

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

**HEAD 159 – GOVERNMENT SECRETARIAT :
DEVELOPMENT BUREAU (WORKS BRANCH)
Subhead 000 Operational expenses**

Members are invited to recommend to the Finance Committee the following creation and regrading of directorate posts in the Development Bureau with immediate effect upon approval of the Finance Committee –

- (a) Creation of a supernumerary post for a period of around three years up to 31 March 2019 –

1 Government Engineer
(D2) (\$154,950 - \$169,450)

- (b) Regrading of two permanent directorate posts –

Creation of

- (i) 1 Chief Engineer
(D1) (\$130,500 - \$142,750)

to be offset by the deletion of –

1 Chief Geotechnical Engineer
(D1) (\$130,500 - \$142,750)

/(ii)

- (ii) 1 Chief Geotechnical Engineer
(D1) (\$130,500 - \$142,750)

to be offset by the deletion of –

- 1 Chief Engineer
(D1) (\$130,500 - \$142,750)

PROBLEM

Construction costs have been escalating in recent years, leading to a rise in the costs of capital works projects. To ensure better use of public funds, the Government needs to adopt more proactive and structured approaches to control and reduce the costs of capital works projects. If the issue of high construction costs is not properly managed, it will adversely affect the implementation of capital works projects and eventually undermine the competitiveness of Hong Kong.

PROPOSAL

2. We propose to –

- (a) create a supernumerary Government Engineer (GE) (D2) post (\$154,950 - \$169,450) for establishing a Project Cost Management Office (PCMO) under the Works Branch of the Development Bureau (DEVB(WB)) for about three years up to 31 March 2019 to draw up and implement construction cost control and cost reduction initiatives; and
- (b) regrade the following two D1 posts within DEVB(WB) in the light of changes in operational requirements –
 - (i) the post of Chief Assistant Secretary (Works)1 (CAS(W)1) from Chief Geotechnical Engineer (CGE) to Chief Engineer (CE); and
 - (ii) the post of CAS(W)5 from CE to CGE.

/JUSTIFICATIONS

JUSTIFICATIONS

Need for Establishing a New Dedicated Office

3. In his 2016 Policy Address, the Chief Executive announced that there was a need for the Government to strengthen cost control for capital works projects and that a dedicated office would be established to take forward the relevant work. The Secretary for Development now proposes to establish the PCMO under DEVB(WB) to achieve better cost management by drawing up cost control measures and cost reduction initiatives, and to steer and monitor related work undertaken by project client bureaux and works departments.

4. The PCMO will devise and promote cost management policies in respect of capital works projects, coordinate their implementation and promote such policies to the private building sector. In this respect, the major responsibilities of the PCMO will include, inter alia, the following –

- (a) reviewing relevant guidelines and provisions to rationalise design and contractual requirements under a “no frills” principle;
- (b) establishing realistic target unit costs for new government buildings projects;
- (c) adopting and promoting the guiding principle of “design for buildability” so as to reduce costs without compromising safety;
- (d) enhancing works departments’ skills and knowledge of project management and cost estimation;
- (e) improving procurement methods to reduce tender risk premiums and the overall project costs; and
- (f) collaborating with the Construction Industry Council (CIC) in promoting cost control and reduction measures to the private sector.

5. In addition, the PCMO will coordinate cross-bureaux efforts to use cost as one of the major drivers for project implementation instead of treating it as a necessary outcome only. On a project-by-project basis, for instance, the PCMO will –

/(a)

- (a) vet and review preliminary cost estimation in establishing the technical feasibility of major projects;
- (b) provide technical support for project cost control to client bureaux on capital works projects;
- (c) vet and review major increases in project estimates; and
- (d) proactively vet and review over 300 capital works projects still at the planning and design stage to achieve cost reduction for these projects.

6. The PCMO will also enhance the existing procedures on project management, cost control and cost reduction and make reference to local and international best practices by commissioning support services from external experts where necessary.

7. The PCMO is proposed to be established initially for a period of about three years up to 31 March 2019. We will review the work of the office in due course and consider whether and/or how to continue its operations in order to sustain the efforts.

Need for a Supernumerary GE Post for the PCMO

8. Given the nature of the PCMO's responsibilities, the multi-disciplinary office should be led by a senior officer who is experienced and skilled in planning and implementing large-scale capital works projects and handling project cost estimation and management. We consider it necessary for a GE, ranked at D2 level, to lead the office after taking into account (a) the level of experience, expertise, skills and managerial abilities required; (b) the need to effectively implement the PCMO's mission to proactively take forward inter-bureaux and inter-departmental efforts in managing the costs of capital works projects; (c) the requirement to ensure effective collaboration with CIC on promoting project cost control and reduction in the private sector; and (d) the leadership qualities required to head a multi-disciplinary team including professionals from the Engineer, Quantity Surveyor and Architect grades.

9. The PCMO will steer and promote reviews of various works policies with a view to enhancing cost management. It will also work with other policy teams under DEVB(WB), coordinate works departments' efforts in cost

/management

management and vet the capital works projects of other bureaux from a cost management angle. The officer heading the office must have sufficient authority and high-level support for handling the above work effectively and achieving the office's mission. Therefore, the Head of the PCMO will report directly to the Permanent Secretary for Development (Works).

10. To tie in with the duration of the PCMO, the GE post will be created initially for a period of about three years up to 31 March 2019, and the continued need of the post will be reviewed in due course. The proposed job description of the post is at Enclosure 1.

