting (D3)

**Responsible to** : Director of Broadcasting

**Main Duties and Responsibilities –**

- (1) To lead, coordinate, oversee and ensure programme output, standard and editorial qualities of programmes in radio, television and the new media, develop programme strategy and corporate programming plans;
- (2) to lead the programming and content developments of new services, including the digital audio broadcasting services, digital terrestrial television services, community involvement in broadcasting and new media services;
- (3) to oversee corporate communication matters, corporate business developments, compliance with the codes of the Broadcasting Authority and secretariat services for the Radio Television Hong Kong (RTHK) Board of Advisors;
- (4) to oversee the optimal, efficient and effective use and deployment of programme resources; and
- (5) to support the Director in any other areas appropriate for achieving RTHK's public purposes and mission and ensuring compliance with the Charter of RTHK.

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**Revised Job Description  
Assistant Director (Radio & Corporate Programming)**

**Rank** : Assistant Director of Broadcasting Services (D2)

**Responsible to** : Deputy Director of Broadcasting (Programmes)

**Main Duties and Responsibilities –**

- (1) To oversee the operation of radio programme productions, including news services, map out programming strategy, monitor programme output and quality, assist in formulating editorial policy and ensure editorial standards;
- (2) to plan for the launch of digital audio broadcasting services and community involvement in broadcasting;
- (3) to ensure optimal, efficient and effective use and deployment of programme resources;
- (4) to oversee corporate programming strategies and creative initiatives; and
- (5) to support the senior management in any other areas appropriate for achieving Radio Television Hong Kong (RTHK)'s public purposes and mission and ensuring compliance with the Charter of RTHK.

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**Revised Job Description  
Assistant Director (TV & Corporate Businesses)**

**Rank** : Assistant Director of Broadcasting Services (D2)

**Responsible to** : Deputy Director of Broadcasting (Programmes)

**Main Duties and Responsibilities –**

- (1) To oversee the operation of television programme productions, including public affairs programmes, map out programming strategy, monitor programme output and quality, assist in formulating editorial policy and ensure editorial standards;
- (2) to plan for the launch of digital terrestrial television services and related matters including channel management, programme scheduling, co-productions, programme acquisition, etc.;
- (3) to ensure optimal, efficient and effective use and deployment of programme resources;
- (4) to oversee corporate businesses and developments in respect of programme licensing, content policy, marketing, etc., and the development of new media services; and
- (5) to support the senior management in any other areas appropriate for achieving Radio Television Hong Kong (RTHK)'s public purposes and mission and ensuring compliance with the Charter of RTHK.

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**Revised Job Description  
Controller (TV)**

**Rank** : Controller (Broadcasting Services) (D1)

**Responsible to** : Assistant Director (TV & Corporate Businesses)

**Main Duties and Responsibilities –**

- (1) To oversee the day-to-day operation of television (TV) services, particularly general and educational TV programmes and other related projects and services;
- (2) to assist in formulating TV programming, ensuring programme output and quality, implementing editorial policies and ensuring standards, and assist in programme scheduling, presentation and divisional administration;
- (3) to assist in making preparations for the launch of digital terrestrial television services, including liaising for the setting up of the technical infrastructure, formulating and implementing programming strategies, etc.;
- (4) to ensure optimal, efficient and effective use of programme resources; and
- (5) to support the senior management in any other areas appropriate for achieving Radio Television Hong Kong (RTHK)'s public purposes and mission and ensuring compliance with the Charter of RTHK.

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