

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

**HEAD 159 – GOVERNMENT SECRETARIAT :
DEVELOPMENT BUREAU (WORKS BRANCH)
Subhead 000 Operational expenses**

Members are invited to recommend to Finance Committee the creation of the following two supernumerary posts in the Works Branch of the Development Bureau for a period of one year with effect from 1 July 2012 –

1 Principal Government Town Planner
(D3) (\$147,150 - \$160,600)

1 Government Architect
(D2) (\$126,500 - \$138,350)

PROBLEM

The Secretary for Development (SDEV) needs dedicated staffing support at the directorate level for taking forward the initiative of Energising Kowloon East through the establishment of a Kowloon East Development Office (KEDO) in the Works Branch of the Development Bureau (DEVB(WB)).

PROPOSAL

2. We propose to create –

- (a) a supernumerary Principal Government Town Planner (PGTP) (D3) post to head KEDO; and

/(b)

- (b) a supernumerary Government Architect (GA) (D2) post to support the head of KEDO

in DEVB(WB) for one year with effect from 1 July 2012 to provide dedicated support at the directorate level to lead, steer and monitor the transformation of Kowloon East, comprising the new Kai Tak Development (KTD) area, Kwun Tong and Kowloon Bay, into an attractive, alternative Central Business District (CBD) to support Hong Kong's economic development.

JUSTIFICATION

Need for a Dedicated KEDO

3. In the 2011-12 Policy Address, the Chief Executive announced that we would adopt a visionary, coordinated and integrated approach to expedite the transformation of Kowloon East into an alternative CBD. Since then, we have received overwhelming support from almost all quarters in the community. Our briefings to stakeholders are generally well received and the unanimous feedback is that the Government should execute this blueprint with determination, speed and extensive public engagement. More specifically, there are certain commonly shared views on how the Government should implement the initiative, as outlined below –

- (a) providing strong policy steer and effectively coordinated efforts;
- (b) adopting a holistic, innovative and creative institutional framework that would overcome the conventional division of responsibilities in the Government;
- (c) providing capacity for public-private partnership, particularly noting the ownership pattern of land in the old industrial areas of Kwun Tong and Kowloon Bay, with some drawing reference to the one-stop coordinated advisory service currently provided by the Development Opportunities Office (DOO)^{Note} under DEVB to land development proposals in the past two and a half years;
- (d) delivering some “quick wins” to improve the environment in the former industrial areas, particularly in terms of traffic, landscape and greening; and

/(e)

^{Note} DOO was established as a government response to the slow down in private sector investment in land development projects after the financial tsunami in late 2008. As a dedicated office to provide one-stop consultation and coordination service to non-government land development proposals that carry broader social and economic merits, DOO was established for an initial period of three years until 30 June 2012. DEVB has recently briefed the Panel on Development of the Legislative Council (LegCo) on the discontinuation of DOO from 1 July 2012 (CB(1)797/11-12(05)). Upon the discontinuation of DOO, land development proposals relating to Kowloon East will be handled by KEDO starting from 1 July 2012.

- (e) continuing with the successful precedent of public engagement adopted in the KTD planning to involve the community.

4. On the other hand, overseas experiences collated by DEVB, including official visits made by SDEV to the London Canary Wharf, Paris' La Défense and Singapore's Marina Bay, all point to the need for a dedicated, multi-disciplinary office to take charge of an area-based transformation. Although those overseas entities differ in terms of their powers and responsibilities, they all share in common the support from a distinct office with a clear vision and mandate from a high level within the Government (normally the Mayor or the relevant Minister). These dedicated offices are normally not big in establishment but enjoy direct access to the highest authority in delivering the project.

5. With the above considerations in mind, we propose the establishment of a new KEDO in DEVB(WB) to steer, supervise, oversee and monitor the development of Kowloon East with a view to optimising the land use of these former industrial hubs and transforming Kowloon East into another key CBD. The major roles of KEDO will be –

- (a) to advocate the conceptual master plan of Kwun Tong and Kowloon Bay and continuously develop it to reflect the development needs of Kowloon East, and explore options for strategic refinement of the Outline Zoning Plan of KTD;
- (b) to engage major stakeholders and the public to promote Kowloon East and attract local and overseas developers and users;
- (c) to provide one-stop advisory and coordinating support to land development proposals from project proponents that are conducive to private sector development for transforming Kowloon East into a modern and premier business district;
- (d) to undertake planning and engineering studies and implement small-scale projects such as road/traffic improvement works, improvement to pedestrian connections, streetscape, greening and promenade, waterfront enhancement, local open space, etc. in Kwun Tong and Kowloon Bay that are directly related to the urban regeneration of Kowloon East; and specifically to coordinate government efforts in releasing the two Action Areas (please see Enclosure 1) for development.

6. To ensure that KEDO will meet its needed objectives and to allow room for more consultations with stakeholders, we further propose to set up an initial KEDO for one year. During its initial year, the Office will develop the long-term institutional set-up for Energising Kowloon East, the best mix of talents in the team and the most appropriate mode of development to cater for the special characteristics of Kowloon East, in particular the highly-developed areas in Kwun Tong and Kowloon Bay. We will consult the LegCo Panel on Development again in a year's time and seek approval for a longer-term set-up of KEDO.

Proposed Structure of KEDO

7. Although the work portfolio of KEDO is wide-ranging, involving planning and land issues as well as infrastructure, in terms of accountability, it will be put under DEVB(WB). The Permanent Secretary for Development (Works) (PS(W)) will supervise the operation of KEDO. The proposed KEDO will be headed by a PGTP (D3) (designated as Head of KEDO) with a GA (D2) (designated as Deputy Head of KEDO) as his/her deputy. The two directorate officers will be underpinned by 16 civil servants/non-civil service contract (NCSC) staff comprising a multi-disciplinary team of town planner, architect, landscape architect, engineer, estate surveyor and solicitor as well as technical and administrative support staff. The mix of knowledge and experience will better equip KEDO to consider issues in a comprehensive and coordinated manner and deliver the master planning of Kowloon East as another CBD of Hong Kong holistically, competently and efficiently.

