

Legislative Council Panel on Housing

Proposed Changes to Directorate Structure of Housing Department

Purpose

This paper informs Members of the progress made on the reorganisation of the Housing Authority (HA). It also seeks Members' support for some proposed changes to the directorate structure of the Housing Department (HD)¹, including the creation of two supernumerary directorate posts at D1 level for two years, the deferment of the upgrading of a Deputy Director post from D3 to D4, and the redistribution of duties among some other directorate posts.

Reorganisation of Housing Authority

2. In July 2003, we informed Members that the HA had been undergoing major restructuring and streamlining with a view to building a leaner and more dynamic organisation that could respond to service demand more efficiently and effectively. HA's plan was to reduce its establishment (including both civil service posts and HA contract posts) by about 30%, or 3 500 posts, between October 2002 and March 2007. In addition, the senior management establishment would be downsized by a net deletion of two deputy director posts (D3), nine assistant director posts (D2) and 13 chief manager/professional posts (D1). The number of business Divisions would be reduced by 33%, from six to four. The total number of Sub-divisions would be reduced by 32%, from 22 to 15. Taking into account three directorate posts already deleted in February and March 2003, there would be a total net reduction of 27 directorate posts (i.e. 2 D3, 9 D2 and 16 D1 posts), or 37% of the directorate establishment, between January 2003 and March 2006. The new directorate structure of HD, reflecting the changes as mentioned above, was subsequently approved by the Finance Committee (FC) in June 2004.

Current position on directorate establishment

3. The restructuring and streamlining initiatives have been progressing well. With some minor modifications, the HA has implemented by 31 March 2006 the new directorate structure, including the deletion of all

¹ HD is the executive arm of the HA. HD staff (all being civil servants) are seconded to the HA, which also employs its own staff under HA contract terms. The current ratio of civil servants to HA contract employees is about 8:1. The directorate establishment of the HA includes only three HA contract posts. The rest are directorate officers of HD.

but two² of the directorate posts mentioned in paragraph 2 above. A detailed list of the posts deleted is at **Annex A**. Slight modifications to the approved directorate structure are required to meet changing operational needs. The changes are highlighted in paragraphs 20 – 21 below.

Current position on non-directorate establishment

4. The downsizing of HA's non-directorate establishment is on schedule. Between 1 October 2002 and 31 March 2006, the HA deleted 3 098 non-directorate posts (comprising 2 306 civil service posts and 792 HA contract posts). Those posts were deleted after the incumbents had retired normally, departed under various voluntary schemes, or completed their contracts with the HA. The HA plans to delete an additional 400 posts by the end of March 2007.

Redeployment of staff previously engaged in operating divested commercial properties

5. The HA has redeployed staff previously engaged in managing or maintaining the divested commercial properties on other duties, mainly in the Estate Management Division (EMD) to strengthen management and maintenance of public rental housing. Specifically, of the 420 non-directorate staff previously so engaged, about 300 have been deployed to EMD to fill vacancies or perform functions related to new initiatives, and some 100 have left the HA either under the Voluntary Exit Scheme or after their contract expired. At present, eight staff are still providing support services to The Link Management Limited under a Service Level Agreement due to expire in June 2006. The staff involved will be redeployed to EMD afterwards. Apart from the above, some 220 non-directorate staff in EMD are fully or partially engaged in operating HA's non-divested commercial properties³.

Proposed creation of two supernumerary D1 posts

6. The planned reduction of some 37% of its directorate establishment reflects HA's determination and utmost efforts to streamline its management structure and to reduce expenditure in order to alleviate its

² The two directorate posts not deleted are HA contract D1 posts. In addition, instead of the deletion of two D3 posts, one D4 post and one D3 post were deleted, owing to the deferment of the upgrading of a Deputy Director post from D3 to D4.

³ Where directorate posts are concerned, previously under the Commercial Properties Sub-division (of the disbanded Allocation and Commercial Division) which was responsible for overseeing HA's entire commercial operation (including both divested and non-divested properties), there were one D2 post and four D1 posts. After the divestment, only one D1 post (Chief Estate Surveyor) was redeployed to EMD on managing non-divested commercial properties. The other four directorate posts were deleted.

financial difficulties. As a result of this reduction, HA's remaining directorate staff have been stretched to the limit, so much so that there is practically very little room for them to take on additional work arising out of unforeseen requirements from new initiatives or existing services. While the HA has arranged for such additional work to be shared out among existing posts as far as possible, it is necessary to create two supernumerary D1 posts in HD, as set out in the sub-sections below.

(a) Chief Estate Surveyor post (D1)

7. We propose to create a supernumerary post of Chief Estate Surveyor (CES) in the Corporate Services Division (CSD) for two years, mainly to undertake the following major tasks –

- (a) to manage the procurement of land leases and deeds of mutual covenant (DMCs) for some 80 retail and car-parking facilities which the HA has sold to The Link REIT; and
- (b) to co-ordinate the development of the necessary systems for and manage the sale of some 16 000 Home Ownership Scheme (HOS) and Private Sector Participation Scheme (PSPS) flats beginning from early 2007.

