

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

### **HEAD 160 – RADIO TELEVISION HONG KONG Subhead 000 Operational expenses**

Members are invited to recommend to the Finance Committee the creation of the following permanent post in Radio Television Hong Kong with effect from 27 May 2019 or with immediate effect upon approval by the Finance Committee, whichever is later –

1 Administrative Officer Staff Grade B  
(D3) (\$199,050 - \$217,300)

### **PROBLEM**

We need dedicated staffing support at the senior directorate level in Radio Television Hong Kong (RTHK) on a permanent basis to enhance RTHK's governance and to steer its strategies on resources planning and deployment in the light of the substantial growth both in terms of the establishment and diversity of its work.

### **PROPOSAL**

2. We propose to create a permanent post of Administrative Officer Staff Grade B (AOSGB) (D3), designated as Deputy Director of Broadcasting (Administration and Development) (DD of B (A&D)), in RTHK with effect from 27 May 2019 or with immediate effect upon approval by the Finance Committee (FC), whichever is later.

**/JUSTIFICATIONS .....**

## JUSTIFICATIONS

### Background

#### *Creation of a Supernumerary AOSGB Post in 2011*

3. In September 2009, the Government announced the way forward for public service broadcasting in Hong Kong and decided that RTHK would undertake the work of Hong Kong's public service broadcaster (PSB) while maintaining its status as a government department. Subsequently, in August 2010, the Government promulgated the Charter of RTHK, which specifies the public purposes and mission of RTHK, the key programme areas of activities undertaken by RTHK and its modes of service delivery, etc.

4. In 2011, FC approved the creation of a supernumerary AOSGB post, designated as DD of B (Developments), for three years to assist the Director of Broadcasting (D of B) to lead and co-ordinate RTHK's major development projects, including the preparation for the launch of digital audio broadcasting and digital terrestrial television (DTT) broadcasting services, facilitating community involvement in broadcasting, and planning for the re-provisioning of the Broadcasting House. The creation of this post also relieved DD of B (Programmes) from administrative responsibilities so that the latter might focus on supporting D of B in the day-to-day programme and editorial management, including developing competitive programming strategies, and directly supervising editorial issues and programming standards.

#### *Extension of Supernumerary Post and Current Position*

5. With the approval of FC on 11 July 2014, the supernumerary AOSGB post was extended for a period of five years up to 26 May 2019. The incumbent DD of B (Developments) supervises the operation of the Departmental Administration Unit, the Finance and Resources Unit, the Production Services Division (PSD) as well as the Systems Review Unit (SRU).

6. The scope and complexity of RTHK's operation has grown significantly over the past decade and put substantial pressure on departmental administration, resources management and provision of production support service. RTHK is expected to face on-going challenges brought by the changes in evolution and development of the media and broadcasting market. At the same time, the recommendations by the Audit Commission in the Director of Audit's Report No. 71 highlighted the need for RTHK to put in place stronger measures and more effective systems to improve its governance, oversight, management and control to

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perform its role as PSB. RTHK considers it operationally necessary to retain the AOSGB post, to be designated as DD of B (A&D), on a permanent basis to ensure that dedicated steer at the senior directorate level is provided to cope with these challenges.

7. The proposal will enable the D of B to be underpinned by two DD of Bs – one with professional broadcasting background to oversee programme-related issues while the other with strong administrative background to provide necessary steer and supervision on matters relating to governance, strategic planning, resource deployment and development of the new Broadcasting House (New BH) project. Details are set out in the ensuing paragraphs.

## **Recent Developments of RTHK**

### *Resource Deployment*

8. Since 2010-11, the provision allocated to RTHK has increased significantly for development of its new initiatives and services. In 2019-20, RTHK's estimated expenditure is \$1,021.1 million, which is more than double (217%) the actual expenditure of \$469.9 million in 2010-11.

9. The growth of RTHK's programme activities has also brought an increase in the manpower resources. In terms of establishment of civil service posts, RTHK will have 755 posts in 2019-20, which represents an increase of 232 posts (or 44%) as compared with 523 posts in 2010-11. Apart from the growth in size, recognising the different work requirements in the broadcasting industry, RTHK has institutionalised the streaming arrangements of the Programme Officer grade into 14 work types<sup>1</sup>.

