

## **ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE**

### **HEAD 33 – CIVIL ENGINEERING AND DEVELOPMENT DEPARTMENT**

#### **Subhead 000 Operational Expenses**

### **HEAD 62 – HOUSING DEPARTMENT**

#### **Subhead 003 Recoverable salaries and allowances (General)**

Members are invited to recommend to Finance Committee the following proposals with effect from the date of approval by the Finance Committee –

- (a) the creation of the following supernumerary post up to 31 March 2021 in –

#### **Civil Engineering and Development Department**

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

- (b) the creation of the following permanent posts in –

#### **Housing Department**

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

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

**/PROBLEM .....**

## PROBLEM

There is a need for additional directorate support in both Civil Engineering and Development Department (CEDD) for implementing infrastructure projects in support of public housing developments and in Housing Department (HD)<sup>1</sup> for coping with the additional workload arising from the growing property portfolio, enhanced measures on property and tenancy management, resumption of the sale of new Home Ownership Scheme (HOS) flats and sale exercises of other subsidised sale flats of the Hong Kong Housing Authority (HA).

## PROPOSAL

2. To cope with the additional workload arising from the new public housing supply target, we propose, with effect from the date of approval by the Finance Committee (FC), to create three directorate posts, i.e. one supernumerary Chief Engineer (CE) (D1) post in CEDD for about five years up to 31 March 2021, one permanent Chief Housing Manager (CHM) (D1) post and one permanent Chief Estate Surveyor (CES) (D1) post in HD. We also propose to rationalise the distribution of duties and responsibilities of some directorate posts in the Estate Management Division (EMD) of HD.

## JUSTIFICATION

### New Public Housing Supply Target

3. To plan ahead to meet the housing demand of the community over the long term, the Government promulgated the Long Term Housing Strategy (LTHS) in December 2014. As set out in the LTHS, the Government will update the long term housing demand projection annually and present a rolling ten-year housing supply target for timely adjustment where necessary. According to the LTHS Annual Progress Report announced in December 2015, the public housing supply target for the ten-year period from 2016-17 to 2025-26 will be 280 000 units, including 200 000 public rental housing (PRH) units and 80 000 subsidised sale flats (SSF). This has given rise to considerable challenges and workload implications on different fronts of the Government.

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<sup>1</sup> 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. Expenditure for salaries and allowances for civil servants working in HA is reimbursed by HA.

**Need for One Supernumerary CE Post in CEDD**

4. To meet the challenging housing supply target, the Government has adopted a multi-pronged strategy to increase land supply. One of the initiatives is to conduct land use reviews on ‘Government, Institution or Community’, ‘Green Belt’, ‘Industrial’ and other non-residential zones for identifying potential sites suitable for residential use. With the dedicated efforts in land use reviews in the past years, the Government has identified a considerable number of potential sites suitable for public housing use.

5. For those sites identified for public housing developments, the Government spares no effort in pressing ahead with the formation of the required land. For this purpose, it is necessary to establish the viability of the public housing use through comprehensive traffic, environmental, geotechnical and engineering studies. It is also of paramount importance that the site formation and essential infrastructure including roads, water supply, sewers, drains, etc. will be completed on time to support the public housing developments.

6. CEDD possesses the technical capabilities required in the delivery of housing-related infrastructure projects under Capital Works Reserve Fund Head 711 through conducting technical studies and implementing the required site formation and essential infrastructure works. CEDD has taken up 62 such potential sites<sup>2</sup> since 2012 with strengthened support of professional and supporting staff but without additional resources at directorate level.

7. Among the 62 above-mentioned sites, CEDD is tasked to commence the required technical studies for 17 new potential sites (the New Sites) in 2016-17 to support the timely rezoning of the New Sites for housing use, and to deliver them to HA for production of public housing units in phases by as early as 2023. The preliminary assessment indicates that most of these sites involve complicated technical constraints and are less readily accessible for development. They demand substantial efforts for the necessary site formation and supporting infrastructure works for the proposed public housing developments. Hence, we need steer at the directorate CE level upon commencement of the studies to ensure that the various constraints are properly addressed in developing the most practicable option for the subsequent site formation and supporting infrastructure works.

8. Furthermore, these potential sites are scattered across the territory. They are mostly at an initial inception stage requiring substantial engagement with the public including District Councils and local organisations/committees with a

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<sup>2</sup> Including the 17 new potential sites mentioned in paragraph 7.

view to obtaining their support for the development proposals. Such public engagement exercise is crucial to securing approval of the required rezoning as well as the subsequent site formation and infrastructure projects. Dedicated leadership at the directorate CE level, including the formulation of public engagement and consultation strategy, is essential and time-critical in fostering sustained and close communications with these stakeholders to establish partnership for ensuring the timely delivery of such a large number of scattered sites, particularly under an extremely tight implementation programme.

9. The existing directorate officers in CEDD have no spare capacity to cope with the additional workload arising from the New Sites as they are already fully engaged with a large number of on-going and new development projects, including Liantang/Heung Yuen Wai Boundary Crossing Point, Development at Anderson Road, West Kowloon Cultural District Government Infrastructure Project, Kai Tak Development, Wan Chai Development II and the associated works for Central-Wan Chai Bypass, Tseung Kwan O - Lam Tin Tunnel, Cross Bay Link in Tseung Kwan O, Trunk Road T2, Kwu Tung North and Fanling North New Development Areas, development of Lok Ma Chau Loop, Tung Chung New Town Extension, topside commercial development at the Hong Kong boundary crossing facilities island of the Hong Kong-Zhuhai-Macao Bridge, Sunny Bay reclamation, and Siu Ho Wan reclamation and adjoining development. Having regard to the level and scope of responsibilities, we consider that a supernumerary CE post is required to cope with the additional workload arising from the need to steer and manage strategically the timely delivery of the New Sites.

10. This new supernumerary CE post has to be created at the earliest opportunity in 2016-17 as the New Sites are mostly at the inception stage, requiring immediate action to ensure timely delivery for meeting the tight programme. Given that the expected timeframe for the delivery of the New Sites will at least go beyond 2021, the continued need of the proposed supernumerary CE post will be reviewed in the second half of 2020 taking into account the implementation progress of the projects.

11. The proposed supernumerary CE post, to be designated as CE/Housing Projects 2 (CE/HP2), will be placed under the Civil Engineering Office (CEO) to head a new division, namely Housing Projects 2 Division. Although there is an existing Housing Projects 1 Unit under CEO, it has no directorate support at CE level and its manpower has been fully engaged with on-going projects in hand, hence no spare capacity to take up the New Sites. Enclosure 1 shows the proposed organisation chart of CEDD including the proposed division in CEO. The job description of the proposed CE/HP2 post is at Enclosure 2.

Encl. 1

Encl. 2

12. Apart from the proposed supernumerary CE post, CEDD will also enhance the non-directorate staffing in CEO for the implementation of the studies concerned and infrastructure projects supporting public housing developments at these potential sites by creating 19 non-directorate posts on a five-year term with effect from 2016-17. Summaries of the posts and their duties are shown at Enclosure 3.

Encl. 3

### **ALTERNATIVES CONSIDERED**

13. CEDD has critically reviewed the existing staffing situation with due regard to the resources required for those on-going projects, new initiatives as well as the urgency and importance of the New Sites to increase land supply for public housing developments. The review shows that the directorate officers in CEDD are fully engaged in their daily responsibilities of providing technical services and handling on-going major infrastructure projects including those implemented under the short, medium and long-term land supply initiatives. There are no spare staff resources at the directorate level for CEDD to undertake the development of the New Sites. The key portfolios of other CE posts in CEDD are at Enclosure 4.

Encl. 4

### **Need for One Permanent CHM Post in HD**

#### ***Functions and Directorate set-up of EMD in HD***

14. EMD is responsible for the management and maintenance of PRH estates. The on-going production of PRH units to meet the rolling ten-year public housing supply target will inevitably further stretch EMD's manpower in managing the continuous increase in property portfolio of HA. Currently, EMD is headed by a Senior Assistant Director of Housing (D3), designated as Deputy Director (Estate Management), who is underpinned by three Assistant Directors of Housing (ADH) (D2) designated as Assistant Directors (Estate Management), ten Chief Managers/Management (CMs/M) (multi-disciplinary posts at D1 level) and

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Encl. 5

one CES (D1) overseeing the central functions of five Support Services (SS) Sections<sup>3</sup> and six Management Regions<sup>4</sup>, each with an average of about 136 000 PRH units<sup>5</sup>. The existing organisation chart of EMD is at Enclosure 5.

15. The organisation of EMD has remained largely the same since the major re-organisation of EMD in mid-2010 when one ADH and one CES posts were created. Since then, there has been no corresponding increase in directorate posts for coping with the continuous increase in the property portfolio; launching of other new initiatives and policies on property and tenancy management for enhancing the sustainability of public housing provision; and rising aspirations from tenants.

### ***Continued Increase in Property Portfolio***

16. EMD manages a wide range of property portfolio, comprising 793 700 PRH units<sup>6</sup> in 173 estates, 456 200 SSF<sup>7</sup>, 2 583 600 m<sup>2</sup> non-domestic /properties .....

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<sup>3</sup> The major responsibilities and central functions of the five SS Sections including SS(1), SS(2), SS(4), SS(5) and Commercial Properties Support Services Section (CPSS) are –

SS(1): Contract administration and headquarters support to building services works, overseeing civil engineering improvement programme, provision of quantity surveying services to EMD and HOS/Private Sector Participation Scheme (PSPS) agency services;

SS(2): Formulation of tenancy management policy, rent matters, operation of Estate Management and Maintenance System and rational use of public housing resources;

SS(4): Land administration matters of PRH estates, HOS and PSPS courts, and valuation for premium payment and refinancing applications;

SS(5): Revitalisation of older estates and structural engineering matters; and

CPSS: Formulation of strategy and reviewing of policies in the letting and management of non-divested commercial and non-domestic properties.

The former CM/M overseeing SS(3) had been redeployed as the CM/M of a new Management Region created in 2010 and the functions of the former SS(3) were taken by the new Management Region and other SS Sections as mentioned in EC(2010-11)7.

<sup>4</sup> The six Management Regions include Kowloon East (KE) Region; Kowloon West & Hong Kong (KWH) Region; Tai Po, North, Shatin & Sai Kung (TNS) Region; Tuen Mun & Yuen Long (T&Y) Region; Kwai Chung (KC) Region and Wong Tai Sin, Tsing Yi, Tsuen Wan & Islands (WTI) Region.

