



康樂及文化事務署

Leisure and Cultural Services Department

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23 November 2010

Clerk to LcgCo Panel on Home Affairs
Legislative Council Secretariat
Legislative Council Building
8 Jackson Road, Central
Hong Kong
(Attn: Mr Thomas Wong)

Dear Mr Wong,

**Legislative Council Panel on Home Affairs
Follow-up to the meeting on 12 November 2010**

I refer to your letter of 15 November 2010 to the Secretary for Home Affairs regarding supplementary information requested by Members of the Panel on Home Affairs in connection with the proposed creation of one permanent Chief Systems Manager (D1) post in the Leisure and Cultural Services Department. Relevant information is set out in the **Annex** for Members' reference please.

Yours sincerely,

(Ricky K M Chui)

for Director of Leisure and Cultural Services

Encl.

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Ms Yuen Sau-ming, Anna
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Annex**Follow-up to the Meeting of the Panel on Home Affairs
on 12 November 2010****Request for Information**

- 1. Whether the Leisure and Cultural Services Department (LCSD) has employed more non-civil service contract (NCSC) staff than all other government departments, and if yes, please provide the reasons.**

It should be noted that as at 1 November 2010, the number of NCSC staff employed by LCSD was 1 475 only. The figure provided by the Administration to the LegCo Panel on Public Service earlier (i.e. 2 753 full-time NCSC staff as at 30 June 2010) comprised some 1 300 seasonal staff employed by LCSD during the summer months to meet short-term and specific service needs, including some 900 seasonal lifeguards to enhance support for aquatic venues and about 400 summer student helpers recruited by public libraries for training purpose. All the student helpers and most of the seasonal lifeguards have completed their contracts after the summer.

Among these 1 475 NCSC staff employed by LCSD as at 1 November 2010, around 500 were engaged for time-limited tasks (including the remaining seasonal lifeguards whose contracts will expire within November 2010 and the youth trainees employed under the Job Creation Programme). For the remaining 980 NCSC staff, about 860 were employed to provide support for the services under review. These include the 14 public museums and 76 public libraries whose modes of service delivery were under review and hence civil service recruitment has been frozen for the grades concerned. On the former, following the Administration's decision in February 2010 that public museums should continue to be managed by LCSD, the Department has immediately resumed recruitment of civil servants to replace the NCSC staff concerned. LCSD has already completed the recruitment exercises for the various museum-related grades and so far appointed 82 civil servants for the museums. The Department will continue to replace the remaining NCSC staff by civil servants where long-term service needs are proven. As for public libraries, LCSD is finalizing the review of the mode of frontline service delivery and will consult the staff side on the way forward in the near future.

In addition, in the special review jointly conducted by LCSD and the Civil Service Bureau in 2006, 800 NCSC positions were identified to have

long-term service needs and 710 of them have been converted into civil service posts in the last three years. The remaining 90 NCSC positions will be phased out as and when they can be filled by civil servants.

The remaining 30 or so NCSC staff were employed mainly for tasks that required expertise not readily available in the civil service or needed to meet the changing requirements of the service (e.g. Information Technology personnel).

Apart from the seasonal staff, youth trainees and summer student helpers who are employed for a certain period of time each year (e.g. in summer), it is anticipated that the number of NCSC staff will reduce significantly upon phasing out of the NCSC staff working in the museums and completion of the various organizational reviews. The Department will continue to keep the employment of NCSC staff under regular review and, where appropriate, replace them with civil servants where necessary and justified.

2. In addition to the proposed conversion of the non-civil service Chief Information Technology Manager (CITM) position into a permanent civil service post at the management level, whether LCSD has any plans to convert non-civil service contract positions into civil service posts at the junior staff level; and if yes, please provide the details.

As mentioned above, of the 800 NCSC positions identified in the 2006 special review for replacement by civil service posts, LCSD has since replaced some 710 NCSC positions by civil servants upon expiry of the contracts of the NCSC staff concerned and the availability of civil servants for filling the posts. The remaining 90 NCSC positions identified under the review will be phased out as and when they can be filled by civil servants. For NCSC staff employed by public museums, their positions are being/will be gradually replaced by civil servants. Indeed, the majority of the NCSC positions being replaced by civil servants are junior positions at MPS Pt. 10 and below.

In addition to the 800 NCSC positions identified in the 2006 special review, another 80 NCSC positions which have long-term needs will be phased out gradually upon recruitment of the relevant civil servants. All of these posts are clerical or middle ranking positions at entry ranks.

3. The benefits (including intangible benefits, if any) of converting the non-civil service CITM position into a permanent civil service post in the following areas:

- (a) the allocation of resources within LCSD;**
- (b) the expenditure saved; and**
- (c) the operation of LCSD's computer systems, such as facilitating business and the delivery of services (including ticketing services and the booking of leisure and sports facilities) to the public.**

(a) Given the strategic importance of Information Technology to the effective operation of LCSD and the smooth delivery of public services, it is essential that the IT Office is headed by a directorate officer who possesses both professional IT knowledge and effective leadership on the one hand, and a good understanding of Government policies and practices on the other in order to align LCSD's work with the overall e-government objectives. Given the large number of IT projects being planned and implemented by LCSD (see (c) below) and the substantial amount of funding involved (\$818 million in the next 5 years) in the management of the IT Office, a civil servant Head of the IT Office could provide effective and continuous oversight over the planning and implementation of the IT projects and secure the necessary funding. Furthermore, a civil service IT professional, who is familiar with government standards and regulations, will be in a better position to provide input to the LCSD directorate in formulating important management decisions using IT as a management tool. Given that the Head (IT) post is a strategic position whose services are required on a permanent basis, we consider it appropriate and necessary to create a civil service D1 post to head the Office.

(b) The annual staff cost for the proposed permanent Chief Systems Manager (D1) post (including average annual salary and on-cost) is \$1,742,000 which will in a large part be offset by the annual saving of \$1,630,000, being the annual staff cost for the current CITM position. Although the proposal incurs a slight increase in annual staff cost (about \$112,000), the benefits as set out in (a) above would outweigh the cost increase.

(c) Most of the mission-critical and essential systems, such as the Library Automation System (LAS) and the Multi-media Information System (MMIS), which support the operation and delivery of LCSD's core services, will undergo major upgrading and enhancement in the next few years. These projects are highly complex in nature, both in technical and project management terms, and involve substantial funding (e.g. the approved

project commitment for the LAS and the MMIS is \$196.467 million and \$93.119 million respectively). These projects require the personal attention and steer from a senior and experienced IT professional at the directorate level to ensure that the projects are carefully thought out and successfully implemented. It is also essential to have the on-going leadership of an experienced IT professional at the directorate level, as opposed to a contract staff or a consultant, to ensure that the systems are rolled out successfully and operated smoothly to achieve the business objectives of LCSD.