8. There will be four teams in KEDO providing dedicated professional input on planning, architectural and engineering fronts as well as facilitating land development proposals from the private sector. Putting the four teams under the same roof will enable the officers to work together to pursue the common goals of KEDO and facilitate better coordination and integration, and enhance efficiency, notably for the master planning of Kowloon East which will require professional input from various disciplines. The existing and proposed organisation chart of DEVB(WB) before and after the establishment of KEDO is at Enclosure 2 and the proposed structure of KEDO is at Enclosure 3. Specifically, the areas of work of the four teams are set out below –

Encl. 2
Encl. 3

- (a) Planning Team: headed by a Senior Town Planner who will be supported by a Town Planner to provide planning input in the planning studies, community engagement, preparation of conceptual master plan, etc.;
- (b) Architectural Team: headed by a Senior Architect who will be supported by a Landscape Architect to provide professional input on urban design, architectural compatibility, landscape planning, etc.;

/(c)

- (c) Engineering Team: supervised by a Senior Engineer who will be supported by two Engineers to provide professional input on the coordination and monitoring of infrastructural development in Kwun Tong and Kowloon Bay as well as the implementation of small-scale projects in these two areas; and
- (d) Development Facilitation Team: a Senior Estate Surveyor on NCSC terms to provide professional advice on land development proposals from the private sector as well as to assist in the coordination and liaison with government bureaux/departments on processing the proposals and a Senior Solicitor on NCSC terms to provide legal input and advice on land development proposals and other projects in particular those involving complicated land issues.

In addition to these four teams, KEDO will also have three civil service posts (i.e. one Executive Officer I and two Personal Secretary I posts); and four NCSC positions, namely two Technical/Survey Officers, one Marketing Executive and one Clerk.

Need for Dedicated Directorate Support

9. The proposed KEDO will be responsible for energising Kowloon East with specific focus on the following areas –

(a) *Holistic Town Planning*

It will advocate a completely new conceptual master plan for Kwun Tong and Kowloon Bay and continuously develop it to reflect the development needs of Kowloon East, and explore options of strategic refinement of the Outline Zoning Plan of KTD.

(b) *Mode of Expediting Development*

It will explore different options of the mode to expedite the development of Kowloon East, in particular Kwun Tong and Kowloon Bay taking into account the characteristics of these two areas.

(c) *Facilitation of Private Sector Development*

It will provide one-stop advisory service to private sector land development proposals and coordinate government departments' efforts to expedite the development of Kowloon East.

/(d)

(d) *Review of Land Use*

We propose to release some 6.4 hectares of government land in Action Area 1 (as shown in Enclosure 1) for the development of a new vibrant node in Kowloon East and deck over the bus terminus in Action Area 2 (as shown in Enclosure 1) to provide public open space and outdoor performance area. The two initiatives, which will provide 572 800 square metres gross floor area of office area, involve removal/relocation of existing government facilities. KEDO will closely coordinate with various government bureaux/departments and engage industry stakeholders for the reprovisioning work.

KEDO will also be responsible for the coordination work for the proposal of releasing nine under-developed government sites within Kowloon East for more gainful use.

(e) *Improvement in Connectivity*

It will be responsible for the planning and coordination with various government bureaux/departments and private developers for the implementation of improved pedestrian connections within Kwun Tong and Kowloon Bay. It will also take up the strategic coordination work with a view to improving the current traffic congestion problem in Kwun Tong and Kowloon Bay and enhancing the inter/intra connection of Kowloon East.

(f) *Promotion of Diversity*

It will take a proactive role in promoting diversity in the strategic areas within Kowloon East. One of the planned initiatives is to encourage the setting up of arts, entertainment, food and beverages facilities at the waterfront site at the above-mentioned Action Area 2. The initiative involves part closure of Hoi Bun Road to facilitate open space connection to the waterfront and extension of Hoi Bun Road Park to link up with the future Kwun Tong Promenade Phase 2. KEDO will also engage industry stakeholders for the proposed use of the water area, including the existing typhoon shelter, for marina and water sports to promote diversity within Kowloon East.

(g) *Creation of Destination Effect*

It will be responsible for coordinating the enhancement work for streetscape and greening through urban design and upgrading the existing open space, and the development of an 11-km continuous promenade within Kowloon East. We have planned to set up the site office of KEDO in Kowloon East providing an information centre for future public engagement work in regard to Kowloon East development.

10. We need dedicated support at the directorate level to lead, steer and monitor the transformation of Kowloon East. The existing districts of Kwun Tong and Kowloon Bay are highly-developed areas where most of the lands are held by multiple private owners, which is not conducive to the development of a premier business district. As set out in paragraph 9 above, the work of KEDO is diversified (involving land use review; holistic town planning; urban design; infrastructure development; branding and promotion, etc.) and complex (e.g. multiple land ownership; wide ranging projects involving multiple stakeholders of investors, land owners, LegCo, District Councils, academia and different government bureaux/departments; interface issues and conflicting requirements, etc.). The work will be heavy in volume and complex in nature.

11. Given the nature of the work, the Head and Deputy Head of KEDO, apart from having a high level of leadership and organisational capabilities, should possess the vision, versatility and creativity to transform Kowloon East into a premier business district. Having regard to the level of responsibilities, officers at D3 and D2 ranks are considered necessary to spearhead the work of KEDO competently. In particular, the Head of KEDO should have strategic thinking, and be able to take the lead to coordinate the efforts of different government bureaux/departments as well as to enlist their policy support in formulating the various development strategies for Kowloon East. Drawing reference to the responsibilities of the Head of DOO which is ranked at the D3 level, we consider that the Head of KEDO should at least be ranked at D3 given the wide spectrum of work under KEDO including, among others, the taking over from DOO the responsibility to provide one-stop advisory service to land development proposals from the private sector relating to Kowloon East development.

12. In the initial stage, there will be more significant demand for inputs to planning and land use review matters. It is therefore proposed that the Head of KEDO post be pitched at the PGTP (D3) rank. The incumbent should best be complemented by a GA (D2) as the Deputy Head of KEDO to provide the much-needed support on architectural and urban design. The proposed job descriptions of the Head and Deputy Head of KEDO are at Enclosure 4 and Enclosure 5 respectively. The revised job description of PS(W) following the setting up of KEDO is at Enclosure 6.

Encls. 4
& 5
Encl. 6

13. The transformation of Kowloon East will involve long-term development. As mentioned above, we propose to create the two directorate posts for one year with effect from 1 July 2012. We will review the work of KEDO and its staff complement having regard to the actual operational experience in the initial period and consider its long-term need and institutional set-up. This arrangement will allow for flexibility in refining the structure and responsibilities of KEDO in the light of experience, if necessary.

14. In the meantime, we are setting up a preparatory team to embark on the immediate tasks pertaining to the transformation of Kowloon East in the specific areas mentioned in paragraph 9 above. These tasks include commissioning planning and traffic studies, engaging stakeholders and the public, enhancing streetscape and greening, drawing up and implementing branding and publicity proposals and coordinating with the government bureaux/departments to take forward proposals in transforming Kowloon East. The preparatory team comprises a supernumerary PGTP post and a supernumerary GA post, which would be created for a period of no more than six months from February 2012 and lapse upon the formal creation of the PGTP and GA posts of this proposal; and a few senior professional officers to be internally and temporarily redeployed from departments under DEVB, pending the creation of the non-directorate civil service posts for KEDO in DEVB(WB) in 2012-13 in accordance with the established mechanism.