<sup>5</sup> Except KC Region, with a property portfolio of about 76 000 PRH units, which also takes charge of the Total Maintenance Scheme Unit; contract management of building works contracts; implementation of site safety initiatives; and coordination of research and development projects for improving the cost effectiveness of maintenance works.

<sup>6</sup> Including 37 700 PRH units to be completed by March 2017.

<sup>7</sup> Including flats sold under the Tenants Purchase Scheme (TPS).

properties and 28 600 car parking spaces. With the increase in the production of new PRH units to meet housing demand, there will be a net increase of 81 900 PRH units from 2010 to March 2017, representing a 12% increase since 2010 when there were a total of 711 800 PRH units and an average of 127 800 PRH units in each Management Region<sup>8</sup>. This has resulted in a corresponding increase in the workload for the Management Regions. In particular, the PRH stock of KWH, KE and TNS Regions will increase to 153 500, 148 800 and 145 100 respectively by March 2017 (representing an increase of around 14% to 20% in the average PRH units per Management Region since 2010). To cope with the additional workload arising from the growing property portfolio, there is an imminent need to strengthen directorate support in housing management to head a new Management Region and to rationalise the duties and responsibilities of the existing CM/Ms.

### ***Pressing Need to Strengthen Tenancy Management and Curbing Housing Abuse to Meet Community Expectation***

17. Apart from the increase in public housing provision, the allocation and utilisation of PRH units is another key area of concern which requires EMD's heavy involvement. Such work includes combating the abuse of PRH units. There were also recommendations from the studies conducted by the Audit Commission, Office of the Ombudsman and Independent Commission Against Corruption between 2013 to 2015 that HD should tighten its tenancy management. To this end, EMD's frontline staff needs to step up efforts in work such as inspection and checking of non-occupancy and sub-letting. Such work needs supervision and steer at the directorate level, for example, for devising plans to conduct surprise visits.

### ***New Challenges in Property Management***

18. With rising aspirations for better living standards and a green and healthy environment in PRH estates, the scope of property management services has been expanding over the years. For example, we have implemented a number of initiatives including the ISO 50001 energy management system, ISO 14001 environmental management system, OHSAS 18001 occupational health and safety management system, sustainable building index, major maintenance and improvement programmes such as Mandatory Window Inspection Scheme, Mandatory Building Inspection Scheme and enhancement programmes for laundry pole holders and collapsible gates. Having regard to the territory-wide scale of these schemes and programmes, we need the steer and supervision of a directorate officer with property management background to map out the implementation plan, liaise with the relevant stakeholders for support, coordinate and oversee these programmes to ensure their effective implementation.

**/ALTERNATIVES .....**

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<sup>8</sup> Except KC Region with the then property portfolio of about 73 000 PRH units.

## ALTERNATIVES CONSIDERED

19. We have examined whether the additional workload can be absorbed through internal redistribution of work, redeployment of resources or re-engineering of work process. Having regard to the reasons set out above, we consider it not feasible for the existing CMs/M and CES in EMD to take up the additional duties without affecting the discharge of their own duties. The ten CMs/M<sup>9</sup> and one CES in EMD have already been fully tied up with their respective directorate supervision and management functions as summarised at Enclosure 6.

Encl. 6

### *Proposed New Structure and Staffing Implications*

20. In view of the expanding property portfolio and the new challenges mentioned above, we propose to create one CHM post in EMD with proposed job description at Enclosure 7. With the creation of the CHM post, the existing six Management Regions will be re-organised into seven. The major changes involve the re-alignment of the management boundaries of the existing Regions viz. KC, KE, KWH, TNS, T&Y and WTI to form seven new Regions viz. KC<sup>10</sup>; KE; Kowloon West & Sai Kung; Tai Po, North & Shatin; T&Y; Wong Tai Sin, Tsing Yi & Tsuen Wan; Hong Kong Island & Islands<sup>11</sup>. The changes in duties/structure of all directorate posts in EMD are at Enclosure 8. The proposed organisation chart of EMD is at Enclosure 9.

Encl. 7

Encl. 8

Encl. 9

21. The proposed set-up will result in a more even distribution of workload at directorate level and improve the policy steer on estate management work, notably in strengthening tenancy management and curbing the abuse of housing resources, and meeting new challenges in property management.

## Need for One Permanent CES Post in HD

### *Increase in the volume of work*

22. The LTHS promulgated in December 2014 reaffirms that subsidised home ownership is an essential element of the housing ladder and is a core component of the LTHS. Specifically, for some low to middle-income families, HOS flats and other forms of SSF serve as their first step for home ownership. SSF also provide an avenue for better-off PRH tenants to buy their own homes, thereby

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<sup>9</sup> Including one CES occupying a multi-disciplinary post of CM/M.

<sup>10</sup> The CM/M of this Region will undertake project management works (as set out in Note 5) in addition to regional management.

<sup>11</sup> The CM/M of this Region will undertake management control in addition to regional management.



releasing their PRH units for applicants for PRH. Sale of HOS and other forms of SSF has now become an on-going activity of HA. The majority of the 80 000 SSF under the public housing supply target as announced in the LTHS Annual Progress Report 2015 will be constructed and sold by HA. In addition, for the HOS sale exercise in 2016, HA and the Hong Kong Housing Society (HKHS) have arranged a joint application exercise with a view to facilitating applicants to apply for HA's HOS flats and HKHS's SSF by completing one application form and undergoing one vetting process. As a result, HD staff took up all the work for the joint application exercise.

23. Apart from the regular HOS sale exercises, HA has also put in place a number of new initiatives and pilot projects with a view to expanding the form of SSF and facilitating their circulation. Such new initiatives include the Interim Scheme to Extend the HOS Secondary Market to White Form Buyers (Interim Scheme) launched in January 2013 which allows 5 000 eligible White Form buyers to purchase flats in the HOS Secondary Market with premium not yet paid. A new round of the Interim Scheme with a quota of 2 500 was launched in 2015, thereafter a review on the future of the Interim Scheme will be conducted. HA will also launch the pre-sale of the Green Form Subsidised Home Ownership Pilot Scheme (GSH) in the second half of 2016, with about 860 SSF for sale to Green Form applicants.

### ***Expertise and experience required for the relevant work***

24. In respect of the regular HOS sale exercises, each round of sale, from the preparatory stage to the sale stage, spans over about a year. During the process, we need to attend to details in each and every step and to comply with the relevant statutory requirements as stipulated in the Residential Properties (First-hand Sales) Ordinance (Cap. 621). Specifically, professional expertise in estate surveying and land administration matters is required in conducting valuation for the purpose of working out the appropriate income and asset limits applicable to White Form applicants and in determining the sale prices of the flats; devising sales documents; devising mortgage arrangements; preparing Deed of Guarantee; devising conveyancing arrangements and preparing agreements for sale and purchase and assignments. The preparatory work for each round of HOS sale also entails working out the detailed operational arrangements such as devising application forms and application guides; preparing publicity materials and arrangements such as models, exhibitions, websites, advertisements; devising the appropriate allocation of quota for each category of applicants; mapping out flat selection priority; mapping out detailed mechanism to process applications, vet applicants' eligibility and work out appropriate logistic arrangements for flat selection, etc. In case rescinded flats from previous sale exercises are put up for sale, we also need to restart the entire preparatory work (such as working out the selling prices, updating

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the sales documents, etc.) for those rescinded flats. The above work requires input from different disciplines and each step is closely knitted. To enable early launch of each round of sale, we also impose upon ourselves tight deadlines on each stage of the preparatory work. We therefore need a professional officer of sufficient experience and seniority to effectively command and co-ordinate the entire process to ensure smooth implementation of each HOS sale exercise.

25. As for new initiatives such as the GSH, since some of the features such as eligibility criteria and mechanism for administering the alienation restrictions are different from those applicable to HOS flats, we also need a senior officer to help map out the details.

***Functions and Directorate set-up of Housing Subsidies Sub-division of the Strategy Division in HD***

26. At present, Housing Subsidies Sub-division (HSSD) of the Strategy Division in HD is responsible for coordinating the preparatory work and conducting the actual sale exercises of all HOS and SSF of HA.

27. HSSD comprises two sections, namely, the Land Administration Section (LAS) and the Allocation Section. HSSD is headed by an ADH (D2), designated as Assistant Director (Housing Subsidies) (AD(HS)), who oversees work relating to the sale of HOS and other forms of SSF; allocation of PRH units; and HA's clearance programmes. In respect of the Allocation Section, AD(HS) is underpinned by a CHM (D1) who provides support in handling PRH allocation and clearance programmes. However, in the past few years, owing to the need to follow up on the recommendations in LTHS, AD(HS) is also closely involved in supervising the Allocation Section in formulating and implementing new initiatives in the PRH regime. As for the LAS, there are a total of six teams, four of which are responsible for work relating to the sale of SSF as described in paragraph 24 above. Among the four teams, one team is responsible for the sales operation during the sale stage and the other three teams share the workload on the preparatory work for sale of all HOS and SSF developments. The remaining two teams are responsible for post-sale matters of HOS/PSPS/TPS flats (such as change of ownership and mortgage, mortgage default claims, etc.); as well as the administration of the HOS Secondary Market Scheme which includes processing of applications, preparing mortgage arrangements and Deed of Guarantee. The six teams in LAS are each headed by a senior professional<sup>12</sup> (non-directorate level) who reports direct to AD(HS). The existing organisation chart of HSSD is at Enclosure 10.

Encl. 10

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<sup>12</sup> The six senior professionals include five Senior Estate Surveyors and one Senior Housing Manager.

28. With the resumption of HOS as announced in 2011, newly-built HOS flats become available for pre-sale in 2014, entailing all the work as described in paragraph 24 above. However, the directorate establishment of LAS remains unchanged despite the surge in workload. Coupled with the introduction of various new initiatives relating to SSF, AD(HS) has to directly supervise the six teams in the LAS throughout the past few years. With the incremental roll-out of HOS production as well as other SSF in the coming years, it is expected that the number of sale exercises will increase. Given the workload involved in each sale exercise and the need to attend to all the details from the preparatory to the sale stage, without the input of a directorate officer who has the necessary professional expertise and experience, AD(HS) is experiencing increasing difficulty in effectively supervising the work involved in a timely manner. The situation will deteriorate with the increase in the number of sale exercises due to the various new initiatives. There is thus an imminent need to strengthen the directorate support in HSSD by creating one CES post on a permanent basis to help cope with the significant increase in workload arising from the sale of SSF.

