

**For discussion  
on 17 March 2021**

**EC(2020-21)11**

## **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 retention of the following supernumerary post in the Social Welfare Department with effect from 1 April 2021 or upon approval of Finance Committee (whichever is later) for a period of three years –

1 Assistant Director of Social Welfare  
(D2) (\$179,350 - \$196,050)

### **PROBLEM**

The Government attaches great importance to the service quality of residential care homes for the elderly (RCHEs) and residential care homes for persons with disabilities (RCHDs). The Social Welfare Department (SWD) needs sufficient manpower at senior management level to continue to head the Licensing and Regulation (LR) Branch of SWD with a view to strengthening the monitoring of RCHEs and RCHDs and taking forward various initiatives to improve service quality of residential care homes (RCHs) on an on-going basis.

### **PROPOSAL**

2. We propose to retain a supernumerary post of Assistant Director of Social Welfare (ADSW) (D2) in SWD with the post title of Assistant Director (Licensing and Regulation) (AD(LR)), with effect from 1 April 2021 or upon approval of the Finance Committee (FC), whichever is later, for a period of three years.

**/JUSTIFICATION .....**

**JUSTIFICATION**

3. As at 31 December 2020, there were altogether 762 RCHEs and 334 RCHDs in the territory. The Government has adopted a multi-pronged approach to enhance the services of RCHs, including the sustained implementation of the bought place schemes and the Pilot Scheme on Residential Care Service Voucher for the Elderly to encourage private RCHEs and RCHDs to improve the quality of their services. The Government sought approval from FC on 21 April 2017 for the creation of a time-limited supernumerary post of ADSW (D2) in SWD, with the post title of AD(LR), to head the then newly established LR Branch in SWD, specifically responsible for matters on licensing/registration and monitoring of RCHEs, RCHDs, child care centres and drug dependent persons treatment and rehabilitation centres. AD(LR) also supervises the work of Kowloon City and Yau Tsim Mong District Social Welfare Office, including the planning, co-ordination and implementation of welfare services at the district level.

4. The supernumerary post of ADSW is due to lapse on 1 April 2021. Having reviewed carefully, we consider it operationally necessary to retain this post for a period of three years to take forward various initiatives, as detailed in the ensuing paragraphs.

5. AD(LR) is responsible for heading the staff of LR Branch in implementing various monitoring and enhancement initiatives. Since its establishment in May 2017, the LR Branch has strengthened the inspection mechanism, and having regard to the nature of non-compliance, formulated specific strategies and action plans, including conducting surprise inspections to RCHs at different times during non-office hours, issuing advice, warnings or written directions to RCHs on items of non-compliance, and instigating prosecution actions. From 2017-18 to 2020-21 (as at 31 December 2020), the LR Branch conducted on average about 5 600 and 2 200 inspections per year to RCHEs and RCHDs respectively. The total number of non-compliant cases issued with warning notices to RCHEs and RCHDs were 440 and 23 respectively and the total number of convicted cases for non-compliance were 113 and 8. For details, please refer to

Encl. 1  
Enclosure 1.

6. Apart from stepping up monitoring and law enforcement, SWD implements measures covering different aspects on an on-going basis to enhance the service quality of RCHs. The measures implemented in the past four years are as follows –

**/Striving .....**

**Striving to upgrade the quality of RCHs****(A) *To implement the Service Quality Group (SQG) Scheme in all districts across the territory***

Starting from April 2016, SWD has extended the SQG Scheme to all districts in the territory, covering all types of RCHEs and all licensed RCHDs. In March 2017, the SQG Scheme was further extended to cover all RCHDs issued with certificates of exemption (CoEs). Members of the SQG comprise personalities of the local community, e.g. members of District Coordinating Committees, healthcare personnel, district leaders, service users, etc. Through courtesy visits, the SQG Members observe and provide suggestions on the facilities (e.g. bedroom, bathroom, dining room and activity room) and services (e.g. meal service, health and care service, personal care service, schedule of daily activities and social activities) of the RCHs. They also collect views from the residents, their relatives and staff members, with a view to encouraging and assisting the RCHs to improve service quality. Suggestions and views from the SQG are also passed to the LR Branch for follow-up.