Interface between KEDO and Kai Tak Office

15. KTD has entered into the engineering implementation phase under the KTD Outline Zoning Plan. Whilst the established Kai Tak Office under the Civil Engineering and Development Department will continue to assume its role in delivering infrastructural projects under KTD, the proposed KEDO under the direct steer of DEVB(WB) will focus on strategic issues as mentioned in paragraphs 5, 6 and 9 in transforming Kowloon East, which include highly-developed areas in Kwun Tong and Kowloon Bay, into a premier business district. Each office has a clearly defined ambit of work and the two offices will closely collaborate in taking forward various important tasks in the development of Kowloon East.

ALTERNATIVES CONSIDERED

16. We have critically examined whether the existing directorate officers at the appropriate level in DEVB(WB) will have the spare capacity to absorb the duties of the proposed Head and Deputy Head of KEDO. Currently, the Deputy Secretaries, Principal Assistant Secretaries and Commissioner for Heritage of DEVB(WB) are performing a wide range of work portfolios, including policy matters on heritage conservation and conservation projects; formulation of strategies for and implementation of greening, landscape and tree management matters; increasing land supply by reclamation and cavern development; monitoring of capital works programme and expenditure; pressing ahead with the implementation of major infrastructural projects; procurement strategy; administration of contracts and consultancies; construction safety; construction standards; slope safety; lift safety; flood prevention; water supply; supply in construction manpower including training/development of professionals in the construction industry; construction workers registration; promotion of local

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professional services outside Hong Kong; and support in the post-quake reconstruction work in Sichuan. As the officers are fully engaged in the above work, it is operationally not feasible for them to take up the whole or part of the additional duties and responsibilities of the proposed Head and Deputy Head of KEDO in support of the Kowloon East development. Their schedule of responsibilities is at Enclosure 7.

Encl. 7

FINANCIAL IMPLICATIONS

17. The proposed creation of the PGTP and GA posts will require an additional notional annual salary cost at mid-point of not exceeding \$3,481,800, as follows –

	Notional annual salary cost at mid-point \$	No. of posts
Supernumerary directorate posts		
PGTP (D3)	1,870,200	+1
GA (D2)	1,611,600	+1
Total	3,481,800	+2

The additional full annual average staff cost, including salaries and on-cost, is estimated to be around \$4,929,000.

18. KEDO will be supported by a total of 16 non-directorate staff. The total additional notional annual salary cost at mid-point for the ten non-directorate civil service posts will be within \$6,737,880 and the full annual average staff cost, including salaries and on-cost, will be within \$10,693,000. The annual staff costs of the remaining six NCSC staff are within \$3,050,000. We have included the necessary provision in the 2012-13 draft Estimates to meet the cost of the proposal and will reflect the resources required in the Estimates of subsequent years.

PUBLIC CONSULTATION

19. We consulted the LegCo Panel on Development on 16 January 2012 on the proposed creation of the supernumerary PGTP and GA posts. Members generally supported the proposal. A member considered that the proposed duration of an initial one year for the two supernumerary posts was too short and suggested to extend these posts to at least two years to ensure completion of the various tasks.

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We fully appreciate the Member's helpful suggestion but remain confident that with the availability of these two posts from February 2012 created under delegated authority to staff a preparatory team for about five months pending approval from the Finance Committee of the above posts for one year from 1 July 2012, there should be adequate time for KEDO to complete the tasks identified with a view to mapping out the best institutional set-up for taking forward the Energising Kowloon East initiative, which is a long term development plan. We will revert to the LegCo Panel on Development in good time before expiry of these posts in July 2013 to report on progress made and seek Members' support for the longer term staffing arrangements. This would also provide the Panel a good opportunity to review the progress we have made and provide their further advice.

BACKGROUND

20. To facilitate the transformation of the former industrial areas in Kowloon East into another key CBD of Hong Kong, we have mapped out a conceptual master plan, which is attached at Enclosure 1, for Kowloon East by adopting the broad strategies of Connectivity, Branding, Design and Diversity. A key feature of the conceptual master plan is the designation of two clusters of government sites as Action Area 1 and Action Area 2 for comprehensive development to facilitate a diversity of land uses and activities that will complement the transformation of Kowloon East into an alternative CBD.

ESTABLISHMENT CHANGES

21. The establishment changes in DEVB(WB) for the last three years are as follows –

Establishment (Note)	Number of posts			
	Existing (As at 31 January 2012)	As at 1 April 2011	As at 1 April 2010	As at 1 April 2009
A	24#	24	23	20
B	74	74	76	62
C	117	117	117	110
Total	215	215	216*	192

Note:

A – ranks in the directorate pay scale or equivalent

B – non-directorate ranks, the maximum pay point of which is above MPS Point 33 or equivalent

C – non-directorate ranks, the maximum pay point of which is at or below MPS Point 33 or equivalent

– as at 31 January 2012, there is no unfilled directorate post in DEVB(WB)

* – the increase is mainly due to the establishment of Greening, Landscape and Tree Management Section to implement the improvement measures recommended by the Chief Secretary for Administration's Task Force on Tree Management and to facilitate the adoption of a holistic approach to greening, landscape and tree management within the Government.

/CIVIL

CIVIL SERVICE BUREAU COMMENTS

22. The Civil Service Bureau supports the proposed creation of supernumerary posts of a PGTP and a GA initially for one year in DEVB to head the new KEDO under its WB for taking forward the initiative of Energising Kowloon East. The grading and ranking of the proposed posts is considered appropriate having regard to the level and scope of the responsibilities and the professional input required.

