

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 creation of the following supernumerary post in the Home Affairs Bureau for a period of three years with immediate effect –

1 Administrative Officer Staff Grade C
(D2) (\$117,950 - \$129,000)

PROBLEM

We need dedicated support at the directorate level in the Home Affairs Bureau (HAB) to provide support to the Steering Committee on the Community Care Fund (CCF) and its Executive Committee and Sub-committees.

PROPOSAL

2. The Secretary for Home Affairs proposes to create a supernumerary Administrative Officer Staff Grade C (AOSGC) (D2) post in HAB for a period of three years with immediate effect¹.

/JUSTIFICATION

¹ Subject to the support of the Establishment Subcommittee, our plan is to put the staffing proposal to the Finance Committee (FC) for approval on 6 May 2011 to tie in with the proposed government injection of \$5 billion into the CCF which will be considered at the same FC meeting.

JUSTIFICATION

The CCF

3. The Chief Executive announced in his 2010-11 Policy Address the establishment of the CCF, to which the Government and the business sector will each contribute \$5 billion. The main objective of the CCF is to provide assistance to people facing economic difficulties, in particular those who fall outside the social safety net or those within the safety net but have special circumstances that are not covered. In addition, the CCF can take forward measures on a pilot basis to help the Government identify those that can be considered for incorporation into the Government's regular assistance and service programmes.

The Steering Committee and its Executive Committee and Sub-committees

4. The CCF is established as a trust fund under the Secretary for Home Affairs Incorporation Ordinance (Cap. 1044) with the Secretary for Home Affairs Incorporated as its trustee. The Chief Executive has appointed the Steering Committee on the CCF (the Steering Committee) to oversee and co-ordinate the work of the CCF. The Steering Committee is composed of 20 non-official members drawn from various sectors of the community including the business, welfare, education, health, labour, political and the district sectors, as well as four official members. The membership and terms of reference of the Steering Committee are at Encl. 1 Enclosure 1.

5. The priority task of the Steering Committee is to focus deliberation on the various aspects of the CCF's operation with a view to drawing up concrete proposals. An Executive Committee and four Sub-committees (Education, Home Affairs, Welfare and Medical) have been set up under the Steering Committee to support the operation of the CCF.

6. The Executive Committee will make recommendations to the Steering Committee in respect of the target beneficiaries, programmes to be funded, amount to be disbursed, handling of donations, other administrative and financial matters as well as the handling of cross-sectoral issues. The Education, Home Affairs, Welfare and Medical Sub-committees will deliberate, for the overall consideration by the Executive Committee and endorsement by the Steering Committee, the types of programmes to be funded and the priorities under their respective portfolios. The Sub-committees will also be tasked to implement the programmes endorsed by the Steering Committee and monitor their effectiveness.

7. The Executive Committee is responsible for formulating the investment strategy of the CCF. As a general principle, operation of the CCF will mainly be funded by investment returns on the seed capital. However, the Steering Committee may, after taking into account the cash flow requirements of the assistance programmes, authorise the use of the seed money in response to needs in a financially prudent manner.

Proposed Uses of the CCF

8. Following the first Steering Committee and Executive Committee meetings held on 1 and 30 December 2010 respectively, the Steering Committee held two public consultation sessions on 14 and 21 January 2011 to gauge public views on the operation of the CCF, including the target beneficiaries and assistance programmes. In the light of the views collected from the consultation sessions and other suggestions received from time to time, the Sub-committees will consider proposals on and priority of assistance programmes under their purview for consideration and endorsement by the Executive Committee and Steering Committee respectively. At the initial stage of operation of the CCF, the Steering Committee will focus on drawing up specific programmes for target beneficiary groups with a view to rolling them out within the second quarter of 2011.

