

For discussion on
11 June 2018

Legislative Council
Panel on Home Affairs and Panel on Development
Joint Subcommittee to Monitor the Implementation of the
West Kowloon Cultural District Project

Proposed Extension of Supernumerary Directorate Posts
in the Home Affairs Bureau and
the Civil Engineering and Development Department
Relating to the West Kowloon Cultural District Project

PURPOSE

This paper invites Members' views on the proposed extension of:

- (a) two supernumerary posts of Principal Government Engineer (PGE) (D3) and Administrative Officer Staff Grade C (AOSGC) (D2) in the Home Affairs Bureau (HAB) for four years from 1 April 2019 to 31 March 2023; and
- (b) a supernumerary post of Chief Engineer (CE) (D1) in the South Development Office (SDO) in the Civil Engineering and Development Department (CEDD) for four years from 1 April 2019 to 31 March 2023.

PROPOSAL

2. The West Kowloon Cultural District (WKCD) is a strategic and ambitious project to develop a 40-hectare prime waterfront site into a world-class integrated arts and cultural district comprising local, traditional and international elements, with a view to meeting the long-term infrastructural and development needs of Hong Kong's arts and culture, providing quality programmes with a must-visit visit appeal, fostering organic growth and development of cultural and creative industries, and becoming a hub for attracting and nurturing talent. The WKCD project involves significant public investments, and HAB is the policy bureau responsible for monitoring the development and operation of the WKCD to ensure that it is progressing on schedule and operating in line with the parameters envisaged. In addition, HAB also co-ordinates efforts with the relevant

bureaux/departments to facilitate the implementation of the project by the West Kowloon Cultural District Authority (WKCDA). In light of the latest development of the WKCD project, we have reviewed the operational needs of the above three supernumerary posts. We consider it necessary to extend the two directorate posts in HAB so as to continue monitoring and facilitating the implementation of the WKCD project and one directorate post in CEDD to continue driving the implementation of the integrated basement and government infrastructure projects in WKCD.

3. Detailed justifications for the proposed extensions of the supernumerary posts in HAB and CEDD are provided respectively at Enclosures 1 and 2 respectively.

BACKGROUND

4. The West Kowloon Cultural District Authority Ordinance (WKCDAO) (Cap. 601) was enacted in July 2008 to establish the WKCDA to spearhead the development of the project, with the upfront endowment of \$21.6 billion approved by the Finance Committee (FC) of the Legislative Council (LegCo) also in July 2008. The WKCD is being developed into an integrated arts and cultural destination of an international standard for the people of Hong Kong.

5. To oversee the progress of the WKCD project and monitor its implementation, FC approved, via EC(2010-11)3, on 14 May 2010 the creation of two supernumerary directorate posts for the WKCD Office in HAB, namely one PGE (D3) and one AOSGC (D2), for a period of four years and nine months from 1 July 2010 to 31 March 2015 to provide essential inputs at a senior level to ensure effective liaison and coordination among the WKCDA, Government bureaux/departments and other parties to facilitate the development of the WKCD project. The PGE has been designated as the Project Manager (HAB) and the AOSGC has been designated as Principal Assistant Secretary (WKCD) (PAS(WKCD)). The two posts have been further extended, as approved by FC via EC(2014-15)13 for four years from 1 April 2015 to 31 March 2019.

6. Apart from the approval of the upfront endowment to WKCDA to implement the WKCD project, other communal and government facilities and related engineering works, such as roads, drainage, fire station, public pier and other ancillary facilities to support the whole WKCD would also be undertaken by the Government with funding approval for such works to be sought separately. To take forward the implementation of the integrated basement and government infrastructure projects for the WKCD, FC approved via EC(2014-15)9 on 12 July 2014 the creation of a supernumerary directorate post of CE (D1), currently designated as CE/South 2 (CE/S2), in CEDD up to 31 March 2019.

WAY FORWARD

7. Subject to Members' views, we will seek the necessary approval from LegCo for the proposed extension of the three supernumerary directorate posts.

Home Affairs Bureau
June 2018

**Proposed Extension of
Supernumerary Principal Government Engineer Post and
Supernumerary Administrative Officer Staff Grade C Post
in Home Affairs Bureau Relating to
the West Kowloon Cultural District Project**

PROPOSAL

We would like to seek Members' views on extending the supernumerary posts of Principal Government Engineer (PGE) (D3) and Administrative Officer Staff Grade C (AOSGC) (D2) in the Home Affairs Bureau (HAB) to continue monitoring the implementation of the West Kowloon Cultural District (WKCD) project for four years from 1 April 2019 to 31 March 2023.

JUSTIFICATIONS

2. The WKCD is a strategic investment to develop a world-class integrated arts and cultural district comprising local, traditional and international elements with a view to meeting the long-term infrastructural and development needs of Hong Kong's arts and culture, providing quality programmes with a must-visit appeal, fostering organic growth and development of cultural and creative industries, and becoming a hub for attracting and nurturing talent. It is a huge and highly complex development project covering an area of 40-hectare to the south of Austin Road West and the Western Harbour Crossing Toll Plaza. The WKCD is planned to be developed by means of the Development Plan (DP) prepared under section 21 of the West Kowloon Cultural District Authority Ordinance (Cap. 601) (WKCDAO). The DP intends to set apart the area for the development of arts and cultural, entertainment, commercial, residential and other ancillary facilities to facilitate the WKCD development. The Board of the West Kowloon Cultural District Authority (WKCDA) selected the Conceptual Plan "City Park" designed by Foster + Partners as the preferred option for the preparation of the DP for WKCD in accordance to WKCDAO. The draft DP was approved by the Chief Executive-in-Council in January 2013. Subsequently in November 2014, the Town Planning Board approved WKCDA's section 16 application for minor relaxation of maximum gross floor area (GFA) and building height restrictions under the Town Planning Ordinance, increasing the total GFA from 740 350 sqm to 851 400 sqm and plot ratio from 1.81 to 2.08. The DP comprises land use zones stipulated with development restrictions on GFA and

building heights. The WKCD project involves significant public investments, and HAB is the policy bureau responsible for monitoring the development and operation of the WKCD to ensure that it is progressing on schedule and operating in line with the parameters envisaged. In addition, the HAB co-ordinates efforts with the relevant bureaux/departments to facilitate the implementation of the project by WKCDA. It is important for the Government to work in close partnership with the WKCDA so as to provide timely advice and initiate actions when necessary to ensure that the objective of developing WKCD into a world-class integrated arts and cultural district in accordance with the approved DP will be achieved.