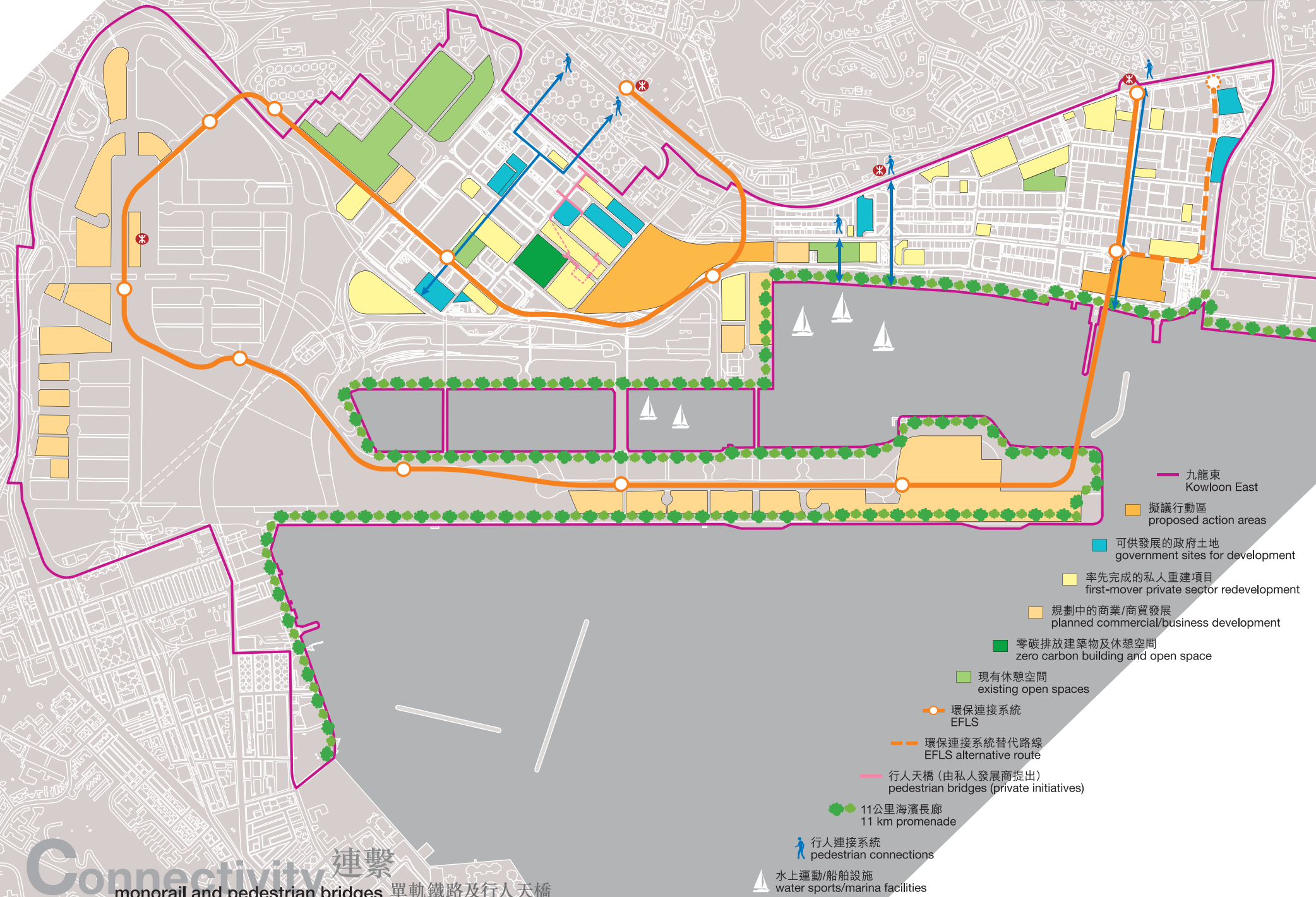
ADVICE OF THE STANDING COMMITTEE ON DIRECTORATE SALARIES AND CONDITIONS OF SERVICE

23. As the post is proposed on a supernumerary basis, its creation, if approved, will be reported to the Standing Committee on Directorate Salaries and Conditions of Service in accordance with the agreed procedure.

Development Bureau
February 2012

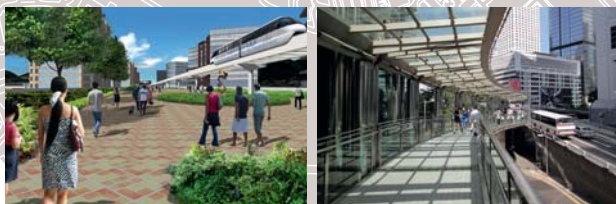
CBD²

central business district



Connectivity 連繫

monorail and pedestrian bridges 單軌鐵路及行人天橋



環保連接系統貫通九龍東
Environmentally Friendly Linkage System (EFLS)
to provide intra-district linkage

Design 設計

urban greening 都市綠化



改善街道景觀 綠化設施和公眾休憩空間
improvements in streetscape
greening and public open spaces

充分把握機會塑造嶄新面貌
opportunities of branding
and innovation to be fully exploited

Branding 品牌

a premier office node 優質辦公室



Diversity 多元化

vibrant waterfront 活力海濱



露天食肆 水上活動及娛樂設施以添朝氣活力
alfresco dining water activities and
entertainment to enhance vibrancy

香港的 CBD²

九龍東包括啟德機場舊址、觀塘和九龍灣。在香港製造業的全盛時期，九龍東見證了一個重要的工業基地的迅速發展，不僅創造了數十萬計的職位，亦推動了香港的繁榮欣盛。隨著機場遷往赤鱗角、香港製造業的基地北移，這區失去了一些舊有的活力，留下大量未有被充分使用的工業大廈。另一方面，隨著香港金融及服務業持續興旺，很多跨國公司都在香港設立區域總部和區域辦事處，香港傳統的商業中心區已無法應付這些公司對優質辦公室的需求。一些私人發展商憑着敏銳的市場觸覺，把握時機，率先在九龍東進行發展，興建了一些高級的商業大廈和購物中心。區內已有約 140 萬平方米的辦公室落成。

隨著國家「十二五」規劃表明支持香港鞏固其作為國際金融、貿易、航運中心的地位，亦支持香港發展成為國際資產管理中心和離岸人民幣業務中心，香港在全球的影響力將日益增大。為了充分利用內地迅速發展的機遇，並維持香港的地位和長遠發展，穩定而充足的優質辦公室供應至為關鍵。

在 2011 至 12 年的施政報告中，行政長官宣布會採用富遠見、相互協調的綜合模式，加快把九龍東轉型為另一個具吸引力的商業區，以支持香港的經濟發展。具體而言，有關的工作將涉及土地用途檢討、城市設計、加強連繫及相關的基建設施。

政府的措施

自 2010 年 4 月以來，我們已採取活化香港工業大廈的措施。截至 2011 年 8 月，當局批准了 33 幢工業大廈進行整體改裝/重建的申請，其中 16 幢位於觀塘和九龍灣。這些工業大廈會重建或改裝作辦公室、商鋪和服務行業及酒店。

在啟德發展項目的 320 公頃土地中，可建約 106 萬平方米總樓面面積的土地已規劃作辦公室。我們將興建啟德政府合署，並計劃把其他政府辦公大樓遷往啟德。啟德發展項目另有 80 萬平方米總樓面面積規劃作零售和酒店用途，還有約 33,200 個公營和私營房屋單位、國際郵輪碼頭、體育和旅遊設施，將會增加該區的人流，並注入多元發展。加上觀塘和九龍灣的 168 公頃土地，九龍東有龐大潛力打造成為香港一個充滿活力的主要商業區。