9. Apart from the proposed government injection of \$5 billion into the CCF, we expect another \$5 billion from donations by the business sector. Assuming an average annual investment return of around 4% to 5%, a seed capital of \$10 billion should be able to generate an annual investment income of around \$400 million to \$500 million. For an annual investment income of around \$500 million, the indicative amount available for allocation by each of the four Sub-committees would be \$100 million² in 2011-12. The allocation of the remaining \$100 million³ would be determined by the Steering Committee having regard to the recommendation by the Executive Committee on the priority of assistance programmes proposed by the Sub-committees. After launching the CCF programmes in 2011-12, the Steering Committee will, on the advice of the Executive Committee and the Sub-committees, continue to monitor the implementation of the assistance programmes and deliberate on further programmes to be implemented in the coming years having regard to community views and demands as well as experience gained.

10. With a view to providing the Steering Committee with necessary information for reviewing the operation of the CCF and the effectiveness of its

/assistance

² The operating expenses of implementing CCF programmes will be charged to the \$100 million allocated to each of the four Sub-committees.

³ The sum will also be used to cover operating expenses of the CCF Secretariat.

assistance programmes, a computer system will be developed to collate data relating to various assistance programmes and beneficiaries received from government departments or other organisations entrusted to implement the programmes. More systematic evaluation of the effectiveness of the overall CCF initiative should also be conducted in due course. The CCF may consider assigning a consultant (e.g. an academic institution) to conduct such evaluation studies.

Proposed Creation of one AOSGC Post

11. As the co-ordinating bureau for the CCF, HAB provides a centralised secretariat for the CCF, which serves the Steering Committee, Executive Committee and Sub-committees. At the initial set-up stage of the CCF, the CCF Secretariat is tasked to map out the details of the institutional set-up of the CCF, co-ordinate the establishment of the committees, conduct public consultation, and formulate the policy and operational issues in relation to the implementation of the CCF initiative. To enable HAB to provide timely support to the high-level Steering Committee to take the CCF initiative on board, and having regard to the diversity, complexity and multi-faceted nature of the tasks involved, we have created under delegated authority one supernumerary AOSGC (D2) post in HAB for six months from 17 November 2010 to 16 May 2011.

12. As the CCF initiative progresses, we anticipate that substantial input at the AOSGC level will continue to be required in the early operation stage of the CCF to lead the CCF Secretariat to service the Steering Committee and its Executive Committee and Sub-committees, collate community views, map out assistance programmes, allocate funding, monitor the implementation of the programmes and evaluate the effectiveness of the CCF initiative mentioned above. We therefore propose that a supernumerary AOSGC post, designated as Principal Assistant Secretary (CCF) (PAS(CCF)), be created in HAB for a period of three years to provide dedicated directorate support to help ensure the smooth operation of the CCF. PAS(CCF) will report to an existing Deputy Secretary in HAB (DSHA(1)) who oversees policies in the Civic Affairs Branch.

13. PAS(CCF) is expected to deliver output promptly having regard to the strong public aspirations on the CCF initiative, and would be responsible for the following tasks –

- (a) **Leading the CCF Secretariat in taking forward the initiative of the CCF** - PAS(CCF) will lead the CCF Secretariat to service and support the Steering Committee, the Executive Committee and the four Sub-committees on all matters in relation to the administration of the CCF, including policy setting, strategic planning and evaluation from time to time of the modus operandi and implementation of the CCF initiative.

/(b)

- (b) **Liaising with bureaux/departments/stakeholders** - The CCF initiative involves a wide range of subjects covering portfolios of different bureaux/departments. PAS(CCF) will liaise closely with relevant bureaux and departments as well as stakeholders on supporting the Steering Committee in assessing the implications of possible assistance programmes, prioritising competing demands for assistance under the CCF, as well as monitoring implementation progress of and evaluating the effectiveness of assistance programmes.
- (c) **Engaging the public and stakeholders in mapping out the assistance programmes** - There have been calls from different quarters for the CCF to consult the public and relevant stakeholders to ensure that their views can be taken into account when drawing up the assistance programmes. PAS(CCF) will help organise consultation exercises on a regular basis to gauge public views on the operation, target beneficiaries and assistance programmes of the CCF, and co-ordinate efforts in mapping out the targets and scope of the assistance programmes under the CCF and launching those endorsed by the Steering Committee.
- (d) **Ensuring prudent deployment of funds from the CCF for meeting its overall objective** - PAS(CCF) will assist the Steering Committee in overseeing the financial management and overall funding allocation of the CCF and monitoring its operation and use, including the formulation of detailed investment strategy of the CCF. PAS(CCF) will also facilitate the review of the operation of the CCF by taking forward researches and studies which evaluate the effectiveness of the CCF initiative.