29. With the creation of the proposed CES post, to be designated as CES(Housing Subsidies) (CES(HS)), the post holder will provide professional support to AD(HS) in overseeing the work of the LAS. CES(HS) will be responsible for formulating and coordinating sale programmes and sale arrangements for the implementation of all SSF of HA and related new initiatives; devising and monitoring work programme for sale preparation work; supervising valuation work for pricing of individual SSF, and approving the pricing under delegated authority; overseeing the preparation of sales brochures, price lists, and other relevant sales documents; overseeing the implementation of sale arrangements and conveyancing arrangements; supervising the on-going sale of TPS flats and post-sale land administration matters of TPS estates; and supervising post-sale services relating to HOS/GSH/TPS (e.g. mortgage default claims). The job description of the proposed CES(HS) post is at Enclosure 11. The proposed organisation chart of HSSD is at Enclosure 12.

Encl. 11  
Encl. 12

## ALTERNATIVES CONSIDERED

30. At present, there are two CES<sup>13</sup> in HD and both are under EMD. One of them is responsible for matters relating to estate boundaries, delineation of management and maintenance responsibilities, conditions under government leases, Deeds of Mutual Covenant and related documents for public housing estates and HOS projects, as well as refinancing valuation and premium assessment for the existing stock of HOS/TPS/PSPS flats. The other CES is responsible for the

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<sup>13</sup> One of the CES is occupying a multi-disciplinary post of CM/M and another occupying a CES post responsible for overseeing CPSS.

management, valuation, improvement and letting matters of commercial and non-domestic properties of HA. The two CES have their specific functions and are fully occupied with their existing duties. Redeployment of these CES to take up the duties of the proposed CES(HS) post is considered not viable. We have also critically examined whether the additional workload can be absorbed through internal redeployment within HSSD or re-engineering of work processes. However, having regard to the fact that there is only one D1 post in HSSD, which is of a different professional discipline and has its specific full schedule, it is infeasible for the post holder to take up the duties of the proposed CES(HS) post.

Encl. 13 31. The proposed organisation chart of HD is at Enclosure 13.

### FINANCIAL IMPLICATIONS

32. The proposed creation of the supernumerary CE post in CEDD and the two permanent posts of CHM and CES in HD will bring about an additional notional annual salary cost at mid-point of \$4,989,600. The additional full annual average staff cost, including salaries and staff on-cost, will be about \$7,016,000. A breakdown is shown in the table below –

	<b>No. of posts</b>	<b>Notional annual salary cost at mid-point (\$)</b>	<b>Full annual average staff cost (\$)</b>
<b>Supernumerary post</b>			
CE (D1)	1	1,663,200	2,395,164
<b>Permanent posts</b>			
CHM (D1)	1	1,663,200	2,137,056
CES (D1)	1	1,663,200	2,483,628
<b>Total</b>	<b>3</b>	<b>4,989,600</b>	<b>7,015,848</b>

33. There are 19 non-directorate civil service posts<sup>14</sup> created in CEDD to cope with the additional workload. The additional notional annual salary cost at mid-point and the full annual average staff cost including salaries and staff on-cost are respectively \$14,849,700 and \$24,298,000. CEDD has included the necessary provision in its 2016-17 Estimates to meet the cost of the proposal and will reflect the resources required in the Estimates of subsequent years. As for HD,

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<sup>14</sup> The 19 non-directorate civil service posts are created on a five-year term and the need for their retention is subject to review in the second half of 2020.

496 existing non-directorate civil service posts will be placed under the purview of the proposed CHM. The notional annual salary cost at mid-point and the full annual average staff cost including salaries and staff on-cost are respectively \$196,978,620 and 290,411,000. Besides, 144 existing non-directorate civil service posts will be placed under the purview of the proposed CES. The notional annual salary cost at mid-point and the full annual average staff cost including salaries and staff on-cost are respectively \$66,939,300 and \$100,227,000. The full cost for the two proposed directorate posts in HD will be recovered from HA under the established arrangement for HD staff seconded to HA.

## **PUBLIC CONSULTATION**

34. On 12 April 2016, we consulted the Legislative Council Panel on Housing on the above staffing proposals. Members supported the submission of the proposals to the Establishment Subcommittee.

## **BACKGROUND**

35. Arising from the amalgamation of the former Housing Bureau (HB) and HD, FC approved vide EC(2002-03)7 a net deletion of five directorate posts in the former HB and HD, i.e. the total number of directorate posts was reduced from 78 to 73, with effect from 1 January 2003. On 25 June 2004, FC further approved vide EC(2004-05)9 the re-organisation of HD for a net deletion of 24 directorate posts from 1 January 2003 to 31 March 2007, i.e. the number of directorate posts was further reduced from 73 to 49. Since then, there has been a net increase of 17 directorate posts in HD and the current directorate establishment of HD is 66. For supporting the on-going public housing supply target recommended in the LTHS, CEDD has undertaken a significant number of housing-related infrastructure projects under Capital Works Reserve Fund Head 711 since 2012 without additional resources at directorate level.

## **ESTABLISHMENT CHANGES**

36. The establishment changes in CEDD and HD for the past two years are as follows –

**/Establishment .....**

Establishment (Note)	Number of Posts			
	Existing (as at 1 May 2016)	As at 1 April 2016	As at 1 April 2015	As at 1 April 2014
<b>CEDD</b>				
A	51+ (6) <sup>#</sup>	51 + (6)	51 + (6)	51 + (3)
B	619	618	599	579
C	1 154	1 151	1 164	1 159
<b>Total</b>	<b>1 824 + (6)</b>	<b>1 820 + (6)</b>	<b>1 814 + (6)</b>	<b>1 789 + (3)</b>
<b>HD</b>				
A	66 <sup>#</sup>	66	65 + (1)	62 + (1)
B	1 476	1 476	1 427	1 365
C	8 070	8 070	7 905	7 820
<b>Total</b>	<b>9 612</b>	<b>9 612</b>	<b>9 397 + (1)</b>	<b>9 247 + (1)</b>

Note:

- A - ranks in the directorate pay scale or equivalent (including equivalent HA contract posts)
- B - non-directorate ranks, the maximum pay point of which is above MPS point 33 or equivalent (including equivalent HA contract posts)
- C - non-directorate ranks, the maximum pay point of which is at or below MPS point 33 or equivalent (including equivalent HA contract posts)
- ( ) - number of supernumerary directorate posts created with the approval of the Establishment Subcommittee/FC
- # - As at 1 May 2016, there was no unfilled directorate post in CEDD, HA and HD

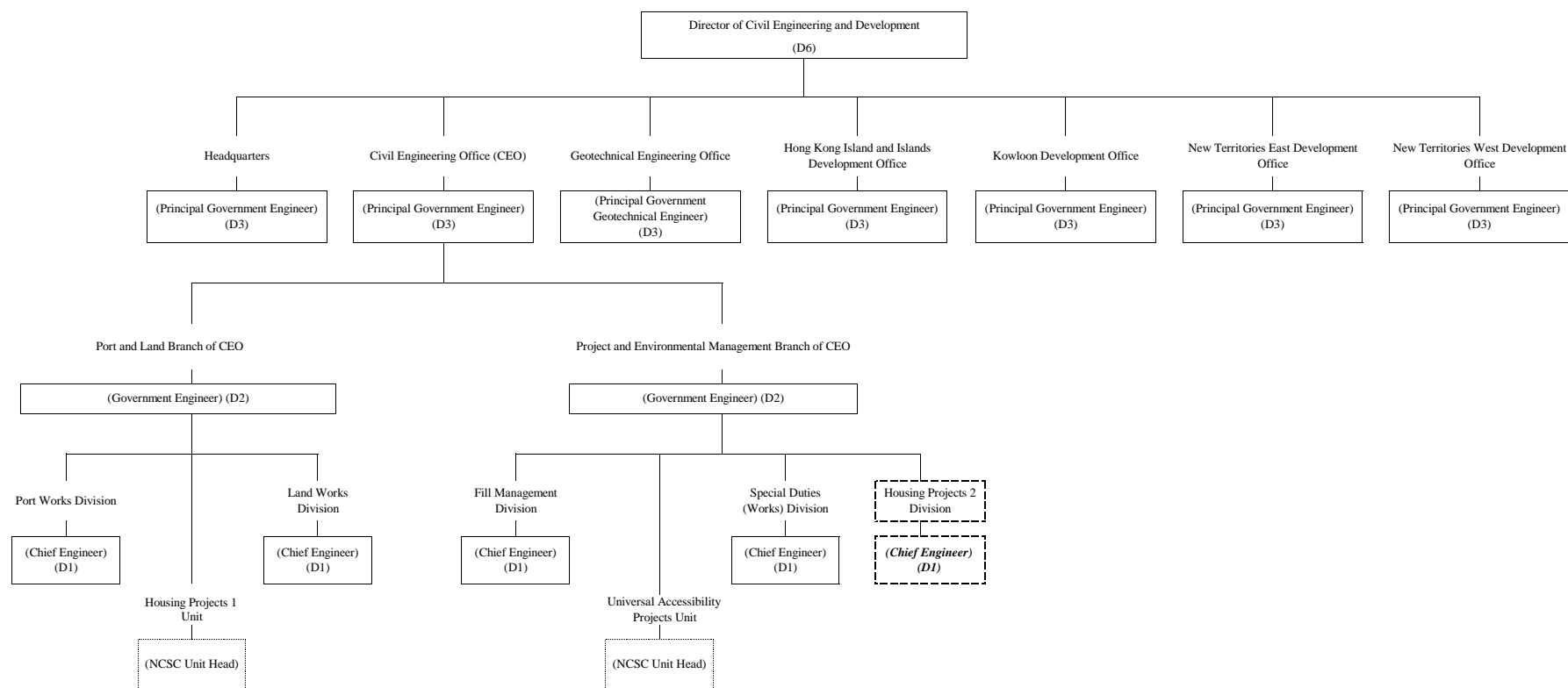
## CIVIL SERVICE BUREAU COMMENTS

37. The Civil Service Bureau supports the proposed creation of one supernumerary CE post in CEDD for a period of about five years up to 31 March 2021 and two permanent posts, namely one CHM and one CES, in HD to cope with the additional workload arising from the new public housing supply target. The grading and ranking of the proposed posts are considered appropriate having regard to the level and scope of responsibilities required.

