

**For discussion
on 14 February 2011**

**Legislative Council Panel on
Information Technology and Broadcasting**

**Strengthening Directorate Support for
Radio Television Hong Kong (RTHK)**

Purpose

The directorate establishment of RTHK needs to be strengthened in order to lead and coordinate the planning for various new services and projects that will enable RTHK to fulfill its mission as the public service broadcaster (PSB) in Hong Kong. This paper seeks Members' views on the proposal to create one supernumerary post of Administrative Officer Staff Grade B (D3) for three years and one permanent post of Controller (Broadcasting Services) (D1) for RTHK.

Justifications

New development initiatives

2. 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 digital audio broadcasting (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. In December 2010, the Government announced a package of arrangements concerning the provision of resources, manpower and facilities to fully support RTHK in taking forward its new initiatives.

3. The latest plans and time frame for taking forward the

various new development initiatives are set out in the ensuing paragraphs.

(a) DAB

4. We will allocate spectrum frequencies to RTHK for it to launch five DAB programme channels by mid-2012. Four of the new DAB programme channels will initially be used for simulcasting 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 other DAB programme channel will be used for relaying national radio programmes to enhance public understanding about 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) DTT

5. RTHK currently does not have its own 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 would develop its DTT service in a progressive and step-by-step manner.

6. 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 on the rental of suitable hilltop transmission sites, purchasing transmitters and equipment, and conducting technical trials. RTHK has already commenced discussions with the two free TV stations. RTHK will also increase its production of High Definition (HD) television programmes from about 50 hours to not less than 200 hours per year as from 2011-12 to prepare for the launch of HD TV channel in future.

(c) Community Involvement in Broadcasting

7. 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 would provide financial support for community organizations to take part in such initiative through RTHK's platform. RTHK is considering the framework and possible ground rules for the initiative.

(d) Reprovisioning of Broadcasting House in Tseung Kwan O

8. 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 the middle of this year, we will seek funding in accordance with the established resource allocation mechanism and obtain necessary town planning approval.

(e) Media Asset Management (MAM)

9. RHTK is now keeping 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 next five years, RTHK will embark on the establishment of a digital media asset management system in order to preserve the culture heritage of Hong Kong's public broadcasting and make it accessible to the public and the industry. We briefed Members on this project in December 2010.

Directorate support

10. The new development initiatives described in paragraphs 4 to 9 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 are smoothly taken forward, RTHK requires meticulous planning and coordination work 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 in the implementation of the new initiatives under a tight timeframe. There is a need for RTHK to strengthen support at the

director level to lead and coordinate the new services and projects in order to ensure the provision of quality broadcasting services to the community.

Proposed changes to existing directorate establishment

11. Currently, there are seven directorate posts in RTHK –
 - (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 the 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 AD(TV) and AD(Radio) (D2), who oversee television and radio programming matters respectively;
 - (d) two Controllers, namely Controller (TV) and Controller (Production Services) (D1). Controller (TV) supports the AD(TV) in managing general and educational TV programmes. Controller (Production Services) manages technical and production support services for radio and television productions; and
 - (e) Departmental Secretary (Principal Executive Officer) (D1), who manages departmental administration and human resources matters.

The present organisation chart of RTHK is at **Annex 1**.

12. With the continuous growth in scope and depth of activities, the convergence of the different media platforms, the growing demands for better synergy, the need to launch new services, and the 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. We thus propose –

- (a) to create one permanent post at the rank of Controller (Broadcasting Services) and designated as Controller (Radio) to make preparations for 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. The post-holder will also take up part of the day-to-day management of radio programme services, so that the AD (Radio) can focus on other more important work areas.
 - (i) With (a) above, 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, and the post-holder will assist AD (TV & Corporate Businesses) in making preparations for the launch of DTT services.
 - (iv) There will be no change to the major duties of the Controller (Production Services).

- (b) to create a supernumerary post of DD of B (Developments) at AOSGB rank for three years. The post-holder will oversee departmental administration and resources deployment and lead and coordinate the project on reprovisioning of the Broadcasting House, the MAM project and development works in support of the new DAB and DTT services.
- (i) The current DD of B post will be re-titled DD of B (Programmes). The post-holder will focus on supporting the 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 businesses and new media) which hitherto fall within the schedule of the 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.
- (ii) The D of B will continue to be the head and Editor-in-Chief of RTHK.

