

**ITEM FOR ESTABLISHMENT SUBCOMMITTEE
OF FINANCE COMMITTEE**

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

HEAD 60 – HIGHWAYS DEPARTMENT

Subhead 000 Operational expenses

Members are invited to recommend to the Finance Committee the following proposals with immediate effect upon approval of the Finance Committee –

Civil Engineering and Development Department

(a) creation of the following permanent post –

1 Chief Landscape Architect
(D1) (\$138,500 - \$151,550)

Highways Department

(b) creation of the following permanent post –

1 Chief Landscape Architect
(D1) (\$138,500 - \$151,550)

/PROBLEM

PROBLEM

We need support at the directorate level to strengthen the landscape services provided by the Civil Engineering and Development Department (CEDD) and the Highways Department (HyD) with a view to enhancing the quality, sustainability and liveability of our outdoor environment.

PROPOSAL

2. To provide much-needed directorate-level steer regarding the provision and enhancement of landscape and greening services by CEDD and HyD, we propose the following –

- (a) creation of one permanent Chief Landscape Architect (CLA) (D1) post, to be designated as CLA/Headquarters (CLA/HQ), to lead CEDD's newly formed Landscape Division (LD); and
- (b) creation of one permanent CLA (D1) post, to be designated as CLA/LD, to lead HyD's newly formed LD.

JUSTIFICATIONS

3. The Government is committed to the continuous enhancement of our urban environment through –

- (a) developing land resources with focus on quality landscapes and liveability;
- (b) improving and fostering a pedestrian-friendly environment; and
- (c) implementing a holistic urban forestry management strategy.

4. We seek to achieve the above objectives by promulgating circulars and guidelines for departments to follow on the one hand, and by strengthening their landscape architectural support to raise the quality of professional landscape services on the other. We also seek to ensure proper landscape planning, design and implementation upstream, which will, to a significant extent, minimise downstream maintenance and reduce possible risks to public safety arising from tree failure. Such upstream landscape work involves planning for sufficient planting space, applying the principles of 'Right Tree, Right Place' and vegetation diversity when selecting tree and vegetation species for planting, drawing up detailed soil specifications to ensure sufficient soil volume and quality for the

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optimal growth of trees and vegetation, as well as detailing tree pits and the interface with pavement properly, etc. Undertaking diligent contract management and supervision to ensure quality nursery stocks and workmanship is also an important part of landscape work.

5. One important aspect in our efforts to enhance all manners of landscape work is to buttress major works departments' professional support at directorate level where necessary. With the approval of Finance Committee in January 2018, a CLA post was created in the Architectural Services Department to strengthen landscape services for public facilities and government buildings. As CEDD and HyD also play significant roles in planning and implementing landscape programmes through public projects of different natures, we propose to strengthen their landscape architectural services through the creation of a permanent CLA post in each department

6. Being the primary site formation agent for infrastructure development and land supply, CEDD is the lead works department managing and co-ordinating the development of land in Hong Kong. Its work shapes the future of our urban environment. On the other hand, HyD is responsible for major road and railway infrastructure projects. It plans, designs, constructs and maintains highway structures, roads and expressways. It also maintains large areas of vegetation along expressways and on roadside slopes under its management.

Proposed creation of a permanent CLA post in CEDD

7. In support of the Government's vision of developing a sustainable and liveable city and its Long Term Housing Strategy to increase housing supply as stated in the October 2017 Policy Address, CEDD seeks to adopt a holistic approach that incorporates the integration of landscape planning and design with infrastructure and development works so as to meet the public's ever-rising aspirations regarding their living environment. CEDD proposes to create a permanent CLA post to strengthen landscape architectural input into the department's work in terms of depth and breadth. More detailed justifications are set out below.

Justifications and new challenges for CEDD

Land supply for housing and infrastructure development

8. CEDD has been conducting technical studies and carrying out site formation and infrastructure works for 59 public housing development projects, and will undertake similar tasks for another 11 new potential sites in 2018-19 to

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satisfy long-term public housing supply. The department also anticipates that other potential sites will need to be examined and developed for housing upon the gradual completion of the projects in hand. Successful completion of these works and projects will inevitably involve a great deal of landscape architectural input to meet the public's aspirations for a quality environment. Similarly, new development areas and urban development projects as well as the implementation of the Sustainable Lantau Blueprint which seeks to balance the conservation and development needs of Lantau Island led by the Development Bureau (DEVB) and CEDD will all require more landscape architectural services.

9. With the additional work in the pipeline, not only will there be a need for more landscape architectural input, but also a need for more intensive involvement from professionals of the landscape architectural discipline. For example, they will get heavily involved upfront to ensure proper integration of landscape designs and their compliance with relevant requirements under the Environmental Impact Assessment Ordinance and the Town Planning Ordinance to facilitate housing and infrastructure projects. Moreover, as large-scale infrastructure development projects now often involve urban fringes, natural terrains, and heavily vegetated and landscape-sensitive areas, landscape architectural professionals will be more deeply involved in assessing and addressing the resulting landscape impacts and urban forest issues, which are usually complex and sensitive.

