

**For discussion on  
10 March 2014**

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

**Proposed Extension of  
a Supernumerary Post of Administrative Officer Staff Grade B  
in Radio Television Hong Kong**

**PURPOSE**

This paper invites Members' views on the revised proposal to extend a supernumerary post of Administrative Officer Staff Grade B (AOSGB) (D3) in Radio Television Hong Kong (RTHK) for five years from 27 May 2014 to 26 May 2019. The objective is to maintain strong governance at senior directorate level of RTHK to ensure effective planning and implementation of new projects and services that will enable RTHK to fulfill its mission as the public service broadcaster in Hong Kong.

**BACKGROUND**

2. At the Panel meeting on 9 December 2013, Members supported in principle the proposal to extend a supernumerary post of AOSGB, designated as Deputy Director of Broadcasting (Developments) (DD of B (Developments)), in RTHK for five years from 27 May 2014 to 26 May 2019 to lead and steer the planning and implementation of new services and projects, including developments relating to the New Broadcasting House (New BH), digital audio broadcasting (DAB), digital terrestrial television (DTT) broadcasting services and the media asset management (MAM) project.

3. As far as development of the New BH is concerned, the

proposed duties for the post of DD of B (Developments) previously submitted to Members for discussion at the meeting on 9 December 2013 were on the basis that the construction of the New BH would start in the first quarter of 2014 with a view to commissioning in 2018 subject to the funding approval of the Finance Committee (FC). However, the funding proposal of the New BH was not supported by the Public Works Subcommittee (PWSC) at its meeting on 3 January 2014. To address PWSC Members' concern, the Administration subsequently worked out a revised proposal with a reduction of \$750 million or about 12% of the original project estimate. This revised proposal was presented to all PWSC Members in a bid to secure adequate support for a resubmission of the New BH project to the PWSC. Regrettably, we were unable to secure sufficient support from the PWSC Members, the Administration therefore decided on 29 January 2014 not to re-submit the revised funding application to the PWSC for discussion at this stage. In view of such development, the Administration has reviewed the requirement of the post of DD of B (Developments) and considers that it is still necessary to extend the supernumerary post for five years. The justifications are set out in the ensuing paragraphs.

## **JUSTIFICATIONS**

### **Development of the New BH**

#### *Re-planning of the Project*

4. When considering the funding proposal for construction of the New BH, PWSC Members generally supported in principle RTHK to have a New BH to re-provision its aging and obsolete facilities and to enhance its current sub-standard accommodation. Members however had concerns on the cost estimate and scope of the project and therefore did not support the funding proposal.

5. On the understanding that PWSC Members generally support in principle the need for a New BH, RTHK and the Architectural Services Department (ArchSD) which is the works

agent, will start re-planning of the project taking into account Members' concerns. While there are technical and professional staff in RTHK and ArchSD to provide technical support, RTHK will have to maintain strong governance at senior directorate level to provide the necessary high level steer to tackle various critical tasks which are vital for the re-planning of the project.

6. In particular, RTHK will take a critical review of the facilities required in the original proposal and explore whether there are means to adjust the scope of the project and reduce project cost. It will also review with ArchSD the delivery mode of the project and re-examine the pros and cons of the "Design and Build" approach vis-à-vis the conventional "Consultancy" mode. It is expected that the new tender exercise will take at least 24 months to complete after the review. To minimise the possibility of any further delay to the project, RTHK will need to complete re-planning and re-tendering within the shortest period of time. This would require the drawing up of meticulous work plans, close coordination of various planning processes, as well as close monitoring of their implementation.

7. To take forward the above tasks, RTHK needs strong governance at senior directorate level to steer and drive the effective and timely completion of the tasks. These require coordination at the macro level across divisions within RTHK as well as among different bureaux and departments, securing necessary resources at appropriate stages, close monitoring of implementation of various work plans, resolution of outstanding issues at the early stage to avoid any derailing of the work plans, and exercising cost control throughout the re-planning process.

### *Construction and Migration*

8. Subject to the funding approval by the FC and completion of the new tender exercise, DD of B (Developments) will need to oversee and monitor construction of the New BH, handle issues related to the procurement and installation of equipment and prepare for the migration plan of RTHK from its existing premises to

the New BH.

