

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

**NEW HEAD "GOVERNMENT SECRETARIAT : ENVIRONMENT AND
FOOD BUREAU"**

**HEAD 53 - GOVERNMENT SECRETARIAT : HOME AFFAIRS
BUREAU**

**HEAD 56 - GOVERNMENT SECRETARIAT : PLANNING,
ENVIRONMENT AND LANDS BUREAU AND WORKS
BUREAU**

**HEAD 145 - GOVERNMENT SECRETARIAT : ECONOMIC SERVICES
BUREAU**

**HEAD 149 - GOVERNMENT SECRETARIAT : HEALTH AND
WELFARE BUREAU**

**NEW HEAD "FOOD AND ENVIRONMENTAL HYGIENE
DEPARTMENT"**

NEW HEAD "LEISURE AND CULTURAL SERVICES DEPARTMENT"

HEAD 22 - AGRICULTURE AND FISHERIES DEPARTMENT

HEAD 25 - ARCHITECTURAL SERVICES DEPARTMENT

**HEAD 29 - CIVIL SERVICE TRAINING AND DEVELOPMENT
INSTITUTE**

HEAD 37 - DEPARTMENT OF HEALTH

HEAD 50 - GOVERNMENT LAND TRANSPORT AGENCY

HEAD 51 - GOVERNMENT PROPERTY AGENCY

HEAD 74 - INFORMATION SERVICES DEPARTMENT

HEAD 91 - LANDS DEPARTMENT

HEAD 92 - DEPARTMENT OF JUSTICE

HEAD 115 - OFFICIAL LANGUAGES AGENCY

HEAD 118 - PLANNING DEPARTMENT

**HEAD 180 - TELEVISION AND ENTERTAINMENT LICENSING
AUTHORITY**

Subhead 001 Salaries

/Members

Members are invited to recommend to Finance Committee, with effect from 1 January 2000 -

(a) the creation of the following permanent posts -

(i) new **Environment and Food Bureau**

1 Director of Bureau
(D8) (\$181,050)

1 Administrative Officer Staff Grade 'B1'
(D4) (\$145,150 - \$149,600)

1 Administrative Officer Staff Grade 'B'
(D3) (\$127,900 - \$135,550)

6 Administrative Officer Staff Grade 'C'
(D2) (\$116,650 - \$123,850)

1 Principal Executive Officer
(D1) (\$98,250 - \$104,250)

(ii) **Head 53 - Government Secretariat :
Home Affairs Bureau**

2 Administrative Officer Staff Grade 'C'
(D2) (\$116,650 - \$123,850)

(iii) new **Food and Environmental Hygiene Department**

1 Administrative Officer Staff Grade 'A'
(D6) (\$162,650)

2 Administrative Officer Staff Grade 'B'
(D3) (\$127,900 - \$135,550)

1 Deputy Director of Health
(D3) (\$127,900 - \$135,550)

/1 Administrative

1 Administrative Officer Staff Grade 'C'
(D2) (\$116,650 - \$123,850)

3 Assistant Director of Municipal Services
(D2) (\$116,650 - \$123,850)

1 Assistant Director of Health
(D2) (\$116,650 - \$123,850)

1 Consultant
(D4/D3/D2) (\$145,150 - \$149,600/
\$127,900 - \$135,550/\$116,650 - \$123,850)
(in the overall promotion ratio of 2:3:6)

1 Senior Principal Executive Officer
(D2) (\$116,650 - \$123,850)

1 Chief Treasury Accountant
(D1) (\$98,250 - \$104,250)

1 Principal Executive Officer
(D1) (\$98,250 - \$104,250)

(iv) new **Leisure and Cultural Services Department**

1 Administrative Officer Staff Grade 'A'
(D6) (\$162,650)

1 Administrative Officer Staff Grade 'B'
(D3) (\$127,900 - \$135,550)

1 Senior Assistant Director of Municipal Services
(D3) (\$127,900 - \$135,550)

6 Assistant Director of Municipal Services
(D2) (\$116,650 - \$123,850)

/1 Senior

1 Senior Principal Executive Officer
(D2) (\$116,650 - \$123,850)

(v) **Head 92 - Department of Justice**

1 Deputy Principal Government Counsel
(DL2) (\$116,650 - \$123,850)

(b) the creation of the following supernumerary posts for a period of two years -

(i) **Food and Environmental Hygiene Department**

1 Assistant Director of Municipal Services
(D2) (\$116,650 - \$123,850)

(ii) **Leisure and Cultural Services Department**

1 Administrative Officer Staff Grade 'B'
(D3) (\$127,900 - \$135,550)

1 Assistant Director of Accounting Services
(D2) (\$116,650 - \$123,850)

(c) the creation of the following non-civil service Directorate positions in the Leisure and Cultural Services Department -

1 Chief Information Technology Manager
(D1) (\$98,250 - \$104,250)
as from 1 March 2000

1 Artistic Director
(\$104,235)
as from 1 January 2000

(d) the deletion of the following permanent posts -

/(i)

(i) **Urban Services Department**

1 Administrative Officer Staff Grade 'A'
(D6) (\$162,650)

3 Administrative Officer Staff Grade 'B'
(D3) (\$127,900 - \$135,550)

1 Senior Assistant Director of Municipal Services
(D3) (\$127,900 - \$135,550)

2 Administrative Officer Staff Grade 'C'
(D2) (\$116,650 - \$123,850)

8 Assistant Director of Municipal Services
(D2) (\$116,650 - \$123,850)

1 Secretary, Provisional Urban Council
(D2) (\$116,650 - \$123,850)

1 Deputy Principal Government Counsel
(DL2) (\$116,650 - \$123,850)

1 Assistant Director of Accounting Services
(D2) (\$116,650 - \$123,850)

1 Senior Principal Executive Officer
(D2) (\$116,650 - \$123,850)

1 Principal Executive Officer
(D1) (\$98,250 - \$104,250)

(ii) **Regional Services Department**

1 Administrative Officer Staff Grade 'A'
(D6) (\$162,650)

/2 Administrative

2 Administrative Officer Staff Grade 'B'
(D3) (\$127,900 - \$135,550)

1 Administrative Officer Staff Grade 'C'
(D2) (\$116,650 - \$123,850)

4 Assistant Director of Municipal Services
(D2) (\$116,650 - \$123,850)

1 Secretary, Provisional Regional Council
(D2) (\$116,650 - \$123,850)

1 Deputy Principal Government Counsel
(DL2) (\$116,650 - \$123,850)

1 Senior Principal Executive Officer
(D2) (\$116,650 - \$123,850)

1 Chief Treasury Accountant
(D1) (\$98,250 - \$104,250)

1 Principal Recreation and Sport Officer
(D1) (\$98,250 - \$104,250)

(iii) **Head 53 - Government Secretariat :
Home Affairs Bureau**

1 Principal Executive Officer
(D1) (\$98,250 - \$104,250)

(iv) **Head 56 - Government Secretariat :
Planning, Environment and Lands Bureau
and Works Bureau**

1 Administrative Officer Staff Grade 'B'
(D3) (\$127,900 - \$135,550)

/3 Administrative

3 Administrative Officer Staff Grade 'C'
(D2) (\$116,650 - \$123,850)

(v) **Head 145 - Government Secretariat :
Economic Services Bureau**

1 Administrative Officer Staff Grade 'C'
(D2) (\$116,650 - \$123,850)

(vi) **Head 37 - Department of Health**

1 Assistant Director of Health
(D2) (\$116,650 - \$123,850)

- (e) provision of establishment ceiling in 1999-2000 expressed in items of the total notional annual mid-point salary value to new bureau and departments as follows -

Environment and Food Bureau

\$28,089,720 for the creation of 64
non-directorate posts

Food and Environmental Hygiene Department

\$3,033,574,770 for the creation of 16 861
non-directorate posts

Leisure and Cultural Services Department

\$1,958,827,530 for the creation of 9 766
non-directorate posts

- (f) increase in the ceiling placed on the total notional annual mid-point salary value of all non-directorate posts in the permanent establishment of the following Departments -

/Head 25

Head 25 - Architectural Services Department

from \$829,614,000 by \$5,592,840 to \$835,206,840
for the creation of 11 non-directorate posts

Head 29 - Civil Service Training and Development Institute

from \$69,583,000 by \$2,971,140 to \$72,554,140
for the creation of five non-directorate posts

Head 50 - Government Land Transport Agency

from \$39,933,000 by \$985,260 to \$40,918,260
for the creation of one non-directorate post

Head 51 - Government Property Agency

from \$104,091,000 by \$1,287,180 to \$105,378,180
for the creation of three non-directorate posts

Head 74 - Information Services Department

from \$218,304,000 by \$3,337,680 to \$221,641,680
for the creation of six non-directorate posts

Head 91 - Lands Department

from \$1,190,330,000 by \$1,181,100 to
\$1,191,511,100 for the creation of six non-
directorate posts

Head 115 - Official Languages Agency

from \$111,030,000 by \$1,740,000 to \$112,770,000
for the creation of three non-directorate posts

/Head 118

Head 118 - Planning Department

from \$306,075,000 by \$1,699,230 to \$307,774,230
for the creation of three non-directorate posts

PROBLEM

Following the passage of the Provision of Municipal Services (Reorganization) Bill by the Legislative Council on 2 December 1999 and the consequential dissolution of the Provisional Municipal Councils (PMCs) on 1 January 2000, we need to set up a new institutional framework to deliver the services hitherto provided by the PMCs and to ensure better coordination in matters relating to food safety, environmental hygiene and environmental protection.

PROPOSAL

2. We propose to set up, as from 1 January 2000, the following institutional framework -

- (a) a new Environment and Food Bureau (EFB) by creating -
 - (i) ten permanent Directorate posts; and
 - (ii) 64 non-directorate posts, involving a total notional annual mid-point salary (NAMS) value of \$28,089,720;

to be partly offset by the deletion of -

 - (iii) four Directorate posts on the permanent establishment of Planning, Environment and Lands Bureau (PELB), one Directorate post on the permanent establishment of Economic Services Bureau (ESB) and one supernumerary Directorate post in Health and Welfare Bureau (HWB); and
 - (iv) 16 non-directorate posts in PELB (at \$8,132,040 in NAMS), two in ESB (at \$951,840 in NAMS), and three in HWB (at \$1,889,460 in NAMS);
- (b) a new Food and Environmental Hygiene Department (FEHD), by creating -
 - (i) 13 permanent Directorate posts and one supernumerary Directorate post for a period of two years;
 - /(ii)

- (ii) 16 861 non-directorate posts, involving a total NAMS of \$3,033,574,770; and
- (c) a new Leisure and Cultural Services Department (LCSD), by creating -
 - (i) ten permanent Directorate posts and two supernumerary Directorate posts for a period of two years;
 - (ii) two non-civil service Directorate positions, one on a long term basis, and the other for 18 months; and
 - (iii) 9 766 non-directorate posts involving a total NAMS value of \$1,958,827,530.

3. To improve the co-ordination of leisure and cultural services and to maintain the provision of supporting services to the new structure, we propose -

- (a) the creation of two permanent posts of Administrative Officer Staff Grade C (AOSGC) (D2) in Home Affairs Bureau (HAB);
- (b) the creation of one permanent post of Deputy Principal Government Counsel (DPGC) (DL2) in Department of Justice (D of J); and
- (c) a total increase of \$18,794,430 in the NAMS ceiling to provide for the net creation of 38 non-directorate posts in the following Departments -

Architectural Services Department (ArchSD)
 Civil Service Training and Development Institute (CSTDI)
 Government Land Transport Agency (GLTA)
 Government Property Agency (GPA)
 Information Services Department (ISD)
 Lands Department (LandsD)
 Official Languages Agency (OLA)
 Planning Department (PlanD)

4. The creation of the posts described in paragraphs 2(b), 2(c) and 3 above is to be offset by the deletion of -

- (a) 33 permanent Directorate posts including two DPGC (DL2) posts currently in Urban Services Department (USD) and Regional Services Department (RSD);

/(b)

- (b) one permanent Directorate post of Assistant Director of Health (D2) in Department of Health (DH);
- (c) one permanent Directorate post of Principal Executive Officer (PEO) (D1) in Home Affairs Bureau; and
- (d) 36 non-directorate posts in HAB (at \$13,257,360 in NAMS), 26 882 in USD and RSD (at \$4,978,864,350 in NAMS), 8 in Television and Entertainment Licensing Authority (TELA) (at \$2,700,540 in NAMS), 310 in DH (at \$91,406,340 in NAMS), and 89 in Agriculture and Fisheries Department (AFD) (at \$18,890,610 in NAMS).

JUSTIFICATION

5. At the present time, responsibility for the delivery of municipal services is divided, at the policy level, between the two PMCs and three Policy Bureaux, viz. HAB, ESB and HWB, and, at the operational level, among four Departments, viz. USD, RSD, DH and AFD. The arrangement has led to unclear demarcation of responsibilities, inconsistencies in policies and practices, uneconomical use of resources, and insufficient coordination in key areas such as food safety. The proposed new structure has the following merits -

- (a) EFB, with responsibility for policies on food, food safety, environmental hygiene, environmental protection and conservation, will lead and coordinate Government's overall effort in these areas. It will oversee the work of the new FEHD, AFD currently under ESB and Environmental Protection Department (EPD) currently under PELB;
- (b) the new FEHD will take over operational responsibility for environmental hygiene services from USD and RSD, food safety from DH, and food animal inspection and veterinary public health from AFD. It will ensure better control of all stages of food production and preparation;
- (c) in addition to its current duties, HAB will oversee the new LCSD and assume responsibility for developing a comprehensive strategy for steering, promoting and funding activities in leisure and cultural services. This will lead to better co-ordination and use of resources. LCSD will assume operational responsibility for leisure and cultural services currently undertaken by USD and RSD. It will oversee the Antiquities and Monuments Office from HAB, and the Books Registration Office from TELA;

/(d)

- (d) the division of work between the two new departments will be on a functional basis, compared with the existing arrangement whereby the PMCs and their executive arms, USD and RSD, are organized on a regional basis. The new structure will result in more effective and economical use of resources; and
- (e) it will enhance the accountability of services to the public through monitoring by the Legislature and District Councils.

Encl. 1-4 6. The proposed organization structure of EFB, HAB (Culture and Sport Division), FEHD, and LCSD is set out in Enclosures 1, 2, 3 and 4 respectively.

A. Environment and Food Bureau

7. EFB will be responsible for the policy areas of food supply, food safety, environmental hygiene, environmental protection and conservation. It will oversee the new FEHD, AFD and EPD.

8. EFB will consist of two Divisions. Division A consisting of four sections, will be responsible for food safety, food supply, environmental hygiene and resource management. It will have a complement of 55 posts. Division B will be responsible for environmental protection and conservation. Its policy responsibility for waste management will be extended and include domestic refuse collection to ensure more effective co-ordination of the work of EPD and FEHD in this area. The Division will have a complement of 18 posts to be transferred from PELB. The setting up of the Bureau will involve the creation of 74 posts, of which ten are Directorate posts. This will be partly offset by the deletion of 27 posts, of which five are permanent Directorate posts in PELB and ESB and one is a supernumerary Directorate post in HWB.

Secretary for the Environment and Food (Director of Bureau) (D8)

Encl. 1(a) 9. Secretary for the Environment and Food (SEF) will perform the full range of functions of a Bureau Secretary. He will assume overall responsibility for the formulation of policy, monitor the work of constituent Departments, and ensure efficiency and cost effectiveness in the use of resources. In addition, he will attend Legislative Council meetings to present Bills, answer questions and take part in Motion Debates relating to the work of the Bureau. The justification for the post, together with its detailed duties and responsibilities, is set out in Enclosure 1(a).

/ (I)

(I) Division A**Deputy Secretary (A) (Administrative Officer Staff Grade 'B1') (D4)**

10. Division A will be headed by Deputy Secretary (A). He will be responsible for the policy areas of food supply, food safety and environmental hygiene. In addition, he will oversee resource management and Bureau administration. The Deputy Secretary (A) will be underpinned by Principal Assistant Secretary (PAS) (A)1, 2 and 3, and PEO (Resource Management). The justification for the post, together with its detailed duties and responsibilities, is set out in Enclosure 1(b).

Encl. 1(b)

Principal Assistant Secretary (A)1 (AOSG 'C') (D2)**Principal Assistant Secretary (A)2 (AOSG 'C') (D2)****Principal Assistant Secretary (A)3 (AOSG 'C') (D2)**

11. PAS(A)1 will be responsible for formulating and reviewing policies on food safety, developing proposals for updating legislation and regulatory standards, and handling food incidents. He will also serve as Secretary to the Advisory Council on Food and Environmental Hygiene, a new advisory body to be set up under the new framework. The detailed justification for the post, together with its duties and responsibilities, is set out in Enclosure 1(c).

Encl. 1(c)

12. The post of PAS(A)2 will be redeployed from ESB. He will assume policy responsibility for matters associated with food production and food premises licensing. His portfolio will also include agriculture and fisheries matters. He will in addition service the Licensing Appeals Board. The detailed justification for the post, together with its duties and responsibilities, is set out in Enclosure 1(d).

Encl. 1(d)

13. PAS(A)3 will be responsible for policy matters relating to environmental hygiene services and facilities, including hawkers and markets. He will also be responsible for co-ordinating the Healthy Living Campaign which is currently the responsibility of a Directorate officer at D2 level in HWB. The detailed justification for the post, together with its duties and responsibilities, is set out in Enclosure 1(e).

Encl. 1(e)

/Principal

Principal Executive Officer (Resource Management) (PEO) (D1)

14. PEO (Resource Management) will be responsible for assisting Deputy Secretary (A) in the planning and allocation of resources for the Bureau's policy areas. In addition, he will assist in resource allocation matters relating to all sewage and environment-related capital works projects, and in managing the statutory Environment and Conservation Fund. He will also be responsible for the day-to-day administration of the Bureau. The detailed justification for the post, together with its duties and responsibilities, is set out in Enclosure 1(f).
- Encl. 1(f)

(II) Division B**Deputy Secretary (B) (AOSG'B') (D3)**

15. Division B will be headed by Deputy Secretary (B) who will assist SEF in matters relating to environmental protection and conservation. He will be underpinned by PAS(B)1, 2 and 3. The detailed justification for the post, together with its duties and responsibilities is set out in Enclosure 1(g).
- Encl. 1(g)

Principal Assistant Secretary (B)1 (AOSG'C') (D2)**Principal Assistant Secretary (B)2 (AOSG'C') (D2)****Principal Assistant Secretary (B)3 (AOSG'C') (D2)**

16. PAS(B)1 will cover the subjects of air and noise pollution, protection of the ozone layer, and greenhouse gas emissions. The detailed justification for the post, together with its duties and responsibilities is set out in Enclosure 1(h).
- Encl. 1(h)

17. PAS(B)2 is responsible for waste management and energy conservation policies, liaising with international agencies and servicing the Waste Reduction Committee. The detailed justification for the post, together with its duties and responsibilities is set out in Enclosure 1(i).
- Encl. 1(i)

18. PAS(B)3 is responsible for formulating and reviewing policies on control and monitoring of marine pollution, nature conservation, and liaison with Mainland authorities. He also serves as Secretary to the Advisory Council on the Environment. The detailed justification for the post, together with its duties and responsibilities is set out in Enclosure 1(j).
- Encl. 1(j)

B. Home Affairs Bureau

19. At present, the policy responsibility for culture, the arts, sports, physical recreation (other than those under the PMCs' jurisdiction), and entertainment licensing are handled by the Culture and Sport Division of HAB, headed by an AOSG'B', departmentally designated as DS for Home Affairs (3) (Culture and Sport) (DSHA(3)(CS)). DSHA(3)(CS) is underpinned by two AOSG'C', one of which is a supernumerary post held against a vacant PEO post.