3. The WKCDA has made good progress on the development of facilities in the past few years. The first of the permanent facilities, M+ Pavilion, opened in July 2016. The next few years will see the commissioning of some major venues and facilities in WKCD including the Xiqu Centre at the end of 2018; the Art Park in phases starting from 2018; the Freespace (including a black box theatre and an outdoor stage) in 2019; to be followed by the M+. The tender for the main works contract of Lyric Theatre Complex has been issued in late March 2018. Works are targeted to commence in late 2018 for completion around 2022. Foundation works for the Hong Kong Palace Museum (HKPM) have just started in April 2018. The main works contract of the HKPM is planned for commencement in early 2019 for opening in 2022. The site currently occupied by the Mass Transit Railway Corporation Limited as works site for the construction of the West Kowloon Station is being handed over to WKCDA in phases. WKCDA is planning the phasing and packaging strategies for the development of this area covering the construction of integrated basement, the basement road and the topside developments. HAB will continue to work in close partnership with WKCDA for the provision of the remaining planned facilities in WKCD and implementation of necessary public infrastructure works to support these facilities.

4. In order to achieve the vision to develop WKCD into a world-class arts and cultural hub, WKCDA is also stepping up its cultural software. In preparation for the opening of facilities, WKCDA has initiated a number of pre-opening programmes to develop the capacity of our arts and cultural sector, support professional development, build WKCD's audience base, promote cultural exchange, and engage the community and the youth.

5. To provide WKCDA with the financial capability to operate sustainably the various facilities in WKCD and continue to develop the remaining planned facilities, the Government announced in January 2017 an enhanced financial arrangement (EFA) for WKCD, under which WKCDA will be granted the development rights of the hotel/office/residential (HOR) portion of WKCD for development under the Build-Operate-Transfer (BOT) model. This will provide WKCDA with another steady source of recurrent income. Details of the

implementation of the EFA will be included in a Project Agreement to be entered into between the Government and WKCD which will set out the legal rights and responsibilities of both parties, including the management, operation and maintenance of public infrastructures in WKCD. HAB is working closely with WKCD on the preparation of the Project Agreement and will represent the Government to sign the Project Agreement and monitor its implementation.

6. As the WKCD project gradually moves into operation phase while embarking on additional developments under the organic growth approach, the monitoring and facilitation roles of HAB become more important. In light of the latest development of the WKCD project, we have reviewed the operational needs of the two supernumerary posts in HAB and considered it necessary to extend the two posts until 31 March 2023 to continue the monitoring of the WKCD project as elaborated in the ensuing paragraphs. By 2023 a sizeable area of WKCD, notably the western part, will have been developed. Xiqu Centre, Art Park, Freespace, M+, HKPM and the Exhibition Centre will be up and running. We will review the need for these two posts or the mix of the team beyond March 2023 in 2022, taking into account the progress of the WKCD project.

Project Manager (HAB)

7. In July 2008, FC approved an upfront endowment to WKCD for the implementation of the WKCD project. Communal and government facilities and related engineering works, such as roads, drainage, fire station, public pier, etc. (collectively known as public infrastructure works (PIW)) to support the whole WKCD project would be undertaken by the Government. In June 2013, the Government and WKCD announced that a pragmatic approach would be adopted to implement the WKCD project and the facilities in WKCD would be delivered in three batches. Subject to funding approval by LegCo, Government would fully fund the design and construction of the core and shell of the integrated basement, except for the architectural/mechanical and electrical provisions, as general enabling works to facilitate the development of the whole WKCD project, in addition to PIW. Project Manager (HAB) plays a pivotal role in spearheading and supervising the implementation of these projects. These projects are currently at different stages of planning, design and implementation and completion. While the actual planning, detailed design and construction of these government-funded projects are the responsibilities of respective Government departments, such as the Architectural Services Department, the Civil Engineering and Development Department, the Drainage Services Department, etc., the formulation of overall development strategy will be taken up by the Project Manager (HAB) who will provide policy support for funding applications and coordinate the work of the departments with WKCD. He/She also monitors their expenditures and oversees their timely completion.

8. Project Manager (HAB) also plays a leading role in coordinating

views from Government bureaux/departments (b/ds), WKCDA and other concerned parties on all matters affecting the development of the WKCD project, formulating workable action plans to tackle interfacing issues between the WKCD project and the infrastructure projects. The interfacing issues include traffic improvement works in the West Kowloon district to meet the traffic demand arising from the future development in the entire West Kowloon New Development Area including WKCD; timely handover of concerned works sites and temporary works areas for the Guangzhou-Shenzhen-Hong Kong Express Rail Link project from MTR Corporation Limited and integration of basement and underground road with WKCDA's facilities; relocation of Government facilities such as the salt water pumping station, Tsim Sha Tsui Fire Station Complex and the fireboat pier within the WKCD site boundary.

9. Under the integrated development approach for the WKCD project, majority of the HOR topside developments located in Zone 2 area is highly integrated with the integrated basement and designated facilities of the underground road. Under the EFA for WKCD, these HOR sites will be developed by prospective developers through the BOT model. Project Manager (HAB) will assume a co-ordinating role within the Government for providing inputs to WKCDA in formulating the phasing and packaging of the BOT packages taking into account the phased implementation programme of the integrated basement and public infrastructure works projects covering planning, design, construction, commissioning and project finalisation as well as major and complex interface issues with these developments.