With the participation of over 300 RCHEs and RCHDs, SWD completed the 2018-20 SQG Scheme in September 2020. SWD is preparing to launch a new term of the SQG Scheme to collect views at the district level on an on-going basis, in order to take timely follow-up actions and enhance the service quality of RCHs. Besides, each District Social Welfare Office conducts regular District Coordinating Committees meetings and communicates with members of the local community, non-governmental organisations (NGOs), local organisations, concern groups, etc. in the district, to listen to and understand views regarding residential care services, and take follow-up actions.

**(B) *To launch the Quality Improvement Project (QIP) for RCHs*****(a) *QIP for RCHEs***

In November 2016, SWD commissioned the Hong Kong Association of Gerontology to launch a two-year QIP for RCHEs by providing classroom training and on-site coaching to operators, home managers and staff, so as to improve their daily operation and enhance the quality of management. With participation of more than 600 RCHEs including self-financing RCHEs, contract homes and all private RCHEs in the territory, the project was implemented in six cycles. The

home management and staff generally considered that the project had helped them review their usual work processes and home facilities to enhance the service quality of their RCHEs.

*(b) QIP for RCHDs*

- (i) From July 2016 to April 2018, SWD commissioned the Hong Kong Productivity Council to implement the Management Training and Consultation Project for RCHDs by organising various training courses and workshops on management and staff supervision for operators and home managers, and to provide professional consultation on the management of individual homes. More than 100 RCHDs participated in this project.
- (ii) In order to assist private RCHDs in upgrading their management quality through training and service consultation, SWD commissioned the Caritas Institute of High Education in late 2017 to launch an 18-month QIP for RCHDs. The QIP helped operators and home managers to implement the Service Quality Standards, which included requiring RCHDs to set out clearly their staffing structure, home management, fees, service details, etc., and to formulate a fair, just and open mechanism for handling complaints, so as to strengthen home management and promote the development of a framework to enhance accountability and transparency for the continuous service improvement of private RCHDs. All private RCHDs in the territory participated in the project.

***(C) To launch an Accreditation Subsidy Scheme for Private RCHEs***

SWD launched a five-year scheme in October 2019 to provide full subsidies to those private RCHEs that had joined the approved accreditation schemes under the Accredited Certification Body of Certification of Residential Care Homes (Elderly Persons) Service Providers' Management System recognised by the Hong Kong Accreditation Service. All private RCHEs are eligible to participate in the subsidy scheme. The subsidy scheme aims to encourage private RCHEs to improve their service quality continuously through joining an independent accreditation scheme, which provides for an objective assessment of their services by certification bodies. As at end-December 2020, 154 private RCHEs had registered to join the accreditation schemes under the Accreditation Subsidy Scheme of SWD.

**Enhancing transparency*****(D) To set up the SWD Elderly Information Website***

SWD launched the SWD Elderly Information Website ([www.elderlyinfo.swd.gov.hk](http://www.elderlyinfo.swd.gov.hk)) on 13 February 2017, offering one-stop information on the services of over 700 RCHEs throughout the territory for enhancing transparency. The website provides functions for searching and easy comparison as well as information on services, fees, licences, staffing, facilities, service performance (including records of conviction and warning), accreditation and participation in the SQG Scheme of RCHEs.

***(E) To set up the SWD Information Website for RCHDs***

SWD also launched the SWD Information Website for RCHDs on 18 October 2018 ([www.rchdinfo.swd.gov.hk](http://www.rchdinfo.swd.gov.hk)) to facilitate public access to the information on the services of over 300 RCHDs throughout the territory for enhancing transparency of residential care services. The website provides “search” function as well as information on all RCHDs in respect of their licences/CoEs, services, fees, staffing, facilities, service performance (including records of conviction and warning) and whether they have participated in the SQG Scheme in order to facilitate the public to access information of individual homes.

***(F) To make public the conviction and warning records of RCHs***

The conviction records of non-compliance of RCHEs and RCHDs with the relevant ordinances or regulations have been uploaded to the SWD’s website and maintained for 24 months. In order to enhance the transparency of the monitoring system of RCHs, since 1 April 2018, SWD has also uploaded the warning records of non-compliant cases to the SWD’s website and maintained the information for 12 months. The above records are uploaded to the SWD Elderly Information Website (applicable to RCHEs) or the SWD Information Website for RCHDs (applicable to RCHDs) as well.