20. The role and functions of the Division will significantly expand as a result of HAB's assumption of overall policy responsibility for leisure and cultural services. It will have to maintain an overview of the cultural and sports scene in Hong Kong, coordinate the activities of principal agencies involved in the provision of services and resources, and initiate policy reviews and legislative changes. In addition, the Division will have to service the Culture and Heritage Commission (CHC), a new high-level body to be established in 2000 to advise Government on the policy, strategy and overall application of resources. To cope with its expanded scope and increased responsibilities, the Culture and Sport Division has to be strengthened. To this end, it is proposed to create one additional AOSG'C' post and regularize the existing supernumerary AOSG'C' post.

Principal Assistant Secretary (Culture)1 (AOSG'C') (D2)**Principal Assistant Secretary (Recreation and Sport) (AOSG'C') (D2)**

21. For the culture portfolio, a new post of AOSG'C', departmentally designated as PAS(Culture)1, is required to head the secretariat of CHC, and assist the Commission in shaping policies on culture, the arts, and heritage, and in developing its outreaching and research programmes. He will in addition assume responsibility for major statutory bodies, such as the Arts Development Council, the Arts Centre, and the Academy for Performing Arts. The detailed justification for the post, together with its detailed duties and responsibilities, is set out in

Encl. 2(a) Enclosure 2(a).

22. In recognition of increased responsibility under the sports portfolio, it is proposed that the existing supernumerary post of AOSG'C', currently held against a PEO post, be made permanent as head of the Recreation and Sport Section, to be offset by the deletion of the PEO post. Departmentally designated as PAS (Recreation and Sport), the officer will be responsible for formulating policies and legislative proposals on sports and recreation; allocating subvention to the Sports Development Board; administering the Arts and Sports Development Fund; planning new facilities; and licensing public entertainment events and venues. The detailed justification for the post, together with its duties and responsibilities, is set

Encl. 2(b) out in Enclosure 2(b).

23. To provide the new Directorate staff with the necessary support, three net non-directorate posts will be created.

C. Food and Environmental Hygiene Department

24. FEHD will be responsible for food safety control, veterinary public health and environmental hygiene. It will be organized into three Branches, viz. Food and Public Health Branch, Environmental Hygiene Branch, and Administration and Development Branch.

25. The setting up of FEHD will involve the creation of 16 351 posts, including 13 permanent and one supernumerary Directorate posts. This will be offset by deleting a total of 17 314 posts in USD, RSD, DH and AFD, of which 15 are permanent Directorate posts.

26. In addition, 524 non-directorate posts will be created on a supernumerary basis to accommodate temporarily-

- (a) 206 staff who will be on pre-retirement leave as at 1 January 2000; and
- (b) 318 other staff who will be surplus to requirement as a result of the reorganization.

27. These posts will be deleted as and when the staff occupying them retire or are absorbed into other functional posts either within FEHD or elsewhere in the civil service. The majority of these posts are likely to be deleted within 12 months. FEHD will ensure that all surplus staff will be gainfully employed in a range of ad hoc duties while they are on attachment to the Department.

Director of Food and Environmental Hygiene (AOSG‘A’) (D6)

28. FEHD will be headed by an AOSG‘A’, departmentally designated as Director of Food and Environmental Hygiene (DFEH). He will plan and direct departmental services; oversee the management of over 16 000 staff; advise EFB on policy and legislative issues; manage resources for the efficient delivery of services. The detailed justification for the post, together with its duties and responsibilities, is set out in Enclosure 3(a).

Encl. 3(a)

/(I)

(I) Food and Public Health Branch (FPHB)

29. FPHB will be responsible for food safety control, veterinary public health and pest control. The proposed organization chart of this Branch is set out in Enclosure 3(b). It will consist of 431 posts. Of these, 306 posts (including one directorate post) will be redeployed from DH, 89 from AFD and three from USD/RSD. The remaining 33 (including two directorate posts) are new posts to be created to strengthen the management of food incidents and risk assessment and communication.

Deputy Director (Food and Public Health) (DD of Health) (D3)

30. FPHB will be headed by a Deputy Director of Health, departmentally designated as Deputy Director (Food and Public Health) (DD(FPH)). He will assist the Director in food safety control, veterinary public health and pest control. The detailed justification for the post, together with its duties and responsibilities, is set out in Enclosure 3(c).

Assistant Director (Food Surveillance and Control) (AD of Health) (D2)
Consultant (Risk Assessment and Communication) (Consultant)
(D4/D3/D2, in the overall promotion ratio of 2:3:6)

31. DD(FPH) will be assisted by an Assistant Director of Health, redeployed from DH, and by a new post of Consultant. The former will assume the departmental designation of AD(Food Surveillance and Control), and be responsible for food surveillance and certification, live food animal inspection, and management of food incidents. The latter will assume the departmental designation of Consultant (Risk Assessment and Communication) and take care of research and analysis of surveillance findings, assessment of health risks and dissemination of food safety information, and provision of advisory services on pest control. The detailed justification for the two posts, together with their detailed duties and responsibilities, is set out in Enclosures 3(d) to 3(e) respectively.

(II) Environmental Hygiene Branch (EHB)

32. EHB will be responsible for the delivery of environmental hygiene services. The proposed organization chart of this Branch is set out in Enclosure 3(f). It will consist of 15 364 posts, all to be transferred from USD and RSD.

/Deputy

Deputy Director (Environmental Hygiene) (AOSG'B') (D3)

33. EHB will be headed by an AOSG'B', departmentally designated as DD(Environmental Hygiene) (DD(EH)). He will assist the Director in planning and directing the delivery of environmental hygiene services. He will be responsible for managing over 15 000 staff. The justification for the post, together with its duties and responsibilities, is set out in Enclosure 3(g).

Assistant Director (Headquarters) Environmental Hygiene (AOSG'C') (D2)
Assistant Director (Operations)1 (ADMS) (D2)
Assistant Director (Operations)2 (ADMS) (D2) (Supernumerary post)
Assistant Director (Operations)3 (ADMS) (D2)

34. DD(EH) will be underpinned by four Directorate officers. One AOSG 'C' (D2), departmentally designated as AD (Headquarters) Environmental Hygiene (AD(HQ)), will be responsible mainly for formulating departmental policies and procedures on public hygiene services, licensing and hawker control, and for aligning different policies and practices in the urban area and the New Territories. The justification for the post, together with its detailed duties and responsibilities, is set out in Enclosure 3(h).

35. Three Assistant Director of Municipal Services (ADMSs) (departmentally designated as AD(Operations)1, 2 and 3) will share among them the responsibility for managing the provision of frontline environmental hygiene services. In addition, they will each be charged with one of the three cross-territory functions, viz. transport management, management of cemeteries and crematoria, and monitoring of slaughtering facilities. The justification for the three posts, together with their detailed duties and responsibilities, is set out in Enclosures 3(i) to 3(k).

36. The provision of three ADMSs for managing frontline operations is needed following the abolition of the two Regional Headquarters in USD. It ensures continuity in the provision of service to the public and sufficient management input for planning, coordinating and monitoring the implementation of new, territory-wide systems. It will take at least two years for such systems to be introduced and fully implemented in the operational districts, by which time the opportunity will arise for the management structure to be reviewed and streamlined. We therefore recommend that the ADMS post of AD(Operations)2 be created on a supernumerary basis for a period of two years, at the end of which a job review will be carried out with a view to deleting or downgrading the post.

/(III)

(III) Administration and Development Branch (ADB)

37. ADB will be responsible for providing administrative support to the Department, including human resources management, financial management, planning and implementation of capital works projects, information technology services, internal audit, publicity and public relations. The proposed organization of the Branch is set out in Enclosure 3(l). It will consist of 555 posts.

Encl. 3(l)

Deputy Director (Administration and Development) (AOSG‘B’) (D3)

38. ADB will be headed by an AOSG‘B’, departmentally designated as DD (Administration and Development) (DD(A&D)). He will assist the Director in overseeing departmental administrative functions and coordinating cross-branch activities; in resources management; and in the development of a comprehensive public education programme for both food safety and environmental hygiene. He will be underpinned by four Directorate officers. The justification for the post, together with its duties and responsibilities, is set out in Enclosure 3(m).

Encl. 3(m)

Assistant Director (Administration) (SPEO) (D2)**Assistant Director (Grade Management and Development) (ADMS) (D2)****Chief Treasury Accountant (D1)****Principal Executive Officer (Staff Management and Discipline) (PEO) (D1)**

39. A Senior Principal Executive Officer (SPEO) (D2), departmentally designated as AD (Administration) (AD(A)), will be responsible for overseeing administrative support services, personnel management and planning and development of capital works projects. In view of the size of the department (over 16 000), the diversity of grades (over 50) and ranks (over 120) of staff, and the volume and complexity of staff management and staff relations issues, a PEO post, departmentally designated as PEO (Staff Management and Discipline) (SM&D) will assist AD(A) in personnel management functions. The detailed justification for the AD(A) and PEO(SM&D) posts, together with their duties and responsibilities, is set out in Enclosures 3(n) and 3(o) respectively.

Encl. 3(n)
to (o)

40. An ADMS (departmentally designated as AD(GMD)) will be responsible for the grade management and development of all environmental hygiene grade staff including Health Inspectorate, Hawker Control Officer and other Supervisory grades; developing and monitoring the department’s outsourcing of services; and management of the department’s training school. The detailed justification for the post, together with its duties and responsibilities, is set out in Enclosure 3(p).

Encl. 3(p)

41. A Chief Treasury Accountant (CTA) (D1) will take charge of departmental finance and accounting and supplies matters. He will also assist DD (A&D) in resource planning, budgetary control, revenue collection, and review of fees and charges. The detailed justification for the post, together with its duties and responsibilities is set out in Enclosure 3(q).

Encl. 3(q)

D. Leisure and Cultural Services Department (LCSD)

42. LCSD will be responsible for the provision of leisure and cultural services. It will consist of three Branches, viz. Cultural Services Branch, Leisure Services Branch, and Administration Branch.

43. The setting up of LCSD will involve the creation of 9 554 civil service posts, including ten permanent and two supernumerary Directorate posts, and two non-civil service Directorate positions. This will be offset by deleting a total of 10 046 posts in USD, RSD, HAB and TELA, of which 17 are permanent Directorate posts.

44. In addition, 224 non-directorate posts will be created on a supernumerary basis to accommodate staff who will be surplus to requirement as a result of the reorganization. These posts will be deleted as and when the staff occupying them are progressively absorbed into other functional posts within LCSD or elsewhere in the civil service. The majority of these posts will be deleted within 12 months. LCSD will ensure that all surplus staff are to be gainfully employed in a range of ad hoc duties while attached to the Department.

Director of Leisure and Cultural Services (AOSGA) (D6)

45. LCSD will be headed by an AOSGA, departmentally designated as Director of Leisure and Cultural Services (DLCS). He will plan and direct services and activities related to leisure, sports, culture and the arts; oversee the management of over 9 500 staff; formulate policy and strategic proposals for the funding and development of leisure and cultural programmes; and assume overall responsibility for planning and securing financial and manpower resources. The detailed justification for the post, together with its duties and responsibilities, is set out in Enclosure 4(a).

Encl. 4(a)

/(I)

(I) Cultural Services Branch (CSB)

46. CSB will be responsible for the provision of cultural services. The proposed organization of the Branch is set out in Enclosure 4(b). It will consist of 2 341 posts.

Encl. 4(b)

Deputy Director (Cultural Services) (SADMS) (D3)

47. CSB will be headed by a Senior Assistant Director of Municipal Services (SADMS), departmentally designated as DD (Cultural Services) (DD(CS)). He will be responsible for formulating and reviewing policies on cultural and entertainment programmes, museum and library services, and protection of heritage. He will assist in developing strategy for corporatizing and contracting out of services, facility management and service development. DD(CS) will be underpinned by three ADMSs, departmentally designated as AD (Performing Arts), AD (Heritage, Museums and Film) and AD (Libraries and Development). In addition, he is assisted by a non-civil service contract Directorate officer, departmentally designated as Artistic Director. The justification for the post, together with its duties and responsibilities, is set out in Enclosure 4(c).

Encl. 4(c)

Assistant Director (Performing Arts) (AD(PA)) (ADMS) (D2)**Assistant Director (Heritage, Museums and Film) (AD(HMF)) (ADMS) (D2)****Assistant Director (Libraries and Development) (AD(LD)) (ADMS) (D2)**

48. AD(PA) is mainly responsible for formulating, coordinating and developing proposals on cultural and entertainment programmes. He will manage 15 performing facilities and three performing companies and plan the corporatization of performing companies. The justification for the post, together with its duties and responsibilities, is set out in Enclosure 4(d)

Encl. 4(d)

49. AD(HMF) will be responsible for formulating programmes on heritage, museums and film matters. There are at present 14 museums and Antiquities and Monuments Office. He will be responsible for the commissioning of the new heritage and museum projects including the Hong Kong Heritage Museum, Hong Kong Film Archive and Hong Kong Museum of Coastal Defence. The justification for the post, together with its duties and responsibilities, is set out in Enclosure 4(e).

Encl. 4(e)

50. AD(LD) will be responsible for formulating and developing proposals on public libraries, the Books Registration Office and the Hong Kong Coliseum and the Queen Elizabeth Stadium. He is also charged with the responsibility for managing the Music Office before its eventual transfer to the Hong Kong Academy for Performing Arts. He has to be responsible for the commissioning of new library facilities (including the Hong Kong Central Library) and managing 68 existing public libraries. The justification for the post, together with its duties and responsibilities, is set out in Enclosure 4(f).

Encl. 4(f)

Artistic Director (non-civil service appointment)

51. A non-civil service directorate consultant is attached to the Performing Arts Division. The incumbent is the Artistic Director of the Hong Kong Repertory Theatre, which is one of the performing companies currently under the Provisional Urban Council. This position will no longer be required when the performing companies are corporatized, expected to be before mid 2001. We therefore propose to create the position for 18 months, at the end of which a review will be undertaken to examine its continued need. The justification for this appointment, together with its duties and responsibilities, is set out in Enclosure 4(g).

Encl. 4(g)

(II) Leisure Services Branch (LSB)

52. LSB will be responsible for the provision of leisure services. The proposed organization chart of the Branch is set out in Enclosure 4(h). It will consist of 6 637 staff.

Encl. 4(h)

Deputy Director (Leisure Services) (AOSG 'B') (D3)

53. LSB will be headed by an AOSG 'B', departmentally designated as Deputy Director (Leisure Services) (DD(LS)). He will be responsible for overseeing the management of all leisure services programmes and facilities; formulating proposals for recreation, sports and amenities, and associated legislative changes. He will also be tasked to develop strategies for outsourcing of services and for sports subvention. The detailed justification for the post, together with its duties and responsibilities, is set out in Enclosure 4(i).

Encl. 4(i)

54. DD(LS) will be underpinned by three ADMSs, each heading a Division, and departmentally designated as the Assistant Director (Leisure Services)1 (AD(LS)1), Assistant Director (Leisure Services)2 (AD(LS)2) and Assistant Director (Leisure Services)3 (AD(LS)3).

/Assistant

Assistant Director (Leisure Services)1(ADMS) (D2)
Assistant Director (Leisure Services)2 (ADMS) (D2)
Assistant Director (Leisure Services)3 (ADMS) (D2)

55. AD(LS)1 is mainly responsible for providing policy input on strategic issues including booking policies, fees and charges, contracting-out strategy, planning and design of major leisure services projects in the former Kai Tak International Airport and former military sites. The detailed justification for the post, together with its duties and responsibilities, is set out in Enclosure 4(j).

56. Both AD(LS)2 and AD(LS)3 will be responsible for managing resources and staff of the amenities, recreation, sports and leisure facilities. The former will be responsible for resources and facilities in the urban area (Hong Kong Island and Kowloon) while the latter for those in the New Territories and the outlying islands. They are also required to direct all aspects of district level operations including implementing approved community recreation and sports programmes, managing recreation facilities including parks, playgrounds, swimming pools, beaches, water sports centres, indoor games halls, leisure centres, sports grounds etc.; implementing extension and outreach programmes, contract management; greening promotion and arboriculture, horticulture and landscape. The justification for the two posts, together with their duties and responsibilities, is set out in Enclosures 4(k) to 4(l).

(III) Administration Branch

57. The Branch will be responsible for providing administrative support to the Department. The proposed organization chart of the Administration Branch is set out in Enclosure 4(m). It will consist of 575 posts, including 26 posts for the Information and Public Relations Unit.

Deputy Director (Administration) (AOSG 'B') (D3) (supernumerary post)

58. The Branch will be headed by an AOSG 'B' (D3), departmentally designated as Deputy Director (Administration) (DD(A)). Apart from internal administration, human resources management, planning and development functions, DD(A) will shoulder responsibilities for further reforms. These include developing a new relationship with arts and sports bodies, the merger of the Amenities Officer and Recreation & Sport Officer grades, the corporatization of the three Performing Companies, the commercialization of the computerized ticketing (Urbtix) system, the transfer of the Music Office to the Academy for Performing Arts, the contracting out of the management of leisure services venues, rationalization of policies and practices inherited from the two municipal

/services

services departments and review of funding and subsidies schemes. As it is envisaged that the bulk of these projects should be completed or well on track in two years' time, it is proposed that the post should be created on a supernumerary basis for a period of two years, at the end of which a job review will be undertaken with a view to downgrading or deleting the post. DD(A) will be underpinned by two directorate officers and a non-civil service Directorate consultant. The justification for the post, together with its detailed duties and responsibilities is set out in Enclosure 4(n).

Encl. 4(n)

Assistant Director (Administration and Planning) (SPEO) (D2)
Assistant Director (Finance) (ADAS) (D2) (supernumerary post)
Chief Information Technology Manager (non-civil service appointee) (D1)

59. One SPEO, departmentally designated as AD (Administration and Planning) (AD(AP)), will take charge of the Administration and Planning Division. In addition, he will be charged with the responsibility of overseeing the management of departmental capital works projects both under construction and under planning. The justification for the post, together with its detailed duties and responsibilities, is set out in Enclosure 4(o).