9. The New BH will have highly technical and sophisticated broadcasting, production and telecommunications facilities. Upon the completion of construction works in phases, RTHK will need to arrange in advance the installation of the necessary broadcasting, production, telecommunications equipment and information technology infrastructure. These include uninterrupted power supply system, lighting suspension system at the TV studios, sound broadcasting equipment at the radio continuity studios, air blown fibre back-bone of the production and telecommunications network.

10. To ensure timely commencement of installation of the above equipment and infrastructure, RTHK will need to have careful planning and close monitoring to ensure timely procurement and delivery of the required equipment. It also has to coordinate closely with ArchSD, the contractor of the New BH and RTHK's own contractors of broadcasting facilities to arrange for advanced establishment of such necessary facilities in different phases when the building is still under construction.

11. Installation of the above critical facilities involves careful planning at the early stage, and complicated coordination of a large number of activities which require direct involvement at the senior directorate level. If they are not planned or implemented properly to ensure correct and timely interfacing of construction, cabling and equipment installation works, these will not only delay the installation of equipment and subsequent construction works, but also affect the commissioning date of the New BH. It may also incur additional expenditure for the project, lead to potential claims from the contractors, and adversely affect the future operation and workflow of RTHK. It is therefore vital to have meticulous planning and effective coordination among all parties concerned to ensure effective implementation of all the critical activities in the course of the project.

12. The relocation of RTHK from its existing premises at

Broadcast Drive to the New BH will be a highly complex exercise. It has to be conducted by phases, and during the transition period, RTHK needs to maintain its broadcast and cannot afford any interruptions to its services. In addition, there would be a large volume of sophisticated and valuable systems moving from the existing RTHK premises to the New BH. Hence, RTHK has to draw up at an early stage a well-planned and properly coordinated migration and commissioning plan having regard to its unique operations to facilitate a seamless relocation by stages.

13. To accomplish the tasks as set out in paragraphs 6 to 12 above, RTHK needs leadership at senior directorate level to steer and drive the re-planning and re-tendering of the New BH project; oversee the progress of construction of the project and procurement of equipment; steer the coordination among RTHK, the ArchSD, other bureaux and departments, the main contractor of the New BH project and other sub-contractors; supervise the preparation of migration plans, and devise contingency/alternative plans to cater for unforeseen circumstances. While the New BH project is highly technical in nature, the steering, planning, co-ordination, monitoring, resources control, contingency and crisis management issues for project of such a mega scale, which involve so many parties and complicated issues, are all management-related matters of a macro nature that require strong leadership and administrative skills at senior level. It is therefore necessary for the project to be steered by an officer from the Administrative Officer grade, while the technical issues would be tackled at the working level.

## **DTT**

14. As part of the PSB service package, RTHK is providing progressively DTT service with three TV channels. Since 1 July 2012, RTHK has been conducting signal tests for the TV channels and has started the DTT channel trial run from 12 January 2014. Subject to the completion of the necessary technical infrastructure and the result of the DTT channel trial run, RTHK plans to fully launch its DTT service after the commissioning of the New BH when the required space and

facilities are available.

15. The coverage of RTHK's DTT service has reached only 75% of Hong Kong's population by the end of 2013. In the next few years, RTHK needs to establish 22 DTT fill-in stations, at an estimated cost of \$64.2 million, such that RTHK's DTT network coverage will increase to around 99% of the population.<sup>1</sup> RTHK will negotiate with the two commercial domestic free TV operators the rental of suitable transmission sites for establishment of the fill-in stations, acquire the required essential transmitters and equipment, and conduct technical trials. Given the complexity of the issues and the significant amount of resources involved, the project should be led by an officer at senior directorate level to formulate the negotiation strategies, monitor the budget, and oversee the development progress.

## **Other Projects**

### *MAM*

16. Funding has been allocated to RTHK to embark on an MAM project starting from 2011-12 to restore archive materials at risk, digitise the most valuable portion (about 25%) of RTHK archives, and provide specialised storage for the archive materials to facilitate easy access and retrieval. RTHK has already completed the digitisation of its photo archive contents and is conducting digitisation of audio and video archive contents. RTHK has been working to achieve the target by the end of 2015-16. Following that, RTHK will conduct a comprehensive review on the whole project and the relevant archive policy and decide on the way forward. Given the importance of the review, which would have far-reaching implications on RTHK's content management, it has to be handled by an officer at senior directorate

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<sup>1</sup> We consulted Members on this proposal on 9 December 2013. Members passed a motion urging the Administration to revert the issue to the Panel for discussion after the funding proposal for the construction of the New BH has been approved by the Public Works Subcommittee and the Finance Committee. This proposal is not related to the construction of New BH, hence, irrespective of the latter, RTHK still needs to establish the 22 DTT fill-in stations to implement its DTT service. We have therefore re-submitted this proposal for Members' consideration at the Panel meeting on 10 March 2014.

level.