13. The proposed revised organisation chart of RTHK is at **Annex 2**.

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 from the senior directorate level is essential in order for these initiatives to be implemented smoothly 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 service. The duty

lists of the proposed supernumerary AOSGB and permanent Controller (Broadcasting Services) posts are at **Annex 3**.

Alternatives Considered

15. 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 digital platform.

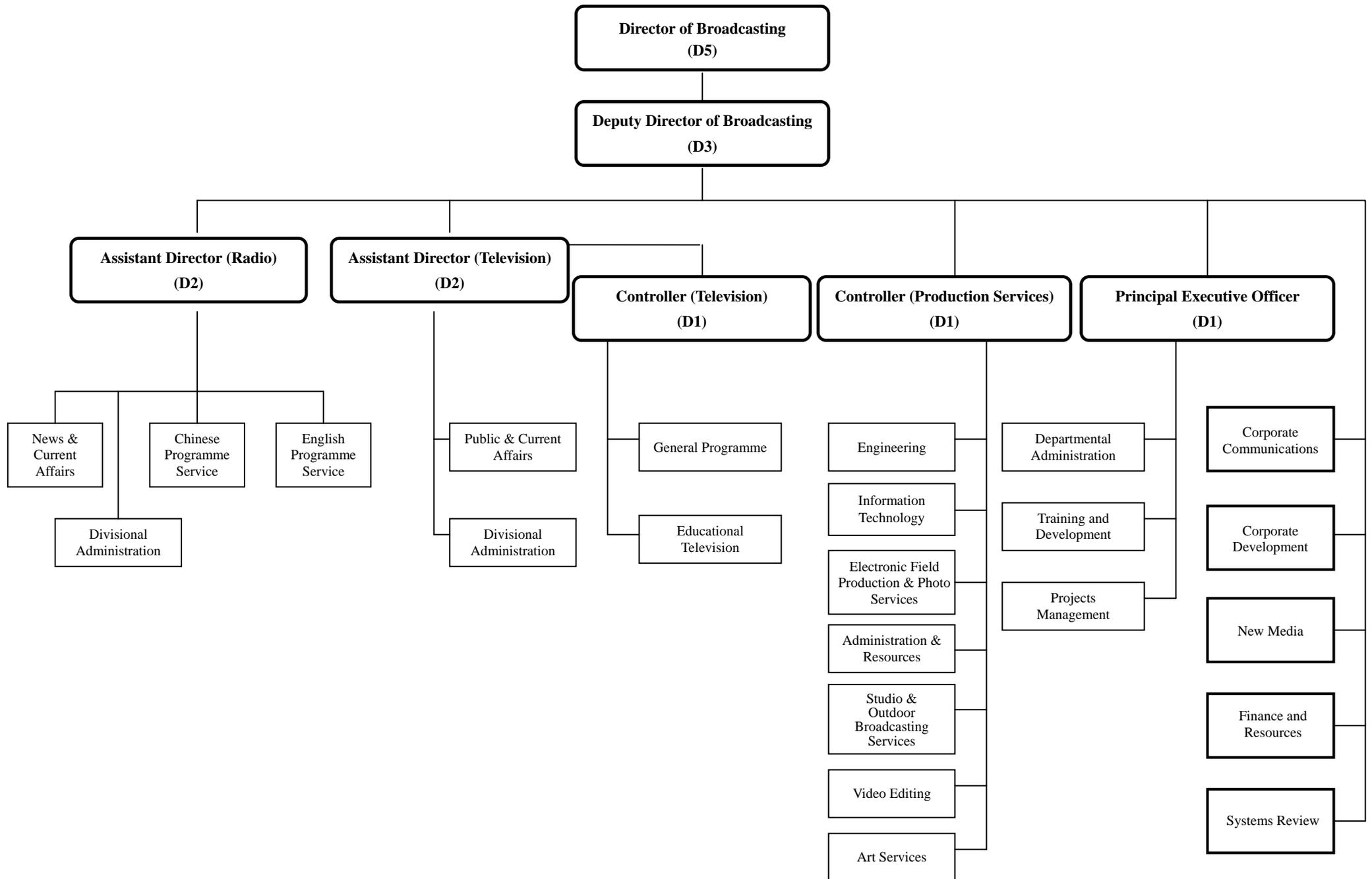
16. There are only two permanent Controller (Broadcasting Services) posts in the TV and Production Services Division respectively, namely Controller (TV) and Controller (Production Services). As they are already fully engaged in their own schedule of work and that the two Divisions have distinctly different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

