

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

### **HEAD 53 – GOVERNMENT SECRETARIAT : HOME AFFAIRS BUREAU Subhead 000 Operational expenses**

Members are invited to recommend to Finance Committee the retention of the following two supernumerary posts in the Home Affairs Bureau for a period of four years from 1 April 2015 to 31 March 2019 –

1 Principal Government Engineer  
(D3) (\$158,850 - \$173,350)

1 Administrative Officer Staff Grade C  
(D2) (\$136,550 - \$149,350)

### **PROBLEM**

The existing supernumerary posts of Principal Government Engineer (PGE) (D3) and Administrative Officer Staff Grade C (AOSGC) (D2) in the Home Affairs Bureau (HAB), designated as Project Manager (HAB) and Principal Assistant Secretary (West Kowloon Cultural District) (PAS(WKCD)) respectively, will lapse on 1 April 2015. Retention of the two posts is required to continue monitoring the implementation of the West Kowloon Cultural District (WKCD) project.

### **PROPOSAL**

2. We propose to retain the two supernumerary posts of PGE and AOSGC for four years from 1 April 2015 to 31 March 2019.

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## JUSTIFICATIONS

3. Since its establishment, the WKCD Authority (WKCDA) had conducted an extensive three-stage public engagement exercise over the period from 2009 to 2011 for the preparation of the Development Plan (DP) for the WKCD. The DP for the WKCD based on the Foster + Partners' "City Park" conceptual plan was submitted to the Town Planning Board on 30 December 2011 in accordance with the West Kowloon Cultural District Authority Ordinance (WKCDAO) (Cap. 601). On 8 January 2013, the Chief Executive-in-Council approved the DP for the WKCD.

4. The WKCDA has so far launched design competitions for three arts and cultural facilities in the district, namely the Xiqu Centre, a venue to be designated for Chinese opera, M+, a visual cultural institution dedicated to 20<sup>th</sup> and 21<sup>st</sup> century art, design, architecture and moving image, and Arts Pavilion, an exhibition and event space for artists, designers and organisations to stage independent small-scale exhibitions and events. The construction works of the foundation of the Xiqu Centre and M+ commenced in September 2013 and August 2014 respectively. In addition to the Arts Pavilion, the design work for the Park and quite a number of other Core Arts and Cultural Facilities, including the Freespace (including a Black Box and an Outdoor Stage) and Lyric Theatre, has also commenced. A framework for the artistic positioning, governance and partnership arrangements for various performing venues has been drawn up in consultation with relevant stakeholders. An acquisition policy for M+ has been formulated and efforts are being made to build up its collections.

5. The results of the three-stage public engagement exercise indicated that the public and stakeholders supported an organic growth approach for the WKCD development. In view of the escalating construction cost and to take into account site availability, the Administration and WKCDA announced on 28 June 2013 that the WKCDA would adopt a pragmatic approach to implement the WKCD project in a timely and cost-effective manner with its facilities to be delivered in three batches. The Administration also announced that in addition to undertaking the public infrastructure works, it will take up the implementation of the capital works of the integrated basement, subject to funding approval by Legislative Council (LegCo), so as to allow WKCDA to focus on delivering the arts and cultural facilities, public open space, and related facilities.

6. Due to the long lead time required for conducting the three-stage public engagement exercise from 2009 to 2011, the preparation of the DP and the announcement last year to develop the WKCD facilities by batches, the

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development timeframe for the WKCD project has been extended. As a result, the planning and project management stage will span over a much longer timeframe than was envisaged when the approval for creating the two supernumerary directorate posts was sought. The WKCD project is now at a critical stage with targets set for the completion of the first batch of facilities between 2015 and 2018 and that for the Artist Square Development Area<sup>1</sup> (ASDA) by around 2020. It is expected that the construction of the first batch facilities, namely, Xiqu Centre, M+, Freespace (including a Black Box and an Outdoor Stage) and the Park (including the Arts Pavilion) should be completed by around 2018. We expect 2019 to be a key milestone of the WKCD project whereby a sizeable area of the site will be physically developed together with the necessary software built up such as the institutional framework, operational mechanism, programming and services for the public to enjoy.

7. In light of the current development of the WKCD project, we have reviewed the operational needs of the two supernumerary posts and considered it necessary to retain the two posts until 31 March 2019 (when the first batch facilities are expected to be in operation) to continue monitoring the WKCD project as elaborated in the ensuing paragraphs. We will review the continued need for these two posts beyond March 2019, taking into account the progress of the WKCD project.