Encl. 1

Re-organisation and Regrading of two D1 Posts

11. Construction costs cannot be managed in isolation from the implementation of the Capital Works Programme (CWP). The existing Programme Management Section (PMS) in DEVB(WB) is responsible for monitoring the implementation of CWP. CAS(W)1, ranked at CGE, heads the section and reports to Principal Assistant Secretary (Works)1 (PAS(W)1)). To ensure the effectiveness of cost management efforts and create synergy, the PCMO, once established, will also oversee the implementation of CWP. The existing PMS will be re-organised and subsumed under the PCMO. The existing organisation chart of DEVB(WB) and the proposed one after the establishment of the PCMO are at Enclosure 2 and Enclosure 3 respectively.

Encls. 2 & 3

12. DEVB(WB) last conducted a review in 2013 on the job requirements of seven CAS posts at the chief professional (D1) level in DEVB(WB). We considered then that DEVB(WB)'s operational needs would require a multi-disciplinary team at the chief professional level (D1) comprising four engineers, one architect, one electrical and mechanical engineer and one geotechnical engineer. CAS(W)1, among other directorate D1 posts, was subsequently regraded from a multi-disciplinary (MD) post¹ of CE to a single-disciplinary post of CGE², having regard to the operational needs at that time. In the light of changes in operational requirements in recent years, in particular those arising from the proposed establishment of the PCMO and the resultant re-organisation proposed in paragraph 11 above, we have recently reviewed the grading of the CAS(W)1 post and the other

/CAS

¹ MD post refers to a post created in a particular grade while being open for filling by other professional grades.

² The CAS(W)1 post was regraded from a MD CE post to a single-disciplinary CGE post in 2013 vide EC(2013-14)4 to meet the operational needs of DEVB(WB) at that time.

CAS posts in DEVB(WB). We consider that the overall mix of the seven D1 posts at the chief professional level should be maintained. However, two D1 posts should be regraded having regard to changes in operational requirements. The findings are set out in paragraphs 13 and 14 below.

13. With the establishment of the PCMO and the consequential re-organisation, CAS(W)1 will be relieved of some existing duties such as assisting in formulating and implementing works policy on slope safety so as to take up new duties, namely, overseeing the promotion of cost control and cost reduction measures in capital works projects; and assisting in vetting the technical feasibility of proposed capital works projects, which has a direct bearing on project costs. These duties require ample knowledge of and solid experience in project management and cost management, and are more relevant to the Engineer grade than the Geotechnical Engineer grade. Taking into account the changes in duties, we consider it operationally necessary to regrade the CAS(W)1 post from CGE to CE. The existing duties of CAS(W)1 in formulating and implementing works policy on slope safety will be redeployed to another section within DEVB(WB).

14. For the other six CAS posts in DEVB(WB), we consider the current grading appropriate, except for the CAS(W)5 post. The CAS(W)5 post was converted from a MD CE post to a single-disciplinary CE post in 2013³. With the proposed regrading of the CAS(W)1 post from CGE to CE, we consider it appropriate to regrade the CAS(W)5 post from CE to CGE for the following reasons –

- (a) This can help maintain a good mix of expertise in different disciplines within DEVB(WB);
- (b) Operational experience since 2013 has revealed that CAS(W)5's duties, such as reviewing the Safety Management System for public works contracts as well as formulating and implementing new initiatives relating to construction materials and sustainable construction, require substantive knowledge of and expertise in geotechnical engineering; and
- (c) To cope with the latest changes in operational needs, CAS(W)5 has recently taken up work on slope safety, which requires knowledge of and expertise in the geotechnical engineering field.

Having regard to actual work experience, the latest operational requirements and the need to maintain an appropriate mix of grades at the chief professional level, we consider it necessary to regrade the CAS(W)5 post from CE to CGE.

/15.

³ The CAS(W)5 post was converted from a MD CE post to a single-disciplinary CE post in 2013 vide EC(2013-14)4 to meet the operational needs of DEVB(WB) at that time.

Encls. 4
& 5

15. The existing and revised job descriptions of the CAS(W)1 post and the duty list of the CAS(W)5 post, which will remain unchanged, are at Enclosure 4 and Enclosure 5 respectively.

Additional Non-Directorate Staff

16. Apart from re-deploying seven existing staff of the PMS to the PCMO, seven additional non-directorate posts will be created for the office, forming a multi-disciplinary team consisting of staff from the professional grades of Engineer, Quantity Surveyor and Architect, the technical grades and the general grades.

ALTERNATIVES CONSIDERED

17. As explained in paragraph 8 above, it is necessary for a GE to head the PCMO. We have looked into the feasibility of redeploying existing GEs within DEVB(WB) to head the PCMO. As all the existing GEs are already fully engaged in their respective duties, it is operationally not possible for them to head the PCMO without adversely affecting the discharge of their current duties.