Encl. 2 14. The proposed job description of the PAS(CCF) post is at Enclosure 2. HAB will review the need for the post in the light of the actual workload and operation of the CCF before the lapse of the post in 2014.

Non-directorate Support

15. The post of PAS(CCF) will be supported by a team of 14 non-directorate staff to provide professional and administrative support for the CCF Secretariat. The team will comprise staff from the Administrative Officer, Executive Officer, Treasury Accountant, Clerical and Secretarial grades. The proposed organisation chart of the CCF team is at Enclosure 3 and that of HAB is at Enclosure 4.

Encl. 3
Encl. 4

/ALTERNATIVES

ALTERNATIVES CONSIDERED

16. We have critically examined whether the other seven AOSGCs in HAB can absorb the tasks of the proposed post of PAS(CCF). As discussed in the ensuing paragraphs, they are already fully committed to their existing workload, it is operationally not possible for them to take up the whole range of duties on the CCF without adversely affecting the discharge of their own schedule of duties.

17. There are three AOSGCs under the Civic Affairs Branch. Major initiatives under their purview include the establishment of the Service Corps, strengthening of exchanges between youths of Hong Kong and the Mainland and collaboration with the organisations at the district level in youth development, enhancement of the provision of free legal advice services, implementation of the new criminal legal aid fees system and measures arising from the five-yearly review of the criteria for assessing the financial eligibility of legal aid applicants, expansion of the Supplementary Legal Aid Scheme, and launching of campaigns and programmes to promote social enterprises, etc.

18. With the injection of fund to the Arts and Sport Development Fund (ASDF), the three AOSGCs in the Culture Branch are working on new and enhanced schemes on arts education, manpower development, audience building as well as a new funding scheme with matching grant elements to encourage community and corporate support for the arts and culture. In the coming years, the Branch will also focus on reviewing the public funding for the performing arts with a view to developing a sustainable funding mechanism, overseeing the promotion of cultural exchange and public arts, improvement of public museum services, preservation of intangible cultural heritage, as well as overseeing the development of West Kowloon Cultural District (WKCD) and co-ordinating interface issues between the WKCD Authority and the Government with the first phase of the WKCD project scheduled for completion starting from 2015.

19. The AOSGC in the Recreation and Sport Branch focuses on the planning of the proposed multi-purpose Stadium Complex at Kai Tak, monitoring the progress of the redevelopment of the Hong Kong Sports Institute, pressing ahead with other projects on sports facilities and embarking on new initiatives to further promote sport at the elite level and for the general public with additional resources from the ASDF, including the development of football.

20. Details of the work schedule of the seven AOSGCs in HAB are set out at Enclosure 5.

Encl. 5

/FINANCIAL

FINANCIAL IMPLICATIONS

21. The additional notional annual salary cost at mid-point and the full annual average staff cost, including salaries and staff on-cost, of the proposed supernumerary AOSGC (D2) post are \$1,503,000 and \$2,097,000 respectively.

22. The notional annual salary cost at mid-point and the full annual average staff cost, including salaries and staff on-cost, for the 14 non-directorate staff mentioned in paragraph 15 above are \$7,574,580 and \$10,590,000 respectively.

23. We shall recover the full staff cost of the proposed supernumerary AOSGC post and the 14 non-directorate posts from the CCF.

24. As and when the CCF Steering Committee agrees on the types and scale of assistance programmes it will fund, the other bureaux and departments involved in taking forward the CCF initiative will be in a better position to assess the direct and dedicated staffing support required. We will seek additional manpower resources as necessary according to the established mechanism. The full staff cost for such dedicated and direct staffing support will also be recovered from the CCF.

PUBLIC CONSULTATION

25. We consulted the Legislative Council Panel on Home Affairs on 14 January 2011. Members raised no objection to the proposed creation of the supernumerary AOSGC post.

