

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 33 – CIVIL ENGINEERING AND DEVELOPMENT DEPARTMENT

Subhead 000 Operational expenses

Members are invited to recommend to Finance Committee the creation of the following supernumerary post in the Civil Engineering and Development Department for the period from 1 March 2010 to 31 March 2014 –

1 Government Engineer/Government Architect
(D2) (\$116,100 - \$126,985)

PROBLEM

The Civil Engineering and Development Department (CEDD) needs dedicated support at the appropriate directorate level to further enhance the delivery of Kai Tak Development (KTD) and drive the implementation programme through the establishment of a Kai Tak Office.

PROPOSAL

2. The Director of Civil Engineering and Development, with the support of the Secretary for Development, proposes to create one supernumerary post at the rank of Government Engineer (GE)/Government Architect (GA) (D2), for a period of about four years from 1 March 2010 to 31 March 2014, to head the Kai Tak Office to be set up under the Kowloon Development Office (KDO) of CEDD. The proposal aims to provide dedicated support and steering at the senior management level to lead and oversee the coordination and implementation of KTD within its intended timeframe.

/JUSTIFICATION

JUSTIFICATION

Characteristics of KTD

3. KTD is a huge and highly complex development project spanning a total planning area of over 320 hectares covering the ex-airport site together with the adjoining hinterland districts of Kowloon City, Wong Tai Sin and Kwun Tong. After thorough planning and public participation process, the finalised scheme of KTD with a mix of community, housing, business, tourism and infrastructural uses was incorporated into the Kai Tak Outline Zoning Plan (OZP) and approved by the Chief Executive in Council in late 2007.

4. KTD involves many high impact projects with close interfaces with one another, which are under the jurisdiction of different bureaux/departments. These projects include (i) the Cruise Terminal development; (ii) the public and private housing, hotels, offices and other commercial developments; (iii) the Government/Institution/Community (GIC) facilities; (iv) strategic transport links such as the Shatin to Central Link (SCL); and (v) engineering infrastructural works like the District Cooling System, the Kai Tak River, drainage and sewerage improvement works, footbridges, subways and other pedestrian links connecting KTD and adjoining districts. KTD is therefore mega-sized not only in terms of public works spending, but also in terms of its complexity due to the different functional requirements of the facilities to be provided and their interfaces in the phased implementation and completion of the projects.

5. The current Kai Tak OZP has been formulated to meet public aspirations for a distinguished, vibrant, attractive and people-oriented area through adopting the planning theme of a heritage, green, sports and tourism hub. Besides stimulating economic development, KTD seeks to improve the quality of living for the local population and cultivate a sense of belonging. Kai Tak, being the largest available land fronting the Victoria Harbour, offers a valuable opportunity to realise such vision. Serving as a green web for sustainable development, KTD is characterised by a comprehensive network of parks and gardens intertwined with the residential and commercial neighbourhoods.

6. As a new development project, KTD is unique in transforming a segregated ex-airport site into an urbanised area closely integrated with the adjoining districts. While providing growing space for East Kowloon, KTD will help revitalise the surrounding areas and promote local and diversified economy, through the provision of new community facilities, transport networks, residential/commercial/retail developments, as well as major sports and tourism projects. Connecting KTD to its old neighbourhoods with easy access for both vehicles and pedestrians will be critical to the success of this development effort.

/Implementation

Implementation of KTD

7. In mid-2009, CEDD and relevant bureaux/departments obtained funding approval for proceeding with the design and/or construction for a number of KTD-related public works projects¹. During the funding approval process, concerns were raised about the implementation of KTD infrastructure in particular relation to the urban design of waterfront areas, the connectivity with adjoining districts and the environmental mitigation measures at the Kai Tak Approach Channel. We have since deployed a number of measures to kick off and expedite the implementation of KTD and taken follow-up action to address the above concerns as detailed in paragraphs 8 to 17 below.

(I) *Integrated Project Management Approach*

8. Given the massive scale and complexity of KTD, we have adopted an integrated project management approach led by the Development Bureau, with support from KDO of CEDD tasked with spearheading project delivery. At the policy level, the Secretary for Development personally oversees the KTD project whilst the Permanent Secretary for Development (Works) chairs a regular inter-bureaux and cross-departmental meeting to update and monitor progress.

9. KDO, headed by Project Manager (Kowloon) (PM(K)) (D3), assumes the central coordination and management role for the implementation of individual projects of KTD as well as many other development/infrastructure projects in Kowloon, through detailed planning and scheduling of interface activities in the various works programmes. PM(K) is currently underpinned by a Deputy Project Manager (Kowloon) (DPM(K)) (D2) who is in turn supported by four Chief Engineers (CE)s². The organisation chart of KDO showing the existing posts is shown at Enclosure 1.

Encl. 1

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¹ The Public Works Programme (PWP) items of KTD infrastructure works under the management of CEDD include:

- (a) 738CL - KTD - detailed design and site investigation for Kai Tak approach channel and Kwun Tong typhoon shelter improvement works;
- (b) 739CL - KTD - stage 1 infrastructure works at north apron area of Kai Tak airport;
- (c) 740CL - KTD - detailed design and site investigation for remaining infrastructure works for developments at the former runway;
- (d) 741CL - KTD - stage 1 advance infrastructure works for developments at the southern part of the former runway; and
- (e) 841TH - Trunk Road T2 - investigation and design.

The PWP items related to KTD under the management of other bureaux/departments are:

- (f) 45CG - District Cooling System at the KTD; and
- (g) 357DS - Sewage interception scheme in Kowloon City.

² Inclusive of a supernumerary CE post created in KDO from April 2009 till March 2014 to oversee the administration, planning and implementation of the proposed KTD infrastructure on the western side of the former apron area including the ex-runway, Kai Tak Nullah and Kai Tak Approach Channel (ref. paper no. EC(2008-09)17).

