

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 62 – HOUSING DEPARTMENT

Subhead 003 Recoverable salaries and allowances (General)

HEAD 186 – TRANSPORT DEPARTMENT

Subhead 000 Operational expenses

HEAD 44 – ENVIRONMENTAL PROTECTION DEPARTMENT

Subhead 000 Operational expenses

Members are invited to recommend to Finance
Committee –

- (a) the creation of the following permanent posts in
the Housing Department with immediate effect –

1 Assistant Director of Housing
(D2) (\$126,500 - \$138,350)

1 Chief Architect
(D1) (\$106,600 - \$116,500)

1 Chief Building Services Engineer
(D1) (\$106,600 - \$116,500)

1 Chief Planning Officer
(D1) (\$106,600 - \$116,500)

1 Chief Quantity Surveyor
(D1) (\$106,600 - \$116,500)

/1 Chief

1 Chief Structural Engineer
(D1) (\$106,600 - \$116,500); and

- (b) the increase in the ceilings placed on the total notional annual mid-point salary value of all non-directorate posts in the permanent establishment of the following departments in 2012-13 –

Head 186 – Transport Department from \$520,529,000 by \$1,001,580 to \$521,530,580 for creating three time-limited non-directorate posts

Head 44 – Environmental Protection Department from \$678,600,000 by \$2,968,140 to \$681,568,140 for creating five time-limited non-directorate posts

PROBLEM

There is a need for additional staffing support in the Housing Department (HD)¹, Transport Department (TD), Environmental Protection Department (EPD) and Drainage Services Department (DSD) to cope with the increase in workload for implementation of the new Home Ownership Scheme (HOS).

PROPOSAL

2. We propose to –

- (a) create six permanent directorate posts, including one Assistant Director of Housing (AD of H) (D2) post to head a new Project Sub-division in the Development and Construction Division (DCD) of HD, and five chief professional (D1) posts, namely one Chief Architect (CA), one Chief Building Services Engineer (CBSE), one Chief Planning Officer (CPO), one Chief Quantity Surveyor (CQS) and one Chief Structural Engineer (CSE), in the new Project Sub-division with immediate effect; and

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¹ The HD is the executive arm of Housing Authority (HA). HD staff (all being civil servants) are seconded to HA, which also employs its own staff under HA contract terms.

- (b) increase the ceilings placed on the total notional annual mid-point salary (NAMS) value of all non-directorate posts in the permanent establishment of Head 186 – TD from \$520,529,000 by \$1,001,580 to \$521,530,580 and of Head 44 – EPD from \$678,600,000 by \$2,968,140 to \$681,568,140 in 2012-13.

JUSTIFICATION

The New HOS

3. In his 2011-12 Policy Address, the Chief Executive announced the resumption of the HOS and tasked HA with the responsibility to produce flats under the new HOS. As an immediate step, more than 17 000 flats will be provided over four years from 2016-17 to 2019-20, with a target production of 5 000 flats a year on average thereafter. For the first year, 2 500 flats will be produced. The first batch of flats will be ready for pre-sale in 2014 or 2015.

4. To meet the above target, we have to fast-track the production of six HOS projects for completion by 2016-17 and to accelerate the development of the remaining projects in subsequent years. Major stages in the development of the projects include feasibility studies, rezoning, resumption/clearance and demolition/site formation, design, tender and construction. The development timeframe for individual projects will vary depending on various factors. Given the processes involved, we plan on the basis that it takes about seven years from site identification to building completion. Actual delivery timetable will depend on the complexity involved in individual sites. We will however fast-track the first six new HOS projects under an exceptionally compressed timetable with a view to completing the public consultation, planning, design and construction in five years, i.e. with the building completion scheduled for 2016-17. Subject to the successful commencement of the planning, feasibility and technical studies in 2012-13, we aim to complete the other new HOS projects from 2017-18 onwards, also under a very compressed and fast-tracked timetable. To meet the yearly target of producing about 5 000 new HOS flats, we will continue to search for more sites for new HOS developments.

Creation of one AD of H and Five Chief Professional Posts in HD

Directorate Set-up of DCD

5. DCD is responsible for the production of new public rental housing (PRH) units, which include all facets of project management and production work covering the initial site search and feasibility studies, community engagement,

/planning

planning, design, contract management, commissioning for occupation, up to the expiry of maintenance period and the settlement of final accounts. DCD is also responsible for establishing operational policies on procurement, design, construction, quality performance assessment, dispute resolution, research and development, safety and environmental management for public housing development in Hong Kong.

6. DCD is headed by a Senior Assistant Director of Housing (D3) designated as the Deputy Director (Development and Construction) (DD(DC)), who is underpinned by three ADs of H (D2) and 13 chief professionals² (D1), and working in a fully integrated multi-disciplinary matrix organisation to deliver the Public Housing Construction Programme (PHCP) as housing development requires input from all professional disciplines. The current total establishment of DCD including non-directorate staff is 1 786.

7. At present, DD(DC) directly supervises the Planning Section headed by a CPO for the initial work stages of projects, which include site potential studies, feasibility and planning. These are all being taken forward under a very tight time-table. In addition, with the assistance of three ADs of H designated respectively as Assistant Director (Project)1 (AD(P)1), Assistant Director (Project)2 (AD(P)2) and Assistant Director (Development and Procurement) (AD(DP)), DD(DC) also oversees and supervises 12 Sections³ in the matrix organisation delivering the PHCP. AD(P)1 and AD(P)2 are responsible for overseeing public housing construction projects. AD(DP) is responsible for corporate procurement policies, technical standards, research and development, as well as capital budget co-ordination. AD(P)2 also oversees the development and operation of the quality management system and information technology systems, while the CPO and CE (under AD(P)1) also assist DD(DC) in performing daily bureau functions relating to land supply for PRH, the Committee on Housing Development matters, administration of projects under Head 711 of the Capital Works Reserve Fund, etc. The current organisation chart of DCD is at

Encl. 1 Enclosure 1.

/Increase

² The 13 chief professionals include five CA; one CBSE; one Chief Engineer (CE); one Chief Geotechnical Engineer (CGE); one CPO; one CQS and three CSE posts. One CSE post in DCD is currently sharing the workload of the Independent Checking Unit on a part-time basis.

³ The 12 Sections are Architectural Section 1, 2 and 3; Development and Standards Section; Procurement and Technical Secretary Section; Building Services Section; Civil Engineering Section; Geotechnical Engineering Section; Quantity Surveying Section; and Structural Engineering Section 1, 2 and 3.

Increase in Workload in Construction Projects

8. The implementation of the new HOS has significant workload implications for DCD. The current set-up of DCD is geared for an average annual production of 15 000 new PRH units, with a total production of 75 000 flats in a rolling five-year period. In fact, the housing production will reach a peak in the coming years. As at December 2011, PHCP for 2011-12 to 2015-16 is summarised below –

Year	Number of PRH flats to be produced
2011-12	11 200
2012-13	13 100
2013-14	17 100
2014-15	14 500
2015-16	19 700

To meet the new requirement for HOS production, which in effect adds one-third to the current housing production target, as well as to cope with the ongoing PRH production programme, DCD urgently needs additional staffing resources.

Continued Increase in Task Complexity

9. Apart from the new HOS programme, which is in itself substantial, the workload of DCD has significantly increased over the years as the housing development work has become more and more complex. Given the scarcity of land supply for suitable housing development sites, those sites earmarked for this purpose are more often than not heavily constrained and difficult to develop in terms of site constraints, planning considerations, geological conditions and/or site topography. Hence, increasingly there is a need for detailed assessments with extensive site potential studies and site-specific design to be conducted before we can confirm the suitability of individual sites for future public housing development. The proliferation of small housing projects, particularly those involving intensive planning and site-specific design, project management input, close liaison with other government departments, extensive foundations, slope works and noise mitigation, has also put greater pressure on existing manpower resources. New initiatives such as Building Environmental Assessment Method Plus (BEAM Plus)⁴ and Gross Floor Area (GFA) Concessions⁵ have also been adopted to boost housing

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⁴ BEAM Plus is the locally devised mechanism developed by the Hong Kong Green Building Council for comprehensive green building assessment, certification and performance labeling which is a pre-requisite for GFA Concession.

⁵ GFA Concession refers to GFA of those features or areas that can be exempted or disregarded in the overall GFA calculation. Studies on new measures have to be conducted in accordance with the Practice Notes for Authorised Persons, Registered Structural Engineers and Registered Geotechnical Engineers (PNAP) No. APP-151 and APP-152.

production on the available housing sites. In addition, more stringent statutory, planning and environmental requirements have been introduced, necessitating more studies and greater efforts to obtain agreement/approval from the enforcement departments in working out the planning briefs, project development parameters and scheme designs, and enhancing quality and safety of site supervision. More work is also required for public consultation and community engagement functions. For all projects particularly those of a larger scale or attracting local concerns, community engagement workshops, meetings and briefings with different stakeholders, including the Legislative Council, District Councils, local residents and other departments have to be conducted to take in the views/concerns of various stakeholders for PRH developments to be taken forward. Such work has to be taken up by experienced senior officers at the directorate level.