Hong Kong's CBD²

Kowloon East is an area comprising the former Kai Tak Airport, Kwun Tong and Kowloon Bay. This area witnessed the rapid growth of an important industrial base in the heyday of Hong Kong's manufacturing industry, creating hundreds of thousands of jobs and propelling Hong Kong's prosperity. Following relocation of the Airport to Chek Lap Kok and our manufacturing base to the Mainland, this area has lost some of its past vibrancy, leaving a huge stock of industrial buildings not being fully utilised. On the other hand, with the booming in Hong Kong's financial and service sectors as well as large numbers of regional headquarters and regional offices of multi-national companies setting their foot in Hong Kong, the demand for quality office can no longer be met by our traditional Central Business District (CBD). Thanks to good market sense and first-mover initiatives of some private developers, high grade office buildings and retail centres are emerging in Kowloon East. About 1.4 million m² office space have been completed.

The National 12th Five-Year Plan has given support to Hong Kong's position as an international financial, trade and shipping centre, and support for Hong Kong's development as an international asset management centre and an offshore Renminbi (RMB) business centre, increasing her impact on a global scale. To capitalize on the fast-growing opportunities of the Mainland and sustain Hong Kong's position and longer term development, a steady and adequate supply of quality office space is pivotal.

In his 2011-12 Policy Address, the Chief Executive announced that we will adopt a visionary, co-ordinated and integrated approach to expedite the transformation of Kowloon East into an attractive, alternative central business district to support Hong Kong's economic development. Specifically, this will involve land use review, urban design, improved connectivity and the associated infrastructure.

Government Initiatives

Since April 2010, we have introduced measures to revitalise industrial buildings in Hong Kong. By end August 2011, 33 applications have been approved for wholesale conversion or redevelopment and 16 of them are in Kwun Tong and Kowloon Bay. These industrial buildings will be redeveloped or converted into offices, shops and services, and hotels.

About 1.06 million m² of office space has been planned for within the 320 hectare Kai Tak Development (KTD). We are building a Kai Tak Government Office and are planning to relocate other government office buildings to Kai Tak. With another 0.8 million m² of retail and hotel accommodation planned, some 33,200 public and private housing units, an international cruise terminal, sports and tourism facilities, KTD will inject development density and diversity into the area. Together with 168 hectares in Kwun Tong and Kowloon Bay, Kowloon East has great potential to evolve into a vibrant premier business district in Hong Kong.

行動區

行動區 1 — 海濱道重建項目

我們建議把現有的廢物回收中心及驗車中心遷往其他地點，以騰出約 6.4 公頃的政府土地，發展成全新的活力樞紐，提供辦公室、展覽/會議設施、酒店/服務式住宅及零售/娛樂場所。擬議的啟德環保連接系統的車站及車廠亦會設於這個行動區內，令此小區成為九龍東的連接樞紐。

行動區 2 — 觀塘渡輪碼頭海旁發展項目

我們建議為巴士總站加設上蓋，以闢設公共休憩空間及戶外表演場地。發展項目內將設有擬議環保連接系統的車站，以加強連繫。此碼頭區將建成新的樞紐，設有小型辦公室、藝術創作室、娛樂場所、畫廊、零售專門店及沿海濱長廊食肆，以配合日後在啟德跑道公園發展的旅遊樞紐。

此外，我們會善用觀塘及九龍灣內多幅總面積約為 5 公頃的政府土地，以配合整區的轉型。

面對的挑戰

雖然觀塘及九龍灣的傳統製造業活動大多已遷離，但這些舊工業區內仍存在許多經濟活動。因此，在這些工業區再作轉型時，我們必須小心處理。現時區內許多分層工業大廈業權分散，可能會為加快重建工業大廈或改裝整幢工業大廈的工作帶來另外一項挑戰。

落實工作

我們計劃在發展局成立新的九龍東發展辦事處，由多類專業人士組成，負責督導和監察香港這項極為重要的策略性發展，致力實現九龍東願景。

香港特別行政區政府新聞處設計 政府物流服務署印
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Action Areas

Action Area 1 — Hoi Bun Road Redevelopment

We propose to relocate the existing waste recycling centre and vehicle examination centres to release some 6.4 hectares of government land for the development of a new vibrant node for offices, exhibition/conference facilities, hotel/service apartments and retail/entertainment outlets. With the location of the proposed EFLS station and depot connecting to Kai Tak at this site, it will become the linkage hub of Kowloon East.

Action Area 2 — Kwun Tong Ferry Pier Waterfront Development

We propose to deck over the bus terminus to provide public open space and outdoor performance area. A station of the proposed EFLS is proposed to be located within the development to enhance connectivity. The area will become a new hub for small offices, artist workshops, entertainment, gallery and specialty retail and restaurants along the waterfront promenade to complement the tourism node to be developed at Kai Tak Runway Park.

In addition, we will make good use of government sites in Kwun Tong and Kowloon Bay totaling some 5 hectares to support the transformation.

Challenges

While most traditional manufacturing activities in Kwun Tong and Kowloon Bay have moved out, there are still a lot of economic activities in these former industrial areas. We need to handle the further transformation of the area carefully. The present fragmented ownership in many existing flatted industrial buildings in the area may present a further challenge to their speedy redevelopment or wholesale conversion.