(II) Master Implementation Plan

10. In early 2009, we have drawn up a master plan for implementation of KTD projects packaged for three target completion years, i.e. 2013, 2016 and 2021. These packages seek to ensure that the developments in Kai Tak will be taken forward in a coordinated and progressive manner, while taking into consideration their relative priorities and readiness to proceed.

11. The first package planned for completion in 2013 covers the first berth of cruise terminal, public housing development, District Cooling System (first phase) and the provision of supporting infrastructure to serve these early developments. The second package for target completion in 2016 will see the strategic transport links through Kai Tak coming into service, including the SCL (Tai Wai to Hung Hom section). We will also aim to clean up the existing waterways to create an environmentally pleasing Kai Tak River and Kai Tak Approach Channel, and provide additional supporting infrastructure essential for converting the northeast apron into a major residential and commercial hub. The remaining developments will form the last package targeted for completion in 2021.

(III) Advanced Commencement of Works

12. To bring forward the implementation of KTD, we have proceeded with site preparation and decontamination works as well as design of the advance infrastructure works for early developments in parallel with the Schedule 3 Environmental Impact Assessment (EIA) study which was approved in March 2009. The ex-airport buildings incompatible with the approved Kai Tak OZP have been demolished, whilst the contaminated land as a result of decades of airport operations has been substantially cleaned up.

13. The remaining decontamination works at the former south apron, funded under PWP item 734CL, will be completed in early 2010. Following funding approval from the Legislative Council (LegCo) in mid-2009, we have started the construction of advance infrastructure works for early developments in both the former north apron and the southern part of the ex-runway for completion in 2013. We have also commenced construction of the site formation works for the Kai Tak cruise terminal by end November 2009.

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(IV) Enhancement of Linkage with the Neighbourhoods

14. Integration with the old neighbourhoods is one of the key planning objectives of KTD. Altogether 21 major pedestrian linkages are proposed under KTD with spacing in the range of 200 to 600 metres. As the bulk of KTD infrastructure projects have now entered into the design stage, we are in the process of developing the detailed design so as to further strengthen the integration between the new and existing urban fabrics. We will ensure that sufficient pedestrian links are provided for easy and convenient access to the parks and waterfront areas. In addition, we have commissioned a detailed feasibility study of the proposed Environmentally Friendly Transport System (EFTS) for completion in end 2010 with a view to further enhancing inter-connection with the adjacent districts and facilitate their revitalisation.

(V) Early Implementation and Improvement of Waterfront Promenades

15. Construction of the first 200-metre waterfront promenade at Kwun Tong Public Cargo Handling Area was substantially completed in end 2009, whilst early development of open spaces at Ma Tau Kok waterfront is under active planning. In developing the design of KTD infrastructure works, we have initiated effort to bring further improvements to the environment of waterfront promenades in KTD with particular regard to their accessibility. Possible measures under investigation include increasing the width of promenades, reducing the coverage of roads along the waterfront, and introducing greater vibrancy to these areas. We are committed to consulting the local communities and interested parties before firming up the proposals.

(VI) Strengthening Collaborative Effort in Environmental Issues

16. To alleviate the environmental problems at the waterfront of To Kwa Wan Typhoon Shelter (TKWTS), we have formed an inter-departmental working group to work closely with the Kowloon City District Council. Apart from stepping up regular maintenance of the drainage systems and enforcement actions against illegal discharges, we have arranged desilting at the seabed near drainage outfalls to help alleviate the odour problem in this area and also construction of additional sewage interception facilities to prevent the discharge of polluted flow into TKWTS through expedient connections.

17. As for the Kai Tak Approach Channel and Kwun Tong Typhoon Shelter, we are in the process of tackling the pollution problem at source through interception of polluted flow under various sewerage works projects in the hinterland of KTD. In parallel, we are making preparations for commencing the

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in-situ bioremediation treatment. The effectiveness of the above two measures will be gauged and the interested parties will be consulted before commencing the detailed design of the proposed 600-metre opening at the ex-runway to enhance water circulation and hence the sustainability of the mitigation measures in the longer term.

Need for the Proposed Kai Tak Office to be Headed by a New D2 Post

18. Subsequent to funding approval in mid-2009, KDO has commenced the design development of the bulk of KTD infrastructure under two major consultancies³ awarded in the third quarter of 2009, thereby triggering a tremendous increase in the KDO's workload in the overall project management of KTD. Besides, many new issues have emerged since early 2009 requiring high level steering and close monitoring to ensure timely resolution of all the complex problems and conflicts. These issues include, for example, the proposed re-alignment of SCL through Kai Tak, implications on KTD to preserve the Lung Tsun Stone Bridge remains, advancement of the EFTS study with potential linkage to neighbouring districts, and possible scope for design competitions on some KTD works elements.

19. With KTD entering the crucial design stage, there is an acute need to resolve an escalating amount of cross-bureaux and cross-departmental issues and steer continuous public participation with a view to addressing stakeholders' concerns, meeting public aspirations and ensuring smooth project delivery. It has become apparent that the current resources of KDO including the supernumerary CE post created in April 2009 could not cope with the rising demands arising from KTD which involve competing implementation schedule for various projects. In particular, a bottleneck has begun to emerge at the DPM level. As such, we would need more focused attention and dedicated inputs from KDO at the senior management level than can be afforded at present in order to meet public aspirations and ensure satisfactory delivery of KTD, through spearheading the essential tasks as highlighted in items (a) to (e) below. Having regard to the level and scope of responsibilities and the professionalism and experience required, it is considered necessary to create a new supernumerary D2 post, at the rank of GE/GA, for deployment as the second DPM. This additional DPM will lead a dedicated Kai Tak Office to be set up in KDO, largely through re-organisation of existing

