

**Legislative Council Panel on Housing
Proposal to create two Directorate Posts
in the Housing Department**

PURPOSE

This paper seeks Members' views on a proposal to create the following two directorate posts in the Estate Management Division (EMD) of the Housing Department (HD)^{Note 1} with effect from 2 July 2010 –

- (a) one Assistant Director of Housing (AD/H) (D2) post to head one new Management Region and three central Support Services (SS) Sections to cope with the additional workload arising from HD's growing property portfolio, new housing policies and maintenance programmes, as well as initiatives on continued improvement of the living environment of public rental housing (PRH) tenants; and
- (b) one Chief Estate Surveyor (CES) (D1) post to head the proposed Commercial Properties Support Services Section (CPSS Section) in response to the demand for maximising the utilisation of the commercial properties of the Hong Kong Housing Authority (HA).

We also plan to take the opportunity to rationalise the distribution of duties and responsibilities of some directorate posts in EMD of HD.

JUSTIFICATION

Creation of Assistant Director/Estate Management (3) Post

Directorate Set-up of EMD

2. EMD manages a wide range of property portfolio, comprising 711 800 PRH flats^{Note 2} in 160 estates, 377 000 subsidised sale flats^{Note 3}, 2 543 000m² of non-domestic properties and 26 600 car parking spaces. It is headed by a Senior Assistant Director of Housing (D3) designated as the Deputy Director (Estate Management) (DD/EM), who is underpinned by two Assistant Directors/Estate

^{Note 1} The HD is the executive arm of HA. HD staff (all being civil servants) are seconded to HA, which also employs its own staff under HA contract terms.

^{Note 2} Including units in Interim Housing estates and vacant flats in Tenants Purchase Scheme (TPS) estates and around 6 400 units in new estates (i.e. Mei Tung, Choi Fook, Choi Tak and Chai Wan Estates) to be completed in mid-2010.

^{Note 3} Including flats sold under the Home Ownership Scheme (HOS), Private Sector Participation Scheme (PSPS), Buy-or-Rent Option, Mortgage Subsidy Scheme and TPS.

Management (ADs/EM) and ten Chief Managers/Management (CMs/M) (multi-disciplinary posts at D1 level) overseeing the central functions of the five SS Sections^{Note 4} and supervising the proper management of the five Management Regions^{Note 5} with an average of 142 300 PRH flats in each Management Region.

3. At present, DD/EM directly supervises three SS Sections, namely SS(2), SS(3) and SS(5), and through AD/EM(1) and AD/EM(2), oversees the other two SS Sections and all the five Management Regions. AD/EM(1) oversees the operation of KE and KWH Management Regions with a total of about 323 900 PRH flats^{Note 6} and SS(4) whereas AD/EM(2) oversees the operation of KTI, TNS and T&Y Management Regions with a total of about 387 900 PRH flats in addition to SS(1). The current organisation chart of EMD is at **Annex A**.

Continued Increase in Property Portfolio

4. With an on-going production programme of about 15 000 new PRH flats per annum to meet new housing demand, there has been a net increase of 66 800 PRH flats in the past six years. It has resulted in a corresponding increase in workload for the Management Regions which now have more properties under their management. In particular, the PRH stock of KE Management Region has grown to 187 900 PRH flats (Kwun Tong District with 93 800 PRH flats and Wong Tai Sin District with 94 100 PRH flats). The number of PRH flats in KE Management Region will further increase to 192 700 when 4 800 flats in another three new estates are completed in mid-2010. As a result, there has been a steady increase in the workload for the directorate officers of EMD, who are responsible for, among others, -

- (a) mapping out strategies to meet present day community expectation on management of the PRH stock;
- (b) re-engineering work processes to meet the growth of property portfolio; and
- (c) soliciting staff associations' support in enhancing services to the public and absorbing the additional workload.

^{Note 4} The major responsibilities and central functions of the five SS Sections are –
SS(1): contract administration of outsourced estates and works matters;
SS(2): policy formulation and rent matters;
SS(3): contract administration of HD-managed estates, rational use of public housing resources and operation of Estate Management and Maintenance System;
SS(4): co-ordination role in the letting and management of non-divested commercial and non-domestic properties; valuation of non-domestic properties as well as land administration matters of PRH estates, HOS courts and PSPS courts; and
SS(5): revitalisation of older estates and structural matters.