26. In response to a Member at the Panel meeting, the Administration explained that the major responsibilities of the supernumerary AOSGC post proposed to be retained by the Labour and Welfare Bureau (LWB) (EC(2010-11)13 refers) was to continue providing dedicated support for and co-ordinating the Government's efforts in poverty alleviation and the implementation of a range of poverty alleviation tasks under LWB's portfolio. His support to the CCF is confined to providing policy input and co-ordinating LWB's contribution to welfare initiatives under the purview of the CCF Welfare Sub-committee. The proposed post of PAS(CCF) would be dedicated to supporting the Steering Committee on the CCF and its Executive Committee and Sub-committees in overseeing the overall implementation of the CCF initiative. When the CCF Sub-committees have formed their views on the proposed assistance programmes under the CCF, the Administration would be in a better position to assess additional staffing support required by other bureaux and departments (if any) for taking forward the CCF initiative.

/ESTABLISHMENT

ESTABLISHMENT CHANGES

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

Establishment (Note)	Number of posts			
	Existing (as at 1 February 2011)	As at 1 April 2010	As at 1 April 2009	As at 1 April 2008
A	11 + (2)#	11 + (3)	11 + (3)	11
B	53	54	55	50
C	136	135	134	132
Total	200 + (2)	200 + (3)	200 + (3)	193

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 February 2011, there was no unfilled directorate post in HAB

CIVIL SERVICE BUREAU COMMENTS

28. The Civil Service Bureau supports the proposed creation of the supernumerary AOSGC post for a period of three years. The grading and ranking of the proposed post are considered appropriate having regard to the level and scope of responsibilities required.

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

29. As the post is proposed on a supernumerary basis, its creation, if approved, will be reported to the Standing Committee on Directorate Salaries and Conditions of Service in accordance with the agreed procedure.

Steering Committee on the Community Care Fund

Membership

Chairman : Mr Henry Tang Ying-yen
Chief Secretary for Administration

Non-official members : Professor Alfred Chan Cheung-ming
Mr Bunny Chan Chung-bun
Professor Chan Yuk-shee
Ms Chang Siu-wah
Mr Cheung Kwok-che
Professor Nelson Chow Wing-sun
Ms Christine Fang Meng-seng
Mr Ho Hei-wah
Mr Frederick Lai Wing-hoi
Mr Jeffrey Lam Kin-fung
Ms Lam Shuk-yee
Mr Lau Ming-wai
Dr Law Chi-kwong
Ms Li Fung-ying
Dr Donald Li Kwok-tung
Mr Tam Yiu-chung
Ms Nancy Tsang Lan-see
Mr Anthony Wu Ting-yuk
Ms Yu Sau-chu
Dr Yuen Pong-yiu

Official members : Secretary for Home Affairs (or representative)
Secretary for Education (or representative)
Secretary for Food and Health (or representative)
Secretary for Labour and Welfare (or representative)

Terms of Reference

- (1) oversee and co-ordinate the work of the Community Care Fund (CCF);
- (2) formulate strategies and programmes for the CCF;
- (3) formulate investment strategies and financial arrangements for the CCF ;
- (4) oversee, co-ordinate and monitor the formulation, implementation and evaluation of programmes under the CCF; and
- (5) evaluate and advise on the programmes under the Fund to be considered by Government as government-funded services.

Job Description

Principal Assistant Secretary (Community Care Fund) (CCF)