### *DAB*

17. RTHK's five DAB channels were formally launched on 17 September 2012. The geographical coverage of DAB service stands at around 70% at present. RTHK will continue to enhance the DAB transmission network, which would involve negotiations with the relevant commercial operators as well as procurement and setting up of transmission equipment. In view of the complexity of the issues, a strong steer from an officer at senior directorate level will be required.

### *Maintenance of Existing Premises*

18. With the delay of the New BH project, the dilapidated, congested and deteriorating conditions of the existing premises of RTHK along the Broadcast Drive have to be properly tackled through interim measures in order to maintain the current level of public broadcasting services provided to the public. It is necessary to coordinate a large number of maintenance projects in order to extend the life span of the existing premises. Upgrading of some obsolete facilities are also required in order to meet present-day broadcasting standards. Interim measures for relieving the congested situations also need to be implemented. All these require careful planning, proper coordination and strong governance at senior directorate level for working out cost-effective and timely solutions to ensure that the measures can address the operational needs while the resources put in are of proven values until the eventual relocation of RTHK to the New BH. DD of B (Developments) will explore value for money options which include exploring accommodation options such as renting and reshuffling of space, relocation of some offices, contracting out some services etc. for sustaining the operation in the existing premises, work with the resource bureaux to secure the necessary resources for the maintenance and enhancement projects, and work with the professional departments to resolve the conflicting needs of stepping up maintenance in the old premises on one hand while providing

continuous broadcasting services on the other.

### **Extension of the DD of B (Developments) Post in RTHK**

19. Having considered the complexity of tasks to be tackled by RTHK in the coming five years and the immense workload involved, we propose to extend the DD of B (Developments) post for five years, i.e. from 27 May 2014 to 26 May 2019. We consider that the post is more appropriate to continue to be filled by an officer from the Administrative Officer grade who possesses strong background and capability in government administration, given that the DD of B (Developments) is required to steer through the complicated issues arising from the planning and implementation of various new services and projects from the macro perspective, as well as coordinate efforts both among different units in RTHK and with policy bureaux/departments and other stakeholders for effective delivery of the services and implementation of the projects.

20. With the extension of the post, RTHK will have dedicated support at senior directorate level to oversee the re-planning and re-tendering of the New BH project, to plan and co-ordinate installation of the critical facilities at the New BH by phases during the construction stage, and to plan for the migration of RTHK from its existing premises to the new building. In addition, the DD of B (Developments) will provide the necessary steer to the developments / further developments of DTT, DAB, MAM and other RTHK's new services. In fact, with the delay of the New BH project, extension of the DD of B (Developments) post has become more imminent because the post not only has to oversee the tasks previously planned for the coming five years, but also to take up the re-planning and re-tendering of the New BH project, and additional maintenance projects for the existing premises. The organization chart of RTHK and the proposed job description of DD of B (Developments) are at Annex A and Annex B respectively.



## **ALTERNATIVES CONSIDERED**

21. We have critically examined the possibility of redeployment within RTHK to absorb the duties of the post. However, this is considered not feasible because the existing DD of B (Programmes) has already been fully stretched in his schedule of work, particularly the heavy involvement in editorial management and planning for programming on the DAB, DTT and new media platforms. As regards the other directorate officers, namely two Assistant Directors of Broadcasting (D2), three Controllers (Broadcasting Services) (D1) and one Principal Executive Officer (D1), they are heavily engaged in programme-related and operational functions which have increased drastically because of the launch of new services. They are also not of the appropriate ranking to take up the high level strategy formulation and strong governance for steering the large scale and complex projects required of the DD of B (Developments) post.