^{Note 5} The five Management Regions are Kowloon East (KE); Kowloon West & Hong Kong (KWH); Kwai Tsing, Tsuen Wan & Islands (KTI); Tai Po, North, Shatin & Sai Kung (TNS); and Tuen Mun & Yuen Long (T&Y).

^{Note 6} Including 6 400 units in new estates (i.e. Mei Tung, Choi Fook, Choi Tak and Chai Wan Estates) to be completed in mid-2010. The first three estates with 4 800 PRH flats are under the purview of KE Management Region.

New Initiatives and Increased Task Complexity

5. In order to enhance the quality and long-term sustainability of the provisions of public housing, we have implemented a number of new initiatives in the past few years. All these initiatives require persistent and profound engagement of directorate inputs at all levels to provide the necessary steering and supervision.

Setting up of Public Housing Resources Management (PHRM) Sub-section

6. To safeguard the rational use of public housing resources which includes tackling tenancy abuses in PRH (such as non-occupation, sub-letting, unauthorised occupation and misuse for unauthorised purposes) and curbing unauthorised alienation of subsidised sale flats (e.g. letting of HOS flats without premium payment), we have set up the PHRM Sub-section in 2004 with a staff establishment of 120. From 2007 onwards, the PHRM Sub-section, apart from the above core duties, has been playing a pivotal role in assisting front-line staff to prevent exploitation of cleansing workers and security guards by contractors; and undertaking an additional responsibility of the new mandatory Household Income Survey to collect income data from sampled PRH households to facilitate the rent review of PRH. All these require heavy supervision and steer from officers at directorate level.

Enhanced Public Housing Management Policies

7. HA has also implemented a series of new and enhanced public housing management policies in recent years. They include -

- (a) three-pronged harmonious families policies to facilitate younger households to look after their elderly parents in PRH;
- (b) measures to tackle most-serious under-occupation households to maximise the use of PRH flats;
- (c) inclusion of new misdeeds under the Marking Scheme for Estate Management Enforcement in Public Housing Estates (Marking Scheme) to further improve hygienic conditions of PRH estates;
- (d) partnering functions among Estate Management Advisory Committees (EMACs) and non-government organisations; and
- (e) extension of the Housing Advisory and Service Team from Tin Shui Wai to Tuen Mun, Yuen Long and Tung Chung.

At present, these initiatives are directly supervised by DD/EM through CM/M(SS2). We need stronger directorate involvement to provide more strategic steer without over-stretching DD/EM in improving and monitoring these new management initiatives.

Comprehensive Maintenance Strategy

8. HA takes a proactive approach in maintaining the aging estates to maximise their economic life and enhance the living environment for tenants through the Total Maintenance Scheme (TMS), Comprehensive Structural Investigation Programme (CSIP), Estate Improvement Programme (EIP), Lift Modernisation Programme (LMP) and Lift Installation Programme (LIP).

9. HA adopted the TMS in 2005 and endorsed a three-pronged strategy, viz. a proactive and comprehensive approach to identify maintenance problems; prompt response to emergencies and tenants' requests for repairs; and enhanced promotional and educational programmes. Under the TMS, HA formed a dedicated TMS Team under the charge of AD/EM(2) with 64 staff members to plan and monitor a massive five-year comprehensive repair programme covering 692 000 PRH flats.

10. The CSIP monitors the structural viability of older estates which are approaching or over 40 years of age and carries out necessary structural improvement works for these estates. Upon the completion of inspection for 12 estates, we have recommended the clearance of two estates as it is not cost-effective to retain them. For the remaining ten estates which are cost-effective for retention, we have formulated the EIP to address individual characteristics of estates and the needs of residents. HA has also pledged to improve the accessibility of its estates through the LMP and LIP. Apart from replacing some 70 lifts of existing PRH blocks annually, we would also install lifts in 35 blocks in 12 estates in the coming few years. As our housing stock continues to grow older, we need to carefully plan and monitor the various maintenance programmes.

11. To ensure the smooth implementation of the above improvement and maintenance programmes which are pledged under the HA's Corporate Plan, there is a need to have greater involvement from officers at the directorate level to provide strategic coordination among different disciplines/sections and policy steer on new and existing measures.