10. Under the WKCDAO, WKCDA shall manage its finances (including resources) with due care and diligence and ensure the financial sustainability of the operation and management of arts and cultural facilities, related and ancillary facilities. Project Manager (HAB) is responsible for overseeing WKCDA's spending in accordance with the scope of FC's approved upfront endowment as well as monitoring WKCDA's monthly management accounts and yearly audited accounts. Under the EFA, WKCDA will raise fund to finance the remaining arts and cultural facilities. Project Manager (HAB) also has a role to play to ensure WKCDA's financial arrangement is in accordance with the WKCDAO.

11. In order to ensure that development projects of WKCDA are commensurate with government practices and procedures for upholding the credibility and integrity of the project delivery processes, there is a need for strategic support and direction relating to the implementation of the building projects. Project Manager (HAB) is responsible for monitoring and housekeeping WKCDA's procurement strategies and scope of services for architectural and associated consultancies, quantity surveying consultancies, project management consultancies and other related consultancy studies; floor area distribution in the Schedule of Accommodation of each facility; tendering strategies and tender

assessment methodologies for works contracts. The objective is to ensure that the building projects are fit-for-purpose and in compliance with the relevant procedures.

12. In view of Government's substantial investment of the WKCD project and to effectively discharge the abovementioned important duties with complexity, it is essential that a high ranking professional directorate staff pitched at PGE (D3) level is in place in HAB to oversee the overall progress of the WKCD project. Continuation of the Project Manager (HAB) post will ensure dedicated support and steer at the appropriate directorate level in HAB to lead and oversee the coordination and implementation of construction projects in WKCD within the intended timeframe. Project Manager (HAB), equipped with the professional knowledge and experience, should be able to exercise leadership and to liaise with government and non-government parties concerned to deal with the major interfacing issues effectively and directly, so as to ensure smooth implementation of the WKCD project.

Principal Assistant Secretary (WKCD) (PAS(WKCD))

13. Given the scale and complexity of the WKCD project, it is important for WKCDA to put in place a proper and sustainable institutional set up, including the necessary governance structure, manpower, policies and procedures, etc. To prepare for the commissioning of various facilities nearing completion, the WKCDA has to formulate the positioning, mode of operation, management structure, partnership arrangements and business model for each of the facilities. In order to achieve the vision to develop WKCD into a world-class arts and cultural hub, it is essential to develop its cultural software building capacity in addition to the planning and development of the hardware.

14. HAB, as the policy bureau responsible for the development of the arts and culture in Hong Kong and having an overview on the work being undertaken by various stakeholders, will continue to work closely with WKCDA to ensure the timely and effective delivery of its statutory functions. On corporate governance matters and development of cultural software, HAB is well-positioned to provide advice and monitoring such that WKCDA can benefit from making reference to the practices and experiences of relevant institutions and stakeholders in the arts sector, and the Government's overall arts and cultural policy.

15. Apart from WKCDA, there are other major stakeholders in the art scene which are playing significant roles in supporting the development of the arts and culture in Hong Kong. In particular, the Leisure and Cultural Services Department (LCSD) is operating a number of arts and cultural facilities in Hong Kong, providing venue and other types of support to arts groups and artists. It also promotes arts and culture through presenting performances and exhibitions,

organising arts education and audience building programmes as well as providing training opportunities for arts administrators. HAB will continue to provide facilitation so that WKCDA could take into account the work being implemented by other major stakeholders when formulating its own work focus and initiatives to ensure effective coordination and collaboration between WKCDA and other key stakeholders. HAB also liaises closely between WKCDA and LCSO to ensure that maximum synergy can be unleashed for the art sector through cooperation.

16. PAS(WKCD) works hand in hand with Project Manager (HAB) to monitor the progress of the implementation of the WKCD project on corporate governance and software, and provide essential inputs at a senior level to ensure effective liaison and coordination among WKCDA, Government b/ds and other parties to facilitate WKCDA's gradual progression into the operational phase. As major venues of WKCD are set to complete and open progressively in the next few years, PAS(WKCD) will liaise closely with the senior management of WKCDA to oversee the institutional set-up and the establishment of an appropriate governance mechanism for performing arts venues and museums; monitor the progress in planning of programmes and services by WKCDA for the opening of the arts and cultural facilities in WKCD; monitor WKCDA's policy and work in developing cultural software; and oversees interface issues between the arts and cultural facilities operated by WKCDA and those operated by the Government.

17. As a statutory organisation established under the WKCDAO, WKCDA is required to submit regular Corporate Plans/Business Plans and Annual Reports to the Secretary for Home Affairs and the Financial Secretary respectively. Furthermore, as mentioned in paragraph 5 above, the Government has provided an enhanced financial arrangement for WKCD. WKCDA is now working intensively on its implementation and developing the BOT arrangements for the HOR sites and is formulating corresponding institutional set-up and devising an appropriate governance mechanism for carrying out such arrangements. HAB will assist WKCDA in enhancing its corporate governance in respect of the formulation and management of BOT agreements and exercise of control over its expenditures. PAS(WKCD) will work closely with the management of WKCDA to discharge its functions as required under the WKCDAO and the enhanced financial arrangement.

18. The effective discharge of the above duties will require dedicated policy input commanding rich administrative and policy formulation experience. As the major arts and cultural facilities are set to complete and open progressively in the next few years, there is a need for monitoring and facilitation for their operation on a continual basis. Given the complexity and nature of the work involved, it is necessary and appropriate for the current PAS(WKCD) post to be extended to continue to provide dedicated directorate support to oversee the WKCD project.

19. The job descriptions of the PGE and AOSGC posts are at **Annexes 1 and 2** respectively.

Non-directorate support

20. A total of nine non-directorate posts in HAB will continue to support the supernumerary directorate posts. The Project Manager (HAB) will continue to be supported by one Senior Architect, one Senior Engineer, one Senior Town Planner, one Senior Treasury Accountant and one Personal Secretary I to oversee development and financial control matters, while PAS(WKCD) will continue to be supported by one Administrative Officer, one Senior Executive Officer, one Personal Secretary I and one Assistant Clerical Officer on governance, management and software development matters. An organisation chart with the two supernumerary posts proposed for extension included is at **Annex 3**.