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

38. The Standing Committee on Directorate Salaries and Conditions of Service (Standing Committee) has advised that the grading proposed for the posts in HD would be appropriate if the proposals were to be implemented. As the directorate post proposed to be created in CEDD is on a supernumerary basis, its creation, if approved, will be reported to the Standing Committee in accordance with the agreed procedure.

## Proposed Organisation Chart of Civil Engineering and Development Department



### Legend:

- New division to be formed and headed by the proposed supernumerary Chief Engineer post for new housing development projects.
- Units which are headed by non-civil service contract (NCSC) staff under the direct supervision of D2 officers.

**Proposed Job Description  
Chief Engineer/Housing Projects 2**

**Rank** : Chief Engineer (D1)  
**Responsible to** : Deputy Head of Civil Engineering Office (Project and Environmental Management)

**Major Duties and Responsibilities –**

1. To lead and supervise a works division assigned under him/her;
2. To execute the strategies and policies formulated by the policy bureaux in respect of the public housing development projects;
3. To oversee the administration, feasibility and engineering study, planning, design and construction supervision (including assuming the role of Project Manager under New Engineering Contract form contracts) for the proposed housing development sites;
4. To implement effective control (including quality and budgetary control) for the projects undertaken by the Division;
5. To oversee the implementation of statutory and administrative procedures including Environmental Impact Assessment Ordinance procedures, public consultation, gazettals under the relevant Ordinances, seeking of funding, commissioning of consultancies, tendering of works contracts and contract administration;
6. To drive for timely achievement of milestone targets, coordinate and oversee timely resolution of interfacing matters with other projects and developments;
7. To plan and conduct public engagement/consultation with a view to soliciting support to project implementation from the public, including District Councils, rural committees, etc.;

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8. To supervise the selection and appointment of consultants and contractors;  
and
9. To manage consultants engaged in the projects including overseeing progress of studies and works, providing guidance to consultants, assessing and reporting consultants' recommendations and resolving important issues.

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**Details of Non-Directorate Posts Created  
in the Civil Engineering and Development Department  
for Infrastructure Projects Supporting Public Housing Developments**

<b>Grades</b>	<b>Major duties and responsibilities</b>
<ul style="list-style-type: none"><li>• Engineer</li></ul>	<ul style="list-style-type: none"><li>• To carry out engineering duties such as –<ul style="list-style-type: none"><li>- implementing statutory and administrative procedures including the Environmental Impact Assessment Ordinance procedures, gazettals under the relevant Ordinances, public consultation, seeking of funding, financial control and forecast, commissioning of consultancies and tendering of works contracts;</li><li>- contract administration and consultant management</li></ul></li></ul>
<ul style="list-style-type: none"><li>• Technical Officer</li></ul>	<ul style="list-style-type: none"><li>• To provide technical support in preparation of plans, drawings, display and presentation materials</li></ul>
<ul style="list-style-type: none"><li>• Clerical Officer</li></ul>	<ul style="list-style-type: none"><li>• To provide clerical support with regard to the distribution and filing of incoming and outgoing correspondences, checking of invoices and payment certificates and handling of personnel, office accommodation and supplies matters</li></ul>

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**Key portfolios of the other existing Chief Engineer posts  
in the Civil Engineering and Development Department (CEDD)**

All the other existing Chief Engineer (CE) posts in CEDD<sup>1</sup> are fully engaged in their respective duties. It is operationally not possible for them to take up the additional tasks without adversely affecting the discharge of their current duties.

**Civil Engineering Office**

2. **Chief Engineer/Special Duties (Works)** is responsible for the planning, design and construction of the Anderson Road Development, Decontamination Works at Kennedy Town Comprehensive Development Area, and site formation and infrastructure works for public housing sites at Long Bin, Tan Kwai Tsuen and Ma On Shan; provision of technical support to Steering Committee on Implementation of Hong Kong Disneyland and Ocean Park Redevelopment Committee on further expansion of the theme parks; and coordination of maintenance issues in Penny's Bay Development Area.

3. **Chief Engineer/Port Works** is responsible for overseeing the study on increasing land supply by reclamations outside Victoria Harbour and rock cavern development; the strategic studies for artificial islands in the central waters, and planning and engineering studies for the near-shore reclamations in Sunny Bay and the seafront of Sai Kung Sewage Treatment Works; the technical studies for Siu Ho Wan Reclamation, Lung Kwu Tan Reclamation, Ma Liu Shui Reclamation and Climate Change; the implementation of marine infrastructure projects including improvement of Sai Kung public pier, Improvement Works to Tap Mun Pier, Reconstruction of Sharp Pier, public landing steps at Lei Yue Mun Waterfront, Yung Shue Wan Development Phase 2, and sediment removal at five Fish Culture Zones and bathing beach at Lung Mei; and maintenance of public marine facilities including piers, ferry terminals, Kai Tak Cruise Terminal, Cross Harbor Tunnels, seawalls, breakwaters, typhoon shelters and fairways.

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<sup>1</sup> Following the announcement of the 2016 Policy Address, CEDD proposes to set up a new Lantau Development Office (LDO) as soon as possible together with a proposal to re-organise CEDD by redistributing the duties and responsibilities among the other existing Development Offices (see EC(2016-17)11). While the LDO proposal is yet to be approved by LegCo, for clarity, the portfolios of all existing CEs as shown in this document are under the current CEDD set-up.

4. **Chief Engineer/Land Works** is responsible for the planning, design and construction of the site formation and infrastructure works for public housing developments in Tuen Mun Area 54 and Tuen Mun North; the site formation for development and implementation of the Food and Health Bureau's columbarium and crematorium facilities in Sandy Ridge and Wo Hop Shek; the footbridge widening and bus layby extension in the vicinity of Mass Transit Railway Fanling Station; and the New Territories (NT) Greening Master Plans covering nine NT Districts and the Islands District. He also oversees the administration and management of CEDD Landscape Term Contract.

5. **Chief Engineer/Fill Management** is responsible for the strategic planning and management of construction and demolition materials, marine disposal for contaminated and uncontaminated sediments; design and operation of public fill reception facilities including two barging points and two fill banks, mud pits for contaminated sediments and construction waste sorting facilities; and liaison with the State Oceanic Administration for the cross-boundary disposal of inert construction and demolition materials and dredged sediments. He is also responsible for the overall management of the Dredging Works at Kwai Chung Container Basin and its Approaching Channel; and controlling the issuance of sand permits to meet the requirements of Ministry of Commerce and the Development Bureau and providing secretariat support to the Public Fill and Marine Fill Committees.

### **Hong Kong Island and Islands Development Office**

6. **Chief Engineer/Hong Kong 1** heads the Hong Kong 1 Division and is responsible for the overall administration, planning, design and construction supervision of works packages, with major focus on the Central Reclamation Phase III, Wan Chai Development Phase II (WDII) Contract C3, construction of additional floors at Central Piers 4-6, reassembly of Queen's Pier, housing sites at Braemar Hill, boardwalk under the Island Eastern Corridor and the district administration matters for Central & Western and Eastern Districts. He will also take up the new initiatives of the topside development at the Hong Kong-Zhuhai-Macao Bridge Hong Kong cross boundary facilities island and matters related to the East Lantau Metropolis.

7. **Chief Engineer/Hong Kong 2** heads the Hong Kong 2 Division and is responsible for the overall administration, planning, design and construction supervision of works packages, with major focus on WDII Contracts C1, C2 and C4 and the site formation at Ka Wai Man Road Phase 2. He is also responsible for overseeing interfacing issues among WDII, Central-Wan Chai Bypass and the Shatin to Central Link as well as the district administration matters of the Wan Chai and Southern Districts.

8. **Chief Engineer/Islands** heads the Islands Division and is responsible for the overall administration, planning, design and construction supervision of works packages, with major focus on improvement works at Tai O, Tung Chung New Town Extension, site formation works at Tung Chung Areas 53/54, infrastructure works at Tung Chung Area 56, future land use at the ex-Lamma quarry site, Mui Wo facelift project, village sewerage at Cheung Chau and the district administration matters for the Islands District. He is also responsible for the coordination role in respect of the Lantau Development Advisory Committee.

### **Kowloon Development Office**

9. **Chief Engineer/Kowloon 1** is responsible for the overall administration, planning, design and construction supervision of works packages at Kai Tak Development (KTD), with major focus on the planning and design of infrastructure at ex-runway and adjoining apron areas, design ideas competitions, studies on public creativity and review of development parameters at KTD, in addition to coordination of major interfacing projects covering Central Kowloon Route, Multi-purpose Sports Complex, schools, government buildings and open space in KTD. He is also responsible for the district administration matters of the Wong Tai Sin and Kwun Tong Districts.

10. **Chief Engineer/Kowloon 2** is responsible for the overall administration, planning, design and construction supervision of works packages, with major focus on the design of Trunk Road T2 at KTD, the implementation of government infrastructure and facilities for West Kowloon Cultural District development, Kwun Tong Town Centre redevelopment and ex-Cha Kwo Ling Kaolin Mine Site development, in addition to the planning and design of three footbridges at Sham Mong Road. He is also responsible for the district administration matters of the Sham Shui Po and Yau Tsim Mong Districts.

11. **Chief Engineer/Kowloon 3** is responsible for the overall administration, planning, design and construction supervision of works packages at KTD, with major focus on the planning and design of infrastructure at north apron area, improvement works for Kai Tak Approach Channel, structural deck at the ex-runway, cycle track network, in addition to the reconstruction and upgrading of Kai Tak Nullah, studies on Environmentally Friendly Linkage System, interfaces with Shatin to Central Link, and coordination of land use and drainage works. He is also responsible for the district administration matters of the Kowloon City District.

12. **Chief Engineer/Kowloon 4** is responsible for the overall administration, planning, design and construction supervision of works packages, with major focus on the construction of infrastructure at the former north apron and runway areas at KTD as well as for two housing sites at Tai Wo Ping, bioremediation works at Kai Tak Approach Channel and Kwun Tong Typhoon Shelter, site formation and dredging works for cruise terminal development, and coordination of works for District Cooling System.

