

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 170 – SOCIAL WELFARE DEPARTMENT Subhead 000 Operational expenses

Members are invited to recommend to Finance Committee the creation of the following permanent post in the Social Welfare Department with immediate effect upon approval of Finance Committee –

1 Senior Principal Executive Officer (D2)
(\$171,200 - \$187,150)

PROBLEM

We need dedicated directorate support in the Social Welfare Department (SWD) to head a new Planning and Development (PD) Branch to strengthen the planning, coordination and implementation of capital works projects of welfare premises and formulating departmental policies and procedures on all matters relating to project planning, implementation as well as management and maintenance for the provision of welfare facilities.

PROPOSAL

2. We propose to create one permanent post of Senior Principal Executive Officer (SPEO) (D2), to be designated as Assistant Director (Planning and Development) (AD(PD)), in SWD with immediate effect upon approval of the Finance Committee.

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JUSTIFICATION

Background

3. The expenditure of SWD on welfare services has increased by 116% over the past decade, from \$39.4 billion (actual) in 2010-11 to \$85.1 billion (estimate) in 2019-20. In view of the rapid ageing population and the Government's implementation of policy measures for meeting ongoing welfare needs, including the implementation of the recommendations of the Elderly Services Programme Plan (ESPP) in response to the pressing need to enhance the medium- and long-term planning of elderly facilities, the implementation of the recommendations of the Consultancy Study on the Long-term Development of Child Care Services (including the increase of aided child care centre places), as well as the new Hong Kong Rehabilitation Programme Plan to be formulated for meeting diverse service needs of persons with disabilities, etc., SWD anticipates that the welfare expenditure will keep growing.

4. SWD has all along been adopting a multi-pronged approach to identifying and seeking suitable premises for the operation of welfare services, so as to meet the ongoing welfare service needs territory-wide and in various districts.

On-going Efforts

- (a) Private and Public Housing Developments – Under the existing mechanism, SWD has been exploring comprehensively at an early planning stage the possibility of incorporating appropriate welfare facilities in potential housing developments to meet the service demand, taking into account the needs of the local community, overall demand for welfare services, floor area requirements of different welfare facilities, location and accessibility of the site, as well as the advice from the Planning Department (PlanD) or the Hong Kong Housing Authority on site constraints, development parameters and limitations (including environmental issues such as noise and air quality).
- (b) Land Sale Sites –SWD has maintained close contact with the Development Bureau with a view to imposing land sale conditions in appropriate land sale site projects, under which developers are required to design and construct bare-shell premises for the proposed welfare facilities. The premises so constructed will be handed over to SWD upon works completion for provision of welfare services by the operators selected through open bidding.

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- (c) Government, Institution or Community (G/IC) premises – If there are suitable vacant government sites or vacant G/IC premises (e.g. vacant government premises, vacant school premises, non-domestic vacant premises in public rental housing estates), SWD will, having regard to factors such as location, area, nearby environment, supply and demand for services in the local community, etc., explore the feasibility of converting, redeveloping or developing the relevant premises or sites into long term welfare uses.
- (d) Special Scheme on Privately Owned Sites for Welfare Uses (Special Sites Scheme) – The Special Sites Scheme was launched in September 2013, with the Policy and Project Co-ordination Unit (PPCU) of the Chief Secretary for Administration's Office coordinating efforts of relevant policy bureaux/departments for providing consultation and coordination services for the non-governmental organisations (NGOs) under the Special Sites Scheme, to encourage NGOs to make better use of their sites through expansion, redevelopment or new development to provide or increase the provision of diversified subvented and self-financing welfare facilities, in particular those for the elderly and persons with disabilities. More than 40 NGOs involving about 60 projects had been received. Following an internal reorganisation of the Government in end of 2017, the relevant consultation and coordination services were transferred from the above-mentioned PPCU to SWD. As at 31 March 2019, five projects under the Special Sites Scheme had been completed and had commenced service, and one had entered the construction stage and was expected to be completed by phases commencing 2019-20. Two other projects are at the pre-works detailed design or study stage and 15 others were at the technical feasibility stage. The remaining project proposals are at different planning stages.