Increase in Workload due to New Policy Initiatives

10. Given the existing workload situation, DCD does not have sufficient manpower to cater for the additional average production of 5 000 units arising from the new HOS. Indeed, DCD also has to take up other housing-related initiatives arising from the Policy Address in the following areas –

(a) *Redevelopment of Aged PRH Estates*

In view of the strong demand for PRH and the scarce supply of land, we have to actively pursue a redevelopment policy focusing on older estates that may have potential for increasing their development intensity through redevelopment and/or upgrading. This is a new initiative under the 2011-12 Policy Address. Previously, the approach set out under the 1998 Long Term Housing Strategy was that PRH blocks would only be cleared if they were no longer safe or economic to maintain. In order to follow up on the revised approach, a comprehensive review of the existing aged estates is necessary to assess their redevelopment potential. To this end, a rolling programme will be drawn up whereby there will be a detailed assessment of all of the aged estates (including all technical studies to confirm the feasibility and viability of redevelopment). This will be used to draw up recommendations for the appropriate redevelopment strategies (full/partial redevelopment, upgrading or retention with appropriate repairs), identification of suitable rehousing resources, consultation with relevant bureaux/departments and, seeking approvals from HA and its committees for the recommended actions for individual estates, etc. DCD started redevelopment studies on seven aged estates in 2009-10 and one of these studies has been completed. Studies on a number of aged estates have not yet commenced due to other competing priorities.

/(b)

(b) *Extensive Site Search on Using Green Belt and Industrial Land for Housing Development*

- (i) In search of additional housing land supply, extensive site search exercises, including Green Belt, Government/Institution and Community (G/IC) and industrial land have to be undertaken. The development of these sites is often difficult, complex, time consuming and resource intensive. Most of them require rezoning, site clearances, land resumption and site formation works, and lacks supporting infrastructure, such as roads, sewerage or drainage facilities. More planning, architectural and engineering studies have to be conducted and local objections resolved before these sites can be confirmed for PRH or new HOS development; and
- (ii) HA was previously provided with zoned, cleared, formed and readily available land for development of public housing. Recently, HD has also been tasked to undertake in-depth assessments on potential sites to ascertain their suitability and viability for public housing use in order to meet the very tight time frame. In this connection, HD will need to step up the number of site potential studies in the coming five years, which will require comprehensive planning and engineering studies. Each site potential study would involve on average more than ten technical studies depending on the site constraints and requirements of various government departments. These studies include assessments on land use, architectural feasibility, retail viability, microclimate, environmental, visual, air ventilation, traffic, sewage, drainage, water supply, land contamination, ground conditions, potential hazardous installations, tree surveys, land surveying, condition survey for existing buildings, natural terrain hazards, archaeological, ecological, heritage impact assessments, etc.

Need for one AD of H Post (designated as AD(Project)3 (AD(P)3))

11. To ensure the timely production of new HOS flats as well as to meet the above challenges, we see a need to set up a new Project Sub-division headed by an AD of H post. The present directorate support in DCD is grossly inadequate to cope with the substantial increase in workload arising from the implementation of new HOS and other new initiatives. Both DD(DC) and the existing three ADs in DCD are already overloaded with their respective directorate supervision and management functions. To sustain operational efficiency and ensure the annual

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production of new HOS as well as to maintain the average annual production of 15 000 new PRH units, we need to have an additional AD of H post. The new AD, to be designated as AD(P)3, will head a new Project Sub-division to oversee the new HOS development and other new initiatives as well as the related policy matters. There will not be any significant changes to the responsibilities of the three existing AD of H posts. The job descriptions of the existing three AD of H posts and the proposed AD of H post in DCD are at Enclosures 2 to 3 and Enclosure 4 respectively.

Encls. 2-3
Encl. 4

Need for Five Chief Professional Posts

12. We propose that the proposed new Project Sub-division, to be headed by the proposed AD(P)3, be underpinned by five chief professionals at D1 level to provide the necessary strategic input from different disciplines. Given that each of the professional disciplines has their distinct roles to play and the existing D1 officers in HD are already fully stretched, at this stage, one chief professional post is required for each of the five disciplines on architectural, building services engineering, planning, quantity surveying and structural engineering. With the creation of the additional chief professional posts, certain re-shuffling of duties and responsibilities among some existing directorate posts will be arranged to better suit the operational workflow.

Chief Architect/4 (CA/4)

13. There are currently five CA posts in DCD, namely CA/1, CA/2, CA/3, CA/Development and Standards (CA/D&S) and CA/Procurement (CA/P). CA/1, CA/2 and CA/3 are responsible for handling new public housing development and monitoring of the works. CA/D&S is responsible for handling central functions including development and standards matters, while CA/P is responsible for handling corporate functions including list management, procurement/tendering and other support functions for HA. Altogether, there are three CAs working as the Project Managers, Design and Contract Managers for the development and construction of new public housing development with flat production of an average of 15 000 units per annum. With the complexities of projects from inception, feasibility studies to completion, the essential co-ordination work and associated improvement works in the neighbourhood and in the districts (such as footbridges, lift towers, community halls, welfare and community facilities, etc.) have been increasing all the time. Coupled with the new initiatives in sustainable building

/design

design requirements⁶ that entail more environmental studies (such as visual impact assessments, air ventilation assessments, innovative noise abatement measures, etc.) and implementation work from design to construction and commissioning upon occupation, the existing CAs have been persistently overloaded and have no capacity to take up the extra workload generated from the new HOS and other new initiatives. We, therefore, propose to create an additional CA post.

14. The new CA post will be responsible for handling new HOS development and monitoring of the works; and overseeing the provision of architectural services for the site potential studies for both public housing and new HOS developments. There will not be any major changes to the responsibilities of the other five existing CAs except that CA/D&S has to handle central functions including development and standards matters for new HOS developments. The job descriptions of the existing five CA posts and the proposed CA post in DCD are at Enclosures 5 to 7 and Enclosure 8 respectively.

Encls. 5-7
Encl. 8

Chief Building Services Engineer/2 (CBSE/2)

15. DCD has only one CBSE who is responsible for leading and managing the delivery of professional building services for PHCP. The existing CBSE has been persistently overloaded in leading the delivery of building services work and the associated supporting facilities for the public housing development. Also, in recent years, he has to address the many developing building services initiatives, such as rainwater harvesting system and photovoltaic system, arising from sustainable building design and healthy living. He has no capacity to take up the extra building services workload generated from the new HOS development and other new initiatives. We, therefore, propose to create an additional CBSE post. With the creation of the new CBSE post, one CBSE post will focus on leading the delivery of building services work for PRH development, including overseeing the building services provision for the site potential studies and carrying out project-related research and development work covering specialist mechanical and electrical services installations for PRH. The other one will mainly be responsible for leading the delivery of building services work and overseeing the building services provision for the site potential studies for new HOS development. The new CBSE will also be responsible for formulating policies and standards, and carrying out researches relating to building services engineering and utility services for both PRH and new HOS development. Such work will need to be in line with

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⁶ Following the Chief Executive's 2010-11 Policy Address, the Administration has introduced a series of measures to enhance the design standard of new buildings to foster a quality and sustainable built environment in Hong Kong. HA would implement various new environmental initiatives including the BEAM Plus certification by the Hong Kong Green Building Council as pre-requisite for granting up to 10% GFA concessions, and covers various studies. This BEAM Plus certification resulting in GFA concession is particularly important in enhancing the number of flat production given the current scarcity of land for construction of public housing.

Encls.
9 & 10

new initiatives in sustainable building design requirements that entail more sophisticated studies and implementation work from design to construction and commissioning upon occupation. The job descriptions of the existing and proposed CBSE posts are at Enclosures 9 and 10 respectively.

Chief Planning Officer/2 (CPO/2)

16. There is only one CPO in HD who is responsible for conducting site potential, feasibility and planning studies, running the Housing Management Information System, monitoring the PHCP and Public Housing Development Forecast, and undertaking bureau functions in searching and securing land supply for public housing.

17. Arising from redevelopment of aged PRH estates and extensive site searches on Green Belt, industrial, G/IC and school sites, there is a substantial increase in site search and related planning work. The planning process is also becoming more complex as new technical studies, such as visual impact assessments, archeological assessment study, etc., are required and more efforts are needed to deal with public enquiries and local consultations. The existing CPO is already over-stretched and cannot take up the additional duties from the new HOS. We, therefore, propose to create an additional CPO post. With the creation of the new CPO post, one CPO post will be responsible for all planning matters in relation to public housing development and land supply issues, while the other one will take up all planning matters related to new HOS development and redevelopment of aged PRH estates. The job descriptions of the existing and proposed CPO posts are at Enclosures 11 and 12 respectively.