**Comprehensively strengthening training and promoting professionalism*****(G) To formulate Qualifications Framework (QF)-recognised training programmes to promote professionalism of the service***

- (i) In order to promote professionalism of residential care services, SWD has been collaborating with the relevant

/organisations .....

organisations, including the QF Secretariat and the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ), and consulting the sector through the Elderly Care Service Industry Training Advisory Committee, to formulate recognised training programmes for different types of staff under the QF to enhance the skills and service quality of home staff in caring for elders and persons with disabilities.

- (ii) At present, any person who intends to apply for registration as a health worker must complete a training course approved by the Director of Social Welfare that is applicable to RCHE and/or RCHD. In August 2017, SWD revamped the content and accreditation requirements for the Health Worker Training Course (HWTC) and developed it into a course based on the Specification of Competency Standards at QF Level 3. SWD requires all training institutes providing HWTCs to be accredited by HKCAAVQ (except for courses provided by self-accrediting training colleges/institutions) as a pre-requisite for SWD's approval for organising HWTCs. As at end-December 2020, a total of 29 training institutes had been approved to organise 53 HWTCs that were applicable to RCHE and/or RCHD.
- (iii) Since December 2016, care workers attaining Recognition of Prior Learning under the QF have been accepted by SWD for meeting the requirements of private RCHEs under the Enhanced Bought Place Scheme (EBPS) and contract homes<sup>1</sup>. SWD also introduced the Certificate in Progression Training for Care Workers programme in October 2017 to encourage those care workers who are working in RCHEs or RCHDs with Form Three academic qualification and relevant working experience but have yet to complete Form Five, to complete this bridging course to meet the qualification for enrolment in HWTC, thereby providing a vocational pathway for those practitioners who wish to continue their career development in the sector to pursue continuous learning.

/(H) .....

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<sup>1</sup> When issuing service agreements in respect of subsidised places, SWD requires that homes participating in the EBPS for Private RCHEs and the Bought Place Scheme for Private RCHDs should ensure not less than 75% of the care workers employed have received relevant training. For contract homes, they shall even maintain not less than 90% of care workers who have received relevant training.

**(H) *To launch the Training Subsidy Scheme for Staff of RCHs***

To continuously enhance the service quality of RCHs, SWD launched a five-year scheme in phases starting from March 2019 to provide full subsidies for home managers, health workers and care workers of all RCHEs and RCHDs in the territory to enrol in QF-recognised training courses. The entire scheme will benefit practitioners of more than 1 000 RCHEs and RCHDs. SWD also provides training allowance to RCHEs and RCHDs so that proper manpower arrangements can be made to maintain the operation while the health workers and care workers are taking courses and when the RCHEs and RCHDs are providing on-site training support and assessment for trainees. As at end-December 2020, a total of 27 training courses had been approved under this scheme.

**(I) *To provide continuous on-job training***

- (i) SWD has been collaborating with the Department of Health (DH) over the past years to organise training programmes for the staff of RCHEs to enhance their knowledge and skills for taking care of the elderly on an on-going basis. These training programmes cover topics such as drug safety, infection control, fall prevention, dementia care, prevention of elder abuse, handling accidents and managing work stress, etc.
- (ii) For RCHDs, SWD collaborates with DH and relevant professionals to organise training programmes for home staff. These training programmes cover topics such as infection control, management of psychotropic drugs and understanding the social, recreational and developmental needs of persons with disabilities. Infection control officers and relevant staff of RCHDs are briefed on matters relating to infection control, principles of handling psychotropic drugs and health care issues.

**Strengthening care service directly for the residents**

**(J) *To launch the Visiting Medical Practitioner Service (VMPS)***

Apart from increasing the subsidy for subvented homes from October 2018 for strengthening the existing VMPS, SWD has commissioned NGOs to provide residents of all private and self-financing RCHEs and RCHDs with VMPS in a proactive response to seasonal influenza and other episodic illnesses, thereby promoting their health and reducing their reliance on the public health care system.