New Initiatives

- (e) A New Phase of the Special Sites Scheme – The Chief Executive announced in the 2018 Policy Address that the Government would implement a new phase of the Special Sites Scheme to provide participating NGOs with appropriate assistance to facilitate their planning or development process, so that diversified subvented and self-financing facilities, in particular additional places of elderly, rehabilitation and child care services, could be provided. Building on the basis of the arrangements of Phase One of the Special Sites Scheme mentioned above, SWD has launched the Phase Two of the Special Sites Scheme in April 2019, with an aim of tapping the

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land resources of NGOs to increase the provision of much-needed welfare facilities. In parallel, SWD will continue to press ahead with the progress of project proposals received under the first phase of the Special Sites Scheme.

- (f) Purchase of premises for provision of welfare facilities – As announced in the 2019-20 Budget, \$20 billion will be allocated to implement an initiative for the Government to purchase suitable premises from the market for the provision of accommodation in operating welfare facilities. This initiative involves welfare facilities scattering around 18 districts and are to be planned for purchase over a period of three years, including day child care centres, neighbourhood elderly centres, on-site pre-school rehabilitation services, district support centres for persons with disabilities, parents resource centres, co-parenting support centres, etc. SWD and the Government Property Agency (GPA) will be responsible for preparing and following up on arrangements concerning the purchase. A working group, comprising representatives from relevant departments, will be set up to conduct pre-purchase study on areas such as exploring the supply of the property market and formulating purchase strategies. We will consult the Financial Services and the Treasury Bureau and the Independent Commission Against Corruption in respect of the purchase arrangements and procedures, so as to ensure the proper use of public funds. The Government has briefed the Legislative Council (LegCo) Panel on Welfare Services (WS Panel) on this initiative. SWD has prepared a list of around 160 welfare facilities spreading among 18 districts. In order to proceed with the purchase exercise as soon as possible, we plan to submit funding application to the Finance Committee in July 2019, with a view to securing the relevant funding for starting to purchase the first set of premises in the first quarter of 2020.
- (g) Reinstating population-based planning ratios in the Hong Kong Planning Standards and Guidelines (HKPSG) – Having regard to the recommendation of the ESPP, the population-based planning ratios in respect of elderly services and facilities were reinstated in the HKPSG in December 2018. SWD will work with departments concerned (e.g. the Housing Department (HD), the PlanD, etc.) in reserving floor space for provision of elderly services and facilities in accordance with the relevant planning standards in the planning process of new and redeveloped areas/projects. The 2018 Policy Address also announced the formulation of planning ratio for the provision of child care centre places to enhance child care services.

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SWD plans to incorporate the relevant population-based ratio into the HKPSG in 2019-20 to facilitate the planning and reservation of suitable premises for operating child care centres.

Setting up a New PD Branch

5. For the purpose of effective implementation of the ongoing and new initiatives in the pipeline as set out in paragraph 4 above, we propose to improve the existing organisation structure by setting up a new PD Branch in SWD.

6. The new PD Branch will be underpinned by three work sections, namely Project Planning Section (PPS), Architectural Section (Arch Section), and Premises Management and Maintenance Section (PMMS), which are currently under the Subventions Branch headed by Assistant Director (Subventions) (AD(S)) at the rank of Assistant Director of Social Welfare (ADSW). With the creation of the PD Branch, AD(S) will continue to head two other work sections, namely Subventions Section (SubS) and Lotteries Fund Projects Section (LFPS).

7. The establishment of the three work sections to be subsumed under the PD Branch (i.e. PPS, Arch Section and PMMS) has been increasing from 25 in 2012 to the projected 55 in 2019-20. SWD is in the course of creating non-directorate posts in these three work sections for implementing various new initiatives and meeting the increasing workload. Together with the existing manpower of PPS, Arch Section and PMMS as well as the new SPEO post proposed in paragraphs 16 to 20 below, the establishment of the new PD Branch will have a total of 56 posts.

8. Some key challenges of PPS, Arch Section and PMMS are set out in the ensuing paragraphs.

PPS

9. There are currently two teams under PPS, each headed by a Chief Executive Officer who provides executive support at the Headquarters level for service branches on welfare premises and works project planning. PPS is primarily responsible for the planning and acquisition of welfare premises in respect of approved social welfare policies and initiatives. It also undertakes to secure funding for the construction of purpose-built welfare facilities from the Lotteries Fund (LF) or Capital Works Reserve Fund as appropriate, coordinates the technical/operational requirements in respect of planned projects, monitors the

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progress and assists in resolving planning problems/issues for the timely completion of projects, as well as facilitating the allocation and leasing of welfare premises to service operators identified/recommended by service branches, etc. In addition, PPS is also responsible for the implementation of the Special Sites Scheme and monitoring the use of sites granted to NGOs by way of private treaty for welfare purposes.