13. **Chief Engineer/Kowloon 5** is responsible for the overall administration, planning, design and construction supervision of works packages of the integrated basement and government structure works for the West Kowloon Cultural District. He is also responsible for liaising with the West Kowloon Cultural District Authority, the Mass Transit Railway Corporation Limited and associated bureaux/departments for achieving timely delivery of the project.

#### **New Territories West Development Office**

14. **Chief Engineer/New Territories West 1** is responsible for the overall administration, planning and supervision of the planning and engineering study for the potential development/housing sites at Yuen Long South as well as the overall administration, planning, design and construction supervision of the site formation and infrastructure projects at Yuen Long and the Lok Ma Chau Loop development. He is also responsible for the district administration matters of the Yuen Long District.

15. **Chief Engineer/New Territories West 2** is responsible for the overall administration, planning and supervision of the planning and engineering studies for the potential development/housing sites at Tuen Mun Areas 40 and 46 and the adjoining areas, and Lam Tei Quarry Site and the adjoining areas as well as the overall administration, planning, design and construction supervision of the Widening of Tsuen Wan Road between Tsuen Tsing Interchange and Kwai Tsing Interchange Project, and the Investigation Study for the Flyover from Kwai Tsing Interchange Upramp to Kwai Chung Road. He is also responsible for the district administration matters of the Tuen Mun, Tsuen Wan and Kwai Tsing Districts.

16. **Chief Engineer/New Territories West 3** is responsible for the overall administration, planning and supervision of the planning and engineering study for the Hung Shui Kiu New Development Area, as well as the overall administration, planning, design and construction supervision of the Widening of Tin Ha Road and Tan Kwai Tsuen Road Project and the New Territories Cycle Track Network Project. He is also responsible for the district administration matters of the Hung Shui Kiu area.

17. **Chief Engineer/New Territories West 4** is responsible for the overall administration, planning, design and construction supervision of the Advance Site Formation and Engineering Infrastructure Projects of Hung Shui Kiu New Development Area and the Site Formation and Infrastructure Projects of Initial Housing Sites at Kam Tin South, as well as the overall administration, planning and supervision of the Engineering Feasibility Study for the remaining housing sites at Kam Tin South and studies for housing sites in New Territories West identified through the land use reviews.

#### **New Territories East Development Office**

18. **Chief Engineer/New Territories East 1** is responsible for the overall administration, planning, design and construction supervision of works packages, with major focus on the infrastructure works for the Sai Kung area and Tseung Kwan O (TKO) New Town, including the TKO-Lam Tin Tunnel, Cross Bay Link, infrastructure works in TKO Town Centre South, Sai Kung Town improvement works. He is also responsible for the district administration matters of the Sai Kung District.

19. **Chief Engineer/New Territories East 2** is responsible for the overall administration, planning, design and construction supervision of works packages, with major focus on the infrastructure works for Shatin and Ma On Shan, and development of the Anderson Road Quarry. He is also responsible for the district administration matters of the Shatin District.

20. **Chief Engineer/New Territories East 3** is responsible for the overall administration of the feasibility and engineering studies for developing New Territories North, as well as the planning of the provision of strategic infrastructure works. In addition, he is responsible for the overall administration, planning, design and construction supervision of the site formation and infrastructure projects for the development at Kwu Tung South and Kong Nga Po. He is also responsible for the district administration matters for the North District.

21. **Chief Engineer/New Territories East 4** is responsible for the overall administration, feasibility and engineering studies, planning, design and construction supervision of works packages of the proposed New Development Areas at Kwu Tung North and Fanling North in North East New Territories, as well as the development projects in Tai Po District. He is also responsible for the district administration matters for the Tai Po District.

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22. **Chief Engineer/Boundary Control Point** is responsible for the overall administration, planning, design and construction supervision of the Liantang/Heung Yuen Wai Boundary Control Point and associated works projects, including the connecting roads, road tunnels, site formation for the boundary control point and other associated works.

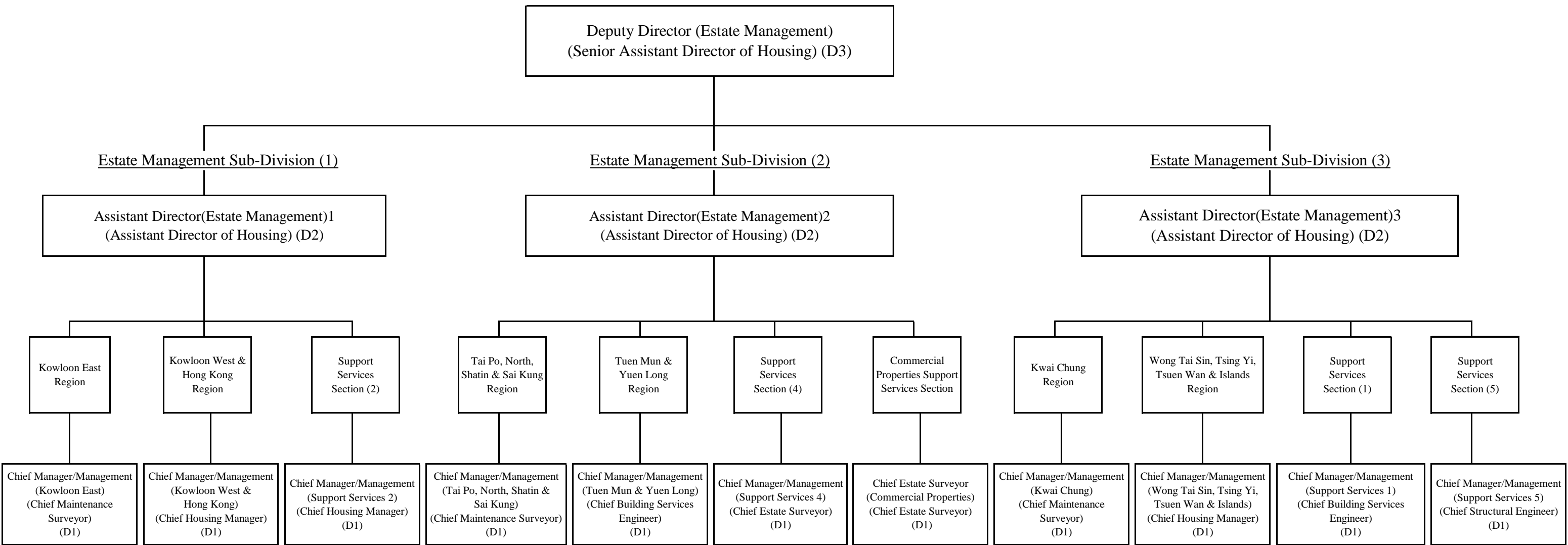
### **CEDD Headquarters**

23. **Chief Engineer/Headquarters** is responsible for the overall administration and management of the Planning Unit, Town Planning Unit, and Engineering and Associated Consultants Selection Board Unit. He oversees the Department's commitment to land formation, land supply and road development; assists in formulating departmental strategies and coordinating inputs over planning related issues; oversees the Department's project delivery and expenditure under the Public Works Programme and Capital Works Reserve Fund (CWRF); and vets applications for funding under CWRF Block Votes, undertaking of projects, employment of consultants, entrustment of works and increase in consultancy fees.

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Existing Organisation Chart of Estate Management Division, Housing Department



Notes

- (1) The lines of command of the following Support Services Sections/Management Region have been updated :
- Support Services Section (1) : from Estate Management Sub-division (2) to Estate Management Sub-division (3)
  - Support Services Section (2) : from Estate Management Sub-division (3) to Estate Management Sub-division (1)
  - Support Services Section (4) : from Estate Management Sub-division (1) to Estate Management Sub-division (2)
  - Commercial Properties Support Services Section : from Estate Management Sub-division (3) to Estate Management Sub-division (2)
  - Kwai Chung Region : from Estate Management Sub-division (2) to Estate Management Sub-division (3)
- (2) The names of the following management regions have been changed following the re-alignment of management boundaries and re-distribution of property portfolio :
- Kowloon West & Hong Kong Region : renamed from Kowloon West & Kowloon City Region
  - Wong Tai Sin, Tsing Yi, Tsuen Wan & Islands Region : renamed from Hong Kong, Tsuen Wan, Tsing Yi & Islands Region

**Duties and Responsibilities of the Existing Regional Chief Managers,  
Chief Managers/Management (Support Services) and  
Chief Estate Surveyor (Commercial Properties) in  
Estate Management Division**

**REGIONAL CHIEF MANAGERS**

**Chief Manager/Management (CM/M)(Kowloon East)** looks after the overall management and maintenance of 135 900\* public rental housing (PRH) units in 29 estates within the Kowloon East Management Region with 716 posts under its establishment. As most of the estates under his purview are situated in Kwun Tong District, he is required to represent Housing Department (HD) to attend the meetings of Kwun Tong District Council (DC) to deal with matters regarding the policies and day-to-day management of the 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 Estate Management Division (EMD) Instructions; and (iii) coordinating EMD technical support for the sale of Home Ownership Scheme (HOS) flats.

2. **CM/M(Kwai Chung)** looks after the overall management and maintenance of 76 300\* PRH units in 14 estates within the Kwai Chung Region with 487 posts under its establishment. As the estates under his purview are situated in Kwai Chung District, he is required to represent HD to attend the meetings of Kwai Tsing DC. He is also responsible for (i) monitoring the implementation of various site safety initiatives; (ii) coordinating research and development projects for improving the cost effectiveness of maintenance works; (iii) contract management of building works contracts; and (iv) implementation of the Total Maintenance Scheme.

3. **CM/M(Kowloon West & Hong Kong)** looks after the overall management and maintenance of 149 700\* PRH units in 41 estates within the Kowloon West & Hong Kong Management Region with 893 posts under its establishment. As the estates under his purview are situated throughout Hong Kong Island and Kowloon West, he is required to represent HD to attend the meetings of seven DCs, viz. Eastern, Wan Chai, Central & Western, Southern, Sham Shui Po, Kowloon City and Yau Tsim Mong.

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\* Excluding new PRH units to be completed by March 2017.

4. **CM/M(Tai Po, North, Shatin & Sai Kung (TNS))** looks after the overall management and maintenance of 135 000\* PRH units in 30 estates within the TNS Management Region with 685 posts under its establishment. As the estates under his purview are situated in Northern District, Sai Kung, Shatin and Tai Po, he is required to represent HD to attend the meetings of four DCs, viz. North, Tai Po, Shatin and Sai Kung. CM/M(TNS) also takes care of the grade management issues for works professionals, oversees the strategy development related work, and coordinates the administration of Property Service Agents and Enterprise Resource Planning system.