### **Project Manager (HAB)**

8. The WKCD project involves the master planning of a 40-hectare waterfront site, with arts and cultural facilities, public open space, residential, office, hotel, retail, dining, entertainment and infrastructure facilities, which is comparable to the planning of a small new town. In most cases, the planning of such a large and prominent site would be spearheaded by the Government. However, in the case of the WKCD project, the master planning of such a significant and complex project is undertaken by a statutory body, namely the WKCDA. It is important for the Government to work in close partnership with the WKCDA so as to provide timely advice and initiate actions when necessary to ensure that the objective of developing WKCD into a world-class integrated arts and cultural district will be achieved.

9. As foreshadowed in the Public Works Subcommittee paper submitted in June 2008 regarding the upfront endowment to the WKCDA for the WKCD

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<sup>1</sup> The Artist Square Development Area is at the western part of the district comprising M+, Lyric Theatre in Batch 2 and some hotel, office and residential sites that WKCDA aims to advance its development to create a “mini-WKCD” to activate the site and to bring in revenue from early retail, dining and entertainment development to meet the operating expenses of arts and cultural venues.

project, the Government will provide other communal and government facilities and related engineering works, such as roads, drainage, fire station, public pier, etc. to support the whole WKCD project (including residential, commercial and hotel developments). Funding approval for such public infrastructure works will be sought separately. While the actual planning, detailed design and construction of these communal and government facilities and their related engineering works are the responsibilities of respective Government departments, such as the Architectural Services Department, the Civil Engineering and Development Department, the Drainage Services Department, etc., Project Manager (HAB) spearheads the formulation of the overall development strategy and coordinates the work of the concerned departments in the planning, design and construction of these facilities to ensure that they would be timely and properly delivered to support the arts, cultural and other facilities, as well as hotel, office and residential (HOR) developments in the WKCD. Project Manager (HAB) has to identify works departments and maintenance agents, prepare overall financial estimates and forecasts in collaboration with departments concerned, vet the technical studies and reports, provide policy support for funding applications, and monitor the expenditure and progress of public works within the WKCD undertaken by Government departments to ensure that they dovetail with the completion of the first batch of facilities starting from 2015-16.

10. Project Manager (HAB) also plays a leading role in coordinating inputs from the senior echelon of Government bureaux/departments, the WKCDA and other concerned parties on all matters affecting the development of the WKCD project, keeping them apprised of related problems, resolving differences and formulating workable action plans to tackle land grant and interfacing issues between the WKCD project and the infrastructure projects in the vicinity of the WKCD. The interfacing issues include traffic improvement works in the West Kowloon district to meet the traffic demand arising from the future development in the entire West Kowloon New Development Area including the WKCD; timely handover of concerned works sites and temporary works areas from the Guangzhou-Shenzhen-Hong Kong Express Rail Link (XRL) to meet the very tight implementation schedule of the WKCD development; the possible impact of the aboveground facilities of XRL such as ventilation shafts; and integration of basement and basement road with WKCDA's facilities.

11. The HOR sites within the WKCD will be disposed of for private development. Project Manager (HAB) will liaise with the Lands Department and the WKCDA to provide inputs in working out a land disposal and implementation arrangement for such sites, so that the timing of private developments dovetails with the overall development schedule of WKCD and the building design of these private developments would be in harmony with the overall design of the WKCD.

12. Under the WKCDAO, WKCDA shall manage its finances (including resources) with due care and diligence and ensure the financial sustainability of the operation and management of arts and cultural facilities, related and ancillary facilities. Project Manager (HAB) is responsible for overseeing WKCDA's spending in accordance with the scope of Finance Committee's (FC) approved upfront endowment.

13. Following the approval of the WKCD DP in January 2013, WKCDA has been embarking on an intensive phase of development with design and construction of the facilities therein, with a view to delivering the first batch of facilities starting from 2015-16, and the ASDA by around 2020. Project Manager (HAB) will have to continue collaborating with the related bureaux/departments to support WKCDA in taking forward the holistic implementation of the WKCD project, coordinating interfacing issues in the design and construction as well as management, operation and maintenance of different types of facilities, viz. government infrastructure works (including public roads, water supply system, sewerage, etc.), WKCDA facilities, and facilities for the topside HOR developments and community building works (such as relocation of the Tsim Sha Tsui Fire Station Complex), and in the implementation of the integrated basement with associated public infrastructure works.