Encl. 4(o)

60. An Assistant Director of Accounting Services (ADAS) (D2), departmentally designated as AD (Finance) (AD(F)) will take charge of the Finance and Supplies Division. The job is ranked initially at ADAS level to take account of the complexity involved in the work of reviewing and revamping accounting practice and the rationalization of fees and charges on leisure and cultural services. This review is expected to take two years. It is therefore proposed that the ADAS post be created on a supernumerary basis for a period of two years, at the end of which a job review will be undertaken with a view to downgrading the post. The justification for the post, together with its detailed duties and responsibilities, is set out in Enclosure 4(p).

Encl. 4(p)

61. In addition, DD(A) will be assisted by a non-civil service Directorate consultant, departmentally designated as Assistant Director (Information Technology) (AD(IT)), in the management and development of information technology services. The position is at present ranked at D2 level. It is not considered necessary to retain the position at this level upon the expiry of the employment contract of the current incumbent at the end of February 2000. It is therefore proposed to create another non-civil service position at D1 level, departmentally known as Chief Information Technology Manager, as from 1 March 2000. The justification for this appointment, together with detailed duties and responsibilities, is set out in Enclosure 4(q).

Encl. 4(q)

/E.

E. Department of Justice (D of J)
Deputy Principal Government Counsel (DL2)

62. At present, legal advisory services to the PMCs and USD/RSD are provided in-house by two teams of staff seconded from the D of J, each headed by a DPGC (DL2). These posts will lapse on the dissolution of the PMCs. To cope with the demand of the FEHD and LCSD for legal services, D of J will need to be strengthened by creating an additional team. To this end, it is proposed to create one post of DPGC to be offset by deleting the existing two DPGC posts in USD and RSD.

63. The DPGC will advise on the preparation of tender documents, commercial contracts, tenancy and licence agreements, entrustment agreements, donation agreements and capital works contracts of the new LCSD. Many of these contracts are complicated and involve millions of dollars. In addition, he has to advise on legal issue in connection with food business licences, hawker licences, etc. under the purview of FEHD.

Encl. 5 64. The justification for the post, together with its duties and responsibilities, is set out in Enclosure 5.

F. Other Departments

65. 84 staff from other departments are currently seconded to USD and RSD and filling posts on the establishment of the two departments to provide professional and technical services. In line with normal government practice, they will not be seconded to FEHD and LCSD. To provide the same service to the new departments, 38 non-directorate posts will have to be re-created in eight departments on 1 January 2000, in addition to the DPGC post mentioned in paragraph 62 above. The total requirement in NAMS value amounts to \$18,794,430. The remaining departments will seek provision for re-creating any necessary posts in their 2000-01 Draft Estimates in the light of their overall manpower situation.

G. Summary

Encl. 6 66. The setting up of the new institutional structure for the provision of municipal services as at 1 January 2000 will require the creation of 26 772 posts. Discounting the 748 posts to be created to temporarily accommodate staff on pre-retirement leave and surplus to requirement as explained in paragraphs 26, 27 and 44, the reduction is 1 367 posts, compared with the establishment of 27 391 under the existing structure. The distribution of the current and proposed posts is set out at Enclosure 6.

/67.

Encl. 7 67. At the Directorate level, we propose the net creation of 36 permanent and three supernumerary posts. The current and proposed distribution of these posts is set out at Enclosure 7. Compared with the existing establishment of 41 posts, there is a net reduction of two posts.

FINANCIAL IMPLICATIONS

68. The net additional notional annual salary cost at mid-point of the proposal is \$4,949 million.

Encl. 8 69. The net additional full annual average staff cost of the proposal, including salaries and staff on-cost, is \$7,371 million, as outlined in Enclosure 8.

70. No provision has been included in the 1999-2000 Estimates to meet the cost of the proposal which is estimated at \$1,237 million for the remainder of the financial year. We shall submit a paper to Finance Committee on 17 December 1999 to seek approval of supplementary provision to meet the expenses of the new institutional structure, including the cost of the staffing as detailed in this submission, for the period 1 January to 31 March 2000.

BACKGROUND INFORMATION

71. During the public consultation exercise on the review of district organizations in 1998, the public expressed concern about the fragmentation of responsibilities among the PMCs and various Government agencies in matters related to food safety and environmental hygiene. The majority agreed that Government should assume direct responsibility for food safety and environmental hygiene to ensure better coordination in the delivery of these services and prompt and effective response to food incidents. At the same time, there was demand from the arts and sports community for a structural change in the delivery of sports and cultural services to facilitate consultation on strategic planning, clear delineation of responsibilities, and better coordination of funding and other activities.

72. In his 1998 Policy Address, the Chief Executive announced Government's plan to dissolve the PMCs upon the expiry of Members' term of office on 1 January 2000, and to restructure the institutional framework for the provision of municipal services from the same date.

/73.

73. Members of the Legislative Council were briefed on the new structure at a meeting of the Bills Committee on 26 October 1999, which all LegCo Members were invited to attend.

74. The Provision of Municipal Services (Reorganization) Bill was passed by the Legislative Council on 2 December 1999.

CIVIL SERVICE BUREAU COMMENTS

75. Having regard to the justifications put forward, Civil Service Bureau agrees that the proposed institutional set up is an appropriate structure to ensure the delivery of services. It will also be conducive to better co-ordination and clearer delineation of responsibilities. The Bureau considers the grading and ranking of the proposed posts to be appropriate.

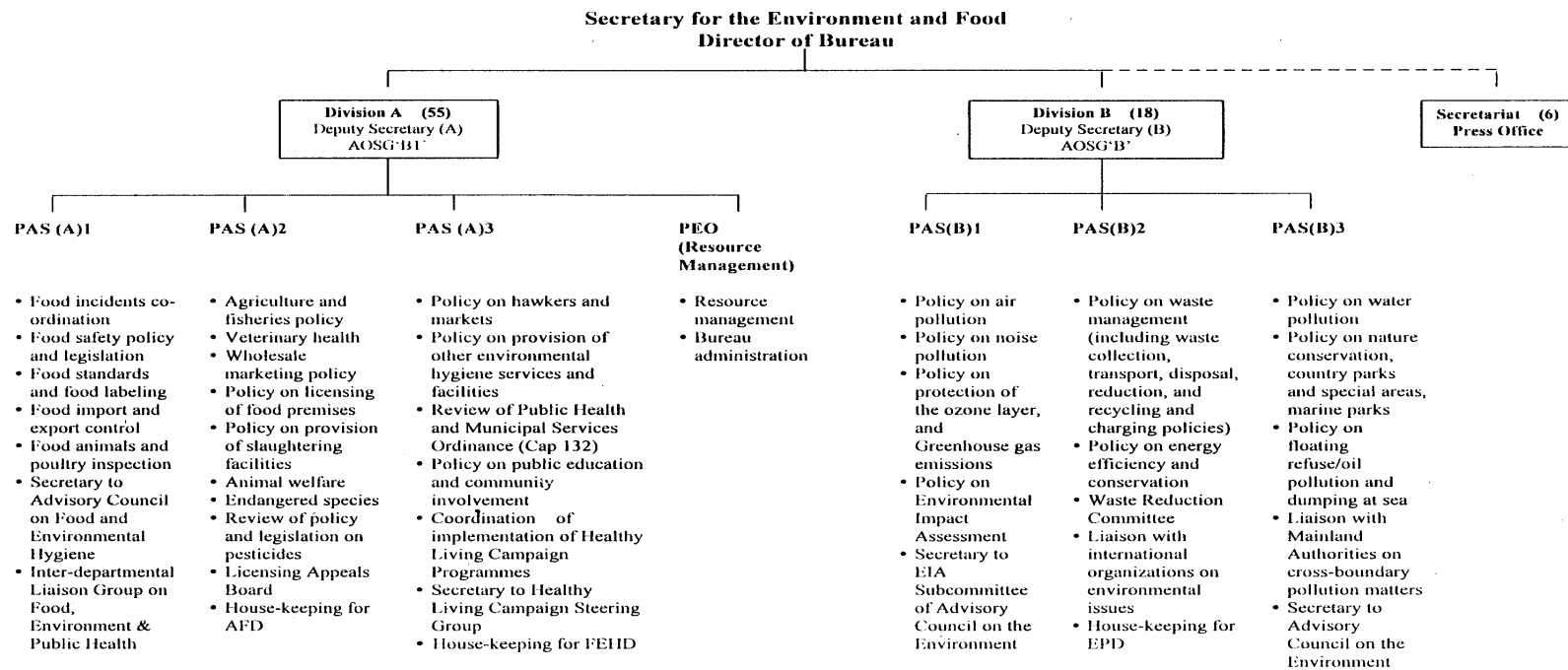
ADVICE OF THE STANDING COMMITTEE ON DIRECTORATE SALARIES AND CONDITIONS OF SERVICE

76. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading of the posts would be appropriate if the posts were to be created.

Task Force on Reorganization of Municipal Services
Home Affairs Bureau
December 1999

**Proposed Organization Chart of
The Environment and Food Bureau**

[Total No. of Posts : 74]



Job Description

Post Title : Secretary for the Environment and Food

Rank : Director of Bureau (D8)

Responsible to : Chief Secretary for Administration

Justification :

A new Bureau is crucial to the achievement of an important objective of the re-organisation. It underscores Government's resolve and commitment to enhancing and reinvigorating services in the fields of food safety, environmental hygiene, environmental protection and conservation. In assuming overall responsibility for these policy areas, SEF will provide both the Bureau and constituent departments with the leadership needed for developing a comprehensive strategy, setting policy objectives and priorities, co-ordinating inter-bureau and departmental efforts (including timely and effective response to food incidents), monitoring performance, and enhancing accountability. As Head of Bureau, he will have to be sensitive to public expectation and keep in close contact with Members of the Legislative Council to retain their support for the Bureau's policy initiatives. The job calls for an officer with the experience, leadership and judgement commensurate with that of a Director of Bureau.

Duties and Responsibilities :

1. To ensure the development of a proactive and comprehensive regulatory system to strengthen food safety;
2. To lead and coordinate Government response to major food incidents;
3. To facilitate the development of the agricultural and fisheries industries; and to formulate policies for safeguarding animal welfare and preventing diseases in animals and plants and conserving endangered species;

4. To review and formulate policies relating to environmental hygiene, with emphasis on improving standards, accountability and cost effectiveness in the provision of Government services and facilities;
5. To formulate policies for improving the environment by reducing waste; increasing efficiency in energy and other resource consumption; controlling air, noise and water pollution; facilitating the disposal of waste in an environmentally responsible way; ensuring that environmental impacts of projects and policies are fully assessed; and protecting and conserving the natural environment;
6. To formulate strategies for educating the community on higher hygiene standards and a healthy lifestyle;
7. To attend Legislative Council meetings to present bills, to take part in motion debates and to answer questions;
8. To serve on the Advisory Council on Food and Environmental Hygiene;
9. To oversee the work of Food and Environmental Hygiene Department, Agriculture and Fisheries Department and Environmental Protection Department; and
10. To determine the priority of, and allocate resources to, policy areas.

Job Description

Post Title : Deputy Secretary (A)

Rank : Administrative Officer Staff Grade B1 (D4)

Responsible to : Secretary for the Environment and Food

Justification :

Deputy Secretary (A) will take charge of the food and environmental hygiene portfolio. He will advise and assist SEF in developing a strategic approach in setting and monitoring service standards, and in coordinating inter-departmental activities with a view to ensuring food safety and high environmental hygiene standard in the community. To meet local demands and international trends, he will have to review policies and legislation, ensure effective monitoring of the food chain, and monitor service-wide readiness in responding to food incidents. To this end, he will have to liaise and consult extensively with health authorities, other Bureaus and Departments, the food trades and other interested parties. In addition, he will deputize SEF in the latter's absence. The job requires policy and management input at a senior level, and calls for an officer with considerable experience of the government machinery, sound judgement and leadership qualities commensurate with that of an AOSGB1.

Duties and Responsibilities :

1. To formulate and review policies on food safety and environmental hygiene;
2. To co-ordinate interdepartmental response to food incidents;
3. To formulate and review policies relating to food supply, development of the agriculture and fisheries industries, promotion of animal welfare, and control of international trade in endangered species;

4. To attend meetings of Legislative Council panels and the Advisory Council on Food and Environmental Hygiene as required;
5. To assist in the allocation of resources and ensuring that the resources are used for the efficient and cost-effective delivery of services;
6. To represent Secretary for the Environment and Food on other boards and committees as may be required; and
7. To oversee the administration of the Bureau.

Job Description

Post Title : Principal Assistant Secretary (A)1

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary (A)

Justification :

Principal Assistant Secretary (A)1 will assume policy responsibility for matters related to food safety. He will develop a coherent strategy for monitoring food safety standards, promote public awareness, and oversee the implementation of an early warning system in FEHD for the detection of food risks and for the dissemination of such information to the community. He will review policies and propose legislative changes in consultation with FEHD. In addition, he will assist in co-ordinating inter-departmental response to food incidents. As Secretary to the proposed Advisory Council on Food and Environmental Hygiene, he is expected to provide quality input. The job calls for an officer with good exposure to policy making, critical thinking and ability to handle crises. The level of responsibility commensurate with that of an AOSG 'C'.

Duties and Responsibilities :

1. To assist Deputy Secretary (A) in:

- formulating and reviewing policies relating to food safety;
- coordinating interdepartmental response to food incidents;
- formulating proposals to develop and update legislation and regulatory standards relating to food quality, food composition, food labelling, food import and export control;

2. To attend Legislative Council panel meetings as required;
3. To liaise with other bureaus and departments on policy proposals relating to food safety;
4. To serve as Secretary to the Advisory Council on Food and Environmental Hygiene; and
5. To service the Inter-departmental Liaison Group on Food, Environment and Public Health.

Job Description

Post Title : Principal Assistant Secretary (A)2

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary (A)

Justification :

The post of Principal Assistant Secretary (A)2 will be redeployed from ESB. The incumbent will be responsible for reviewing and updating policies, legislation and regulating measures relating to food production and preparation. He is responsible for policies on agriculture and fisheries to enhance the viability of the industry. In addition, he will take care of the policy and legislation on a host of other areas including the protection of endangered species and the use of pesticides. As Secretary to the Licensing Appeals Board, he will be required to assist the Board's deliberation of appeals. The job calls for an officer with good exposure to policy making, independent thinking and ability to deal with a wide variety of issues at the same time. It is therefore proposed that the post be ranked at AOSGC level.

Duties and Responsibilities :

1. To assist Deputy Secretary (A) in:

- formulating and reviewing policies on the development of the agriculture and fisheries industries;
- formulating and reviewing proposals on the provision of wholesale marketing facilities for fresh food produce and slaughtering facilities for livestock and poultry;
- formulating and reviewing policies on veterinary public health, including control of livestock feed and regulation of the veterinary profession;

- formulating and reviewing policies on animal and plant controls and animal welfare and on control of the international trade in endangered species;
 - formulating and reviewing policies and regulatory standards on food premises and liquor licensing;
 - reviewing policies and legislation on the control of pesticides;
2. To co-ordinate amendments to the Public Health (Animals and Birds) Ordinance (Cap. 139), the Marine Fish Culture Ordinance (Cap. 353) and the Fisheries Protection Ordinance (Cap. 171) etc.;
 3. To attend meetings of Legislative Council panels and the Advisory Council on Food and Environmental Hygiene;
 4. To service the Licensing Appeals Board; and
 5. To be responsible for house-keeping matters for AFD.

Job Description

Post Title : Principal Assistant Secretary (A)3

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary (A)

Justification :

Principal Assistant Secretary (A)3 will assume policy responsibility for the full range of environmental hygiene services, including hawker control and market issues, provided by FEHD. He is expected to carry out a comprehensive review of the Public Health and Municipal Services Ordinance (Cap. 132). In addition, together with FEHD, he will be responsible for developing a strategic approach in promoting community involvement in food safety and environmental hygiene programmes. As secretary to the Steering Group on the Healthy Living Campaign chaired by the Chief Secretary for Administration, he will have to co-ordinate the effort of a number of Bureaus and Departments. This duty is currently discharged full-time by a D2 officer in HWB. The extensive contact that has to be developed and the degree of responsibility attached to the job is considered to be commensurate with that at the AOSGC level.

Duties and Responsibilities :

1. To assist Deputy Secretary (A) in:

- formulating and reviewing policies and licensing and control systems on the provision of environmental hygiene services and facilities;
- formulating and reviewing policies on hawkers and the provision of markets;

2. In consultation with FEHD, to develop a long-term strategy for promoting public education and community involvement in improving environmental hygiene;
3. To serve as Secretary to the Steering Committee on Healthy Living, and oversee implementation of related programmes;
4. To coordinate a review of the Public Health and Municipal Services Ordinance (Cap. 132);
5. To attend meeting of Legislative Council panels and the Advisory Council on Food and Environmental Hygiene as required; and
6. To be responsible for house-keeping matters for FEHD.

Job Description

Post Title : Principal Executive Officer (Resource Management)

Rank : Principal Executive Officer (D1)

Responsible to : Deputy Secretary (A)

Justification :

The holder of this post will be responsible for the day-to-day administration of the Bureau, and assisting Deputy Secretary (A) in planning, management and allocation of resources within the policy areas covered by the Bureau. He is required to provide management input for the development of enhanced productivity initiatives and to monitor the cost effectiveness of all departmental activities overseen by the Bureau. In discharging his resources management functions, he is required to liaise closely and regularly with senior officials of Resources Bureaus and EFB's constituent departments. In addition, he will manage the accounts of all environment related capital works projects, which incur an annual cash flow of some \$7 billion. He also manages the Environment and Conservation Fund under the Environment and Conservation Fund Ordinance (Cap. 450), and is responsible for fund allocation and investment strategy. These duties call for an officer at the PEO level.

Duties and Responsibilities :

1. To head the Administration Sub-division comprising a Resource Management Unit, an Administration Unit and a Chinese Language Unit;
2. To handle all administrative matters in the Bureau, including personnel, allocation of resources, finance and translation services;
3. To oversee funding arrangements for all environment related capital works projects;

4. To control the Environment and Conservation Fund under the Environment and Conservation Fund Ordinance (Cap. 450) (with the Bureau Secretary as the Trustee) including the allocation and investment strategy; and
5. To oversee and direct the work of some 30 general grades staff in the Bureau.

Job Description

Post: Deputy Secretary (B)

Rank : Administrative Officer Staff Grade B (D3)

Responsible to : Secretary for the Environment and Food

Justification :

The environment programme covers pollution control, conservation of natural resources, promotion of efficiency in the use of materials and energy and co-ordination with regional, national and international environmental initiatives. To assist the Secretary for the Environment and Food to discharge responsibilities in these areas, the Deputy Secretary (B) is required to co-ordinate the work of the three sections of Division B, to promote integration of environmental objectives with other policy programmes, and to co-ordinate policy on environment co-operation between Hong Kong and other overseas and local partners. Environmental protection is an important focal point of the community. The policy-making and co-ordination aspect of this effort calls for the total commitment of an officer at the AOSG 'B' level.