5. **CM/M(Tuen Mun & Yuen Long(T&Y))** looks after the overall management and maintenance of 127 200\* PRH units in 24 estates within the T&Y Management Region with 692 posts under its establishment. As the estates under his purview are situated in Tuen Mun and Yuen Long Districts, he is required to represent HD to attend the meetings of two DCs, viz. Tuen Mun and Yuen Long. CM/M(T&Y) also undertakes the formulation of outsourcing strategy, procurement of property services contracts for outsourcing estates (accounting for 60% of the entire PRH portfolio) and supervision of contract implementation and Property Services Agents' performances. He is also responsible for monitoring the public liability insurance claims of EMD and matters relating to Estate Fire Safety Campaign.

6. **CM/M(Wong Tai Sin, Tsing Yi, Tsuen Wan & Islands(WTI))** looks after the overall management and maintenance of 131 900\* PRH units in 35 estates within the WTI Management Region with 633 posts under its establishment. As the estates under his purview are situated in Wong Tai Sin, Tsing Yi, Tsuen Wan and outlying Islands, he is required to represent HD to attend the meetings of three DCs, viz. Wong Tai Sin, Tsuen Wan and Islands. CM/M(WTI) also provides policy input on security, cleansing and horticultural services in existing PRH estates and users' feedbacks on new housing developments. In addition, he oversees new initiatives such as the enhanced management of some 104 000 trees in PRH estates.

7. Apart from the day-to-day management duties, all six Regional Chief Managers are heavily engaged with the workload arising from 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.

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\* Excluding new PRH units to be completed by March 2017.

**CHIEF MANAGERS/MANAGEMENT (SUPPORT SERVICES)  
(CMs/M(SS))**

8. **CM/M(SS1)** looks after all matters relating to Building Services (BS) in EMD. He is responsible for the technical standards and maintenance of all BS installations (Lift & Escalators, Electrical, Fire Services, Air-conditioning, Water Supply, Automatic Refuse Collection System and Security System) in the Hong Kong Housing Authority (HA)'s properties, including drawing up maintenance strategy and standards, procurement of maintenance contracts, establishing improvement programmes, etc. and also other duties including overseeing civil engineering improvement programme, provision of quantity surveying service to EMD, and HOS/Private Sector Participation Scheme agency services.

9. **CM/M(SS2)** is responsible for formulating and implementing public housing management policies, handling strategic matters relating to rent, providing management and policy inputs on 153 Estate Management Advisory Committees, Tenants Purchase Scheme (TPS) and measures to safeguard the use of public housing resources, and handling matters relating to the implementation of Housing Subsidy Policy. In addition, he oversees the implementation of new management mode, viz. the New Model of Estate Caretaking Services, etc.

10. **CM/M(SS4)** is responsible for inputs on land issues and supervising the application and processing of vesting orders of land for PRH developments and amendments to boundaries of vesting order plans for completed estates. He also monitors the procurement of Government Lease and Deed of Mutual Covenant for Sale of Subsidised Flats Schemes including HOS and the Green Form Subsidised Home Ownership Pilot Scheme. In addition, he also supervises the valuation for premium payment and refinancing purposes for HOS and TPS flats.

11. **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 and implementation of the necessary repair solutions. The Chief Manager 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 properties maintained by HA. His Section also develops technical standards and practices and carries out special investigations and studies.

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12. **Chief Estate Surveyor (Commercial Properties)** is responsible for the formulation of strategy and review of policies for non-domestic properties and overseeing the implementation of the Programmes of Activities endorsed by the Commercial Properties Committee of HA on the letting, management and valuation of all non-domestic properties with a lettable area of 2 583 600 m<sup>2</sup> and 28 600 car parking spaces. He also provides professional advice to maximise the potential and value of HA's existing and new commercial properties and to look for better operational efficiency in their management.

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**Proposed Job Description**  
**Chief Manager/Management (Hong Kong Island/Islands & Management Control)**

**Rank** : Chief Housing Manager (D1)

**Responsible to** : Assistant Director (Estate Management)<sup>1</sup>

**Major Duties and Responsibilities –**

1. To assist Assistant Director (Estate Management)<sup>1</sup> in formulating policies and strategies, service standards and action plans relating to property management of the Hong Kong Housing Authority (HA)'s properties, including issues relating to environment, safety, health, hygiene and prevention of epidemic diseases;
2. To oversee the management, maintenance and control of properties within the region including monitoring the performance of Property Services Agents;
3. To prepare budgets and forecasts of expenditure, and monitor its utilisation in accordance with the targets set out in the business plans and estate action plans;
4. To coordinate users' feedbacks and advise on the design and layout of new public housing estates, take over new stock and ensure prompt letting of all domestic and non-domestic properties;
5. To make political assessment on community reaction through monitoring the progress of redevelopment, major maintenance and improvement programmes, policy changes and interest group activities;
6. To oversee the implementation of estate action plans and operation procedures, monitor their effectiveness and provide feedback to senior management;
7. To coordinate the development, implementation and monitoring of maintenance and improvement programmes in public housing estates within the region;
8. To administer services and maintenance contracts and act as the named Contract Manager;

9. To represent HA/Housing Department in meetings with District Councils, District Management Committees, interest groups and political parties;
10. To formulate and review policies and strategies relating to security and cleansing services, management of service contractors and provision of horticultural services to all estates; and
11. To formulate and oversee procedures and guidelines on matters relating to the taking over of new properties.

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**Changes of duties/structure of all directorate posts in  
Estate Management Division of Housing Department**

Existing duties/structure	Proposed duties/structure
<p><b>Deputy Director (Estate Management)</b> assumes the overall supervisory role of the whole Estate Management Division (EMD) operation through the three Assistant Directors who oversee the six Management Regions and five Support Services (SS) Sections viz. SS(1), SS(2), SS(4) &amp; SS(5) and Commercial Properties Support Services Section (CPSS).</p>	<p>No change to the responsibilities.</p>
<p><b>Assistant Director (Estate Management)1 (AD(EM)1)</b> oversees the operation of two Management Regions, namely Kowloon East (KE) and Kowloon West &amp; Hong Kong (KWH), with a total of about 285 600* public rental housing (PRH) units and oversees SS(2).</p>	<p><b>AD(EM)1</b> will supervise SS(2) and three Management Regions, namely new KE, new Kowloon West &amp; Sai Kung (KWS) and new Hong Kong Island/Islands (HKI) &amp; Management Control, with some 343 000 PRH units.</p>
<p><b>Assistant Director (Estate Management)2 (AD(EM)2)</b> oversees the operation of two Management Regions, namely Tai Po, North, Shatin &amp; Sai Kung (TNS) and Tuen Mun &amp; Yuen Long (T&amp;Y), with a total of about 262 200* PRH units and oversees SS(4) and CPSS.</p>	<p><b>AD(EM)2</b> will supervise SS(4) and CPSS and two Management Regions, namely T&amp;Y and new Tai Po, North &amp; Shatin, with some 248 900 PRH units.</p>
<p><b>Assistant Director (Estate Management)3 (AD(EM)3)</b> oversees the operation of two Management Regions, namely Kwai Chung (KC) and Wong Tai Sin, Tsing Yi, Tsuen Wan &amp; Islands (WTI) with some 208 200* PRH units and oversees SS(1) and SS(5).</p>	<p><b>AD(EM)3</b> will supervise SS(1) and SS(5) and two Management Regions, namely KC and new Wong Tai Sin, Tsing Yi &amp; Tsuen Wan (WTT), with some 201 800 PRH units and project management work.</p>

\* Excluding new PRH units to be completed by March 2017.



Existing duties/structure	Proposed duties/structure
<b>Support Services Sections</b>	
<p><b>Chief Manager/Management (CM/M)(SS1) is responsible for –</b></p> <p>Chief Manager/Management (CM/M)(SS1) is responsible for –</p> <ol style="list-style-type: none"> <li>(1) overseeing and reviewing the overall strategy of outsourcing estate management and maintenance (EMM) services for PRH estates and procuring EMM outsourcing contracts for all Management Regions;</li> <li>(2) setting the technical standards and maintenance of all building services installations in Hong Kong Housing Authority (HA)'s properties; and</li> <li>(3) overseeing civil engineering improvement programme, provision of quantity surveying services to EMD, and Home Ownership Scheme (HOS)/ Private Sector Participation Scheme (PSPS) agency services.</li> </ol>	<p>No change to the responsibilities.</p>
<p><b>CM/M(SS2) is responsible for –</b></p> <ol style="list-style-type: none"> <li>(1) formulating and implementing public housing management policies and strategic matters relating to rent, tenancy management and rational use of public housing resources;</li> <li>(2) providing management and policy inputs on the Estate Management Advisory Committees and Tenants Purchase Scheme (TPS); and</li> <li>(3) formulating and implementing new management modes and strategies.</li> </ol>	<p>No change to the responsibilities.</p>

Existing duties/structure	Proposed duties/structure
<p><b>CM/M(SS4)</b> is responsible for –</p> <ul style="list-style-type: none"> <li>(1) monitoring management, valuation and letting matters relating to HA's non-divested non-domestic properties except commercial centres;</li> <li>(2) supervising and directing the processing of vesting of land for PRH estates and advising on land administration of PRH estates;</li> <li>(3) premium assessment of HOS/PSPS/TPS flats; and</li> <li>(4) formulating policies for non-domestic properties and overseeing the letting, management and valuation of all non-domestic properties and car parking spaces.</li> </ul>	<p>No change to the responsibilities.</p>
<p><b>CM/M(SS5)</b> is responsible for –</p> <ul style="list-style-type: none"> <li>(1) overseeing the implementation of the Comprehensive Structural Investigation Programme for aged public housing estates; and</li> <li>(2) coordinating the Estate Improvement Programme, Lift Modernisation Programme and Lift Installation Programme and ensuring the structural safety of all HA's properties.</li> </ul>	<p>No change to the responsibilities.</p>
<p><b>Chief Estate Surveyor/Commercial Properties</b> is responsible for –</p> <ul style="list-style-type: none"> <li>(1) formulating and reviewing the strategy and policy matters for HA's commercial properties;</li> </ul>	<p>No change to the responsibilities.</p>