Encls.
11 & 12

Chief Quantity Surveyor/2 (CQS/2)

18. Currently, there is only one CQS in HD and he is already fully engaged in acting as the Surveyor for all major HA construction contracts and the authorising officer for all standard tender documentations and conditions of contract, regulating and advising on contractual issues, cost estimation and control, and preparation of capital budget. With the implementation of the new HOS, substantial quantity surveying input is required for preparing capital budget and project budget, compiling new construction cost yardsticks, developing tender procedures, and standard documentations for the new HOS works contracts, etc. There is a need to create a new CQS post to cope with the additional duties arising from the new HOS and other new initiatives.

19. With the creation of the new CQS post, one CQS post will mainly be responsible for overseeing the provision of quantity surveying services for public housing development as well as contract advice, appointment and management of quantity surveying service providers, dispute resolution and monitoring of final accounts settlement. The other one will mainly be responsible for overseeing the provision of quantity surveying services for the new HOS development as well as co-ordination and control of capital budget and compilation of cost yardsticks, site potential studies and development of information technology systems for quantity surveying services. The job descriptions of the existing and proposed CQS posts are at Enclosures 13 and 14 respectively.

Encls.
13 & 14

Chief Structural Engineer/3 (CSE/3)

20. At present, there are three CSE posts in DCD. Two of the CSEs, namely CSE/1 and CSE/2, are responsible for providing structural engineering input in public housing development including the conduct of feasibility studies for the new potential housing sites. The third CSE, designated as CSE/Development and Construction & Independent Checking Unit (CSE/DC&ICU), is responsible for providing central support in DCD on structural design, standards, specifications, construction materials testing, and supervision on the operation of contractors' performance assessment systems. Since 2006, the post has also been redeployed on a part-time basis to the Independent Checking Unit (ICU) to examine structural submissions submitted to ICU under a three-tier vetting system⁷.

21. With the implementation of the new HOS, the existing CSEs have been persistently overloaded and have no capacity to take up the extra structural engineering workload generated from the new HOS. We, therefore, propose to create one additional CSE post to oversee the provision of structural engineering services for the potential site studies, planning, design and construction of new HOS development; and to provide structural engineering support, from inception to post-construction stages of the development, to community engagement and associated improvement works in the development (such as footbridges, lift towers, community halls, welfare and community facilities, etc.). This new CSE post will also oversee the provision of structural engineering services for the site potential studies for both public housing and new HOS developments. There will not be any major changes to the responsibilities of the three existing CSEs. The job descriptions of the three existing CSE posts and the proposed CSE post are at Enclosures 15 to 16 and Enclosure 17 respectively.

Encls.
15-16
Encl. 17

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⁷ Under this system, the submissions will be vetted by officers at professional, senior professional and chief professional levels, with the CSE/DC&ICU post playing the final vetting and decisive role.

Proposed New Structure and Non-directorate Staffing Implications

Encls.
18 & 19

22. With the creation of the proposed AD of H and five chief professional posts, the Project Sub-division 3 in DCD will comprise five sections⁸. The proposed organisation charts of DCD and HD are at Enclosures 18 and 19 respectively.

23. A total of 176 new non-directorate civil service posts, providing professional, technical, clerical and secretarial services, will be created in DCD for the new HOS. In addition, we will also create 12 new non-directorate civil service posts in ICU for checking all the submissions for the HOS development projects, including submissions relating to building plans, site formation, foundation design, structural design, drainage, etc. We will review the posts in seven years' time (i.e. 2018-19) having regard to the target of delivering 17 000 new HOS units in 2019-20.

24. We will keep in view the staffing requirements having regard to the actual workload. Additional resources will be sought in accordance with the established mechanism as and when necessary.

Alternatives Considered

25. We have critically examined whether the heavy additional workload of DCD can be handled through internal redistribution of work, redeployment of resources and re-engineering of work processes. Both DD(DC) and the existing three ADs face a substantially greater workload than was envisaged when the current staffing situation was put in place in April 2006. This has been caused by the fact that sites available for housing development are far more complex in nature, smaller and with more constraints than those in the past, in terms of environmental, social and economic dimensions. To ensure that the new HOS production target can be met, we need to create an additional AD of H post who will head a new Project Sub-division to oversee HOS construction, associated public housing construction and redevelopment projects such as the redevelopment study on aged PRH estates, and to lead the projects in close liaison with other government departments for various technical studies.

/26.

⁸ The five sections are Architectural Section 4, Building Services Section 2, Planning Section 2, Quantity Surveying Section 2 and Structural Engineering Section 4.

26. Apart from the three AD of H posts in DCD, there are five other AD of H posts in HD. We have critically reviewed the possibility of re-deploying these ADs of H to take up the tasks of the proposed AD of H post. However, they are already fully occupied with their own distinct areas of responsibilities, with one in ICU for building control function; three in Estate Management Division (EMD) for estate management; and the remaining one in Strategy Division for implementation of housing subsidies schemes and allocation of PRH units. With ongoing checking and regulatory functions of HA's new projects (including the new HOS) and existing buildings; the increasing property portfolio of HA; and the relaxation of Waiting List income and asset limits for PRH applicants and implementation of various allocation schemes such as the Express Flat Allocation Scheme and Living Space Improvement Transfer Scheme, it is not possible for them to absorb the additional workload of the proposed AD of H post. The main job duties of these five AD of H posts are at Enclosure 20.

Encl. 20

27. There are also seven AD posts of other grades at D2 level, including four Administrative Officers Staff Grade C (AOSGC), one Senior Principal Executive Officer (SPEO), one AD of Accounting Services (AD of AS) and one AD of Housing/Legal Advice (AD of H/LA) posts, in HD. The SPEO is responsible for overall administration of HD; the AD of AS for finance and accounting matters of HD and HA; and AD of H/LA for provision of legal advice to HD and HA. As regards the four AOSGC posts, one is responsible for private housing policies; one for handling Legislative Council matters in relation to housing, as well as co-ordinating policy inputs on major housing issues within and outside HD including the Policy Address and the Annual Budget; one for formulating and reviewing strategies for achieving rational and cost-effective provision of public housing; and the remaining one is a supernumerary post for taking forward the regulation of the sale of first-hand residential properties by legislation. Given that each of these posts has their specific functions and they are already fully occupied with their own schedules, redeployment is considered not viable. Most importantly, the post holder of the proposed AD post needs to be a professional officer with relevant leadership experience to look after departmental operations and we consider it inappropriate for such work to be taken up by incumbents of the aforesaid non-departmental posts.

28. For the chief professional posts in DCD, having regard to the reasons as set out in paragraphs 13-14 (for CA), 15 (for CBSE), 16-17 (for CPO), 18-19 (for CQS) and 20-21 (for CSE), it is also not feasible for them to take up the additional duties. Apart from the aforementioned posts in DCD, there are two CBSE posts in EMD overseeing management and maintenance of HA's properties, and formulating outsourcing policies and providing headquarter support for the building services discipline respectively, and one CSE in EMD taking charge of the

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Encl. 21

Comprehensive Structural Investigation Programme in EMD. Owing to the growing number of housing properties, implementation of new housing initiatives and building services maintenance and improvement programmes, it is also not feasible to redeploy them to DCD to take up the extra workload arising from the new HOS. Another CA post has been redeployed, on a temporary basis, from DCD to ICU since November 2005 to cope with the workload arising from the expansion of the independent building control system. As the new HOS will also increase the workload of this CA, we will review the temporary redeployment having regard to the actual workload impact and consider formalising it at a later stage. The main job duties of the two CBSE and one CSE posts in EMD and one CA post in ICU are at Enclosure 21. There are also other D1 posts in HD, including one CE and one CGE posts in DCD; one Chief Housing Manager (CHM) post in Strategy Division; three CHM, three Chief Maintenance Surveyor and two Chief Estate Surveyor (CES) posts in EMD; and one Assistant Principal Training Officer, one CHM, one Chief Treasury Accountant, one Chief Systems Manager and one HA Contract Chief Finance Manager posts in Corporate Services Division. However, they are of different professional disciplines of the proposed chief professional posts and are not appropriate to take up the duties of the proposed D1 posts.

Need for Additional Support from Other Government Departments

29. While HD is taking the lead in the implementation of the new HOS, support from other government departments, viz. TD, EPD and DSD will be required.

TD

30. TD has to take an active facilitating role at different stages to support the implementation of the new HOS. The work involved includes carrying out preliminary traffic reviews to assess the potential traffic impact due to the new HOS, providing the necessary traffic engineering and public transport advice to HD in carrying out the traffic impact assessment if necessary, ensuring that the necessary traffic and transport improvement measures are identified, vetting HD's traffic engineering and public transport related submissions, planning and monitoring the implementation of the necessary traffic improvement measures including those related to the public transport facilities in the vicinity of the new HOS site, and monitoring the traffic impact to see if further improvement measures are required after the new HOS development has been completed and occupied. To enable the timely and satisfactory completion of the new HOS, and to ensure that the interests and concerns of the travelling public arising from the aforesaid housing projects can be properly addressed, three additional time-limited non-directorate posts, namely one Engineer/Assistant Engineer and two Technical Officer/Technical Officer Trainee posts will be created in TD from 2012-13 to 2017-18, to undertake the associated planning and implementation work in respect of traffic and transport provisions.