New Management Models

12. To overcome the acute shortage of support grade staff at estate level, HD has, upon consulting the relevant staff associations and seeking their support, launched a New Model on Estate Caretaking Services to procure the service of Building Supervisors from security contracts to replace Estate Assistants in 28 HD-managed estates. Since the scheme is well-received by tenants and staff members, we have planned to extend this new initiative to all the remaining 39 HD-managed estates in the coming two years.

13. To cope with the changing environment, we have also launched a pilot scheme to merge the District Tenancy Management Offices and Property Management Units in 19 HD-managed estates in Kowloon West District of KWH Management Region and Shatin & Ma On Shan District of TNS Management Region in early 2010. Depending on the results of a comprehensive review to be conducted towards end 2010 or early 2011, HD will consider how best to further enhance the operation at estate level. As for some 400 000 PRH flats in 100 estates managed by Property Services Agents, HD is exploring ways to further improve the outsourcing arrangements. There is a need for greater involvement of directorate officers to ensure smooth implementation of the new management models and proper conduct of the study on outsourcing to suit changing circumstances.

New Initiatives in the Pipeline

14. In addition to the above, EMD will undertake the following three major new responsibilities/initiatives in the coming one or two years -

- (a) enhanced management of about 70 000 trees in 160 PRH estates;
- (b) ISO 14001 accreditation to enhance the environmental aspects on both maintenance and management operations; and
- (c) new strategies to launch the Mandatory Building Inspection and Mandatory Window Inspection Schemes for PRH estates when the respective new Ordinances come into effect.

These new initiatives are of great interest to the public and have across-the-board implications to all sections and disciplines in EMD. We would need a strong steer and more personal attention from the directorate officers.

Rising Aspirations of Tenants

15. Apart from the new initiatives and increased task complexity, rising aspirations on the provision and management of PRH have intensified both the volume and complexity of the work of EMD, particularly on directorate officers as foresight and sensitivity is required to address the needs of the residents and the community. In embracing the customer-focused core values of HA, the directorate officers are required to enhance communication with tenants and concerned groups to better apprehend their needs, formulate appropriate policies and provide timely response. For example, EMD staff, both in the front-line and at directorate level, have actively engaged tenants and the relevant stake-holders in formulating new management policies such as harmonious families policies and greening of estates; and implementing new initiatives such as TMS, CSIP, EIP and LIP. Apart from making regular reports to HA committees, relevant District Councils and this Panel, the senior directorate of EMD will take a proactive

approach in attending EMAC meetings and meeting with residents' groups to explain the new arrangements and address to their concerns in order to achieve a partnership concept of "deciding together" and "acting together".

Need for the AD/H Post (designated as AD/EM(3))

16. To meet the above challenges, we have increased the establishment of non-directorate staff posts of EMD from 4 500 to 5 230 i.e. a net increase of 730 over the past six years. We have also re-engineered the existing workflow to further enhance operational efficiency; re-prioritised the tasks; redeployed available staff resources; and outsourced the job or procured temporary staff for time-limited tasks where necessary. Despite the increase in the number of support staff, the majority of the new initiatives require high level strategic planning of directorate officers.

17. The present directorate support in EMD is inadequate to meet the steady increase in workload both in terms of volume and complexity. Both DD/EM and the existing two ADs/EM have already been overloaded with their respective directorate supervision and management functions. To sustain operational efficiency and ensure quality customer service, we need to have an additional AD/H post to share the workload of the two ADs/EM by absorbing part of the regional management arising from the expanded property portfolio, taking up some of the new strategic tasks and relieving the heavy burden of DD/EM in directly supervising three SS Sections over key support services and policy initiatives. The job description of the proposed AD/EM(3) is at **Annex B**.

Alternatives Considered

18. We have critically examined whether the heavy workload of EMD can be rationalised through internal redistribution of work, redeployment of resources and re-engineering of work processes. As EMD is already overloaded with heavy commitments especially at the directorate and senior professional level due to expanding number of properties; rising aspirations of the tenants and the community; and increasingly complex policy matters on estate management and leasing matters, we consider the current structure together with the existing staff resources at directorate level incapable of coping with the growing demands. We also consider it essential to create the AD/H post to rationalise the distribution of work and provide much needed steer at directorate level.