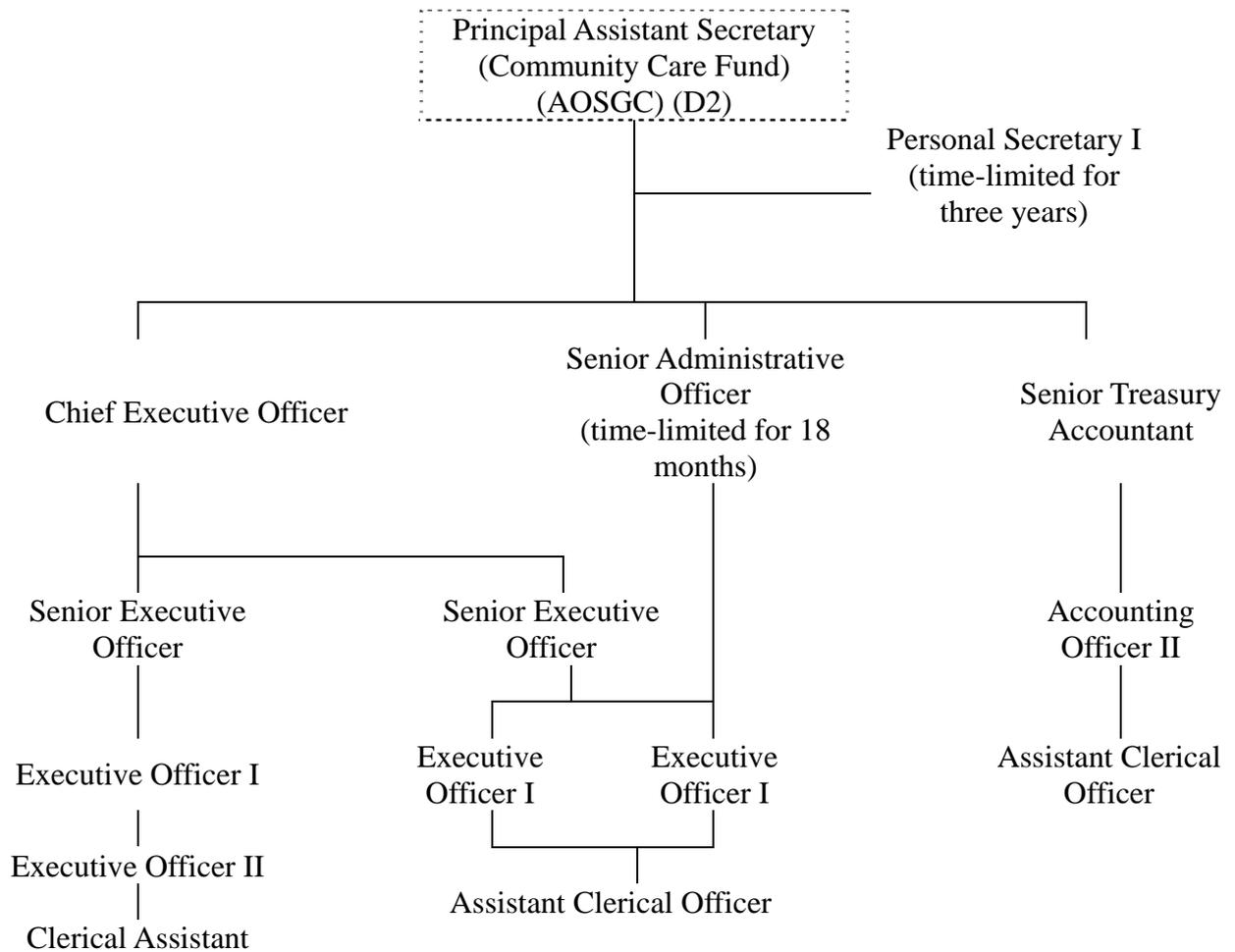
Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary for Home Affairs (1)

Main Duties and Responsibilities –

1. To lead the CCF Secretariat to provide support to the Steering Committee, the Executive Committee and the Sub-committees, and oversee and co-ordinate efforts to take forward the CCF initiative;
 2. To assist in the policy setting, strategic planning of the modus operandi and implementation of the CCF initiative;
 3. To liaise closely and co-ordinate efforts with relevant bureaux and departments, other implementation agents as well as stakeholders in the community in the planning and implementation of the CCF initiative;
 4. To conduct consultation and collate public views and co-ordinate efforts for mapping out the targets and scope of the assistance programmes under the CCF;
 5. To assist in overseeing the financial management and overall funding allocation of the CCF, including the formulation of detailed investment strategy; and
 6. To monitor the operation and use of the CCF and evaluate the effectiveness of the CCF initiative.
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**Proposed Organisation Chart
of the Community Care Fund Division
in the Home Affairs Bureau**