/EPD

EPD

31. Under the new HOS, EPD will be responsible for providing advice on environmental assessment process; and formulating policy on the provision of sewerage infrastructure and planning of such facilities. The work involved includes carrying out preliminary vetting of potential HOS sites, checking the HOS development designs with respect to the need for reducing potential noise impact and meeting the relevant environmental criteria and standards, evaluating impact of the HOS development on the sewerage network, conducting public consultation and statutory procedures in relation to the sewerage infrastructure works projects and overseeing implementation of those projects. To ensure provision of effective and timely advice relating to environmental assessment process and sewerage infrastructure so as to facilitate delivery of the HOS development proposals under a tight schedule, five time-limited non-directorate posts, including one Senior Environmental Protection Officer, two Environmental Protection Officer/Assistant Environmental Protection Officer and two Senior Environmental Protection Inspector posts, will be created in EPD, from 2012-13 to 2017-18.

DSD

32. Besides, two additional time-limited non-directorate Engineer/Assistant Engineer posts will be created in DSD from 2012-13 to 2016-17 for the new HOS. These two additional posts are needed for DSD to provide inputs on project co-ordination, vetting of proposals, technical assessment and provide advice related to the provision of the required drainage and sewerage infrastructure to achieve early and higher flat production for the new HOS.

FINANCIAL IMPLICATIONS

33. The proposed creation of the six permanent directorate posts will bring about an additional notional annual salary cost at mid-point of \$8,397,600 as follows –

	Notional annual salary cost at mid-point \$	No. of posts
Directorate posts		
AD of H (D2)	1,611,600	1
CA (D1)	1,357,200	1
CBSE (D1)	1,357,200	1
CPO (D1)	1,357,200	1
CQS (D1)	1,357,200	1
CSE (D1)	<u>1,357,200</u>	<u>1</u>
Total	<u>8,397,600</u>	<u>6</u>

/The

The additional full annual average staff cost, including salaries and staff on-cost is \$11,563,000. As for the creation of the 188 non-directorate posts (176 for DCD and 12 for ICU) in HD as mentioned in paragraph 23 above, the notional annual salary cost at mid-point and full annual average staff cost, including salaries and staff on-cost, are \$81,763,140 and \$141,831,000 respectively. The full cost for both directorate and non-directorate posts will be recovered from HA under the usual arrangement for HD staff seconded to HA. The redistribution of duties among the directorate staff in DCD has no financial implication.

34. The total additional notional annual salary cost at mid-point for the three non-directorate posts to be created in TD will be \$1,001,580 and the full annual average staff cost, including salaries and staff on-cost, will be around \$2,007,000. We propose to increase the ceiling placed on the NAMS value of all non-directorate posts in the permanent establishment of Head 186 – TD from \$520,529,000 by \$1,001,580 to \$521,530,580 in 2012-13.

35. The total additional notional annual salary cost at mid-point for the five non-directorate posts to be created in EPD will be \$2,968,140 and the full annual average staff cost, including salaries and staff on-cost, will be around \$5,181,000. We propose to increase the ceiling placed on the NAMS value of all non-directorate posts in the permanent establishment of Head 44 – EPD from \$678,600,000 by \$2,968,140 to \$681,568,140 in 2012-13.

36. The creation of the two additional non-directorate posts in DSD will entail an additional notional annual salary cost at mid-point of \$1,175,760. The additional full annual average staff cost, including salaries and staff on-cost, will be around \$2,244,000. DSD will meet the additional staffing requirement in 2012-13 by internal redeployment.

37. We have sufficient provision in the 2012-13 Estimates to meet the additional funding requirements for TD, EPD and DSD, and will reflect the resources required in the Estimates of subsequent years.

PUBLIC CONSULTATION

38. On 17 April 2012, we consulted the Legislative Council Panel on Housing on the above staffing proposal. Members supported the creation of six directorate posts in HD and increase in the establishment ceilings of TD and EPD to cope with the increase in workload for implementation of the new HOS. Panel Members sought supplementary information on the establishment of DCD before

/and

and after the cessation of HOS, and how this compared with the proposed establishment to cope with the workload for implementation of the New HOS; and the progress of studies on redevelopment of the seven aged PRH estates. The relevant information was provided to Panel Members on 25 May 2012 and a copy is at Enclosure 22.

Encl. 22

BACKGROUND

39. First introduced in the 1970s, HOS is one of the subsidised housing schemes for assisting lower and middle income groups to buy their own properties at discounted prices. With the announcement of the cessation of HOS by the Government in November 2002, HA has ceased the production and sale of HOS flats from 2003 onwards, worked out various arrangements for handling the surplus HOS flats, and offered for sale in phases the remaining unsold and returned surplus HOS flats from 2007 onwards. On 25 June 2004, Finance Committee (FC) approved vide EC(2004-05)9 the reorganisation of HD. A net of 24 directorate posts (including both civil service and HA contract posts) were deleted from 1 January 2003 to 31 March 2007, i.e. number of directorate posts reduced from 73 to 49⁹. As far as DCD is concerned, there was a reduction of eight directorate posts, including two AD of H (D2), four CA (D1)¹⁰, one CBSE (D1) and one CQS (D1) posts, i.e. number of directorate posts reduced from 25 to 17, due to cessation of production of HOS flats and other reasons. Since then, there has been no change in the directorate establishment of DCD.

ESTABLISHMENT CHANGES

40. The establishment changes in HD for the past two years are as follows –

/Number

⁹ Since then, there were some changes in HD's directorate establishment for various reasons, including making permanent one supernumerary AD of H post for strengthening building control on 15 July 2007 vide EC(2007-08)5; making permanent one supernumerary CSE post for implementation of Comprehensive Structural Investigation Programme on 7 July 2008 vide EC(2008-09)1; lapse of one supernumerary CES post (EC(2008-09)4) for residual work of divestment and sale of surplus HOS and Private Sector Participation Scheme flats on 7 July 2010; creation of one permanent AD of H and one permanent CES posts for overseeing an additional management region and commercial properties on 2 July 2010 vide EC(2010-11)7; and creation of one supernumerary Administrative Officer Staff Grade B and one supernumerary AOSGC posts for taking forward the regulation of the sale of first-hand residential properties by legislation on 16 December 2011 vide EC(2011-12)9.

¹⁰ The four CA posts include deletion of one permanent multi-disciplinary CA post, the lapse of two supernumerary multi-disciplinary CA posts and temporary redeployment of one CA post to ICU.

Establishment (Note)	Number of Posts			
	Existing (as at 1 May 2012)	As at 1 April 2012	As at 1 April 2011	As at 1 April 2010
A	50+(2)#	50+(2)#	50	48+(1)
B	1 184	1 183	1 175	1 169
C	7 609	7 608	7 603	7 606
Total	8 843+(2)	8 841+(2)	8 828	8 823+(1)

Note:

- A - ranks in the directorate pay scale or equivalent (including equivalent HA contract posts)
- B - non-directorate ranks, the maximum pay point of which is above MPS point 33 or equivalent (including equivalent HA contract posts)
- C - non-directorate ranks, the maximum pay point of which is at or below MPS point 33 or equivalent (including equivalent HA contract posts)
- () - number of supernumerary directorate posts created with the approval of the Establishment Subcommittee/Finance Committee
- # - as at 1 May 2012, there was no unfilled directorate post in HA.