8. Reporting to an Assistant Director of Housing (D2), the proposed supernumerary CES post will lead nine teams of staff each headed by a Senior Estate Surveyor (SES) (MPS 45 – 49) or a Senior Housing Manager (SHM) (MPS 45 – 49). A detailed job description of the CES post is at **Annex B**.

9. As regards the task in paragraph 7(a) above, owing to the large number of properties under the divestment portfolio and the long lead-time required to procure legal title⁴ for them, it was possible to transfer to The Link REIT by the time of its listing last November the formal legal title for only 76 of the 180 facilities sold to The Link REIT. For the remaining facilities, only beneficial ownership was transferred. The HA has undertaken to procure from the Government as soon as reasonably practicable formal land title for those remaining properties, together with suitable DMCs for the divested properties and the public rental housing blocks which are co-located within the same housing estates. According to a tentative timetable made known to investors

⁴ The land on which most of the public housing estates (including retail and car-parking facilities within the estates) are situated is vested with the HA by the Government through vesting orders. To complete the transfer of ownership of the divested commercial properties to The Link REIT, it is necessary for the HA to be granted formal legal title of those properties by the Government through granting land leases to the HA.

of The Link REIT, the HA would complete the work for the transfer of formal legal title for 24 properties by 31 March 2006, and for the remaining 80 properties by the middle of 2008.

10. Six teams of estate surveying professionals each headed by a SES are working on the procurement of land leases and DMCs for the divested properties. They were under the full-time supervision of a Chief Maintenance Surveyor (CMS) (D1) post redeployed from the Commercial Properties Sub-division to the Divestment Sub-division between the middle of 2004 and 31 March 2006, when this CMS post was deleted and the Divestment Sub-division disbanded. Under the original reorganisation plan, management responsibility for lease/DMC procurement work would be transferred to the only remaining CES post in EMD who is responsible for managing the non-divested commercial properties of the HA. However, two factors have rendered this impracticable –

- (a) when this plan was drawn up in 2003, the divestment project was still at an infant stage. It was assumed that most of the HA's commercial properties would be divested and that only very small-scale commercial facilities would be built in the future. At present, the CES post has to manage over 90 relatively small-scale retail and car-parking facilities and ten industrial facilities. In addition, a small number of large-scale commercial facilities are being planned for future public housing estates. In order to improve efficiency, as well as to map out the way forward for possible divestment of the remaining facilities, the CES post has been charged to formulate and implement a plan to bring the management of those facilities more into line with private sector practice. Including the responsibilities for land administration and certain HOS functions which have been transferred to the post (see paragraph 12 below) in April 2006, the CES post is supervising six teams of staff each headed by a SES or SHM. It would be extremely difficult for the post to supervise effectively six additional SESs for the procurement of leases/DMCs; and
- (b) the work involved in the procurement of leases/DMCs is much more complex and onerous than originally anticipated. Although a master lease and a model DMC have been prepared on the basis of which individual leases/DMCs are prepared for individual estates/facilities, in practice a lot of modifications to the standard model are made to suit the particular circumstances of each estate. Negotiations have to be conducted with various concerned parties to sort out differences in opinion and to balance different interests

among the parties. Such discussions often require the intervention of directorate officers, sometimes up to Deputy Director or Director level. Indeed, owing largely to the above-mentioned modifications, the timetable for completing the lease/DMC procurement exercise has been extended by one year, from mid-2007 to mid-2008.

11. As regards the task in paragraph 7(b) above, the work involves co-ordinating the development of various programmes, systems and processes, including but not limited to sale programme, refurbishment and inspection programmes, publicity programme, pricing system, computer support system, and logistics for flat inspection. Given the unique nature of this project, a lot of the previously adopted processes and procedures have to be revisited and in many cases substantially revamped.

12. When the HOS, PSPS, Tenants Purchase Scheme (TPS) and other home ownership assistance schemes were in full operation a few years back, the HA had two permanent CES posts tasked mainly to manage the daily operation of these schemes. In the reorganisation of the HA, one of the posts was deleted in March 2005 and the other in March 2006. It was originally anticipated that, with the termination of the HOS, PSPS and other home ownership assistance schemes, and with the forthcoming cessation of the TPS, residual work related to those schemes and all other land administration duties requiring professional estate surveying input would be centralised under the charge of the only remaining CES post in EMD (who is also charged to manage the non-divested commercial properties of the HA - see paragraph 10 above). Work related to the upcoming sale of the remaining HOS/PSPS flats has not been taken into account in the original reorganisation plan.

13. The need for management supervision by a full-time CES post for the two substantial tasks set out in paragraph 7 above should be diminished by July 2008. Hence, we propose to create the supernumerary post for a period of two years, subject to a review in early 2008.

14. As the proposed CES post is operationally required upon the deletion of the CMS post (see paragraph 10 above) and a CES post (see paragraph 12 above) in March 2006, the HA has made available a HA contract D1 post and filled it by acting appointment to undertake the work pro tem, pending FC's approval of the proposed supernumerary CES post.

(b) *Chief Structural Engineer post (D1)*

15. We propose to create a supernumerary post of Chief Structural

Engineer (CSE) for two years, mainly to take charge of the Comprehensive Structural Investigation Programme (CSI Programme). Reporting directly to the head of EMD - a Senior Assistant Director of Housing (D3), the proposed supernumerary CSE post will supervise five teams of staff directly and two teams of staff indirectly, each headed by a Senior Structural Engineer (MPS 45 – 49). A detailed job description of the post is at **Annex C**.

