

For discussion on  
12 December 2016

**Legislative Council Panel on Welfare Services**

**Proposed Creation of a Supernumerary Post of  
Assistant Director of Social Welfare to  
Strengthen the Inspection and Monitoring of  
Residential Care Homes for the Elderly and  
Residential Care Homes for Persons with Disabilities**

**Purpose**

This paper presents a proposal to create a supernumerary post of Assistant Director of Social Welfare (ADSW)(D2), to be designated as Assistant Director (Licensing and Regulation)[AD(LR)], to head a new Licensing and Regulation (LR) Branch of the Social Welfare Department (SWD) for strengthening the inspection and monitoring of residential care homes for the elderly (RCHEs) and residential care homes for persons with disabilities (RCHDs). The post will be created on a time-limited basis upon approval of the Finance Committee (FC) up to 31 March 2021. The Panel is invited to support the proposal.

**Background**

2. As at end-September 2016, there were 732 RCHEs regulated under the Residential Care Homes (Elderly Persons) Ordinance (Cap. 459) (RCHE Ordinance) and 310 RCHDs regulated under the Residential Care Homes (Persons with Disabilities) Ordinance (Cap. 613) (RCHD Ordinance), offering around 72 000 and 17 000 residential care places for the elderly and persons with disabilities respectively. All along, SWD has been regulating and monitoring RCHEs and RCHDs respectively through two separate offices, namely the Licensing Office of Residential Care Homes for the Elderly (LORCHE) and the Licensing Office of Residential Care Homes for Persons with Disabilities (LORCHD).

## **Strengthening the Inspection and Monitoring of RCHEs and RCHDs**

3. The public have been highly concerned about the service standards and quality of residential care homes. There have also been calls for stepping up inspections at RCHEs and RCHDs, stringently enforcing the law and strategically devising and adopting more effective measures. The Chief Executive announced, in the 2016 Policy Address, that the Government would comprehensively strengthen the monitoring of RCHEs and RCHDs, with measures including enhancing inspection and supervision, improving the regulatory mechanism and promoting staff training, etc. In order to take forward these initiatives, SWD plans to implement the following major improvement measures –

### *(1) Strengthening inspection strategy and inspection back-up*

- (a) a dedicated multi-disciplinary inspectorate team will be set up to formulate strategies and action plans for monitoring RCHEs and RCHDs with serious irregularities or poor track records. On top of the normal inspection mechanism, the dedicated team will, having regard to the nature and items of non-compliance of individual RCHEs and RCHDs, formulate individualised, concrete and targeted strategies and action plans to enhance the effectiveness of surprise inspections. The dedicated team will strategically conduct surprise inspections through a small team approach or by a multi-disciplinary inspectorate team. With reference to the irregularities of individual RCHEs and RCHDs identified, the dedicated team will conduct surprise inspections flexibly at different times during office and non-office hours to closely monitor whether the homes have continuously complied with existing regulations and taken timely remedial measures. Where circumstances warrant, the dedicated team will also take sanctions and prosecution actions against non-compliant RCHEs and RCHDs;
- (b) RCHEs and RCHDs will be required to submit at regular intervals relief staff records with clear information on the staffing situation and duty roster to facilitate inspection and checking by SWD;
- (c) SWD will engage, in contract terms, retired disciplined service officers with rich investigation experience and skills to assist the inspection teams in carrying out inspections at

RCHEs and RCHDs and strictly enforcing the law;

- (d) subject to the relevant guidelines issued by the Office of the Privacy Commissioner for Personal Data being observed, SWD will require RCHEs and RCHDs to install closed-circuit television (CCTV) at public areas of the homes to strengthen the monitoring of service provision. Inspectors will check the CCTV records as and when required while conducting investigations, following up on complaints and collecting evidence. SWD will discuss the concrete arrangements with the sector;

(2) *Dedicated handling and follow-up of complaints*

- (e) a designated team will be set up to handle complaints against RCHEs and RCHDs. Apart from conducting independent investigations, the team will follow up on substantiated complaint cases, including the imposition of appropriate sanctions on the RCHEs and RCHDs concerned according to the nature and severity of the irregularities involved, etc.;

(3) *Reviewing the legislation and Codes of Practice and formulating care-related guidelines*

- (f) the RCHE and RCHD legislation will be reviewed in 2017. Before then and in the meantime, the Codes of Practice for RCHEs and RCHDs will be thoroughly reviewed and improvement areas will be identified with a view to enhancing the home staff's awareness of work ethics as well as improving the service quality and code of practice on care-related matters;
- (g) having regard to service needs, guidelines on care-related subjects will be formulated from time to time to facilitate the provision of proper care by RCHEs and RCHDs for residents. Improvement measures and good practices gathered from inspections or complaint investigations will be disseminated to RCHEs and RCHDs for continuous enhancement of service quality;