In addition, to enhance infection control measures and improve ventilation of RCHEs and RCHDs, SWD launched a time-limited programme in December 2020 to provide subsidies to NGOs operating the VMPS to arrange nurses to conduct on-site assessments on infection control for private and self-financing RCHEs and RCHDs, as well as contract homes operated by private operators. The nurses would teach RCH staff about anti-epidemic knowledge and skills. Technical engineering teams would also be arranged to conduct on-site ventilation assessments for these RCHs and make recommendations on measures to improve ventilation.

7. To further enhance the regulation of RCHs, SWD set up the Working Group on the Review of Ordinances and Codes of Practice for Residential Care Homes (Working Group) in June 2017. The Working Group completed the review in May 2019 and put forward recommendations covering the classification of RCHs, statutory minimum staffing requirements, statutory minimum area of floor space per resident, requirements on operators, registration systems for home managers and health workers, relevant penalties, etc. We briefed the Legislative Council Panel on Welfare Services, and the Legislative Council Panel on Welfare Services and Panel on Health Services Joint Subcommittee on Long-term Care Policy, on 15 April 2019 and 23 June 2020 respectively on the details and latest progress of the recommendations of the Working Group. In addition, the Government consulted the Elderly Commission, the Social Welfare Advisory Committee and the Rehabilitation Advisory Committee in the second half of 2019 regarding the recommendations, and organised four engagement sessions with stakeholders in the first half of 2020.

8. Some recommendations of the Working Group are related to the Code of Practice for Residential Care Homes (Elderly Persons) and the Code of Practice for Residential Care Homes (Persons with Disabilities). In this regard, SWD has amended the two Codes of Practice and implemented them since 1 January 2020. For the recommendations involving the Residential Care Homes (Elderly Persons) Ordinance (Cap. 459) and the Residential Care Homes (Persons with Disabilities) Ordinance (Cap. 613), they have to be implemented by way of legislative amendments. The Government is making preparation for the legislative exercise. Recommendations on legislative amendments cover a wide range of issues, such as setting up a new registration system and renewal mechanism for home managers, introducing a renewal mechanism in the existing registration system for health workers, and increasing the statutory minimum staffing requirements and statutory minimum area of floor space per resident, etc. In the next three years, one of the key tasks of AD(LR) is to provide full support to the above legislative exercise, e.g. formulating work plans to implement the amended legislation in the future, and coordinating with the sector and stakeholders and liaising closely with them to prepare for the full execution of the amended legislation.



9. With the rapidly ageing population, the demand for elderly and rehabilitation services will continue to increase and hence the regulation of RCHs needs to be conducted on a long-term basis. Apart from continuously heading the LR Branch in implementing various regulatory and enhancement measures as set out above, handling licensing and inspection matters as well as responding to complaints against RCHs, the AD(LR) post proposed to be retained by the Government will examine and implement proposals to further enhance the monitoring of RCHs and their service quality in the next three years. These include, for example, strengthening various infection controls, and personal and environmental hygiene measures in the RCHs, so as to lower the risk of collective infection and ensure the safety of the residents and staff members; rendering support to the newly recruited staff members of RCHs by organising staff sharing sessions and workshops regularly to facilitate professional development of residential care services.

10. To conclude, in the past few years, AD(LR) led the LR Branch to establish and develop a licensing and regulatory system of RCHs, implement a series of measures to enhance the service quality of RCHs, and commence works in relation to the recommendations of the Working Group. Through continuous communication and discussion, the sector has accepted a more comprehensive regulatory mode. This is the critical moment to build on the foundation of the efforts so far, to fully implement the recommendations of the Working Group, as well as to further enhance and consolidate the service quality and monitoring of RCHs, including setting a holistic and concrete regulatory standard and service level for the sector subsequent to the amendments of the Ordinances and Codes of Practice. Owing to the complexity of details involved in the legislative amendment proposals, the actual operational arrangements are highly complicated. In order to carry out the execution strategy, the respective measures must be thoroughly considered, discussed and planned. Therefore, SWD needs to retain the post of AD(LR) to lead the LR Branch to formulate and consolidate the work plans subsequent to the legislative amendments, and provide comprehensive guidance, with a view to effectively planning and implementing all related arrangements, and coordinating with stakeholders to gain their cooperation and participation, such that the related initiatives can be effectively implemented and launched in a timely manner. If the post is not to be retained, various initiatives to facilitate and implement the legislative amendments will be delayed. The progress of enhancing service quality of RCHs and regulatory system so far will also be affected in the absence of steer from a designated AD(LR).