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³ (a) Agreement no. CE 38/2008(HY) – KTD – Trunk Road T2 and Infrastructure at South Apron – Investigation, Design and Construction; and
(b) Agreement no. CE 30/2008(CE) – KTD – Infrastructure at Former Runway and Remaining Areas of North Apron and Improvement of Adjacent Waterways – Design and Construction.

resources, to further enhance the delivery of KTD and drive the implementation programme. To provide a clearer focus for public interaction, we further propose to designate the new DPM as Head (Kai Tak Office) (H(KTO)) who will spearhead concerted efforts especially in the following areas –

- (a) Centralised coordination for implementation of mega interfacing projects in and around KTD under a tight programme

As explained in paragraph 4 above, KDO is at present coordinating a host of mega interfacing projects of KTD within the ambit of different bureaux/departments. Now that these mega projects, which will be constructed in close vicinity or on overlapped sites under a tight programme with the first batch of facilities to be completed by 2013, are migrating to implementation, considerable interfacing issues are rapidly stemming from them. As the majority of facilities to be provided in KTD are inter-related, any delay in their completion will have major implications and should be avoided. Given the multiple stakeholders of the projects and the complex interfacing issues, the setting up of the proposed Kai Tak Office would provide prompt input and resolution to ensure the timely completion and intended functioning of the various works packages. Major interfacing issues to be resolved include those between SCL works sites/areas and various KTD projects such as public housing and open space developments; those associated with phased implementation of the District Cooling System and the KTD infrastructure; and those relating to the strategic transport link. In addition, the realignment of SCL through Kai Tak has triggered re-planning and coordination of some interfacing issues and thus increase workload in the overall project management of KTD.

- (b) Close steering of the design development of KTD infrastructure works for public engagement/consultation

In the process of seeking funding approval in mid-2009, CEDD received strong support and useful suggestions from LegCo Members in regard to the production of a quality design for KTD. Suggestions made include enhancing the vibrancy of waterfront areas; strengthening the connectivity between KTD and adjoining districts; upholding the effectiveness of measures in mitigating the odour problem of the Kai Tak Approach Channel; minimising the construction impacts on Kwun Tong Typhoon Shelter; expediting the implementation of EFTS, feature bridges, parks and promenades, etc.

/Many

Many of them are controversial and sensitive issues with potential major impact on the KTD scheme, which could only be resolved through rounds of engagement/consultations with the stakeholders concerned, District Councils, Harbour-front Enhancement Committee, LegCo, etc., prior to construction. Greater involvement and closer supervision by the proposed Kai Tak Office throughout the design and construction stages will be essential.

- (c) Proactive enhancement of green features in KTD without compromising the implementation schedule

The proposed Kai Tak Office will be tasked with forging collaboration amongst relevant bureaux/departments to pursue optimal adoption of green features incorporated in the approved Kai Tak OZP. These include District Cooling System, recycled construction materials, green public transport system, wider footpaths and maximising the greening areas. To fulfil strong public expectations that Kai Tak is to become a green hub at the centre of Victoria Harbour, the proposed Kai Tak Office will take the lead to explore the introduction of more environmentally friendly initiatives in the design development of KTD. The Kai Tak Office will act as the focal point to champion the wider adoption of green features in KTD on a substantial scale thereby bringing tangible benefits to the environment and promoting more opportunities for local industries, whilst at the same time maintaining the impetus of the implementation programme.

- (d) Conservation of heritage and enhanced integration with the older parts of the district

The discovery of remains of Lung Tsun Stone Bridge within Kai Tak has aroused intense public interest. Given its historical significance, a preservation plan possibly linking the Bridge remains with various potential heritage sites in the older parts of Kowloon City and Wong Tai Sin, together with any consequential implications on the approved Kai Tak OZP, will need to be drawn up for public engagement. In addition, the proposed Kai Tak Office will concentrate efforts to further enhance integration between KTD and the adjoining older districts through (i) the provision of a comprehensive pedestrian system comprising underground shopping streets, landscaped elevated walkways, footbridges, subways and at-grade crossings; and (ii) detailed feasibility study of the proposed EFTS, which are all of great interest to local communities and concerned groups. The Kai Tak Office will participate actively in the public engagement process for satisfactory resolution of the related design and interface issues to meet public aspirations.

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- (e) Taking forward the urban and landscape design to achieve the planning vision of KTD

It is vital to ensure that KTD will be implemented in line with its planning objective as a green hub with distinguished and attractive urban form. Led by the proposed H(KTO), the Kai Tak Office in consultation with relevant bureaux/departments will firm up the thematic framework for guiding landscape design in KTD and formulate the urban design framework for adoption in both public and private development projects covering greening ratio, building setback from lot boundaries, building separation, etc. In parallel, efforts will be made to explore the feasibility of extending the cycle track network into the former north apron of KTD for greater public enjoyment. The proposed H(KTO) will also be heavily involved with refining the design of KTD infrastructure through reviewing the road layout at waterfront areas to improve accessibility and inviting design competitions to enhance the aesthetic value of prominent footbridges and long-span structures.

20. The setting up of the Kai Tak Office will ensure dedicated support and steering at the appropriate directorate level to lead and oversee the coordination and implementation of KTD within its intended timeframe. Arising from public aspirations for a quality design for KTD, it is envisaged that more cross-bureaux and cross-departmental technical issues and interface matters will emerge and need to be promptly resolved as more projects within KTD are proceeding to the implementation stage. With close working relationship with the project teams, the proposed H(KTO) will be able to keep abreast of the details and progress of KTD and contribute directly and speedily in the design development of KTD to facilitate smooth implementation. The post-holder will also personally take part in the public engagement/consultation process on a need basis thereby steering the design development in a more effective and efficient manner. While the proposed H(KTO) will be responsible to PM(K) on all day-to-day matters, he will seek the advice of the Director of Civil Engineering and Development direct where necessary in handling sensitive planning tasks and public engagement where major issues requiring policy considerations would evolve. As H(KTO) will need to possess ample engineering/architectural knowledge and substantive experience in the design and management of infrastructure and development projects, we propose pitching the proposed post as a bi-disciplinary post in either the engineering or architectural discipline.