(4) *Enhancing monitoring and quality/skills of home operators/managers/staff*

- (h) introduction of professional qualification requirements for newly recruited home managers is being examined. The home managers will also be required to complete a dedicated training programme on the management of homes. For those existing home managers with experience in managing homes but no professional qualification, SWD is exploring with the Qualifications Framework (QF) Secretariat to design a QF Level 4<sup>1</sup> course for upgrading the management ability and skills of such home managers;
- (i) to safeguard the well-being of residents, consideration is being given to requiring RCHE and RCHD operators to conduct background checks in respect of home managers and staff of their homes (e.g. sexual offence conviction records);
- (j) to ensure that an applicant for home licence is a fit and proper person to operate or take part in the management of an RCHE/RCHD, SWD, when deciding whether to issue a licence, will consider whether the applicant has a record of his/her licence or certificate of exemption (CoE) being revoked or his/her application for renewal of licence or CoE in respect of another RCHE or RCHD turned down due to serious non-compliance or poor track record of performance. SWD is seeking legal advice on such an arrangement;
- (k) tailor-made training programmes for the sector will be devised to enhance the capability of RCHE and RCHD staff. SWD will formulate a modified set of Service Quality Standards (SQSs)<sup>2</sup> as appropriate for private RCHEs and RCHDs so as to help their home managers get familiarised with the requirements inherent in SQSs through training. A 15-month project, funded by the Lotteries Fund (LF), was launched in July 2016 to, inter alia, enhance the management

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<sup>1</sup> The Government launched QF in 2008 to provide a platform to encourage and facilitate lifelong learning, with a view to enhancing the capability and competitiveness of the workforce in Hong Kong. QF is a seven-level hierarchy covering qualifications in the academic, vocational and continuing education sectors.

<sup>2</sup> SWD has developed the SQSs to define the level of standards, in terms of management and service provision, that service units are expected to attain. There are 16 SQSs, each of which is elaborated by a set of criteria and assessment indicators. They are generic descriptions of the basic requirements so as to enable service operators to devise appropriate methods tailor-made for a certain service type or a particular service unit in meeting the SQS requirements.

skills of operators or managers and promote better management practices in RCHDs. As for RCHEs, a two-year Quality Improvement Project funded by LF has been rolled out since November 2016, whereby the Hong Kong Association of Gerontology has been selected to provide training programmes, including classroom learning and on-site coaching sessions, to home operators, managers and staff with a view to facilitating day-to-day home operation and enhancing management quality;

(5) *Stepping up law enforcement and increasing transparency*

- (l) the criteria and arrangements for issuing warnings to RCHEs and RCHDs will be revamped with a view to making the entire monitoring mechanism open and binding. The proposals include making public the warning records of non-compliant RCHEs and RCHDs where practicable to enhance the transparency of the monitoring system and the deterrence against non-compliant homes. The implementation details of these proposals will be drawn up after legal advice has been sought;
- (m) SWD will explore setting up a cross-disciplinary committee involving participation of stakeholders and legal representatives to make recommendations to the Director of Social Welfare on the necessary follow-up actions to be taken against non-complaint RCHEs and RCHDs;
- (n) a dedicated website on long-term care services for the elderly will be developed to offer one-stop service information on over 700 RCHEs in the whole territory for better transparency. The website will provide functions to search and to compare different RCHEs. The website will also provide information on RCHEs in respect of services, fees, licensing, staffing, facilities, service performance (including records of non-compliance and prosecutions), accreditation and participation in the Service Quality Group Scheme<sup>3</sup>, etc.

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<sup>3</sup> Members of the Service Quality Group, comprising healthcare personnel, service users/relatives/friends, local leaders, etc., will conduct unannounced visits to the RCHEs and RCHDs participating in the Service Quality Group Scheme to assess their facilities and service provision, receive and collect views from residents, their relatives and/or home staff, and provide feedback for the home operators on their service delivery. As at end-September 2016, a total of 223 RCHEs (including 191 private RCHEs) and 26 RCHDs joined the Scheme voluntarily.

The new website is expected to be launched by February 2017. After the launch of this website, a similar dedicated website for RCHDs will be developed at the next stage to facilitate the public's access to information on individual RCHDs;

- (o) starting from April 2016, the Service Quality Group Scheme has been extended to the whole territory with all types of RCHEs and all licensed RCHDs covered, enabling wider participation of community stakeholders in the Scheme. Preparation is underway to further extend the Scheme to cover all RCHDs issued with CoEs in early 2017; and

(6) *Enhancing support for rectification works in respect of RCHDs*

- (p) various facilitating measures will be implemented to encourage and assist RCHDs operating with CoEs<sup>4</sup> to expedite the implementation of necessary rectification works. Examples of such measures include providing these RCHDs with subsidy under LF to carry out improvement works, streamlining the workflow of engaging authorised persons for the provision of technical support, preparing document templates to expedite the application process, implementing a special project to provide additional technical support for RCHDs having difficulties in taking forward rectification works, etc., so that all RCHDs will meet the licensing requirements within the coming three years.