11. Apart from leading the LR Branch to implement the above work, AD(LR) will continue to supervise the work of Kowloon City and Yau Tsim Mong District Social Welfare Office. The job description of the post is at Enclosure 2.

Encl. 2

## Non-Directorate Support

12. AD(LR) will continue to be supported by the LR Branch. The LR Branch has a total of 157 staff of the Social Work Officer grade, Social Work Assistant grade, Registered Nurse grade, professional and technical grades seconded from the Buildings Department and the Fire Services Department, as well as clerical and supporting general grades. The organisation chart of LR Branch is at Enclosure 3.

Encl. 3

## ALTERNATIVES CONSIDERED

13. We have critically examined the possibility of re-deploying existing staffing resources within SWD for the duties as mentioned above. However, all other ADSWs are fully engaged in their respective schedules of responsibilities. In particular, prior to the creation of the supernumerary AD(LR) post in 2017, the Assistant Director (Elderly) (AD(E)) and the Assistant Director (Rehabilitation and Medical Social Services) (AD(RM)), apart from planning and developing a wide spectrum of residential and community care services for the elderly and persons with disabilities, as well as planning and implementing various ongoing and new initiatives coming on stream<sup>2</sup>, were responsible for overseeing licensing matters, and had been persistently over-stretched with the increasing workload. It is operationally not feasible for any serving Assistant Directors to share the duties of AD(LR) without adversely affecting the discharge of their current duties. The organisation chart of SWD and respective major responsibilities of other serving Assistant Directors are at Enclosure 4 and Enclosure 5 respectively.

Encls. 4 & 5

/FINANCIAL .....

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<sup>2</sup> In the face of a rapidly ageing population, apart from being responsible for increasing the supply of services, AD(E) has to implement a number of pilot schemes on long-term care services and community care and support services for the elderly on an ongoing basis (including the Pilot Scheme on Residential Care Service Voucher for the Elderly, the Pilot Scheme on Community Care Service Voucher for the Elderly, the Pilot Scheme on Multi-disciplinary Outreaching Support Teams for the Elderly, the Pilot Scheme on Home Care and Support for Elderly Persons with Mild Impairment, the Pilot Scheme on Support for Elderly Persons Discharged from Public Hospitals after Treatment, etc.); enhance the support for carers of elderly persons (including the Pilot Scheme on Living Allowance for Carers of the Elderly Persons from Low Income Families and Pilot Scheme on Training for Foreign Domestic Helpers in Elderly Care); provide on-going training for healthcare staff (including the Navigation Scheme for Young Persons in Care Services, training programmes for enrolled nurses for welfare sector, etc.); review and enhance the infrastructure of long-term care and the Standardised Care Need Assessment Mechanism for Elderly Services; and implement the recommendations according to the Elderly Services Programme Plan, etc.

The challenges faced by AD(RM) are many. AD(RM) is responsible for implementing and reviewing on-site pre-school rehabilitation service and conducting overall planning for pre-school rehabilitation services; formulating strategies and concrete measures to address the ageing of users of rehabilitation services; undertaking planning for rehabilitation services and taking measures on various fronts to increase the provision of service places so as to alleviate the demand and shorten the waiting time; implementing various pilot schemes and services for pre-school children with special needs, persons in recovery, persons with autism, persons with disabilities and their carers, etc.; and closely monitoring the supply and demand of manpower in rehabilitation services and devising appropriate plans and measures.

## FINANCIAL IMPLICATIONS

14. The additional notional annual salary cost at mid-point of the supernumerary ADSW (D2) post proposed to be retained is \$2,283,600 and the full annual average staff cost, including salaries and staff on-cost, is about \$3,032,000. Sufficient provision will be earmarked in the estimates of the relevant years to meet the required expenditure of this proposal.