16. In August 2005, the HA announced a CSI Programme under which the structural conditions of aged public housing estates will be thoroughly appraised. Having regard to appraisal findings and outcome of financial viability assessment, the HA will decide for each estate whether to clear it wholly or partially, and if it is to be retained, the appropriate repair or structural strengthening work necessary to sustain its structural safety for at least another 15 years. The initial CSI Programme covers nine estates with a total of over 80 blocks and 30 000 flats, and will take roughly three years to complete. Investigation work is carried out according to the sequence of original building completion of the estates, but adjustments may be made if the circumstances of individual estates (e.g. presence of clear risk of deterioration of cantilever structure) warrant earlier attention.

17. In view of the Programme's complexity, political sensitivity and potentially very significant implications (arising out of the appraisal findings), it is necessary for the project to be supervised on a day-to-day basis by a full-time CSE post. The HA has therefore redeployed a vacant HA contract D1 post (i.e. the post of Head (Corporate and Community Relations) in CSD which was originally scheduled for deletion by March 2006) to lead the project on a temporary basis since its inception last year. Pending approval by FC of the proposed supernumerary CSE post, the HA has deferred the deletion of this contract D1 post.

18. We have explored whether the existing three CSE posts in the Development and Construction Division (DCD) may take up the responsibilities of the proposed supernumerary CSE post. At present, two of those posts are fully engaged in public housing construction projects. Their workload has been exacerbated by additional ground investigation and structural planning work required for potential replacement sites for public housing due to unanticipated non-availability of some identified sites and community objection to some others. The third CSE post currently undertakes some construction project work to relieve the heavy burden of the other two posts, as well as work on research and development, establishment of technical standards, and quality management matters. In addition, this post has recently been assigned an unforeseen additional responsibility for building

control work. Buildings Department (BD) has delegated to the Independent Checking Unit (ICU) of HD the authority under the Buildings Ordinance to approve applications for alteration to buildings which are previously or currently owned by the HA (e.g. HOS courts, TPS estates, divested commercial properties and public rental housing blocks in which some divested commercial facilities are located) and which are covered by the Ordinance. BD has recently required ICU to establish a three-tier vetting system⁵ for examining applications that involve structural alteration, in line with BD's own practice. As there is a growing number of such applications by The Link REIT after the divestment of HA's commercial properties, we have redeployed the third CSE post on a part-time basis to ICU to discharge this function.

19. We will review the deployment of the three existing CSE posts in early 2008 in the light of their workload and the progress of the CSI Programme at that time.

Redistribution of duties among some directorate officers

20. In the light of changes in requirement, we propose to revise slightly the distribution of responsibilities among some directorate officers and the directorate structure as a result. The proposed revised directorate structure is at **Annex D**. In particular, we propose to defer the upgrading of the post of the head of EMD, from Senior Assistant Director of Housing (D3) to Deputy Director of Housing (D4). The responsibilities of each of the four business Divisions of the HA and their directorate establishment are briefly described at **Annex E**. Salient points are highlighted below –

- (a) **Strategy Division**, headed by an Administrative Officer Staff Grade B1 (D4) (departmentally known as Deputy Director (Strategy)), is supported by three Administrative Officers Staff Grade C (D2) and one Assistant Director of Accounting Services (D2). The responsibilities of these four Assistant Director posts remain largely unchanged. The Assistant Director of Accounting Services is underpinned by one Chief Treasury Accountant (D1) and one Chief Finance Manager (CFM) (HA contract D1). Owing to substantially increased fund management operations after the divestment of its commercial properties, the HA has withheld the

⁵ At present, we adopt a two-tier system, i.e. a professional or senior professional officer will vet an application; the vetting result will then be reviewed by a senior professional or directorate officer. Under a three-tier system, an additional layer of review is needed. There is no directorate officer for the structural engineering discipline in ICU.

deletion of the CFM post which was originally scheduled for March 2006, and will review the continual need for this post in two years' time.

- (b) ***Development and Construction Division***, headed by a Senior Assistant Director of Housing (D3) (departmentally known as Deputy Director (Development and Construction)), is organised into three Sub-divisions, each headed by an Assistant Director of Housing (D2) and underpinned totally by 13 chief professional posts (D1). Two Assistant Directors are responsible for overseeing public housing construction projects. The third is responsible for corporate procurement policies, technical standards and research and development, capital budget co-ordination and control, environmental management and site health and safety policies. To meet operational requirements of ICU, one Chief Architect (CA) (D1) post has been temporarily redeployed from DCD to ICU. To distribute the workload more evenly among the Assistant Directors, the Chief Engineer (D1) post and its responsibilities have been transferred from Development and Procurement Sub-division to Project Sub-division 1.
- (c) ***Estate Management Division***, headed by a Senior Assistant Director of Housing (D3) (departmentally known as Deputy Director (Estate Management)), is supported by two Assistant Directors of Housing (D2). In addition, the Deputy Director directly oversees the work of three Chief Managers (D1)⁶. One Chief Manager is responsible for policy work related to tenancy management and rent policy. Another Chief Manager is responsible for combating abuses of public housing resources, overseeing provision of estate services and providing management support to the Division. The third Chief Manager is responsible for the CSI Programme and will be replaced with the proposed supernumerary CSE post (paragraph 15 above). The two Assistant Directors oversee two and three regional command offices respectively, each headed by a Chief Manager (D1). These regional command offices are responsible for the management and maintenance of public housing estates in their respective regions. In addition, each Assistant Director oversees the work of an additional Chief Manager : one is responsible for developing standards and guidelines related to the maintenance of public housing estates; the other is responsible for management, letting