10. PPS handles a wide range of day-to-day project planning work in collaboration with various bureaux/departments (B/Ds), including the Lands Department, PlanD, HD and GPA, etc. The number of planned projects under PPS's monitoring has kept increasing and expanding in terms of scope, volume and complexity. As at 30 September 2018, there were a total of over 250 planned projects under the planning and coordination of PPS. The increasing workload of PPS is evident from the increase of its establishment from nine in 2012 to the projected 24 in 2019-20. The project planning and coordination efforts required from PPS will surge with the Government's sustained efforts to increase land supply, which would also generate demand for welfare facilities to meet the welfare needs of the new population. The new development areas under extensive planning in Fanling North, Kwu Tung North, Hung Shui Kiu, Kai Tak, etc. are just a few of these examples.

Arch Section

11. Arch Section, headed by a Senior Architect, is primarily responsible for advising on, vetting and monitoring the LF-funded works projects undertaken by NGOs, including fitting-out works for new or vacant welfare premises, modernisation and improvement works, etc. In recent years, it has undertaken the role as project manager and works agent for SWD in the planning and development of stand-alone welfare buildings on government sites funded by the LF.

12. Arch Section has witnessed a significant increase in the number of establishment from 16 in 2012 to the projected 26 in 2019-20 to cope with the additional project management and works agency duties for capital works projects in respect of the development of stand-alone welfare blocks on government sites. This is in addition to Arch Section's day-to-day technical advisory support for miscellaneous fitting-out works in respect of new welfare premises, modernisation programmes for existing premises and SWD's mega works projects which involve a total of about 130 projects as at 31 March 2019, including the redevelopment projects on integrated rehabilitation complexes at ex-Kai Nang Sheltered Workshop and Hostel in Kwun Tong and ex-Siu Lam Hospital in Tuen Mun, with the works completion scheduled for the first quarter of 2019 and

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the third quarter of 2020 respectively. Apart from these projects, Arch Section is carrying out a technical feasibility study for the redevelopment of Wong Chuk Hang Hospital into an integrated social welfare complex for the provision of different types of elderly and rehabilitation services. It is also planning inception studies on a number of government sites identified earlier as suitable for development or redevelopment as stand-alone welfare complexes. There are also other modernisation or improvement programmes under planning for existing welfare premises, such as small group homes to meet the needs of children receiving residential care service, which will call for technical advisory support from Arch Section.

PMMS

13. PMMS, headed by a Senior Maintenance Surveyor, has been set up in 2018-19 to formulate and implement departmental policies related to management and maintenance services for welfare premises, and to oversee the delivery of premises-related management and maintenance services for welfare premises in standalone welfare blocks completed, as well as the miscellaneous maintenance issues related to welfare premises located in different types of private properties.

14. At present, PMMS co-ordinates and monitors the delivery of some major premises-related management and maintenance services of about 170 existing welfare premises, including 24 welfare premises on government land, about 40 in government properties and more than 100 in private properties. PMMS is also responsible for handling public complaints and liaison with works departments (e.g. the Architectural Services Department, the Electrical and Mechanical Services Department, etc.) in carrying out premises-related management and maintenance works, as well as offering comments on daily management and maintenance, cleansing, etc. to NGOs operating welfare services in standalone welfare blocks and integrated rehabilitation complexes.

15. With more capital works projects, such as those standalone welfare complexes to be completed by SWD on government sites and by HD in public housing developments, etc., together with a significant number of welfare premises located in different types of developments for NGOs' operation of welfare services, PMMS has a prominent role to ensure proper and professional handling of management and maintenance matters and to take forward the departmental policies and procedures on better management and maintenance of welfare premises. SWD anticipates that PMMS will be overseeing more than 200 welfare premises in the next five years.

Creation of a New AD(PD) Post

16. As the newly established PD Branch will need to take forward various initiatives as detailed above coupled with the substantial increase in manpower, we need to create the post of AD(PD) for heading and steering the new branch, as well as providing dedicated supervision over the planning, development and operation of matters relating to the project planning and development tasks under the purview of SWD. Under the new organisation structure, the proposed AD(PD) will lead the new PD Branch to implement a number of measures for securing more premises for operating welfare services and undertake subsequent management and maintenance tasks.