## PUBLIC CONSULTATION

15. We consulted the Panel on Welfare Services on the above staffing proposal on 8 February 2021. Members in general supported the submission of the proposal to the Establishment Subcommittee (ESC). Some members requested more details on the above staffing proposal. The required information has been elaborated in the above paragraphs.

## ESTABLISHMENT CHANGES

16. The establishment changes in SWD for the past two years are as follows –

Establishment (Note)	Number of Posts			
	Existing (as at 1 March 2021 )	As at 1 April 2020	As at 1 April 2019	As at 1 April 2018
A	26 + (1) #	25 + (1)	25 + (1)	25 + (1)
B	884	870	827	733
C	5 629	5 514	5 429	5 220
<b>Total</b>	<b>6 539 + (1)</b>	<b>6 409 + (1)</b>	<b>6 281 + (1)</b>	<b>5 978 + (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

( ) - number of supernumerary directorate posts approved by the ESC/FC

# - as at 1 March 2021, there was no unfilled directorate post in SWD

## CIVIL SERVICE BUREAU COMMENTS

17. The Civil Service Bureau supports the proposal to retain the above supernumerary ADSW post. The grading and ranking of the proposed post are considered appropriate having regard to the level and scope of the responsibilities required.

/ADVISE .....

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

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

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Labour and Welfare Bureau  
Social Welfare Department  
March 2021

**Number of Inspections and Cases of Non-compliance Handled  
in respect of Residential Care Homes**

**Table 1: Residential Care Homes for the Elderly –  
Figures on inspections/warning notices/convicted cases**

<b>Year</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21 (as at 31.12.2020)</b>
Number of inspections	5 578	5 687	5 308	4 244
Number of Warning notices	141	100	118	81
Number of convicted cases	23	42	13	35

**Table 2: Residential Care Homes for Persons with Disabilities –  
Figures on inspections/warning notices/convicted cases**

<b>Year</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21 (as at 31.12.2020)</b>
Number of inspections	2 031	2 518	2 157	1 386
Number of Warning notices	16	2	4	1
Number of convicted cases	1	7	-	-

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

**Rank** : Assistant Director of Social Welfare (D2)

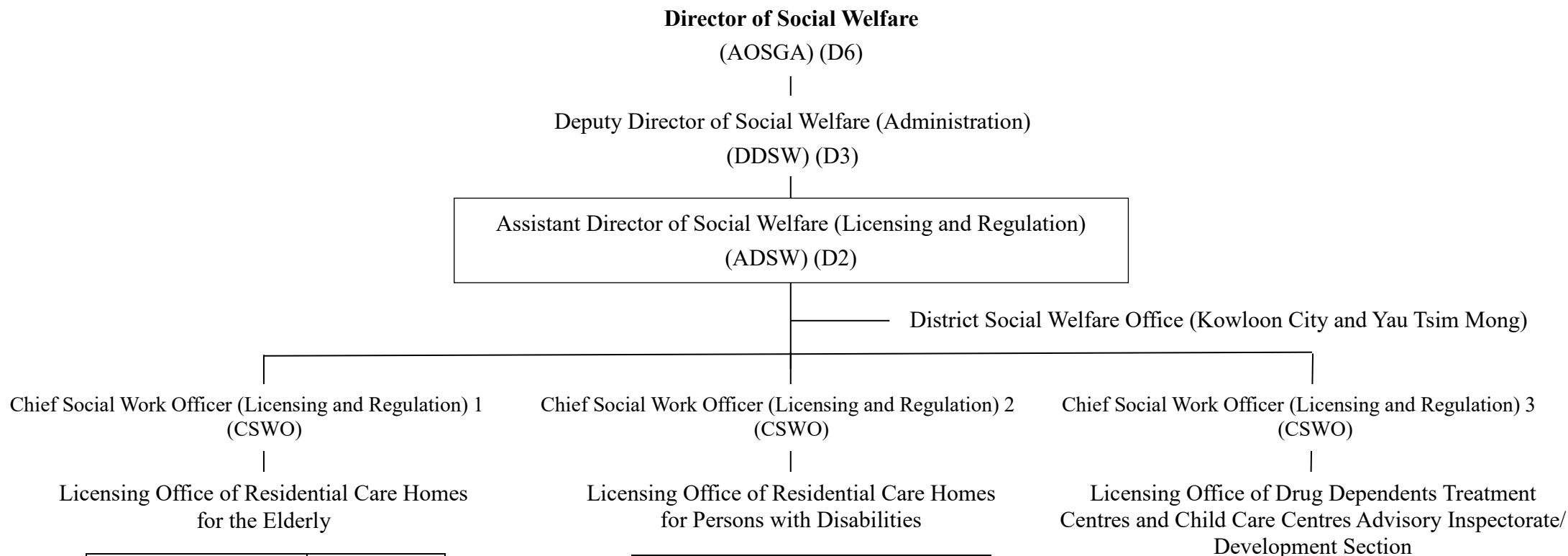
**Responsible to** : Deputy Director of Social Welfare (D3)