19. At present, apart from the two posts ranked at AD/H in EMD, there are five more in HD. Each of these AD/H posts has their own distinct areas of responsibilities, with the one in Independent Checking Unit responsible for building control function; the three in Development and Construction Division for construction projects and procurement; and the remaining one in Strategy Division for implementation of housing subsidies schemes and allocation of PRH units.

With ongoing checking and regulatory functions to HA's new projects and existing buildings; the implementation of various allocation schemes such as Express Flat Allocation Scheme and Living Space Improvement Transfer Scheme; and the increasing complexity and time pressure of the Public Housing Construction Programme, the workload of these ADs/H have been increasing in recent years, making it impossible for them to absorb additional duties. Nor will there be any rooms for redeployment. In fact, HD has undergone a major downsizing exercise leading to the deletion of, among the others, nine AD/H posts (including two HA Contract D2 posts) from 1 January 2003 to 31 March 2006. Given the increase in workload over the years, the capacities of these remaining ADs/H have already been stretched to the limit.

Creation of Chief Estate Surveyor/Commercial Properties (CES/CP) Post

Current Set-up for Managing Commercial Properties

20. After divestment of the commercial and carparking facilities in 2005, the management of residual stock of commercial properties under HD's administration rested on individual Regional Chief Managers (RCMs) with CM/M(SS4) acting as the headquarters coordinator on the letting, management and valuation of HA's growing stock of non-domestic properties such as ground floor shops, welfare premises, schools, kindergartens, community halls and offices for residents associations and Legislative Council/District Council Members. Experience in the longer term, however, revealed the need for a stronger strategic input to provide consistent direction for the RCMs from headquarters.

Continued Increase in Workload and Task Complexity

21. With the completion of new shopping centres^{Note 7} in recent years, the lettable floor area of major shopping centres has grown to 101 900m² i.e. a net increase of 44 600m² (78% growth) in the past six years. Furthermore, we have already commenced the leasing and marketing of the mega Yau Tong Phase 4 Shopping Centre with a lettable area of 23 000m² which will be completed in 2011. There is a need to provide a stronger staffing support at the directorate level to help determine the trade mix and branding, and monitor the leasing progress of the specially appointed private estate agent to ensure that the leasing arrangement matches with the marketing strategy of the shopping centre.

^{Note 7} Including Hoi Lai Shopping Centre, Shek Pai Wan Shopping Centre, Mei Tin Shopping Centre, Ching Ho Shopping Centre, Choi Ying Place, Tin Ching Shopping Centre, Upper Ngau Tau Kok Estate Shopping Centre, Choi Tak Shopping Centre, Yau Lai Shopping Centre and the mega Yau Tong Phase 4 Shopping Centre to be completed in 2011.

New Challenges Facing Commercial Properties

22. To further maximise the utilisation of the commercial properties to serve the needs of PRH tenants and the community, we are adopting the following strategies –

- (a) exploring possible means to optimise the potential of HA's commercial properties;
- (b) allocating more resources for renovation of HA's shopping centres;
- (c) launching more promotional activities for the relatively new shopping centres;
- (d) implementing more proactive measures to maximise the usage of HA's car parks; and
- (e) tapping private sector experience on leasing and management of commercial properties.

23. To achieve the above, HD needs to enhance the letting process and leasing strategies to optimise trade-mix, and implement improvement/upgrading works for the existing shopping centres. HD will devise publicity/promotion strategies to enhance patronage and customer services. HD is also looking for new management mode for higher operational efficiency and better communication with shop tenants and customers. Given the complexity involved to implement such strategies in a comprehensive way, a dedicated and centralised team led by an experienced staff pitched at proper level of seniority would be necessary.

Need for the CES Post (designated as CES/CP)

24. In view of the expanding property portfolio and the new challenges mentioned above, we consider it necessary to create a dedicated CPSS Section to be headed by a CES to take charge of the overall strategy and policy matters of HA's commercial properties and management of shopping centres and car parks. A CES would be appropriate in light of his exposure and experience in matters concerning the management and operation of commercial properties. This new Section would be multi-disciplinary with staff including Estate Surveyors, Maintenance Surveyors and Housing Managers who possess the requisite professional knowledge and expertise, especially in letting, marketing, valuation, management and improvement works for commercial properties. The job description of the proposed CES/CP is at **Annex C**.