17. Given the breadth, diversity and complexity of tasks involving coordination among various B/Ds, SWD considers it suitable for the new PD Branch to be headed by an SPEO. The officer at SPEO level, with rich senior management experience in the civil service and with exposure to and experience in working in different types of posts in different B/Ds, is well equipped with the required expertise to perform a full range of duties expected of the head of the new PD Branch, in particular on the formulation and review of departmental policies and strategies in relation to the acquisition and planning for the provision of welfare facilities in different types of development projects in a strategic and coordinated approach for meeting the acute demand for government-subsidised welfare services in the community.

18. The complexity of duties and workload of AD(PD) is no doubt comparable to that of other ADSWs in SWD. It is imperative that a post at Assistant Director (AD) level within SWD be created to give high-level steer and strategic direction towards premises planning and acquisition. The proposed post creation will also facilitate high-level coordination and negotiation with senior management of relevant B/Ds in rendering more suitable sites or premises for use as welfare facilities, bringing about more systematic and efficient project planning and implementation.

19. The AD(PD) post, like other ADSWs in SWD, will be involved in a lot of interactions and liaison with various stakeholders from the welfare sector for the promotion and implementation of initiatives as well as engaging their support. The political acumen and judgement required of the post incumbent are comparable to those required of other ADSWs in SWD in that he/she also needs to be sensitive to the public pulse and the community's appeal in handling a wide range of project planning and development duties. Like other ADSWs, he/she will be required to attend Panel and Sub-committee meetings of the LegCo on all planning and development matters relevant to welfare facilities.

20. It is considered that an officer at SPEO (D2) level with strong organisational and leadership capabilities, sound communication skills and political acumen, as well as profound administrative and management experience and strategic thinking will be able to exercise suitable influence where circumstances require for effective and efficient delivery of the duties in welfare projects planning and implementation. The creation of the new AD(PD) post to be pitched at SPEO level demonstrates our determination and efforts to strongly pursue acquisition of suitable sites or premises for the provision of much-needed welfare facilities and to enhance the systemic oversight of all planning and development matters relevant to the provision and operation of welfare facilities.

Proposed Organisation Structure

- Encl. 1 21. The job description of the proposed AD(PD) post is at Enclosure 1. Upon the establishment of the PD Branch, PPS, Arch Section and PMMS will be transferred from the existing Subventions Branch to the new PD Branch. The proposed organisation charts of SWD as well as the new PD Branch and the
- Encls. 2 & 3 Subventions Branch upon restructuring are at Enclosures 2 and 3 respectively.

ALTERNATIVES CONSIDERED

- Encl. 4 22. The major responsibilities of the existing ADs of SWD are at Enclosure 4. We have critically examined the feasibility for AD(S) to continue overseeing the existing five work sections under his charge and concluded that AD(S) has been persistently over-stretched with the increasing workload and the wide spectrum of tasks arising from various ongoing and new initiatives in the pipeline under the five work sections. Given the rapid expansion in different areas of social welfare, all other existing ADSWs are also fully engaged in their own schedule of responsibilities on the planning, development and implementation of welfare services programmes. It is simply operationally not feasible for the existing ADSWs to take up the duties of AD(PD) without adversely affecting the discharge of their current duties. There is no other alternative but to set up a new PD Branch to be headed by a new AD(PD).

23. Upon the establishment of the new PD Branch, AD(S) will continue to lead SubS and LFPS to undertake and implement a number of enhancement initiatives under the purview of subventions and the LF. It is anticipated that there will be an upsurge of the workload of AD(S) on subventions matters arising from the implementation of the strengthened monitoring measures on subvented NGOs in response to the recommendations of Chapter 1 of the Director of Audit's Report No. 69 and the Public Accounts Committee Report No. 69A on the administration

of lump sum grants. For instance, a series of enhanced measures are to be implemented to strengthen the corporate governance of NGOs (including stepped-up efforts to forge agreement between the NGOs' management and the staff side on the outstanding items in the Best Practice Manual), enhance the internal control of NGOs and step up the monitoring of NGOs with risk factors and financial viability concern, etc. AD(S) will also be heavily engaged in a comprehensive review on the enhancement of the Lump Sum Grant Subvention System and oversee the implementation of measures in response to the recommendations of the review.