**Main Duties and Responsibilities –**

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

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## Organisation Chart of Licensing and Regulation Branch under Social Welfare Department



Grade	Number
Social Work	42
Registered Nurse	19
Other Professional	9
<b>Total</b>	<b>70</b>

Grade	Number
Social Work	17
Registered Nurse	4
Other Professional	6
General Supporting	4
<b>Total</b>	<b>31</b>

Grade	Number
Social Work	23
General Supporting	29
<b>Total</b>	<b>52</b>

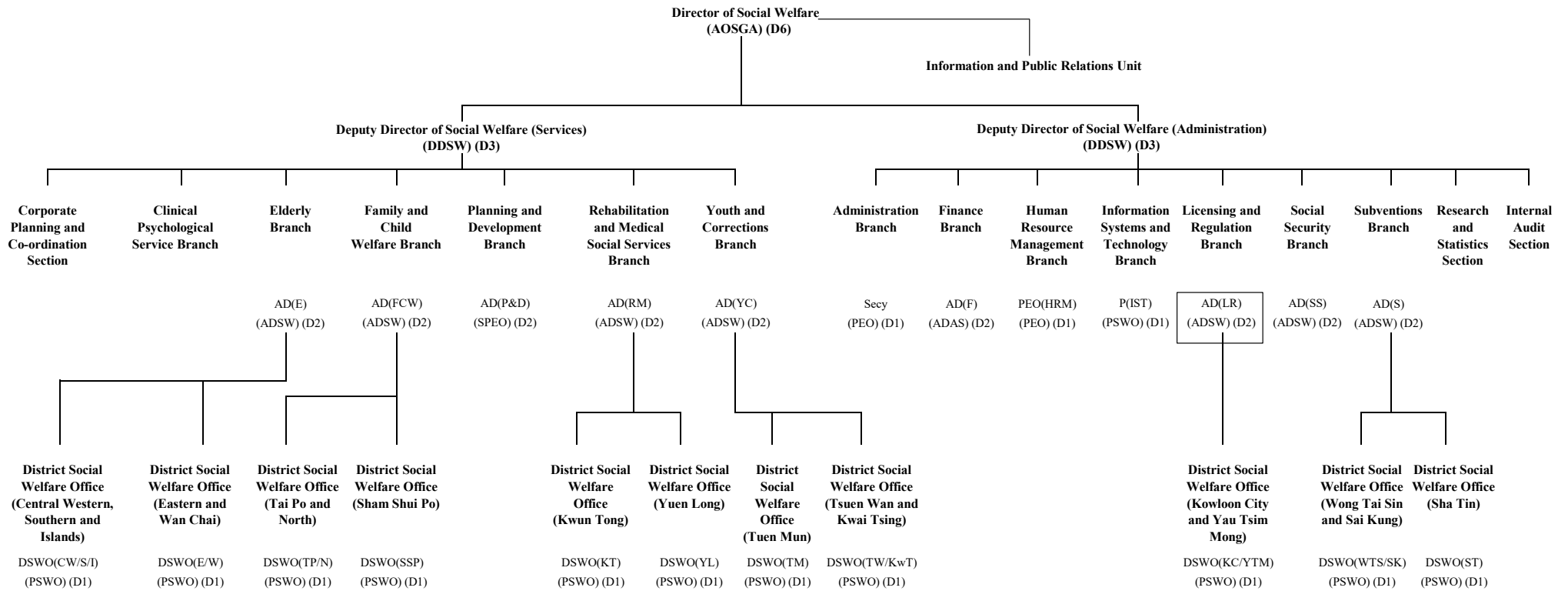
**Legend:**

ADSW - Assistant Director of Social Welfare  
 AOSGA - Administrative Officer Staff Grade A  
 CSWO - Chief Social Work Officer

DDSW - Deputy Director of Social Welfare

- Supernumerary Assistant Director post proposed to be retained

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

- Supernumerary Assistant Director post proposed to be retained



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

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

/Assistant .....