Alternatives Considered

25. Other than the creation of the CES post, the alternative of staff redeployment has been considered but found to be not feasible. The ten CMs/M in EMD are fully tied up with their respective directorate supervision and management functions, details as summarised at **Annex D**. It is not possible to further stretch the manpower at CM/M level to absorb the additional work.

Proposed New Structure and Staffing Implications

26. With the creation of the proposed AD/EM(3) and CES/CP posts, the EMD of HD would be re-organised for a more rational allocation of work. Details are set out below. The proposed organisation chart of EMD is at **Annex E**.

Regional Management Offices

27. To achieve a more manageable distribution of workload on PRH management among Management Regions, we would split the existing five Management Regions into six^{Note 8}. Major changes involve the re-alignment of the management boundaries to split the three existing Management Regions, viz. KE, KWH and KTI into four Management Regions^{Note 9}, viz. KE (with revised boundaries), KW&KLC, HK&TTI and KC.

28. Except CM/M(KC) with a property portfolio of 72 900 PRH flats who will also take charge of the TMS Team (which at present is directly overseen by AD/EM(2)), the remaining five RCMs will on average manage 127 800 PRH flats, ranging from 122 600 flats for T&Y Management Region to 130 500 flats for the new KE Management Region upon the re-alignment of duties.

SS Sections

29. The existing CM/M(SS3) will serve as the CM for the new sixth HK&TTI Management Region and continue to oversee the Estate and Development Services Sub-section. As regards the other current duties of CM/M(SS3), the Estate Management Support Sub-section will be devolved to CM/M(SS2) and the PHRM Sub-section will report directly to the new AD/EM(3) as the safeguarding of the rational use of public housing resources calls for higher

^{Note 8} The six Management Regions are Kowloon East (KE); Kowloon West & Kowloon City (KW&KLC); Hong Kong, Tsuen Wan, Tsing Yi & Islands (HK&TTI); Tai Po, North, Shatin & Sai Kung (TNS); Tuen Mun & Yuen Long (T&Y); and Kwai Chung (KC).

^{Note 9} For KE Management Region, some 57 400 flats, mainly in Wong Tai Sin District, will be shifted to the new KW&KLC Management Region upon the formation of a new Kowloon City District. The Hong Kong District which is now under the original KWH Management Region will merge with the TTI District to form a new HK&TTI Management Region.

level strategic planning. With the creation of a new CES/CP to assume the strategy matters of commercial premises and new initiatives, CM/M(SS4) can be relieved to focus on the co-ordination functions in the letting, management and valuation of HA's growing stock of non-domestic properties. He can also concentrate on providing directives and support for the increasingly complex land administration matters of PRH estates and HOS/PSPS courts resulting from the completion of new estates, the change of land status of many estates from Vesting Orders (without any lease restriction) to government leases (with full set of conditions imposing many restrictions on the land and buildings), and implementation of large scale estate improvement works that would involve land administration matters.

ADs/EM and DD/EM

30. The new AD/EM(3) will take up 63 200 PRH flats in HK District and the strategy and policy matters on commercial properties from AD/EM(1), as well as TTI District with 64 100 PRH flats from AD/EM(2), thereby relieving the burden of AD/EM(1) and AD/EM(2). The new AD/EM(3) will also supervise the functions of CM/M(SS2), CM/M(SS5) and the new CES/CP.

31. Upon the creation of the two directorate posts and subsequent re-organisation of duties among the directorate officers in EMD, DD/EM can concentrate his efforts with stronger support from ADs/EM to assume the overall supervisory role of the whole EMD operation and develop responsive policies and strategies to further improve customer services.

FINANCIAL IMPLICATIONS

32. The creation of the posts of AD/H and CES will entail an annual additional staff cost of \$4.1 million. The full cost will be recovered from HA under the usual arrangement for HD staff seconded to HA. As regards the redistribution of duties among the directorate staff in EMD, it does not have any additional financial implications.

ADVICE SOUGHT

33. Members are invited to comment on the proposal. Subject to Members' support, we will submit the proposal to the Establishment Subcommittee of the Finance Committee in May 2010.