Duties and Responsibilities :

1. To ensure that the efficacy of existing environmental and pollution control policies is properly monitored and that the performance of departments delivering environmental programmes or developing environmental infrastructure is regularly reviewed against agreed targets;
2. To consider and recommend changes to existing policy or development of new initiatives to improve the quality of Hong Kong's environment in ways that are economically and socially acceptable;
3. To explain existing and proposed policy to the public and interest groups through the media and other forums;

4. To co-ordinate the presentation of proposals for new environmental policies or legislation to the Legislature; and
5. To co-ordinate the HKSAR's involvement in regional and international environmental programmes.

Job Description

Post Title : Principal Assistant Secretary (B) 1

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary (B)

Justification :

Principal Assistant Secretary (B)1 is required to assist the Deputy Secretary (B) in the formulation of effective policy initiatives and programmes related to air, noise and environmental impact assessment (EIA). The issues involved are wide-ranging and complex, with many new emerging problems to be resolved. The incumbent of this post must therefore possess good judgement and political acumen which could only be found in a directorate officer at least at the D2 level. At this level, the officer will possess a good combination of skills and experience which would help him to go to the heart of complex problems and recommend sound solutions under pressure and against tight deadlines.

Duties and Responsibilities :

1. To assist the Deputy Secretary (B) in :

- formulating appropriate policies and programmes on air, noise and EIA in consultation with Environmental Protection Department (EPD) and other concerned departments;
- monitoring and reviewing the effectiveness of the above programmes;
- explaining and disseminating government policies and programmes to members of the public, Legislative Council, and other bodies in the community;

- ensuring the integration of proper environmental planning and impact assessment into the overall planning process of all major public policies and development projects at an early stage of the process;
2. To assist the Chairman of the Environmental Impact Assessment Sub-committees in ensuring the proper discharge of the Sub-committees duties and in the efficient operation of the Sub-committee;
 3. To attend Legislative Council panel meetings as required;
 4. To undertake such other tasks as Deputy Secretary (B) directs; and
 5. To service as-
Secretary, EIA Sub-committee of Advisory Council on the Environment
Member, Co-ordination Group on Global Climate Change
Member, Working Group on the Diesel to Gas Scheme
Member, Indoor Air Quality Management Group.

Job Description

Post Title : Principal Assistant Secretary (B)2

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary (B)

Justification :

The creation of the FEHD on 1.1.2000 will allow, for the first time, all waste management policies (collection and transport of municipal waste by FEHD and disposal by EPD, and transport and disposal of construction and demolition waste by CED) to be overseen and coordinated by one officer. There is a great deal of work to be done. The holder of the post will also oversee the implementation of energy efficiency initiatives in the Policy Address. This will involve a number of measures affecting the general public, as well as various cross-Bureau issues. In addition, he is responsible for liaison with international organizations on environmental protection. These contacts are expected to increase in both volume and complexity. The foregoing responsibilities call for the attention of an officer at the AOSG 'C' level.

Duties and Responsibilities :

1. To assist the Deputy Secretary (B) in :

- coordinating the implementation and review of the Waste Disposal Plan and the Waste Reduction Framework Plan;
- formulating and reviewing policies on waste collection and removal;
- keeping under review the need to renew the Waste Disposal Ordinance, for example to provide for a scheme to control clinical wastes;
- formulating and reviewing charging policies for the recovery of costs for waste disposal facilities, in line with the Polluter Pays Principle;

- coordinating waste reduction measures relating to construction and demolition wastes;
2. To oversee the provision of adequate and convenient disposal outlets for construction and demolition materials;
 3. To attend Legislative Council panel meetings as required; and
 4. To service as-
Convenor, Green Managers, Working Group
Member, Public Filling Subcommittee of the Fill Management Committee
Member, Fill Management Committee
Member, Waste Reduction Task Force for Construction Industry.

Job Description

Post Title : Principal Assistant Secretary (B)3

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary (B)

Justification :

Principal Assistant Secretary (B)3 is responsible for policy relating to water pollution control. An important element in controlling water pollution is the implementation of a sewerage programme. The Strategic Sewage Disposal Scheme is a massive project costing over \$20 billion. It is currently under review. The review has sparked a great deal of interest from the Legislative Council, Green Groups and other parties. Other aspects of the sewerage programme also includes 16 Sewerage Master Plans to provide sewers system, to replace old sewers, and to upgrade regional sewage treatment facilities. Principal Assistant Secretary (B)3 needs to oversee the implementation of these projects and to provide policy input. He is responsible for the policy aspect of the current review of sewage charges. Furthermore, he is reviewing the conservation policy including ecological mitigation and compensation in connection with works projects and the enhancement of ecological protection. This heavy schedule of duties requires an officer at the AOSG 'C' level.

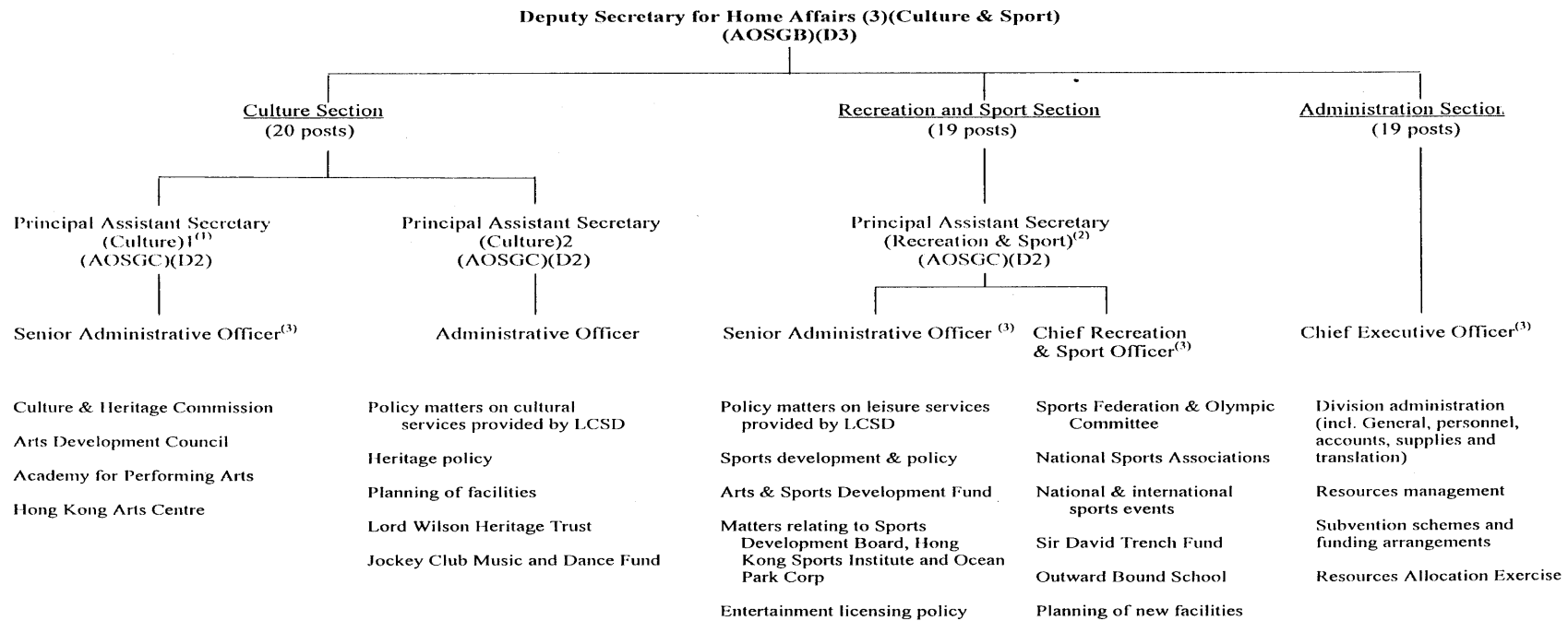
Duties and Responsibilities :

1. To assist the Deputy Secretary (B) in:

- monitoring the implementation of actions arising from the Trade Effluent Surcharge Review and developing strategies for the effective implementation of the sewage charging scheme;
- monitoring the implementation of the works relating to the Strategic Sewage Disposal Scheme and ensuring that resources are secured for other sewerage capital works;

- formulating policies and processing legislation for controlling water pollution, dumping at sea, marine littering, oil pollution and floating refuse and ensuring effective and expeditious implementation of the Livestock Waste Control Scheme;
 - formulating policies and processing legislation for the conservation of Hong Kong's environment and natural resources and handling matters relating to conservation, including the designation and management of country and marine parks;
2. To serve as Secretary to the Advisory Council on the Environment;
 3. To attend Legislative Council panel meetings as required;
 4. To undertake such other tasks as Deputy Secretary (B) directs; and
 5. To service as-
Secretary, Expert Group on Sewage Disposal
Secretary, the Hong Kong-Guangdong Environmental Protection Liaison Group
Member, Technical Group on Sewage Disposal
Member, Strategic Sewage Disposal Scheme Project Steering committee
Member, Livestock Waste Disposal Consultative Committee.

Proposed Organization Chart of Culture and Sport Division of Home Affairs Bureau
(as at 1.1.2000)



Note : (1) New Directorate post proposed.
(2) Supernumerary post to be made permanent, offset by the deletion of 1 PEO post.
(3) Post at Segment D level (i.e. MPS 45-49).

Total Divisional Establishment

Director : 4
Non-Directorate : 55

Job Description

Post Title: Principal Assistant Secretary (Culture)¹

Rank: Administrative Officer Staff Grade C

Responsible to: Deputy Secretary for Home Affairs (3) (Culture and Sport)

Justification:

As part of Government's plan to reconstitute the framework for provision of cultural services, a high-level Culture and Heritage Commission (CHC) will be set up to advise the Government on the formulation and strategic planning of cultural policies and funding priorities. The Commission will have to maintain an overview of culture, the arts and heritage services in Hong Kong and the support available to major culture and arts organisations, e.g. the Academy for Performing Arts and the Arts Development Council. To this end, the Commission may conduct research, commission or receive reports, appoint external advisory panel of experts and carry out any other necessary activities. Given the high status of the Commission and the importance of its work in the development of culture, arts and heritage in Hong Kong, an AOSGC to take charge of the overall servicing for CHC would be essential. The officer will assist CHC in monitoring the programme of research and studies, liaising with its 'constituent' statutory bodies, established institutions and overseas cultural bodies, and organising cultural exchanges.

As the workload of HAB will be increased substantially when it assumes responsibilities for culture, arts, sport and recreation formerly resting with the Provisional Municipal Councils, it would be difficult for the existing PAS(Culture) who will have an expanded portfolio to take on the onerous duty of servicing the CHC. It is therefore proposed an additional AOSGC be provided and be designated as PAS(Culture)¹. This officer will also take over from the existing AOSGC, PAS(Culture)², responsibilities for statutory bodies like Arts Development Council, Academy for Performing Arts and Arts Centre.

Duties and Responsibilities:

1. To handle all matters falling within the terms of reference of the Culture and Heritage Commission, in particular -
 - (a) to service the Commission and any committees, working groups, panels that the Commission may set up;
 - (b) to draw up the long term programme of work for the Commission and ensure the Commission is kept abreast of developments in areas relevant to the Commission's work;
 - (c) to organize any consultation which the Commission may require from time to time and to publicize and promote such recommendations as the Commission may make;
 - (d) to prepare discussion papers for the Commission, including analysing research work on topics required by the Commission;
 - (e) to deal with other follow-up action arising from discussions at meetings of the Commission;
 - (f) to organise the agenda, papers and press briefing material for CHC meetings;
 - (g) to promote, as authorized by the Commission, cooperation between the Commission and the statutory and established institutions in the field of culture in Hong Kong;
 - (h) to manage the finances available to the Commission for its own programmes; and
 - (i) to assist the Commission in the assembly of information necessary for the Commission to advise Government on the application of public resources in the culture and arts field;

2. To make recommendations for the development, formulation and implementation of policies on the arts and culture, including but not confined to the financial aspects related thereto;
3. To co-ordinate work related to the Hong Kong Arts Development Council and the Hong Kong Academy of Performing Arts;
4. To liaise with governing bodies of the HK Arts Centre, the HK Academy for Performing Arts, HK Arts Development Council; and
5. To liaise with individuals and organisations, both locally and overseas, including with other governments and their local consulates, on cultural matters in the interest of Hong Kong.

Job Description

Post Title: Principal Assistant Secretary (Recreation and Sport)

Rank: Administrative Officer Staff Grade C

Responsible to: Deputy Secretary for Home Affairs (3) (Culture and Sport)

Justification:

The Culture and Sport Division comprises three sections, viz. Culture Section, Recreation and Sport Section and Administration Section. The Recreation and Sport Section is headed by an AOSGC designated as PAS(RS). It is mainly responsible for policies on sports and recreation, including subvention administration for the Sports Development Board (SDB) and the Arts and Sport Development Fund etc, planning of new facilities and monitoring of amusement parks operations. Upon reorganization, it will take over housekeeping responsibility and policy matters relating to the leisure services operations of LCSD.

The post of PAS(RS), which is a supernumerary post held against a permanent post of PEO (D1), will lapse on 18.3.2000. It was an AOSGC post in the former Recreation and Culture Branch but was downgraded to PEO in 1991 in view of the Administration's intention to develop a greater degree of independence within the SDB. It was expected at the time that, with the setting up of SDB, the Bureau would play a smaller role in promoting recreation and sports and that the work of the head of the then RS Division would become more administrative in nature and thus could be headed by a PEO. However, experience in subsequent years proved that the Bureau still needed to maintain its role in overall policy formulation and co-ordination in recreation and sports issues. As a result, a proposal was made in 1996 to create a supernumerary post of AOSGC to be held against the PEO post.

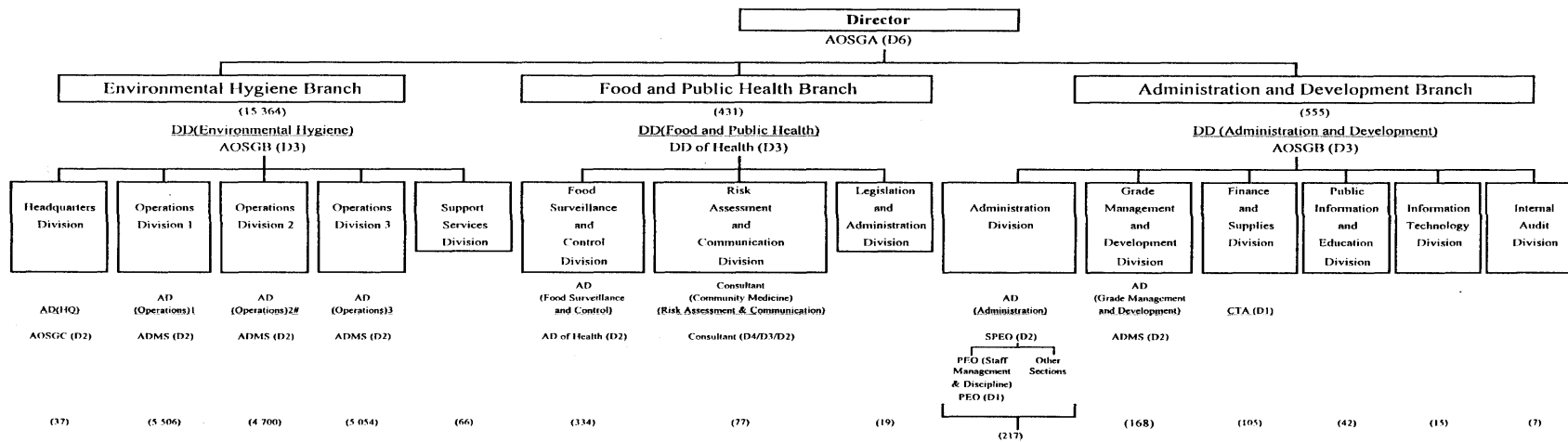
Having recently reviewed the situation, it is considered that there is a permanent need for the Recreation and Sport Section to be headed by an AOSGC, given the additional responsibility for the new LCSD, the expanded policy area of entertainment licensing which will come with the taking over of licensing functions from the two Municipal

Councils in respect of Places of Public Entertainment and Places of Amusement and the increasingly complex sports scene which involves an interplay between the Sports Development Board, the Sports Federation and Olympic Committee, the 'national' sports associations and the new department. It is therefore proposed that the supernumerary post of AOSGC be converted back to a permanent post, offset by the deletion of the PEO post.

Duties and Responsibilities:

1. To formulate policy on the sports and recreational facilities and services provided by LCSD, to co-ordinate matters relating to resource allocation and to undertake housekeeping responsibilities for the Leisure Services Branch of LCSD;
2. To make recommendations on and co-ordinate the implementation of policy and legislation for the development of recreation and sport in Hong Kong;
3. To co-ordinate and advise on the planning of major recreational and sports facilities and projects, and to monitor the public works projects related to sport and recreation;
4. To liaise with recreational and sports organisations and other government departments on matters concerning the development of recreation and sport, including the Sport Development Board, Sports Federation and Olympic Committee of Hong Kong, China, National Sports Associations and district sports association;
5. To handle matters relating to the Hong Kong Sports Development Board, including its strategic plans and budgets, the Ocean Park Corporation and the Outward Bound School and to act as the main point of contact in HAB;
6. To administer the Sir David Trench Fund for Recreation and process applications under the Jockey Club Grant for Permanent Recreational Facilities for Youth; and
7. To oversee matters relating to the licensing of entertainment facilities.

**Distribution of Directorate Posts in
Food and Environmental Hygiene Department**



() : Number of posts
: Post subject to review in 2 years

Total Directorate Establishment:	
D, FEH	: 1
EH B	: 5
FPH B	: 3
ADM & D B	: 5
	14

Job Description

Post Title: Director of Food and Environmental Hygiene

Rank: Administrative Officer Staff Grade A (D6)

Responsible to: Secretary for Environment and Food

Justification:

With an establishment of over 16 000 staff, the Food and Environmental Hygiene Department (FEHD) will be the largest civilian department in the SAR Government. It will consist of a wide range of professions such as medical and health officers, nursing officers, scientific officers, veterinary officers, health inspectorate, hawker control officers, etc. The annual recurrent budget of the department is estimated to be about \$4,400 million.