⁶ Chief Manager is a multi-disciplinary post and may be filled by staff from a variety of grades.

and valuation of non-domestic properties, as well as certain land administration and HOS-related duties (see paragraph 12 above). In the original reorganisation plan, EMD will take over from the disbanded Allocation and Commercial Division the responsibilities for allocation of public rental housing as well as for certain housing subsidies policies and programmes. These duties have now been reassigned to CSD temporarily. There is no need for the time being to upgrade the Deputy Director post from Senior Assistant Director of Housing (D3) to Deputy Director of Housing (D4) as previously approved by FC.

- (d) ***Corporate Services Division***, headed by an Administrative Officer Staff Grade B (D3) (departmentally known as Deputy Director (Corporate Services)), is underpinned by two Assistant Directors of Housing (D2/DL2), one Senior Principal Executive Officer (D2) (departmentally known as Assistant Director (Administration)), and one Chief Systems Manager (CSM) (D1). One Assistant Director is responsible for legal services support to the HA. The second Assistant Director heads the Housing Subsidies Sub-division, previously under the disbanded Allocation and Commercial Division, and is mainly responsible for allocation of public rental housing, home ownership assistance schemes, and procurement of leases/DMCs for divested commercial properties. This post is supported at the directorate level by one Chief Housing Manager (D1) and the proposed supernumerary CES post (see paragraph 8 above). Underpinned by two D1 officers, Assistant Director (Administration) oversees the provision of administration services, and human resource management and development. The CSM is responsible for provision of information technology services in the HA.

Independent Checking Unit

21. ***ICU***, headed by a supernumerary post of Assistant Director of Housing (D2), reports directly to the Permanent Secretary for Housing, Planning and Lands (Housing) / Director of Housing. It is mainly responsible for third-party checking and approval of HA's projects to ensure that they comply with requirements under the Buildings Ordinance and the Lifts and Escalators (Safety) Ordinance. The work involves checking building design and construction proposals, as well as monitoring of works (including site inspection) against approved plans at various works stages. We have since November 2005 redeployed on a temporary basis one CA post from DCD to

ICU to help alleviate the heavy workload. The additional workload recently brought about by structural alteration works of divested properties will require a part-time CSE post (see paragraph 18 above).

Financial Implications

22. The creation of the proposed supernumerary CES and CSE posts for two years will entail annually recurrent additional expenditure as follows –

Rank	Notional Annual Salary Cost at Mid-point (\$)	Full Annual Average Staff Cost (including salaries and staff on-costs)	No. of Post
		(\$)	
CES (D1)	1,144,200	1,715,016	1
CSE (D1)	1,144,200	1,614,552	1
Total	2,288,400	3,329,568	2

The full cost will be recovered from the HA under the usual arrangement for HD staff seconded to the HA.

23. The proposal to defer upgrading the Deputy Director post in EMD from D3 to D4 will result in a saving in full annual average staff cost (including salary and staff on-cost) of about \$0.3 million. The proposal to redistribute the duties of certain directorate officers will be cost-neutral. The retention by the HA of one contract CFM post will cost about \$2 million a year for the HA.

Way forward

24. Subject to Members' comments, we plan to put the proposals to the Establishment Subcommittee of the FC in June 2006 for consideration.

**Deletion (and Creation) of Directorate Posts in Housing Department
from 1 January 2003 to 31 March 2006**

No. of Post	Rank	Post	Date of Deletion (or creation)
2002/03 (-1 Housing Authority (HA) contract D1 and -2 D1 (Supernumerary))			
Corporate Services Division			
-1	HA Contract D1	Contract Chief Housing Manager	27 February 2003
Development and Construction Division			
-2	D1 (Supernumerary)	multi-disciplinary Chief Architect	20 March 2003
2003/04 (-2 HA contract D2 and +1 HA contract D1)			
Corporate Services Division			
-1	HA Contract D2	Assistant Director (Information Technology)	1 August 2003
-1	HA Contract D2	Downgrading of the post of Assistant Director	
+1	HA Contract D1	(Information & Community Relations)	
2004/05 (-1 D4, -6 D2, +1 D2 (Supernumerary) and -7 D1)			
Strategy Division			25 June 2004
-1	D2	Assistant Director (Institutional Reform)	
Development and Construction Division			
-1	D2	Assistant Director (Business Development)	
-1	D2	Assistant Director (Project) East	
-1	D1	multi-disciplinary Chief Architect	
-1	D1	Chief Building Services Engineer	
Estate Management Division			
-1	D2	Assistant Director (Estate Management) ³	
-1	D1	Chief Structural Engineer	
Allocation and Commercial Division			
-1	D1	Chief Housing Manager	
Corporate Services Division			
+1	D2 (Supernumerary)	Assistant Director (Divestment)	
-1	D1	Principal Management Services Officer	
Development and Construction Division			
-1	D2	Assistant Director (Project) Central	6 July 2004
-1	D1	Chief Quantity Surveyor	20 December 2004
-1	D4	Deputy Director (Business Development)	31 March 2005
Allocation and Commercial Division			
-1	D2	Assistant Director (Allocation)	31 March 2005
-1	D1	Chief Estate Surveyor	31 March 2005