Way Forward

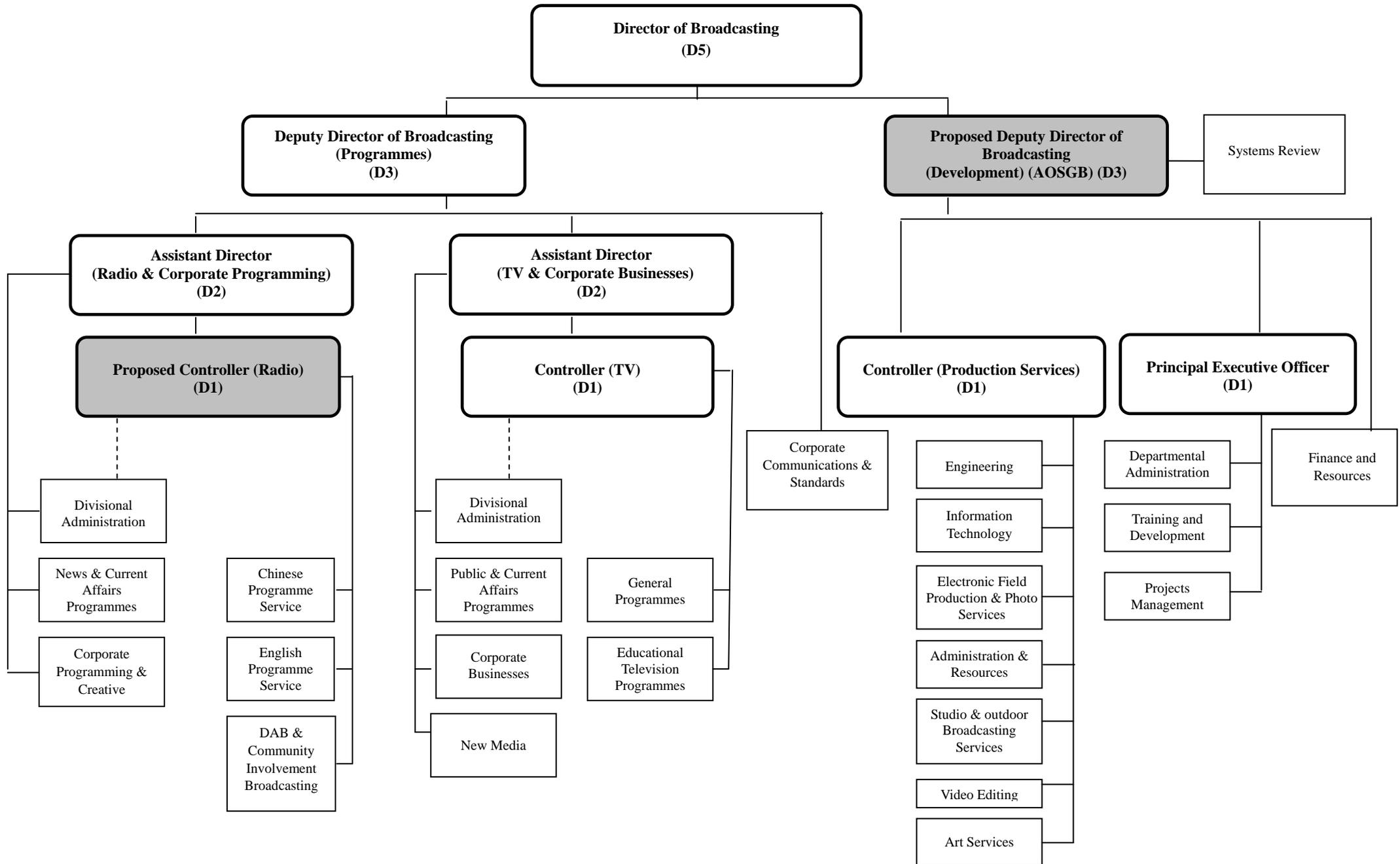
17. Subject to Members' views, we intend to seek the approval of the Establishment Sub-Committee and Finance Committee of the Legislative Council for the creation of the time-limited supernumerary AOSGB post and the permanent Controller (Broadcasting Services) post around the second quarter of this year.

**Commerce and Economic Development Bureau /
Radio Television Hong Kong
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Existing Organization Chart of Radio Television Hong Kong



Proposed Organization 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 be concluded 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 project which entails the development of a comprehensive archival policy, the establishment of a metadata structure, the restoration of artifacts at risk, digitization 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 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.

**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 RTHK's public purposes and mission and ensuring compliance with the Charter of RTHK.