24. In parallel, the workload of AD(S) will increase substantially on matters relating to the implementation of new initiatives and monitoring measures on charitable fund-raising activities and management of projects financed by the LF. For instance, SWD has since 1 August 2018 implemented a 'publicising mechanism' to tackle the permittees of charitable fund-raising activities with non-compliance with permit conditions. Such non-compliance cases and subsequent possible appeal cases will be reviewed by AD(S) as appropriate. AD(S) will also follow up on relevant recommendations of the Law Reform Commission to enhance the transparency of charitable fund-raising activities.

25. As regards the LF projects, there has been a prominent growth in the complexity of the LF applications in recent years. The aggregate amount of approved LF allocations has increased from \$1,318 million in 2016-17 to \$3,104 million in 2018-19. The upsurge in the workload of LFPS over the past years is evidenced by the growing establishment of LFPS from 22 in 2012 to the projected 31 in 2019-20. AD(S) will also lead a review on the shortening of the average processing time for LF applications.

FINANCIAL IMPLICATIONS

26. The additional notional annual salary cost of the proposed permanent SPEO post at mid-point is \$2,179,800, and the full annual average staff cost, including salaries and staff on-cost, is about \$2,916,000. We have included the necessary provision in the Estimates of 2019-20 to meet the cost of the proposed post.

PUBLIC CONSULTATION

27. We consulted the WS Panel at its meeting held on 14 January 2019 on the above proposal. The WS Panel supported in principle the creation of the AD(PD) post. At the meeting, the WS Panel, while noting that the proposed

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creation of the new AD(PD) post would certainly help strengthen project planning, implementation as well as management and maintenance for the provision of welfare facilities, requested the Administration to provide information relating to a project for converting the premises of a vacant school into an integrated welfare services complex. We responded at the meeting and provided a written response to the WS Panel on 25 March 2019.

ESTABLISHMENT CHANGES

28. The establishment changes in SWD for the past few years are as follows –

Establishment (Note)	Number of Posts			
	Existing (as at 1 June 2019)	As at 1 April 2019	As at 1 April 2018	As at 1 April 2017
A	25 + (1) [#]	25 + (1)	25 + (1)	25
B	833	827	733	723
C	5 444	5 429	5 220	5 136
Total	6 302 + (1)	6 281 + (1)	5 978 + (1)	5 884

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 approved by Establishment Subcommittee/Finance Committee
- # - as at 1 June 2019, there was no unfilled directorate post in SWD

CIVIL SERVICE BUREAU COMMENTS

29. The Civil Service Bureau supports the creation of the proposed permanent post. The grading and ranking of the proposed post are considered appropriate having regard to the level and scope of responsibilities concerned.

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

30. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the permanent post to be created is appropriate.

Labour and Welfare Bureau
Social Welfare Department
June 2019

**Job Description for
Assistant Director (Planning and Development)**

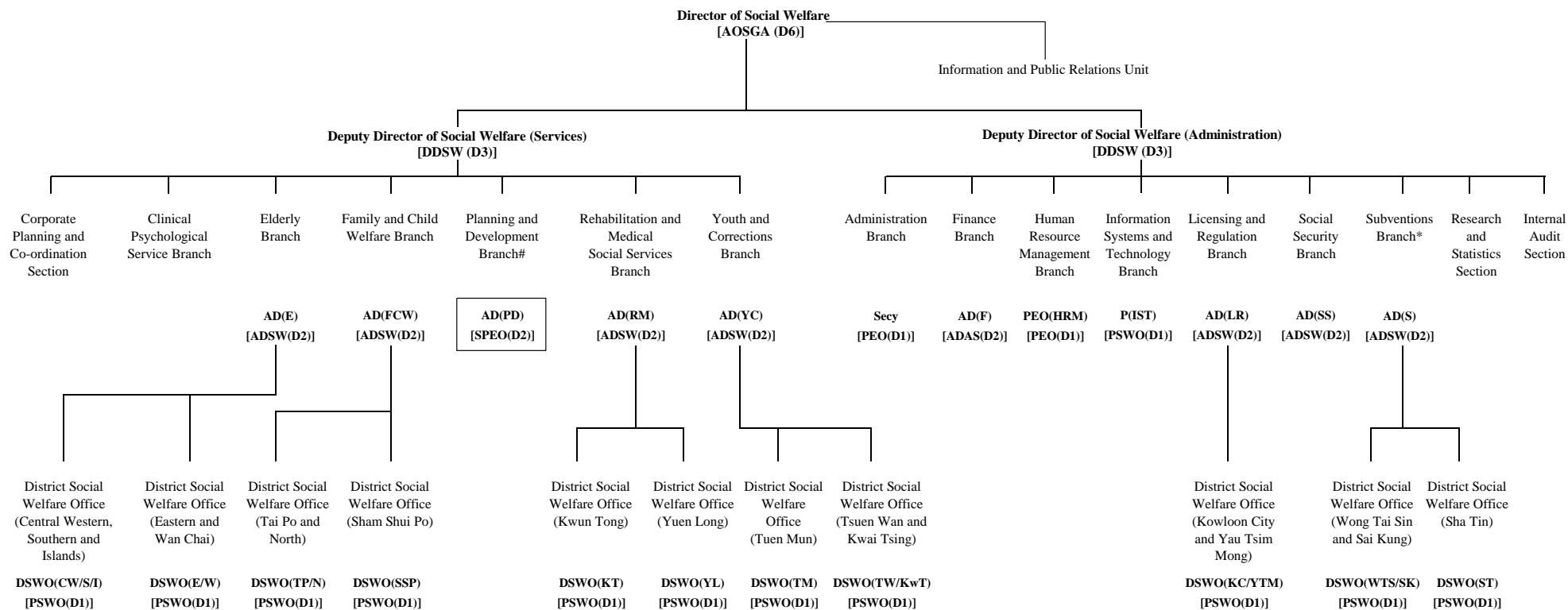
Rank : Senior Principal Executive Officer (D2)