18. We have also looked into the possibility of redeploying PAS(W)1, an Administrative Officer Staff Grade C (D2) currently responsible for supervising the PMS, or other non-GE D2 officers within DEVB(WB) to head the PCMO. Our conclusion is that such a redeployment arrangement is infeasible. While PAS(W)1 will be relieved of the work in relation to PMS upon the establishment of the PCMO, he needs to dedicate more efforts in tackling construction labour supply issues, including training/development of professionals in the construction industry, and taking forward implementation work of Construction Workers Registration Ordinance. His workload in this area will increase significantly in the coming few years. The Commissioner for Heritage, the Head of Greening, Landscape and Tree Management Section and the Deputy Head of Energizing Kowloon East Office each has a heavy work portfolio, respectively responsible for handling policy matters on heritage conservation and undertaking conservation projects, formulating strategies for greening, landscape and tree management matters, and taking forward the initiative of Energizing Kowloon East. As the above officers are already fully engaged in their respective duties, it is operationally not practicable to redeploy any of them to head the PCMO without adversely affecting their existing work portfolios. The existing and revised duty lists of PAS(W)1 before and after the proposed PCMO takes over the PMS from PAS(W)1's portfolio are at Enclosures 6 and 7 respectively. The schedule of responsibilities of all existing D2 posts in DEVB(WB) is at Enclosure 8.

Encls. 6 & 7
Encl. 8

/FINANCIAL

FINANCIAL IMPLICATIONS

19. The proposed creation of one GE (D2) post will bring about an additional notional annual salary cost at mid-point of \$1,973,400. The additional full annual average staff cost, including salaries and staff on-cost, is around \$2,802,000. The proposed regrading of the two D1 posts is cost-neutral.

20. The additional notional annual salary cost at mid-point for the seven additional non-directorate posts will not exceed \$5,261,940 and the full annual average staff cost, including salaries and staff on-cost, is around \$7,339,000.

21. We have included sufficient provision in the 2016-17 draft Estimates to meet the cost of the proposal upon the Finance Committee's approval, and will reflect the resources required in the Estimates of subsequent years.

PUBLIC CONSULTATION

22. We consulted the Legislative Council Panel on Development on 15 March 2016. Members generally supported the proposals. The supplementary information requested was submitted to the Panel on 18 April 2016.

BACKGROUND

23. The Government has been implementing the policy of improving our quality of life and enhancing Hong Kong's long term competitiveness by investing in infrastructure, and has committed to continue investing in worthwhile infrastructure in order to sustain a growing population, meet the rising public aspirations for a better living environment and lay a solid foundation for the sustained development of Hong Kong in the future.

24. The private and public sectors' demand for construction services have been strong in recent years. According to the Census and Statistics Department, the overall construction expenditure in 2014-15 was around \$215 billion (in September 2015 prices). According to the latest forecast made by CIC in collaboration with the Government, the estimated overall construction

/expenditure

expenditure over the next few years will be at the level of over \$200 billion (in September 2015 prices). As the total construction expenditure will remain high in the coming few years and many mega capital works projects are already in the pipeline⁴, we anticipate that construction costs will continue to be under severe upward pressure.

ESTABLISHMENT CHANGES

25. The establishment changes in DEVB(WB) for the past two years are as follows –

Establishment (Note)	Number of posts		
	Existing (As at 1 April 2016)	As at 1 April 2015	As at 1 April 2014
A	24 + (3) [#]	24 + (3)	24 + (2)
B	93	86	85
C	124	121	121
Total	241 + (3)[#]	231 + (3)	230 + (2)

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 April 2016, there is no unfilled directorate post in DEVB(WB)

CIVIL SERVICE BUREAU COMMENTS

26. The Civil Service Bureau supports (a) the proposed creation of a supernumerary GE post for about three years up to 31 March 2019 to head the PCMO in drawing up and implementing construction cost control and cost reduction initiatives, and (b) the proposed regrading of two permanent D1 posts within DEVB(WB) in the light of changes in operational requirements. The grading and ranking of the proposed posts to be created are considered appropriate having regard to the level and scope of responsibilities and the professional input required.

/ADVICE

⁴ Including the ten-year supply target of 460 000 housing units, proposed railway schemes recommended under the Railway Development Strategy 2014, the Three-Runway System project at Hong Kong International Airport, Ten-year Hospital Development Plan, etc.

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

27. As the GE 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 (Standing Committee) in accordance with the agreed procedures. As for the proposed regrading of the two D1 posts, the Standing Committee has advised that it is agreeable.

Development Bureau
April 2016

**Proposed Job Description for
Head of the Project Cost Management Office under
the Works Branch of the Development Bureau**