FINANCIAL IMPLICATIONS

21. The proposed extension of the two supernumerary directorate posts will require an additional notional annual salary cost at mid-point of \$4,526,400. The additional full annual average staff cost, including salaries and staff on-cost is about \$6,367,000.

22. The additional notional annual salary cost at mid-point for the nine non-directorate posts is \$8,555,700 and the full annual average staff cost, including salaries and staff on-cost, is about \$12,062,000.

23. We will include the necessary provision in the draft Estimates of the relevant financial years to meet the cost of this proposal.

ALTERNATIVES CONSIDERED

24. We have examined the possible redeployment of existing PGE or officers of equivalent rank within the works departments to take up the tasks of the Project Manager (HAB), but officers with relevant project coordinating and monitoring experience are already fully occupied with their own schedule of duties, including the Kai Tak Development, Wanchai Development Phase II, Development of Lantau Island, Tseung Kwan O – Lam Tin Tunnel and the Cross Bay Link, which will be at various implementation stages in the coming years. It is operationally not feasible for the existing directorate officers in the works departments to take up the abovementioned extra duties of the Project Manager (HAB) without adversely affecting the discharge of their scheduled duties.

25. PAS(WKCD) will continue to report to Deputy Secretary for Home Affairs (2) (DSHA(2)) who oversees the arts and cultural policy in HAB. At the Deputy Secretary level, the work arising from the cultural interface and housekeeping matters of the WKCD project will continue to be absorbed by DSHA(2). DSHA(2) is currently supported by two other AOSGCs who are responsible for a wide range of subject areas, including policies on culture, museums and visual arts, public libraries, and intangible cultural heritage in Hong Kong; funding and development of the performing arts; funding and development of the Hong Kong Arts Development Council and Hong Kong Academy for Performing Arts; development of Cantonese Opera; planning of cultural and performance facilities of LCSD; international cultural exchanges and cultural cooperation with the Mainland. The Culture Branch is fully occupied with their existing workload and it is operationally not viable for any of the two AOSGCs in the Culture Branch to take up the duties of the PAS(WKCD) post without compromising the effective delivery of their current duties.

26. We have also examined whether the other six AOSGCs under the Civic Affairs Branch and the Recreation and Sport Branch of HAB can absorb the duties of the PAS(WKCD) post. These officers are working on a wide range of policy issues, including civic affairs, youth development, Community Care Fund, recreation and sport matters. It is operationally not feasible for them to take up the tasks of the PAS(WKCD) post without adversely affecting the performance of their duties. A dedicated AOSGC is therefore essential to providing focused policy steer and strong collaboration between different parties for the implementation of the WKCD project in the coming years until March 2023. The detailed work schedules of the other AOSGCs in HAB are at **Annex 4**.

**Job Description
Project Manager (Home Affairs Bureau)**

Rank : Principal Government Engineer (D3)

Responsible to : Permanent Secretary for Home Affairs

Main Duties and Responsibilities –

- (i) To oversee the implementation of the WKCD project in accordance with the approved Development Plan;
- (ii) To coordinate among Government bureaux/departments (b/ds) to resolve any pertinent issue related to the implementation of the WKCD project including planning, engineering, lands and building matters;
- (iii) To monitor the progress of design and works contracts, procurement process, and construction works conducted by WKCDA and its subsidiaries;
- (iv) To formulate an overall development strategy for the public infrastructure works and integrated basement to be undertaken by the Government within the WKCD site and monitor expenditure and oversee their timely completion;
- (v) To oversee WKCDA's financial management and monitor its performance in management of the upfront endowment and investment income;
- (vi) To liaise with Government b/ds, WKCDA and its subsidiaries as well as other external parties concerned on interface matters affecting the development of WKCD; and
- (vii) To liaise with Government b/ds and WKCDA in resolving issues related to the land grant and project agreement and working out a mechanism for the development of the HOR sites in harmony with arts and cultural facilities.

Job Description
Principal Assistant Secretary (West Kowloon Cultural District)

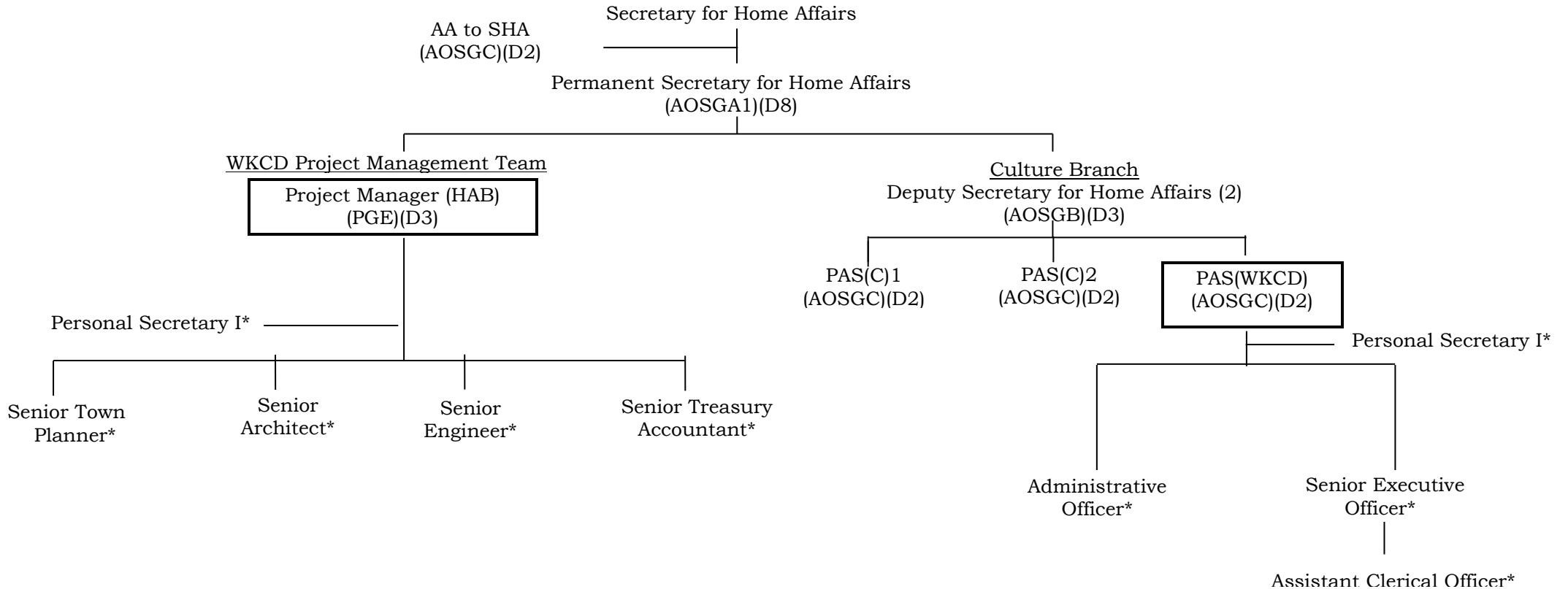
Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary for Home Affairs (2)