**Job Description
Proposed Assistant Director (Estate Management)³**

Rank : Assistant Director of Housing (D2)

Responsible to : Deputy Director (Estate Management)

Major Duties and Responsibilities –

1. to administer the Estate Management Sub-divisions, monitor and supervise the work of Chief Managers and other section heads with a view to maintaining uniform standards and consistency in the implementation of approved policies, and oversee the outsourcing of estate management and maintenance services to Property Services Agents;
2. to plan, deploy and monitor manpower and financial resources needed for the Division including staff management, training and development;
3. to prepare budgets and monitor progress and expenditure against business plans, budgets and programmes for business administered by the Division;
4. to ensure the necessary services support and input are provided in accordance with the agreed programmes, quality assurance and financial management practices, to monitor performance and where necessary, take corrective action;
5. to review public rental housing and interim housing policies and practices with a view to improving standards of estate management and maintenance services;
6. to promote community development including environmental protection in estates;
7. to ensure all HA's properties are well managed and maintained including the formulation and implementation of estate management and maintenance strategies, standards and quality management system;
8. to liaise and review with other Heads of Units/Professions/Grades on estate management and maintenance matters to ensure that they are implemented in accordance with the agreed programmes, policies and procedures; and
9. to liaise and co-ordinate with other departments in the pursuit and support of Government policies and inter-departmental issues.

Job Description
Proposed Chief Estate Surveyor/Commercial Properties

Rank : Chief Estate Surveyor (D1)

Responsible to : Assistant Director (Estate Management)³

Major Duties and Responsibilities -

1. to direct and monitor the strategy and policy matters for HA's commercial properties;
2. to conduct market research and feasibility studies and provide professional advice to maximise the potential and value of HA's existing and new commercial properties;
3. to develop, formulate, implement and review from time to time new business strategies including: new letting process and leasing strategies to optimise trade-mix, improvement works to shopping centres, better customer services, promotion campaigns, etc. aiming to enhance the business competitiveness of HA's commercial properties and serve the needs of our tenants and shoppers;
4. to help design and implement new management modes for individual commercial centres to achieve higher operational efficiency and better communication with tenants and customers; and
5. to propose and implement changes in organisation to re-align the relation and distribution of works concerning commercial properties among the headquarters and regional offices and conduct regular reviews for further improvement.

**Duties and Responsibilities of
the Existing Regional Chief Managers
and Chief Managers/Management (Support Services)**

REGIONAL CHIEF MANAGERS

CM/M(KE) looks after the overall management and maintenance of 187 900 PRH flats in 49 estates and 3 300 units in 3 factory estates within the Kowloon East Management Region with a staff strength of 980. As the estates under his purview are situated throughout the whole Kwun Tong and Wong Tai Sin Districts, he is required to represent Housing Department to attend the meetings of two District Councils, viz. Kwun Tong and Wong Tai Sin to deal with matters regarding the policies and day-to-day management of estates under his purview. Apart from looking after the public housing stock, he takes up additional workload, viz. (i) coordinating technical research and development exercise; (ii) issuing technical EMD Instructions; and (iii) coordinating EMD technical support for the sale of surplus HOS flats.

CM/M(KWH) looks after the overall management and maintenance of 129 600 PRH flats in 44 estates within the Kowloon West & Hong Kong Management Region with a staff strength of 870. As the estates under his purview are situated throughout the whole Hong Kong Island and Kowloon West, he is required to represent Housing Department to attend the meetings of five District Councils, viz. Kowloon City, Southern, Eastern, Sham Shui Po and Yau Tsim Mong.

CM/M(KTI) looks after the overall management and maintenance of 137 000 PRH flats in 37 estates within the Kwai Tsing, Tsuen Wan & Islands Management Region with a staff strength of 720. As the estates under his purview are situated throughout Kwai Chung, Tsing Yi, Tsuen Wan and Islands, he is required to represent Housing Department to attend the meetings of three District Councils, viz. Kwai Tsing, Tsuen Wan and Islands.

CM/M(TNS) looks after the overall management and maintenance of 128 300 PRH flats in 41 estates within the Tai Po, North, Shatin and Sai Kung Management Region with a staff strength of 680. As the estates under his purview are situated throughout the whole North, Sai Kung, Shatin and Tai Po, he is required to represent Housing Department to attend the meetings of four District Councils, viz. North, Sai Kung, Shatin and Tai Po. CM/M(TNS) also takes care of the grade management issues for works professionals; oversees the strategy development issues; and coordinates the administration of Property Service Agents and Enterprise Resource Planning.