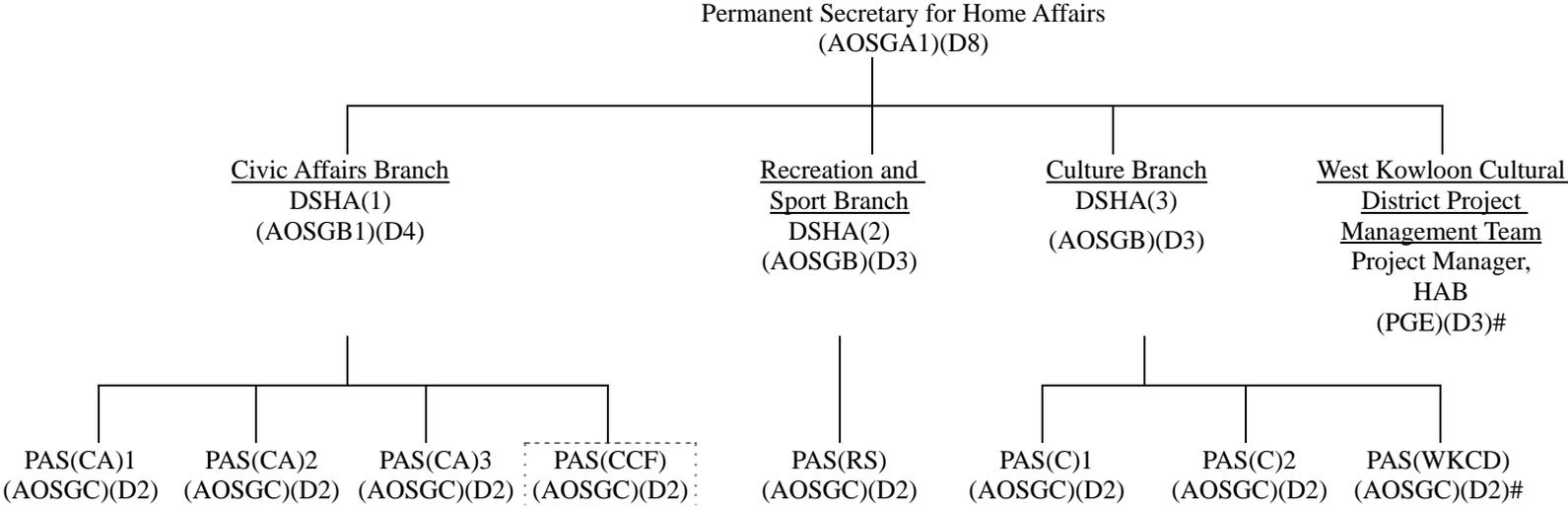


Legend:

AOSGC – Administrative Officer Staff Grade C

 – Supernumerary directorate post proposed to be created

Proposed Organisation Chart of Home Affairs Bureau



Legend

AOSGA1	Administrative Officer Staff Grade A1	DSHA	Deputy Secretary for Home Affairs
AOSGB	Administrative Officer Staff Grade B	PAS	Principal Assistant Secretary
AOSGB1	Administrative Officer Staff Grade B1	PGE	Principal Government Engineer
AOSGC	Administrative Officer Staff Grade C	RS	Recreation and Sport
C	Culture	WKCD	West Kowloon Cultural District
CA	Civic Affairs		
CCF	Community Care Fund		

[-----] Supernumerary AOSGC post proposed to be created

In May 2010, the Finance Committee approved the creation of these two supernumerary posts up to 31 March 2015 via EC(2010-11)3.