## **Setting up a New Licensing and Regulation Branch**

4. LORCHE and LORCHD are at present respectively subsumed under the Elderly Branch headed by Assistant Director (Elderly) [AD(E)] and the Rehabilitation and Medical Social Services (RMSS) Branch headed by Assistant Director (Rehabilitation and Medical Social Services) [AD(RM)]. LORCHE and LORCHD are similar in function and nature of work, particularly in terms of the staffing complement, licensing and regulatory responsibilities, work approach and strategies, as well as day-to-day management and practice. SWD proposes putting LORCHE and LORCHD under the management of the LR Branch soon to be established to unleash synergy, facilitate the transfer and

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<sup>4</sup> As at end-September 2016, of a total of 310 RCHDs, 59 were licensed while the rest were operating with CoEs.

management of knowledge, as well as ensure consistency in the handling of licensing, inspection, monitoring and sanction measures. This will facilitate the formulation of law enforcement strategies for effective regulatory control measures in respect of institutions licensed or registered by SWD.

5. SWD is in the course of creating 39 time-limited non-directorate posts<sup>5</sup> including the Social Work Officer grade, Social Work Assistant grade, Registered Nurse grade, professional and technical grades seconded from the Buildings Department and the Fire Services Department as well as clerical and supporting general grades for implementing the various improvement measures as set out in paragraph 3 above. Together with the existing manpower of the Licensing Office<sup>6</sup> and LORCHD as well as the new supernumerary ADSW post proposed in paragraph 6 below, the new LR Branch will have a total of 121 posts.

### **Creation of a New Supernumerary ADSW post**

6. As the newly established LR Branch will need to implement various enhancement strategies and measures as set out in paragraph 3 above and there will be a substantial increase in manpower, the Director of Social Welfare proposes to create a supernumerary ADSW post [AD(LR)] to head and steer the new branch, and to provide dedicated supervision over the planning, development and operation of matters relating to the licensing or registration systems under the purview of SWD. It involves regulating more than 1 100 homes or centres under the respective ordinances, and requires AD(LR) to provide comprehensive guidance and lead a large multi-disciplinary team to achieve synergy and carry out the duties effectively. The proposed AD(LR) will lead the new LR Branch to take forward the enhancement strategies and measures to strengthen the inspection and monitoring of RCHEs and RCHDs, and to plan for and pursue the participation and collaboration of a large number of stakeholders.

7. The job description of the proposed AD(LR) post is at **Annex A**. The organisation charts of the proposed LR Branch and SWD upon the creation of the proposed AD(LR) post are at **Annexes B and C**

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<sup>5</sup> The 39 non-directorate posts are time-limited up to 31 March 2021.

<sup>6</sup> Currently, the Licensing Office under the Elderly Branch assumes a central role in co-ordinating the work of LORCHE, the Licensing Office of Drug Dependents Treatment Centres and the Child Care Centres Advisory Inspectorate. The Licensing Office is responsible for enforcing the licensing or registration, control and inspection of RCHEs, drug treatment and rehabilitation centres as well as child care centres.

respectively. Upon the establishment of LR Branch, the Licensing Office and LORCHD will be transferred from the Elderly Branch and RMSS Branch respectively to the new LR Branch. The proposed organisation chart of the Elderly Branch and RMSS Branch upon the establishment of the new LR Branch is at **Annex D**.

8. The new organisation structure will be put into operation for a period of time for SWD to consolidate the experience and review the effectiveness in due course, with a view to ascertaining its suitability as a long-term arrangement. It is therefore proposed that the ADSW post be created on a supernumerary basis upon FC's approval up to 31 March 2021. Before the expiration of the proposed supernumerary ADSW post and 39 time-limited non-directorate posts, SWD will review the long-term manpower requirements having regard to the progress of work of the newly established LR Branch.

### **Alternatives Considered**

9. The Director of Social Welfare has critically examined the feasibility of arranging an existing Assistant Director (AD) within SWD to take up the duties of the proposed AD(LR) post. AD(E) and AD(RM), who are currently overseeing the Licensing Office and LORCHD respectively, have been persistently over-stretched with the increasing workload involving a wide spectrum of community and residential care services for the elderly and persons with disabilities, as well as various new initiatives coming on stream.

10. In the face of a rapidly ageing population, apart from substantially increasing the supply of services, AD(E) has to implement a number of pilot schemes on long-term care services for the elderly; enhance the support for carers of elderly persons; provide on-going training for healthcare staff; review and enhance the infrastructure for long-term care and the Standardised Care Need Assessment Mechanism for Elderly Services; and take forward the implementation measures as recommended under the future Elderly Services Programme Plan, etc. The challenges faced by AD(RM) include implementing and reviewing on-site pre-school rehabilitation service, preparing for its regularisation and conducting overall planning for pre-school rehabilitation services; formulating strategies and concrete measures to address the ageing of users of rehabilitation services; undertaking planning for rehabilitation services and taking measures on various fronts to increase the provision of service places so as to alleviate the demand and shorten the waiting



time; and closely monitoring the supply and demand of manpower in the welfare sector and devising appropriate plans and measures. Facing various challenges in elderly services and rehabilitation services, both AD(E) and AD(RM) would have no spare capacity to take up the extra duties arising from the implementation of the enhancement measures as set out in paragraph 3 above.