CIVIL SERVICE BUREAU COMMENTS

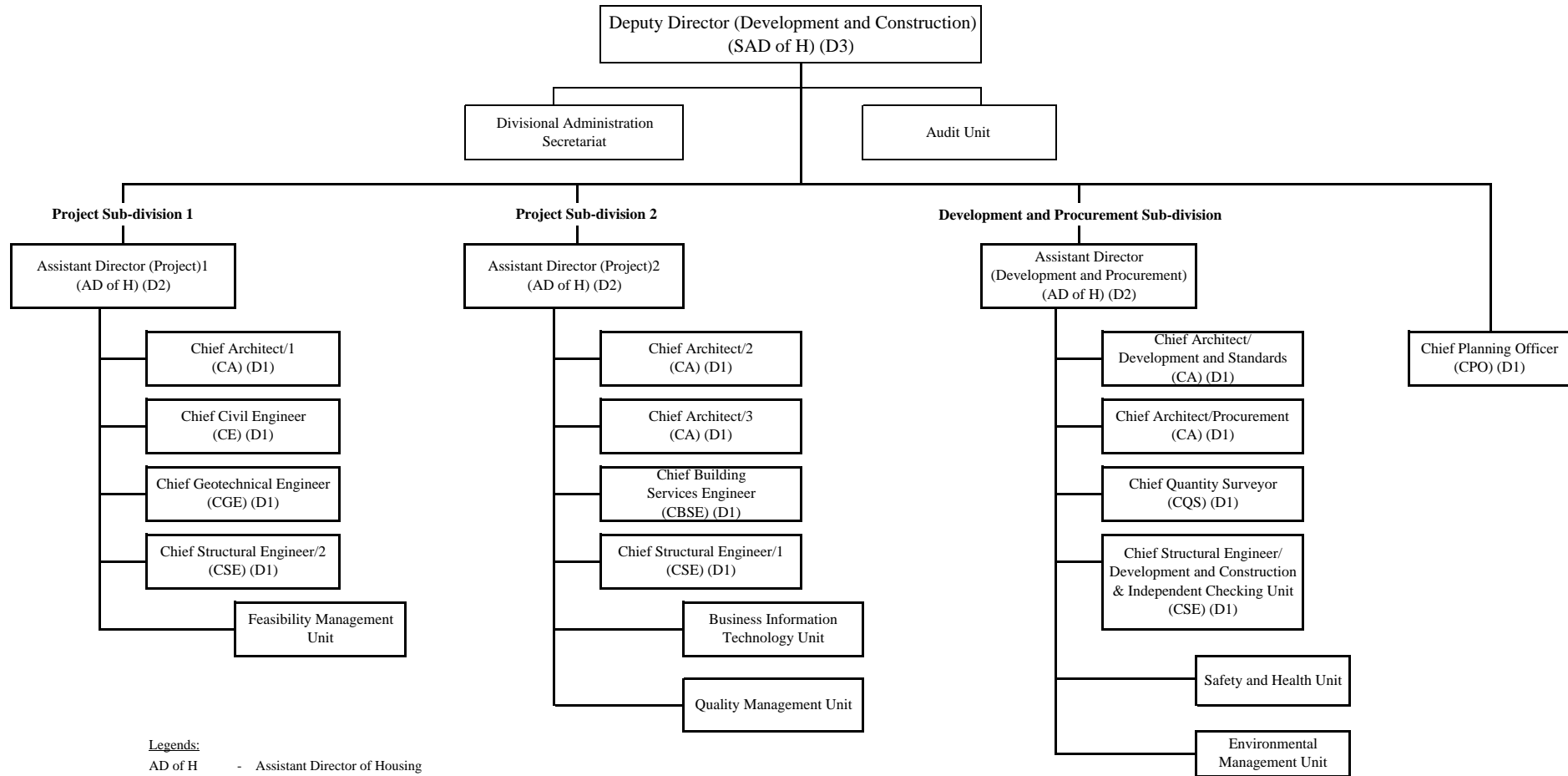
41. The Civil Service Bureau supports the proposed creation of the six permanent directorate posts, namely one AD of H, one CA, one CBSE, one CPO, one CQS and one CSE, in HD to cope with the additional workload for implementation of the new HOS. The grading and ranking of the posts are considered appropriate having regard to the level and scope of responsibilities required.

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

42. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the posts would be appropriate if the proposal was to be implemented.

Existing Directorate Organisation Structure of Development and Construction Division

(as at 1 May 2012)



Legends:

- AD of H - Assistant Director of Housing
- CA - Chief Architect
- CBSE - Chief Building Services Engineer
- CE - Chief Engineer
- CGE - Chief Geotechnical Engineer
- CPO - Chief Planning Officer
- CQS - Chief Quantity Surveyor
- CSE - Chief Structural Engineer
- SAD of H - Senior Assistant Director of Housing

Job Description
Assistant Director (Development and Procurement)

Rank : Assistant Director of Housing (D2)

Responsible to : Deputy Director (Development and Construction)

Major Duties and Responsibilities –

1. To establish, develop, maintain and review procurement strategies and practices to meet corporate needs. Major tasks include –
 - (a) to review and improve the procurement/tendering systems of the Housing Authority and the Housing Department and to provide specialist support to committees and tender boards on major and strategic issues;
 - (b) to explore new procurement methods, conduct pilot projects and advise other Divisions on execution of the same where appropriate;
 - (c) to oversee and co-ordinate the operation of the procurement and supplies functions, counter-party list management and contractors performance assessment systems for enhanced transparency, objectivity, efficiency and accountability; and
 - (d) to advise on procurement and contract matters.
2. To assist Deputy Director (Development and Construction) in the formulation of construction policies and procedures with a view to producing quality public housing. Major tasks include -
 - (a) to co-ordinate functional construction activities relating to architectural, quantity surveying, building services and engineering disciplines;
 - (b) to co-ordinate researches/feedback on public housing design, quality management activities, business process re-engineering, consultant management for outsourced projects, etc.;
 - (c) to develop and manage construction standards, specifications, guidelines and the associated quality management systems; and
 - (d) to supervise capital budget control and contractors performance assessment systems in the construction of public housing developments.

3. To formulate, develop and review initiatives relating to environmental management and site health and safety, including benchmarking with industry standards and establishing co-operation with internal and external stakeholders, and to oversee supporting services such as laboratory and testing services; and
4. To collaborate with concerned departments, institutions, professional bodies and the construction industry on issues such as procurement, environmental management, site health and safety.

Job Description
Assistant Director (Project)1/2

Rank : Assistant Director of Housing (D2)

Responsible to : Deputy Director (Development and Construction)

Major Duties and Responsibilities –

1. To oversee the design and construction of public housing development, including new construction and redevelopment of existing estates, and to liaise with other departments and relevant parties to ensure that production targets are met. Major tasks include –
 - (a) to oversee the preparation of project budget, overall capital budget and five-year forecast;
 - (b) to monitor the programme and budget of public housing development as Project Director at all stages of the development process to ensure the production targets are met;
 - (c) to ensure construction standards, specifications, guidelines and the associated quality management systems are properly followed;
 - (d) to monitor the performance of contractors and consultants to ensure that they are performing in accordance with agreed programmes, quality requirements, policies and procedures;
 - (e) to supervise the handling of contractual disputes of long outstanding final accounts and consultancy agreements; and
 - (f) to facilitate the implementation of housing-related infrastructure projects, including the control and monitoring of the use of funds allocated for these projects.

2. To assist Deputy Director (Development and Construction) in the formulation of construction policies and procedures with a view to producing quality public housing. Major tasks include -
 - (a) to co-ordinate functional construction activities relating to architectural, quantity surveying, building services and engineering disciplines;

/(b)

- (b) to co-ordinate researches/feedback on public housing design, quality management activities, business process re-engineering, consultant management for outsourced projects, etc.; and
 - (c) to advise on the development and management of construction standards, specifications, guidelines, etc.
3. To co-ordinate the development and maintenance of information technology and quality management systems.

Job Description
Assistant Director (Project)3

Rank : Assistant Director of Housing (D2)

Responsible to : Deputy Director (Development and Construction)

Major Duties and Responsibilities –

1. To oversee the design and construction of new home ownership scheme (HOS) development, including new construction and redevelopment of existing estates, and to liaise with other departments and relevant parties to ensure that production targets are met. Major tasks include –
 - (a) to oversee the preparation of project budget, overall capital budget and five-year forecast;
 - (b) to monitor the programme and budget of new HOS development as Project Director at all stages of the development process to ensure the production targets are met;
 - (c) to ensure construction standards, specifications, guidelines and the associated quality management systems are properly followed;
 - (d) to monitor the performance of contractors and consultants to ensure that they are performing in accordance with agreed programmes, quality requirements, policies and procedures;
 - (e) to supervise the handling of contractual disputes of long outstanding final accounts and consultancy agreements; and
 - (f) to facilitate the implementation of housing-related infrastructure projects, including the control and monitoring of the use of funds allocated for these projects.

2. To assist Deputy Director (Development and Construction) in the formulation of construction policies and procedures with a view to producing quality new HOS. Major tasks include –
 - (a) to co-ordinate functional construction activities relating to architectural, quantity surveying, building services and engineering disciplines;

/(b)

- (b) to co-ordinate researches/feedback on new HOS design, quality management activities, business process re-engineering, consultant management for outsourced projects, etc.; and
 - (c) to advise on the development and management of construction standards, specifications, guidelines, etc.
3. To oversee the site potential studies for public housing and new HOS developments; and
 4. To oversee the implementation of redevelopment projects and related policy matters.

**Job Description
Chief Architect/1-3**

Rank : Chief Architect (D1)

Responsible to : Assistant Director (Project) 1/2

Major Duties and Responsibilities –

1. to prepare, update and monitor the programme and budget of public housing projects assigned at all stages of the development process;
2. to take up specific responsibilities of public housing developments such as Authorised Person and Contract Manager;
3. to facilitate the preparation of development parameters and to carry out feasibility studies and to prepare master layout plan and detailed design on sites included in the Public Housing Construction Programme and Public Housing Development Forecast;
4. to oversee and manage the performance of professional services providers/contractors employed in public housing developments to ensure the standard of service and production meeting the agreed requirements;
5. to assist in the formulation of department policies, and to initiate and contribute to special studies/researches relating to the design and construction of public housing and ancillary facilities; and
6. to liaise with the concerned departments on the implementation of public housing development and to monitor the progress of works.