Encl. 2

21. Taking into account the tentative implementation programme of the KTD infrastructure projects with critical planning tasks and construction activities of some components scheduled for completion in 2013-14 as shown at Enclosure 2, the H(KTO) post is proposed for creation for about four years up to March 2014. As most of the components are still at their early planning stage, their implementation programmes are tentative only and are subject to funding availability as well as changes arising during the design, statutory gazettal and objections, and consultation stages, etc. The continual need for the proposed post will be reviewed towards the end of 2013-14 taking into account the progress of KTD and the workload of the Kai Tak Office and KDO at that time.

Division of Responsibilities between DPM(K) and H(KTO)

22. Upon creation of the proposed Kai Tak Office in KDO, the proposed H(KTO) will provide dedicated attention to the centralised coordination in the implementation of KTD projects with focus on design development of infrastructure works, greening and energy conservation initiatives, heritage conservation and enhanced integration with old districts. The existing DPM(K) will concentrate on the construction works of KTD infrastructure, the implementation of all other non-KTD projects undertaken by KDO as well as the overall administration of KDO.

23. Under the leadership of H(KTO), the proposed Kai Tak Office will comprise two existing project divisions (each headed by a CE) working on KTD. Apart from the responsibilities listed in paragraph 19 above, the Kai Tak Office will oversee the implementation of KTD including the planning, design and resolution of interfacing issues, as well as the district matters for Kowloon City, Wong Tai Sin and Kwun Tong, relating to KTD. The Kai Tak Office will also supervise the detailed feasibility study on the proposed EFTS with a view to extending the system to enhance revitalisation of the adjoining older districts and their integration with KTD.

24. The proposed Kai Tak Office will be responsible for planning the provision of infrastructure works to tie in with the SCL (Tai Wai to Hung Hom section), and further developments in the former north and south aprons. The Office will oversee and coordinate the following issues calling for high level steer as well as public engagement/consultation –

- (a) redevelopment of the Kwun Tong and Cha Kwo Ling Public Cargo Working Areas into open spaces forming part of KTD; and
- (b) enhancing integration and connectivity with Kai Tak with a view to revitalising the adjoining older districts including Kowloon City, San Po Kong, Kowloon Bay and Kwun Tong.

25. The proposed Kai Tak Office will also be responsible for the challenging schemes involving treatment of about one million cubic metres contaminated sediments at Kai Tak Approach Channel in compliance with the stringent environmental requirements and creation of a gigantic piled deck providing a 600-metre wide opening at the former runway to improve water circulation and mitigate the odour problem. In addition, the following issues will receive dedicated input from the proposed Kai Tak Office –

- (a) in-situ preservation of the Bridge remains and associated re-planning of land uses in its vicinity;
- (b) improvement of about one km of the existing Kai Tak Nullah within the ex-airport site to pursue the “Kai Tak River” scheme with leisure facilities, taking into account community aspirations for a green water channel from Wong Tai Sin through KTD to the harbour; and
- (c) enhancement of the design of feature landscape decks and long-span bridge structures through design competition or appropriate procurement strategies.

26. The existing DPM(K) with the support of the other two project divisions (each headed by a CE) will focus on the construction works of KTD infrastructure and the implementation of all other non-KTD development programmes undertaken by KDO, including those in relation to the West Kowloon Cultural District (WKCD) development. He will take charge of the existing Technical Services Section and the existing Administrative Services Section responsible for the overall coordination and day-to-day office administration covering all technical, personnel, finance and accounting issues of KDO as well as the Kai Tak Office. Insofar as the KTD is concerned, his responsibilities in the next few years will cover the following major construction items –

- (a) site formation works for the cruise terminal development with construction starting in end November 2009 for commissioning of the first berth in 2013;
- (b) stage 1 advance infrastructure works for early developments in the southern part of the ex-runway (such as the cruise terminal), which has commenced construction in September 2009 for completion in 2013, including coordinating the implementation of cruise terminal building; and
- (c) stage 1 infrastructure works for early developments in the north apron including public housing, which has commenced construction in end July 2009 for completion in 2013.

27. In the coming several years, the existing DPM(K) will need to devote most of his efforts to steer completion of the first berth of the cruise terminal and the associated infrastructure works on time and within budget. Under the compressed works programme, his dedicated leadership and input will be vital to secure success of the projects through prompt resolution of complicated engineering/interface issues arising from, inter alia –

- (a) substantial dredging works in the Victoria Harbour in compliance with the stringent requirements of EIA Ordinance;
- (b) diversion of the existing submarine gas mains including the relocation of gas pigging stations on both sides of the harbour, as an important interface with commissioning of the second berth;
- (c) constraints due to the adjacent cruise terminal building works covering site access and availability, sewage connections, water and power supplies arrangements;
- (d) technical support in firming up user requirements and tenancy agreement for the cruise terminal project; and
- (e) assistance in formation of the adjacent heliport and promenade.