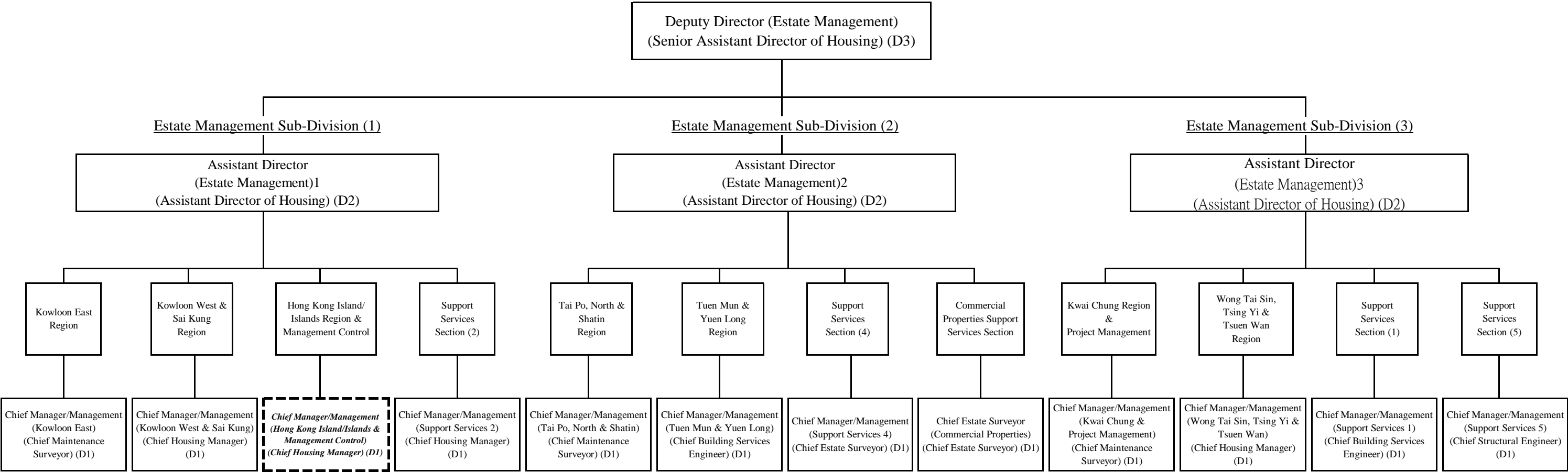
Existing duties/structure	Proposed duties/structure
<p>(2) conducting market research and feasibility studies; and</p> <p>(3) providing professional advice to maximise the potential and value of HA's existing and new commercial properties.</p>	
<b>Regional Management Offices</b>	
<p><b>CM/M(KC)</b> oversees the overall management and maintenance of 76 300 PRH units in Kwai Chung District. He is also responsible for –</p> <p>(1) monitoring the implementation of various site safety initiatives;</p> <p>(2) coordinating research and development projects for improving the cost effectiveness of maintenance works;</p> <p>(3) contract management of building works contracts; and</p> <p>(4) implementation of Total Maintenance Scheme.</p>	<p>No change to the responsibilities except taking over Wah Lai Estate from <b>KWH</b> and transferred Tai Wo Hau Estate to <b>WTT</b>.</p>
<p><b>CM/M(KE)</b> oversees the overall management and maintenance of 135 900 PRH units in Kwun Tong and Wong Tai Sin Districts. He is also responsible for –</p> <p>(1) coordinating technical research and development exercise;</p> <p>(2) issuing technical EMD Instructions; and</p> <p>(3) coordinating EMD technical support for the sale of HOS flats.</p>	<p>No change to the responsibilities except transferring Choi Hung Estate to <b>WTT</b> and Kai Yip and Ping Shek Estates to <b>KWS</b>.</p>


Existing duties/structure	Proposed duties/structure
<p><b>CM/M(KWH)</b> oversees the overall management and maintenance of 149 700 PRH units in seven districts, viz. Eastern, Wan Chai, Central &amp; Western, Southern, Sham Shui Po, Kowloon City and Yau Tsim Mong.</p>	<p>Re-titled as <b>CM/M(KWS)</b> with the re-alignment of management boundary including the estates in Kowloon City, Sham Shui Po and Yau Tsim Mong Districts. He will also take over the estates in Tseung Kwan O from <b>TNS</b> and Kai Yip and Ping Shek Estates from <b>KE</b>.</p>
<p><b>CM/M(WTI)</b> oversees the overall management and maintenance of 131 900 PRH units within the Wong Tai Sin, Tsing Yi, Tsuen Wan &amp; Islands Management Region. He is also responsible for –</p> <ul style="list-style-type: none"> <li>(1) providing policy input on security, cleansing and horticultural services in existing PRH estates;</li> <li>(2) providing users' feedback on new housing developments; and</li> <li>(3) overseeing new initiatives such as the enhanced management of some 104 000 tree stock.</li> </ul>	<p>Re-titled as <b>CM/M(WTT)</b> with the re-alignment of management boundary including the estates in Wong Tai Sin, Tsing Yi &amp; Tsuen Wan. He will also take over Choi Hung Estate from <b>KE</b> and Tai Wo Hau Estate from <b>KC</b>.</p> <p>The supervision of security, cleansing and horticultural services in existing PRH estates will be transferred to <b>HKI</b>.</p>
<p><b>CM/M(TNS)</b> oversees the overall management and maintenance of 135 000 PRH units in two Districts, viz. Shatin &amp; Ma On Shan and North, Tai Po &amp; Tseung Kwan O. He also takes care of the grade management issues for works professionals; oversees the strategy development issues; and coordinates the administration of Property Services Agents and Enterprise Resource Planning system.</p>	<p>No change to the responsibilities except transferring the estates in Tseung Kwan O to <b>KWS</b>.</p>

Existing duties/structure	Proposed duties/structure
<p><b>CM/M(T&amp;Y)</b> oversees the overall management and maintenance of 127 200 PRH units in two Districts, viz. Yuen Long and Tuen Mun. He also undertakes formulation of outsourcing strategy, procurement of property services contracts for outsourcing estates and overseeing contract implementation and Property Services Agent's performance. He is also responsible for monitoring the public liability insurance claims of EMD and matters relating to Estate Fire Safety Campaign.</p>	<p>No change to the responsibilities</p>
	<p>An additional Regional Management Office led by <b>CM/M(HKI &amp; Management Control)</b> who will oversee the estates in Hong Kong Island and Islands and be responsible for –</p> <ul style="list-style-type: none"> <li>(i) formulating policies and strategies, service standards and action plans relating to property management control of HA's properties such as issues relating to environmental and waste management, prevention of epidemic diseases and sustainable development;</li> <li>(ii) supervising the tree management and horticultural services; and</li> <li>(iii) providing policy input on security and cleansing services.</li> </ul>

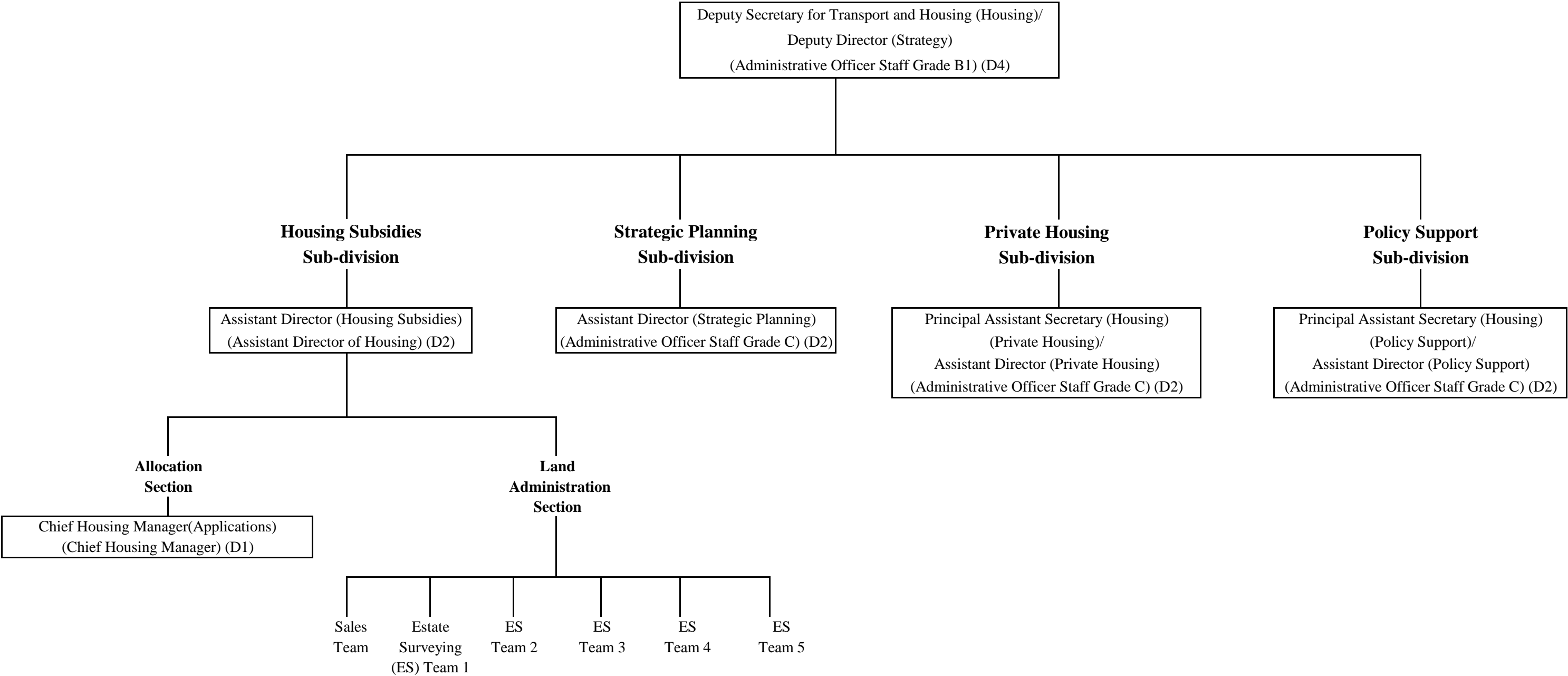
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Proposed Organisation Chart of Estate Management Division, Housing Department