Development of blue-green eco-service networks

10. To strive for engineering excellence in the creation of a safe, green and sustainable environment in infrastructure development, CEDD is committed to promoting innovative landscape solutions. In particular, it places much emphasis on the application of blue-green eco-service networks in development projects. 'Blue' refers to rivers and water bodies while 'green' refers to sustainable vegetated landscapes. To align with this direction, CEDD will integrate rivers, water bodies and sustainable vegetation into landscape planning and urban design to enhance the living environment through the suitable inclusion of innovative landscape concepts, such as rain gardens, bioswales, sustainable drainage systems, artificial flood attenuation lakes, bio-retention channels, etc.

11. Integration between engineering and landscape design is required to achieve workable solutions. Examples of blue-green initiatives include the revitalisation of the Kai Tak Nullah and the Tung Chung River. Other examples of blue-green initiatives can be found in the development of the former Anderson Road Quarry, where blue-green eco-services such as storm water retention lake, bio-retention channel, solar energy saving system, roof landscapes and porous pavements have been introduced into the landscape planning and open space design of the project.

Current organisation structure

12. There is a Landscape Unit in CEDD Headquarters (LU/HQs) and a Landscape Section in the Civil Engineering Office's Land Works Division (LS/CEO). Currently, LU/HQs, headed by a Government Engineer (D2) designated as Assistant Director (Technical) (AD(T)) and comprising two Senior Landscape Architects (SLAs) and eight Landscape Architect/Assistant Landscape Architects (LA/ALAs), provides landscape advisory services to the department's Sustainable Lantau Office (SLO), four Development Offices, Geotechnical Engineering Office and Civil Engineering Office (CEO) for non-in-house projects. LS/CEO, consisting of one SLA and two LA/ALAs under the supervision of the Chief Engineer (CE) (D1) of the Land Works Division, provides landscape services to CEO's in-house projects. AD(T) and the CE of Land Works Division are Civil Engineer grade officers who oversee general administration of the existing LU/HQs and LS/CEO. They do not have expertise in landscape architecture. The duties and responsibilities of the proposed CLA post as detailed below require considerable expertise to provide the directorate steer to the landscape teams. With the creation of the proposed CLA post, it will significantly improve the ongoing landscape services as well as the capability to address the new challenges ahead.

13. There is a pressing need to strengthen the existing establishment of the landscape teams by providing a landscape professional at the directorate level in CEDD to give strategic steer for landscape and greening work so as to address the new challenges ahead. The proposed CLA will take the helm of a new division, i.e. LD, to be formed under CEDD Headquarters. All existing and additional LA grade non-directorate posts to be created will be placed under LD. This arrangement will enhance efficiency and capacity across CEDD's different development offices and strengthen the management of landscape architectural manpower within the department. The duties and responsibilities of the proposed CLA are at Encl. 1 Enclosure 1, and the organisation charts of the existing Landscape teams and the Encls. 2 & 3 proposed LD are at Enclosures 2 and 3.

Roles of the proposed CLA in CEDD

14. The proposed creation of the CLA post is essential to CEDD in enhancing its landscape services with the key roles to be played by the post holder set out below –

- (a) Enforcing standards, developing initiatives and enhancing landscape services
 - i. The proposed CLA will assist CEDD in more effectively implementing the Government's policy directives on sustainable infrastructure development that incorporates

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quality landscapes for an improved living environment. He/She will provide guidance as well as strategic and professional steer to enhance collaboration in all stages and areas of landscape work within the department, and support DEVB at a strategic level in standards enforcement and project development to ensure quality landscape planning and design, and landscape asset management.

- ii. There is a pressing need for a landscape professional at the directorate level in CEDD to provide strategic steer to facilitate adoption of a holistic and comprehensive landscape approach to simultaneously balance the costs and benefits arising from development and raise the liveability of our urban landscapes.
 - iii. The proposed CLA will play a pivotal role in enhancing CEDD's landscape services throughout the life cycle of a project, from its feasibility study, planning and design to its construction and post-construction maintenance. He/She will provide direction and facilitate high-level cross-disciplinary communication and collaboration to ensure that quality landscape planning and design are integrated from the outset. He/She will also formulate standards for green infrastructure design, steer landscape planning having regard to development potential and cost-effectiveness, and set up a quality management system for various project offices.
- (b) Meeting public aspirations for quality and sustainable landscapes in large-scale development projects
- i. The proposed CLA, with a sound knowledge of urban forest management, will work with DEVB on tree asset management to facilitate timely completion of quality landscape works in new development projects.
 - ii. CEDD has long committed itself to integrating landscape designs into geotechnical work projects, such as landscaping of engineered slopes and on degraded land to prevent soil erosion, and rehabilitation of disused quarries. The proposed CLA will direct and oversee the implementation of landscape design frameworks for urban forestry management, implement a soil erosion control planting programme on degraded land and fire-damaged hillsides, and enhance integration of landscape works into development projects.