10. In the past five years, RTHK conducted six to 18 recruitment exercises and 19 to 32 promotion exercises every year for these 14 work types. Furthermore, as an integral part of manpower planning, RTHK arranged 198 to 370 training courses each year in the past five years to groom broadcasting personnel of different skill sets. It is expected that these vigorous human resource programmes will continue in view of the evolution of the media and broadcasting industry and the intensifying competition among different infotainment platforms.

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<sup>1</sup> The 14 work types include Chinese News, English News, English Radio Programmes, Chinese Radio Programmes, TV and New Media Programmes and Media Management under the Programme and Media Management Stream as well as Video Editing, Electronic Field Production and Photography, Studio and Outside Broadcasting Service, Production Resources and Scenic, Image Design, Animation and Graphic Design, Set Design and Library/Archive under the Production and Support Stream.

11. The increase in size of RTHK in terms of manpower and financial allocation has highlighted the importance of strategic resource management. RTHK will benefit from having a more senior officer with profound administrative capability and management experience to oversee its resource planning and deployment strategy, to ensure compliance of government rules and regulations, and to develop appropriate manpower plans as the basis for recruitment, training, retention and succession. Apart from supporting its daily operations, it is also necessary to have a senior directorate officer to steer periodic reviews to re-align RTHK's resources with its organisational goals. There is therefore a clear need for RTHK to be established with a permanent DD of B (A&D) post to give solid support to D of B to carry out these high level tasks.

#### *Technical and Production Support Services*

12. The provision of production support services is mission critical for the production and distribution of RTHK's programmes and therefore a core function. In the years ahead, the PSD is being tasked to take forward a number of innovative initiatives to provide new technical and production support services for radio and television (TV) productions in RTHK, including further developments in DTT services and media convergence, technical arrangements for switching off its two analogue TV channels and relocation of its DTT frequency channels, and managing 29 TV and 15 radio transmitting stations.

13. The above tasks require strategic planning and co-ordination within RTHK and negotiations with commercial broadcasters and other government departments. It is also necessary to formulate an on-going programme to upkeep, replace and upgrade the facilities in transmitting stations to ensure that the provision of these technical services meets RTHK's production needs and achieves the prevailing requirements of RTHK's line operation overseen by DD of B (Programmes).

14. PSD is also responsible for the management of the Broadcasting Services Contract (BSC). BSC provides key functions for the operation of RTHK, including support services to technical operation and maintenance for RTHK's transmission networks and broadcast facilities, studio production and post-production. PSD is currently preparing to re-tender BSC in 2021<sup>2</sup>. Given the complexity of the exercise and the amount of financial resources, careful and comprehensive preparation, coordination and budget control are required to ensure its timely completion and proper management.

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<sup>2</sup> The current BSC, valued at \$497 million for five years, will expire in September 2021. To retender BSC, PSD needs to review and prepare the tender documents based on users' requirements, and liaise with the Central Tender Board and prospective tenderers. Upon commencement of the contract, PSD will also need to monitor the contractor's performance and exercise resource control.

15. High level input at senior directorate level is instrumental for the smooth planning and execution of these on-going mission critical support services programmes.

#### *Information Technology (IT)*

16. To ensure that RTHK's IT developments are aligned with its business objectives, RTHK has recently engaged a consultancy study to formulate a Departmental Information Technology Plan (DITP) for the next five years. The DITP will identify potential areas of improvement for RTHK's existing systems to enhance the department's operations with technology in the long run. Given the scope and far-reaching implications of the project, DD of B (A&D) will steer the consultancy study and be in charge of formulating the DITP.

#### *Strategic Systems Review*

17. To fulfill its role as PSB, RTHK needs a strong and effective system to keep its operations and control mechanisms under review. The relevant work is carried out by the SRU, a dedicated unit responsible for strengthening internal control and enhancing efficiency and productivity through regular systems and compliance checks. The work includes independent appraisals; objective advice on the adequacy and effectiveness of internal controls; risk assessment and management; safeguarding RTHK's assets and contractual rights; monitoring the reliability and integrity of financial and operational information; and ensuring compliance with the applicable laws, established policies, regulations and procedures.