No. of Post	Rank	Post	Date of Deletion (or creation)
2005/06 (-1 D3, -1 D2, -1 D2 (Supernumerary), -5 D1 and +1 HA contract D1)			
Allocation and Commercial Division			
-1	D3	Deputy Director (Allocation & Commercial)	31 March 2006
-1	D2	Assistant Director (Commercial Properties)	31 March 2006
-2	D1	Chief Housing Manager	31 March 2006
-1	D1	Chief Maintenance Surveyor	31 March 2006
-1	D1	Chief Estate Surveyor	31 March 2006
Corporate Services Division			
-1	D2 (Supernumerary)	Assistant Director (Divestment)	31 March 2006
+1	HA Contract D1	Contract Chief Estate Surveyor	31 March 2006 (See Note (d) below)
Central Support Unit			
-1	D1	Chief Planning Officer	31 March 2006

Notes:-

- (a) Owing to substantially increased fund management operations after the divestment of its commercial properties, HA has withheld the deletion of one Contract Chief Finance Manager (HA contract D1) post originally scheduled for deletion in March 2006, and will review the continual need for the post in two years' time.
- (b) The Head (Corporate and Community Relations) post (HA contract D1), originally scheduled for deletion in March 2006, has been redeployed to the Estate Management Division to take charge of the Comprehensive Structural Investigation Programme. The HA has deferred its deletion, pending Finance Committee (FC) of the Legislative Council's approval to create a supernumerary Chief Structural Engineer post to undertake this task.
- (c) Having regard to the temporary transfer of the Housing Subsidies Sub-division to the Corporate Services Division instead of Estate Management Division, there is no need for the time being to re-grade the Deputy Director (Estate Management) post from Senior Assistant Director of Housing (D3) to Deputy Director of Housing (D4) as previously approved by FC of the Legislative Council.
- (d) An HA contract D1 post has been created mainly to manage the procurement of land leases and deeds of mutual covenant in connection with the divestment project and to co-ordinate the sale of Home Ownership Scheme and Private Sector Participation Scheme flats, pending approval by FC of the Legislative Council to create a supernumerary Chief Estate Surveyor post.

Job Description

Post Title : Chief Estate Surveyor/Land Administration

Rank : Chief Estate Surveyor (D1)

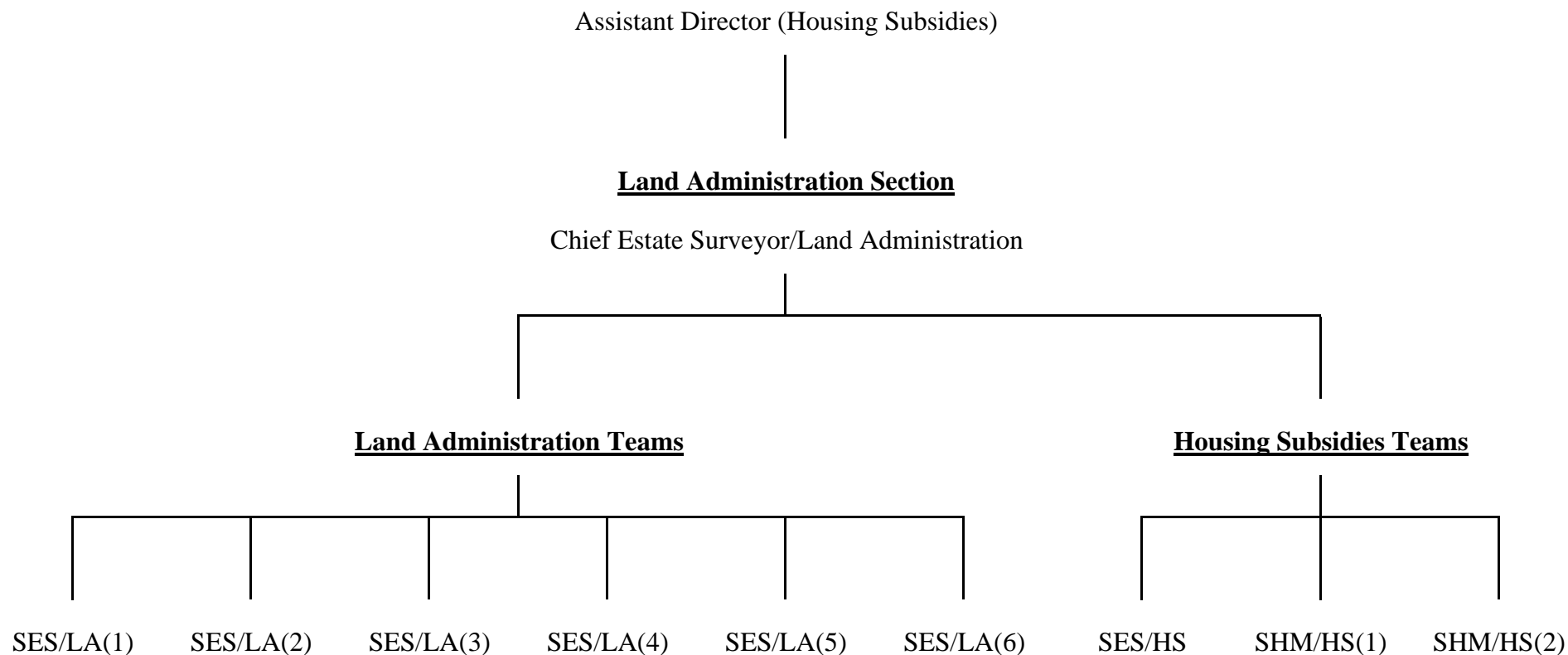
Responsible to : Assistant Director (Housing Subsidies)