Responsible to : Deputy Director of Social Welfare (D3)

Main Duties and Responsibilities –

1. To formulate strategies and action plans for the Planning and Development Branch.
2. To formulate and review departmental policies and procedures on the premises planning of welfare facilities, and related policy matters on the planning/acquisition of resources (both land and capital) for the provision of welfare facilities in different types of development projects.
3. To oversee the planning and implementation of works projects undertaken by the Social Welfare Department (SWD) and initiated by non-governmental organisations (NGOs), including those under the Special Scheme on Privately Owned Sites for Welfare Uses.
4. To give high level steer on the formulation, implementation and review of departmental policies and procedures on the monitoring of sites granted to NGOs by way of private treaty for welfare purposes.
5. To oversee the formulation, implementation and review of relevant policies and arrangements for the management and maintenance of welfare premises in standalone welfare blocks and private properties under the purview of SWD.

Proposed Organisation Chart of the Social Welfare Department

**Legend:**

ADAS - Assistant Director of Accounting Services
 ADSW - Assistant Director of Social Welfare
 AOSGA - Administrative Officer Staff Grade A
 DDSW - Deputy Director of Social Welfare
 DSWO - District Social Welfare Officer

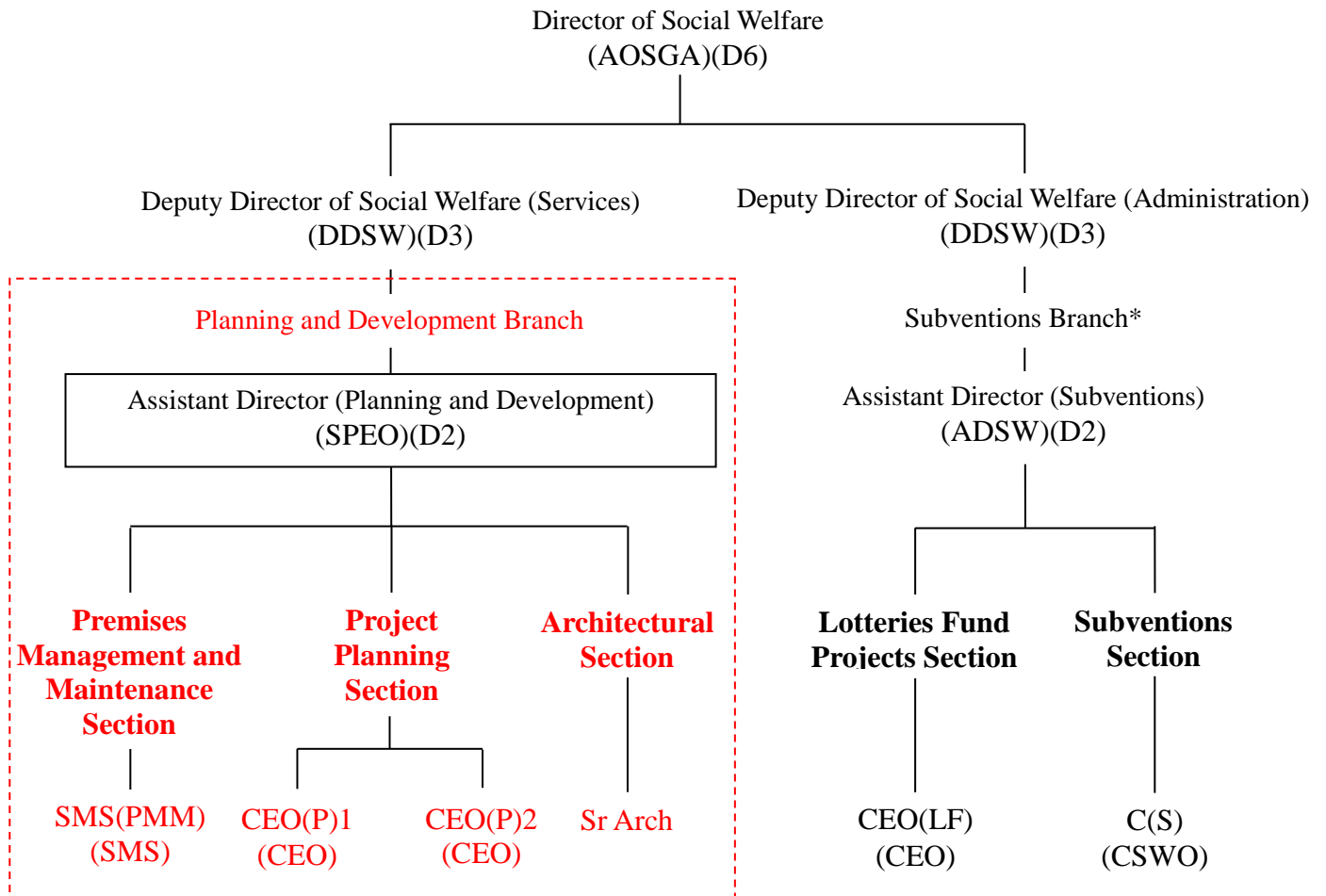
PEO - Principal Executive Officer
 PSWO - Principal Social Work Officer
 Secy - Departmental Secretary
 SPEO - Senior Principal Executive Officer

New post proposed to be created under the current proposal.

The new Planning and Development Branch.

* Subventions Branch, currently under the supervision of Deputy Director of Social Welfare (Services), will be put under the supervision of Deputy Director of Social Welfare (Administration).

Proposed Organisation Chart of the Subventions Branch and Planning and Development Branch upon Setting Up of the New Planning and Development Branch of the Social Welfare Department