18. Operationally, the SRU conducts three to six studies every year covering a wide range of subjects such as employment of contract staff, engagement of service providers, procurement of goods and services, revenue collection, contract management, payment of salaries and allowances, etc. SRU will provide its observations and recommendations upon completion of these studies to senior management and will continue to monitor the implementation of the recommendations. To ensure that top RTHK management will accord attention and priority to these reviews, the work will continue to be led by a senior directorate officer.

#### *Governance and Value for Money*

19. The Audit Commission has recently completed a review of RTHK's provision of programmes and made a number of recommendations in the Director of Audit's Report No. 71 tabled at the Legislative Council meeting on 28 November 2018. RTHK is conducting a number of reviews and will report to

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the Public Accounts Committee on progress and outcome. These reviews include acquisition procedures for its programmes, procurement of service for its surveys, developing a mechanism to collect audience views on the satisfaction rates of commissioned programmes and devising suitable performance indicators to measure the performance of the new media platforms. The Audit recommendations and the follow up actions being undertaken by RTHK reflect, among others, the need for RTHK to strengthen its governance, to enhance programme delivery, to adopt better mechanisms to monitor and review service quality and performance as well as to achieve better value for money. DD of B (A&D) will be in charge of overseeing the follow up action and to sustain the improvement measures in the long run.

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

20. One of the major tasks for the incumbent DD of B (Developments) is to take forward the planning for the New BH. The funding proposal for the New BH was not supported by the Public Works Subcommittee (PWSC) at its meeting on 3 January 2014. PWSC Members generally supported in principle the construction of New BH to re-provision RTHK's ageing and obsolete facilities and its current sub-standard accommodation, but expressed concerns about the cost estimate and scope of the project. To address PWSC Members' concerns, RTHK has been critically reviewing the project scope with the Architectural Services Department (ArchSD) and has been working towards the option of constructing a joint-user building (JUB), which is considered to be more cost-effective because it could optimise site utilisation. In August 2016, RTHK explored with the Government Laboratory the feasibility of a JUB but the plan had not materialised eventually because both parties could not reach consensus on a number of major technical issues.

21. In the past year, with the assistance of the Government Property Agency, RTHK has been in discussion with interested bureaux/departments (B/Ds) and ArchSD on user requirements, project design and planning with a view to identifying a feasible development option. It is hoped that consensus could be reached by the relevant B/Ds in the next few months and that ArchSD would work out a conceptual layout and conduct a technical feasibility study for the project. RTHK would then be able to work out a more concrete plan and proceed further according to the established mechanism.

22. The JUB proposal requires effective and timely coordination both among different divisions within RTHK and with relevant B/Ds and other stakeholders. It is important to have a senior directorate with strong coordination and negotiation skills to continue to lead the project. The work involved includes

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negotiating with different user-departments on their requirements, securing the necessary resources and approvals to move the project through the public works programme at appropriate stages, closely monitoring the implementation timetable, procurement of equipment, as well as exercising cost control throughout the re-planning process. With the supernumerary post of DD of B (Developments) due to lapse in May 2019, the work would have to be overseen by the only deputy director of RTHK (that is, DD of B (Programmes)), who is fully occupied with his/her existing workload (paragraph 27 below refers) and would be able to spare very little time and attention to take forward the project.

#### *Other Related Enhancement Projects*

23. Other than the New BH, RTHK needs to plan and carry out a series of enhancement/maintenance projects to improve the existing premises and facilities to ensure that they are fit for purpose to enable RTHK to provide public broadcasting services to the public. In the past five years, \$225 million have been spent in this regard. These projects are required in the interim while the New BH is being re-planned.