28. On top of the cruise terminal project, the existing DPM(K) will be fully occupied with the project management, including the district matters for Yau Tsim Mong and Sham Shui Po, in relation to all other non-KTD development programmes undertaken by KDO. The highlights of major responsibilities in this category include –

- (a) participation in the planning of the WKCD development, and provision of infrastructure to tie in with completion of the first phase development in early 2015 ;
- (b) implementation of the GIC facilities associated with the Kwun Tong Town Centre Redevelopment covering grade-separated pedestrian linkages, public transport interchange, and additional medical and health facilities; and
- (c) infrastructure works for potential land sale sites at Tai Wo Ping.

All the above projects are notably to be implemented within tight timeframe and are of great concern to the society. For item (a) above, upon finalisation of the Conceptual Plan in late 2010, KDO will proceed in full swing with the

/implementation

implementation of the supporting infrastructure works for construction to commence in early 2013. DPM(K)'s workload in this regard will be rising sharply as both the WKCD and Express Rail Link developments are migrating to design and construction in the very near future. For items (b) and (c), both these two projects involve demanding statutory procedures as well as extensive liaison with local communities, pressure groups and a variety of stakeholders for construction to commence in stages starting from 2011-12. Given the utmost importance of these projects, the existing DPM(K) will need to provide the necessary drive and input to ensure that they are accomplished as scheduled, and will be unable to provide dedicated input necessary for the implementation of KTD.

- Encl. 3 29. The job description for the proposed H(KTO) post is at Enclosure 3.
Encl. 4 The proposed organisation chart of CEDD is at Enclosure 4.

ALTERNATIVES CONSIDERED

30. If the proposed H(KTO) post is not created, the existing DPM(K) will have to continue looking after the delivery of all the development projects including KTD within the ambit of KDO. Given the increasing public aspirations and complex interfacing issues involved, and in view of the escalating workload arising from the implementation of infrastructure works for the cruise terminal and WKCD developments, it is beyond the capacity of the existing DPM(K) to take on the extra work without compromising the quality of the overall coordination and supervision of the KTD projects. As explained in paragraphs 18 and 19 above, the commencement of design development of KTD infrastructure in the third quarter of 2009 has given rise to many new issues and essential tasks requiring high-level steering and dedicated inputs by the senior management of KDO. Without creation of the proposed H(KTO) post, there would be a bottleneck at the DPM level in KDO thus affecting the implementation of KTD as planned.

31. We have considered the feasibility of redeploying and upgrading one of the four existing CEs (D1) posts in KDO to become the proposed H(KTO) post. However, the holders of these CE posts have full schedules in their respective areas. In particular, CE/Kowloon 1 is fully occupied with construction of the site formation works for cruise terminal development and the associated advance infrastructure works. CE/Kowloon 2 is tasked with the project management of Trunk Road T2 and major interfaces with other sections of Route 6 in addition to infrastructure works at the former north and south apron areas. CE/Kowloon 3 is engaged with the implementation of Government infrastructure within WKCD and all non-KTD projects managed by KDO, whilst CE/Kowloon 4 is undertaking the challenging schemes of alleviating the odour problem at the Kai Tak Approach Channel, beautifying the Kai Tak Nullah and preserving the Bridge remains. It is considered operationally not possible to release any of them for upgrading to D2 to take up the work of H(KTO) without seriously affecting the operation of KDO.

Encl. 5

32. We have also critically examined the feasibility of redeploying existing GEs or equivalent rank officers from other Offices of CEDD to take on the work of the proposed H(KTO) post. As all other GEs or equivalent rank officers are already fully committed to their existing workload, it is operationally not possible for them to take up the duties of the proposed supernumerary GE/GA post without adversely affecting the discharge of their scheduled duties. Details of their current responsibilities and workload are summarised at Enclosure 5. Furthermore, CEDD is fully committed to delivering a number of major projects/tasks which are at various stages of implementation in the coming years. These include the Liantang/Heung Yuen Wai Boundary Control Point, Central Reclamation Phase III, Wanchai Development Phase II, “Three-in-one” (covering Fanling North, Kwu Tung North and Ping Che/Ta Kwu Ling) and Hung Shui Kiu New Development Areas, Development of Greening Master Plan, Tseung Kwan O – Lam Tin Tunnel and the Cross Bay Link. To ensure smooth implementation of these projects and in line with the Chief Executive’s pledge for people-based governance, CEDD is devoting substantially greater efforts in public engagement. There is no scope for delivering a satisfactory service on the KTD without reinforcement to the existing directorate establishment.

JOB CREATION

33. It is estimated that the KTD infrastructure works undertaken by KDO will create a total of about 10 000 jobs (2 000 jobs for professional/technical and 8 000 labourers) during the various implementation stages of investigation, design and construction.

FINANCIAL IMPLICATIONS

34. The proposed creation of the supernumerary GE/GA post will bring about an additional notional annual salary cost at mid-point of \$1,479,480. The additional full annual average staff cost including salary and staff on-cost is estimated to be within \$2,674,400. CEDD will absorb the additional provision in 2009-10 from its existing resources and will include the necessary provision in the 2010-11 draft Estimates to meet the cost of the proposal.

PUBLIC CONSULTATION

35. On 24 November 2009 we consulted the LegCo Panel on Development (the Panel) on measures taken to spur the implementation of KTD and on the proposed setting up of a dedicated Kai Tak Office in the KDO of CEDD with a view to enhancing the delivery of KTD. The Panel in general supported the proposed creation of the supernumerary D2 post of H(KTO) to lead the Kai Tak Office.

/ESTABLISHMENT

ESTABLISHMENT CHANGES

36. The establishment changes in CEDD for the last three years are as follows –

Establishment (Note)	Number of posts			
	Existing (as at 1 January 2010)	As at 1 April 2009	As at 1 April 2008	As at 1 April 2007
A	51+(2)#	51+(2)	51	51
B	524	520	505	502
C	1 146	1 146	1 131	1 131
Total	1 723	1 719	1 687	1 684

Note :

- A - ranks in the directorate pay scale or equivalent
 B - non-directorate ranks the maximum pay point of which is above MPS Point 33 or equivalent
 C - non-directorate ranks the maximum pay point of which is at or below MPS Point 33 or equivalent
 () - number of supernumerary directorate posts
 # - as at 1 January 2010, there is no unfilled directorate post in CEDD.