Major Duties and Responsibilities:

1. to oversee the preparation of government leases and deeds of mutual covenant (DMC) of the divested properties and the proper transfer of the legal title of such properties to The Link REIT;
2. to advise on matters relating to the transfer of legal and beneficial ownership of divested properties;
3. to co-ordinate and oversee arrangement for the sale of surplus Home Ownership Scheme (HOS) and Private Sector Participation Scheme, including preparation of sale and publicity programmes, value assessment, pricing, and preparation of DMC;
4. to oversee and advise the post-sale services, post-loan matters, the HOS secondary market issues and related matters on buyback and default claims; and
5. to liaise and attend meetings with other government departments and public organizations on land administration matters.

———— **Note:** A proposed organisation chart is at **Annex B1**.

**Proposed Organisation Chart of Land Administration Section,
Housing Subsidies Sub-division, Corporate Services Division**



Legends:

- SES - Senior Estate Surveyor (MPS 45 - 49)
- SHM - Senior Housing Manager (MPS 45 - 49)
- HS - Housing Subsidies
- LA - Land Administration

Job Description

Post Title : Chief Manager/Management (Support Services 5)

Rank : Chief Structural Engineer (D1)

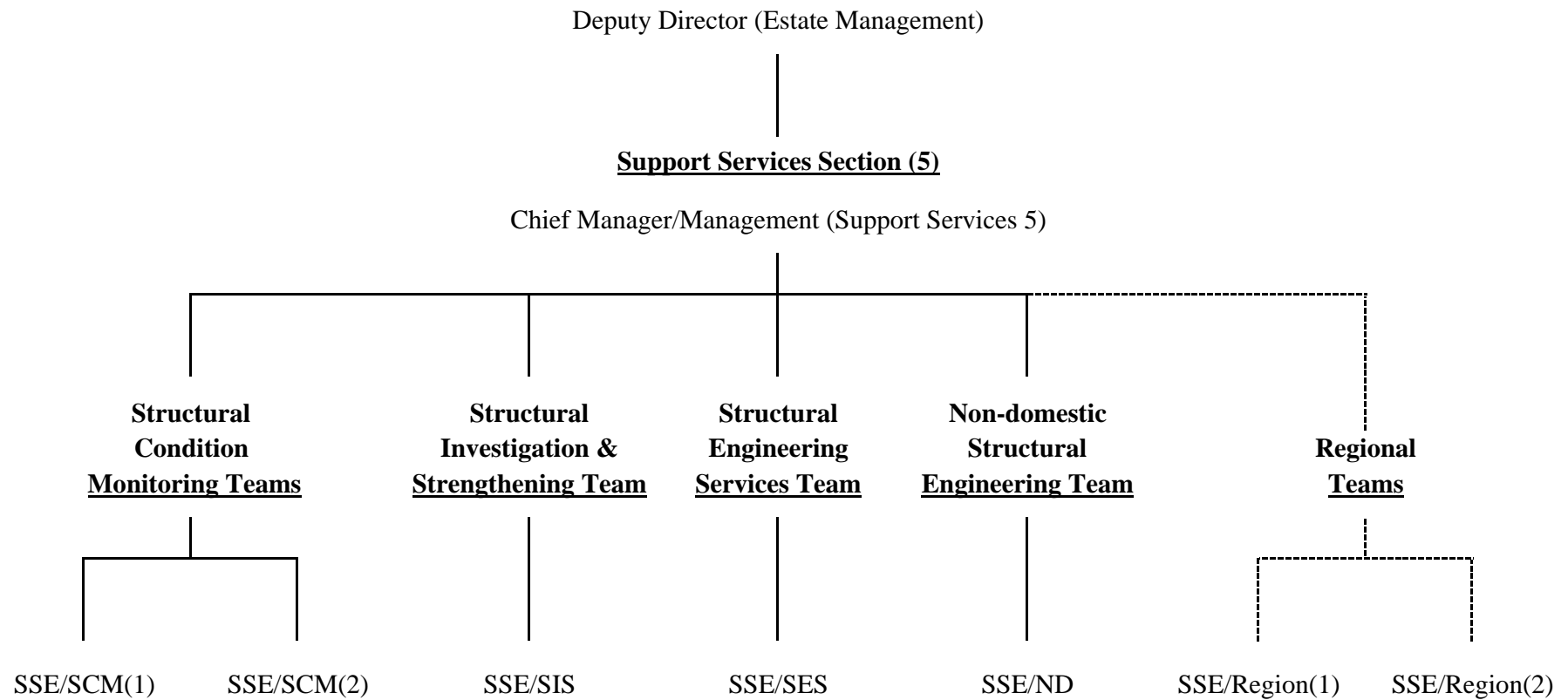
Responsible to : Deputy Director (Estate Management)