Post Title : Head of Project Cost Management Office

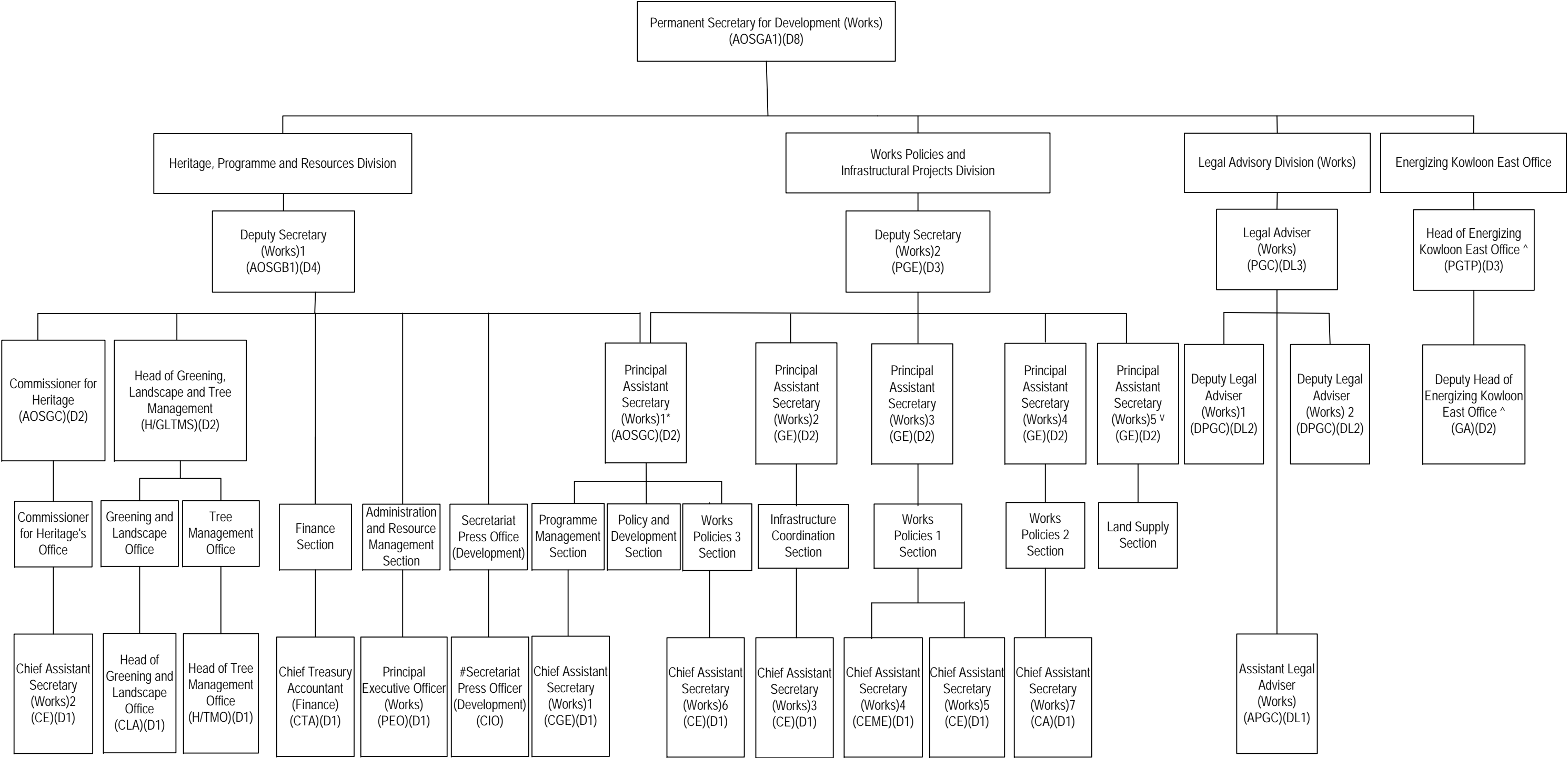
Rank : Government Engineer (D2)

Responsible to : Permanent Secretary for Development (Works)

Main Duties and Responsibilities –

1. To devise, promote, coordinate and oversee the implementation of cost control and cost reduction measures for capital works projects.
2. To provide cross-bureaux and high level technical support in respect of project cost estimation and budget control issues of major capital works projects.
3. To promote cost control and cost saving measures in private building sector through collaboration with the Construction Industry Council.
4. To advise on programme and cost management issues for the Capital Works Programme.
5. To oversee the implementation of the overall Capital Works Programme by reviewing and updating procedures and practices, and monitor the overall spending on capital works projects.
6. To oversee the work of the Programme Management Section.

Existing Organisation Chart of the Works Branch of the Development Bureau
(as at 1.4.2016)