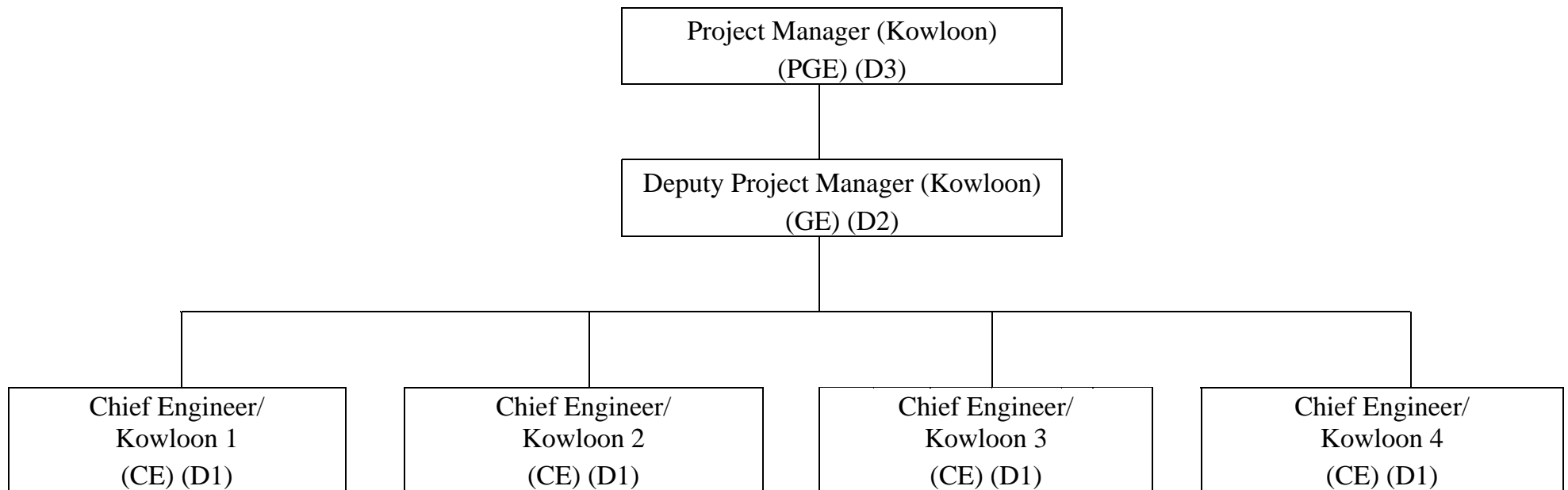
CIVIL SERVICE BUREAU COMMENTS

37. The Civil Service Bureau supports the proposed creation of one supernumerary GE/GA post to strengthen the directorate support in CEDD to enhance the delivery of KTD. The grading and ranking of the proposed post are considered appropriate having regard to the level and scope of the responsibilities and professional input required.

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

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

**Existing Organisation Chart of the Kowloon Development Office
of the Civil Engineering and Development Department**



Legend

- CE - Chief Engineer
- GE - Government Engineer
- PGE - Principal Government Engineer

Kai Tak Development
Tentative Project Implementation Programme

	Agent	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Planning Tasks														
Centralised coordination	CEDD													
Planning / Coordination / Design Development / Public Engagement Duties														
- Design Development	CEDD													
- Greening and Energy Conservation initiatives	CEDD													
- Heritage Conservation	CEDD													
- Enhanced Integration with old districts	CEDD													
Implementation of Major Components														
Milestone 2013 Milestone 2016 Milestone 2021														
Package A														
Public Housing Development	HD													
Schools and Kai Tak Government Offices	ArchSD													
Cruise Terminal (first berth) and Runway Park	ArchSD/ CEDD													
Waterfront Promenade at Kwun Tong Public Cargo Working Area	ArchSD													
Infrastructure Works	CEDD													
Package B														
Route 6 (Central Kowloon Route/ Trunk Road T2 / Tseung Kwan O - Lam Tin Tunnel)	HyD/ CEDD													
Shatin-to-Central Link (Tai Wai to Hung Hom Section)	MTRCL													
Residential/Commercial Sites at North Apron (part)	Others													
Underground Streets (to Kowloon City and San Po Kong) and Infrastructure Works	CEDD													
Kai Tak River / Bioremediation of Kai Tak Approach Channel and Kwun Tong Typhoon Shelter	CEDD													
Cruise Terminal Building (including second berth)	ArchSD/ CEDD													
Tourism Node / Heliport	Others													
Package C														
Multi-purpose Stadium Complex	ArchSD													
Metro Park	ArchSD													
Residential/Commercial Sites at North Apron (remaining)	Others													
Residential/Commercial Sites at Runway	Others													
Commercial Sites at South Apron	Others													
District Cooling System	EMSD													
Infrastructure Works	CEDD													

ArchSD : Architectural Services Department
 CEDD : Civil Engineering and Development Department
 EMSD : Electrical and Mechanical Services Department
 HD : Housing Department
 HyD : Highways Department
 MTRCL : Mass Transit Railway Corporation Limited

Legend :
 Critical Planning Task with peak period shown in solid line
 Construction Activity

Note : This implementation programme is subject to further review and completion of the detailed planning activities.