14. In order to be commensurate with government practices and procedures for upholding the credibility and integrity of the project delivery processes, there is also a need for strategic support and direction relating to the implementation of the building projects for the WKCDA facilities. It is particularly essential for the monitoring and housekeeping of WKCDA's procurement strategies and scope of services for architectural and associated consultancies, quantity surveying consultancies, project management consultancies and other related consultancy studies; floor area distribution in the Schedule of Accommodation of each facility, tendering strategies and tender assessment methodologies for works contracts. The objective is to ensure that the building projects are to be delivered with public money properly spent and in compliance with relevant procedures.

15. To effectively discharge the abovementioned important duties, it is essential that a senior professional directorate staff pitched at PGE (D3) level is in place in HAB to oversee the overall progress of the WKCD project and to liaise with concerned Government bureaux/departments, the WKCDA and relevant parties. Continuation of the Project Manager (HAB) post will ensure dedicated support and steer at the appropriate directorate level in HAB to lead and oversee the coordination and implementation of construction projects within WKCD and its

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vicinity and implementation of government and communal facilities within the intended timeframe. Equipped with the necessary professional knowledge and practical experience accumulated from working on various development projects, Project Manager (HAB) should be able to exercise leadership and to liaise with government and non-government parties concerned to deal with the major interfacing issues effectively and directly, so as to ensure smooth implementation of the WKCD project.

### **Principal Assistant Secretary (WKCD)**

16. Given the scale and complexity of the WKCD project, it is important for WKCD to put in place a proper and sustainable institutional set up (including the necessary governance structure, manpower, policies and procedures, etc.) from the outset, and to develop its cultural software building capacity in addition to the planning and development of the hardware. HAB, as the policy bureau overseeing arts and cultural policy and having an overview on the work being undertaken by various stakeholders supporting the development of the arts and culture in Hong Kong, will have to continue working closely with the WKCD to ensure the timely and effective delivery of its statutory functions in the coming few years.

17. To prepare for the commissioning of various facilities in the first batch, which include the Xiqu Centre, M+, Freespace (including a Black Box and an Outdoor Stage) and the Park (including the Arts Pavilion), the WKCD has to formulate the artistic positioning, governance structure, mode of operation, management structure, partnership arrangements, business model for each of the facilities and to delineate the division of responsibilities between the district-wide central team and the new venue-specific establishments. HAB is working closely with WKCD in this regard to ensure that it has duly taken into account the Government's overall arts and cultural policy and can benefit from making reference to the practices and experiences of relevant institutions and stakeholders in the arts sector. We will also ensure that the WKCD will continue to engage the relevant stakeholders in formulating these plans and monitor its work closely until the policies, operational and management models as well as the governance mechanisms for the first batch of facilities are established. Hence, it is necessary for the current PAS(WKCD) post to be retained up to end March 2019 to continue providing dedicated directorate support to oversee the WKCD project.

18. As a statutory organisation established under the WKCDAO, the WKCD is required to perform its functions with a view to achieving the objectives as set out in the WKCDAO. WKCD is also required under the WKCDAO to submit regular Corporate Plans/Business Plans and Annual Reports to the Secretary for Home Affairs and the Financial Secretary respectively

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reporting its work and plans for activities and projects as well as financial status. With the project being an integrated development with arts and cultural facilities as well as retail, dining and entertainment facilities and HOR developments, WKCD has multiple and complex functions to discharge, ranging from the promotion of arts and culture to encouraging community involvement in the arts to commercial development, just to name a few. Given the wide range of work involved and many of these tasks are still at an infancy stage, PAS(WKCD) needs to work hand in hand with the management of WKCD to discharge its functions in addition to overseeing its preparation of regular reports, so as to ensure that it performs its roles in a transparent and accountable manner until the project has progressed to a more mature stage with the smooth running of its first batch facilities.