Main Duties and Responsibilities –

- (i) To monitor the performance of WKCDA and its subsidiaries in fulfillment of the objectives and roles as stated in the WKCDA Ordinance;
- (ii) To liaise with WKCDA to oversee the institutional set-up and the establishment of governance mechanism for museums and performing arts venues;
- (iii) To monitor progress in planning of programmes and services by WKCDA and its subsidiaries for opening of arts and cultural facilities in WKCD;
- (iv) To monitor the policy and work of WKCDA and its subsidiaries in developing cultural software; and
- (v) To oversee the implementation of the enhanced financial arrangement;
- (vi) To oversee interface issues between arts and cultural facilities operated by WKCDA and its subsidiaries and those operated by the LCSD;
- (vii) To housekeep WKCDA and its subsidiaries and oversee its submission of reports to the Government in accordance with the WKCDA Ordinance.

**Organisation chart with the proposed extension of two supernumerary directorate posts in HAB
in relation to the WKCD project**



Legend

SHA	Secretary for Home Affairs	AOSGB	Administrative Officer Staff Grade B
DSHA	Deputy Secretary for Home Affairs	AOSGC	Administrative Officer Staff Grade C
AA	Administrative Assistant	C	Culture
PAS	Principal Assistant Secretary	WKCD	West Kowloon Cultural District
AOSGA1	Administrative Officer Staff Grade A1	PGE	Principal Government Engineer



Proposed extension of supernumerary posts from 1 April 2019 to 31 March 2023

*

Non-directorate posts to be extended from 1 April 2019 to 31 March 2023

**Duties and Responsibilities of
the Other Principal Assistant Secretaries (PASs) in
the Home Affairs Bureau**

- (1) PAS(Civic Affairs)1 is responsible for youth development policy, matters related to subvention for Youth Uniformed Groups, Youth Square, Service Corps, Youth Hostel policy and steering of relevant projects, civic education/national education outside school, youth exchange and internship, life planning activities, Youth Development Fund, volunteerism policy and Multi-faceted Excellent Scholarship. The officer is also appointed as the secretary to the Youth Development Commission and the Committee on the Promotion of Civic Education.
- (2) PAS(Civic Affairs)2 is responsible for legal aid policy and reviews, policies on free legal advice and assistance, family policy and promotion of family perspectives, maintenance policies relating to enforcement of maintenance orders, and wills, intestate, inheritance and probate legislation and related matters and policy on Neighbourhood Level Community Development Projects. The officer is also responsible for housekeeping matters of the Legal Aid Department and subventions for the Duty Lawyer Service and the Legal Aid Services Council, and is appointed as the secretary to the Family Council.
- (3) PAS(Civic Affairs)3 is responsible for gambling policy, social enterprises policy, entertainment licensing, coordination of policy matters relating to information policy and advisory and statutory bodies of bureaux and departments (b/ds), central personality index, Member Self-recommendation Scheme for Youth, non-charitable fund-raising permits under Summary Offences Ordinance, liaison with religious bodies, and matters relating to the Board of Management of the Chinese Permanent Cemeteries and the Chinese Temples Committee. The officer is also responsible for the Trust Fund in Support of Reconstruction in the Sichuan Earthquake Stricken Areas, and the Secretary for Home Affairs incorporated properties and trust funds, and is appointed as the secretary to the Betting and Lotteries Commission, the Ping Wo Fund Advisory Committee and the Social Enterprise Advisory Committee.
- (4) PAS(Community Care Fund) is responsible for leading the Community Care Fund (CCF) Secretariat to provide support to the CCF Task Force under the Commission on Poverty on all matters in relation to the administration of the CCF, including policy setting, coordinating efforts with b/ds and stakeholders

in implementing the CCF initiative, overseeing the financial management and overall funding allocation of the CCF and monitoring its operation, and evaluating the effectiveness of the CCF.

- (5) PAS(Recreation and Sport)1 is responsible for sport policy and strategic initiatives, implementation of sports policies on promoting sports for all and developing elite sports, Sports Commission, support for serving and retired elite athletes, football development, implementation of recommendations of Consultancy Study on Sports of Persons with Disabilities, administration of the Arts and Sport Development Fund (Sports Portion), development of the Hong Kong Sports Institute and resources management of Hong Kong Sports Institute Ltd, Sports Federation & Olympic Committee of Hong Kong, China and the Outward Bound Hong Kong. The officer is also responsible for matters concerning giant pandas at Ocean Park and housekeeping of the financial matters of the Leisure Services Branch of Leisure and Cultural Services Department.
- (6) PAS(Recreation and Sport)2 is responsible for providing policy inputs and devising a monitoring regime on the operation of the Kai Tak Sports Park, overseeing the planning of new public sports facilities, supervising the consultancy study on provision of sports facilities in Hong Kong and following up on the recommendations, implementing measures aimed at enhancing Hong Kong's position as a centre for major international sports events, supporting the work of the Major Sports Events Committee and overseeing the promotion and implementation of the "M" Mark System, overseeing the administration of the Main Fund of the Sir David Trench Fund for Recreation, and land matters relating to sport and recreation, including the policy on Private Recreational Leases. The officer is also responsible for housekeeping of the Leisure Services Branch of Leisure and Cultural Services Department except for the financial matters.
- (7) PAS(Culture)1 is responsible for policy on the arts and cultural software, funding and development of performing arts policy, subvention for the major performing arts groups, cultural exchange between Hong Kong and the Mainland, Macao and Taiwan, Mainland/Hong Kong Closer Economic Partnership Arrangement, Arts Development Fund, Arts and Sport Development Fund (Arts Portion), Hong Kong-Taiwan Cultural Co-operation Committee, housekeeping of the Hong Kong Arts Development Council and the Hong Kong Academy for Performing Arts, matters relating to the Advisory Committee on Arts Development as well as the Sub-committee on Funding for Performing Arts and the Sub-committee on Arts Education under the Committee.
- (8) PAS(Culture)2 is responsible for policies on public and private museums,