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

/Assistant .....

<b>Post/Rank</b>	<b>Major Responsibilities</b>
Assistant Director (Planning and Development)/ Senior Principal Executive Officer	<ul style="list-style-type: none"><li>• To formulate strategies and action plans for the Planning and Development Branch;</li><li>• To formulate and review departmental policies and procedures on the premises planning of welfare facilities (including the purchase of welfare premises) 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;</li><li>• To oversee the planning and implementation of works projects undertaken by SWD and initiated by non-governmental organisations (NGOs), including those under the Special Scheme on Privately Owned Sites for Welfare Use;</li><li>• 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; and</li><li>• 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.</li></ul>

/Assistant .....

<b>Post/Rank</b>	<b>Major Responsibilities</b>
Assistant Director (Rehabilitation and Medical Social Services)/ADSW	<ul style="list-style-type: none"><li>• Planning, development and monitoring of social rehabilitation services for persons with disabilities, including the central referral system and allocation mechanism for rehabilitation services, and the implementation of the SQG of residential care homes for persons with disabilities;</li><li>• Handling service issues, including the ageing of service users in rehabilitation facilities as well as respite service for persons with disabilities, and formulation of measures;</li><li>• Drawing up new service programmes to fill service gaps and meet new service demands, including the implementation of pilot schemes for pre-school children with special needs, persons in recovery, ageing service users in need of on-site training in hostels, trainees of the Sheltered Workshops and Integrated Vocational Rehabilitation Services Centres, new community rehabilitation day service centres, carers of persons with disabilities, etc., and developing parameters for evaluation of these projects;</li><li>• Engagement of and liaison with stakeholders in the rehabilitation sector and the community;</li><li>• Management and monitoring of medical social services and liaison with Hospital Authority and Guardianship Board; and</li><li>• Management and monitoring of the redevelopment project on an integrated rehabilitation service complex at ex-Siu Lam Hospital site.</li></ul>

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<b>Post/Rank</b>	<b>Major Responsibilities</b>
Assistant Director (Social Security)/ ADSW	<ul style="list-style-type: none"> <li>• Planning, developing and managing the social security system including –               <ul style="list-style-type: none"> <li>➤ the Comprehensive Social Security Assistance Scheme; and</li> <li>➤ the Social Security Allowance Scheme –                   <ul style="list-style-type: none"> <li>- Old Age Allowance (including the Guangdong Scheme and the Fujian Scheme),</li> <li>- Old Age Living Allowance (including the Guangdong Scheme and the Fujian Scheme),</li> <li>- Disability Allowance</li> </ul> </li> </ul> </li> <li>• Overseeing the administration and operation of the Traffic Accident Victims Assistance Scheme, the Criminal and Law Enforcement Injuries Compensation Scheme, and the Social Security Appeal Board; and</li> <li>• Overseeing the administration and operation of emergency relief service.</li> </ul>
Assistant Director (Subventions)/ ADSW	<ul style="list-style-type: none"> <li>• Executing, reviewing and interpreting social welfare subvention policies, rules and procedures, including the Lump Sum Grant (LSG) subvention arrangements;</li> <li>• Administering the LSG subvention system, formulating and evaluating the policies and procedures in relation to service performance monitoring of service providers, including NGOs;</li> <li>• Establishing close liaison with NGOs, evaluating the effectiveness of the LSG subvention system in the provision of one-stop services to NGOs;</li> <li>• Administering the Lotteries Fund;</li> <li>• Reviewing the policy and monitoring of charitable fund-raising activities in public places, including general charitable fund-raising and flag day activities; and</li> <li>• 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.</li> </ul>

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

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