19. Apart from WKCD, there are other major stakeholders in the art scene which are playing significant roles in supporting the development of the arts and culture in Hong Kong. For example, the Leisure and Cultural Services Department (LCSD) is operating a number of arts and cultural facilities in Hong Kong, providing venue and other types of support to arts groups and artists. It also promotes arts and culture through presenting performances and exhibitions, organizing arts education and audience building programmes as well as providing training opportunities for arts administrators. The Hong Kong Arts Development Council also implements various self-initiated schemes/projects and provides grants and subsidies to support the development of small and medium arts groups and local artists as well as enhance the development of cultural software. In monitoring the work of the WKCD, HAB will continue to facilitate the WKCD to take into account the work being implemented by other major stakeholders when formulating its own work focus and initiatives to ensure effective coordination and collaboration between WKCD and other key stakeholders. For example, PAS(WKCD) has to oversee WKCD's stakeholder engagement to ensure that it will take into account the needs of the local arts and culture sector in designing its arts and cultural venues. She also liaises closely between WKCD and LCSD to ensure that maximum synergy can be unleashed for the art sector through collaboration. In addition to arts and cultural facilities, PAS(WKCD) has to maintain close liaison with WKCD and LCSD to develop the management model for the WKCD Park, which not only provides recreation and leisure space for the general public, but also encourages a diverse range of arts and cultural activities, performances and presentations to inspire and promote cultural pursuits for all. PAS(WKCD) will also continue to closely monitor WKCD's work in the drafting of bylaws under the WKCDAO for the Park and public open space in WKCD.

20. In addition, PAS(WKCD) will need to continue working with the WKCD on such matters as institutional set-up, mode of governance, management, audience building, while ensuring that the WKCD will have flexibility, freedom in artistic direction and curatorial independence to implement

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its programmes. PAS(WKCD) will also continue to monitor WKCD's work in planning major performing arts programmes and exhibitions, acquisition of collection, recruitment and training of manpower and governance issues to dovetail with the completion of the first batch of arts and cultural facilities in WKCD.

Encl. 1 & 2      21.            The job descriptions of the PGE and AOSGC posts are at Enclosure 1 and Enclosure 2 respectively.

### **Non-directorate Support**

Encl. 3      22.            A total of nine non-directorate posts in HAB will continue to support the two supernumerary directorate posts. Project Manager (HAB) will continue to be supported by one Senior Architect, one Senior Engineer, one Senior Town Planner, one Senior Treasury Accountant and one Personal Secretary I to oversee development and financial control matters, while PAS(WKCD) will continue to be supported by one Administrative Officer, one Senior Executive Officer, one Personal Secretary I and one Assistant Clerical Officer on governance, management and software development matters. The organisation chart with the two supernumerary directorate posts proposed for retention included is at Enclosure 3.

### **ALTERNATIVES CONSIDERED**

23.            We have examined the possible redeployment of existing PGE or equivalent rank officer within the works departments to take up the tasks of Project Manager (HAB). PGEs or equivalent rank officers with relevant project coordinating and monitoring experience are already fully occupied with their own schedule of duties, including the Kai Tak Development, Wanchai Development Phase II, Development of Greening Master Plan, Tseung Kwan O – Lam Tin Tunnel and the Cross Bay Link, which will be at various implementation stages in the coming years. It is operationally not possible for the existing directorate officers in the works departments to take up the abovementioned extra duties of Project Manager (HAB) without adversely affecting the discharge of their scheduled duties and compromising the delivery and quality of the WKCD and other infrastructure projects.

24.            PAS(WKCD) will continue to report to Deputy Secretary for Home Affairs (3) (DSHA(3)) who oversees the arts and cultural policy in HAB. At the Deputy Secretary level, the work arising from the cultural interface and housekeeping matters of the WKCD project will continue to be absorbed by DSHA(3). DSHA(3) is currently supported by other two AOSGCs who are

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responsible for a wide range of subject areas, including policies on museums and visual arts; library policies; planning of LCSD's cultural and performance facilities; the funding and development of the performing arts groups; overseeing the Hong Kong Arts Development Council and the Hong Kong Academy for Performing Arts; the development of Cantonese Opera; the protection of intangible cultural heritage; promotion of cultural exchange and arts in the community; managing the Arts Development Fund and housekeeping LCSD. The Culture Branch is fully occupied with their existing workload and it is operationally not viable for any of the two AOSGCs in the Culture Branch to take up the duties currently undertaken by the PAS(WKCD) post without compromising the effective delivery of their current duties.

