

Social Welfare Department
Merging of Yau Tsim Mong and
Kowloon City District Social Welfare Offices

Objective

This paper informs members on the Social Welfare Department (SWD)'s proposal in merging the existing Yau Tsim Mong District Social Welfare Office (YTM DSWO) and Kowloon City District Social Welfare Office (KC DSWO).

Background

2. At present, there are 13 District Social Welfare Offices (DSWOs) over the territories. Eight DSWOs namely Kwun Tong, Yau Tsim Mong, Kowloon City, Sham Shui Po, Southern, Shatin, Yuen Long and Tuen Mun, are each serving one District Council constituency; whereas the remaining five DSWOs namely Central/Western & Islands, Eastern & Wanchai, Wong Tai Sin & Sai Kung, Tai Po & North, Tsuen Wan & Kwai Tsing are each serving two District Council constituencies.
3. SWD undertook the re-organisation in 2001. The changes included, inter alia, de-layering of the administrative structures between headquarters and district from three to two tiers. At the same time, the functions of DSWOs were enhanced to better meet the welfare needs of districts. SWD also repositioned its roles and functions with focus on service planning, performance and quality monitoring. As to direct services, only core services were retained, with non-core services to be closed or outsourced to Non-Government Organizations (NGOs).
4. In addition, SWD launched a series of review and re-engineering exercises on various service programmes with a view to meeting the changing needs of the public e.g. formation of integrated children and youth services centre, re-engineering of community support services for elders and formation of integrated family service centres etc.
5. As a result of the aforesaid factors, the number of service units and manpower under the administration of DSWOs are on the decrease. In this

regard, SWD has critically re-examined the distribution of resources and manpower among DSWOs with the purpose of serving the public in a more cost-effective manner.

Merging Plan

6. Having considered various factors, including number of supervised units, staff strength, number of NGO service units, number of serving District Council constituencies, population size, district characteristics, social problem indicators and geographic traits etc., we propose to merge the existing YTM DSWO and KC DSWO for the following major reasons:

- (a) The number of service units and staff under the administration of YTM DSWO has dropped sharply in recent years. In 2004-05, the street sleepers outreaching team was terminated, three family services centres and a family support & resource centre were closed for the formation of integrated family service centre, the supervisory role over the Family and Child Protective Services Unit (West Kowloon) was transferred to Sham Shui Po DSWO. In addition, the Hospital Authority is planning to relocate its services at Yaumatei Psychiatric Centre to other hospitals/clinics. Upon the implementation of its relocation plan, we will need to redeploy the resources and manpower of our existing Medical Social Services Unit to the corresponding districts to serve the public.
- (b) There was also a decrease in number of service unit and manpower at KC DSWO, with the downsizing trend to continue. In 2004-05, the supervision duty of the Central Para-medical Support Service Unit was transferred to the Rehabilitation and Medical Social Services Branch of the Headquarters. Arising from the repositioning of SWD, we are planning to outsource some of the services currently administered by KC DSWO to NGOs e.g. Wai On Home for Women, and Hang Ngai Manufacturing & Hostel. Besides, the Residential Training Complex for Juvenile at Tuen Mun is under construction. Upon its completion in 2006, our Ma Tau Wai Girls' Home will be relocated to the new complex.

- (c) The neighborhood of YTM and KC districts forms a favorable prerequisite for the merging plan. The total area of the two districts is only 17 square kilometers. Its concentrated population and convenient transportation are also advantageous to carrying out the management duties after the merging.

7. As at 1 April 2004, there were altogether 29 service units and 651 staff under the administration of YTM DSWO and KC DSWO (please refer to **Annex 1** for details). A year later i.e. as at 1 April 2005, the number of units and staff have dropped to 23 and 550 respectively (please refer to **Annex 2** for details). If our plans of outsourcing non-core services, relocation of the Ma Tau Wai Girls' Home and Medical Social Services Unit/Yaumatei Psychiatric Centre are to be implemented on schedule, the number of service units and staff of the two districts will further reduce to 17 and 396 respectively by 2006-07 (please refer to **Annex 3** for details).

8. Based on the above factors, we plan to implement the proposed merging in October 2005. The new YTM/KC DSWO will be headed by one District Social Welfare Officer and assisted by three Assistant District Social Welfare Officers. The office of YTM/KC DSWO will be located at the premises currently occupied by the YTM DSWO i.e. 5/F, Mongkok Government Offices Building, 30 Luen Wan Street, Mongkok.

Views of Staff

9. The guiding principle in drawing up the merging proposal is that there will be no staff layoff. The surplus staff arising from the merging will be deployed to other SWD units in need of manpower improvement.

10. We have conducted internal consultation for the merging exercise, including holding respective consultation meetings for staff of the YTM district, KC district and staff unions of SWD. The merging proposal is generally supported by our staff and staff unions. We are working out the implementation details in consultation with the concerned staff.

Influence on Services

11. The merging is merely a change in the administrative aspect. There will be definitely no influence on our direct services.

12. Upon the merging of the YTM DSWO and KC DSWO, the District Social Welfare Officer of the merged district will have greater flexibility in deployment of resources and manpower. Hence, we believe that the new YTM/KC DSWO could respond to the demand for welfare services of the district in a more speedy and effective way.