11. Given the rapid expansion in different areas of social welfare, all other existing ADs are also fully engaged in their own schedule of responsibilities. It is operationally not feasible for the existing ADs to take up the duties of AD(LR) without adversely affecting the discharge of their current duties. The major responsibilities of existing ADs of SWD are at **Annex E**.

### **Financial Implications**

12. The additional notional annual salary cost at mid-point of the proposed supernumerary ADSW (D2) post is \$1,973,400, and the full annual average staff cost, including salaries and staff on-cost, is about \$2,492,000. As for the 39 time-limited non-directorate posts, the additional notional annual salary cost at mid-point is \$23,504,700 and the full annual average staff cost is about \$36,274,000. Sufficient provision will be included in the relevant Estimates to meet the cost of this proposal.

### **Public Consultation**

13. We consulted the Panel on Welfare Services in the fifth Legislative Council (LegCo) Term on 9 May 2016 on the proposed creation of the supernumerary post of ADSW. Members present supported in principle the submission of the proposal to the Establishment Subcommittee (ESC) for consideration. SWD subsequently held a meeting with the Alliance for Subvented Residential Care Service on 13 May 2016 and provided the following supplementary information on 3 June 2016 to address Members' concerns –

- (a) the Government's response to the submission from the Alliance for Subvented Residential Care Service which was tabled at the Panel meeting of 9 May 2016;
- (b) the numbers of SWD's inspections at RCHEs and RCHDs as

well as the contents, results and effectiveness of these inspections;

- (c) SWD's inspection plan including the numbers of additional inspections of RCHEs and RCHDs and additional staff to be deployed for conducting inspections of RCHEs and RCHDs after setting up the new LR Branch;
- (d) the Government's response to Members' suggestions of making public the names of RCHEs and RCHDs with poor track records, requiring RCHEs and RCHDs to sign the "Quality Service Charter" and appointing representatives from concern groups as members of Service Quality Groups; and
- (e) the direction of the reviews of the Code of Practice for RCHEs and the Code of Practice for RCHDs and the timetable for these reviews.

14. At the ESC meeting of 4 July 2016, it was agreed that the item be recommended to FC for approval. However, owing to time constraint, the staffing proposal was not discussed at the last FC meeting in the fifth LegCo Term.

### **Advice Sought**

15. Members are invited to note and support the proposal of creating a supernumerary ADSW post [AD(LR)]. Subject to Members' views, the staffing proposal will be submitted to ESC for deliberation in January 2017 and FC for approval in February 2017. After the approval of the proposal, SWD will take immediate action with regard to internal staff redeployment, training arrangement and provision of administrative support, with a view to implementing the proposed establishment of the new LR Branch before end-March 2017.

**Labour and Welfare Bureau  
Social Welfare Department  
December 2016**

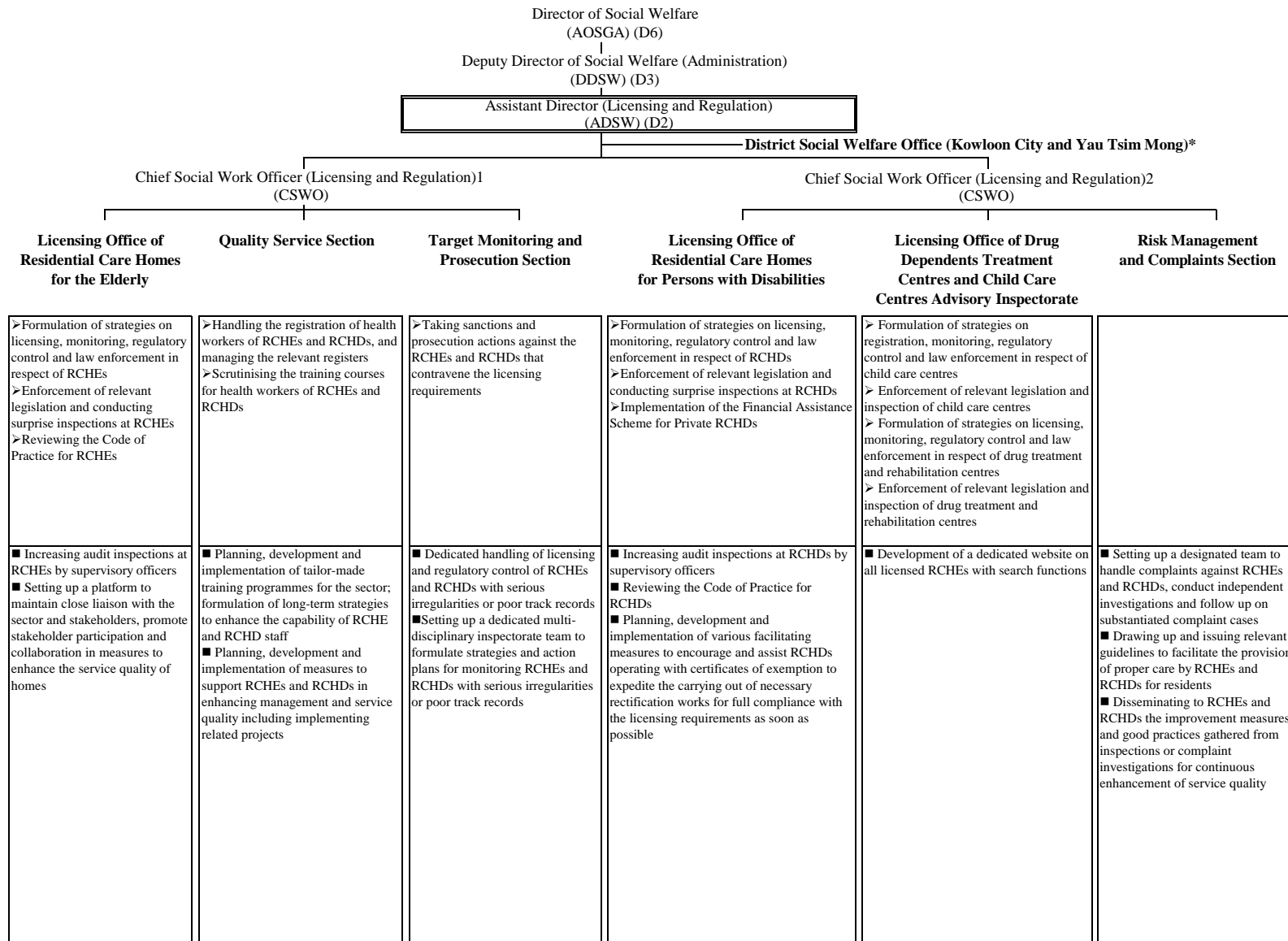
**Job Description for  
Assistant Director (Licensing and Regulation)**