**Duties and Responsibilities of the
Existing Principal Assistant Secretaries in HAB**

- (1) Principal Assistant Secretary (Civic Affairs)1 (PAS(CA)1) oversees youth development matters (including subvention matters relating to the uniformed groups), the management of the Youth Square, civic education and national education outside schools, non-charitable fund-raising permits under the Summary Offences Ordinance, postage stamp policy and Neighbourhood Level Community Development Projects. The officer also leads the division to provide secretariat support to the Commission on Youth, the Committee on the Promotion of Civic Education and the Management Advisory Committee of the Youth Square.
- (2) PAS(CA)2 oversees the legal aid policy, matters relating to the enforcement of maintenance orders, as well as wills, intestate, inheritance and probate legislation and related matters. The officer is also responsible for housekeeping of the Legal Aid Department, subvention matters relating to the Duty Lawyer Service and the Legal Aid Services Council, as well as providing secretariat support to the Family Council and its Sub-committees.
- (3) PAS(CA)3 oversees the policies on gambling, social enterprises, entertainment licensing, the Board of Management of the Chinese Permanent Cemeteries, Chinese Temples Committee, information as well as the public sector advisory and statutory bodies. The officer is also responsible for the liaison with religious bodies, provision of secretariat support to the Trust Fund in Support of Reconstruction in the Sichuan Earthquake Stricken Areas, administration of properties of the Secretary for Home Affairs Incorporated, various trust funds as well as the operation of the public affairs forum. The officer also leads the division to provide secretariat support to the Betting and Lotteries Commission, the Ping Wo Fund Advisory Committee, and the Social Enterprise Advisory Committee.
- (4) PAS(Recreation and Sport) oversees recreation and sports policies and strategies through supporting the work of the Sports Commission (including the Elite Sports and the Major Sports Events Committees established thereunder), and is responsible for the housekeeping of the Leisure Services Branch of the Leisure and Cultural Services Department (LCSD). The officer also oversees the planning and co-ordination of recreation and sport public works projects in the territory, which include the proposed multi-purpose Stadium Complex at Kai Tak, and actively monitors the \$1.8 billion redevelopment project of the Hong Kong Sports Institute (HKSI). The officer serves as the Secretary of the Football Task Force which promotes the development of local football, and manages the subventions to the HKSI Ltd,

the Sports Federation & Olympic Committee of Hong Kong, China and Outward Bound Hong Kong. The officer also supports the work of the Sir David Trench Fund Committee, and looks after the funding schemes for sports promotion provided under the Main Fund of the Sir David Trench Fund for Recreation and the Arts and Sport Development Fund (sports portion).

- (5) PAS(Culture)1 oversees the policy on the arts and cultural software, funding and development of the performing arts policy, subvention for the major professional performing arts groups, overseeing matters relating to cultural exchange between Hong Kong and the Mainland (including the Mainland/HK Closer Economic Partnership Arrangement) as well as Hong Kong – Taiwan cultural co-operation. The officer is also responsible for providing secretariat services to the Sub-Committees on Funding for the Performing Arts, Arts Education and the Arts Development Fund under the Advisory Committee on Arts Development, as well as housekeeping of the Hong Kong Arts Development Council and the Hong Kong Academy for Performing Arts.
- (6) PAS(Culture)2 oversees the 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 matters relating to Cantonese Opera Advisory Committee and Cantonese Opera Development Fund. The officer is also responsible for cultural exchange between Hong Kong and other countries, Hong Kong Jockey Club Music and Dance Fund and Lord Wilson Heritage Trust, as well as overseeing the policy on the planning of LCSD's cultural and performance facilities, matters relating to the Hong Kong Arts Centre, the manpower situation and training needs study of the arts and cultural sector in Hong Kong.
- (7) PAS(West Kowloon Cultural District) (WKCD) is responsible for monitoring the performance of WKCD Authority (WKCDA) in fulfilling its objectives and roles as stated in the WKCDA Ordinance, overseeing interface issues between arts and cultural facilities operated by WKCDA and those operated by the Government, liaising with WKCDA to oversee the institutional set-up and the establishment of governance mechanism for museum and performing arts venues, monitoring the progress in planning programmes and services by WKCDA for the opening of Phase 1 facilities in WKCD, overseeing WKCDA's policy and work in nurturing local arts talents, engaging stakeholders and building audiences, as well as housekeeping of WKCDA and overseeing its submission of reports to the Government in accordance with the WKCDA Ordinance. The officer is also responsible for providing secretariat support to the Advisory Committee on Arts Development and overseeing the establishment of a new funding scheme with matching grant elements under the Arts and Sport Development Fund (arts portion).