Submission of Paper

13. This paper is submitted for members' information.

Yau Tsim Mong District Social Welfare Office
Social Welfare Department
April 2005

**Numbers of Service Units and Staff of
Yau Tsim Mong District & Kowloon City District
(as at 1 April 2004)**

Yau Tsim Mong District

<u>Service Unit</u>	<u>No. of Staff</u>
1. Yau Tsim Mong District Social Welfare Office	18
2. Yau Tsim Mong Planning & Coordinating Team	4
3. Family & Child Protective Services Unit (West Kowloon)	26
4. Mongkok Family Services Centre	14
5. Yau Tsim Family Services Centre	15
6. Tai Kok Tsui Family Services Centre	13
7. Yau Tsim Family Support and Resource Centre	28
8. Medical Social Services Unit/Queen Elizabeth Hospital	31
9. Medical Social Services Unit/Child Assessment Centres (Urban Team)	7
10. Medical Social Services Unit/Yaumatei Psychiatric Centre	24
11. Mongkok Field Unit	45
12. Yau Tsim Field Unit	41
Total:	266

Kowloon City District

<u>Service Unit</u>	<u>No. of Staff</u>
1. Kowloon City District Social Welfare Office	18
2. Kowloon City Planning & Coordinating Team	4
3. Standardized Care Need Assessment Management Office (Elderly Services)(West Kowloon)	14
4. Kowloon City Family Services Centre	23
5. To Kwa Wan Family Services Centre	20
6. Kowloon City Family Support Networking Team	16
7. Kowloon City Probation Office (1)	15
8. Kowloon City Probation Office (2)	17
9. Medical Social Services Unit/Hong Kong Eye Hospital & Kowloon Hospital Rehabilitation Building	9
10. Medical Social Services Unit/Kowloon Hospital	11
11. Medical Social Services Unit/Kowloon Hospital Psychiatric Department	17
12. Kowloon City Field Unit	36
13. To Kwa Wan Field Unit	49
14. Wai On Home for Women	13
15. Hang Ngai Manufacturing & Hostel	33
16. Ma Tau Wai Girls' Home	71
17. Central Para-medical Support Service Unit	19
Total:	385

**Numbers of Service Units and Staff of
Yau Tsim Mong District & Kowloon City District**
(as at 1 April 2005)

Yau Tsim Mong District

<u>Service Unit</u>	<u>No. of Staff</u>
1. Yau Tsim Mong District Social Welfare Office	16
2. Yau Tsim Mong Planning & Coordinating Team	8
3. Yau Ma Tei Integrated Family Service Centre	35
4. Medical Social Services Unit/Queen Elizabeth Hospital	31
5. Medical Social Services Unit/Child Assessment Centres (Urban Team)	7
6. Medical Social Services Unit/Yaumatei Psychiatric Centre	24
7. Mongkok Field Unit	43
8. Yau Tsim Field Unit	39
Total:	203

Kowloon City District

<u>Service Unit</u>	<u>No. of Staff</u>
1. Kowloon City District Social Welfare Office	14
2. Kowloon City Planning & Coordinating Team	7
3. Standardized Care Need Assessment Management Office (Elderly Services)(West Kowloon)	14
4. Kowloon City Integrated Family Service Centre	26
5. To Kwa Wan Integrated Family Service Centre	24
6. Kowloon City Probation Office (1)	17
7. Kowloon City Probation Office (2)	14
8. Medical Social Services Unit/Hong Kong Eye Hospital & Kowloon Hospital Rehabilitation Building	10
9. Medical Social Services Unit/Kowloon Hospital	11
10. Medical Social Services Unit/Kowloon Hospital Psychiatric Department	16
11. Kowloon City Field Unit	35
12. To Kwa Wan Field Unit	41
13. Wai On Home for Women	14
14. Hang Ngai Manufacturing & Hostel	35
15. Ma Tau Wai Girls' Home	69
Total:	347

**Projected Numbers of Service Units and Staff of
Yau Tsim Mong/Kowloon City District by 2006-07**

<u>Service Unit</u>	<u>No. of Staff</u>
1. Yau Tsim Mong/Kowloon City District Social Welfare Office	24
2. Yau Tsim Mong/Kowloon City Planning & Coordinating Team	9
3. Standardized Care Need Assessment Management Office (Elderly Services)(West Kowloon)	14
4. Yau Ma Tei Integrated Family Service Centre	35
5. Kowloon City Integrated Family Service Centre	26
6. To Kwa Wan Integrated Family Service Centre	24
7. Kowloon City Probation Office (1)	17
8. Kowloon City Probation Office (2)	14
9. Medical Social Services Unit/Queen Elizabeth Hospital	31
10. Medical Social Services Unit/Child Assessment Centres (Urban Team)	7
11. Medical Social Services Unit/Hong Kong Eye Hospital & Kowloon Hospital Rehabilitation Building	10
12. Medical Social Services Unit/Kowloon Hospital	11
13. Medical Social Services Unit/Kowloon Hospital Psychiatric Department	16
14. Mongkok Field Unit	43
15. Yau Tsim Field Unit	39
16. Kowloon City Field Unit	35
17. To Kwa Wan Field Unit	41
Total:	396