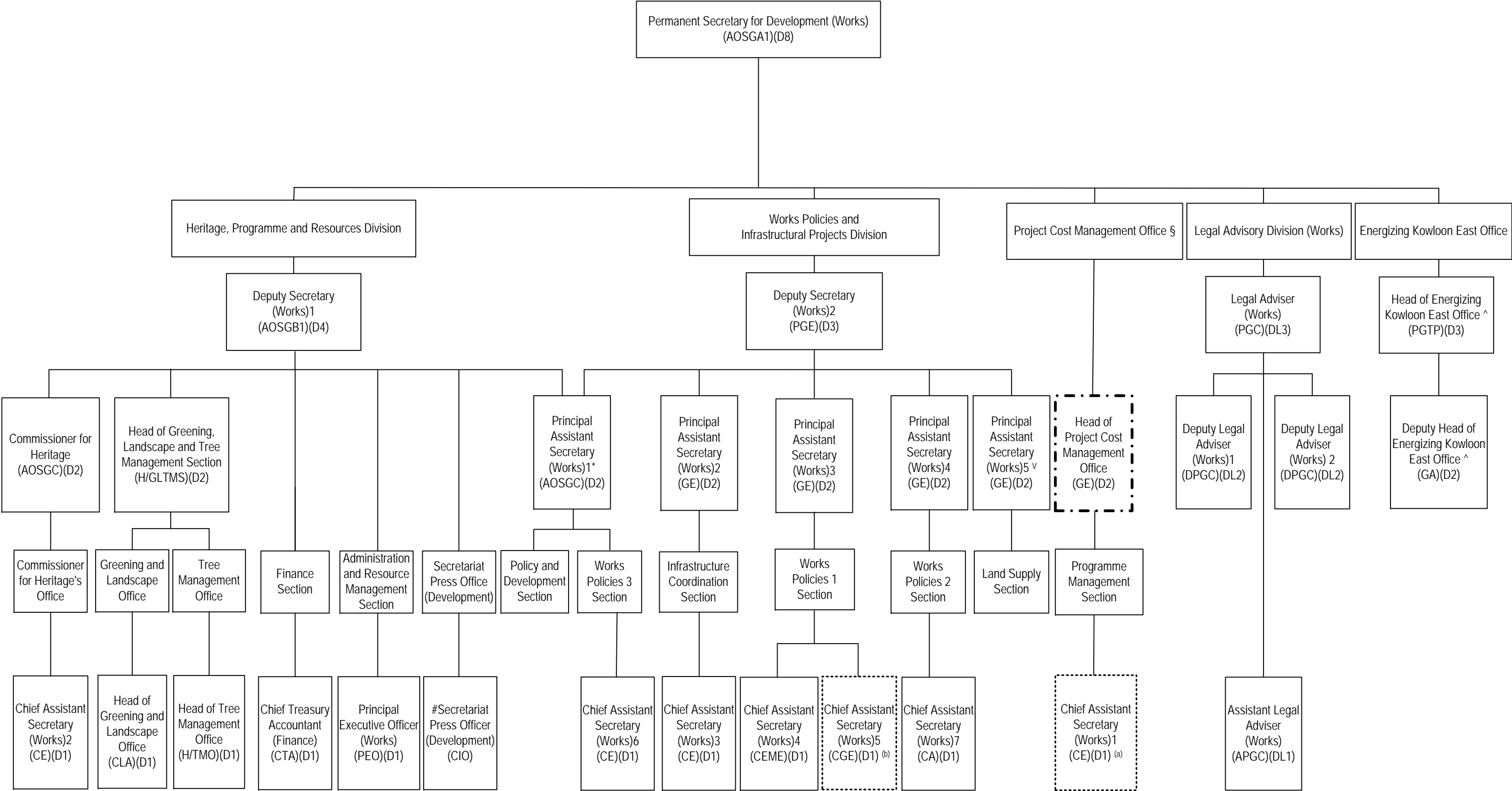


Legend
AOSGA1 Administrative Officer Staff Grade A1
AOSGB1 Administrative Officer Staff Grade B1
AOSGC Administrative Officer Staff Grade C
APGC Assistant Principal Government Counsel
CA Chief Architect
CE Chief Engineer
CEME Chief Electrical and Mechanical Engineer
CGE Chief Geotechnical Engineer
CIO Chief Information Officer
CLA Chief Landscape Architect

CTA Chief Treasury Accountant
DPGC Deputy Principal Government Counsel
GA Government Architect
GE Government Engineer
H/GLTMS Head of Greening, Landscape and Tree Management Section
H/TMO Head of Tree Management Office
PEO Principal Executive Officer
PGC Principal Government Counsel
PGE Principal Government Engineer
PGTP Principal Government Town Planner

On the establishment of Information Services Department
* Serves both Deputy Secretary (Works)1 and Deputy Secretary (Works)2
^ Supernumerary post created for Energizing Kowloon East Office from 1 July 2013 to 30 June 2017
^v Supernumerary post created for Land Supply Section from 11 July 2014 to 31 March 2019

Proposed Organisation Chart of the Works Branch of the Development Bureau



Legend

AOSGA1 Administrative Officer Staff Grade A1
AOSGB1 Administrative Officer Staff Grade B1
AOSGC Administrative Officer Staff Grade C
APGC Assistant Principal Government Counsel
CA Chief Architect
CE Chief Engineer
CEME Chief Electrical and Mechanical Engineer
CGE Chief Geotechnical Engineer
CIO Chief Information Officer
CLA Chief Landscape Architect

CTA Chief Treasury Accountant
DPGC Deputy Principal Government Counsel
GA Government Architect
GE Government Engineer
H/GLTMS Head of Greening, Landscape and Tree Management Section
H/TMO Head of Tree Management Office
PEO Principal Executive Officer
PGC Principal Government Counsel
PGE Principal Government Engineer
PGTP Principal Government Town Planner

On the establishment of Information Services Department
* Serves both Deputy Secretary (Works)1 and Deputy Secretary (Works)2
^ Supernumerary post created for Energizing Kowloon East Office from 1 July 2013 to 30 June 2017
^v Supernumerary post created for Land Supply Section from 11 July 2014 to 31 March 2019
§ Proposed new office
[] Proposed new post
[] Posts proposed to be regraded
(a) CE post proposed to be regraded from a CGE post
(b) CGE post proposed to be regraded from a CE post

**Existing Job Description of
Chief Assistant Secretary for Development (Works) 1**

Rank : Chief Geotechnical Engineer (D1)

Responsible to : Principal Assistant Secretary for Development (Works) 1

Main Duties and Responsibilities –

1. To monitor the delivery of the Public Works Programme.
2. To monitor progress and expenditure of public works projects under the Capital Works Programme.
3. To review public works procedures and practices to ensure the meeting of changing needs.
4. To monitor and vet Public Works Subcommittee (PWSC) papers and attend to PWSC matters.
5. To attend to job creation issues arising from public works.
6. In conjunction with the Financial Services and the Treasury Bureau, to vet submissions related to the Capital Works Resource Allocation Exercise and the Capital Works Reserve Fund Revised Estimates and Draft Estimates.
7. To oversee the policy on green government buildings.
8. To assist in formulating and implementing works policy on slope safety.
9. To assist in housekeeping Works department(s).