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- iii. With an extensive knowledge of landscape contract management for project delivery, the CLA will be in a good position to address public concerns and expectations regarding CEDD's projects. Moreover, he/she will have timely strategic engagement with relevant advisory committees and green groups. Such engagement by an officer at the directorate level will be crucial for the timely delivery of projects.
- (c) Collaborating with DEVB on research and development

Under the leadership of the proposed CLA, CEDD's collaboration with DEVB on research and development, and co-ordination over implementation among various professional disciplines and across bureaux/departments will be substantially enhanced.

Proposed creation of a permanent CLA post in HyD

15. HyD undertakes the planning, design, construction and maintenance of Hong Kong's public road systems and co-ordinates the implementation of new highway and railway infrastructure projects. Apart from designing and building new highways and railway structures, the department maintains over 2 100 kilometres of roads and oversees the growth and health of vegetation on the slopes and along the expressways under its ambit. In fact, HyD is the government department with the largest number of trees in the urban areas under its management. Currently, it is responsible for the maintenance of some 0.6 million trees occupying a total area of around 1 100 hectares, equivalent to about 58 Victoria Parks.

16. The trees and vegetation covered in large-scale new projects undertaken by HyD and the areas under its maintenance form a defining part of our cityscape. Given the wide coverage and the high volume of pedestrian and vehicular traffic, the department's work on landscape and vegetation management contributes directly to both public safety and liveability, and has a significant impact on our environment and quality of living. To enhance its landscape services, HyD proposes that a permanent CLA post be created to strengthen landscape architectural input for the department's work in terms of depth and breadth. More detailed justifications are set out below.

/Justifications

*Justifications and new challenges for HyD*Provision of advanced support on landscape aspects for highway and railway infrastructure projects, and enhancement of the city's resilience against climate change

17. Landscape is an integral part of major highway and railway infrastructure projects. With increasing demand for high-level landscape and tree advisory services from such projects, dedicated professional steer at the CLA level can ensure effective implementation of greening, landscape and tree management policies in a holistic and comprehensive manner with a view to minimising potential adverse impacts arising from new projects as well as enhancing the quality of landscape in HyD's green network along carriageways and pavements in urban areas to add value to connectivity and accessibility. The proposed CLA will collaborate with other professional disciplines to ensure the quality of landscape work from option formulation and design optimisation.

18. Upfront involvement of landscape services to ensure proper integration of landscape designs is necessary to meet relevant requirements under the Environmental Impact Assessment Ordinance and to facilitate implementation of large-scale road infrastructure projects. As transport infrastructure now often traverses built-up and vegetated areas, associated landscape, visual impact and tree issues are usually complex and sensitive. There will thus be an increasingly heavy involvement of landscape architectural professionals in HyD's projects and work. The proposed CLA with relevant expertise will not only render high-level landscape architectural support for these projects and work, but will also be in the best position to assess resources requirements and deploy them effectively to provide the required landscape services.

Implementation of urban forestry management strategy and tree asset management

19. The proposed CLA will lead the newly formed LD in implementing the Government's urban forestry management strategy and reviewing the health and structural conditions of senescent trees and their growing sites, such as providing sufficient growing space for trees, gradual phasing of structurally weak and unhealthy trees to reduce tree failure risks and improving the vegetation quality in highways landscapes.

20. The 'Enhancement Programme of Vegetated Slopes of HyD (Phased Replacement of Senescent Acacia)' (the Programme) is part of the department's life-cycle planning for managing its tree assets, especially senescent species, to ensure public safety in a proactive and preventive manner. In view of the age

profile of many of the Acacia trees under the department's management, their proximity to the public and their current health and structural conditions, there is an urgent need to prioritise and implement a work plan to minimise risks to pedestrian and vehicular traffic posed by these senescent trees, and replacing them with native species to enhance biodiversity and sustainability. The proposed CLA will oversee the quality and timely completion of the Programme. The scope of the Programme will be further extended to cover other exotic pioneer species.

21. Being the government department managing the largest number of trees in urban areas, HyD aims at developing a more effective tree asset management plan to enhance road safety and manage the trees in a holistic and sustainable manner. An updated tree database and management system for analysing data to effectively plan for tree management work is necessary. Moreover, HyD is keen to explore fit-for-purpose technologies and enhanced practices, such as making use of remote sensing techniques to complement tree inspections to better identify trees with deteriorating health conditions or those under stress that may lead to tree failures. The proposed CLA will work with DEVB to provide steer on applied research and development, the findings and recommendations of which will be instrumental in enhancing tree asset management. Other research areas may include the biodiversity and ecological study related to the Programme.