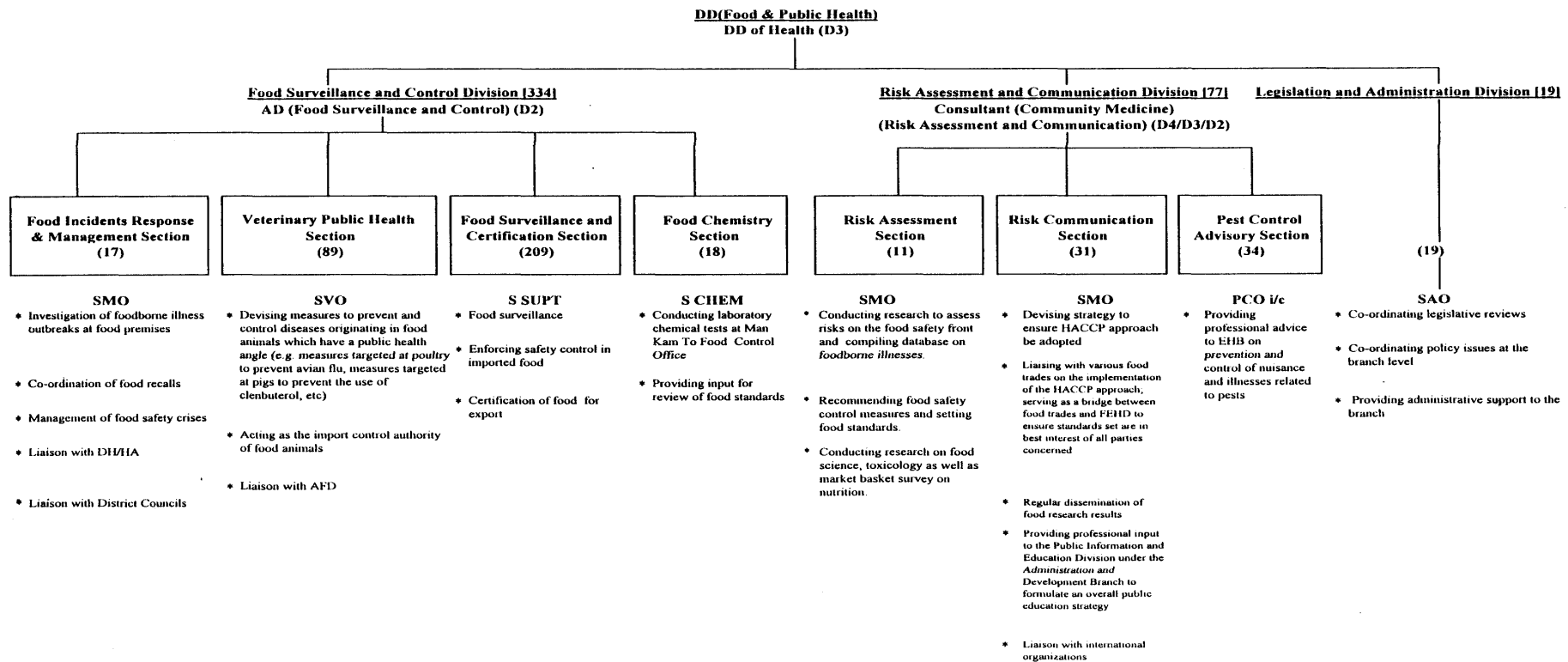
In addition to leading and directing a department of such large size and complexity, the Director of FEHD will be responsible for advising the Bureau Secretary on the formulation of policies relating to food safety, veterinary public health and environmental hygiene. Since the work of FEHD will have an important impact on the community, it will be subject to the constant scrutiny of the Legislative Council, District Councils, the media and the public. Having regard to the nature of duties and the level of responsibilities involved, it is considered justified to pitch the post at Administrative Officer Staff Grade A (D6) level.

Duties and Responsibilities:

1. To direct the operations of FEHD with a view to delivering quality service which is responsive to the changing needs and expectation of the community;
2. As vote controller, to plan and secure financial and manpower resources to carry out the full range of departmental services;

3. As Head of Department, to steer and oversee staff management and development programmes; to cultivate and maintain good staff relations and staff discipline;
4. To provide input to EFB on the formulation of policies pertaining to food safety control, veterinary public health, pest control, public hygiene, licensing of food and other premises, market management and hawker control;
5. To advise on the need for legislation including legislative amendments for the carrying out of statutory and regulatory responsibilities; and
6. To serve as an ex-officio member of the Advisory Council on Food and Environmental Hygiene.

Proposed Organization of Food and Public Health Branch of
Food and Environmental Hygiene Department
[Total No. of posts: 431]



Job Description

Post Title: Deputy Director (Food and Public Health)

Rank: Deputy Director of Health (D3)

Responsible to: Director of Food and Environmental Hygiene

Justification:

The DD(FPH) will be the most senior professional advisor to Government on food safety and related public health matters. In addition to taking over responsibilities for food surveillance and certification, food chemistry, food incidents management and providing advice on pest control from the Department of Health, he will assume responsibility for veterinary public health which will be transferred from the Agriculture and Fisheries Department. In addition he will be responsible for ensuring that the FEHD will have an enhanced capacity in assessing health risks on the food safety front and in communicating such risks to food traders as well as consumers. Furthermore, he will ensure that food laws are brought more up to date and appropriate legislation be introduced for more effective and efficient food safety control.

It is considered appropriate to rank the post at DD of Health (D3) level in order to provide an officer with leadership and professional expertise to head the Food and Public Health Branch.

Duties and Responsibilities:

1. To plan and direct the implementation of policies on food safety control, veterinary public health and pest control; and to set standards having regard to research results and practical experience;
2. To make policy and legislative proposals in the light of operational experience on food safety control, veterinary public health and pest control;

3. To oversee surveillance at various points of the food supply chain to ensure food are fit for human consumption and to ensure appropriate and speedy response to food incidents;
4. To oversee the assessment of health risks on the food safety front and devise a strategy on how best these can be communicated to the industry and the community as a whole;
5. To liaise with local and international organizations, academics, medical professionals and trades to foster the best application of established policies in the light of the changing environment;
6. To provide professional input to public health education programmes on food safety; and
7. To attend meetings of Legislative Council panels and the Advisory Council on Food and Environmental Hygiene as needed.

Job Description

Post Title: Assistant Director (Food Surveillance and Control)

Rank: Assistant Director of Health (D2)

Responsible to: Deputy Director (Food and Public Health)

Justification:

A post of Assistant Director of Health (D2) now exists in the Department of Health to deal with food and public health matters. This post will be “transferred” to the new department to head the Food Surveillance and Control Division. This officer will take charge of territory-wide operations in relation to food surveillance, enforcement of food laws, safety control on imported food, certification of food for export, laboratory services for food testing, investigation of foodborne illness outbreaks at food premises, coordination of food recalls, management of food safety crises, and formulation of strategy to deal with public health problems originating in food animals which have a public health angle. In addition, he will be responsible for administering the reporting and registration system on coral fish harvesting zones. Given the wide scope of activities under the control of this officer, and the need for him to contact Mainland and overseas authorities and other parties in the discharge of his duties, the post should be filled by a medical professional at D2 level.

Duties and Responsibilities:

1. To devise and supervise the implementation of a territory-wide food surveillance programme to ensure food is fit for human consumption;
2. To oversee food import control and export certification;
3. To direct the management of all food incidents, including investigation of food borne illness outbreaks at food premises, management of food safety crises and coordination of food recalls; and to liaise with international food authorities, food traders and other parties to ensure effective control;

4. To formulate measures to prevent and control diseases originating in food animals which have a public health angle, including liaison with Mainland and overseas authorities;
5. To supervise the conducting of laboratory tests at Man Kam To Food Control Office;
6. To administer the reporting and registration system for coral fish harvesting zones; and
7. To attend meetings of the Legislative Council panels and the Advisory Council on Food and Environmental Hygiene as needed.

Job Description

Post Title: Consultant (Community Medicine) (Risk Assessment and Communication)

Rank: Consultant (D2)

Responsible to: Deputy Director (Food and Public Health)

Justification:

This is a new post for heading the Risk Assessment and Communication Division which is responsible for assessing health risks on the food safety front as well as devising strategies to communicate food safety information to parties concerned. These functions are at present carried out only in a reactive manner due to lack of resources. The Consultant will carry out researches, analyses and surveys to provide evidence-based, medical and scientific input to the formulation of food safety and food hygiene strategies, including the setting of food standards. He will also provide expert advice on pest control. In addition, he will be responsible for promoting the “Hazard Analysis Critical Control Point (HACCP)” approach, a tripartite system involving Government, the food industry and consumers, which is recognized internationally as an effective way of preventing food incidents. This post should be filled by a medical professional at D2 level in view of the experience and expertise required to step up the much-needed research on food safety and to ensure effective communication with the public.

Duties and Responsibilities:

1. To steer the collection and analysis of food surveillance data with a view to defining and measuring health risk; to compile database on foodborne illnesses;
2. To conduct population surveys and laboratory researches on food science, toxicology as well as market basket survey on nutrition;

3. To advise on food standards based on local risk assessment results and international experience;
4. To assist the Deputy Director (Food and Public Health) in devising and implementing communication strategies to disseminate food safety information to enable the public to make informed choices;
5. To introduce and promote the “Hazard Analysis Critical Control Point” (HACCP) approach to the industry and the public;
6. To provide professional advice on pest control;
7. To establish liaison network with international bodies on food safety with a view to strengthening food control and safety programmes; and
8. To attend meetings of the Legislative Council panels and Advisory Council on Food and Environmental Hygiene as needed.

Proposed Organization of Environmental Hygiene Branch
Food and Environmental Hygiene Department

Total No. of Posts = 36

AC:5GB (031)

[illegible]

Job Description

Post Title: Deputy Director (Environmental Hygiene)

Rank: Administrative Officer Staff Grade B (D3)

Responsible to: Director of Food and Environmental Hygiene

Justification:

The Deputy Director (Environmental Hygiene) of the Food and Environmental Hygiene Department (FEHD) will be the Government's senior advisor on environmental hygiene. He will be responsible for planning and directing the provision of a wide range of environmental hygiene services, including meat inspection, waste collection, public toilets, market management, hawker control, licensing control of food and other premises, management of cemeteries and crematoria, etc. In addition, he will provide policy input to and oversee the formulation of strategies for management of facilities and setting of service standards. With the amalgamation of the Environmental Hygiene (EH) Branches of the two municipal services departments in the new set-up, the EHB of the new FEHD will comprise over 15 000 staff working in 20 districts. Having regard to the level of responsibility and span of control of the DD(EH) post, it is considered justified to rank it at the Administrative Officer Staff Grade B (D3) level.

Duties and Responsibilities:

1. To plan and direct the implementation of policies on public hygiene, licensing of food and other premises, market management and hawker control;
2. To make policy and legislative proposals in the light of operational experience on public hygiene, licensing of food and other premises, market management and hawker control;

3. To supervise the work of district environmental hygiene offices to ensure that services are adequately provided, facilities efficiently managed and policies properly implemented;
4. To introduce measures to enhance operational efficiency and improve service delivery in the light of practical experience;
5. To review planning standards on the provision of environmental hygiene facilities having regard to public demand and other relevant considerations;
6. To advise on community involvement and public health education programmes on environmental hygiene;
7. To oversee the administration of the Environmental Hygiene Branch, including planning, coordinating and reviewing the financial and human resources requirements of the Branch to achieve optimum effectiveness and efficiency; and
8. To attend meetings of Legislative Council Panels and the Advisory Council on Food and Environmental Hygiene as necessary.

Job Description

Post Title: Assistant Director (Headquarters) Environmental Hygiene

Rank: Administrative Officer Staff Grade C (D2)

Responsible to: Deputy Director (Environmental Hygiene)

Justification:

Underpinning the Deputy Director (Environmental Hygiene), the AD(Headquarters) will be responsible for formulating departmental policies, strategies, practices and procedures on environmental hygiene services, and for reviewing the charging policy for fees and charges, regulatory standards and levels of provision of such services and facilities. Upon the dissolution of the municipal councils, it is expected that there will be considerable work in reconciling the existing different procedures and operational guidelines between the urban area and the New Territories. There will also be a need for a directorate officer (i.e. the AD(Headquarters)) in the new department to oversee the servicing of the Liquor Licensing Board (LLB) and be responsible for the processing of appeals on applications for liquor and other licences. It is therefore considered appropriate to rank this post at Administrative Officer Staff Grade C (D2) level.

Duties and Responsibilities:

1. To assist the Deputy Director (Environmental Hygiene) in reviewing and formulating departmental policies, strategies, practices and procedures relating to public hygiene, licensing, market management and hawker control;
2. To keep under review the regulatory standards relating to environmental hygiene services and facilities and formulate proposals to meet changing needs of the community;

3. To keep under review the charging policy and the fees structures for licences and environmental hygiene services/facilities;
4. To oversee the servicing of the LLB and the processing of appeal cases for liquor licences;
5. To supervise the processing of applications for review on other licences;
6. To review and draw up a time table to reconcile departmental practices and operational guidelines between the urban area and the New Territory;
7. To attend meetings of the Legislative Council Panels and Advisory Council on Food and Environmental Hygiene as and when necessary; and
8. To oversee the management of the Cleansing Section, Hygiene & Licensing Section, Hawker & Market Section and Re-organization Section including staff deployment, supervision and resource allocation.

Job Description

Post Title: Assistant Director (Operations)¹

Rank: Assistant Director of Municipal Services (D2)

Responsible to: Deputy Director (Environmental Hygiene)

Justification:

At present three ADMSs in USD and RSD are responsible for managing the provision of front-line environmental hygiene services across the territory on a regional basis (i.e. Hong Kong Island, Kowloon and the New Territories). It is necessary to continue with three Operational Divisions in the Environmental Hygiene Branch during the initial stage of the reorganisation, with each Division headed by an ADMS, for the following reasons-

- (a) drastic changes to the senior management structure are not advisable during the initial stage of the re-organization in order to avoid confusion to established line of command which may disrupt the delivery of service; and
- (b) the management of environmental hygiene services and facilities in the urban areas and the New Territories does not follow the same policies, procedures and systems. It will take at least two years for these differences to be progressively aligned to achieve uniformity of standards. An ADMS is therefore needed to co-ordinate and monitor the implementation of changes in each operational division until the full set of guidelines and procedures are introduced and implemented.

Duties and Responsibilities:

1. To plan, direct and supervise the operations of environmental and food hygiene services in six district offices (Wanchai, Islands, Central, Western, Eastern and Southern), including refuse collection, street cleansing, public toilets, market management, hawker control, inspection of food premises, etc.;

2. To direct and supervise the operations of centralized functions for the six districts including prosecution, issue of licences, Hawker Control Task Force, specialized cleansing, dead removal and quality auditing;
3. To assist in reviewing and planning the provision of environmental hygiene facilities for the districts under his purview;
4. To ensure District Councils falling under his purview are consulted on the provision of environmental hygiene services and facilities;
5. To direct and oversee the management of the Transport Management Section which is responsible for the scheduling and deployment of operational vehicles in support of cleansing, hawker control operations and other departmental activities;
6. To attend meetings of Legislative Council Panels and the Advisory Council on Food and Environmental Hygiene as necessary; and
7. To oversee the management of district environmental hygiene offices and sections under his charge including staff deployment, supervision and resources allocation.

Job Description

Post Title: Assistant Director (Operations)²

Rank: Assistant Director of Municipal Services (D2)*

Responsible to: Deputy Director (Environmental Hygiene)

Justification:

Please refer to Enclosure 3(i).

This is a supernumerary post subject to a review in 2 years' time.*

Duties and Responsibilities:

1. To plan, direct and supervise the operations of environmental and food hygiene services in six district offices (Yau Tsim, Mongkok, Shum Shui Po, Kowloon City, Wong Tai Sin & Kwun Tong), including refuse collection, street cleansing, public toilets, market management, hawker control, inspection of food premises, etc.;
2. To direct and supervise the operations of centralized functions for the six districts including prosecution, issue of licences, Hawker Control Task Force, specialized cleansing, dead removal and quality auditing;
3. To assist in reviewing and planning the provision of environmental hygiene facilities for the districts under his purview;
4. To ensure District Councils falling under his purview are consulted on the provision of environmental hygiene services and facilities;

5. To direct and oversee the management of the Cemeteries and Crematoria Section and to exercise regulatory control over private cemeteries and crematoria in the territory;
6. To attend meetings of Legislative Council Panels and the Advisory Council on Food and Environmental Hygiene as necessary; and
7. To oversee the management of district environmental hygiene offices and sections under his charge including staff deployment, supervision and resources allocation.

Job Description

Post Title: Assistant Director (Operations)³

Rank: Assistant Director of Municipal Services (D2)

Responsible to: Deputy Director (Environmental Hygiene)

Justification:

Please refer to Enclosure 3(i).

Duties and Responsibilities:

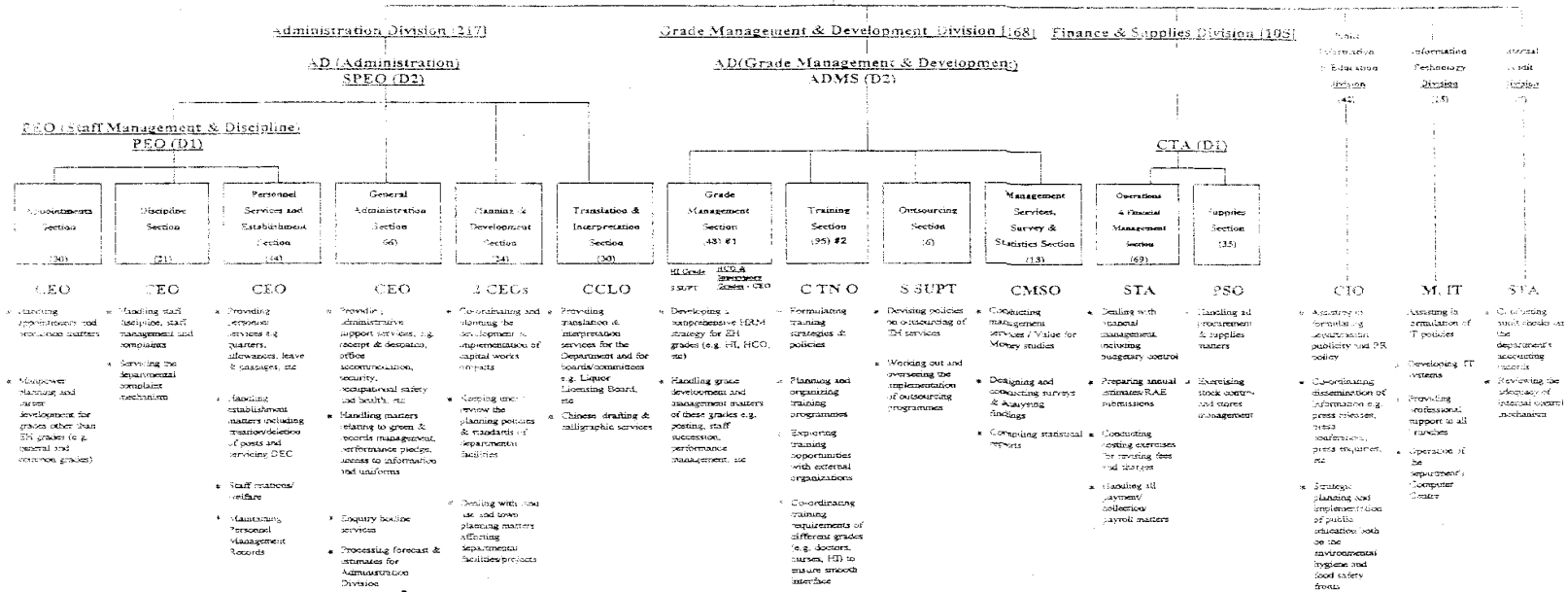
1. To plan, direct and supervise the operations of environmental and food hygiene services in eight district offices (Tai Po, North, Tsuen Wan, Kwai Tsing, Shatin, Sai Kung, Yuen Long and Tuen Mun), including refuse collection, street cleansing, public toilets, market management, hawker control, inspection of food premises, etc;
2. To direct and supervise the operations of centralized functions for the eight districts including prosecution, issue of licences, Hawker Control Task Force, specialized cleansing, dead removal and quality auditing;
3. To assist in reviewing and planning the provision of environmental hygiene facilities for the districts under his purview;
4. To ensure District Councils falling under his purview are consulted on the provision of environmental hygiene services and facilities;
5. To direct and oversee the operation of the Slaughterhouses Section which supervises meat inspection and related duties in the three private slaughterhouses (Sheung Shui, Tsuen Wan and Cheung Chau);

6. To attend meetings of Legislative Council Panels and the Advisory Council on Food and Environmental Hygiene as necessary; and
7. To oversee the management of district environmental hygiene offices and sections under his charge including staff deployment, supervision and resources allocation.