**Rank : Assistant Director of Social Welfare (D2)**  
**Responsible to : Deputy Director of Social Welfare (D3)**

**Main Duties and Responsibilities –**

1. To assist in the formulation of strategies and objectives on licensing, registration and regulatory control in respect of residential care homes for the elderly (RCHEs), residential care homes for persons with disabilities (RCHDs), residential drug treatment and rehabilitation centres and child care centres;
2. To provide comprehensive guidance and direction for the formulation, implementation and review of operational procedures, monitoring systems, law enforcement strategies and management practices, etc. on matters relating to licensing and regulatory control;
3. To formulate strategies and to plan, develop, implement and review measures for enhancing the management and service quality of RCHEs and RCHDs;
4. To oversee the collection, collation and analysis of data for continuous review of operation, and to provide input to the review of the legislation and Codes of Practice relating to RCHEs and RCHDs;
5. To administer and deploy the manpower of and other resources allocated to the Licensing and Regulation Branch and oversee the manpower planning and staff training for the Branch to meet the changing operational requirements; and
6. To provide coaching and guidance for the management and supervisory staff of the Licensing and Regulation Branch.

Proposed Organisation Chart of the Licensing and Regulation Branch under the Social Welfare Department



The new Licensing and Regulation Branch will have 6 different sections. Each section will take up part of the functions of the Licensing Office and the Licensing Office of Residential Care Homes for Persons with Disabilities which are at present respectively subsumed under the Elderly Branch and the Rehabilitation and Medical Social Services Branch, as well as implement a number of improvement measures.

**Legend:**

AOSGA : Administrative Officer Staff Grade A

ADSW : Assistant Director of Social Welfare

  : Supernumerary post proposed to be created under the current proposal

\* : District Social Welfare Office (Kowloon City and Yau Tsim Mong), currently under the supervision of Assistant Director (Subvention), will be put under the supervision of Assistant Director (Licensing and Regulation)