CM/M(T&Y) looks after the overall management and maintenance of about 122 600 PRH flats in 29 estates within the Tuen Mun & Yuen Long Management Region with a staff strength of 680. As the estates under his purview are situated throughout the whole Tuen Mun and Yuen Long Districts, he is required to represent Housing Department to attend the meetings of two District Councils, viz. Tuen Mun and Yuen Long. For other functional duties, CM/M(T&Y) chairs the working groups on outsourcing, performance of Property Service Agents, public liability insurance and information technology projects. He is also responsible for monitoring all matters related to Estate Fire Safety Campaign.

Apart from the day-to-day management duties, all five Regional Chief Managers are preoccupied with the growth of property portfolio, launching of new housing policies and initiatives in enhancing the sustainability of public housing provision and rising aspirations from tenants.

CHIEF MANAGERS/MANAGEMENT (SUPPORT SERVICES)

CM/M(SS1) looks after two major areas, viz. Outsourcing and Building Services (BS) with the support of six senior professionals. On outsourcing, he is responsible for overseeing and reviewing the whole strategy of outsourcing estate management and maintenance (EMM) services for PRH estates (total 58% of the whole PRH portfolio) and procuring all EMM outsourcing contracts for the five Management Regions. As regards BS, he is responsible for the technical standards and the maintenance of all BS installations (Lift, Electrical, Fire Services, Air-conditioning, Water Supply, Automatic Refuse Collection System and Security System) in HA properties, including setting maintenance strategy and standard, procurement of maintenance contracts, establishing improvement programmes, etc. Other duties include overseeing Civil Engineering improvement programme, provision of Quantity Surveying service to EMD, and HOS/PSPS agency services.

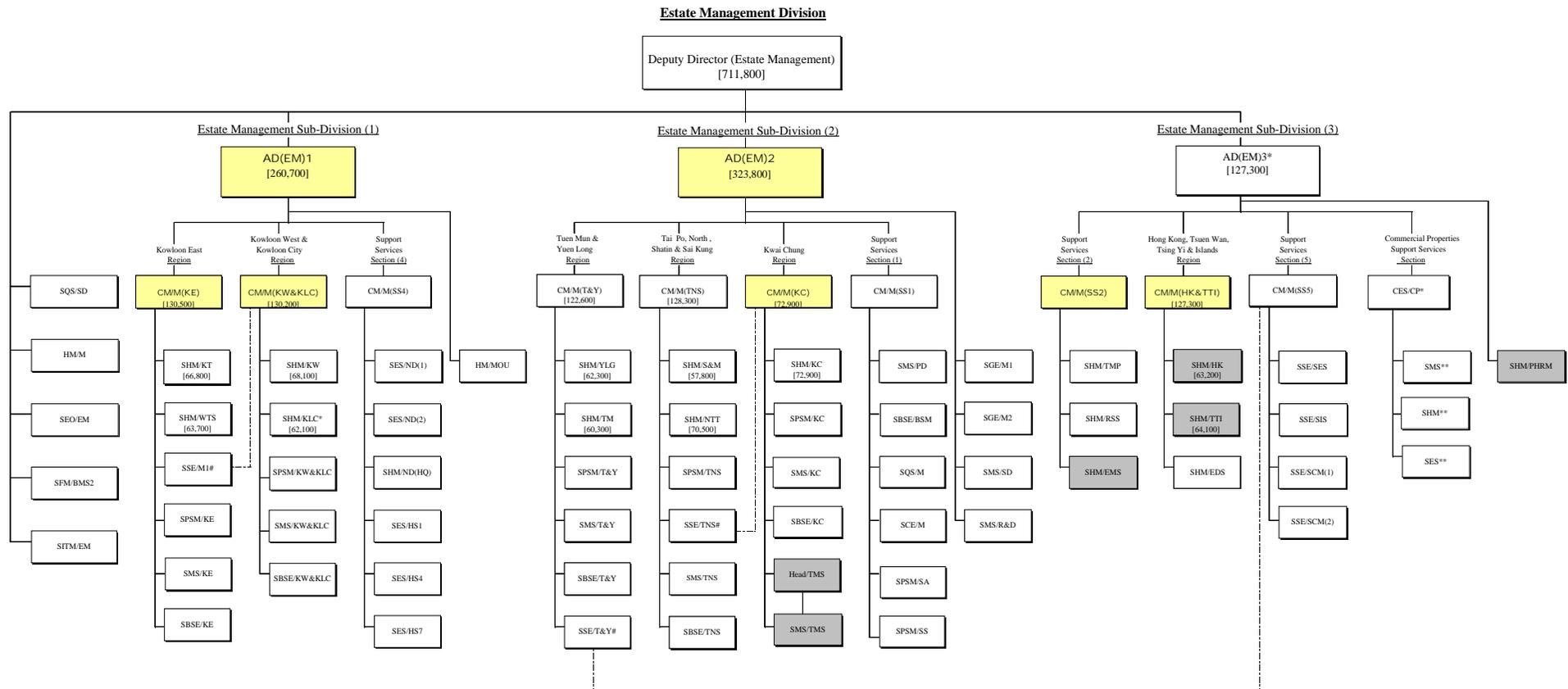
CM/M(SS2) is responsible for the formulation of public housing management policies (such as divorce, splitting, transfer and Marking Scheme for Estate Management Enforcement in Public Rental Housing) and strategic matters relating to rent, 140 Estate Management Advisory Committees and Tenants Purchase Scheme estates. In addition, he assists the senior management in the formulation of strategies and implementation of new management modes, viz. the New Model of Estate Caretaking Services and the merging of District Tenancy Management Offices and Property Management Units in 19 HD-managed estates. He also provides secretariat support to DD/EM and ADs/EM on policy and LegCo matters.