Legend

ADSW	– Assistant Director of Social Welfare	C(S)	– Chief Social Work Officer (Subventions)
AOSGA	– Administrative Officer Staff Grade A	DDSW	– Deputy Director of Social Welfare
CEO	– Chief Executive Officer	Sr Arch	– Senior Architect
CEO(LF)	– Chief Executive Officer (Lotteries Fund)	SMS	– Senior Maintenance Surveyor
CEO(P)1	– Chief Executive Officer (Planning)1	SMS(PMM)	– Senior Maintenance Surveyor (Premises Management and Maintenance)
CEO(P)2	– Chief Executive Officer (Planning)2	SPEO	– Senior Principal Executive Officer
CSWO	– Chief Social Work Officer		

☐ New post proposed to be created under the current proposal.

* Subventions Branch, currently under the supervision of Deputy Director of Social Welfare (Services), will be put under the supervision of Deputy Director of Social Welfare (Administration).

☐ The Premises Management and Maintenance Section, Project Planning Section and Architectural Section will be transferred to the new Planning and Development Branch from the Subventions Branch.

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

Post/Rank	Major Responsibilities
Assistant Director (Elderly)/ Assistant Director of Social Welfare (ADSW)	<ul style="list-style-type: none">• Planning, development and implementation of residential care services for the elderly, including the administration of the central waiting list and allocation mechanism for subsidised long-term care services and the implementation of Service Quality Group on residential care homes for the elderly (RCHEs);• 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.;• 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;• Carer support and training, including the Pilot Scheme on Living Allowance for Carers of Elderly Persons from Low Income Families;• 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, etc.; and• Providing advice, steer and support for the Opportunities for the Elderly Project and Senior Citizen Card Scheme, etc.