Major Duties and Responsibilities:

1. to oversee the implementation of the Comprehensive Structural Investigation Programme for ageing public rental housing (PRH) blocks over 40 years of age in general;
2. to direct major structural strengthening works and other interim remedial measures recommended in previous structural appraisals of ageing PRH blocks;
3. to advise on matters relating to structural investigation and related works;
4. to oversee and advise on the provision of structural engineering services for domestic and residual non-domestic properties; and
5. to liaise and attend meetings with other government departments and public organizations.

Note: A proposed organisation chart is at **Annex C1**.

**Proposed Organisation Chart of Support Services Section 5,
Estate Management Division**



Legends:

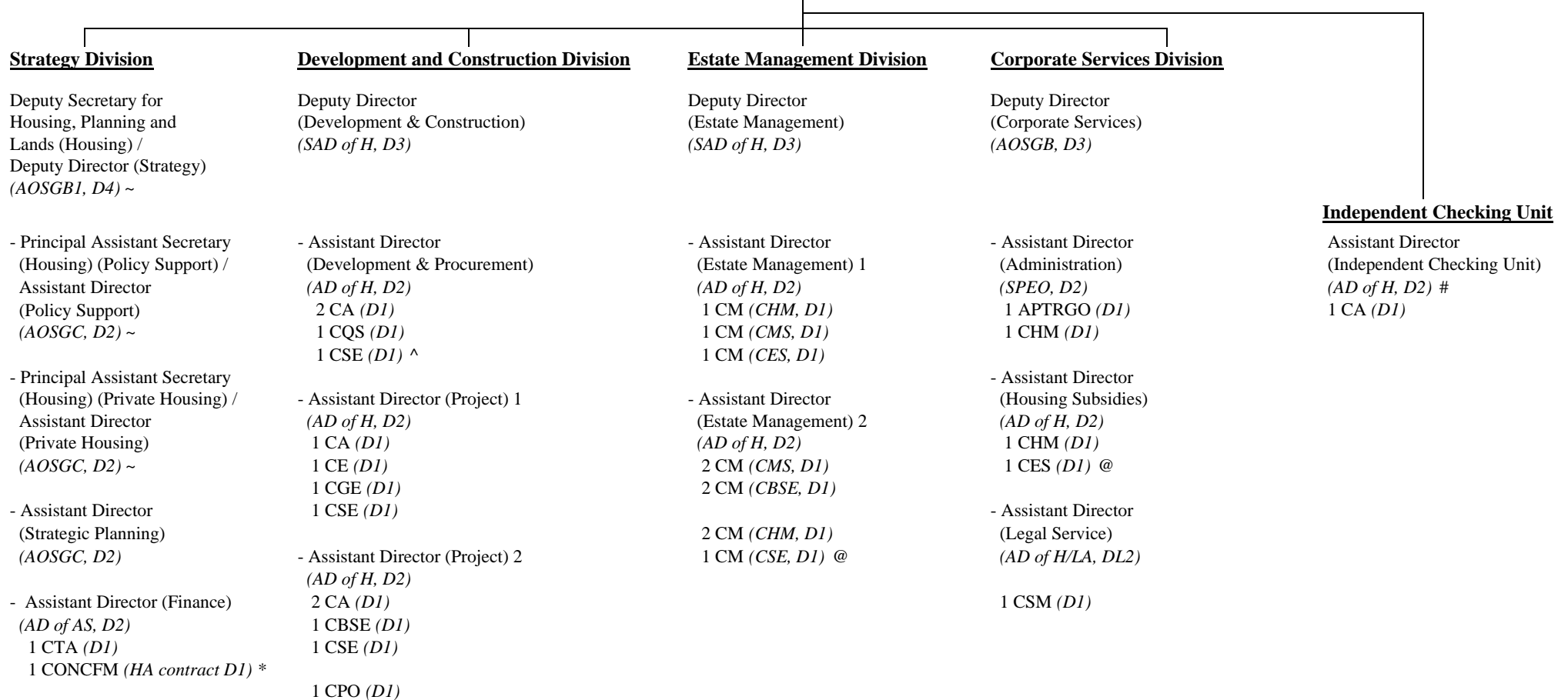
- SSE - Senior Structural Engineer (MPS 45 - 49)
- ND - Non-domestic
- SCM - Structural Condition Monitoring
- SES - Structural Engineering Services
- SIS - Structural Investigation & Strengthening

Proposed Directorate Structure of the Housing Department

Annex D

Permanent Secretary for Housing, Planning and Lands (Housing) / Director of Housing