 - Post proposed to be created

Existing Organisation Chart of Strategy Division, Housing Department



**Proposed Job Description  
Chief Estate Surveyor (Housing Subsidies)**

**Rank** : Chief Estate Surveyor (D1)

**Responsible to** : Assistant Director (Housing Subsidies)

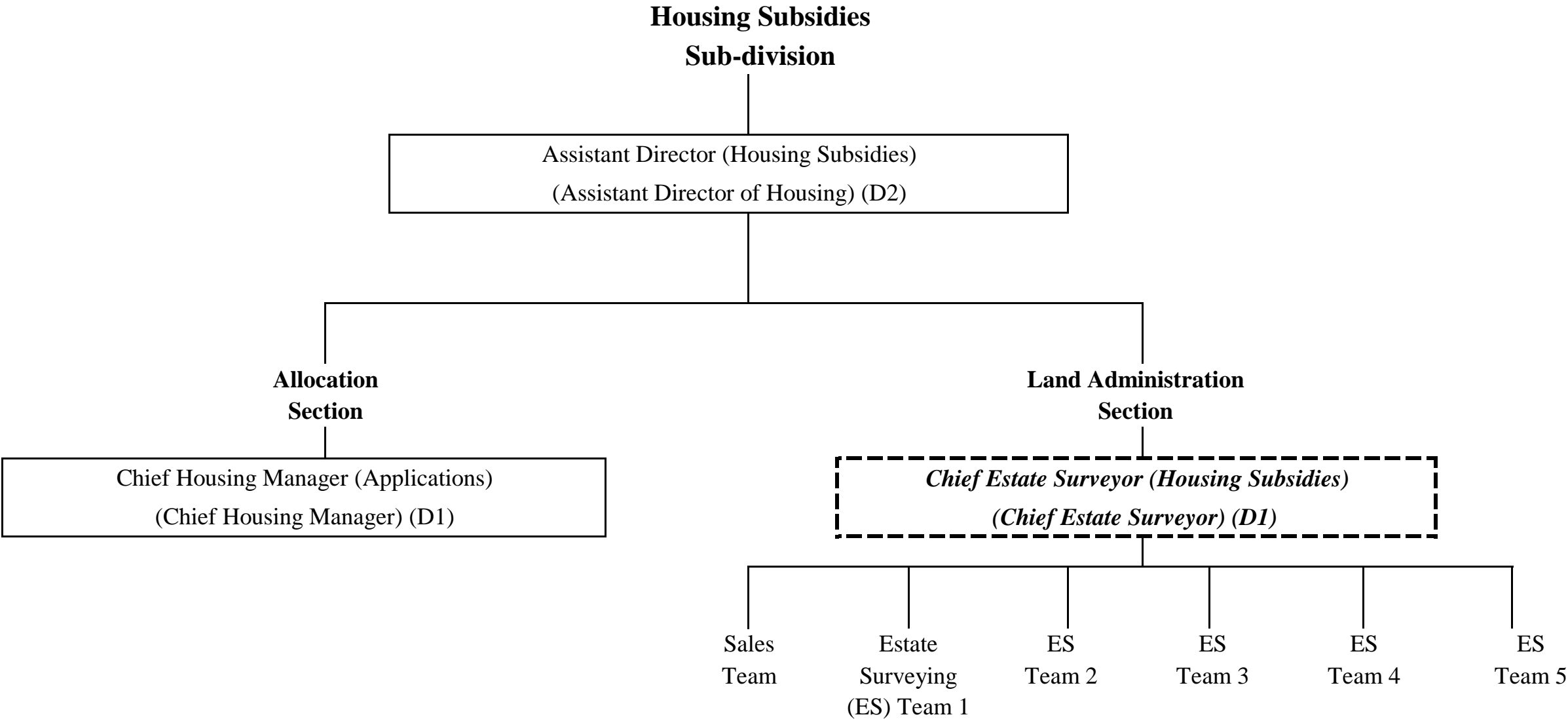
**Major Duties and Responsibilities –**

1. To formulate the programme and the sales arrangements for the sale of all subsidised sale flats of the Hong Kong Housing Authority, including Home Ownership Scheme (HOS) flats and Green Form Subsidised Home Ownership Pilot Scheme flats;
2. To devise and monitor work programme for sales preparation work, such as determining sale prices, devising sales documents, devising conveyancing arrangements and documents, etc.;
3. To supervise valuation work for the purpose of price setting, financial viability and other purposes and to approve pricing of subsidised sale flats under delegated authority;
4. To oversee the preparation of sales brochures, sales documents and price lists; and to advise on the publicity and promotion activities for the sale exercises;
5. To oversee the implementation of sales arrangements including application, balloting, flat selection and conveyancing arrangements, preparation of Agreement for Sale and Purchase, assignment and arrangements for their execution;
6. To supervise the on-going sale of Tenants Purchase Scheme (TPS) flats and post-sale land administration matters of TPS estates;
7. To supervise the administration of post-sale services of all subsidised sale flats, including consent for change of ownership/mortgage, buyback of TPS flats, mortgage default claims, Deed of Guarantee, etc.; and
8. To supervise the administration of loan schemes and the HOS Secondary Market Scheme.

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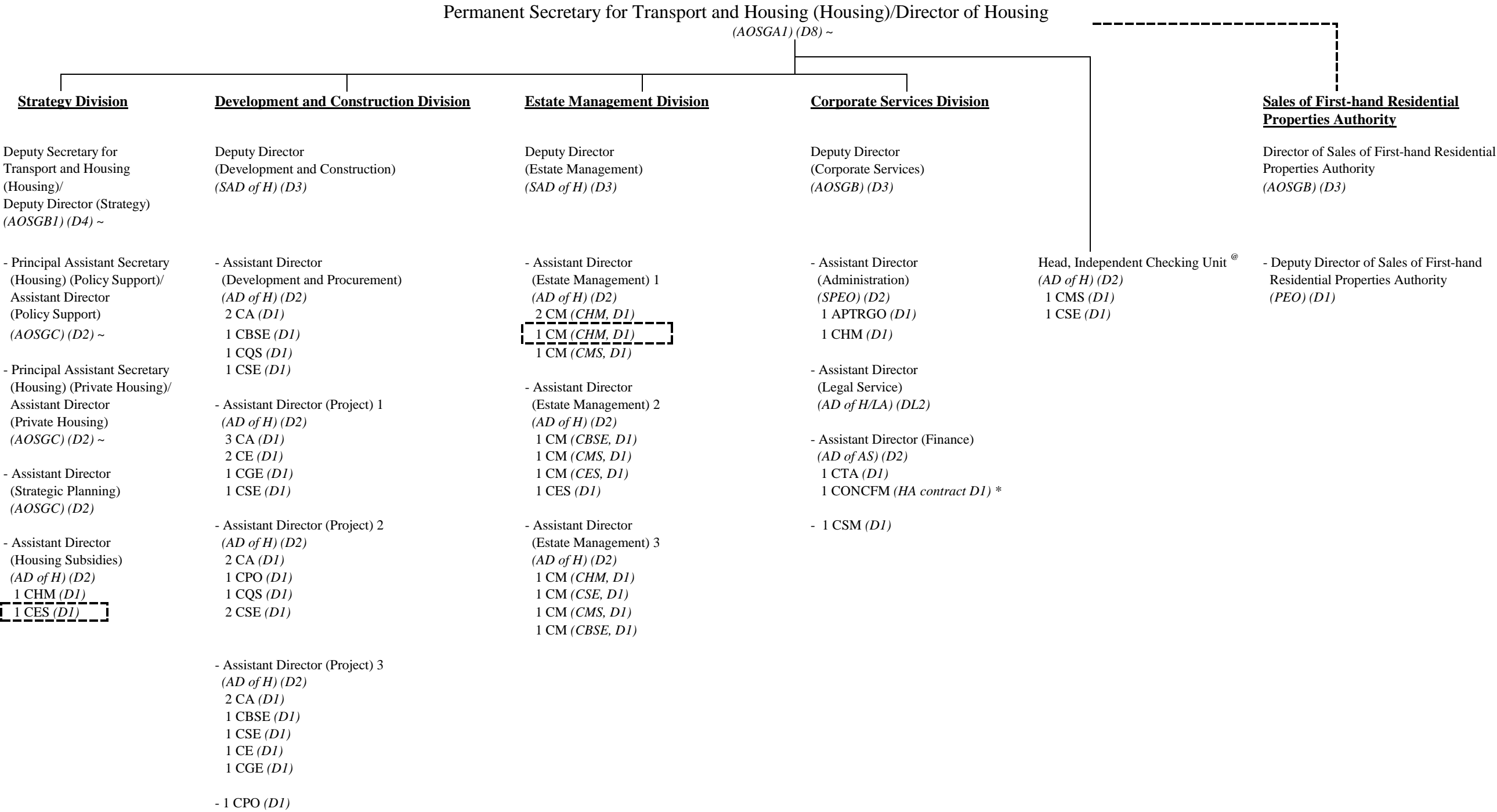


Proposed Organisation Chart of Housing Subsidies Sub-division of Strategy Division, Housing Department



 - Post proposed to be created

Proposed Organisation Chart of Housing Department



Legends:

AD of AS	- Assistant Director of Accounting Services	CM	- Chief Manager
AD of H	- Assistant Director of Housing	CMS	- Chief Maintenance Surveyor
AOSGA1	- Administrative Officer Staff Grade A1	CONCFM	- Contract Chief Finance Manager
AOSGB1	- Administrative Officer Staff Grade B1	CPO	- Chief Planning Officer
AOSGB	- Administrative Officer Staff Grade B	CQS	- Chief Quantity Surveyor
AOSGC	- Administrative Officer Staff Grade C	CSE	- Chief Structural Engineer
APTRGO	- Assistant Principal Training Officer	CSM	- Chief Systems Manager
CA	- Chief Architect	CTA	- Chief Treasury Accountant
CBSE	- Chief Building Services Engineer	HA	- Housing Authority
CE	- Chief Engineer	LA	- Legal Advice
CES	- Chief Estate Surveyor	PEO	- Principal Executive Officer
CGE	- Chief Geotechnical Engineer	SAD of H	- Senior Assistant Director of Housing
CHM	- Chief Housing Manager	SPEO	- Senior Principal Executive Officer

- ~ - These posts are given bureau designations in addition to normal departmental designations to better reflect the nature of their duties which are largely policy-related.
- \* - HA contract post
- @ - The post which was formerly known as Assistant Director (Independent Checking Unit) was retitled wef 1.6.2015.
- Posts proposed for creation