#### **Need to Create a Permanent DD of B (A&D) Post**

24. Having regard to the justifications as set out in paragraphs 8 to 23, we see a demonstrated need to create a permanent AOSGB post in RTHK to steer and oversee all administration and development work. We have carefully considered the need for a permanent DD of B (A&D) post taking into account the experience with the supernumerary post in the last eight years and the development needs of RTHK in the long run. The proposed creation of a permanent post rather than extending the term of a supernumerary one is considered appropriate because the work undertaken by the proposed DD of B (A&D), such as resource deployment, technical support, strategic systems review, governance and use of IT etc, is on-going by nature and requires continual monitoring and review in order to meet the ever-changing broadcasting landscape and RTHK's service needs. The bulk of the work of the incumbent DD of B (Developments) are no longer project-based duties for which the supernumerary post was created eight years ago. Furthermore, compared with a time-limited post, the proposed permanent post will enable the work to be carried out with continuity and certainty, and that more forward-looking and longer-term development plans could be made.

25. We consider that the post should be filled by an officer from the Administrative Officer grade at the AOSGB level who possesses broad administrative experience, strong coordination and communication skills, full knowledge of the resource allocation process, and all-rounded capability in strategic planning, delivery of major projects and implementation of new initiatives. The job description of DD of B (A&D) is at Enclosure 1.

Encl. 1

**/Non-directorate .....**

**Non-directorate support**

26. This proposal will not necessitate the creation of any additional non-directorate posts. The Departmental Administration Unit, the Finance and Resources Unit, the PSD and SRU will maintain the present structure with 299 non-directorate civil service staff providing support to DD of B (A&D).

**ALTERNATIVES CONSIDERED**

27. We have critically examined the possibility for the other DD of B of RTHK, i.e. DD of B (Programmes), to absorb the duties of DD of B (A&D). This option is not feasible as DD of B (Programmes) is fully stretched given his/her responsibilities to oversee all matters relating to programming and productions on the radio, TV, and new media platforms. In addition, given the very different skill set required and the workload for supervising four divisions<sup>3</sup>, it is not viable for DD of B (Programmes) to take up the duties of DD of B (A&D) without diverting time and energy from the discharge of current duties, thus adversely affecting the quality and standard of production and programmes. The existing job description for DD of B (Programmes) is at Enclosure 2. The organisation chart of RTHK showing the proposed post of DD of B (A&D) is at Enclosure 3.

Encl. 2

Encl. 3

28. As regards the other directorate officers, namely two Assistant Directors of Broadcasting (D2), three Controllers (Broadcasting Services) (D1) and one Principal Executive Officer (D1), all of them are fully committed to their designated portfolios and hence it is not possible for them to take on additional duties. Besides, they are also not of the appropriate ranking to take up the duties of the DD of B (A&D) post as described above.

**FINANCIAL IMPLICATIONS**

29. The proposed creation of a permanent AOSGB post will require an additional notional annual salary cost at mid-point of \$2,530,800. The full annual average staff cost, including salaries and staff on-cost, is \$3,641,000. We will include the necessary provision in the draft Estimates from 2019-20 onwards to meet the cost of this proposal.

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<sup>3</sup> The supernumerary post DD of B (Developments) supervises the operation of four functional units in RTHK, including the Departmental Administration Unit, the Finance and Resources Unit, the PSD as well as the SRU.



## PUBLIC CONSULTATION

30. We consulted the Legislative Council Panel on Information Technology and Broadcasting (ITB Panel) on the above staffing proposal on 11 March 2019. Members supported in principle the submission of the proposal to the Establishment Subcommittee whilst a motion was passed urging the Government to undertake, following the creation of a permanent DD of B (A&D) post, to adopt effective measures to enhance the cost-effectiveness of RTHK's operation, including reviewing the value of the existence of education television service, ensuring RTHK would capitalise on information technologies, and enhancing the broadcasting of local sports activities. Members also requested additional information regarding the New BH project, key performance indicators for the DD of B (A&D) post, and justifications for a permanent (instead of a supernumerary) DD of B (A&D) post.

Encl. 4 31. In response to the above, we have issued a reply to the Clerk to the ITB Panel on 9 April 2019 at Enclosure 4 and have provided information on the New BH project in paragraphs 21-22 above and the need for a permanent DD of B (A&D) post in paragraph 24 above.