(AOSGAI, D8)



Legends:

AOSGAI	- Administrative Officer Staff Grade A1	CE	- Chief Engineer	CONCFM	- Contract Chief Finance Manager
AOSGB1	- Administrative Officer Staff Grade B1	CES	- Chief Estate Surveyor	HA	- Housing Authority
AOSGB	- Administrative Officer Staff Grade B	CGE	- Chief Geotechnical Engineer	LA	- Legal Advice
AOSGC	- Administrative Officer Staff Grade C	CHM	- Chief Housing Manager	*	- Housing Authority contract post
SAD of H	- Senior Assistant Director of Housing	CMS	- Chief Maintenance Surveyor	~	- These posts are given bureau designations in addition to normal departmental designations to better reflect the nature of their duties which are largely policy-related.
AD of H	- Assistant Director of Housing	CPO	- Chief Planning Officer	^	- This post is being deployed to the Independent Checking Unit on a part-time basis to perform building control duties.
AD of AS	- Assistant Director of Accounting Services	CQS	- Chief Quantity Surveyor	#	- Supernumerary post to lapse on 15.7.2007
SPEO	- Senior Principal Executive Officer	CSE	- Chief Structural Engineer	@	- Supernumerary posts being proposed for creation for two years
APTRGO	- Assistant Principal Training Officer	CSM	- Chief Systems Manager		
CA	- Chief Architect	CTA	- Chief Treasury Accountant		
CBSE	- Chief Building Services Engineer	CM	- Chief Manager		

**Responsibilities and Directorate Establishment of the
Four Business Divisions in Housing Department**

(A) Strategy Division

Responsibilities

- (a) Formulation of public housing strategies;
- (b) Policies and legislation related to private housing;
- (c) Corporate plan and finance of the Housing Authority (HA); and
- (d) Central support to Secretary for Housing, Planning and Lands and Permanent Secretary for Housing, Planning and Lands (Housing) on housing policies and department-wide issues with heavy policy content.

Directorate establishment

Headed by:

Deputy Secretary for Housing, Planning and Lands (Housing) / Deputy Director (Strategy) (AOSGB1, D4)

Underpinned by:

Principal Assistant Secretary (Housing) (Policy Support) / Assistant Director (Policy Support) (AOSGC, D2)

Principal Assistant Secretary (Housing) (Private Housing) / Assistant Director (Private Housing) (AOSGC, D2)

Assistant Director (Strategic Planning) (AOSGC, D2)

Assistant Director (Finance) (AD of AS, D2)

1 Chief Treasury Accountant (D1)

1 Contract Chief Finance Manager (HA contract D1)

(B) Development and Construction Division

Responsibilities

- (a) Public Housing Construction Programme;
- (b) Development and construction projects;

- (c) Housing Monitoring Information System; and
- (d) Corporate procurement, site safety and environmental management.

Directorate establishment

Headed by:

Deputy Director (Development and Construction) (SAD of H, D3)

Underpinned by:

Assistant Director (Development and Procurement) (AD of H, D2)

Assistant Director (Project)1 (AD of H, D2)

Assistant Director (Project)2 (AD of H, D2)

1 Chief Building Services Engineer (D1)

1 Chief Engineer (D1)

1 Chief Geotechnical Engineer (D1)

1 Chief Planning Officer (D1)

1 Chief Quantity Surveyor (D1)

3 Chief Structural Engineers (D1) ^

5 Chief Architects (D1)

Note: ^ One Chief Structural Engineer is being deployed to the Independent Checking Unit on a part-time basis to perform building control duties.

(C) Estate Management Division

Responsibilities

- (a) Overall management and maintenance of public housing estates;
- (b) Monitoring of Property Services Agents;
- (c) Comprehensive Structural Investigation Programme; and
- (d) Strategies and measures to safeguard public housing resources.

Directorate establishment

Headed by:

Deputy Director (Estate Management) (SAD of H, D3)

/Underpinned by: ...

Underpinned by:

Assistant Director (Estate Management)1 (AD of H, D2)

Assistant Director (Estate Management)2 (AD of H, D2)

1 Chief Manager (CES, D1)

1 Chief Manager (CSE, D1) [@]

2 Chief Managers (CBSE, D1)

3 Chief Managers (CHM, D1)

3 Chief Managers (CMS, D1)

Note: [@] Supernumerary post being proposed for creation for two years.

(D) Corporate Services Division

Responsibilities

- (a) Allocation of public rental housing;
- (b) Subsidized home ownership schemes;
- (c) Human resource management and development;
- (d) Provision of administration, legal, information technology and management services; and
- (e) Corporate public relations strategies.
- (f) Provision of secretariat support to HA and its committees.

Directorate establishment

Headed by:

Deputy Director (Corporate Services) (AOSGB, D3)

Underpinned by:

Assistant Director (Administration) (SPEO, D2)

Assistant Director (Housing Subsidies) (AD of H, D2)

Assistant Director (Legal Service) (AD of H/LA, DL2)

1 Assistant Principal Training Officer (D1)

1 Chief Estate Surveyor (D1) [@]

1 Chief Systems Manager (D1)

2 Chief Housing Managers (D1)

Note: [@] Supernumerary post being proposed for creation for two years.