Implementation

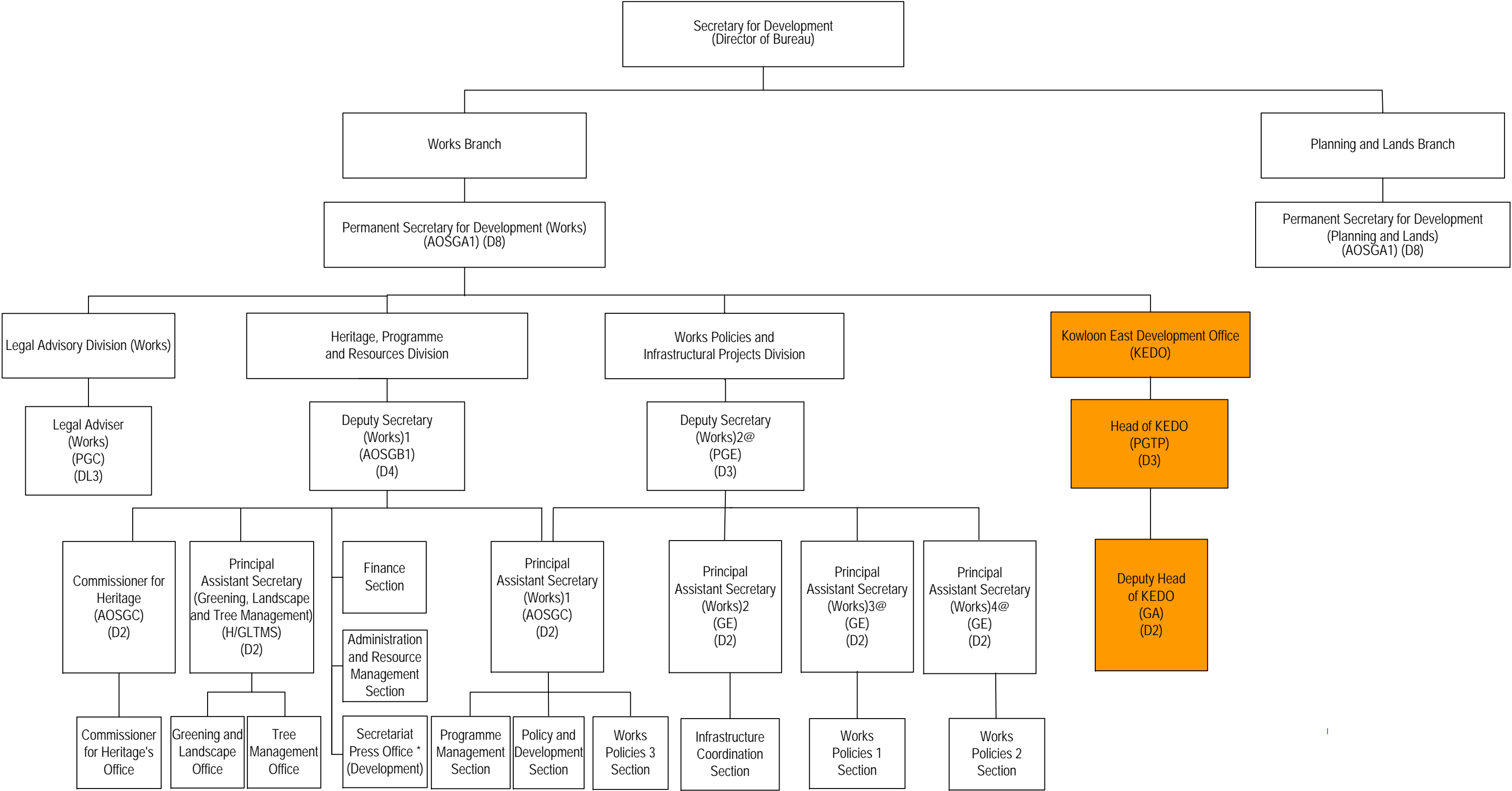
We intend to set up a new multi-disciplinary Kowloon East Development Office (KEDO) in Development Bureau to steer and monitor this highly strategic and significant development for Hong Kong, and champion for the goals we have set for Kowloon East.

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發展局
Development Bureau



The Existing and Proposed Organisation Chart of Development Bureau
before and after the Establishment of Kowloon East Development Office



Proposed D3 and D2 posts to be created

AOSGA1 Administrative Officer Staff Grade A1

AOSGB1 Administrative Officer Staff Grade B1

AOSGC Administrative Officer Staff Grade C

GA Government Architect

GE Government Engineer

H/GLTMS Head of Greening, Landscape and Tree Management Section

PGE Principal Government Engineer

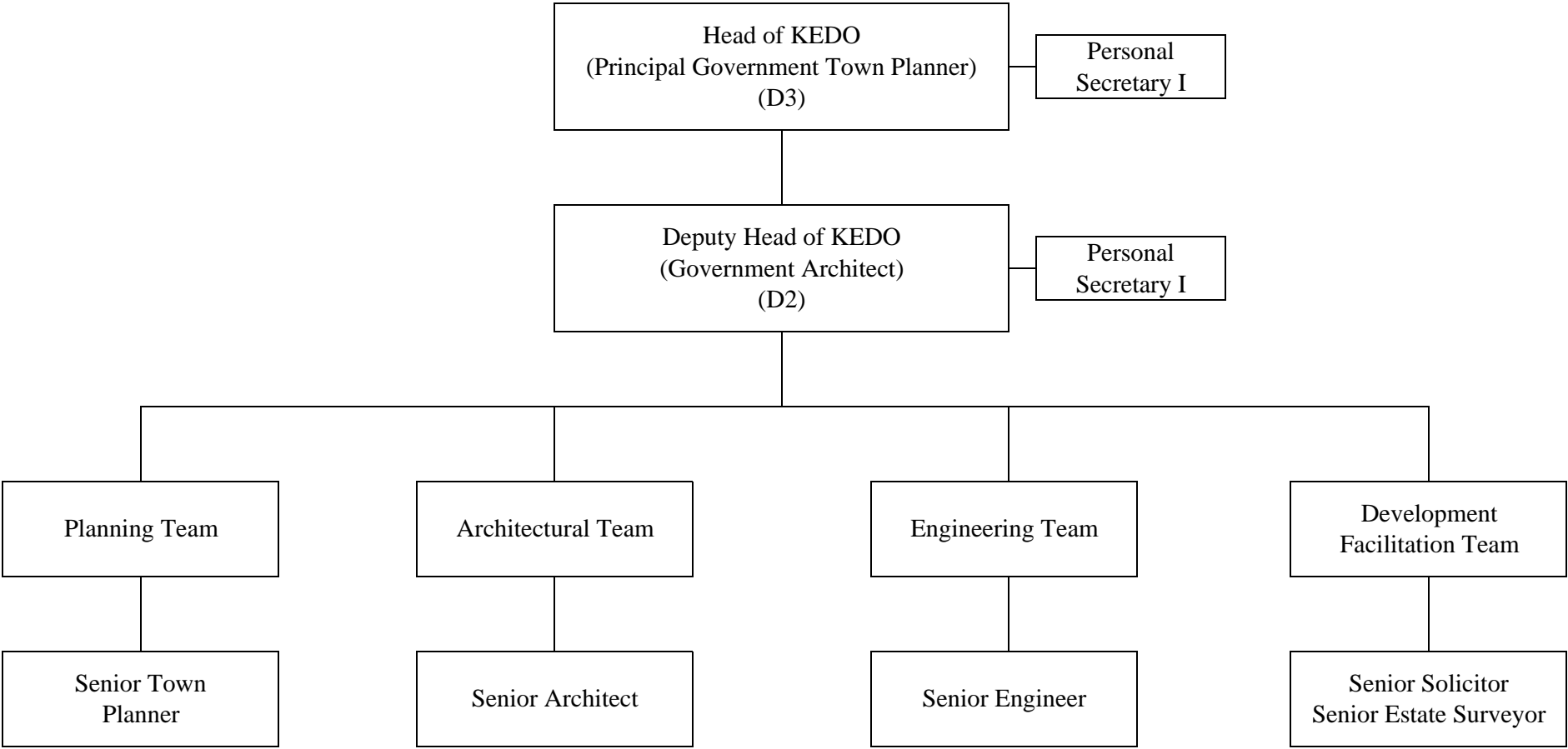
PGC Principal Government Counsel

PGTP Principal Government Town Planner

* Secretariat Press Office (Development) serves both PLB and WB

@ Multi-disciplinary post

Proposed Organisation Chart of the Kowloon East Development Office (KEDO)