Improving and fostering a pedestrian-friendly environment with emphasis on safety and inclusiveness

22. In support of the 'Walk in HK' initiative, which encourages people to walk more and reduce the use of mechanised transport for short-distance commuting, the proposed CLA will lead the new LD in collaborating with the Transport Department and other stakeholders in enhancing pedestrian networks, providing a safe and quality pedestrian environment, thereby making walking a pleasant experience.

Current organisation structure

23. There is currently a Landscape Unit (LU) under HyD's Headquarters, headed by Assistant Director (Technical) (AD(T)), with an establishment of 55 civil service posts (including five SLA posts, 15 LA/ALA posts and 35 posts of the inspectorate (under the Field Officer and Inspector of Works grades), technical (under the Technical Officer grade) and general grades). LU provides in-house professional design and advisory services on landscape-related issues to all HyD's offices regarding major highway and railway infrastructure projects as well as specialised landscape designs. It also manages vegetation maintenance, including

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that of senescent trees, vegetated noise barriers and rooftop landscapes. While there are 20 SLA and LA/ALA posts in HyD, there is no permanent directorate post of LA grade in the unit. LU is placed directly under AD(T), who oversees a wide spectrum of multi-disciplinary headquarters teams. To cope with increasing workload in both volume and complexity, LU urgently needs to strengthen its manpower and organisation structure through the creation of a permanent CLA (D1) post with the required landscape expertise and tree knowledge to give the required direction and steering.

Encl. 4
Encls. 5 & 6

24. Upon the creation of the proposed CLA post, LU will be re-designated as LD and headed by the CLA. The duties and responsibilities of the proposed CLA post are at Enclosure 4. The organisation charts of the existing LU and the proposed LD are at Enclosures 5 and 6 respectively.

Roles of the proposed CLA in HyD

25. The proposed creation of the CLA post is essential to HyD in enhancing its landscape services with the key roles to be played by the post holder set out below –

- (a) Enforcing standards, developing initiatives and enhancing landscape services
 - i. The proposed CLA will support AD(T) and lead the new LD in providing an expanding scope of landscape and tree advisory services. He/She will maximise the efficient use of resources in the division and elevate the quality of landscape and tree asset management services. He/She will also provide much-needed high-level guidance in the planning, design and management of landscape projects, and plan and orchestrate the work plans of the teams in the division for the efficient provision of landscape services.
 - ii. To improve and foster a pedestrian-friendly, safe and quality environment with an emphasis on safety and inclusiveness, the proposed CLA will lead LD in collaborating with the Transport Department and other stakeholders in enhancing pedestrian networks.
 - iii. The proposed CLA will implement an urban forestry management strategy, which will result in the management of senescent trees in a proactive and preventive manner for public safety.

/iv.

iv. The proposed CLA will oversee the quality and timely completion of the 'Enhancement Programme of Vegetated Slopes of HyD'.

(b) Collaborating with DEVB on research and development

Under the leadership of the proposed CLA, HyD's collaboration with DEVB on research and development, and co-ordination over implementation among various professional disciplines and across bureaux/departments will be substantially enhanced.

ALTERNATIVES CONSIDERED

26. Having critically reviewed the strength and expertise of their existing professional grade staff at directorate level, CEDD and HyD conclude that they have neither the spare staff resources nor staff capacity to perform the duties of the proposed CLA posts. Given the complexity and magnitude of the work mentioned above, a permanent CLA is required to fulfil each of the two departments' landscape objectives at a strategic level.

FINANCIAL IMPLICATIONS

27. The proposed creation of two permanent CLA posts, one each in CEDD and HyD, will entail an additional cost of \$1,765,200 in terms of notional annual salary cost at mid-point for each department.

Directorate Posts	No. of posts	Notional annual salary cost at mid-point (\$)
CLA/HQ, CEDD (D1)	1	1,765,200
CLA/LD, HyD (D1)	1	1,765,200

The additional full annual average staff cost for each department, including salaries and staff on-cost, is about \$2,560,000.

28. For CEDD, apart from the proposed CLA post, nine non-directorate posts (eight permanent and one time-limited posts)¹ will be created in LD to help cope with an increasing workload. The additional notional annual salary cost at mid-point is \$8,361,510 and the additional full annual average staff cost, including

/salaries

¹ Including the creation of three SLA and five LA/ALA posts.

salaries and staff on-cost, is about \$12,907,000. CEDD has included the necessary provision in the 2018-19 Estimates to meet the cost of the proposal and will reflect the resources required in the Estimates of subsequent years.

29. For HyD, apart from the proposed CLA post, six non-directorate posts (two permanent and four time-limited posts)² will be created in LD to help cope with increasing workload. The additional notional annual salary cost at mid-point is \$4,090,710 and the additional full annual average staff cost, including salaries and staff on-cost, is about \$6,370,000. HyD has included the necessary provision in the 2018-19 Estimates to meet the cost of the proposal and will reflect the resources required in the Estimates of subsequent years.