Job Description
Chief Architect/Development and Standards

Rank : Chief Architect (D1)

Responsible to : Assistant Director (Development and Procurement)

Major Duties and Responsibilities –

1. to develop best practice design guides and master details, and provide professional and technical support to project teams regarding domestic blocks, commercial centres and ancillary facilities for public housing and new home ownership scheme (HOS) developments;
2. to conduct studies/researches on materials, products, construction techniques, environmental enhancement and demonstration projects to support knowledge sharing and management, and provide guidance to project teams;
3. to develop, maintain and upkeep the Hong Kong Housing Authority Specification Library and Contract Specification Generation System;
4. to establish and co-ordinate Standard Modular Flats, Model Client Briefs and Technical Guides for the public housing and new HOS developments;
5. to evaluate feedback from project teams, the public and internal/external stakeholders and to provide solutions to policy/regulation related issues on housing design and technical standards; and
6. to liaise and attend meetings with other bureaux, departments and public organisations on development, standards and environmental matters.

Job Description
Chief Architect/Procurement

Rank : Chief Architect (D1)

Responsible to : Assistant Director (Development and Procurement)

Major Duties and Responsibilities –

1. to assist in the development and implementation of list management and procurement strategies and practices;
2. to review and identify improvement areas in list management and procurement/tendering systems of the Housing Authority (HA) and the Housing Department (HD), and to provide specialist support to the HA Committees and the HD Tender Board on major and strategic issues;
3. to initiate new procurement methods with a view to improving operational efficiency and cost effectiveness, conduct pilot projects and advise other Divisions on execution of the same where appropriate;
4. to supervise and co-ordinate the operation of procurement and supplies functions, counter-party list management and contractors and professional services providers performance assessment systems for enhanced transparency, objectivity, efficiency and accountability;
5. to provide professional advice on procurement and contract matters;
6. to promote procurement best practices within the department; and
7. to liaise and attend meetings with other bureaux, departments and public organisations on procurement matters.

**Job Description
Chief Architect/4**

Rank : Chief Architect (D1)

Responsible to : Assistant Director (Project)3

Major Duties and Responsibilities –

1. to prepare, update and monitor the programme and budget of new home ownership scheme (HOS) development assigned at all stages of the development process;
2. to take up specific responsibilities of new HOS development such as Authorised Person and Contract Manager;
3. to facilitate the preparation of development parameters and to carry out feasibility studies and to prepare master layout plan and detailed design on sites included in the new HOS development;
4. to oversee and manage the performance of professional services providers/contractors employed in new HOS development to ensure the standard of service and production meeting the agreed requirements;
5. to assist in the formulation of department policies, and to initiate and contribute to special studies/researches relating to the design and construction of new HOS and ancillary facilities;
6. to oversee the provision of architectural services for site potential studies for public housing and new HOS developments; and
7. to liaise with the concerned departments on the implementation of new HOS development and to monitor the progress of works.

**Job Description
Chief Building Services Engineer/1**

Rank : Chief Building Services Engineer (D1)

Responsible to : Assistant Director (Project)2

Major Duties and Responsibilities –

1. to oversee the provision of building services for site potential studies for public housing development;
2. to oversee planning, design and supervision of building services works in the construction of public housing development;
3. to address the implications on the design and construction of building services works for public housing development arising from changes in statutory requirements and regulations, and other external documents;
4. to oversee and manage the performance of professional services providers/contractors employed in public housing developments to ensure the standard of service and production meeting the agreed requirements;
5. to assist in developing best practice building services designs and implementation, and to carry out project related research and development work for public housing development; and
6. to liaise and attend meetings with other departments and public organisations on building services matters for public housing development.

**Job Description
Chief Building Services Engineer/2**

Rank : Chief Building Services Engineer (D1)

Responsible to : Assistant Director (Project)3

Major Duties and Responsibilities –

1. to formulate policy and standards for building services works and utility services accommodating sustainable building design requirements, and to develop best practice design guide and implementation for public housing development and new home ownership scheme (HOS) development;
 2. to oversee planning, design and supervision of building services works in the construction of new HOS development;
 3. to oversee the implications on the design and construction of building services works on public housing development and new HOS development arising from changes in statutory requirements and regulations, and other external documents;
 4. to oversee and manage the performance of professional services providers/contractors employed in the new HOS development to ensure the standard of service and production meeting the agreed requirements;
 5. to conduct research on new technology and materials to improve the quality, cost-effectiveness and sustainability of building services works for public housing development and new HOS development;
 6. to oversee the provision of building services for site potential studies for new HOS development;
 7. to provide technical support in the assessment of applications to the building services contractors lists for public housing development and new HOS development; and
 8. to liaise and attend meetings with other departments and public organisations on building services matters for public housing development and new HOS development.
-

**Job Description
Chief Planning Officer/1**

Rank : Chief Planning Officer (D1)

Responsible to : Deputy Director (Development and Construction)

Major Duties and Responsibilities –

1. to supervise, co-ordinate, and facilitate the reservation and acquisition of suitable sites for public housing development in accordance with approved housing policies and targets;
2. to oversee and co-ordinate site potential studies for agreement by other bureaux/departments for public housing development;
3. to administer and monitor the regular updating of Public Housing Production Programme, the Housing Monitoring Information System and Private Housing Information System;
4. to provide inputs to and monitor the territorial and strategic/regional/district/local planning studies relating to public housing development;
5. to initiate revision and monitor the review of planning standards and guidelines, co-ordinate researches on planning and housing issues, as well as develop and maintain planning data and information systems on public housing development to facilitate the planning and co-ordination of the department's work;
6. to be responsible for planning of public housing development and district planning work including providing advice on relevant town planning, land use and local/district/regional/territorial development matters which are likely to affect the public housing development plans or targets;
7. to undertake large scale planning studies as required by the Administration to confirm feasibility of the proposed sites for public housing development;
8. to provide support and co-ordinate input to the inter-departmental and bureaux meetings on matters relating to housing land supply; and
9. to liaise and attend meetings with other bureaux/departments, local communities and public bodies/organisations on planning matters.

Job Description
Chief Planning Officer/2

Rank : Chief Planning Officer (D1)

Responsible to : Assistant Director (Project)3

Major Duties and Responsibilities –

1. to supervise, co-ordinate, and facilitate the reservation and acquisition of suitable sites for new home ownership scheme (HOS) development in accordance with approved housing policies and targets;
 2. to oversee and co-ordinate site potential studies for agreement by other bureaux/departments for new HOS development;
 3. to provide input to and monitor the territorial and strategic/regional/district/local planning studies relating to new HOS development;
 4. to be responsible for the new HOS development and district planning work including providing advice on relevant town planning, land use and local/district/regional/territorial development matters which are likely to affect the new HOS development plans or targets;
 5. to develop and maintain planning data and information systems on new HOS to facilitate the planning and co-ordination of the department's work;
 6. to undertake planning studies as required by the Administration to confirm feasibility of proposed sites for new HOS;
 7. to manage the Aged Estate Assessment and Overall Programme in accordance with the approved policy and to undertake the required research in support of the programme; and
 8. to liaise and attend meetings with other bureaux/departments, local communities and public bodies/organisations on planning matters.
-

**Job Description
Chief Quantity Surveyor/1**

Rank : Chief Quantity Surveyor (D1)

Responsible to : Assistant Director (Development and Procurement)

Major Duties and Responsibilities –

1. to oversee the provision of quantity surveying services for the planning, design and construction of public housing development;
2. to advise on and regulate the contract procedures, assessment of liquidated damages, contractual issues and claims for capital works contracts, to compile and maintain a new set of standard Conditions of Contracts for use in capital works contracts and to prepare standard documentation and special conditions of contract;
3. to appoint, manage and monitor the performance of Quantity Surveying Services Providers (QSSP) including processing fee applications and accounts;
4. to facilitate dispute resolution and monitoring of final account settlement;
5. to carry out process verification on the quantity surveying works (including in-house and QSSP) at various stages and on Building Services tender process;
6. to co-ordinate issues relating to World Trade Organisation Government Procurement Agreement in respect of procurement for construction works;
7. to act as the Surveyor in undertaking project duties including advising and regulating the tender and contract procedures, cost estimation and control, contract administration and final account settlement for the construction of public housing development; and
8. to liaise and attend meetings with other departments, public organisations and professional bodies on quantity surveying matters.