public libraries, public art with regard to visual arts, intangible cultural heritage, development of Cantonese Opera and related matters, manpower situation and training needs study of the arts and cultural section in Hong Kong and planning of cultural and performance facilities of the Leisure and Cultural Services Department, as well as cultural exchange between Hong Kong and other countries. The officer is also responsible for matters relating to Asia Cultural Cooperation Forum, the Hong Kong Jockey Club Music and Dance Fund, the Lord Wilson Heritage Trust and the Hong Kong Arts Centre.

**Proposed Extension of a Supernumerary Chief Engineer Post
in the Civil Engineering and Development Department**

PROPOSAL

We would like to seek Members' views on the proposal for extending one supernumerary Chief Engineer (CE) (D1) post in the South Development Office (SDO) of the Civil Engineering and Development Department (CEDD) for four years from 1 April 2019 to 31 March 2023 to continue driving the implementation of the mega integrated basement and government infrastructure projects for the West Kowloon Cultural District (WKCD).

JUSTIFICATIONS

2. The planning, design and construction of both the integrated basement and government infrastructure projects are now in full swing. The integrated basement project is being implemented in phases to tie in with the WKCD development. Under the first and second stages of the integrated basement project, it is anticipated that the construction works are substantially completed in 2019. The design and site investigation for Zones 2A, 2B and 2C are also in progress with the preliminary design to be completed by end of 2018 and the detailed design for Zone 2A to be substantially completed by end of 2019. Furthermore, construction of essential basement structure for Zone 3B under the third stage of integrated basement project has commenced for substantial completion in phases by around 2022.

3. To tie in with the phased development of WKCD, the Government is in the process of implementing the public infrastructure works through different construction packages. We have commenced the first construction package, which mainly comprises an at-grade road, two lay-bys, associated drainage, sewerage, and water supply system as well as ancillary works to support the commissioning of the Art Park, Xiqu Centre, M+ and other facilities in Artist Square Development Area (ASDA), as well as the second construction package, which mainly comprises the Austin Road Pedestrian Linkage System, beautification works for the existing pedestrian subway at the junction of Austin Road West and Canton Road for substantial completion in phases from the end of 2018 to the third quarter of 2020. To enhance the connectivity and

accessibility of WKCD, we have consulted the Joint Subcommittee to Monitor the Implementation of the WKCD Project (Joint Subcommittee) the third construction package which comprises a covered footbridge, namely the Artist Square Bridge, linking the Artist Square in WKCD, southern footpath of Austin Road West and the existing developments above MTR Kowloon Station. The Joint Subcommittee supported the submission of the funding proposal to the Public Works Subcommittee for consideration. Subject to funding approval of the Finance Committee, we plan to commence the proposed works in the first quarter of 2019 for substantial completion by the fourth quarter of 2021.

4. Since the creation of the CE post in July 2014, a dedicated team, led by the CE and comprised of two senior professional, nine professional and one technical posts with multi-disciplinary expertise spanning across civil engineering, structural engineering, geotechnical engineering, architectural, building services engineering, building surveying and quantity surveying, has been set up to undertake the planning, design and construction of both the integrated basement and public infrastructure works for WKCD. On top of the need to complete statutory procedures and public consultation, the dedicated team has been conducting close monitoring on the progress and cost control of the integrated basement and public infrastructure works projects under a fast-track programme to tie in with the phased development of WKCD.

5. The WKCD development has entered the critical design and construction stages. The on-going construction for the integrated basement and public infrastructure works is planned to be substantially completed in stages by around 2022 to dovetail with the phased implementation of WKCD and support its early phases of development especially the commissioning of the Xiqu Centre and the facilities of West Kowloon Cultural District Authority (WKCDA) in ASDA between end of 2018 and 2022. Moreover, Zones 2A, 2B and 2C are under active planning and design. There are also remaining public infrastructure works, including the 2-lane flyover across the toll plaza of Western Harbour Crossing and pedestrian linkage system linking WKCD with Kowloon Park, currently under design stage. It is anticipated that the upcoming workload of the dedicated team led by the subject CE would continue to keep at peak level in the next few years in handling the consultation, communication and coordination with interfacing parties, completing the statutory requirements, as well as applying funding from Legislative Council in a timely manner to commence the relevant works for Zones 2A, 2B and 2C as well as the remaining public infrastructure works.

6. Taking into account the phased implementation programme of the integrated basement and public infrastructure works projects covering planning, design, construction, commissioning and project finalisation as well as major

and complex interface issues with WKCDA facilities and the topside hotel/office/residential (HOR) developments, we have reviewed the operational needs of the supernumerary post and consider it necessary to extend the CE post until 31 March 2023 to continue driving the implementation of the integrated basement project and public infrastructure works for WKCD as elaborated in the ensuing paragraphs.