PUBLIC CONSULTATION

30. We consulted the Legislative Council (LegCo)'s Panel on Development (the Panel) on the proposal on 27 February 2018. The majority of Panel Members raised no objection to the proposed creation of the CLA posts. A member requested information about the mechanism for soliciting and incorporating expert views on landscape design, and about work in the development and enhancement of Hong Kong's urban landscapes. Supplementary information was issued to the Panel on 11 May 2018. Another member opined that resources should be put into creating a civil service arborist grade, rather than additional CLA posts, for the furtherance of tree protection. We clarified that it was indeed our intention to devote more resources to tree management training to enhance government departments' capabilities to improve on tree protection standards and administer quality tree care.

31. The Hong Kong Institute of Landscape Architects issued letters to some LegCo Members on 20 February 2018 indicating support for the creation of the proposed CLA posts.

ESTABLISHMENT CHANGES

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

/Establishment

² Including the extension of one time-limited SLA post and one time-limited LA/ALA post, and the creation of one additional LA/ALA post.

Establishment (Note)	Number of Posts			
	Existing (as at 1 May 2018)	As at 1 April 2018	As at 1 April 2017	As at 1 April 2016
CEDD				
A	52+ (11) [#]	52+ (11)	51 + (7)	51 + (6)
B	650	647	631	618
C	1 172	1 172	1 161	1 151
Total for CEDD	1 874 + (11)	1 871 + (11)	1 843 + (7)	1 820 + (6)
HyD				
A	31+(4) [#]	31+(1)	31+(4)	31+(3)
B	591	588	566	557
C	1 624	1 623	1 602	1 566
Total for HyD	2 246 + (4)	2 242 + (1)	2 199 + (4)	2 154 + (3)

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 May 2018, there was no unfilled directorate post in CEDD or HyD

CIVIL SERVICE BUREAU COMMENTS

33. The Civil Service Bureau supports the proposed creation of two permanent CLA posts, one each in CEDD and HyD, to strengthen the departments' professional landscape architectural support at the directorate level. The grading and ranking of the proposed posts are considered appropriate having regard to the level and scope of the responsibilities involved and the professional input required.

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

34. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the two permanent CLA posts is appropriate.

Development Bureau
May 2018

**Job Description of
Chief Landscape Architect/Headquarters
(Civil Engineering and Development Department)**

Rank : Chief Landscape Architect (D1)

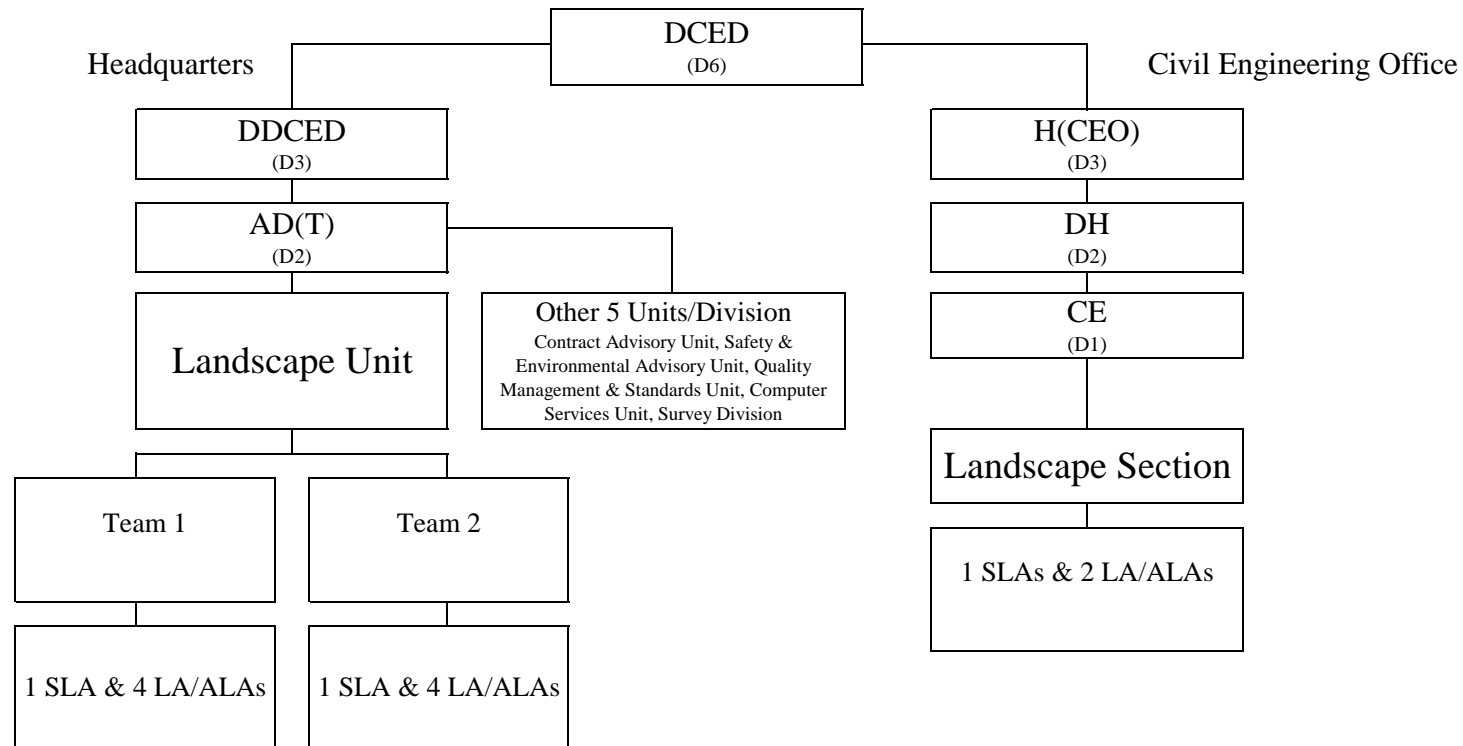
Responsible to : Assistant Director/Technical (D2)