25. We have also examined whether the other six AOSGCs under the Civic Affairs Branch and the Recreation and Sport Branch of HAB can absorb the duties of the PAS(WKCD) post. These officers are working on a wide range of policy issues, including civic affairs, legal aid, Community Care Fund, recreation and sport matters. It is operationally not feasible for them to take up the tasks of the PAS(WKCD) post without adversely affecting the performance of their duties. A dedicated AOSGC is therefore essential to provide focused policy steer and strong collaboration between different parties in the timely implementation of the WKCD project in the next few years until end March 2019. The detailed work schedules of the other AOSGCs in HAB are at Enclosure 4.

Encl. 4

## **FINANCIAL IMPLICATIONS**

26. The proposed retention of the two supernumerary directorate posts will require an additional notional annual salary cost at mid-point of \$3,758,400. The additional full annual average staff cost, including salaries and staff on-cost is \$5,441,000.

27. The additional notional annual salary cost at mid-point for the nine non-directorate posts is \$7,169,700 and the full annual average staff cost, including salaries and staff on-cost, is \$10,220,000.

28. We will include the necessary provision in the draft Estimates of the relevant financial years to meet the cost of this proposal.

## **PUBLIC CONSULTATION**

29. We consulted the LegCo Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project under the Panel on

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Home Affairs and the Panel on Development on the above staffing proposal on 24 November 2014. Members supported the proposal for retaining the two supernumerary posts for four years to continue monitoring the implementation of the WKCD project.

## BACKGROUND

30. The WKCD project is an important investment in Hong Kong's long-term arts and cultural infrastructure. It aims to promote the development of arts and culture, meet the growing cultural needs of the public and strengthen Hong Kong's position as an international arts and cultural metropolis. The WKCDAO was enacted in July 2008 to establish the WKCD to spearhead the development of the project, with the upfront endowment of \$21.6 billion approved by the FC of the LegCo also in July 2008. Other communal and government facilities and related engineering works, such as roads, drainage, fire station, public pier, etc., which are designed to support the whole WKCD (including residential, commercial and hotel developments) will be undertaken by the Government with funding to be sought from LegCo separately.

31. To oversee the progress of the WKCD project and monitor its implementation, FC approved, via EC(2010-11)3, on 14 May 2010 the creation of two supernumerary directorate posts for the WKCD Office in HAB, namely one PGE (D3) and one AOSGC (D2), for a period of four years and nine months from 1 July 2010 to 31 March 2015 to provide essential inputs at a senior level to ensure effective liaison and coordination among the WKCD, Government bureaux/departments and other parties to facilitate the development of the WKCD project.

## ESTABLISHMENT CHANGES

32. The establishment changes in HAB for the past two years are as follows –

Establishment (Note)	Number of posts			
	Existing (as at 1 November 2014)	As at 1 April 2014	As at 1 April 2013	As at 1 April 2012
A	11 + (4) <sup>#</sup>	11 + (3)	11 + (3)	11 + (3)
B	63	63	62	60
C	164	162	157	154
<b>Total</b>	238 + (4)	236 + (3)	230 + (3)	225 + (3)

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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

() - number of supernumerary directorate posts

# - as at 1 November 2014, there was no unfilled directorate post in HAB

**CIVIL SERVICE BUREAU COMMENTS**

33. The Civil Service Bureau supports the proposed retention of the two supernumerary directorate posts of one PGE and one AOSGC for a period of four years. The grading and ranking of the proposed posts are considered appropriate having regard to the level and scope of responsibilities.

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

34. As the posts are proposed on a supernumerary basis, their retention, if approved, will be reported to the Standing Committee on Directorate Salaries and Conditions of Service in accordance with the agreed procedure.

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Home Affairs Bureau  
December 2014

**Job Description  
Project Manager (Home Affairs Bureau)**

**Rank** : Principal Government Engineer (D3)

**Responsible to** : Permanent Secretary for Home Affairs

**Main Duties and Responsibilities –**

1. To monitor the performance of West Kowloon Cultural District Authority (WKCDA) in fulfillment of its objectives and roles as stated in the WKCDA Ordinance.
2. To coordinate among Government bureaux/departments to resolve any pertinent issue related to the implementation of the West Kowloon Cultural District (WKCD) project including planning, engineering, lands and building matters.
3. To monitor progress of design and works contracts, procurement process, and construction works conducted by WKCDA.
4. To formulate overall development strategy for the public infrastructure works to be undertaken by the Government within the WKCD site and monitor expenditure and oversee their timely completion.
5. To oversee WKCD's financial management and monitor its performance in management of the upfront endowment and investment income.
6. To liaise with Government bureaux/departments, WKCDA and other external parties concerned on interface matters affecting the development of WKCD.
7. To liaise with Government bureaux/departments and WKCDA in resolving issues related to the land grant and working out a land disposal mechanism for the development of the hotel, office and residential sites in harmony with arts and cultural facilities.