## ESTABLISHMENT CHANGES

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

Establishment (Note)	Number of Posts*		
	Existing (As at 1 April 2019)	As at 1 April 2018	As at 1 April 2017
A	8+(1) <sup>#</sup>	8+(1)	8+(1)
B	139	139	138
C	586	582	570
<b>Total</b>	<b>733+(1)</b>	<b>729+(1)</b>	<b>716+(1)</b>

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

\* - excluding supernumerary posts created under delegated authority

() - number of supernumerary directorate posts

# - as at 1 April 2019, there was one unfilled directorate post in RTHK

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**CIVIL SERVICE BUREAU COMMENTS**

33. The Civil Service Bureau supports the proposed creation of the permanent AOSGB post. 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**

34. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the permanent directorate post would be appropriate if the post was to be created.

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Commerce and Economic Development Bureau  
April 2019

**Proposed Job Description for the Post of  
Deputy Director of Broadcasting  
(Administration and Development)**

**Rank** : Administrative Officer Staff Grade B (D3)

**Responsible to** : Director of Broadcasting

**Main Duties and Responsibilities –**

- (i) To direct and supervise resource management and departmental administration, including human and production resources management, general administration support, finance and accounting, procurement, information technology, internal control and systems review;
- (ii) To formulate, implement and review management strategies in financial and manpower planning, to provide input in devising performance indicators, and to oversee the deployment of resources in meeting organisational needs;
- (iii) To steer capital works, maintenance projects and improvement measures for upkeep and upgrading the existing premises and facilities to meet present-day broadcasting standards;
- (iv) To lead and coordinate the development of the New Broadcasting House, including overseeing the re-planning of the project, steering the project through the resource allocation and approval process, overseeing the construction and equipment procurement timetables, planning for the migration and relocation, and handling any related legal and administrative matters; and
- (v) To steer, implement and review strategies, policies, programmes and departmental rules and guidelines with regard to work processes, procurement of goods and services, and contract administration to ensure on-going compliance with government rules and regulations, as well as value for money.

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**Job Description  
Deputy Director of Broadcasting (Programmes)**

**Rank** : Deputy Director of Broadcasting (D3)

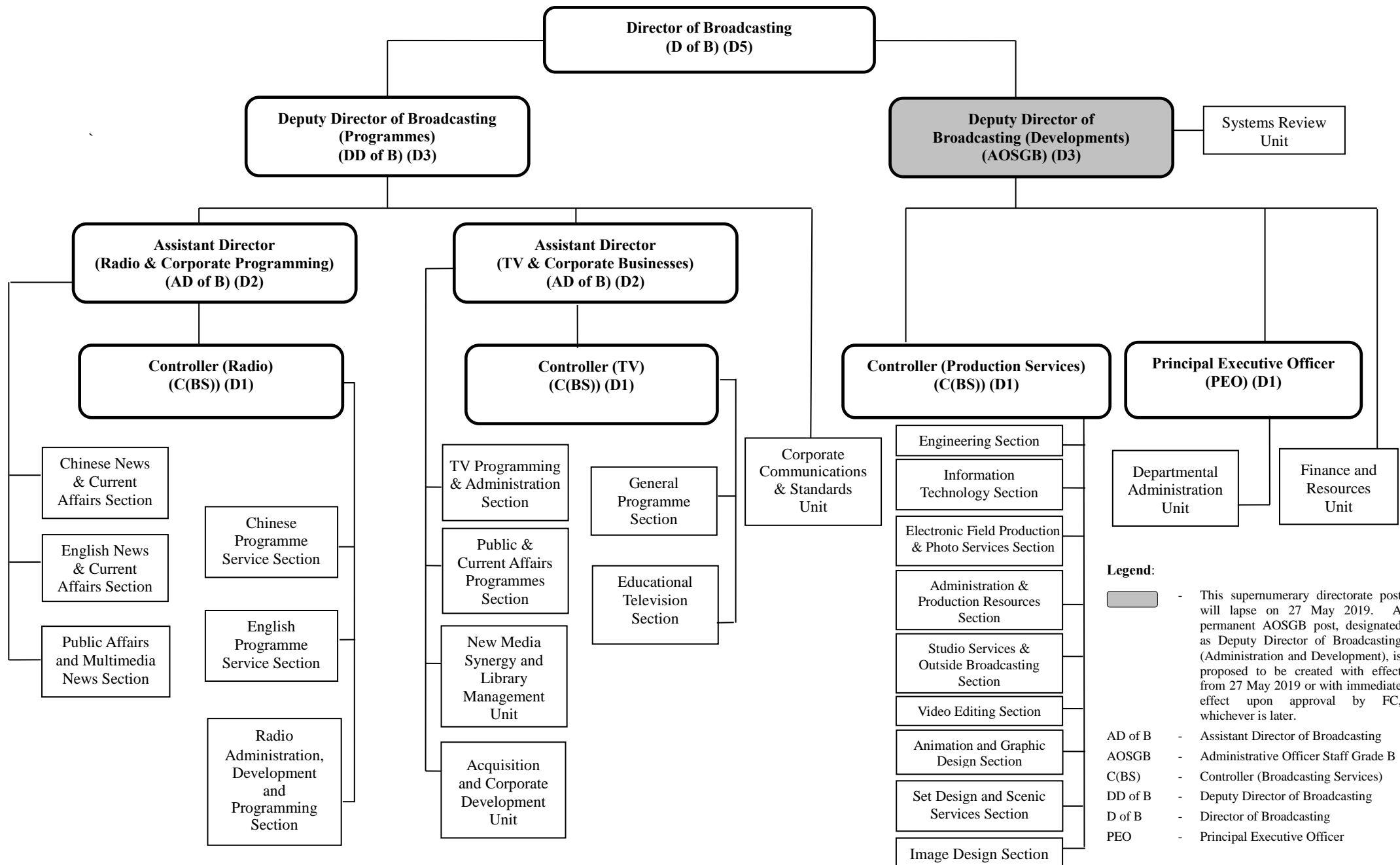
**Responsible to** : Director of Broadcasting