## **FINANCIAL IMPLICATIONS**

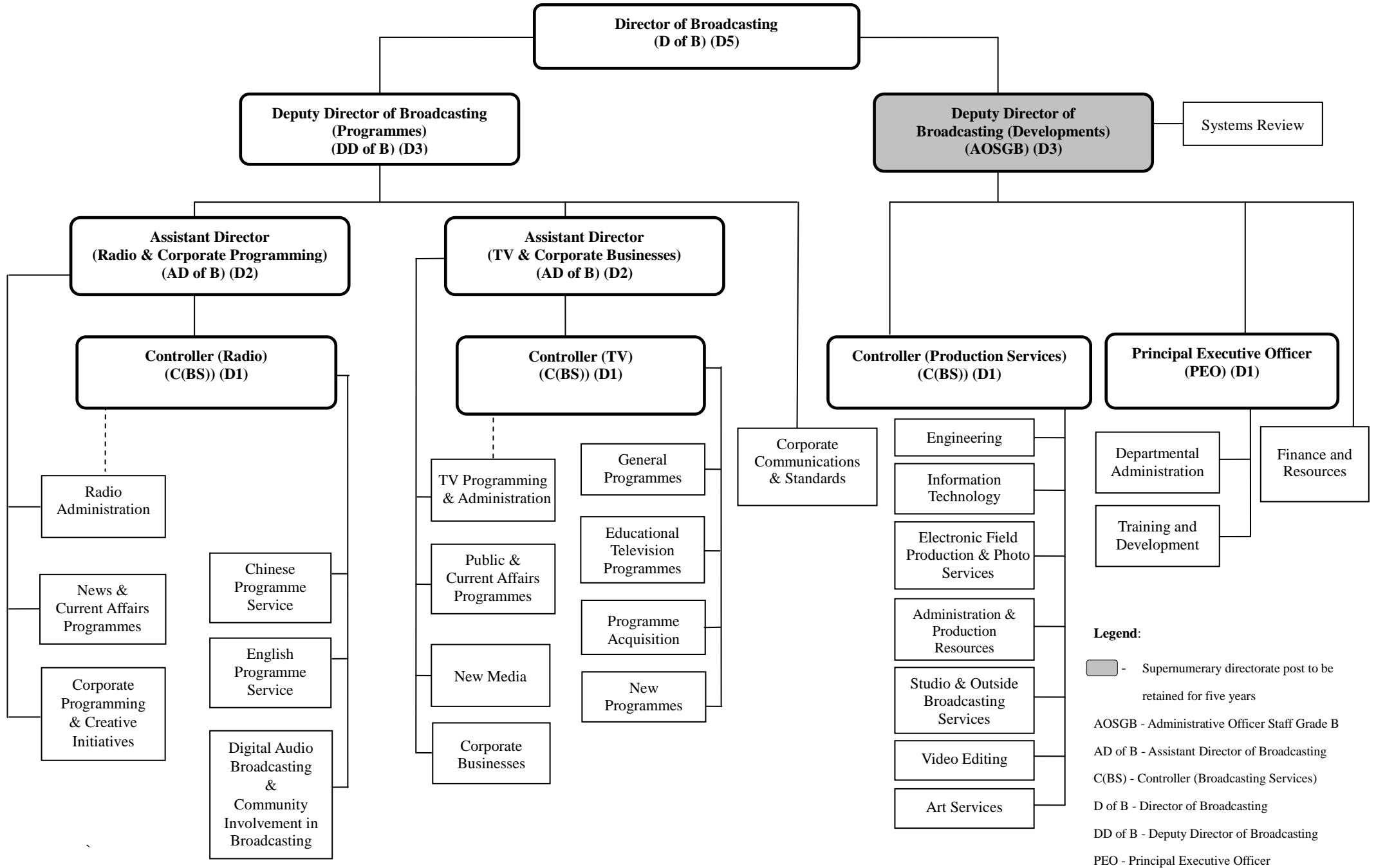
22. The proposed extension of the supernumerary directorate post will require an additional notional annual salary cost at mid-point of \$2,019,000. The additional full annual average staff cost, including salaries and staff on-cost, is \$2,925,000.

## **ADVICE SOUGHT**

23. Subject to Members' views, we intend to seek the support of the Establishment Subcommittee and the approval of the FC for the extension of the supernumerary AOSGB post around the second quarter of 2014.

**Commerce and Economic Development Bureau  
Radio Television Hong Kong  
March 2014**

### Existing Organisation Chart of Radio Television Hong Kong



**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, including overseeing the re-planning and re-tendering of the project, steering the project through the construction and equipment procurement stages, planning for the migration and overseeing any related legal and administrative matters; to oversee the interim measures for maintaining the existing premises and facilities to maintain the existing level of public broadcasting services provided to the public.
- (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 and their enhancement 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 new 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, 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.