**Proposed Job Description of
Head of Kowloon East Development Office (H/KEDO)**

Rank : Principal Government Town Planner (D3)

Responsible to : Permanent Secretary for Development (Works)

Major Duties and Responsibilities –

1. Advocate the conceptual master plan of Kwun Tong and Kowloon Bay and explore options for strategic refinement of the Outline Zoning Plan of Kai Tak Development.
2. Explore different modes of expediting the development of Kowloon East.
3. Manage the Kowloon East Development Office to ensure its efficient operation and formulate the long-term institutional set-up.
4. Spearhead the coordination of inter-bureau and inter-departmental efforts on land development proposals from the private sector including review of land development procedures, and the provision of preliminary assessments on the merits or otherwise of individual proposals in consultation with the relevant bureaux and departments.
5. Assume the central coordination and monitoring role in the project management, design direction and coordination related to infrastructural development in Kowloon Bay and Kwun Tong as well as in the strategic issues pertaining to Kai Tak Development.
6. Champion a comprehensive and coherent public relations and public engagement strategy for new initiatives and projects, and coordinate responses to demands and aspirations from the stakeholders and the public.

**Proposed Job Description of
Deputy Head of Kowloon East Development Office
(DH/KEDO)**

Rank : Government Architect (D2)

Responsible to : Head of Kowloon East Development Office

Major Duties and Responsibilities –

1. Oversee tasks related to planning studies, community engagement and preparation of the conceptual master plan for Kowloon Bay and Kwun Tong, and assist in exploring options for strategic refinement of the Outline Zoning Plan of Kai Tak Development.
2. Assist in exploring different modes of expediting the development of Kowloon East (KE).
3. Assist in formulating the long-term institutional set-up of KEDO.
4. Conduct research and feasibility studies and provide professional advice to land development proposals in KE from the private sector. Coordinate and liaise with various bureaux and departments on processing individual land development proposals.
5. Assist in the coordination and monitoring of the infrastructural development in Kwun Tong and Kowloon Bay as well as the strategic issues pertaining to Kai Tak Development.
6. Advise on the feasibility, budgeting, programming, public reception and priority considerations, design and implementation of public infrastructure and area improvement works in Kwun Tong and Kowloon Bay that are directly related to the urban regeneration of KE, and assist in drawing up consultation strategy for engaging stakeholders.
7. Steer the work of the multi-disciplinary support team comprising town planner, architect, landscape architect, engineer, estate surveyor and solicitor.

**Revised Job Description of
Permanent Secretary for Development (Works) (PS(W))**

Rank : Administrative Officer Staff Grade A1 (D8)

Responsible to : Secretary for Development (SDEV)

Main Duties and Responsibilities –

1. To assist SDEV in steering the transformation of Kowloon East into an attractive, alternative Central Business District.
[Note: New duties and responsibilities following the setting up of the Kowloon East Development Office.]
2. To assist SDEV in formulating policies in regard to increasing land supply initiative, procurement strategy, slope safety, lift safety, flood prevention, water supply, greening, landscape, tree management and the delivery of the Public Works Programme; and to ensure the efficient implementation of such policies.
3. To assist SDEV in securing support of the public and Legislative Council (LegCo); and in dealing with LegCo businesses.
4. To housekeep Architectural Services Department, Civil Engineering and Development Department, Drainage Services Department, Electrical and Mechanical Services Department and Water Supplies Department.
5. To provide strategic input to directorate succession planning and leadership development in respect of Works group of departments and to steer and implement re-organisation plans where necessary.
6. To serve as Controlling Officer for resources allocated to Works Branch and to ensure their proper deployment.
7. To oversee liaison with the construction industry, in particular in regard to co-operation with the Construction Industry Council and the Construction Workers Registration Authority.

8. To explore opportunities for co-operation between stakeholders of the local construction industry and their Mainland counterparts and to promote local professional services outside Hong Kong.
9. To assist SDEV in formulating policies in regard to development-related heritage conservation so as to enable a close interface between development and heritage conservation.
10. To manage staff resources in Works Branch.

**Schedule of Responsibilities for
the Existing Directorate Officers
in the Works Branch**

The other directorate officers at the appropriate levels in the Works Branch are fully engaged in their respective duties –

- (a) Deputy Secretary (Works) 1 (DS(W)1), assisted by Commissioner for Heritage (C for H), Principal Assistant Secretary (Greening, Landscape and Tree Management) (PAS(GLTM)) and Principal Assistant Secretary (Works) 1 (PAS(W)1), are committed in policy matters on heritage and conservation projects; formulation of strategies for and implementation of greening, landscape and tree management matters; and monitoring of the capital works programme and expenditure.
- (b) Deputy Secretary (Works) 2 (DS(W)2), assisted by Principal Assistant Secretaries (Works) 1 to 4 (PAS(W) 1 to 4), are committed in pressing ahead with the implementation of major infrastructural projects; increasing land supply initiative; procurement strategy; administration of contracts and consultancies; construction safety; construction standards; slope safety; lift safety; flood prevention; water supply; supply in construction manpower including training/development of professionals in the construction industry; construction workers registration; and promotion of local professional services outside Hong Kong.

2. The major duties/responsibilities and work priorities of C for H and the PASs are appended below –

C for H

3. C for H assists DS(W)1 in the implementation and monitoring of policies on heritage conservation and in devising and taking forward new initiatives on heritage conservation, including the implementation of the “Revitalising Historic Buildings Through Partnership Scheme”; implementation of the heritage impact assessment mechanism for new capital works projects; devising economic incentives for conservation of privately-owned historic buildings; and extending financial assistance on maintenance to privately-owned graded historic buildings. C for H serves as the focal point of contact on heritage

/conservation

conservation matters both locally and overseas. C for H is also responsible for spearheading the engagement of stakeholders and the public in the implementation of heritage conservation initiatives and liaising with concerned organisations on related matters; providing policy support and guidance to the Antiquities and Monuments Office of the Leisure and Cultural Services Department; conducting research on policies, legislation and practices on heritage conservation both locally and overseas; and overseeing the handling of enquiries, complaints and suggestions from the public and media on heritage conservation matters.