**Main Duties and Responsibilities –**

- (i) To handle all programme-related issues of Radio Television Hong Kong (RTHK), including output, resources, standard, editorial qualities, planning, strategy and programming and content development of new services;
- (ii) To oversee corporate communication matters, corporate business developments, compliance with the codes of the Communications Authority and secretariat services for the RTHK Board of Advisors;
- (iii) To support the Director of Broadcasting in areas appropriate for achieving RTHK's public purposes and mission as Hong Kong's public service broadcaster and ensuring compliance with the Charter of RTHK; and
- (iv) To deputise the Director of Broadcasting as required.

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# Existing Organisation Chart of Radio Television Hong Kong



商務及經濟發展局  
通訊及創意產業科

香港添馬添美道二號  
政府總部西翼二十一樓



**COMMUNICATIONS AND  
CREATIVE INDUSTRIES BRANCH  
COMMERCE AND ECONOMIC  
DEVELOPMENT BUREAU**

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**BY E-MAIL**

9 April 2019

Mr Daniel SIN  
Clerk, Panel on  
Information Technology and Broadcasting  
Legislative Council Complex  
1 Legislative Council Road  
Central, Hong Kong

Dear Mr Sin,

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

**Reply to Motion Passed under Agenda Item IV  
“Proposed Creation of One Permanent Post of Administrative Officer  
Staff Grade B in Radio Television Hong Kong”  
and Questions Raised by Members  
at the Meeting on 11 March 2019**

At the meeting of the Panel on Information Technology and Broadcasting on 11 March 2019, Members passed a motion to “urge the Government to undertake that, following the creation of a permanent post of Administrative Officer Staff Grade B (AOSGB) in Radio Television Hong Kong (RTHK), designated as Deputy Director of Broadcasting, it has to adopt effective measures to enhance the cost-effectiveness of the operation of RTHK, including reviewing whether it is worth maintaining

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the education television service, and ensuring that RTHK would make the best use of the most up-to-date information technologies to widen the coverage and broadcasting of local sports activities, so as to strengthen support to the local sports development.”

In addition, Members also raised questions on the key performance indicators of the post proposed for creation as well as the progress of the New Broadcasting House (New BH) project, and requested information on the utilisation, production cost and the future development of the Education Television (ETV) service. The Commerce and Economic Development Bureau has consulted the Education Bureau (EDB) and RTHK, and the consolidated reply is as follows.