Job Description
Chief Quantity Surveyor/2

Rank : Chief Quantity Surveyor (D1)

Responsible to : Assistant Director (Project)3

Major Duties and Responsibilities –

1. to oversee the provision of quantity surveying services for the planning, design and construction of new home ownership scheme (HOS) development;
2. to co-ordinate the preparation, control and monitoring of the annual capital budget and expenditure, and to provide advice on construction costs including establishment and updating of standard cost yardsticks and tender price indices;
3. to co-ordinate issues relating to construction insurance and dispute resolution advisors system;
4. to explore, develop and review applications of information technology systems in carrying out quantity surveying duties including preparation and maintenance of measurement practice;
5. to oversee the provision of quantity surveying services for site potential studies for public housing and new HOS developments;
6. to collect cost data and set up cost database for the new HOS development and benchmark the construction cost of new HOS development with that of the private sector;
7. to act as the Surveyor in undertaking project duties including advising and regulating the tender and contract procedures, cost estimation and control, contract administration and final account settlement for the construction of new HOS development; and
8. to liaise and attend meetings with other departments, public organisations and professional bodies on quantity surveying matters.

Job Description
Chief Structural Engineer/1 & 2

Rank : Chief Structural Engineer (D1)

Responsible to : Assistant Director (Project) 1/2

Major Duties and Responsibilities –

1. to oversee the provision of structural engineering (SE) services for the planning, design and construction of public housing development;
2. to undertake the role of the Registered Structural Engineer in certifying that all demolition and structural works are designed and executed in compliance with the provision of the Buildings Ordinance and Regulations;
3. to act as the Contract Manager for demolition and foundation contracts;
4. to manage, co-ordinate and monitor the provision of material testing services for public housing construction and maintenance and to keep abreast of the latest developments in the testing standards;
5. to assist in formulation of policies and co-ordinate studies/researches relating to the control of quality and standard of SE works in public housing development;
6. to co-ordinate the planning, design and execution of SE works in public housing development with other disciplines and departments; and
7. to liaise and attend meetings with other departments and public organisations on structural engineering matters.

Job Description
Chief Structural Engineer/Development and Construction
& Independent Checking Unit

Rank : Chief Structural Engineer (D1)

Responsible to : Assistant Director (Development and Procurement)
Assistant Director (Independent Checking Unit)

Major Duties and Responsibilities –

1. to provide technical support to structural engineering (SE) project teams, including establishing and updating the standards and specifications for demolition, foundation and structural works, and to provide SE input and advice on the development of standard and non-standard designs and performance of existing standard designs;
2. to supervise and co-ordinate the operation of contractors performance assessment systems;
3. to initiate and conduct research and development studies on engineering materials, designs, environmental enhancement and construction techniques, to promote knowledge sharing and management, and to maintain and update the quality systems/procedural/technical manuals;
4. to assist Assistant Director (Independent Checking Unit) in formulating and refining building control policies in line with the practice of Buildings Department (BD);
5. to develop and maintain an independent building control system and vetting procedures for structural works in line with BD's practice; and
6. to vet reports and endorse recommendations on building control submitted by senior professionals and to check against statutory compliance and structural safety under BD's delegated authority.

Job Description
Chief Structural Engineer/3

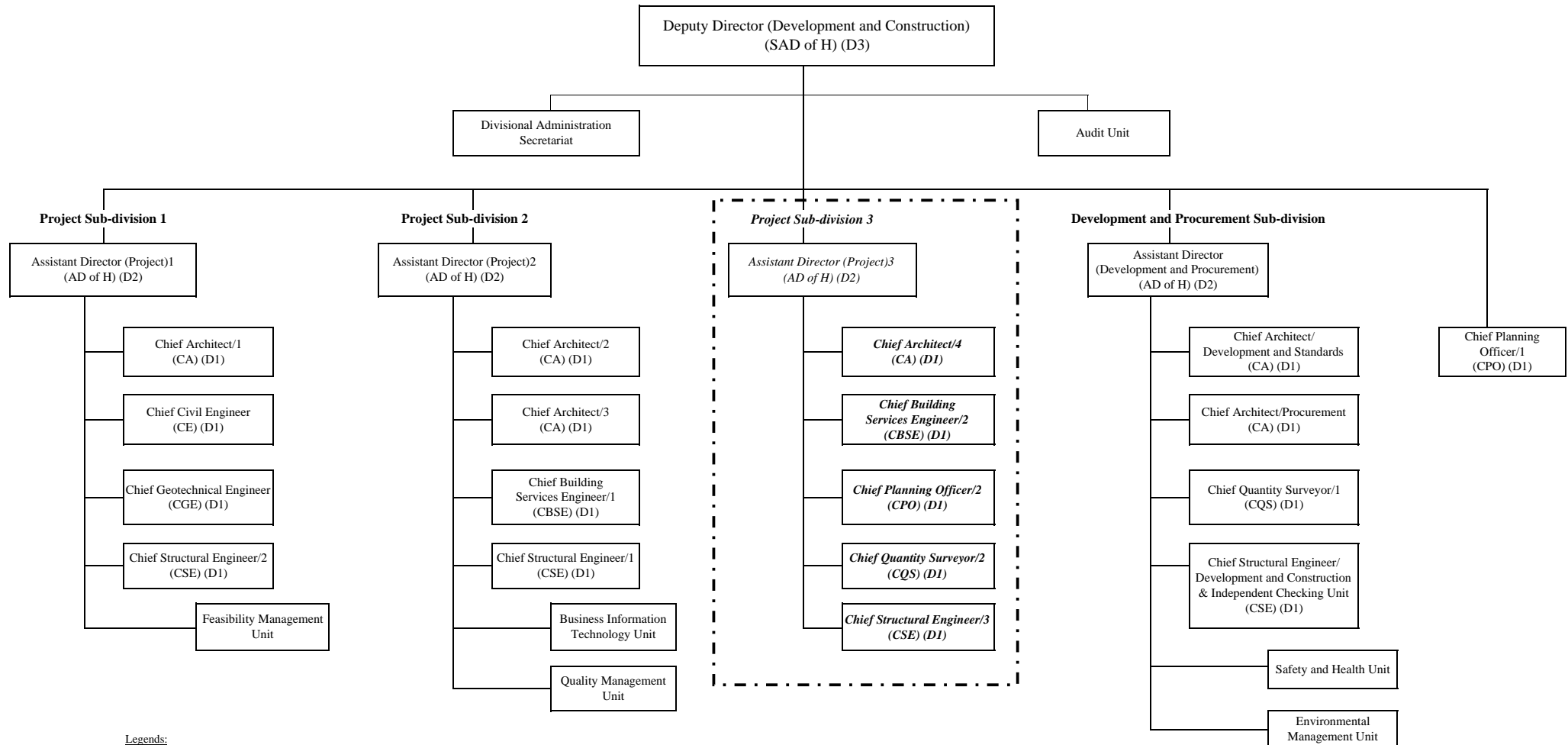
Rank : Chief Structural Engineer (D1)

Responsible to : Assistant Director (Project)3

Major Duties and Responsibilities –

1. to oversee the provision of structural engineering (SE) services for the planning, design and construction of new home ownership scheme (HOS) development;
2. to undertake the role of the Registered Structural Engineer in certifying that all demolition and structural works are designed and executed in compliance with the provision of the Buildings Ordinance and Regulations;
3. to act as the Contract Manager for demolition and foundation contracts;
4. to manage, co-ordinate and monitor the provision of material testing services for HOS construction and maintenance and to keep abreast of the latest developments in the testing standards;
5. to assist in formulation policies and co-ordinate studies/researches relating to the control of quality and standard of SE works in new HOS development;
6. to co-ordinate the planning, design and execution of SE works in new HOS development with other disciplines and departments;
7. to oversee the provision of structural engineering services for site potential studies for public housing and new HOS developments; and
8. to liaise and attend meetings with other departments and public organisations on structural engineering matters.

Proposed Directorate Organisation Structure of Development and Construction Division