Main Duties and Responsibilities –

1. To lead and manage the Landscape Division (LD) for the effective provision of quality landscape services.
2. To provide professional steer and clear directives in a holistic and comprehensive approach to ensure greening and landscape policies are incorporated into projects.
3. To formulate departmental strategies, standards, best practices and guidance, and to uphold quality of landscape input delivered by LD through strategic planning and implementation.
4. To lead knowledge management, application of innovative initiatives, research and development, and capacity building of LD regarding arboriculture, landscape and planting techniques for the support of green infrastructure to enhance the living environment.
5. To co-ordinate and collaborate with different disciplines across bureaux/departments and with external parties over landscape strategic planning, quality landscape design and implementation.
6. To support project offices in public engagement regarding landscape architectural and tree management matter.

**Existing Organisation Chart of Landscape Unit and Landscape Section in
Civil Engineering and Development Department**

(Only civil service posts of professional grades are shown)



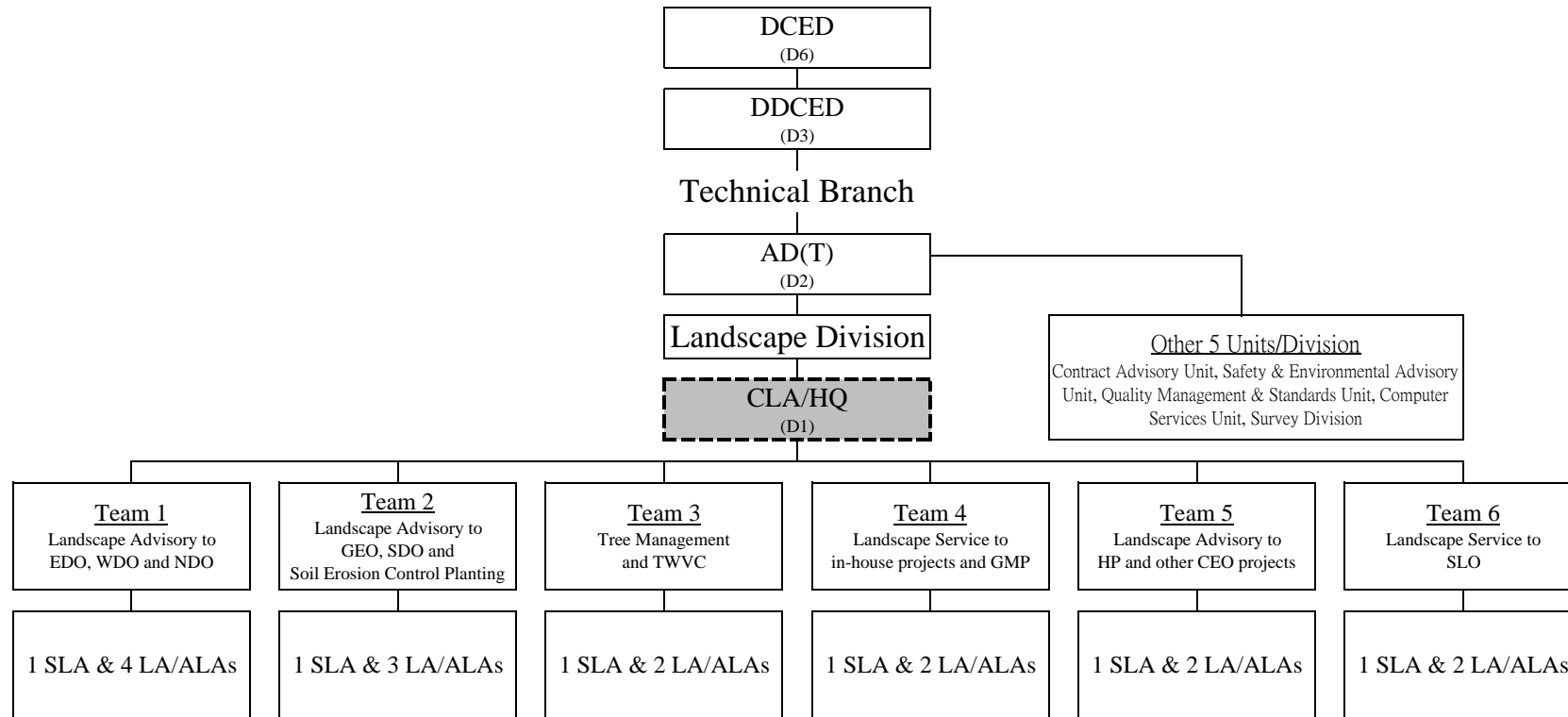
Legend:

- AD(T) - Assistant Director (Technical)
- CE - Chief Engineer
- CEO - Civil Engineering Office
- DCED - Director of Civil Engineering and Development and also Commissioner of Mines
- DDCED - Deputy Director of Civil Engineering and Development

- DH - Deputy Head of Civil Engineering Office
- H(CEO) - Head of Civil Engineering Office
- LA/ALA - Landscape Architect/Assistant Landscape Architect
- SLA - Senior Landscape Architect

Proposed Organisation Chart for a New Landscape Division in Civil Engineering and Development Department

(Only civil service posts of professional grades are shown)



Legend:

- Proposed CLA post

AD(T) - Assistant Director (Technical)
 CEO - Civil Engineering Office
 CLA - Chief Landscape Architect
 DCED - Director of Civil Engineering and Development and also Commissioner of Mines
 DDCED - Deputy Director of Civil Engineering and Development
 EDO - East Development Office

GEO - Geotechnical Engineering Office
 GMP - Greening Master Plan
 HP - Housing Projects
 LA/ALA - Landscape Architect/Assistant Landscape Architect
 NDO - North Development Office

SDO - South Development Office
 SLA - Senior Landscape Architect
 SLO - Sustainable Lantau Office
 TWVC - Tree Works Vetting Committee
 WDO - West Development Office

**Job Description of
Chief Landscape Architect/Landscape Division
(Highways Department)**

Rank : Chief Landscape Architect (D1)

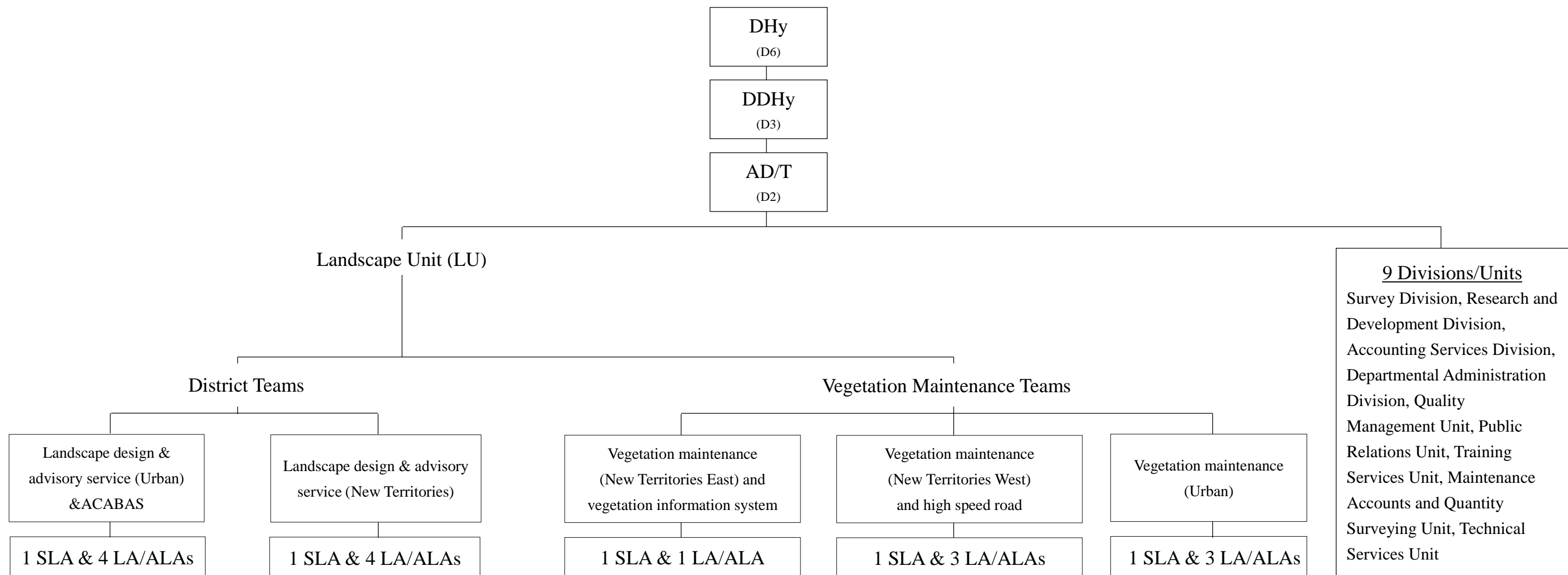
Responsible to : Assistant Director/Technical (D2)