■ : Proposed new functions

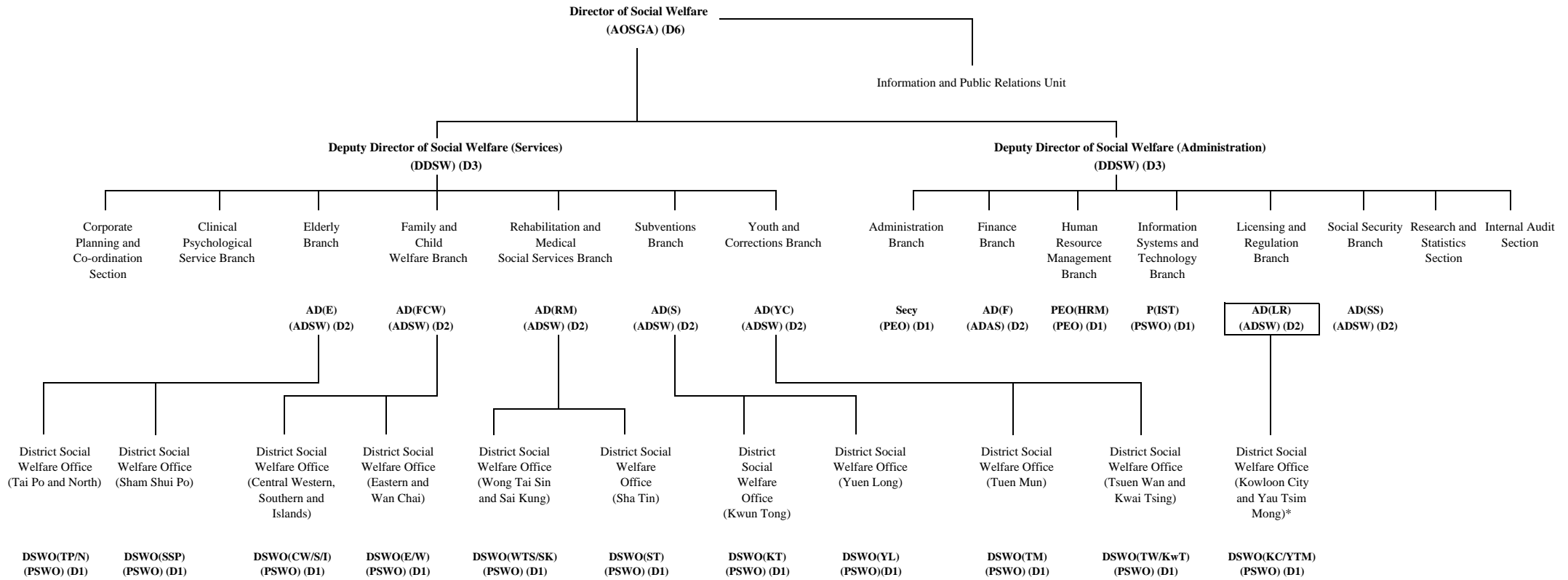
DDSW : Deputy Director of Social Welfare

CSWO : Chief Social Work Officer

RCHE : Residential Care Home for the Elderly

RCHD : Residential Care Home for Persons with Disabilities

Proposed Organisation Chart of the Social Welfare Department



Legend:

AOSGA : Administrative Officer Staff Grade A

ADAS : Assistant Director of Accounting Services

PSWO : Principal Social Work Officer

PEO : Principal Executive Officer

   : Supernumerary post proposed to be created under current proposal

DDSW : Deputy Director of Social Welfare

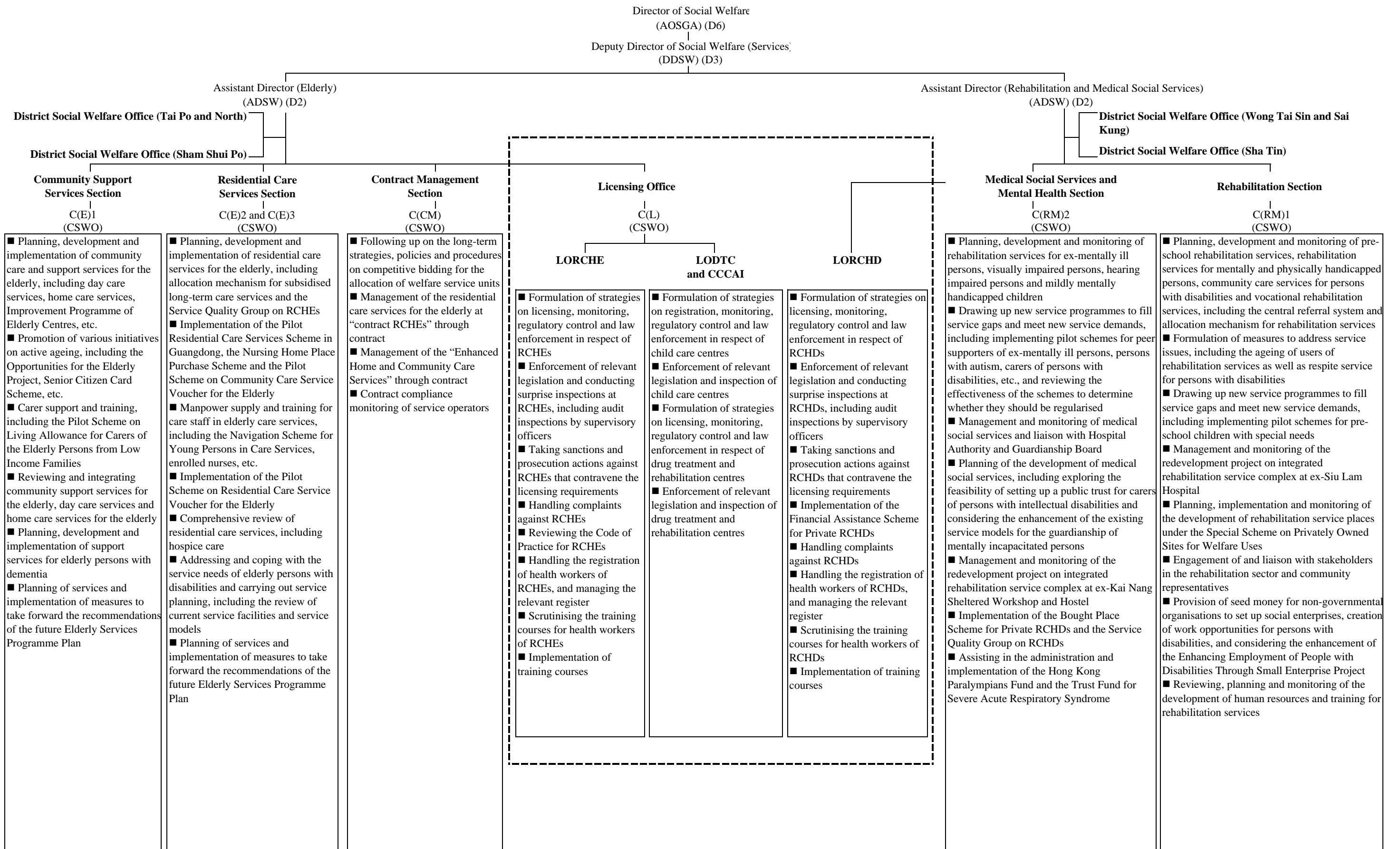
ADSW : Assistant Director of Social Welfare