**Revised Job Description of
Chief Assistant Secretary for Development (Works) 1**

Rank : Chief Engineer (D1)

Responsible to : Head of Project Cost Management Office

Main Duties and Responsibilities –

1. To monitor the delivery of the Capital Works Programme.
2. To monitor progress and expenditure of capital works projects under the Capital Works Programme.
3. To review public works procedures and practices to ensure the meeting of changing needs.
4. To monitor and vet Public Works Subcommittee (PWSC) papers and attend to PWSC matters.
5. To attend to job creation issues arising from public works.
6. In conjunction with the Financial Services and the Treasury Bureau, to vet submissions related to the Capital Works Resource Allocation Exercise and the Capital Works Reserve Fund Revised Estimates and Draft Estimates.
7. To oversee the promotion of cost control and cost reduction measures in capital works projects.
8. To assist in vetting the technical feasibility of proposed capital works projects.

**Job Description of
Chief Assistant Secretary for Development (Works) 5**

Rank : Chief Geotechnical Engineer (D1)

Responsible to : Principal Assistant Secretary for Development (Works) 3

Main Duties and Responsibilities –

1. To assist in formulating and implementing works policies for the delivery of public works projects in respect of –
 - construction site safety and environment;
 - sustainable construction;
 - green procurement;
 - construction standards; and
 - supply of major construction materials.
2. To provide secretariat support to the Panel of Enquiry for taking regulating actions against contractors with poor site safety and environmental records.
3. To assist in formulating and implementing policies in regard to flood prevention and the delivery of flood prevention projects.
4. To assist in formulating and implementing policies in regard to road excavation permits.
5. To assist in formulating and implementing works policy on slope safety.
6. To assist in housekeeping Works department(s).

Existing Job Description
Principal Assistant Secretary for Development (Works) 1

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary for Development (Works) 1
(in respect of all items except 3 below)

Deputy Secretary for Development (Works) 2
(in respect of item 3 below)

Main Duties and Responsibilities –

1. To liaise with and provide support to the operation of the statutory Construction Industry Council (CIC) and to act as the focal point of liaison between the Government and CIC and to handle matters and coordinate inputs to the Consultancy Study on Development Strategy for the Hong Kong Construction Industry – Vision 2030.
2. To assist in formulating and implementing manpower resource policies including liaison with the relevant bureaux/departments and training institutes as well as education and training of staff in professional and technical grades in the Works group of departments.
3. To assist the Construction Workers Registration Authority in implementing the remaining phase of the Construction Workers Registration Ordinance including providing support to its committees and coordination with relevant bureaux/departments, training institutes and other stakeholders.
4. To assist in overseeing the implementation of the Public Works Programme by reviewing and updating procedures and practices and to monitor the overall spending on public works projects.
5. To formulate and oversee the implementation of the enhancements to the Supplementary Labour Scheme in respect of construction workers to take into account special characteristics of the construction industry in respect of public works related applications.
6. To act as the overall coordinator within the Works Branch (e.g. in the preparation of the Policy Address, Budget, etc.) and be responsible for handling cross-bureaux/departmental matters.

**Revised Job Description
Principal Assistant Secretary for Development (Works) 1**

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary for Development (Works) 1
(in respect of all items except 3 below)

Deputy Secretary for Development (Works) 2
(in respect of item 3 below)

Main Duties and Responsibilities –

1. To liaise with and provide support to the operation of the statutory Construction Industry Council (CIC) and to act as the focal point of liaison between the Government and CIC, and to handle matters and coordinate inputs to the Consultancy Study on Development Strategy for the Hong Kong Construction Industry – Vision 2030, including the coordination of the next phase of study covering construction costs, quality of work and project overrun.
2. To formulate and implement construction manpower resource policies, including spearheading with CIC and other relevant training institutions to further develop progression pathways for skilled workers to upgrade their skill, and academic and professional level, overseeing the relevant manpower forecasts for construction skilled workers, supervisors, technicians and professionals, and promoting the youthful, professional and vibrant image of the industry thus attracting more new talents to the industry.
3. To take forth the implementation of the remaining phase of the Construction Workers Registration Ordinance, to promote the registration of construction workers under their specialised trades through senior workers registration and promotion of skill trade tests before the implementation target by April 2017, to engage the construction industry in the above initiatives, and to oversee the drafting and to secure passage of the subsidiary legislation within the 2016/17 legislative session to implement the relevant requirements.
4. To formulate and oversee the implementation of the enhancements to the Supplementary Labour Scheme in respect of construction workers to take into account special characteristics of the construction industry in respect of public works related applications.

5. To assist in overseeing the early phase of implementation of the Construction Industry Recruitment Centre to enhance the arrangements for priority employment of local workers under the Supplementary Labour Scheme in respect of construction workers.
6. To coordinate within the Works Branch (in the preparation of Policy Agenda, Budget, etc.) and to prepare speeches for senior officials on construction-related issues.