Chief Engineer

7. The dedicated team mentioned in paragraph 4 above has to assume the exceptionally heavy workload and discharge the duties to implement the integrated basement and public infrastructure works projects. Given the high degree of integration with WKCDA's arts and cultural facilities and the topside HOR developments as well as the programme interdependence with the phased development of WKCD, the integrated basement project including the underground road is an unprecedentedly complex mega project calling for concerted efforts from the dedicated team led by the CE. One of the major challenges is to resolve complicated interfacing problems as well as management, operation and maintenance issues of different types of facilities, viz. government infrastructure works, WKCDA facilities, and facilities for the topside HOR developments.

8. Given the complexity and tight implementation programme of the integrated basement as well as the significant interfacing issues with WKCDA facilities, the HOR developments and the public infrastructure works, the CE post, designated as CE/S2, will need to be extended to continue leading the dedicated team. CE/S2 will be responsible for the formulation of implementation framework; steering the management of resources, consultancies, works contracts and entrustment agreements; as well as close liaison with the WKCDA and a host of bureaux/departments to resolve complicated interfacing problems and ensure timely project delivery. The CE also has to provide professional advice and support to the Home Affairs Bureau (HAB) to assist HAB in overseeing the project delivery from policy perspective.

9. The existing organisation chart of SDO is at **Annex 1**. The job description of the supernumerary CE post of CE/S2 proposed to be extended is at **Annex 2**.

10. Considering that the design and construction activities of the integrated basement and public infrastructure works projects will maintain at its peak in the coming years, the CE post is proposed for extension initially for a period of four years up to 31 March 2023. The continued need for this CE

post will be reviewed towards the end of 2022-23 taking into account the progress of the integrated basement and public infrastructure works projects and the workload of CEDD at that time.

ADDITIONAL NON-DIRECTORATE POSTS

11. A total of twelve time-limited non-directorate posts in CEDD will also be extended for four years up to 31 March 2023 to continue to support the supernumerary CE post. The CE will continue to be supported by one Senior Architect, one Architect, one Senior Engineer, three Engineers, one Building Services Engineer, one Geotechnical Engineer, one Structural Engineer, one Building Surveyor, one Quantity Surveyor and one Technical Officer.

FINANCIAL IMPLICATIONS

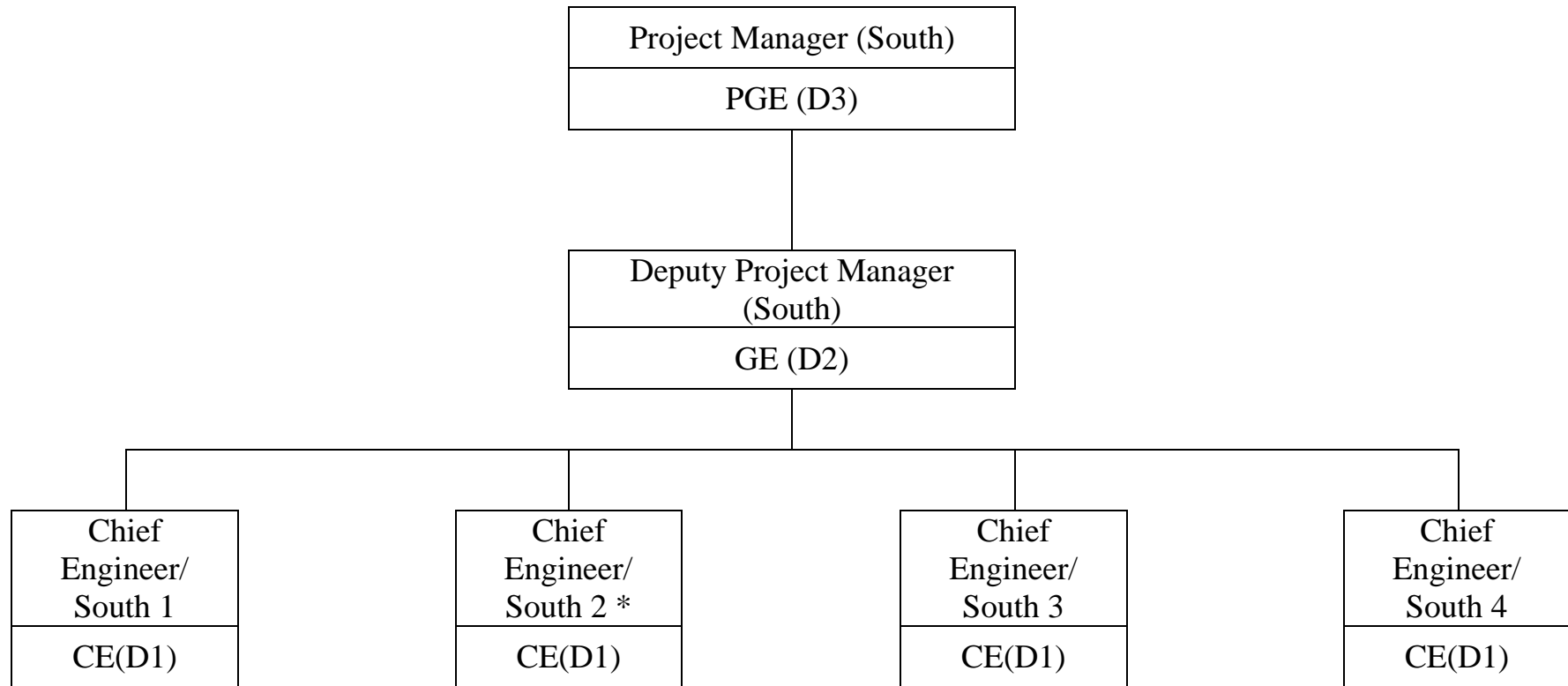
12. The proposed extension of one supernumerary CE post will bring about an additional notional annual salary cost at mid-point of \$1,765,200. The additional full annual average staff cost, including salaries and staff on-cost, is about \$2,542,000. In addition to the CE post, the team will also consist of 12 non-directorate staff. The additional notional annual salary cost at mid-point for these non-directorate posts is \$9,766,860 and the full annual average staff cost, including salaries and staff on-cost, is about \$16,148,000. We will include the necessary provision in the draft Estimates of the relevant years to meet the cost of the proposal.