PAS(GLTM)

4. PAS(GLTM) assists DS(W)1 in formulating strategies on greening, landscape and tree management with emphasis on a holistic approach to this work. PAS(GLTM) oversees the work of the Greening and Landscape Office (GLO) and the Tree Management Office (TMO).

5. The work focus of GLO is the proactive identification of greening opportunities, the enhancement of quality landscape design, the promotion of new greening technologies, enhancement of training and manpower development and enhancement of public education and community involvement. Key current tasks overseen by PAS(GLTM) are the preparation of district-based tree and landscape maps to explore and explain these resources to the public as well as the development of an integrated landscape design framework for roads, parks and slopes. Technical circulars are under preparation for greening of new roads and public buildings as well as guidance for greening of noise barriers. A comprehensive review of landscape contractors/consultants management is also in progress.

6. The work focus of TMO is the enhancement of tree risk management, promotion of a quality-oriented approach to tree management, enhancement of the tree complaint handling mechanism and emergency response arrangement, enhancing training in tree management and enhancement of public education and community involvement. The key emphasis currently is on tree risk management and the tree management departments have just commenced the third exercise. PAS(GLTM) is the chairman of the Expert Panel on Tree Management with three scheduled meetings planned this year. PAS(GLTM) is also overseeing the preparation of a number of guidance documents on topics including stonewall tree management and renovation works and tree stability. In addition to the above a comprehensive review of tree preservation arrangements is in progress as well as a number of arboricultural research projects.

PAS(W)1

7. PAS(W)1 assists DS(W)1 in overseeing the implementation and overall spending on the ten major infrastructure projects and other public works projects under the Public Works Programme. In addition to handling matters relating to the implementation of the recommendations of the Construction Industry Review Committee's Report, PAS(W)1 provides policy guidance to the statutory Construction Industry Council (CIC) and oversees its corporate operation and institutional arrangements to implement the various initiatives to raise the construction industry's quality and standards according to the Construction Industry Council Ordinance.

8. To enable the development of local construction manpower to deliver the Public Works Programme, PAS(W)1 also assists DS(W)2 in monitoring the overall construction manpower situation and formulating the manpower resources policies and strategy including enhanced training and trade testing for workers' skill development and enhanced publicity to uplift the industry's image to attract new blood to join the industry. In addition, PAS(W)1 is responsible for providing policy guidance to the statutory Construction Workers Registration Authority (CWRA) and overseeing its corporate operation and institutional arrangements to facilitate registration of construction workers and phased implementation of prohibitions under the Construction Workers Registration Ordinance. As this concerns about 288 000 registered construction workers, the above tasks require close liaison with CIC, CWRA, labour unions, trade associations and other industry stakeholders to meet the industry-wide needs.

PAS(W)2

9. PAS(W)2 assists DS(W)2 in the housekeeping of Civil Engineering and Development Department. The post is to provide high-level technical input in the implementation of major infrastructure development projects and coordinate input from Works group of departments and resolve problems to ensure the best possible support be provided to various client bureaux. The post also assists in overseeing the implementation of major infrastructural projects, such as the Kai Tak Development, Liantang/Heung Yuen Wai Boundary Control Point and cycle track networks in the New Territories. PAS(W)2 is responsible for taking forward the initiative of enhancing land supply strategy through reclamation and cavern development, and coordinating technical input on works aspects of planning and development issues and feasibility studies, such as Development of Lok Ma Chau Loop, New Development Areas, etc. PAS(W)2 also provides support to the Permanent Secretary for Development (Works) in handling technical matters in regard to the West Kowloon Cultural District project, Ocean Park Re-development project, Hong Kong Disneyland project, and assesses district-wide demand on infrastructural facilities to dovetail housing developments, monitors the implementation of such facilities and resolves interface problems.

/PAS(W)3

PAS(W)3

10. PAS(W)3 assists DS(W)2 in the housekeeping of Drainage Services Department and Water Supplies Department. The post provides policy input and steer on the flood prevention strategy, drainage impact assessment studies, total water management strategy, reliable supply of water including securing supply from Dongjiang and exploring alternative water sources such as seawater desalination as well as the delivery of infrastructural projects for enhancing water supplies and flood prevention.

11. PAS(W)3 is also responsible for various policy issues related to public safety including control of slope safety for both man-made and natural slopes, lift and escalator safety including the introduction of the Lifts and Escalators Bill to the Legislative Council as well as the regulatory control of water-cooled air-conditioning systems for the prevention of Legionnaires Disease. In relation to public works projects, PAS(W)3 provides policy input to construction safety, construction standards, environmental management, green procurement including promoting the use of green construction materials, green building assessments, energy efficiency, contract form and conditions, dispute avoidance and resolution, security of payment and wage payment. PAS(W)3 also handles policy issues relating to and oversees the supplies of concrete, rock products and sand.

PAS(W)4

12. PAS(W)4 assists DS(W)2 in formulating and implementing policies on procurement of construction and consultancy services as well as management of contractors and consultants including administration of DEVB's approved lists of public works contractors/suppliers and performance monitoring. PAS(W)4 represents the Bureau in various trade consultations in respect of the construction sector including the Mainland/Hong Kong Closer Economic Partnership Arrangement (CEPA) consultations, World Trade Organization/Government Procurement Agreement consultations and other free trade agreement negotiations. PAS(W)4 is responsible for handling works-related Mainland affairs including implementation of CEPA market liberalisation measures, providing support to other bureaux on various platforms such as the Hong Kong/Guangdong Co-operation Joint Conference and other Mainland/Hong Kong co-operation initiatives. His latest assignment is to implement the measures announced by the Central Government in August 2011 to support Hong Kong's development. PAS(W)4 also assists in handling matters related to promotion of local professional services in the Mainland and overseas construction and engineering related markets as well as the housekeeping of Electrical and Mechanical Services Department.

13. Apart from the above, PAS(W)4 assists Team Leader (Sichuan Reconstruction) in implementing Hong Kong Special Administrative Region's post-quake reconstruction work in Sichuan which comprises 184 projects under the \$9 billion "Trust Fund in Support of Reconstruction in the Sichuan Earthquake Stricken Areas" including project and funding management, technical audit coordination and providing technical support to other policy bureaux.

14. Hence, it is operationally not possible for any of them to take up the whole or part of the additional duties and responsibilities of the proposed Head and Deputy Head of KEDO posts in support of the Kowloon East development.