**Schedule of Responsibilities for
Existing D2 Officers
of Works Branch of Development Bureau (DEVB(WB))**

The existing D2 officers in the DEVB(WB) are fully engaged in their respective duties –

Commissioner for Heritage (C for H)

2. C for H assists Deputy Secretary (Works) 1 (DS(W)1) in the formulation, implementation and monitoring of policies in relation to heritage conservation, and in devising and taking forward new initiatives on the subject, including following up the recommendations of the Antiquities Advisory Board pursuant to the policy review on conservation of built heritage, in particular the setting up and operation of a dedicated fund for the conservation of built heritage. C for H is also responsible for overseeing the “Revitalising Historic Buildings Through Partnership Scheme”; devising economic incentives for conservation of privately-owned historic buildings; taking forward and monitoring the revitalisation projects of the former Police Married Quarters on Hollywood Road and the Central Police Station Compound; operation of the “Financial Assistance for Maintenance Scheme” for privately-owned graded historic buildings; and implementation of the Heritage Impact Assessment mechanism for new capital works projects. C for H serves as the focal point of contact on heritage conservation matters both locally and overseas, and spearheads the engagement of stakeholders and the public in the implementation of heritage conservation initiatives and liaises with concerned organisations. In addition, C for H provides policy support and guidance to the Antiquities and Monuments Office of the Leisure and Cultural Services Department, including the declaration of monuments. C for H is responsible for conducting research on policies, legislation and practices on heritage conservation both locally and overseas; and overseeing the handling of enquiries, complaints and suggestions from the public and media on heritage conservation matters.

Head of Greening, Landscape and Tree Management Section (H/GLTMS)

3. H/GLTMS assists DS(W)1 in formulating strategies on greening, landscape and tree management with emphasis on a holistic approach to this work. H/GLTMS oversees the work of the Greening and Landscape Office (GLO) and the Tree Management Office (TMO).

4. The work focus of GLO is to lead the development of resilient and adaptive landscapes; proactive identification of landscape opportunities with a focus on place ecology and biodiversity; uplifting the quality and standards of landscape architectural design of the Government and the private sector; exploration and promotion of applied urban landscape technologies; enhancement of training and development, and enhancement of public education and community involvement. Key tasks currently overseen by H/GLTMS are development of an integrated landscape design framework for transport, blue and green infrastructure, public and private open spaces, and other urban landscapes; teaching kits on landscape and urban forestry values for use by kindergarten to secondary students, as well as establishing ongoing collaborations with industry associations to positively capacity build and develop a robust knowledge management for the Government. Besides promulgation of guidelines and standards, advisory input of strategic government projects and on landscape architectural design and management will be ongoing.

5. The work focus of TMO is the promotion and development of urban forestry; enhancement of tree risk management; promotion of a quality-oriented approach to tree management; enhancement of the tree complaint handling mechanism and emergency response arrangement; and enhancement of training in tree management, public education and community involvement. The key emphasis currently is on tree risk management and the tree management departments have just commenced the fourth exercise. H/GLTMS is the chairman of the Expert Panel on Tree Management. H/GLTMS is also overseeing the preparation and promulgation of a number of guidelines on tree management including tree protection in construction sites. Additionally, a comprehensive review of tree preservation arrangements and contractor management as well as a number of arboricultural research projects are in progress. On the training aspects, the TMO will strengthen the training on arboricultural works and supervision of tree work. Other public engagement and promotional activities including tree talks, workshops, publications and exhibitions, are on-going.

Principal Assistant Secretary (Works) 1 (PAS(W)1)

6. PAS(W)1 assists DS(W)1 in providing policy guidance to the statutory Construction Industry Council (CIC) and oversees its corporate operation and institutional arrangements to implement the various initiatives to raise the construction industry's quality and standards and in coordinating inputs to the development strategy for the industry to 2030. In particular, he/she would be responsible for overseeing the coordination for the next phase of the study covering key issues in the industry including construction cost, quality control, and project overrun.

7. To enable the development of local construction manpower to meet the industry's needs, PAS(W)1 also assists in monitoring the overall construction manpower situation, overseeing the manpower forecasts for construction skilled workers, as well as supervisors, technicians and professionals, and formulating the manpower resources policies and strategy including enhanced training and progression pathways for workers' development and enhanced publicity to uplift the industry's image to attract new blood to join the industry. Specifically, he/she would coordinate with CIC and other relevant training institutions such as the Vocational Training Council in developing new training modules facilitating construction skilled workers to upgrade their skills as well as their professional and academic qualifications. To take into account the characteristics of the construction industry, PAS(W)1 is responsible for formulating and overseeing the implementation of enhancements to the Supplementary Labour Scheme in respect of applications from public sector works. He/She is also responsible for overseeing the early phase of the implementation of the Construction Industry Recruitment Centre to enhance the arrangement for priority employment of local construction skilled workers. In addition, PAS(W)1 also assists Deputy Secretary (Works) 2 (DS(W)2) in providing policy guidance to the statutory Construction Workers Registration Board (CWRB) and overseeing its corporate operation and institutional arrangements to facilitate registration of construction workers through the routes of senior workers registration or skill trade tests in their specialised trades by April 2017 when the phased implementation of prohibitions under the Construction Workers Registration Ordinance is targeted to take effect. As this concerns about some 360 000 registered construction workers, the above tasks require close liaison with CIC, CWRB, labour unions, trade associations and other industry stakeholders to meet the industry-wide needs. He/She is also responsible for engaging industry stakeholders in formulating and securing passage of the subsidiary legislation within the 2016/17 legislative session to implement in detail the above-mentioned phased prohibitions.