**Proposed Organization of Administration and Development Branch
Food and Environmental Hygiene Department**
(Total No. of posts: 555)

Enclosure 300 to E.O. (1994-1996) 26

**DO (Administration and Development)
AOSGB(D3)**



#1: 15 posts for grade management + 33 posts for administrative

#2: 14 posts for Training Section + 41 Student HI posts

Job Description

Post Title: Deputy Director (Administration and Development)

Rank: Administrative Officer Staff Grade B (D3)

Responsible to: Director of Food and Environmental Hygiene

Justification:

The Food and Environmental Hygiene Department (FEHD) will be the largest civilian department in the SAR Government with an establishment of over 16 000 staff and an annual recurrent budget estimated to be about \$4,400M. There will be a huge amount of administrative duties which will be required to be handled by the DD(A&D). These include planning and control of financial resources, management of a wide range of staff from various disciplines, planning and implementation of capital projects, formulation of IT strategy, conducting of internal audit etc. In addition, the DD(A&D) will be responsible for drawing up a comprehensive Human Resources Management Strategy which will include training, performance management, discipline, career development and staff succession. He will also be required to devise a programme to educate the public of the importance of and their role in ensuring food safety and maintaining a clean and hygienic living environment. Given the wide range of duties and the level of responsibilities involved, it is considered justified to pitch the post at Administrative Officer Staff Grade B (D3) level.

Duties and Responsibilities:

1. To direct and supervise the provision of administrative support for the efficient operation of the Department (with an establishment of over 16 000);
2. To oversee the management of all environmental hygiene grades and to develop an overall strategy on Human Resources Management for the Department;
3. To oversee the provision of financial, accounting and procurement services for the efficient operation of the Department, to supervise and monitor the

preparation of the Department's submissions for the Resource Allocation Exercise, annual estimates and baseline forecasts to ensure that the Department is provided with adequate resources for achieving its objectives and performance targets;

4. To oversee the planning and implementation of capital works projects;
5. To formulate the departmental IT strategy and oversee the provision of IT services in support of the aims and objectives of the Department;
6. To steer and supervise the internal audit mechanism to ensure that departmental control systems are proper and adequate;
7. To formulate the Department's publicity and public relations strategy and be responsible for the strategic planning and implementation of public education and community involvement programmes both on the environmental hygiene and food safety fronts; and
8. To liaise with staff unions and associations and to chair meetings of the Departmental Consultative Committee to ensure effective communication and consultation with staff.

Job Description

Post Title: Assistant Director (Administration)

Rank: Senior Principal Executive Officer (D2)

Responsible to: Deputy Director (Administration and Development)

Justification:

There is a need for an officer at Senior Principal Executive Officer (SPEO) (D2) level to be responsible for providing, co-ordinating and controlling personnel and administrative support services to the whole department which comprises over 16 000 staff in more than 50 grades/120 ranks. The officer will be responsible for providing advice to senior directorate officers on the management of staff resources, reviewing conditions of service and staffing structures, and co-ordinating manpower forecasts. In addition, he will administer various support services including office accommodation, office procedures, green and record management, uniforms, enquiry hotlines, translation, staff incentive schemes, staff relations and welfare, complaints handling system, etc.

The AD(Administration) will also be responsible for supervising the planning of capital works projects of the department and advising on land use and town planning proposals affecting departmental facilities and projects. He will also be the administrative head of some 900 General Grades staff in the department.

Duties and Responsibilities:

1. To direct and supervise work relating to personnel management including recruitment, appointments, promotion, conditions of service, discipline, establishment control, staff relations/welfare, etc;
2. To administer various departmental services including office accommodation, office organization and procedures, green and record management, occupational safety, uniforms, enquiry hotlines, access to information by the public, etc;

3. To oversee the departmental machinery for dealing with staff complaints and complaints received from the public;
4. To supervise the planning of capital works projects, including the establishment of project scope and schedule of accommodation; scrutinizing layout plans and costings; preparing project planning papers; and monitoring the implementation of projects;
5. To advise on the effect of land use and town planning proposals on departmental facilities/projects;
6. To supervise the work of the Translation and Interpretation Section; and
7. To be the head of General Grades staff in the Department.

Job Description

Post Title: Principal Executive Officer (Staff Management and Discipline)

Rank: Principal Executive Officer (D1)

Responsible to: Assistant Director (Administration)

Justification:

This Principal Executive Officer (PEO) will assist the Assistant Director (Administration) in dealing with personnel and staff management matters. With such a large establishment and wide diversity of grades and ranks in the department, a considerable proportion of which being frontline staff working outdoor, adequate systems, guidelines and procedures will have to be devised for managing and supervising them. Cases concerning appointments, staff complaints, discipline and termination are expected to be numerous and complicated in nature. Furthermore, effective liaison and communication with staff unions in a department of this size and diversity are essential for the smooth and efficient operation of its functions. An officer with extensive experience and adequate seniority in personnel management in the Executive Officer grade is required for these duties. It is therefore considered appropriate to pitch this post at PEO(D1) level.

Duties and Responsibilities:

1. To formulate staff management and discipline guidelines and procedures in response to overall civil service initiatives;
2. To ensure the proper conduct of recruitment, appointments, promotion, termination of service and provision of personnel services such as leave, allowances, quarters and other conditions of service matters;
3. To assess manpower requirements, vet staffing requests, conduct complementing and grading reviews and control establishment growth;

4. To deal with staff discipline matters including the conducting of investigations into complaints, liaison with CSB on the instituting of disciplinary proceedings, etc;
5. To handle complaints/referrals from the Office of The Ombudsman, ICAC and the Police; and
6. To maintain close liaison with staff unions and associations with a view to enhancing communication between management and staff.

Job Description

Post Title: Assistant Director (Grade Management and Development)

Rank: Assistant Director of Municipal Services (D2)

Responsible to: Deputy Director (Administration and Development)

Justification:

Apart from the Model Scale I staff and the general grades staff, the main workforce in the new FEHD comprises Health Inspectorate staff (about 1 000), Hawker Control Officer grade (about 2 700) and supervisory grades staff of Overseers and Foremen (a total of about 1 600). At present, the grade managers of these grades work directly to the Deputy Director responsible for environmental hygiene services. Given the expectation of the public for better service from FEHD, it is necessary to strengthen the management and quality of the grades.

There is a need for an ADMS to take charge of the training and development of the Health Inspectorate, Hawker Control Officer and supervisory grades. He will develop a comprehensive management strategy to turn these staff into a well trained workforce which is not only professionally proficient, but also inculcated with a new service culture to better serve the community. To integrate the training component into the grade management, the ADMS will also take charge of the department's training school. In addition, he will develop and monitor the department's programme on outsourcing of services, and oversee the conduct of organization and methods and survey studies of various services of the department.

Duties and Responsibilities:

1. To oversee the Grade Management Section which deals with grade development and management of all environmental hygiene grades staff (including posting, succession and performance management);

2. To assist the Deputy Director (Administration and Development) in formulating and implementing a comprehensive Human Resources Management strategy for all environmental hygiene grades including Health Inspectorate, Supervisory and Hawker Control Officer grades;
3. To devise training programmes for environmental hygiene grades staff and to oversee the work of the departmental training school;
4. To oversee the work of the Management Services, Surveys and Statistics Unit which conducts surveys and value for money studies in support of the work of the Department; and
5. To examine the need for and draw up programmes on outsourcing of environmental hygiene services such as refuse collection and street cleansing.

Job Description

Post Title: Chief Treasury Accountant

Rank: Chief Treasury Accountant (D1)

Responsible to: Deputy Director (Administration and Development)

Justification:

There is a need for a professional officer at Chief Treasury Accountant (CTA) (D1) level to provide high quality financial advice and information to the senior directorate, and to take charge of the Finance and Supplies Division. The officer will be responsible for various accounting systems, revenue collection, budgetary control and resources planning, management accounting, procurement of goods/services and control of stores. In addition, he will be responsible for co-ordinating and providing professional advice in the review of over 175 types of fees and charges.

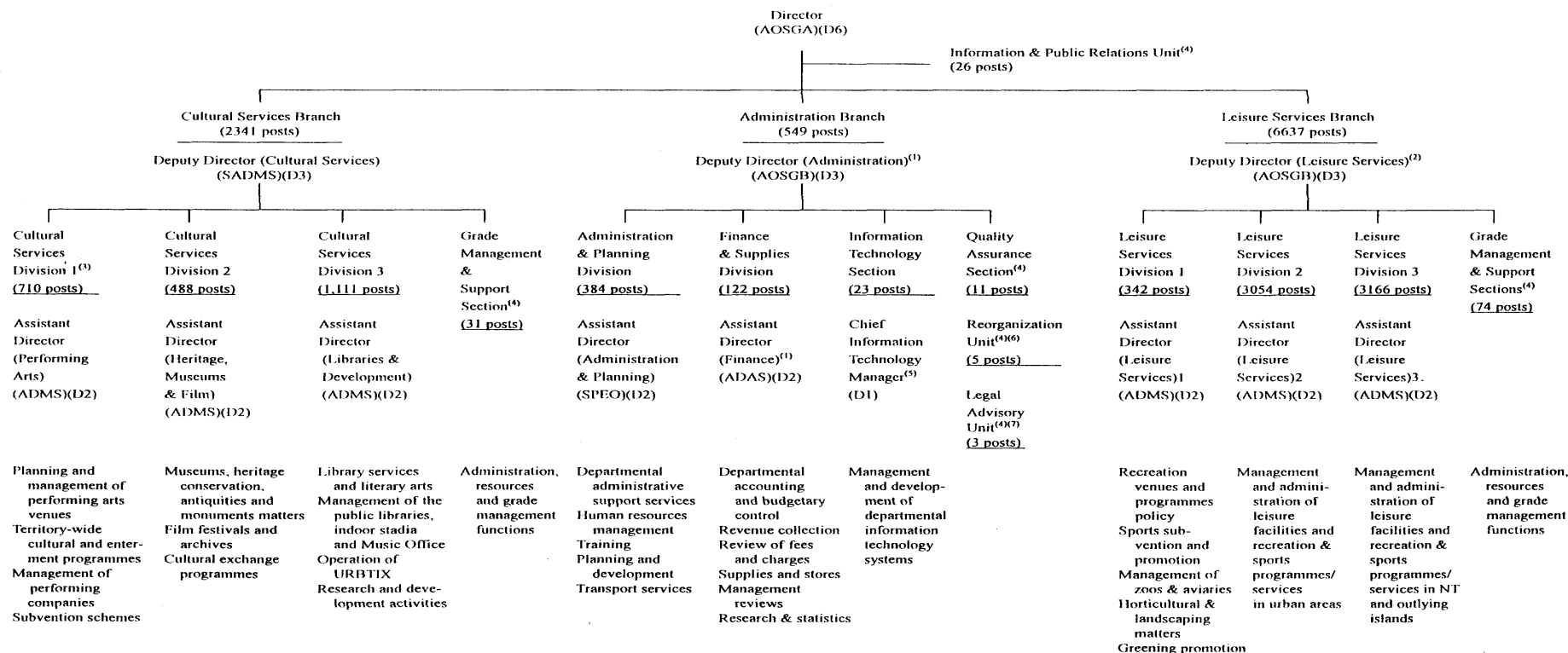
In consultation with the Director of Accounting Services, we consider it appropriate to rank the head of the Finance and Supplies Division at CTA level.

Duties and Responsibilities:

1. To be in-charge of the Finance and Supplies Division and ensure its effective functioning, including budgetary control, operation of Ledger Accounting and Financial Information System (LAFIS) and other accounting systems, revenue collection, etc.;
2. To prepare Resource Allocation Exercise submissions, annual estimates and baseline forecasts and ensure that the Department's objectives and responsibilities are met through the acquisition of adequate financial resources;
3. To coordinate and assist in the reviews of fees and charges (over 175 types in total);
4. To oversee all stores and procurement matters; and
5. To provide professional advice to the Department on all financial matters.

**Proposed Organization Chart of Leisure & Cultural Services Department
(as at 1.1.2000)**

Enclosure 4 to EC(1999-2000)26



- Note :** (1) Supernumerary post to be reviewed in 2 years' time with a view to downgrading or deletion
 (2) Post to be made multi-discipline in future and filled by administrative/departmental officer.
 (3) Excluding an Artistic Director for the Hong Kong Repertory Theatre who is a non-civil service contract staff and who will leave the department upon corporatisation of the 3 Performing Companies.
 (4) Section/Unit to be headed by an officer remunerated at MPS 45-49.
 (5) Non-civil service Directorate position at D1 level to be created on 1.3.2000.
 (6) Unit to be dissolved in 15 months' time.
 (7) Permanent need for the Unit to be reviewed in 2 years' time.

Total Departmental Establishment

Directorate : 12 (+2 contract staff)
 Non-directorate : 9,542
 Total : 9,554

Job Description

Post Title: Director of Leisure and Cultural Services

Rank: Administrative Officer Staff Grade A (D6)

Responsible to: Secretary for Home Affairs

Justification:

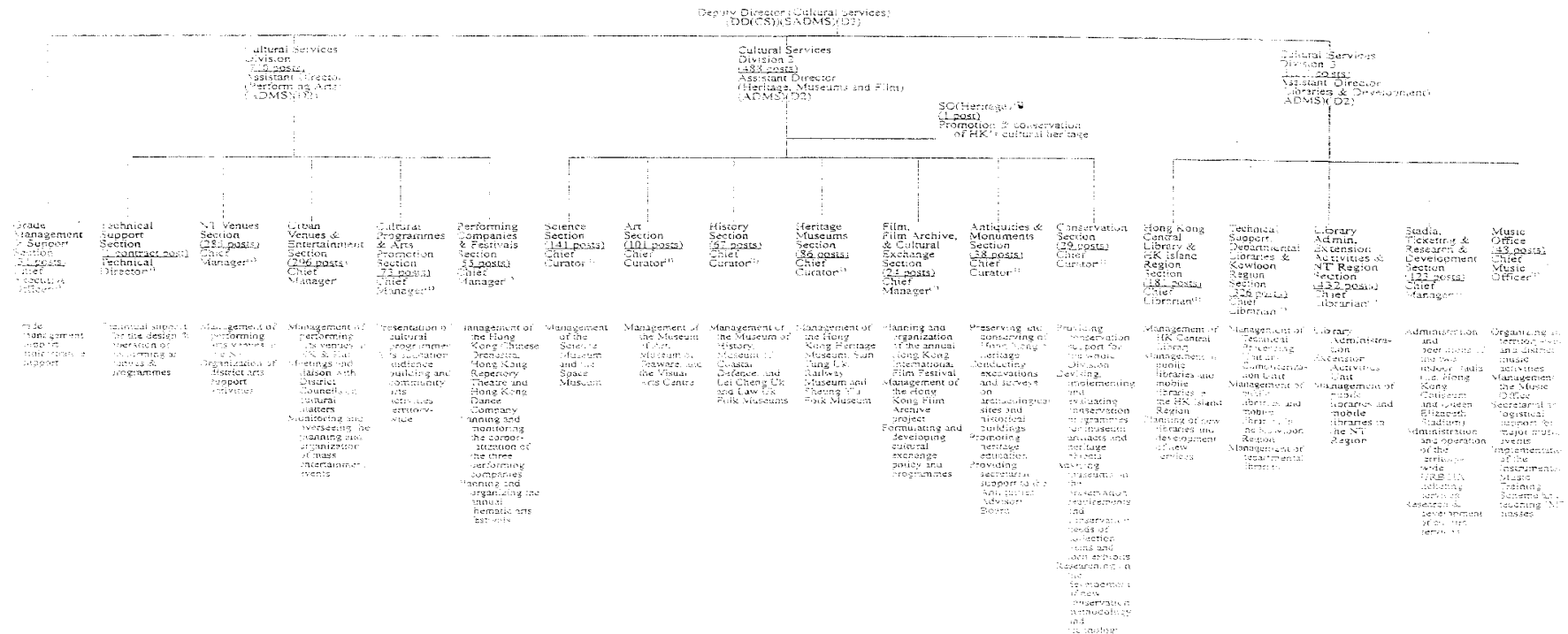
An Administrative Officer Staff Grade A (D6) post is required to head the new department. In such capacity, the officer is expected to lead, guide and motivate a staff complement of over 9,500 to provide quality services to the entire population of Hong Kong. He will project a corporate identity for the department, as a facilitator and a resource base for culture and sports. Working with established arts and sports bodies, he will coordinate the provision of services at the community level, overcoming existing problems of fragmentation of policy and duplication in the application of resources. He will set realistic policies in the use of performing or sports venues in consultation with interested arts, sports and district organizations and be responsible for the efficient management of all facilities under the charge of the department.

To effectively discharge his duties, the Director will have to maintain close liaison with arts and sports circles and other interests, such as governing bodies of subvented organizations, the performing companies, arts groups, the Sports Federation and Olympic Committee, the 'national' sports associations and the District Councils. He will be a member of the Culture and Heritage Commission, the Sports Development Board and the Arts Development Council, where he will have a key role, as a principal service provider controlling most of the venues and sizeable finances, and as the key assistant to the Secretary for Home Affairs on policy formulation and forward planning.