CM/M(SS3) is responsible for formulating strategies and measures to safeguard public housing resources through the PHRM Sub-section and dealing with policies and matters relating to the implementation of Housing Subsidy Policy and the mandatory Household Income Survey to collect income data from sampled PRH households to facilitate the rent review of PRH. Through the Estate and Development Services Sub-section, she provides policy input on security, cleansing and horticultural services. He also coordinates the operation of the Estate Management and Maintenance System - a computer system to facilitate the efficient management of over 711 800 PRH flats. In addition, he oversees new initiatives such as the enhanced management of some 70 000 trees in 160 PRH estates.

CM/M(SS4) is responsible for the formulation of policies for non-domestic properties and overseeing the implementation of the Programmes of Activities endorsed by the Commercial Property Committee of HA on the letting, management and valuation of all non-domestic properties with a lettable area of 2 500 000m² and 26 600 car parking spaces. In addition, he provides input on land issues and supervises the processing of vesting of land for public housing estates and modifications to vesting orders for completed estates. He also supervises the handling of premium assessment including review of rate assessments in respect of public housing estates.

CM/M(SS5) oversees the implementation of the Comprehensive Structural Investigation Programme (CSIP) for aged public housing estates, currently covering four estates annually, and also the development of and carrying out of the necessary repair solutions. He coordinates the Estate Improvement Programmes for the estates already covered under the CSIP, and the programme for addition of lifts in estate external areas and to low-rise domestic buildings without lift services in some 30 estates. He is responsible for the efficient provision of structural engineering services for EMD as well as ensuring structural safety of all HA maintained properties. His Section develops technical standards and practices and carries out special investigations and studies.

Proposed Organisation Structure of Estate Management Division



- Legends :**
- SHM = Senior Housing Manager
 - SPSM = Senior Property Service Manager
 - SMS = Senior Maintenance Surveyor
 - SSE = Senior Structural Engineer
 - SBSE = Senior Building Services Engineer
 - SQS = Senior Quantity Surveyor
 - SCE = Senior Civil Engineer
 - SGE = Senior Geotechnical Engineer
 - SES = Senior Estate Surveyor
 - SEO = Senior Executive Officer
 - SFM = Senior Finance Manager
 - SITM = Senior Information Technology Manager

- Notes :**
- * denotes new posts to be created.
 - ** denotes new posts to be created by offsetting the same number of posts of equivalent ranks in the department i.e. no net increase in number of posts.
 - # denotes posts which have to provide support to two Chief Manager posts
 - [] denotes numbers of PRH flats including IH units and those units in new estates to be completed in mid-2010
 - Yellow box denotes posts with duties revised.
 - Grey box denotes posts which have been redeployed with no change in duties.