ALTERNATIVES CONSIDERED

13. CEDD has critically reviewed the existing staff resources situation with due regard to the resources required for those on-going projects, new initiatives and meeting on-going housing supply target. The review shows that there are no spare staff resources at CE level in SDO and other Offices of CEDD to cope with the workload arising from the WKCD development as the department has already been fully engaged with a large number of on-going and new development projects, including Development at Anderson Road; Kai Tak Development; Wan Chai Development phase 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; new development areas at Kwu Tung North, Fanling North, Kam Tin South, Yuen Long South and Hung Shui Kiu; development of Lok Ma Chau Loop; Tung Chung New Town Extension; topside development at the Hong Kong boundary crossing facilities island of the

Hong Kong-Zhuhai-Macao Bridge; reclamations outside Victoria Harbour; and Lantau development and conservation, etc. The existing organisation chart of CEDD is at **Annex 3**.

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



Legend:

CE – Chief Engineer

GE – Government Engineer

PGE – Principal Government Engineer

* – Proposed extension of supernumerary post from 1 April 2019 to 31 March 2023

**Job Description of Chief Engineer/South 2
(Civil Engineering and Development Department)**

Rank: Chief Engineer (D1)

Responsible to: Deputy Project Manager (South)

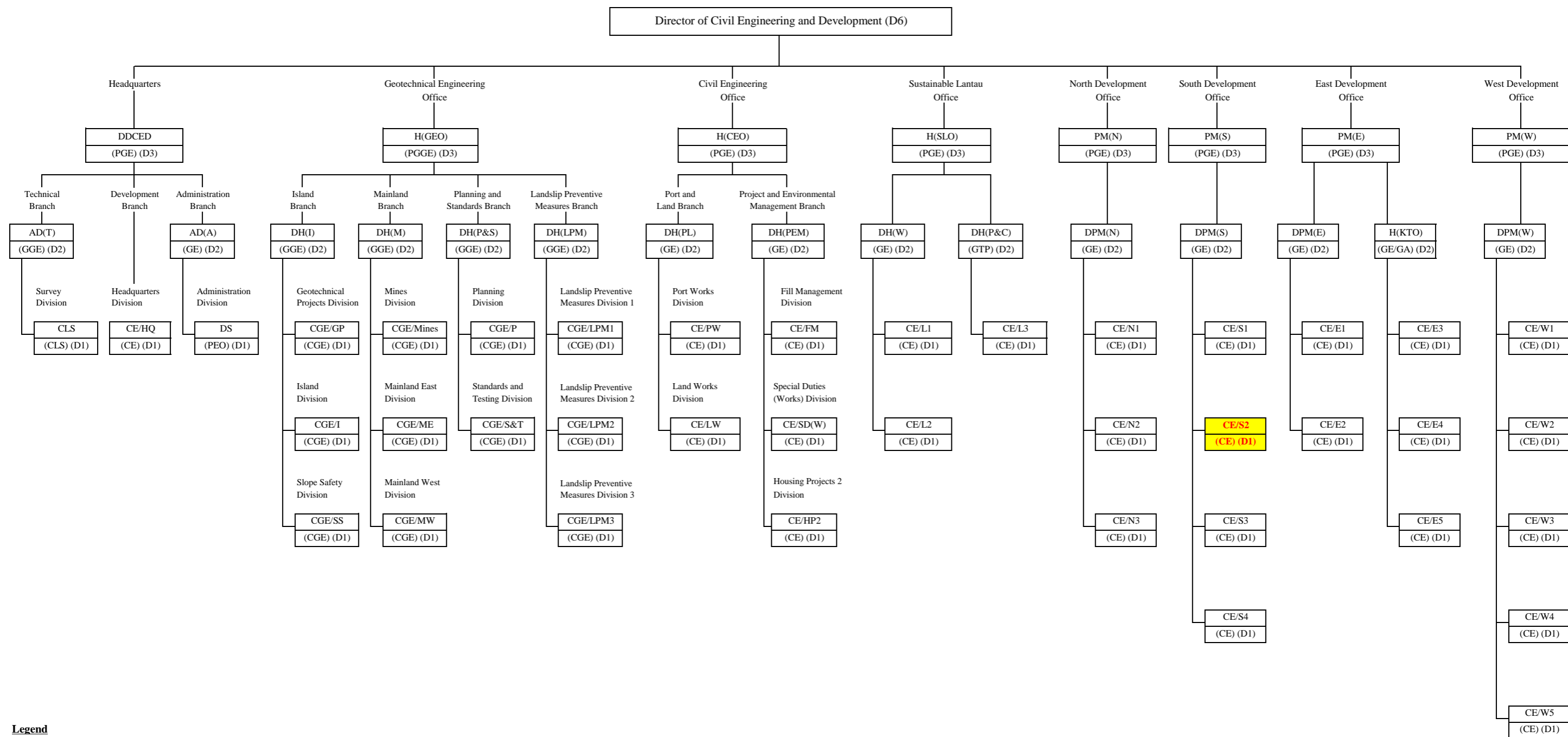
Overall Role and Objectives:

Chief Engineer/South 2 heads a Division of the South Development Office and is responsible for the overall administration, planning, design and construction supervision of works packages of the integrated basement and government infrastructure works for the West Kowloon Cultural District.

Main Duties and Responsibilities:

- (i) To oversee the overall administration, planning, design and construction supervision of works packages;
- (ii) To undertake budgetary control of projects;
- (iii) To drive for timely achievement of milestone targets, coordinate and oversee timely resolution of interfacing matters with other projects and developments;
- (iv) To plan and conduct public consultation with a view to soliciting public support to project implementation;
- (v) To liaise with the West Kowloon Cultural District Authority and associated bureaux/departments.
- (vi) To supervise and ensure the projects are implemented to the quality requirements and within budget;
- (vii) To select and manage consultants and contractors; and
- (viii) To oversee the work of Senior Engineer/Senior Architect under his/her purview.

Organisation Chart of Civil Engineering and Development Department



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

: Existing supernumerary CE post proposed to be extended