### **Reviewing the Education Television Service**

Regarding the utilisation, production cost, the future development of the ETV service and the recommendations set out in the Audit Report on RTHK’s production of ETV programmes for EDB, EDB’s response is at **Annex**. Meanwhile, RTHK has rationalised the division of work and the arrangement of staff deployment in order to enhance the productivity of production staff. RTHK expects that the number of ETV programmes produced per programme staff will rise from 8.9 in 2018-19 to 10.3 in 2019-20, representing an increase of 16%.

### **Making the Best Use of the Most Up-to-date Information Technologies**

RTHK has all along been making use of information technologies to meet the media industry’s diverse and fast-changing operational needs. While the work relating to the digitalisation of RTHK’s archives was finished in late 2015, the establishment of the media asset management system was completed in 2018. At present, RTHK’s archives are stored in digital format. As for programme production, RTHK programmes are moving towards tapeless production. A File-based Production System was set up in 2016 to enhance the quality and efficiency of production. In 2017, RTHK also introduced a virtual set studio, reducing the set-up time and storage space for scenic material and thereby enhancing efficiency. The consequent savings in production cost is about \$2 million per year.



Further, RTHK has extended its TV and radio programmes from traditional media to new media platforms. More local and overseas audiences can enjoy RTHK programmes through its website and seven mobile applications<sup>1</sup>. RTHK will continue to strengthen its development in cross-media convergence of TV, radio and new media, and improve the quality and function of all platforms to facilitate browsing.

To ensure that RTHK's information technology developments are aligned with its business objectives, RTHK has recently engaged a consultancy service to formulate a Departmental Information Technology Plan for the next five years, with a view to enhancing the department's operations with technology in the long run.

### **Widening the Coverage and Broadcasting of Local Sports Activities, so as to Strengthen Support to the Local Sports Development**

According to the Charter of Radio Television Hong Kong, RTHK should provide TV services in areas not adequately provided by commercial broadcasters. To arouse public interest in local sports events, RTHK has commenced live and relay broadcast of local sports matches in 2017-18. In 2018-19, RTHK live and relay broadcast over 50 local sports matches, including inter-school badminton, basketball and table tennis competitions, the Hong Kong Annual Badminton Championships, the Jockey Club Youth Football Academy Summit, the Hong Kong Marathon Volleyball Tournament, the World DanceSport Federation GrandSlam Hong Kong and the Chinese New Year Cup, etc.

In 2019-20, RTHK will continue to live and relay broadcast different types of sports matches, such as the 7th Hong Kong Games Final, and produce TV magazine programmes in order to provide audiences with local sports news and information. Besides, RTHK will continue to actively liaise with relevant local sports organisations on the possibility of broadcasting various types of sports matches.

### **Key Performance Indicators of the Post Proposed for Creation**

In 2011, RTHK created a supernumerary post, designated as Deputy Director of Broadcasting (Developments), the main duties of

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<sup>1</sup> Including "RTHK On the Go", "RTHK Screen", "RTHK Mine", "RTHK News", "RTHK Vox", "RTHK Memory" and "Chinese History"



which are to supervise the Production Services Division, the Departmental Administration Unit, the Finance and Resources Unit and the Systems Review Unit (SRU).

In terms of production services, with the launch of RTHK's digital terrestrial TV channels in 2014 and the continuous increase in output and broadcast hours of its TV programmes (the output hours increased from 764.4 hours in 2013-14 to an estimated 1 810 hours in 2020-21, representing an increase of 137%), the post proposed for creation needs to provide suitable production support services to match the increase in broadcast hours. The post also needs to develop continuous plans for the maintenance, replenishment and upgrading of facilities at 29 TV and 15 radio transmission stations. At the same time, the post needs to plan for the next five-year Broadcasting Services Contract (contract valued at \$497 million in total) which provides the appropriate technical operation support services and maintenance for RTHK's transmission networks, broadcasting facilities, studio production and post-production so as to cope with the operation and development of RTHK programmes.

As for human resources management, RTHK conducts about 10 recruitment and 30 promotion exercises each year to fill vacancies and posts of higher ranks. RTHK expects to hold about 30 promotion boards and 8 open recruitments each year in the future. These exercises must be conducted in accordance with government rules and regulations.