DSWO : District Social Welfare Officer

Secy : Departmental Secretary

\* : District Social Welfare Office (Kowloon City and Yau Tsim Mong), currently under the supervision of AD(S), will be put under the supervision of AD(LR)

Proposed Organisation Chart of the Elderly Branch and the Rehabilitation and Medical Social Services Branch under the Social Welfare Department



**Legend:**

AOSGA Administrative Officer Staff Grade A                      DDSW : Deputy Director of Social Welfare                      RCHE : Residential Care Home for the Elderly  
 ADSW Assistant Director of Social Welfare                      CSWO : Chief Social Work Officer                      RCHD : Residential Care Home for Persons with Disabilities

LORCHE Licensing Office of Residential Care Homes for the Elderly  
 LODTC and CCCAI Licensing Office of Drug Dependents Treatment Centres and Child Care Centres Advisory Inspectorate  
 LORCHD Licensing Office of Residential Care Homes for Persons with Disabilities

The Licensing Office and LORCHD will be transferred to the new Licensing and Regulation Branch from the Elderly Branch and the Rehabilitation and Medical Social Services Branch respectively. The duties shown in the box are the existing duties of the two licensing offices.

**Major Responsibilities of Existing Assistant Directors  
in the Social Welfare Department (SWD)**

<b>Post/Rank</b>	<b>Major Responsibilities</b>
Assistant Director (Elderly)/ Assistant Director of Social Welfare (ADSW)	<ul style="list-style-type: none"><li>• Planning, development and implementation of residential care services for the elderly, including allocation mechanism for subsidised long-term care services, supervision of the work of the Licensing Office<sup>Note</sup> and implementation of the Service Quality Group on residential care homes for the elderly</li><li>• Planning, development and implementation of community care and support services for the elderly, including day care services, home care services, the Pilot Scheme on Community Care Service Voucher for the Elderly, Improvement Programme of Elderly Centres, Pilot Project on Community Support Service for Elderly Persons with Dementia under a medical-social collaboration model, etc.</li><li>• Hire of service and contract management in respect of community care services and residential care services for the elderly, including the Pilot Residential Care Services Scheme in Guangdong</li><li>• Carer support and training, including the Pilot Scheme on Living Allowance for Carers of the Elderly Persons from Low Income Families</li><li>• Manpower supply and training for care staff in elderly care services, including the Navigation Scheme for Young Persons in Care Services, Training Programme for Enrolled Nurses and Health Workers, etc.</li><li>• Providing advice, steer and support for the Opportunities for the Elderly Project, Elder Academy and Senior Citizen Card Scheme, etc.</li></ul>

<sup>Note</sup> Currently, the Licensing Office under the Elderly Branch assumes a central role in co-ordinating the work of the Licensing Office of Residential Care Homes for the Elderly, the Licensing Office of Drug Dependents Treatment Centres and the Child Care Centres Advisory Inspectorate. The Licensing Office is responsible for enforcing the licensing or registration, control and inspection of RCHes, drug treatment and rehabilitation centres as well as child care centres.