**Proposed Job Description
Head (Kai Tak Office)**

Rank : Government Engineer/Government Architect (D2)

Responsible to : Project Manager (Kowloon)

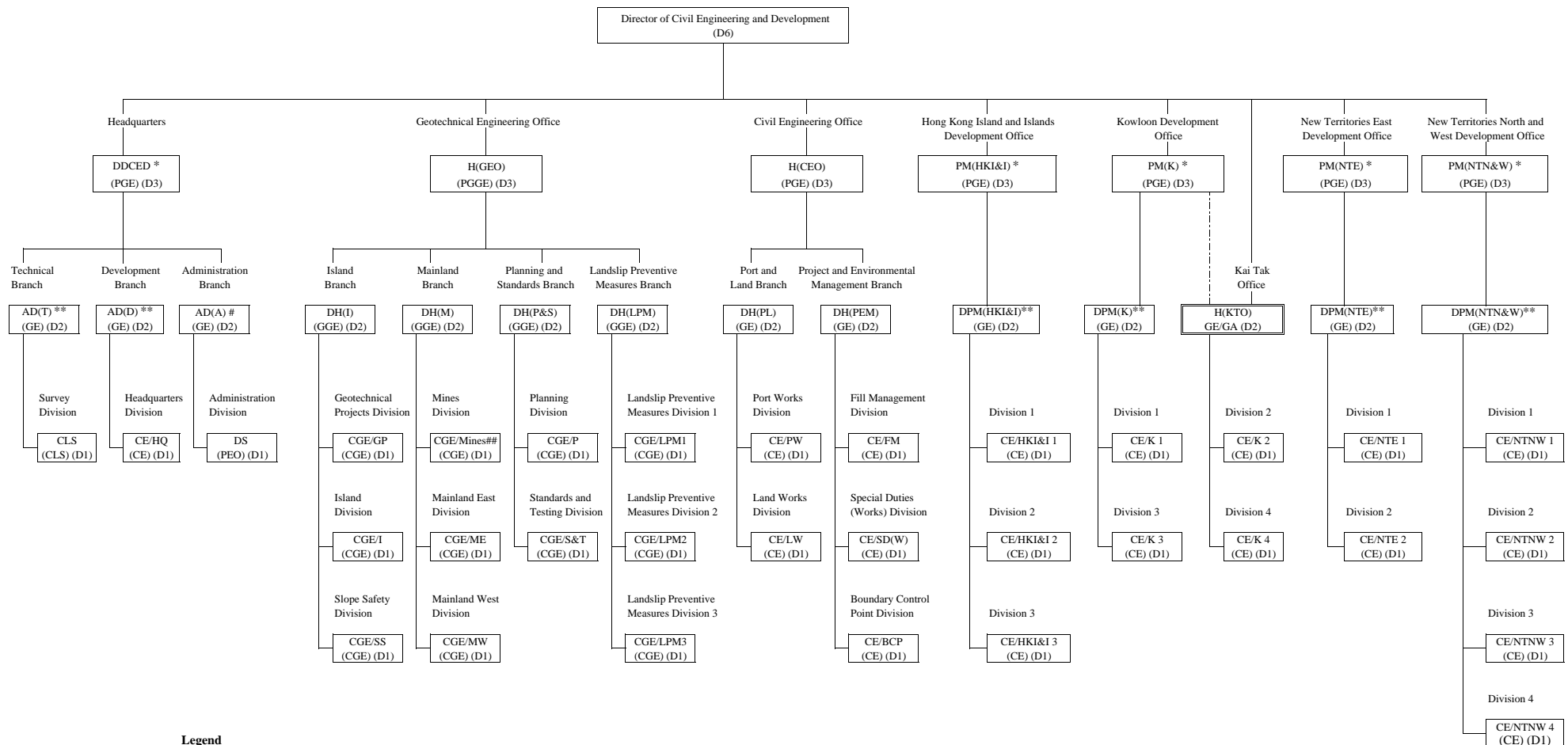
Overall Role and Objectives –

In charge of the Kai Tak Office, the Head (Kai Tak Office) is responsible to the Project Manager (Kowloon) for the effective implementation and coordination of planning, design and interfacing issues relating to Kai Tak Development.

Major Duties and Responsibilities –

1. Preparation of estimates, resource planning, programme and financial control.
2. Appointment and supervision of consultants.
3. Management of feasibility and engineering studies, technical and environmental assessments, investigations and design.
4. Contract administration and finalisation including monitoring progress and resolution of contract disputes.
5. Statutory and administrative procedures for securing project delivery and funding.
6. Coordination of key interface and programming issues arising from project implementation.
7. District administration matters for Kowloon City, Wong Tai Sin and Kwun Tong; and
8. Overseeing the work of Chief Engineers under his purview.

Proposed Organisation Chart of Civil Engineering and Development Department



Legend

- | | | | |
|-------|--|------|--|
| AD | Assistant Director | GA | Government Architect |
| CE | Chief Engineer | GE | Government Engineer |
| CGE | Chief Geotechnical Engineer | GGE | Government Geotechnical Engineer |
| CLS | Chief Land Surveyor | H | Head of Office |
| DDCED | Deputy Director of Civil Engineering and Development | PEO | Principal Executive Officer |
| DH | Deputy Head of Office | PGE | Principal Government Engineer |
| DPM | Deputy Project Manager | PGGE | Principal Government Geotechnical Engineer |
| DS | Departmental Secretary | PM | Project Manager |

 Proposed Government Engineer/Government Architect Post

* Multi-disciplinary posts open to D2 and D3 officers under Planning & Lands and Works groups of departments

** Multi-disciplinary posts open to D1 and D2 officers under Planning & Lands and Works groups of departments

Multi-disciplinary post open to D1 and D2 officers in the Engineer and Geotechnical Engineer grades under the central authority of Director of Civil Engineering and Development

Multi-disciplinary post open to senior professional and D1 officers in the Engineer and Geotechnical Engineer grades under the central authority of Director of Civil Engineering and Development

**Current Responsibilities and Workload of Government Engineers
and equivalent rank officers in CEDD**

The other directorate officers of Government Engineer (GE) or equivalent rank in CEDD are fully engaged in their respective duties. We also envisage their workload will further increase in the coming years, particularly when many of the major infrastructure projects will reach their critical stage of implementation. It is operationally not possible for them to take up the tasks related to the KTD without adversely affecting the discharge of their current duties. The details are set out in the ensuing paragraphs.