With respect to financial resources, RTHK must ensure that relevant projects comply with government rules and regulations, hence proper use of public money. In addition, it is necessary to ensure that resources are allocated to meet the operational requirements of respective divisions. In the past five years (2013-14 to 2017-18), the actual expenditure of RTHK reached 99.4% to 100% of the revised estimate for the same year, demonstrating that the use and management of financial resources was consistent with the operational requirements of the department. The post proposed for creation will continue to be responsible for supervising the management of financial resources.

Further, in the past five years, RTHK carried out 246 maintenance works, involving a total expenditure of \$31.97 million. In 2019-20, RTHK plans to use \$9.6 million for 15 maintenance works.

On the monitoring side, the SRU carries out regular system and compliance checks to provide objective advice on the adequacy and effectiveness of internal controls. In the last five years, the SRU completed 17 such reviews. In 2019-20, SRU will continue its review work and continue to monitor the department's follow-up actions in response to the recommendations in the Audit Report to ensure that such measures are carried out on a sustained basis.

### **Progress of the New Broadcasting House Project**

As reported at the Panel meeting on 11 March, RTHK had discussed with the Government Laboratory on the feasibility of a joint-user building in August 2016. However, both parties ultimately could not reach consensus on a number of major technical issues. During the past year, with the assistance of the Government Property Agency, several departments have indicated interest in sharing the use of a joint-user building with RTHK. RTHK is currently in discussion with these departments on user requirements, project design and planning. RTHK hopes that a development plan can be finalised in the coming months, and will take forward the New BH project in accordance with the established mechanism.

We would greatly appreciate it if you could please relay this letter to the Panel on Information Technology and Broadcasting. Thank you.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Alvin', with a stylized flourish at the end.

( Alvin WONG )

for Secretary for Commerce and Economic Development

c.c.

Secretary for Education (Attn.: Mr Joe NG)

Director of Broadcasting (Attn.: Mr Philip LAM)



## **Utilisation, Production Cost and Future Development of Educational Television**

Educational television (ETV) programmes are produced primarily based on the school curriculum and learning needs of kindergarten, primary and secondary students. Schools are encouraged to use them flexibly according to the needs of learning and teaching and of students. Information related to the utilisation, production cost and the future development of ETV service are provided below:

- According to the information provided by Radio Television Hong Kong (RTHK), the ratings of ETV programmes aired on a commercial channel and RTHK channels ranged from 0 to 0.5 in the past three years. However, owing to the changes in how video resources are used in the education sector, the viewing of ETV programmes by teachers and students in the classroom through broadcast has become less frequent, while use of the Internet has become habitual. In the light of the changes, the Education Bureau (EDB) has edited the programmes into chapters and short clips with a length of a few minutes. The short clips are uploaded to the Hong Kong Education City ETV website (<https://etv.hkedcity.net>), and over three million hits are recorded every year. Moreover, since the launch of the “ETV mobile application”, the number of downloads has been rising steadily, i.e. exceeding 80 000 in mid-March. Hence, the ratings of ETV programmes cannot adequately reflect the actual utilisation of ETV service.
- At the same time, in light of the developments in the media and the mode of learning and teaching in schools, the work of the ETV Unit of the EDB is no longer confined to the production of ETV programmes but includes the development of other multimedia resources. Examples include theme-based short videos, multi-ending micro movies, photos and sound tracks and a learning and teaching resource package for kindergartens which contains picture books, numbered musical notations and music videos of nursery rhymes, videos, animations, muppets, etc. The EDB has been commissioning outside production houses to handle the technical aspects of the production work.
- As for the production of ETV programmes by RTHK, according to Audit

Report, the cost per programme in 2017-18 was \$0.43 million. As stated in RTHK's Controlling Officer's Report, the revised estimate for 2018-19 was \$27.5 million and the number of programmes produced was 62, while the estimate for 2019-20 is \$28 million and the number of programmes to produce is 62.

- EDB is reviewing the need for ETV's production as one of the various types of e-learning resources and its positioning in order to determine the way forward of ETV programmes. The relevant committees under Curriculum Development Council will be consulted. EDB will also pay attention to cost-effectiveness in developing learning resources (including visual learning resources) in the future.

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**Curriculum Development Institute, Education Bureau**

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