Duties and Responsibilities:

1. To assist Secretary for Home Affairs in development of proposals on leisure and cultural services;
2. To direct execution of Government policies for promoting and delivering leisure and cultural services and preserving local heritage including historic buildings and archaeological sites;
3. To direct and administer the department with particular reference to the Laws of Hong Kong, and specifically those Ordinances which identify its officers as the Authority or as authorised officers, and the efficient, effective and cost- effective use of human and financial resources to achieve the objectives of the department;
4. To direct strategic planning (including identification of community and departmental needs and formulation and review of priorities) to meet the changing aspirations of the community;
5. To guide the department's executive action to ensure co-ordination with Government's objectives, policies and plans;
6. To maintain close liaison with relevant leisure, sports and cultural organizations and Government departments; and
7. To develop staff for quality services including planning for succession.

Proposed Organization Chart of Cultural Services Branch of Leisure and Cultural Services Department
(as at 1.1.2000)



Notes:
(1) Post remunerated at MPO 45-50.
(2) Post ranked at Chief Executive level to be deleted on 1.4.2000.

Total Branch Establishment
Directorate posts 1 (1,020 posts) (ADMS/02)
Non-directorate posts 2,117
3,137

Job Description

Post Title: Deputy Director (Cultural Services)

Rank: Senior Assistant Director of Municipal Services (D3)

Responsible to: Director of Leisure and Cultural Services

Justification:

Deputy Director (Cultural Services) takes charge of the departmental operation in providing services on culture and the arts to the population of Hong Kong. He will be heading a Branch with an establishment of 2,341 posts and an annual expenditure of \$2,131 million. He will ensure the efficient management of cultural and entertainment programmes, museums and library services, the Hong Kong Coliseum, the Queen Elizabeth Stadium, civic centres, the performing companies, and, subject to the advice of the Antiquities Advisory Board, effective arrangements for the protection of historic buildings and archaeological sites. He also has to assist in the formulation of strategy for encouraging private sector initiatives in the provision of cultural services, such as the corporatization of performing companies and the contracting out of services and facilities management. He will spearhead the department's efforts in forging partnerships with arts and culture circles, developing new ideas with the advice of artists, art lovers and sponsors, arts administrators, and users of facilities.

The proposed ranking of the post is essential so that an officer with the required breadth of experience, professional expertise and standing can lead the Cultural Services Branch and represent the department in dealings with professional arts groups and overseas bodies. An ongoing dialogue at this level is essential to the cultural development of Hong Kong.

Duties and Responsibilities:

1. To assist in the formulation of policies and good practices on cultural and entertainment programmes, museums and library services, protection of historic

buildings and archaeological sites, civic centres, the Hong Kong Coliseum, the Queen Elizabeth Stadium and the performing companies;

2. To plan and direct the above services and activities, including financial resources management, venue management and marketing;
3. To co-ordinate the planning and development of new cultural facilities and to review the planning standards and provisions having regard to public demand and management considerations;
4. To oversee the efficient management and dynamic development of the cultural services grades;
5. To liaise with local and overseas cultural organizations and sponsors with a view to promoting cultural exchange and providing a balanced service to the public; and
6. To administer the system of subject advisory committees on arts and culture and to deputise DLCS when required at these meetings.

Job Description

Post Title: Assistant Director (Performing Arts)

Rank: Assistant Director of Municipal Services (D2)

Responsible to: Deputy Director (Cultural Services)

Justification:

There is a need for an officer at Assistant Director of Municipal Services (D2) level with extensive experience and expertise to formulate, co-ordinate and develop proposals on performing arts, and to organise year-round programmes of cultural presentations featuring local and overseas groups and artists. He will head a Division with an establishment of 710 posts and an annual recurrent expenditure of \$981 million and oversee the management of all government performing venues in Hong Kong. Pending the successful corporatisation of the three performing companies now under the Provisional Urban Council, he will be responsible for their management and performance programmes. After corporatisation, the three companies will operate on their own but their activities will be monitored by this division, alongside comparable bodies such as the Hong Kong Philharmonic.

Duties and Responsibilities:

1. To assist in the formulation of proposals for, and oversee the management of, performing venues;
2. To promote community arts and usage of the performing venues;
3. To formulate proposals for, present and promote territory-wide cultural and entertainment programmes including major arts festivals;
4. To plan new performing venues in the territory;

5. To manage the three performing companies pending corporatisation, and process the subvention applications of the companies and monitor their activities after corporatisation; and
6. To direct the preparation of papers on cultural and entertainment matters to the Legislative Council, District Councils and relevant advisory committees and to attend meetings as necessary.

Job Description

Post Title: Assistant Director (Heritage, Museums & Film)

Rank: Assistant Director of Municipal Services (D2)

Responsible to: Deputy Director (Cultural Services)

Justification:

There is a need for an officer at Assistant Director of Municipal Services (D2) level with extensive experience and recognised professional expertise to formulate, coordinate and develop proposals and programmes on heritage, museums and film matters including acquisition, documentation, preservation, research, exhibitions and promotion of work of art and other cultural objects. Under this officer, there are at present 14 museums each with a different character. This officer will have to ensure that all these museums are professionally run and that each of them maintains their special appeal to interest groups and the community at large. Subject to the advice of the Antiquities Advisory Board and through the Antiquities and Monuments Office, the officer also assumes responsibility for the preservation and promotion of Hong Kong's heritage. He will oversee the cultural exchange office and direct its activities. The Division has an establishment of 488 posts and an annual recurrent budget of \$564 million. New facilities coming on stream within the near future are the Hong Kong Heritage Museum, the Hong Kong Film Archive and the Hong Kong Museum of Coastal Defence.

Duties and Responsibilities:

1. To manage museums in the territory and the Antiquities and Monuments Office:
2. To oversee and direct the organisation, exhibitions and extension activities in, and promote the services of, the museums;

3. To formulate proposals and develop programmes for heritage, preservation and promotion of historical and cultural objects;
4. To plan and commission new heritage and museum projects;
5. To formulate proposals for, present and promote territory-wide film programmes including the Hong Kong International Film Festival;
6. To manage the Hong Kong Film Archive and produce publications on local film history;
7. To formulate proposals for and run cultural exchange programmes; and
8. To direct the preparation of papers on heritage, museums and film matters to the Legislative Council, Antiquities Advisory Board, District Councils and relevant advisory committees and to attend meetings as necessary.

Job Description

Post Title: Assistant Director (Libraries & Development)

Rank: Assistant Director of Municipal Services (D2)

Responsible to: Deputy Director (Cultural Services)

Justification:

Assistant Director (Libraries and Development) takes charge of the management of the territory's public libraries, the Books Registration Office and the indoor stadia, and the promotion of library services and literary arts through organizing outreach and extension activities. He is also required to plan and develop new library projects and services including the Central Library, library automation and digital library systems, and to manage the operation of the ticketing system.

Prior to its transfer to the Hong Kong Academy for Performing Arts, the Music Office will also come under his management. Apart from library matter, this officer has to be responsible for general research and development work for the whole of the Cultural Services Branch aimed at encouraging synergy in cross-stream activities (e.g. use of preserved heritage buildings for arts development purposes, display of work of visual arts in cultural venues).

Duties and Responsibilities:

1. To oversee the management of the territory's libraries, the Books Registration Office, the Hong Kong Coliseum and the Queen Elizabeth Stadium;
2. To promote library services and literary arts through organising out-reach and extension activities;
3. To plan and develop new library projects and services including the Hong Kong Central Library, library automation and digital library systems;

4. To provide general direction on the operation of departmental libraries and advise other government departments on matters relating to their libraries;
5. To oversee the conduct of research and development work for the Cultural Services Branch;
6. To formulate proposals for, manage and promote usage of the Hong Kong Coliseum, the Queen Elizabeth Stadium and the URB-TIX ticketing system;
7. To manage the Music Office pending its transfer to the Hong Kong Academy for Performing Arts; and
8. To direct the preparation of papers on matters concerning libraries, the Hong Kong Coliseum and the Queen Elizabeth Stadium to the Legislative Council, District Councils and relevant advisory committees and to attend meetings as necessary.

Job Description

Post Title: Artistic Director (Hong Kong Repertory Theatre)

Rank: Directorate Non-Civil Service Contract Staff at Directorate Pay \$104,235

Responsible to: Assistant Director (Performing Arts)

Justification:

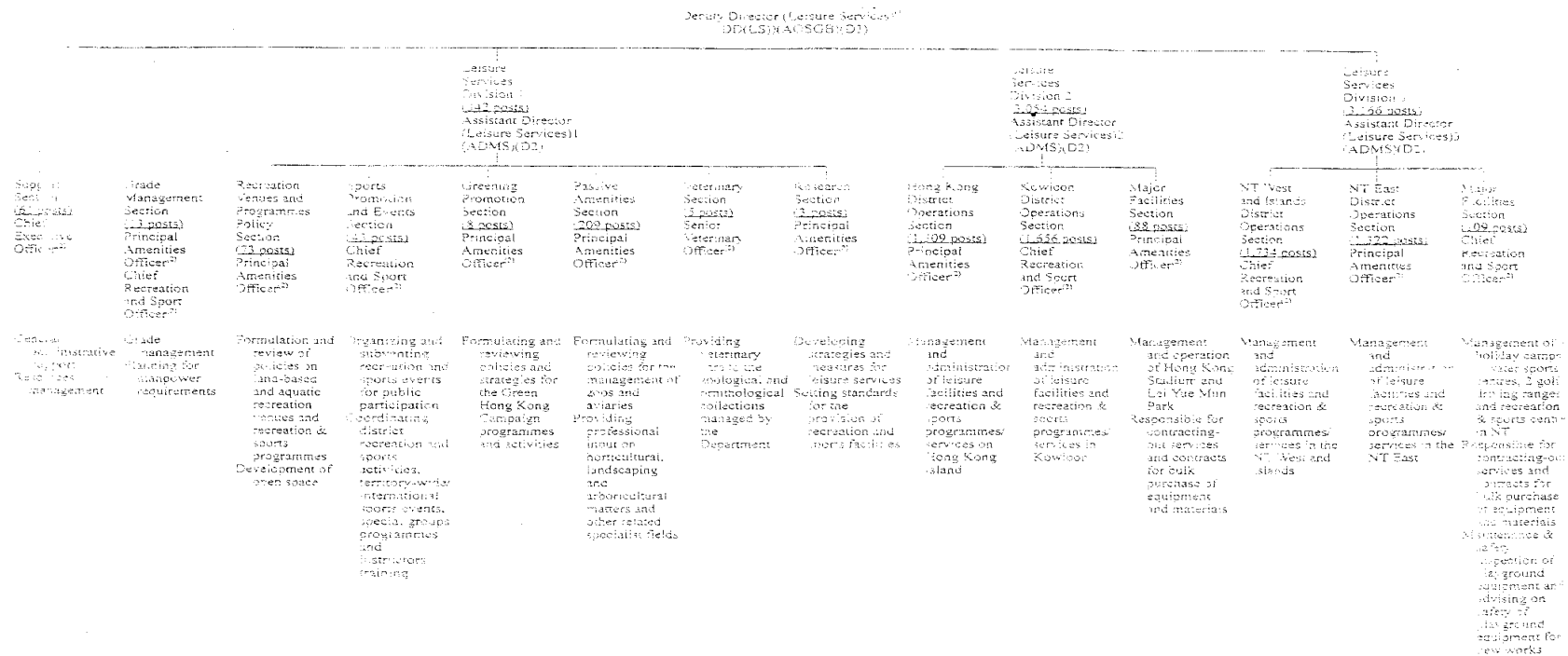
The Hong Kong Repertory Theatre is one of the three performing companies directly owned and administered by the Provisional Urban Council. Heading the Theatre at the moment is an Artistic Director who is remunerated at directorate pay of \$104,235 per month. After the dissolution of the Provisional Urban Council, the Repertory Theatre is to come under the new department, pending its ultimate corporatisation.

A non-civil service appointment at D1 equivalent rank is required to accommodate this officer whose continued employment is essential to the maintenance of artistic standards and the smooth functioning of the Theatre. The need for this appointment should lapse with the corporatisation of the Repertory Theatre, expectedly before mid 2001. We therefore propose to create this position for 18 months on the understanding that it may lapse earlier if corporatisation of the Theatre materialises before mid 2001.

Duties and Responsibilities:

1. To provide guidance, ideas and artistic direction to the Repertory Theatre;
2. To organise, coordinate and supervise the performance of the Repertory Theatre's actors and other artistic and technical staff; and
3. To plan and execute the annual programme of the Repertory Theatre.

Proposed Organization Chart of Leisure Services Branch of Leisure and Cultural Services Department
(as at 1.7.2000)

**Total Branch Establishment**

Directorate	4
Non-directorate	5,631
	5,635

Note:

(1) Post to be made multi-discipline in future and filled by administratively subdepartmental officer.

(2) Post remunerated at MPS 45-49.

Job Description

Post Title: Deputy Director (Leisure Services)

Rank: Administrative Officer Staff Grade B (D3)
(to be filled by a Senior Assistant Director of Municipal Services (D3) in the longer term)

Responsible to: Director of Leisure and Cultural Services

Justification :

There is a need for a Deputy Director (Leisure Services) (DD(LS)) at D3 level to take charge of a Branch with more than 6,500 staff and an annual expenditure of \$2,605 million, involving the operation of over 2,000 leisure facilities and more than 25,000 programme events annually. Apart from this mammoth management job which covers the entire area of Hong Kong, DD(LS) has to involve himself in strategic planning, forging partnership with sports organisations, schools, youth clubs and district recreation and sports bodies and the development of good practices in the management of facilities. He will also administer a system of advisory committees and user liaison groups and deputise DLCS at these forums. As the need arises, he will also be responsible for formulating proposals on booking policies and venue subsidy programmes or advising on the need for legislative changes. He is responsible for managing the backbone grades of Recreation and Sport Officer and Amenities Officer.

Duties and Responsibilities:

1. To assist in the formulation of recreation, sports and amenities proposals and to advise on the need for legislative changes;
2. To plan, co-ordinate and oversee district operations to ensure that recreation, sports and amenities facilities are properly managed and that their operations are in line with the agreed policies;

3. To set priorities in the allocation of resources for the Leisure Services Branch; to plan and initiate measures to improve the quality of services and to enhance productivity within the allocated resources; to oversee and co-ordinate the planning of recreation, sports and leisure services capital works projects;
4. To oversee the efficient management and dynamic development of the leisure services grades;
5. To liaise with local and overseas leisure service organizations and sponsors with a view to promoting sports exchange and providing balanced services to the community; and
6. To administer the system of subject advisory committees on recreation and sports and to deputise DLCS when required at these meetings.

Job Description

Post Title : Assistant Director (Leisure Services)¹

Rank : Assistant Director of Municipal Services (D2)

Responsible to: Deputy Director (Leisure Services)

Justification:

There is a need for an officer at Assistant Director of Municipal Services (D2) level with extensive experience and expertise to provide input on sports subvention and venue booking policies, formulating plans and proposals for beautification of public parks and public amenity areas, maintaining and enriching a zoological collection of about 110 reptiles, 2,200 birds and 100 mammals, reviewing the adequacy and appropriateness of leisure and sports facilities and programmes including the level of fees and charges.

In addition, he is responsible for developing and recommending contracting-out strategy and proposals, such as management of indoor recreation centres, and gazetting/degazetting leisure facilities. He will assist in the planning and design of major leisure services projects and redevelopment of existing facilities from a professional angle. Current major projects include West Kowloon Reclamation project, redevelopment of the former Kai Tak International Airport and redevelopment of the former military sites.

Duties and Responsibilities:

1. To manage the operation of the Recreation Venues and Programmes Policy Section, Sports Promotion and Events Section, Research and Development Section, Greening Promotion Section, Passive Amenities Section and Veterinary Section;

2. To assist in the formulation of proposals on the provision of leisure facilities and programmes;
3. To undertake strategic planning for the deployment of resources, including manpower requirements, for the provision of services; to identify ways and means of reducing costs and increasing revenue;
4. To review the adequacy or otherwise of existing legislation in coping with present-day circumstances, and to initiate legislative changes where necessary;
5. To liaise with other sports organizations to co-ordinate and obtain feedback on the provision of recreation and sports facilities at territory-wide level and on proposals on programming and sports development;
6. To monitor the District Festivals Subsidy Scheme, planning and design of major leisure services projects, and redevelopment of existing facilities and former military sites in the territory; and
7. To direct the preparation of papers on proposals relating to the provision of leisure facilities and services to the Legislative Council, District Councils and relevant advisory committees and to attend meetings as necessary.

Job Description

Post Title: Assistant Director (Leisure Services)²

Rank: Assistant Director of Municipal Services (D2)

Responsible to: Deputy Director (Leisure Services)

Justification:

There is a need for an officer at Assistant Director of Municipal Services (D2) level with extensive experience and expertise to oversee a division with more than 3,000 staff and a budget of \$1,243 million. He is responsible for the management of 1,048 leisure facilities, one holiday camp, 42 indoor recreation/leisure centres, 9 sports grounds, 12 gazetted beaches, 16 public swimming pools, one water sports centre and two gazetted stadia in Hong Kong and Kowloon areas.

Furthermore, he is required to direct all aspects of district level operations including implementing approved community recreation and sports programmes, organising extension and outreach programmes, contract management, greening promotion and arboriculture, horticulture and landscape in Hong Kong and Kowloon areas. He will also provide input, especially from the management angle, to the planning of facilities and the development of good practices. He will maintain liaison with district sports and recreation bodies and take advice from District Councils and departmental advisory committees/user liaison groups on the organisation of programmes and use of facilities in both Hong Kong and Kowloon areas.

Duties and Responsibilities:

1. To manage the resources and staff of the amenities, recreation, sports and leisure facilities on Hong Kong Island and Kowloon;

2. To direct all aspects of district level operations on Hong Kong Island and Kowloon including implementing approved community recreation and sports programmes; managing and maintaining recreation facilities including parks, playgrounds, swimming pools, beaches, water sports centres, indoor games halls, leisure centres, sports grounds; implementing extension and outreach programmes; contract management; greening promotion; arboriculture, horticulture and landscape;
3. To keep under review management and operational practices; and
4. To direct the preparation of papers on operational matters to the Legislative Council, District Councils and relevant advisory committees and to attend meetings as necessary.

Job Description

Post Title: Assistant Director (Leisure Services)³

Rank: Assistant Director of Municipal Services (D2)

Responsible to: Deputy Director (Leisure Services)

Justification:

There is a need for an officer at Assistant Director of Municipal Services (D2) level with extensive experience and expertise to oversee a division with more than 3,000 staff and a budget of \$ 1,047 million. He is responsible for the management of 777 leisure facilities, three holiday camps, 35 indoor recreation/leisure centres, 15 sports grounds, 29 gazetted beaches, 17 public swimming pools and three water sports centres in the entire New Territories.

