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**Joint Subcommittee to Monitor the Implementation of  
the West Kowloon Cultural District Project**

**Meeting on 11 June 2018**

**Background brief on  
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 provides background information on the Administration's proposal to retain (a) a supernumerary Principal Government Engineer ("PGE") (D3) post and a supernumerary Administrative Officer Staff Grade C ("AOSGC") (D2) post in the Home Affairs Bureau ("HAB"), and (b) a supernumerary Chief Engineer ("CE") (D1) post in the Civil Engineering and Development Department ("CEDD") relating to the West Kowloon Cultural District ("WKCD") project. It also summarizes the views and concerns raised by Legislative Council ("LegCo") Members on the three supernumerary posts.

**Background**

Two supernumerary directorate posts in the Home Affairs Bureau relating to the West Kowloon Cultural District project

2. The West Kowloon Cultural District Authority Ordinance (Cap. 601) ("WKCDAO") was enacted in July 2008 to establish the West Kowloon Cultural District Authority ("WKCDA") to take forward the development of WKCD. On 13 June 2008, the Finance Committee ("FC") approved the creation of three supernumerary posts for the WKCD Office in HAB, including one Administrative Officer Staff Grade B, one AOSGC and one Chief Treasury Accountant for a period of two years from 1 July 2008 to

support the operation of WKCDA in its initial years of establishment. The WKCD Office in HAB was disbanded in end June 2010 after the senior management of WKCDA assumed duty in mid-2010.

3. At its meeting on 17 March 2010, the Panel on Home Affairs ("the Panel") was consulted on the Administration's proposal to create a supernumerary PGE post and a supernumerary AOSGC post in HAB from 1 July 2010 to 31 March 2015 to monitor the implementation of the WKCD project and coordinate the related interface issues. The PGE, designated as Project Manager(HAB), would monitor the progress of the WKCD development and coordinate the planning and construction of the infrastructure works and communal facilities in WKCD. The AOSGC, designated as Principal Assistant Secretary(WKCD) ("PAS(WKCD)"), would oversee and monitor at the policy level the cultural interface issues between the facilities in WKCD and the facilities operated by the Leisure and Cultural Services Department, such as strategic positioning, audience building and arts education, etc. within the overall arts and cultural policy in Hong Kong with a view to maximizing the synergy effect. Members of the Panel were generally supportive of the proposal to create the two supernumerary posts. The proposal was subsequently endorsed by the Establishment Subcommittee ("ESC") on 28 April 2010 and approved by FC on 14 May 2010.

4. At its meeting on 24 November 2014, the Joint Subcommittee to Monitor the Implementation of the WKCD Project ("the Joint Subcommittee") was consulted on the Administration's proposal to extend the supernumerary PGE and AOSGC posts in HAB for four years from 1 April 2015 to 31 March 2019 to continue monitoring the implementation of the WKCD project. Members did not object to the submission of the proposal to ESC. The proposal was subsequently endorsed by ESC on 23 January 2015 and approved by FC on 20 March 2015.

One supernumerary directorate post in the Civil Engineering and Development Department relating to the West Kowloon Cultural District project

5. At its meeting on 28 May 2014, the Joint Subcommittee was advised by the Administration that, in view of the complexity and tight implementation programme of the integrated basement ("IB") project of WKCD as well as the significant interfacing issues between the IB project and facilities to be implemented by WKCDA, the hotel, office and residential developments as well as the government infrastructure works for WKCD, CEDD needed additional manpower at directorate level to lead a dedicated team for taking forward the IB project and government infrastructure works for WKCD. In this regard, the Administration proposed to create one supernumerary CE post

from July 2014 to 31 March 2019 in the Kowloon Development Office of CEDD. The proposal was subsequently endorsed by ESC on 11 June 2014 and approved by FC on 12 July 2014.

### **Major views and concerns of Members**

6. The major views and concerns raised by Members at relevant LegCo committees on the above three supernumerary directorate posts in HAB and CEDD relating to the WKCD project are summarized in the ensuing paragraphs.

#### The post of Principal Government Engineer (Project Manager(HAB)) in Home Affairs Bureau

7. Given the extensive scope of the engineering discipline, Members had enquired about the professional qualifications required of the candidate to be appointed to the post of Project Manager(HAB). While some Members indicated that they had no strong views on the Administration's proposal to fill the post through internal deployment, there was a view that the prospective candidates for the post should not be confined to existing Government staff with engineering backgrounds and the recruitment should be open to other professionals, such as architects, who had relevant experience in leading large-scale projects.

8. The Administration explained that it was a common practice to assign engineering professionals to oversee the development of major government works projects. As Project Manager(HAB) would be required to work closely with various government bureaux and departments ("B/Ds") in monitoring the progress of the works of WKCD as well as coordinating the planning and construction of complicated engineering and infrastructure works in WKCD and its vicinity, the Administration considered it appropriate to deploy an engineer from the civil service with abundant experience in monitoring and coordinating large-scale public works projects to take up the post.

#### The post of Administrative Officer Staff Grade C (PAS(WKCD)) in Home Affairs Bureau

9. Some Members opined that as WKCD would employ its own staff to oversee the planning, development and management of WKCD, it would not be necessary to create the post of PAS(WKCD) to avoid duplicating the work of WKCD. Some other Members enquired about the specific work

undertaken by PAS(WKCD) in discharging the role of a bridge between the Government and WKCDA.

