

Legislative Council Panel on Planning, Lands and Works

Staffing Proposal for Implementation of Tamar Development Project

PURPOSE

This paper briefs Members on the Administration's proposal to create a supernumerary directorate post for coordinating and monitoring the implementation of the development project at Tamar.

PROPOSAL

2. We propose to create a supernumerary Administrative Officer Staff Grade C (AOSGC) post in the Administration Wing of the Chief Secretary for Administration's Office for two years with effect from 1 January 2003.

JUSTIFICATION

3. The Executive Council decided in April 2002 that the Administration should proceed to develop the Tamar site for the new Central Government Complex together with a new Legislative Council Complex and other compatible community facilities. We briefed this Panel on the planning, design and implementation of the project in May 2002. To recapitulate, the scope of the Tamar project covers the design and construction of a new Central Government Complex, Legislative Council Complex, Exhibition Gallery, Civic Place, associated carparking spaces and pedestrian footbridges. The Government proposes to have an integrated design for the buildings and facilities on the Tamar site together with the adjoining waterfront promenade so that the area could be developed into a new civic core of Hong Kong under a coherent planning concept.

4. It is estimated that the development project at Tamar will involve a public investment of roughly \$6.4 billion and bring about 5,000 jobs. The project will provide important new civic and community facilities for Hong Kong. We aim to complete the Tamar project by 2007. Given the scope, timeframe and number of parties involved, the implementation of the project would require careful planning, detailed coordination and exercise of good judgement at a senior level.

5. To solicit a world-class design giving full relevance to Hong Kong characteristics within the shortest and practicable timeframe, we have been adopting a two-phase approach. Phase one is a prequalification exercise. We issued a prequalification document in mid August 2002 to openly invite interested applicants to submit conceptual designs for the development at Tamar. The closing date for submission of applications is 15 November 2002. Our plan is to shortlist no more than five candidates to participate in formal tendering of the design and build contract under phase two. The prequalified applicants will be selected on the basis of their technical, managerial and financial capability, their capability to undertake the project in time and with quality in accordance with the prescribed site parameters and user requirements, and their capability to meet the prescribed design objectives.

6. To ensure the proper and timely completion of the prequalification exercise, we created under delegated authority a supernumerary post of AOSGC in the Administration Wing for six months with effect from 26 July 2002. The post was designated as Assistant Director of Administration (Tamar Development)(ADA(TD)). The post holder is responsible for coordinating and monitoring the prequalification exercise; and providing secretariat support to both the Steering Committee that oversees the implementation of the project and the Special Selection Board set up to assess applications for prequalification, select tenders and decide on the award of the contract for the Tamar project. The supernumerary post will lapse on 26 January 2003. However, there is a continued need for the post for two more years. The post holder is expected to play a key role in ensuring the accomplishment of the following critical tasks during the period.

(a) Compilation of detailed user requirements

7. The major components of the Tamar development project include the Central Government Complex, Legislative Council Complex, Exhibition Gallery and Civic Place. Given the large scale of the project, there needs to be extensive and effective co-ordination in finalizing the user requirements to ensure that the site is put to the most cost-effective use. The proposed ADA(TD) will be responsible for ensuring proper liaison with the concerned parties and responsible government departments in drawing up the detailed user requirements. These include the Legislative Council Secretariat and the Legislative Council Commission, various policy bureaux, Planning Department and Leisure and Cultural Services

Department who will be major users of the new buildings. He will have to coordinate and compile their input for incorporation into the tender document in a contractually sound and effective manner.

(b) Tendering

8. Formal tendering for the design and build contract for the Tamar project will commence in early May 2003. In view of the scale and complexity of the project, the tendering exercise will involve a substantial amount of administrative efforts. The proposed ADA(TD) will have to work closely with the Architectural Services Department in the preparation of the tender document, and liaison with the pre-qualified applicants. Moreover, a Special Selection Board has been set up under the chairmanship of the Chief Secretary for Administration with two Legislative Council members, two senior government officials and a former professor in architecture as members. To facilitate timely and proper tender assessment by the Special Selection Board, the ADA(TD), as the secretary to the Board, will have to provide comprehensive support to the Board, including seeking technical input and advice from the concerned government departments and prepare detailed analyses of the tenders. Following the Special Selection Board's decision, the ADA(TD) and Architectural Services Department will have to jointly prepare the design-and-build contract in consultation with the Department of Justice.