PAS(W)2

8. PAS(W)2 assists DS(W)2 in providing high-level technical input and coordinating with the Works group of departments in the implementation of major infrastructure development projects so as to ensure that the best possible support is provided to various client bureaux. He/She also assists in overseeing the implementation of major infrastructural projects, such as the Kai Tak Development, Liantang/Heung Yuen Wai Boundary Control Point and development of cycle track networks in the New Territories. Furthermore, he/she is responsible for taking forward the initiative of enhancing land supply strategy through rock cavern development and underground space development in urban areas, and providing policy steer for the public engagement of potential cavern development sites, and studies on the relocation of the Sha Tin sewage treatment works to caverns, the long term strategy of cavern development and underground developments in the urban

/areas

areas of Hong Kong. In addition, he/she coordinates technical input on works aspects of planning and development issues, such as studies related to the development of Lok Ma Chau Loop, North East New Territories New Development Areas (NDAs), Hung Shui Kiu NDA, etc. Above all, PAS(W)2 oversees the vetting and checking of the Technical Feasibility Statement of all capital works projects under planning, and assists DS(W)2 in the housekeeping of Civil Engineering and Development Department as well as provides support to the Permanent Secretary for Development (Works) (PS(W)) in handling matters related to the Ocean Park re-development projects and Hong Kong Disneyland projects.

PAS(W)3

9. PAS(W)3 assists DS(W)2 in the housekeeping of Drainage Services Department and Water Supplies Department. The post provides policy input and steer on the flood prevention strategy, drainage impact assessment studies, total water management strategy, reliable supply of water including securing supply from Dongjiang and exploring alternative water sources such as seawater desalination as well as the delivery of infrastructural projects for enhancing water supplies and flood prevention.

10. PAS(W)3 is also responsible for policy issues related to control of slope safety for both man-made and natural terrains, and lift and escalator safety as well as the regulatory control of water-cooled air-conditioning systems for the prevention of Legionnaires Disease. In relation to public works projects, PAS(W)3 provides policy input to construction safety, construction standards, environmental management, green procurement including promoting the use of green construction materials, security of payment and wage payment. PAS(W)3 also handles policy issues relating to and oversees the supplies of concrete, rock products and sand. PAS(W)3 also provides support to the Secretary for Development and PS(W) in handling matters in regard to the West Kowloon Cultural District project. PAS(W)3 also provides policy steer on and oversees the Yuen Long Town Nullah in the New Territories.

PAS(W)4

11. PAS(W)4 assists DS(W)2 in formulating and implementing policies on procurement of construction and consultancy services as well as management of contractors and consultants including administration of Development Bureau's approved lists of public works contractors/suppliers and performance monitoring. PAS(W)4 represents the Bureau in various trade consultations in respect of the construction sector including the Mainland/Hong Kong Closer Economic Partnership Arrangement (CEPA) consultations, World Trade Organisation/

Government Procurement Agreement consultations and other free trade agreement negotiations. PAS(W)4 is responsible for handling works-related Mainland affairs including implementation of CEPA market liberalisation measures, providing support to other bureaux on various platforms such as the Hong Kong/Guangdong Co-operation Joint Conference and other Mainland/Hong Kong co-operation initiatives. He/She also provides support in carrying out a strategic review of the Hong Kong's procurement and contract administration systems so as to enhance competition, productivity, innovation and creativity leading to cost-effective delivery of quality infrastructure, and in exploring liberalisation measures that are more favourable than CEPA for the construction stakeholders to access the Pilot Free Trade Zones in the Mainland and other emerging markets. PAS(W)4 also assists in handling matters related to promotion of local professional services in the Mainland and overseas construction and engineering related markets, providing secretariat support to the working group on professional services of the Economic Development Commission as well as assisting DS(W)2 in the housekeeping of Electrical and Mechanical Services Department.

PAS(W)5

12. PAS(W)5 assists DS(W)2 in providing high-level technical input to steer the strategic studies for the artificial islands in the central waters between Hong Kong Island and Lantau Island for the proposed East Lantau Metropolis, technical, planning and engineering studies of various projects of reclamation outside Victoria Harbour for land supply, and the planning, engineering and architectural study of topside development on Hong Kong Boundary Crossing Facilities Island of the Hong Kong-Zhuhai-Macao Bridge. He/She provides secretariat support to the Lantau Development Advisory Committee chaired by the Secretary for Development and assists in formulating the Lantau development strategies, and providing policy steer and input for the public engagement and various projects and initiatives of Lantau development.

13. PAS(W)5 also supports land supply through reviewing and formulating works policies with a view to expediting land supply, overseeing the provision of infrastructure support to various land supply initiatives and proposals to increase development densities and providing high level technical input to coordinate and oversee the implementation of the associated works projects. He/She provides high-level technical input to the HK2030 Plus Study. PAS(W)5 also provides support to the PS(W) in handling technical matters in regard to submissions to the Steering Committee on Land Supply, Committee on Planning and Lands Development and Strategic Planning Committee of the Hong Kong Housing Authority.

/Deputy

Deputy Head of Energizing Kowloon East Office (DH/EKEO)

14. DH/EKEO assists Head of Energizing Kowloon East Office in overseeing tasks related to the conceptual master plan of Kowloon East (KE) and exploring different strategies to expedite the development and transformation of KE into an additional Central Business District. DH/EKEO is responsible for coordinating and monitoring planning and engineering studies, public works projects, urban design and development of the master greening plan. DH/EKEO conducts research and feasibility studies to release the potential of government land, improve walkability, enhance the environment and develop KE into a smart city. DH/EKEO also provides professional advice to development proposals, coordinates and liaises with various bureaux and departments, advises on the feasibility, budgeting, programming, public consultation strategy, design and implementation of public works projects, and facilitates place making events that are conducive to the urban regeneration of KE. DH/EKEO also assists DS(W)1 in the housekeeping of Architectural Services Department.

Concluding remarks

15. In view of the above, it is operationally not possible to redeploy any of the existing D2 posts to head the Project Cost Management Office.