Civil Engineering Office (CEO)

2. There are two GEs in the CEO of CEDD. Their major responsibilities and workload are appended below –

- (i) Deputy Head (Port & Land) oversees the operation of the Land Works (LW) Division and Port Works (PW) Division. The LW Division is currently responsible for Development in Area 54, Tuen Mun and improvement works for Ping Ha Road, Tin Ha Road and Tan Kwai Tsuen Road as well as development and implementation of Greening Master Plans in congested urban areas. The PW Division is responsible for maintenance of piers, landings, seawalls and breakwaters in Hong Kong. The Division is also engaged in planning, design and construction of port and marine facilities such as Tai O slipway, Lung Mei Beach and removal of sediments in fish culture zones as well as providing advice and services to other departments such as marine works associated with Hong Kong – Zhuhai – Macao Bridge and measures for replenishing 41 gazetted beaches.
- (ii) Deputy Head (Project and Environmental Management) manages the operation of the Boundary Control Point Division, Fill Management Division and Special Duties (Works) Division. The projects under his schedule include the delivery of the Liantang/Heung Yuen Wai Boundary Control Point, Development at Anderson Road, demolition and decontamination works at Kwai Chung Incineration Plant, capital dredging for Kwai Chung Container Basin and its Approach Channel. He is also responsible for the management of construction and demolition materials and marine disposal for contaminated and uncontaminated sediments as well as the running of two temporary sorting facilities in Tuen Mun and Tseung Kwan O.

/Development

Development Offices

3. Apart from KDO, there are three other Development Offices (DevO) established under CEDD, namely Hong Kong Island & Islands Development Office, New Territories East Development Office and New Territories North and West Development Office. Each DevO is currently established with one GE post (designated as DPM) responsible for the projects and district matters within their area. At present, the DPMs in respective DevOs are fully engaged in the management and implementation of the following major infrastructure projects –

- Central Reclamation Phase III;
- Wanchai Development Phase II;
- “Three-in-one” New Development Areas (covering Fanling North, Kwu Tung North and Ping Che/Ta Kwu Ling);
- Hung Shui Kiu New Development Area;
- Lok Ma Chau Loop Area;
- Tseung Kwan O – Lam Tin Tunnel and the Cross Bay Link;
- Cycle Track Network in New Territories, including Tsuen Wan –Tuen Mun cycle track; and
- Widening of Tsuen Wan Road.

Geotechnical Engineering Office (GEO)

4. There are four Government Geotechnical Engineers (GGE), each at D2 rank in the GEO of CEDD. At present, the GGEs are fully engaged in the following responsibilities –

- planning and overseeing geotechnical control policies for public and private sectors;
- promoting slope maintenance as well as public awareness and response towards slope safety;
- providing geotechnical support to Development Bureau on heritage conservation/revitalization;
- management of consultancy agreements of various projects including safety screening of private slopes and rectification of substandard government slopes under the Landslip Preventive Measures (LPM) Programmes;
- management and implementation of the 10-year (2000-2010) Extended LPM Programme as well as strategic planning and implementation of the post-2010 Landslip Prevention and Mitigation Programme;

/management

- management of the risks posed by natural terrain landslides;
- auditing government and private projects involving tunneling works and storage and use of explosives to ensure acceptable level of public safety;
- controlling the storage, handling, transportation and use of explosives and planning for continuous improvement of the regulatory and technical framework for use of explosives;
- planning for the future supply of rock products and effective use of rock resources; and
- operation of the Public Works Laboratories to provide materials testing services for the construction industry in Hong Kong.

Headquarters

5. The CEDD Headquarters comprises three branches, namely Administration Branch, Development Branch and Technical Branch, each headed by a GE –

- (i) Assistant Director (Administration) heads the Administration Branch and is responsible for the overall administration, finance, resources control, communications and training matters of the department. The officer also assists the Director of Civil Engineering and Development (DCED) in the management of six professional/technical grades under his central authority with a total establishment of 1 977 as at 1 November 2009 deployed in 20 different bureaux/departments.
- (ii) Assistant Director (Development) heads the Development Branch and assists DCED at headquarters level in overseeing all the engineering projects undertaken by the Department. In 2008-09, a total of 20 capital works projects involving a total of \$11.6 billion have been approved. We expect that a total of 56 works contracts with a total estimated expenditure of \$14.3 billion would be awarded in 2009-10. With the hectic increase in workload, his dedicated input is required to centrally monitor, coordinate and take lead to resolve common issues affecting project implementation as well as to overall manage programming and expenditure matters. He also needs to secure policy and project approval, ensure timely completion of projects, coordinate and monitor the Public Works Programme including funding approval for projects. In addition, he provides central service on landscaping and advice on land supply for public and private housing development.

/(iii)

- (iii) Assistant Director (Technical) heads the Technical Branch and is required to provide professional support to DCED in resolving department-wide issues on technical matters. He assists in formulating technical policies, standards, techniques and guidelines on civil engineering matters, provides advice on tender procedures and contractual matters, promotes site safety and tidiness, enhances environmental awareness for continuous improvement of performance of construction sites. He also oversees the operation of the Integrated Management System in the Department, chairs the Standing Committee on Concrete Technology and steers the introduction of information technology initiatives.