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**Job Description**  
**Principal Assistant Secretary (West Kowloon Cultural District)**

**Rank** : Administrative Officer Staff Grade C (D2)

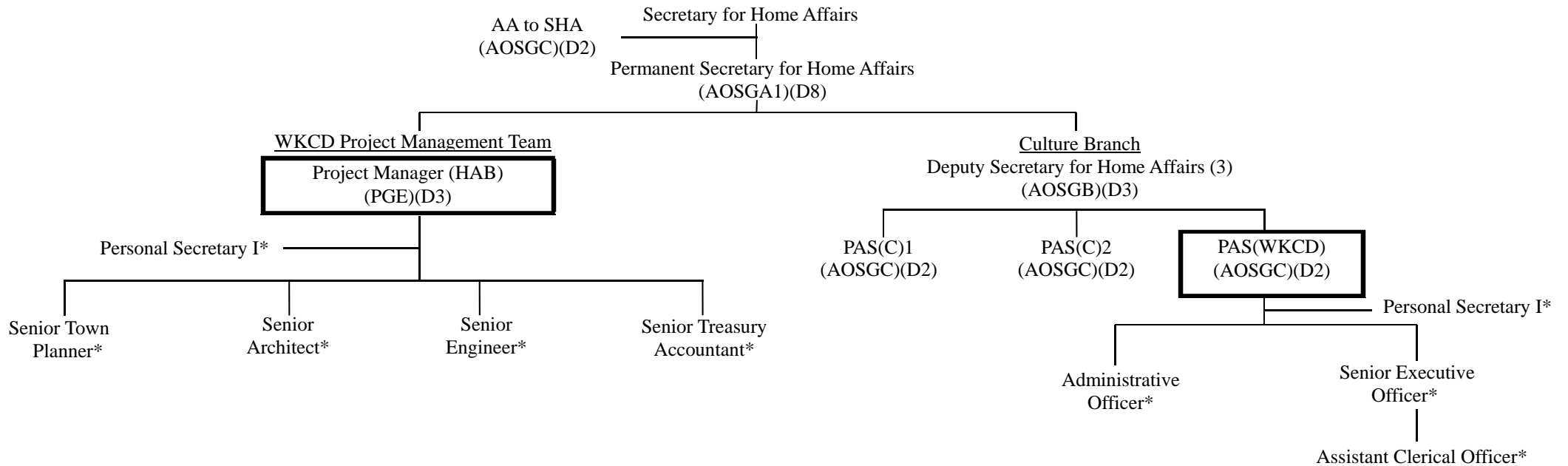
**Responsible to** : Deputy Secretary for Home Affairs (3)

**Main Duties and Responsibilities –**

1. To monitor the performance of West Kowloon Cultural District Authority (WKCDA) in fulfillment of its objectives and roles as stated in the WKCDA Ordinance.
2. To oversee interface issues between arts and cultural facilities operated by WKCDA and those operated by the Leisure and Cultural Services Department.
3. To liaise with WKCDA to oversee the institutional set-up and the establishment of governance mechanism for museum and performing arts venues.
4. To monitor progress in planning of programmes and services by WKCDA for opening of arts and cultural facilities in West Kowloon Cultural District.
5. To oversee WKCDA's policy and work in nurturing local arts talents, engaging stakeholders and building up audience.
6. To housekeep WKCDA and oversee its submission of reports to the Government in accordance with the WKCDA Ordinance.