Post/Rank	Major Responsibilities
Assistant Director (Family and Child Welfare)/ADSW	<ul style="list-style-type: none"> • 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; • 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; • 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; • Planning and monitoring of the provision of humanitarian assistance services for non-refoulement claimants and short-term food assistance service projects; and • Overseeing the implementation and review of the Community Care Fund assistance programmes under the purview of SWD.
Assistant Director (Finance)/ Assistant Director of Accounting Services	<ul style="list-style-type: none"> • Managing the accounting and financial management operations of SWD and trust funds under the Director of Social Welfare Incorporated (DSWI); • Co-ordinating the Resource Allocation Exercise, preparing and monitoring SWD's budget; • Providing advice on financial matters; • Managing the investments of trust funds under the DSWI; and • Monitoring technical issues of the Internal Audit Section.

Post/Rank	Major Responsibilities
Assistant Director (Licensing and Regulation)/ ADSW	<ul style="list-style-type: none"> • Formulation of strategies and objectives on licensing, registration and regulatory control in respect of RCHEs, residential care homes for persons with disabilities (RCHDs), residential drug treatment and rehabilitation centres and child care centres; • Providing 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; • Formulating strategies and planning, implementing and reviewing measures for enhancing the management and service quality of RCHEs and RCHDs; • Overseeing the collection, collation and analysis of data for continuous review of operation, and providing input to the review of the legislation and Codes of Practice relating to RCHEs and RCHDs; • Administering and deploying the manpower of and other resources allocated to the Licensing and Regulation Branch and overseeing the manpower planning and staff training for the Licensing and Regulation Branch to meet the changing operational requirements; and • Providing coaching and guidance for the management and supervisory staff of the Licensing and Regulation Branch.
Assistant Director (Rehabilitation and Medical Social Services)/ ADSW	<ul style="list-style-type: none"> • Planning, development and monitoring of social rehabilitation services for persons with disabilities, including the central referral system and allocation mechanism for rehabilitation services and the implementation of Service Quality Group of RCHDs; • 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;

Post/Rank	Major Responsibilities
	<ul style="list-style-type: none"> • 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, persons with autism, carers of persons with disabilities, etc. and developing parameters for evaluation of these projects; • Engagement of and liaison with stakeholders in the rehabilitation sector and the community; • Management and monitoring of medical social services and liaison with Hospital Authority and Guardianship Board; and • Management and monitoring of the redevelopment projects on integrated rehabilitation service complexes at the ex-Siu Lam Hospital site and the ex-Kai Nang Sheltered Workshop cum Hostel site.
Assistant Director (Social Security)/ ADSW	<ul style="list-style-type: none"> • Planning, developing and managing the social security system including – <ul style="list-style-type: none"> ➤ the Comprehensive Social Security Assistance Scheme; and ➤ the Social Security Allowance Scheme– <ul style="list-style-type: none"> - Old Age Allowance (including the Guangdong Scheme and the Fujian Scheme), - Old Age Living Allowance, - Disability Allowance. • 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; and • Overseeing the administration and operation of emergency relief service.

Post/Rank	Major Responsibilities
Assistant Director (Subventions)/ ADSW	<ul style="list-style-type: none"> • Executing, reviewing and interpreting social welfare subvention policies, rules and procedures, including the Lump Sum Grant (LSG) subvention arrangements; • 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); • Establishing close liaison with NGOs, evaluating the effectiveness of the LSG subvention system in the provision of one-stop services to NGOs; • Administering the Lotteries Fund; • Reviewing the policy and monitoring of charitable fund-raising activities in public places, including general charitable fund-raising and flag day activities; • Reviewing the principles and procedures on allocations from the Lotteries Fund, and overseeing the processing of applications for grants and loans to the subvented bodies; • 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; and • Implementing mega capital projects on welfare facilities and overseeing their progress.

Post/Rank	Major Responsibilities
Assistant Director (Youth and Corrections)/ ADSW	<ul style="list-style-type: none">• 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.;• 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;• Overseeing the operation of the Central Office for Volunteer Service;• 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;• Monitoring projects under Child Development Fund to assist children from a disadvantaged background; and• Overseeing the development of the Volunteer Movement and devising strategies to promote volunteer work.