10. The Administration explained that while WKCDA would discharge its duties under WKCDAO to plan, construct and operate the facilities of WKCD, the Secretary for Home Affairs ("SHA") had the responsibility of overseeing WKCDA to ensure timely implementation of all the capital works projects and proper application of the \$21.6 billion upfront endowment approved by FC. The post of PAS(WKCD) would provide senior level administrative support to HAB, being the policy bureau overseeing arts and cultural policies, and to monitor the work of WKCDA to ensure that it could meet the community expectations in various aspects. To perform this role, PAS(WKCD), as the representative of HAB, had been sitting as a member of the Executive Committee, Performing Arts Committee, Museum Committee and Remuneration Committee of WKCDA to monitor WKCDA's performance in various aspects and to ensure that it had carried out its work in accordance with WKCDAO in a transparent and accountable manner. Also, PAS(WKCD) would help enhance liaison and coordination among government B/Ds, and facilitate smooth implementation of the WKCD project.

11. Some Members considered that the post should be taken up by an officer with relevant experience or knowledge in the arts and culture-related issues, or filled by open recruitment. The Administration indicated that, while WKCDA would be fully responsible for the arts and cultural positioning and planning of WKCD, PAS(WKCD) would take charge of the interface, coordination and communication issues between WKCDA and the Government. The Administration considered it appropriate to deploy an administrative grade officer with good public administration experience to take up the post of PAS(WKCD).

#### Role of Home Affairs Bureau in steering the development of West Kowloon Cultural District

12. Some Members considered that HAB should assume a more proactive role in steering the development of WKCD, which included formulating concrete plans to resolve the various problems being faced by the WKCD project, and enhancing its monitoring of the work of WKCDA. The Administration advised that HAB would give policy steers to WKCDA as well as monitor its work in implementing the WKCD project. Meanwhile, WKCDA had also appointed a Chief Operating Officer to support the Chief Executive Officer ("CEO") in overseeing matters relating to the infrastructural development of the WKCD project.

The post of Chief Engineer in Civil Engineering and Development Department

13. While appreciating the need of the proposed creation of the CE post for monitoring the progress of the relevant projects, Members were concerned about whether the work of the post and the dedicated team established in CEDD to take forward the IB project and government infrastructure works for WKCD would overlap with that of WKCDA. They also asked whether the CE post and the dedicated team would be responsible for the delay in the delivery of IB and government infrastructure projects for WKCD, as well as the resultant increase in costs.

14. The Administration advised that the dedicated team in CEDD would take forward the planning, design and construction of IB and government infrastructure projects for WKCD, and monitor the progress of these projects. As there would be interfaces between these projects and those to be implemented by WKCDA, the dedicated team and WKCDA would collaborate in handling interfacing issues. There would be no overlapping of work between the dedicated team and WKCDA. The responsibilities for any possible delay in or cost overrun of the projects concerned should be considered on a case-by-case basis. In the event of serious delays in progress or huge cost overrun, Director of Civil Engineering and Development advised Members that he would, as the Controlling Officer of CEDD, assume the ultimate responsibility of explaining the issues to LegCo.

**Latest development**

15. The supernumerary PGE, AOSGC and CE posts in HAB and CEDD relating to the WKCD project will lapse on 31 March 2019. The Administration will consult the Joint Subcommittee on the proposal to retain the three supernumerary posts for a period of four years from 1 April 2019 to 31 March 2023 at its meeting on 11 June 2018.

**Relevant papers**

16. A list of the relevant papers with their hyperlinks on the LegCo Website is in the **Appendix**.

**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**

**List of relevant papers**

<b>Committee</b>	<b>Date of meeting</b>	<b>Paper</b>
Panel on Home Affairs	17.3.2010 (Item VI)	<a href="#">Agenda</a> <a href="#">CB(2)1082/09-10(05)</a> <a href="#">Minutes</a>
Establishment Subcommittee	28.4.2010 (Item 3)	<a href="#">Agenda</a> <a href="#">EC(2010-11)3</a> <a href="#">Minutes</a>
Finance Committee	14.5.2010 (Item 1)	<a href="#">Agenda</a> <a href="#">FCR(2010-11)10</a> <a href="#">Minutes</a>
Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project	28.5.2014 (Item II)	<a href="#">Agenda</a> <a href="#">CB(2)1591/13-14(03)</a> <a href="#">Minutes</a>
Establishment Subcommittee	11.6.2014 (Item 5)	<a href="#">Agenda</a> <a href="#">EC(2014-15)9</a> <a href="#">Minutes</a>
Finance Committee	12.7.2014 (Item 27)	<a href="#">Agenda</a> <a href="#">FCR(2014-15)35</a> <a href="#">Minutes</a>
Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project	24.11.2014 (Item III)	<a href="#">Agenda</a> <a href="#">CB(2)306/14-15(04)</a> <a href="#">Minutes</a>

<b>Committee</b>	<b>Date of meeting</b>	<b>Paper</b>
Establishment Subcommittee	23.1.2015 (Item 1)	<a href="#">Agenda</a> <a href="#">EC(2014-15)13</a> <a href="#">Minutes</a>
Finance Committee	20.3.2015 (Item 1)	<a href="#">Agenda</a> <a href="#">FCR(2014-15)56</a> <a href="#">Minutes</a>