Main Duties and Responsibilities –

1. To lead and manage the Landscape Division (LD) for the effective provision of quality landscape services.
2. To provide professional steer and clear directives in a holistic and comprehensive approach to ensure greening and landscape policies are incorporated into projects.
3. To support public engagement regarding landscape matters and vegetation management.
4. To co-ordinate and collaborate with different disciplines across bureaux/departments, and with external parties over strategic planning, quality landscape design and implementation of vegetation management.
5. To foster a pedestrian-friendly environment through implementing quality streetscape and inclusive landscape designs.
6. To strategise and implement proactive tree management to enhance public safety and the long-term sustainability of the vegetation under the Highways Department's management.
7. To lead knowledge management, application of innovative initiatives, research and development and capacity building of LD.
8. To formulate departmental strategies, standards, best practices and guidance, and to uphold quality of landscape input delivered by LD through strategic planning and implementation.

Existing Organisation Chart of Landscape Unit, Highways Department

(Only civil service posts of professional grades are shown)

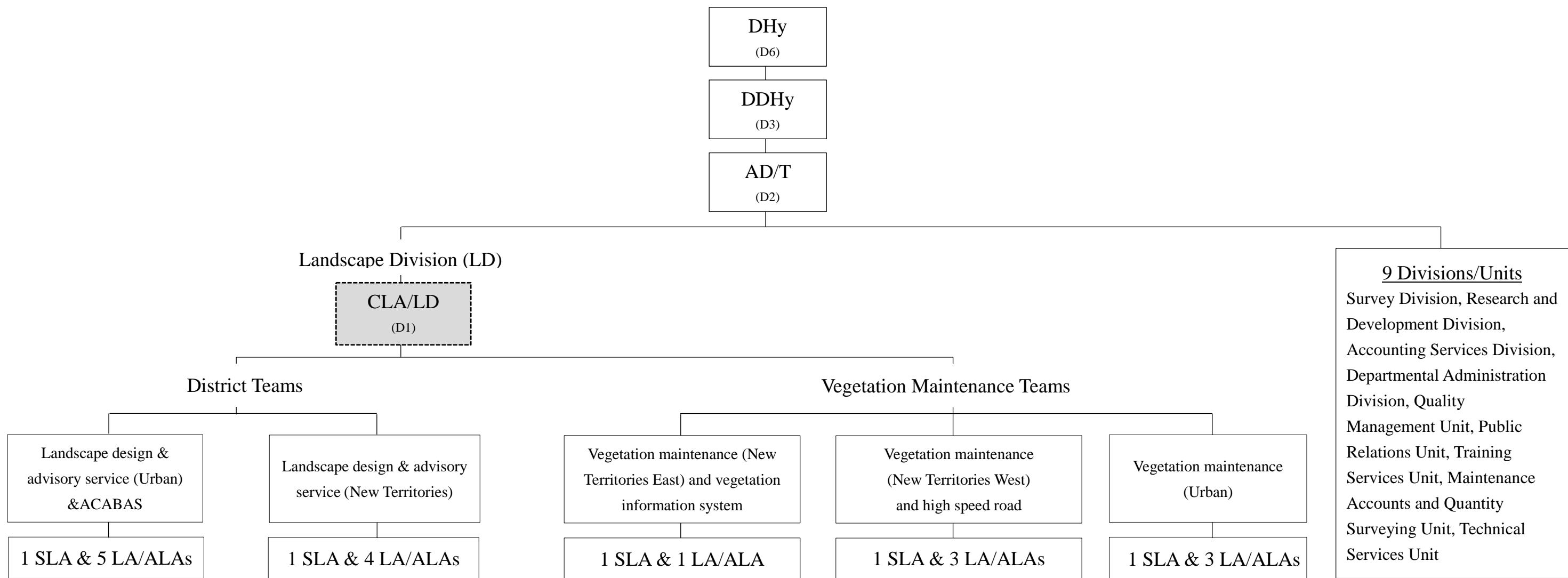


Legend

- ACABAS - The Advisory Committee on the Appearance of Bridges and Associated Structures
- AD/T - Assistant Director/Technical
- DDHy - Deputy Director of Highways
- DHy - Director of Highways
- LA/ALA - Landscape Architect/Assistant Landscape Architect
- SLA - Senior Landscape Architect

Proposed Organisation Chart of Landscape Division, Highways Department

(Only civil service posts of professional grades are shown)



Notes

 - Proposed CLA post

Legend

- ACABAS - The Advisory Committee on the Appearance of Bridges and Associated Structures
- AD/T - Assistant Director/Technical
- CLA - Chief Landscape Architect
- DDHy - Deputy Director of Highways
- DHy - Director of Highways
- LA/ALA - Landscape Architect/Assistant Landscape Architect
- SLA - Senior Landscape Architect