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**Organisation chart with the proposed retention of two supernumerary directorate posts in Home Affairs Bureau in relation to the WKCD project**



Legend

- AA - Administrative Assistant
- AOSGA1 - Administrative Officer Staff Grade A1
- AOSGB - Administrative Officer Staff Grade B
- AOSGC - Administrative Officer Staff Grade C
- C - Culture
- DSHA - Deputy Secretary for Home Affairs
- PAS - Principal Assistant Secretary
- PGE - Principal Government Engineer
- SHA - Secretary for Home Affairs
- WKCD - West Kowloon Cultural District

Proposed retention of supernumerary posts from 1 April 2015 to 31 March 2019

\* Non-directorate posts to be extended from 1 April 2015 to 31 March 2019

**Duties and Responsibilities of  
Other Principal Assistant Secretaries in the Home Affairs Bureau**

1. PAS(Civic Affairs)1 is responsible for youth development policy, matters related to subvention for Youth Uniformed Groups, Youth Square, Service Corps, Youth Hostel policy and steering of relevant projects, civic education/national education outside school, non-charitable fund-raising permits under Summary Offences Ordinance, postage stamp policy, volunteerism policy and Neighbourhood Level Community Development Projects. The officer is also appointed as the secretary to the Commission on Youth and the Committee on the Promotion of Civic Education.
2. PAS(Civic Affairs)2 is responsible for legal aid policy and reviews, policies on free legal advice and assistance, Family Council matters and promotion of family perspectives, maintenance policies relating to enforcement of maintenance orders, and wills, intestate, inheritance and probate legislation and related matters. The officer is also responsible for housekeeping matters of the Legal Aid Department and subventions for the Duty Lawyer Service and the Legal Aid Services Council, and is appointed as the secretary to the Family Council.
3. PAS(Civic Affairs)3 is responsible for gambling policy, social enterprises policy, entertainment licensing, coordination of policy matters relating to information policy and advisory and statutory bodies of bureaux and departments, liaison with religious bodies, and matters relating to the Board of Management of the Chinese Permanent Cemeteries and the Chinese Temples Committee. The officer is also responsible for the Trust Fund in Support of Reconstruction in the Sichuan Earthquake Stricken Areas, and the Secretary for Home Affairs Incorporated properties and trust funds, and is appointed as the secretary to the Betting and Lotteries Commission, the Ping Wo Fund Advisory Committee and the Social Enterprise Advisory Committee, as well as responsible for overseeing the operation of the public affairs forum.
4. PAS(Community Care Fund) is responsible for leading the Community Care Fund (CCF) Secretariat to provide support to the CCF Task Force and the Commission on Poverty (CoP) on all matters in relation to the administration of the CCF, including policy formulation, strategic planning and evaluation from time to time of the modus operandi, coordinating efforts with bureaux/departments and stakeholders in implementing the CCF initiative, assisting the CCF Task Force and the CoP in overseeing the financial management and overall funding allocation of the CCF and monitoring its operation and use, and implementing some assistance programmes under the CCF.

5. PAS(Recreation and Sport)1 is responsible for sport policy and strategic initiatives, matters relating to the Sports Commission and the Sir David Trench Fund Committee, and administration of the Sir David Trench Fund for Recreation (Main Fund) and the Arts and Sport Development Fund (Sports Portion), and resources management of Hong Kong Sports Institute Ltd, the Sports Federation & Olympic Committee of Hong Kong, China and the Outward Bound Hong Kong. The officer is also responsible for the Football Task Force and redevelopment of the Hong Kong Sports Institute.
6. PAS(Recreation and Sport)2 is responsible for planning of the Kai Tak Multi-purpose Sports Complex, planning and coordination of territory-wide sports and recreation public works projects, and land matters relating to sport and recreation, including the review of the policy on Private Recreational Leases.
7. PAS(Culture)1 is responsible for policy on the arts and cultural software, performing arts policy and funding, subvention for the major performing arts groups, cultural exchange between Hong Kong and the Mainland, Macao and Taiwan, housekeeping of the Hong Kong Arts Development Council and the Hong Kong Academy for Performing Arts, matters relating to the Advisory Committee on Arts Development as well as the Sub-committee on Funding for Performing Arts and the Sub-committee on Arts Education under the Committee.
8. PAS(Culture)2 is responsible for policies on public and private museums, visual arts, public libraries, public art with regard to visual arts, intangible cultural heritage, development of Cantonese Opera and related matters, and planning of cultural and performance facilities of the Leisure and Cultural Services Department, as well as cultural exchange between Hong Kong and other countries. The officer is also responsible for matters relating to the Hong Kong Jockey Club Music and Dance Fund, the Lord Wilson Heritage Trust and the Hong Kong Arts Centre.

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