<b>Post/Rank</b>	<b>Major Responsibilities</b>
Assistant Director (Family and Child Welfare)/ADSW	<ul style="list-style-type: none"> <li>• Planning, development and implementation of family welfare and family support services, including monitoring the implementation of integrated family service centres, family life education, departmental hotline service and services for street sleepers</li> <li>• Planning, development and implementation of child welfare and child care services, including the central referral system for residential child care services and monitoring the implementation of various day child care services, foster care and adoption service</li> <li>• Planning, development and implementation of services to combat domestic violence and support victims of sexual violence, including provision of support for the Child Fatality Review Panel</li> <li>• Planning and monitoring of the provision of humanitarian assistance services for non-refoulement claimants and the short-term food assistance service projects</li> <li>• Overseeing the implementation and review of the Community Care Fund assistance programmes under the purview of SWD</li> </ul>
Assistant Director (Finance)/ Assistant Director of Accounting Services	<ul style="list-style-type: none"> <li>• Managing the accounting and financial management operations of SWD and trust funds under the Director of Social Welfare Incorporated (DSWI)</li> <li>• Co-ordinating the Resource Allocation Exercise, preparing and monitoring SWD's budget</li> <li>• Providing advice on financial matters</li> <li>• Managing the investments of trust funds under DSWI</li> <li>• Monitoring technical issues of the Internal Audit Section</li> </ul>



<b>Post/Rank</b>	<b>Major Responsibilities</b>
Assistant Director (Rehabilitation and Medical Social Services)/ ADSW	<ul style="list-style-type: none"> <li>• Planning, development and monitoring of social rehabilitation services for persons with disabilities, including the central referral system and allocation mechanism for rehabilitation services, licensing and monitoring of residential care homes for persons with disabilities (RCHDs) and implementation of the Service Quality Group of RCHDs</li> <li>• Handling service issues, including the ageing of service users in rehabilitation facilities as well as respite service for persons with disabilities, and formulation of measures</li> <li>• Drawing up new service programmes to fill service gaps and meet new service demands, including the implementation of pilot schemes for pre-school children with special needs, peer supporters of ex-mentally ill persons, persons with autism, carers of persons with disabilities, etc. and developing parameters for evaluation of these projects</li> <li>• Engagement of and liaison with stakeholders in the rehabilitation sector and community representatives</li> <li>• Management and monitoring of medical social services and liaison with Hospital Authority and Guardianship Board</li> <li>• Management and monitoring of the redevelopment projects on integrated rehabilitation service complexes at ex-Siu Lam Hospital and ex-Kai Nang Sheltered Workshop cum Hostel</li> </ul>
Assistant Director (Social Security)/ ADSW	<ul style="list-style-type: none"> <li>• Planning, developing and managing the social security system including – <ul style="list-style-type: none"> <li>• the Comprehensive Social Security Assistance Scheme; and</li> <li>• the Social Security Allowance Scheme – <ul style="list-style-type: none"> <li>- Old Age Allowance (including the Guangdong Scheme),</li> <li>- Old Age Living Allowance,</li> <li>- Disability Allowance</li> </ul> </li> </ul> </li> </ul>

<b>Post/Rank</b>	<b>Major Responsibilities</b>
	<ul style="list-style-type: none"> <li>• Overseeing the administration and operation of the Traffic Accident Victims Assistance Scheme, the Criminal and Law Enforcement Injuries Compensation Scheme, and the Social Security Appeal Board</li> <li>• Overseeing the administration and operation of emergency relief service</li> </ul>
Assistant Director (Subventions)/ ADSW	<ul style="list-style-type: none"> <li>• Executing, reviewing and interpreting social welfare subvention policies, rules and procedures, including the Lump Sum Grant (LSG) arrangements</li> <li>• Administering the LSG subvention system, formulating and evaluating the policies and procedures in relation to service performance monitoring of service providers, including non-governmental organisations (NGOs)</li> <li>• Establishing close liaison with NGOs, evaluating the effectiveness of the LSG subvention system in the provision of one-stop services to NGOs</li> <li>• Administering the Lotteries Fund</li> <li>• Reviewing the policy and monitoring of charitable fund-raising activities in public places authorised by the Director of Social Welfare under section 4(17)(i) of the Summary Offences Ordinance (Cap. 228), including general charitable fund-raising and flag day activities</li> <li>• Reviewing the principles and procedures on allocations from the Lotteries Fund, and overseeing the processing of applications for grants and loans to funding bodies</li> <li>• Planning and co-ordinating capital projects of welfare premises funded by the Lotteries Fund and Capital Works Reserve Fund Block Allocations, including planning, conducting technical feasibility studies, determining physical design standards and criteria for making funding applications</li> <li>• Implementing the above-mentioned capital projects and overseeing their progress</li> </ul>

<b>Post/Rank</b>	<b>Major Responsibilities</b>
Assistant Director (Youth and Corrections) /ADSW	<ul style="list-style-type: none"> <li>• Planning, development and implementation of youth and corrections services, including probation and community service order services, integrated children and youth services centres, school social work, services for ex-offenders and discharged prisoners, outreaching social work services, and residential services for children and juveniles with behavioural problems, drug treatment and rehabilitation centres, etc.</li> <li>• Overseeing the operation of the Tuen Mun Children and Juvenile Home as a place of refuge, a remand home, a reformatory school and a detention centre for juveniles and children under the respective Ordinances</li> <li>• Overseeing the operation of the Central Office for Volunteer Service</li> <li>• Overseeing and monitoring the Partnership Fund for the Disadvantaged to promote the tripartite partnership among the welfare/education sector, the business community and the Government</li> <li>• Monitoring projects under Child Development Fund to assist children from a disadvantaged background</li> </ul>