(c) Coordination and Monitoring of Implementation

9. To ensure the implementation of the Tamar development project within budget, on time and to a good quality, and ensure close coordination among concerned government departments at senior level, a Steering Committee chaired by the Director of Administration has been set up since May 2002. Three sub-committees have also been formed under the Steering Committee to deal with issues relating to the Central Government Complex, including the technical design-and-build matters, users' requirements and information technology and security requirements. The proposed ADA(TD) will play a pivotal role in supporting the operation of the Steering Committee, ensuring effective follow-up to the deliberation of the Committee, monitoring progress, liaising with relevant parties, and facilitating early resolution of identified interface issues with parties concerned.

10. The post holder will also be heavily engaged in other essential administrative work in support of the implementation of the project, such as preparation of necessary submissions to the Public Works Subcommittee and the Finance Committee for funding approval, and subject to the approved design of the Tamar project, a submission to the Town Planning Board for necessary variations to the Outline Zoning Plan.

11. We envisage that bulk of the tasks for the proposed ADA(TD) post will concentrate and have to be carried out in 2003 and 2004, covering the critical period before the award of the design-and-build contract. It will also cover the initial construction programme when we anticipate significant interface problems with, for example, the reclamation works of the waterfront promenade, hence requiring intensive and close coordination between the major works programmes. Notwithstanding this, subject to the Finance Committee's approval of the two-year supernumerary post, there should be no need to seek an extension when the post lapses on 1 January 2005. A schedule of implementation of the Tamar development project is at Annex I.

12. The job description for the ADA(TD) post is at Annex II. The post holder will be underpinned by a Chief Executive Officer, an Executive Officer I and two secretarial staff through internal re-deployment. An organization chart of the Administration Wing, showing the ADA(TD) post and the supporting staff is at Annex III.

ALTERNATIVES

13. We have critically examined whether existing staff in the Administration Wing have spare capacity to absorb the duties of the proposed ADA(TD). The other directorate staff are already fully occupied with their existing responsibilities relating to sustainable development, legal aid, protocol service, government records, appeal boards, common services to the Government Secretariat, and liaison with the Ombudsman, the Legislative Council and the Independent Commission Against Corruption. It is not possible for them to take on the additional heavy workload associated with the Tamar project without seriously affecting the discharge of their current duties. We are fully conscious of the need to maintain effective control over the directorate establishment within our purview. In connection with our proposal, Members may recall that the Finance Committee has approved our initiative to integrate the Efficiency Unit and the Management Services Agency in July 2002, which has resulted in the deletion of one permanent D3 post and one permanent

D1 post from the establishment of the Chief Secretary for Administration's Office.

14. In the light of the foregoing, if the proposed supernumerary directorate post is not approved, we would not have the necessary capacity within the streamlined directorate establishment to assume the additional responsibilities arising from the implementation of the Tamar development project. As mentioned above, the supporting staff of the proposed post will be met by internal redeployment fully.

FINANCIAL IMPLICATIONS

15. The additional notional annual salary cost at mid-point of the proposed ADA(TD) post is \$1,448,040. Its full annual average staff cost, including salaries and staff on-cost is \$2,472,000. As for the four staff underpinning this post, their notional annual mid-point salary cost and the full annual average staff cost are \$1,978,320 and \$3,148,000 respectively.

WAY FORWARD

16. We plan to submit the proposal to the Establishment Subcommittee on 20 November 2002 for recommendation to the Finance Committee for approval on 6 December 2002.