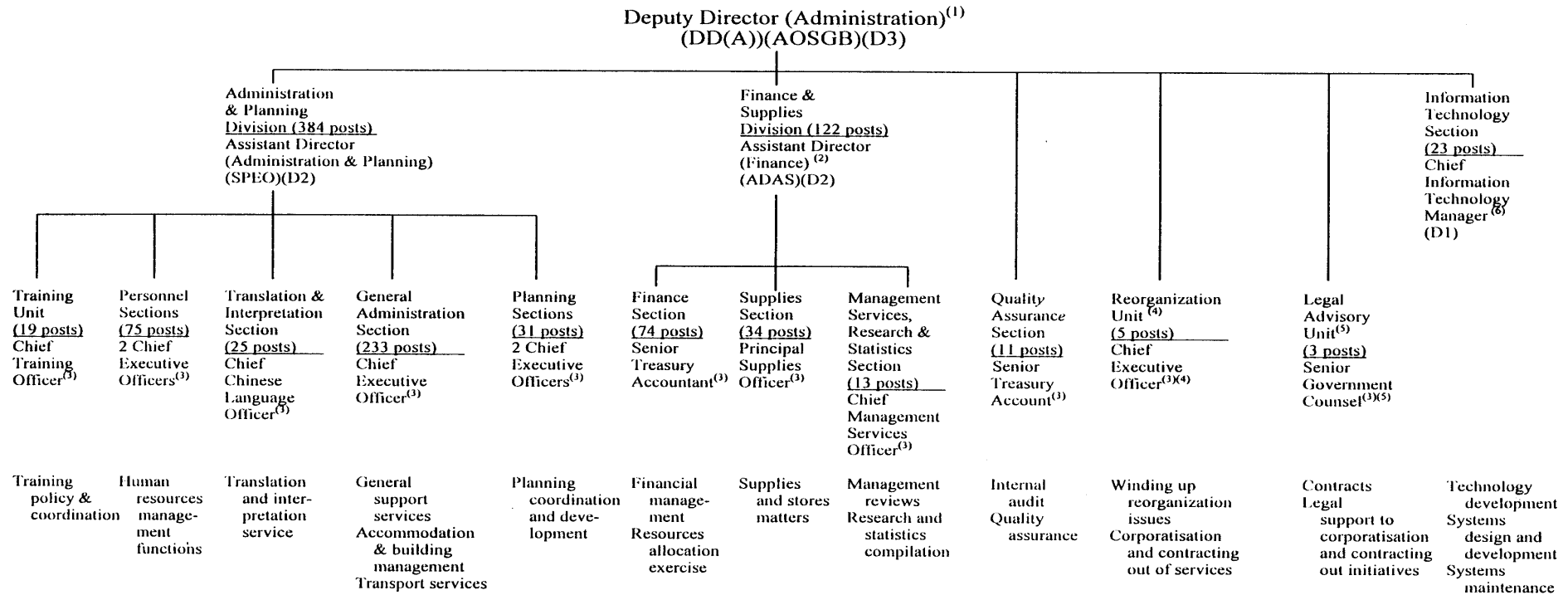
Furthermore, he is required to direct all aspects of district level operations including implementing approved community recreation and sports programmes, organising extensive and outreach programmes, contract management, greening promotion and arboriculture, horticulture and landscape in the New Territories. He will also provide input, especially from the management angle, to the planning of facilities and the development of good practices. He will maintain liaison with district sports and recreation bodies and take advice from District Councils and departmental advisory committees/user liaison groups on the organisation of programmes and use of facilities in the New Territories.

Duties and Responsibilities:

1. To manage the resources and staff of the amenities, recreation, sports and leisure facilities in the New Territories;

2. To direct all aspects of district level operations in the New Territories including implementing approved community recreation and sports programmes; managing and maintaining recreation facilities including parks, playgrounds, swimming pools, beaches, water sports centres, indoor games halls, leisure centres, sports grounds, etc.; implementing extensive and outreach programmes; contract management; greening promotion; and arboriculture, horticulture and landscape;
3. To keep under review management and operational practices; and
4. To direct the preparation of papers on operational matters to the Legislative Council, District Councils and relevant advisory committees and to attend meetings as necessary.

Proposed Organization Chart of Administration Branch of Leisure and Cultural Services Department
(as at 1.1.2000)

**Note**

- (1) Supernumerary post to be reviewed in 2 years' time with a view to downgrading or deletion.
 (2) Supernumerary post to be reviewed in 2 years' time with a view to downgrading or deletion.
 (3) Posts at Segment D level (i.e. MPS 45-49).
 (4) Unit to be dissolved in 15 months' time.
 (5) Permanent need for the Unit and the post to be reviewed in 2 years' time.
 (6) Non-civil service Directorate position at D1 level to be created on 1.3.2000.

Total Branch Establishment

Directorate posts	:	3 (+1 non-civil service contract staff)
Non-directorate posts	:	546
		549

Job Description

Post Title: Deputy Director (Administration)

Rank: Administrative Officer Staff Grade B (D3)
(The post will be subject to review for downgrading or deletion in two years)

Responsible to: Director of Leisure and Cultural Services

Justification:

There is a need for an officer at D3 level to run the support operation of the department which has a recurrent budget of over \$5 billion. Apart from internal administration, human resource management, financial, IT, planning and development functions, DD(A) will shoulder responsibilities for further organisational and management reform. These include formulating a strategy for the development of a new relationship with arts and sports bodies in respect of funding policy development and co-sponsorship of programmes, and, in collaboration of the other two deputy directors, the merger of the Amenities Officer and Recreation & Sport Officer grades, the corporatisation of the three Performing Companies, the commercialization of the computerised ticketing (Urbtix) system, the transfer of the Music Office to the Academy for Performing Arts, the contracting out of the management of leisure services venues, rationalization of policies and practices inherited from the two municipal services departments and review of venue subsidies schemes. As we expect the bulk of these projects to be completed or well on track in two years' time, it is proposed that the post should be created on a supernumerary basis for a period of two years, at the end of which a job review will be undertaken, with a view to downgrading or deleting the post.

Duties and Responsibilities:

1. To monitor the implementation of established policies in respect of administrative and general support services, financial and accounting services,

capital works, information technology; to review the continued application of such policies in the light of changing circumstances; to develop and formulate new proposals in furtherance of any new aims and objectives of the department in respect of these services; and to process such proposals and oversee their implementation;

2. To co-ordinate the provision of administrative and management services, financial and accounting services, and legal and computer services in order to achieve optimal results from available resources;
3. To oversee the preparation of annual estimates and 5-year forecast of revenue and expenditure and review regularly the level of fees and charges in order to optimise income from this source;
4. To coordinate submissions to the Public Works Sub-committee of Finance Committee for the provision of new facilities; the inclusion of new projects in the submission, the relative priority of projects, and the location, facilities, layout, etc. of individual projects;
5. To liaise with staff representatives including unions, in particular to chair meetings of the Departmental Consultative Committee; and
6. To attend meetings of the Legislative Council and its Committees to elaborate on departmental submissions related to administrative matters.

Job Description

Post Title: Assistant Director (Administration & Planning)

Rank: Senior Principal Executive Officer (D2)

Responsible to: Deputy Director (Administration)

Justification:

There is a need for an officer at Senior Principal Executive Officer (D2) level with extensive experience and expertise to take charge of human resource management (HRM) and human resource development (HRD) functions and to ensure good forward planning and best practices. In addition, this officer will also be responsible for the planning and development portfolio which is particularly onerous for the new department as it has to ensure that the community of Hong Kong is adequately provided with cultural and sports facilities.

To discharge his duties, the AD (Administration and Planning), on top of traditional office administration functions, is required to develop and maintain up-to-date human resource management systems; to assess manpower requirements; to ensure efficient deployment of manpower resources; to promote good staff relations and to monitor the arrangements for staff consultation, counselling and welfare. On planning, this officer has to deal with all capital works projects amounting to over \$500 million per year under the scope of the new department and his involvement will start from conceptual planning to all subsequent stages, including the obtaining of policy and financial approval, the establishment of project scope, layout designs and costings, the preparation of project plans and the monitoring of progress all along. AD(A&P) also assumes the role of the head of General Grades staff in the department numbering 1,987 as at 1.1.2000.

Duties and responsibilities:

1. To administer HRM and HRD services;

2. To administer departmental services in respect of office organization and procedures, office accommodation, office equipment, office automation, telecommunications, publications, building security, transport and staff quarters;
3. To oversee the work of the Translation and Interpretation Section and the use of resources towards bilingualism;
4. To oversee planning of leisure and cultural services projects, including the establishment of project scope and schedule of accommodation, scrutinizing the layout designs and costings, and preparation of project plans; and
5. To assess infrastructural planning and development proposals and their implications on leisure and cultural services facilities and future development programme, and to recommend proposals for reprovisioning.

Job Description

Post Title: Assistant Director (Finance)

Rank: Assistant Director of Accounting Services (D2)
(The post will be subject to review for downgrading or deletion in two years)

Responsible to: Deputy Director (Administration)

Justification:

There is a need for an officer with a sound background and professional qualification in accounting to run the financial side of the department's operations. Internally, he is responsible for overseeing the operation of the financial and accounting systems and the compliance of accounting and supplies regulations. Day to day, he has to manage about 180 contracts with a wide variety of service providers, ranging from concessions for catering and retail shops to advertising facilities. Externally, he is required to deal, and sometimes negotiate, with commercial hirers, contractors, agencies and subvented organisations to set financial terms and conditions, devise appropriate accounting standards, and to ensure that these terms, conditions and standards are complied with.

This job is proposed to be ranked at D2 level in view of the complexity involved in setting up new systems and new contracts for the department. Also, for the initial years, there is a need to completely review and revamp accounting practices inherited from the two municipal services departments and to rationalise the different level of fees and charges on leisure and cultural services. As these projects are temporary in nature, we propose a job review in two years time, to see if the ranking can be downgraded to D1.

Duties and Responsibilities:

1. To take charge of the Finance and Supplies Division and Management Services/Research & Statistics Section, and ensure their effective functioning. This includes the operation of payroll, payment and ledger accounting systems,

the collection of revenue, budgetary control, financial management, management accounting/costing, procurement of goods/services and control of stores/inventory, and the conduct of management services studies and value for money studies, surveys and research programmes;

2. To provide professional advice to the department on financial and procurement issues;
3. To co-ordinate and prepare submissions in Government's Resource Allocation and Annual Estimates Exercises to ensure that the department is provided with adequate financial resources to achieve its objectives and performance targets;
4. To provide financial management information to branch/division heads and work with them on strategies to enhance productivity through economic and effective use of financial resources;
5. To co-ordinate and support the review of fees and charges; and
6. To ensure government and departmental circulars on proper finance and supplies procedures are complied with.

Job Description

Post Title: Chief Information Technology Manager

Rank: Directorate Non-Civil Service Contract Staff at Directorate Pay Scale D1 level

Responsible to: Deputy Director (Administration)

Justification:

There is a need for the employment of a consultant with a high degree of information technology professionalism and expertise to take charge of the IT Division of the LCSD. He is responsible for formulating, developing and implementing the departmental Information System Strategy. He is also required to integrate the existing administrative, financial, leisure and cultural computer systems to be inherited from the two municipal services departments and oversee the development of new computer systems for the new department, which will include digital libraries, Library Automation System and the computerisation of the Hong Kong Central Library.

A non-civil service consultant position instead of a civil service post is proposed as IT is a fast changing world. This will provide the department the flexibility of recruiting the most suitable person to meet its up-to-date IT requirements. The job requires an officer of high calibre and established standing in the IT profession and should be equivalent to at least D1 (note: the current incumbent ranked at D2 equivalent). It is proposed that a D1 consultant position be created upon the expiry of the contract of the present IT consultant on 1.3.2000.

Duties and Responsibilities:

1. To formulate and develop, in consultation with the directorate of the department, an Information System Strategy (ISS) for achieving the departmental objectives and integrating the existing systems of the municipal services departments upon reorganization, and to provide overall direction on, and secure necessary resources for, the implementation of such initiatives;

2. To review the technical infrastructure, to advise on the use of advanced technology to improve staff efficiency and services to the public with an ultimate aim to achieving staff savings, and to deal with information technology implications of new or revised policies;
3. To collaborate with user sections in reviewing existing operations, procedures and workflow and, where appropriate, in consultation with Information Technology Services Department and other departments, in the planning, development, implementation and maintenance of the various computer application portfolios to ensure their effectiveness, efficiency and cost-effectiveness;
4. To oversee the management and operation of the IT Centre;
5. To advise on, review and implement measures for data protection and system security;
6. To prepare annual estimates on the computerization programme and related staffing requirements; and
7. To oversee the conduct of training courses for managers, supervisors and operators on managing changes in operational processes arising from the implementation of the ISS, and the use of computer applications developed in accordance with the agreed strategy.

Job Description

Post Title: Senior Assistant Law Officer (Civil Law) (Advisory)

Rank: Deputy Principal Government Counsel (DPGC), DL2

Responsible to: Deputy Law Officer (Civil Law) (Advisory),
Principal Government Counsel (PGC), DL3

Justification:

There is a need for a Senior Assistant Law Officer at DL2 level to be created in the Department of Justice -

- (a) to head a team comprising four Senior Government Counsel and two Government Counsel, to advise on the preparation of tender documents, commercial contracts, tenancy and licence agreements, entrustment agreements, donation agreements and capital works contracts of the new Leisure and Cultural Services Department (LCSD). Many of these contracts are complicated and involve millions of dollars; and
- (b) to advise on any legal issue on food business licences, hawkers licences and other areas under the purview of the new Food and Environmental Hygiene Department (FEHD).

Duties and Responsibilities:

- (1) To act as legal adviser to the Environment and Food Bureau (EFB), the FEHD and the LCSD and to provide legal input to policy formulation and law enforcement of relevant law under the purview of the bureau and departments.
- (2) To prepare and scrutinize drafting instructions for new legislation and legislative amendment sent to the Law Draftsman and to liaise with the Law Draftsman for final engrossment.

- (3) To give legal advice and support to the EFB, FEHD and LCSD on all matters including -
- (a) advising on legal issue in connection with food business licences, hawker licences and place of public entertainment licences;
 - (b) advising on preparation of tender documents, commercial contracts, tenancy and licence agreements, entrustment agreements, donation agreements, and capital works contracts;
 - (c) advising on preparation of performance contracts by artists and performance groups from foreign countries;
 - (d) advising on contract negotiations and settling of disputes relating to those contracts mentioned in (b) and (c) above;
 - (e) advising on contract enforcement and litigation concerning contracts in dispute, in particular that of the Hong Kong Stadium; and
 - (f) advising on disciplinary matters, employment contracts and employment disputes.
- (4) To serve as legal adviser to the Liquor Licensing Board in conducting public hearings and to legally represent the department before the Licencing Appeals Board and the Municipal Services Appeals Board.
- (5) To advise on civil claims lodged by or against the departments and to represent the departments in legal proceedings.
- (6) To supervise the professional officers working in the Legal Advisory Unit and to perform any other duties as assigned from time to time by the Law Officer (Civil Law) and the Deputy Law Officer (Civil Law)(Advisory).

Enclosure 6 to EC(1999-2000)26

**Comparison of Establishment under the
Existing and Proposed Framework
for the Provision of Municipal Services**

(A) Existing Establishment

USD	15 407	
RSD	11 508	
DH	311	
AFD	89	
HAB	41	
TELA	8	
ESB	3	
HWB	4	
PELB	20	

	27 391	

(B) Proposed Establishment

EFB	74	
HAB (Culture & Sport Division)	6	
FEHD	16 351	+(524) ⁽¹⁾
LCSD	9 554	+(224) ⁽²⁾
Other Departments	39	
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	26 024	26 772 ⁽³⁾

Net Reduction	1367	
	=====	

Note: ⁽¹⁾ Including 524 non-directorate posts to accommodate surplus staff and those on pre-retirement leave.

⁽²⁾ Including 224 non-directorate posts to accommodate staff surplus to requirement.

⁽³⁾ Establishment as at 1.1.2000.

Current and Proposed Distribution of Directorate Posts

Rank	Existing								Total	Proposed									Total	Difference
	ESB	HAB	HWB	PELB	DH	DoJ	RSD	USD		EFB	ESB	HAB	HWB	PELB	DH	DoJ	FEHD	LCSD		
D8	-	-	-	-	-	-	-	-	0	1	-	-	-	-	-	-	-	-	1	1
D6	-	-	-	-	-	-	1	1	2	-	-	-	-	-	-	-	1	1	2	0
D4	-	-	-	-	-	-	-	-	0	1	-	-	-	-	-	-	-	-	1	1
D3	-	-	-	1	-	-	2	4	7	1	-	-	-	-	-	-	3	3	7	0
D2/DL2	1	-	1 ¹	3	1	-	8	14	28	6	-	2	-	-	-	1	8	8	25	-3
D1	-	1	-	-	-	-	2	1	4	1	-	-	-	-	-	-	2	-	3	-1
Non-civil service directorate position	-	-	-	-	-	-	-	2 ²	2	-	-	-	-	-	-	-	-	2	2	0
Total	1	1	1	4	1	0	13	22	43	10	0	2	0	0	0	1	14	14	41	-2

Note :¹: Supernumerary post²: Including 1 Assistant Director (Information Technology) and 1 Artistic Director (Hong Kong Repertory Theatre)

**Net Additional Notional Annual Salary Cost at Mid-point and
Net Additional Full Annual Average Staff Cost**

	Notional Annual Salary Cost at Mid-point (\$)	Full Annual Average Staff Cost (\$)	No. of Posts
Posts to be created			
ASD	5,592,840	9,956,712	11
CSTDI	2,971,140	4,365,132	5
D of J	1,443,000	2,582,544	1
EFB	43,553,220	71,244,792	74
FEHD	3,054,339,679	4,593,303,360	16 875
GLTA	985,260	1,762,476	1
GPA	1,287,180	2,111,400	3
HAB	5,005,020	8,051,052	6
ISD	3,337,680	5,405,340	6
LandsD	1,181,100	2,067,576	6
LCSD	1,977,064,530	2,912,642,472	9 778
OLA	1,740,000	2,599,164	3
PlanD	1,699,230	3,120,960	3
Sub-total	5,100,199,879	7,619,212,980	26 772
Less Posts to be deleted			
AFD	(18,890,610)	(29,553,612)	(89)
DH	(92,849,340)	(156,513,792)	(311)
ESB	(2,394,840)	(3,706,752)	(3)
HAB	(16,589,580)	(24,639,276)	(41)
HWB	(3,332,460)	(5,472,564)	(4)
PELB	(14,041,440)	(23,769,552)	(20)
TELA	(2,700,540)	(4,208,364)	(8)
Sub-total	(150,798,810)	(247,863,912)	(476)
Net Additional Cost	4,949,401,069	7,371,349,068	26 296