Administration Wing
Chief Secretary for Administration's Office
October 2002

**Schedule of Implementation of
Tamar Development Project**

<u>Milestone</u>	<u>Tentative Timing</u>
Finalization of user requirements for Central Government Complex, Legislative Council Complex, Civic Place and Exhibition Gallery and preparation of tender document	First Quarter, 2003
Commencement of invitation of tenders	Second Quarter, 2003
Closing of tender period	Third Quarter, 2003
Submission to Public Works Sub-committee and Finance Committee	Second Quarter, 2003
Evaluation and selection of tenders	Third/Fourth Quarter, 2003
Preparation of contract documents and if necessary, submission to Town Planning Board	Fourth Quarter, 2003
Contract period	early 2004- mid 2007

Job Description

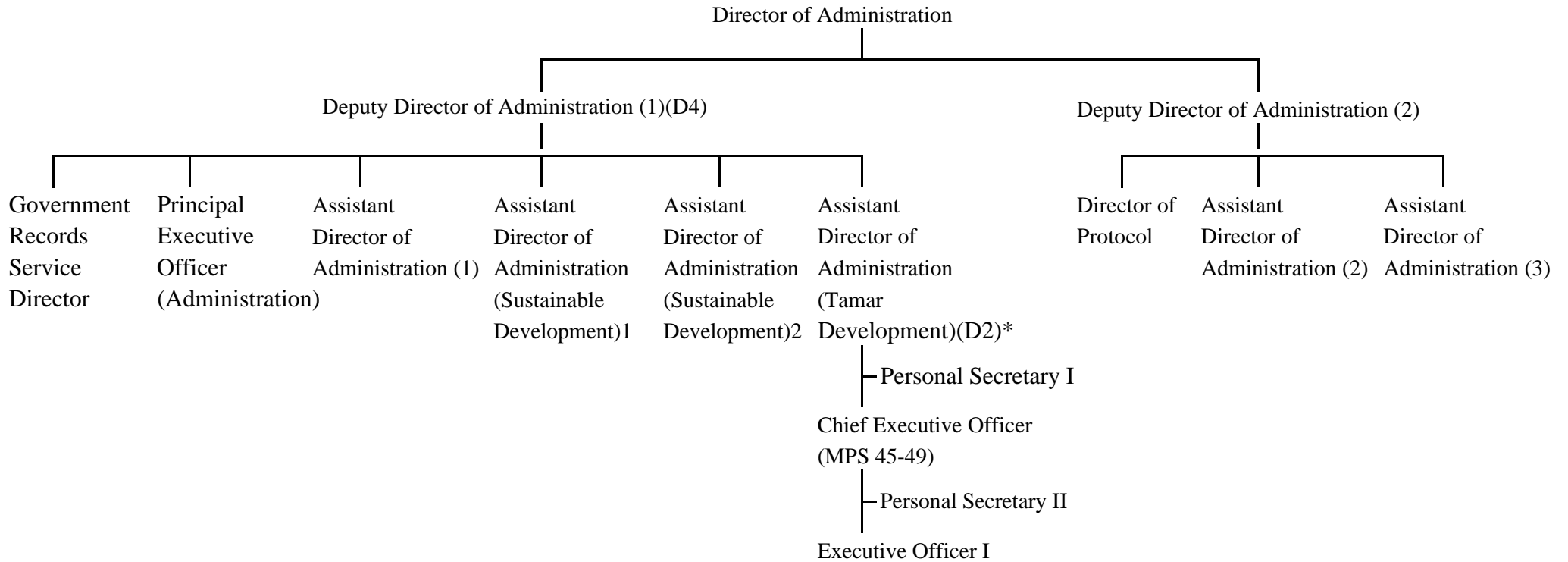
Post Title : Assistant Director of Administration
(Tamar Development)

Proposed Rank : Administrative Officer Staff Grade C (D2)

Main Duties and Responsibilities –

1. To co-ordinate and monitor the Tamar development project with a view to ensuring its timely completion in 2007.
2. To provide secretariat support to the Special Selection Board set up to assess the tenders and decide on the award of contract for the project.
3. To provide secretariat support to the Steering Committee overseeing the implementation of the Tamar development project.
4. To liaise with the concerned parties to compile a set of detailed user requirements for the new Central Government Complex, Legislative Council Complex, Exhibition Gallery and Civic Place and assist in the preparation of the tender documents and the design and build contract.
5. To assist in resolving any interface issues with the departments and parties concerned during the pre-tender stage and the early stage of the construction period.

**Organization Chart of the
Administration Wing, Chief Secretary for Administration's Office
showing the Tamar Development Project Team**



**Post proposed to be created upon the lapse of the existing supernumerary post*