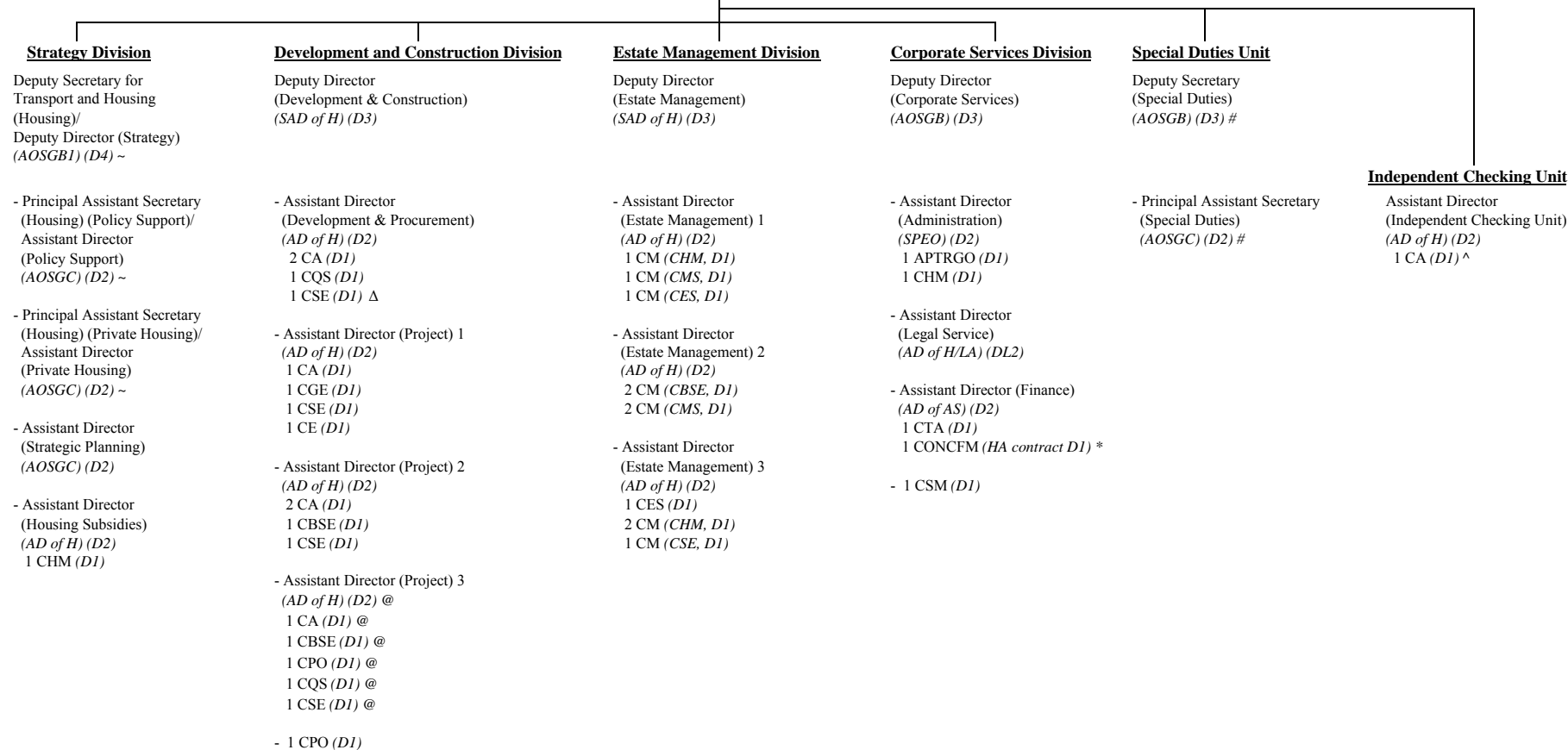
Legends:

- AD of H - Assistant Director of Housing
- CA - Chief Architect
- CBSE - Chief Building Services Engineer
- CE - Chief Engineer
- CGE - Chief Geotechnical Engineer
- CPO - Chief Planning Officer
- CQS - Chief Quantity Surveyor
- CSE - Chief Structural Engineer
- SAD of H - Senior Assistant Director of Housing

Proposed new Sub-division

Proposed Organisation Chart of Housing Department

Permanent Secretary for Transport and Housing (Housing)/Director of Housing
(AOSGA1) (D8)~

Legends:

AD of AS - Assistant Director of Accounting Services
AD of H - Assistant Director of Housing
AOSGA1 - Administrative Officer Staff Grade A1
AOSGB1 - Administrative Officer Staff Grade B1
AOSGB - Administrative Officer Staff Grade B
AOSGC - Administrative Officer Staff Grade C
APTRGO - Assistant Principal Training Officer
CA - Chief Architect
CBSE - Chief Building Services Engineer
CE - Chief Engineer
CES - Chief Estate Surveyor
CGE - Chief Geotechnical Engineer
CHM - Chief Housing Manager

CM - Chief Manager
CMS - Chief Maintenance Surveyor
CONCFM - Contract Chief Finance Manager
CPO - Chief Planning Officer
CQS - Chief Quantity Surveyor
CSE - Chief Structural Engineer
CSM - Chief Systems Manager
CTA - Chief Treasury Accountant
HA - Housing Authority
LA - Legal Advice
SAD of H - Senior Assistant Director of Housing
SPEO - Senior Principal Executive Officer

~ - 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
Δ - Post deployed to Independent Checking Unit on a part-time basis
^ - Post temporarily deployed to Independent Checking Unit
* - HA contract post
- Supernumerary post
@ - Posts proposed for creation

**Responsibilities of Five Directorate Posts of Assistant Director of Housing Rank (D2)
in Independent Checking Unit, Estate Management Division
and Strategy Division of Housing Department**

Division/Unit	Post	Major Responsibilities
Independent Checking Unit	Assistant Director (Independent Checking Unit)	<ul style="list-style-type: none"> • To manage the checking of submissions from within the department to ensure compliance with statutory requirements under the Buildings Ordinance (BO) and the Lifts and Escalators (Safety) Ordinance (L&E(S)O). • To study, formulate and develop policies, in relation to regulatory compliance of Housing Authority (HA)'s projects, consistent with those required by the BO and L&E(S)O. • To review and develop independent checking practices for all submissions and approvals, applications for consent to the commencement of works, final inspections and the issue of occupation permit for building projects. • To manage the progress and reporting of the work of the internal audit units of Housing Department for strengthening the internal control and efficiency.
Estate Management Division	Assistant Director (Estate Management) 1, 2 & 3	<ul style="list-style-type: none"> • To supervise the overall management and maintenance of public housing estates and non-domestic properties. • To oversee the outsourcing of estate management and maintenance services to Property Services Agents. • To implement and review public rental housing and interim housing policies and practices. • To formulate strategies and measures to safeguard public housing resources.
Strategy Division	Assistant Director (Housing Subsidies)	<ul style="list-style-type: none"> • To monitor and co-ordinate all activities relating to allocation of public rental housing, HA's housing subsidy policies and residual programmes, redevelopment, land administration and rehousing. • To formulate, implement and review policies and procedures for public rental housing, housing subsidy policies and residual programmes and rehousing matters associated with rooftop/development clearance and emergencies. • To oversee the administration of the Waiting List for public rental housing.

**Responsibilities of Two Chief Building Services Engineer,
One Chief Structural Engineer and One Chief Architect Posts (D1) in
Estate Management Division and Independent Checking Unit of Housing Department**

Division/Unit	Post (Rank)	Major Responsibilities
Estate Management Division	Chief Manager/ Management (Region) (Chief Building Services Engineer)	<ul style="list-style-type: none"> • To oversee the overall management and maintenance of the public rental housing flats within the Management Region. • To monitor the performance of Property Services Agents. • To coordinate the development, implementation and monitoring of maintenance and improvement programmes in public housing estates within the Management Region.
	Chief Manager/ Management (Support Services 1) (Chief Building Services Engineer)	<ul style="list-style-type: none"> • To formulate and implement strategies on outsourcing of estate management and maintenance services. • To procure estate management and maintenance outsourcing contracts for all Management Regions. • To develop technical standards relating to the maintenance and improvement of building services installations. • To coordinate building services maintenance and improvement programmes.
	Chief Manager/ Management (Support Services 5) (Chief Structural Engineer)	<ul style="list-style-type: none"> • To oversee the implementation of the Comprehensive Structural Investigation Programme for aged public housing estates. • To coordinate the Estate Improvement Programme, Lift Modernisation Programme and Lift Installation Programme and ensure the structural safety of all Housing Authority (HA) properties. • To oversee the provision of structural engineering services for domestic and residual non-domestic properties of the HA.

Division/Unit	Post (Rank)	Major Responsibilities
Independent Checking Unit	Chief Architect/ Independent Checking Unit (Chief Architect)	<ul style="list-style-type: none">• To supervise the processing, including the checking and approval of the building plan and related submissions concerning new public housing developments by HA.• To supervise the processing of addition and alternation submissions by HA, LINK and other owners of the former HA properties, as well as various licence application referrals concerning HA and former HA buildings from relevant government departments.• To supervise the implementation of building control and enforcement action concerning unauthorised building works and cases of building disrepair in existing HA and former HA buildings.

Legislative Council Panel on Housing
Supplementary Information for the Meeting on 17 April 2012

At the Legislative Council Panel on Housing meeting held on 17 April 2012, Members sought supplementary information on the establishment of the Development and Construction Division (DCD) of the Housing Department (HD) before and after the cessation of the Home Ownership Scheme (HOS), and how it compared with the proposed establishment to cope with the workload for implementation of the new HOS; and the progress of studies on redevelopment of the seven aged estates. The Hon Fred LI also submitted follow-up questions further to the discussion at the Panel Meeting. This paper provides the required supplementary information for Members' reference.

Establishment change in DCD before and after the cessation of HOS

2. Before cessation at 2003, the average annual production figures for HOS in a five-year period from 1998-99 to 2002-03 was around 10 000 units.
3. As at 1.4.2002, Housing Department (HD) had five Assistant Director of Housing (AD of H) (D2) posts and 19 chief professional (D1) posts responsible for public housing (including both public rental housing (PRH) and HOS) developments. The total average annual production in a five-year period from 1998-99 to 2002-03 was 40 000 PRH cum HOS units. At that time, all the projects adopted standard blocks for design and construction.
4. As a result of reduction in housing production (covering both PRH and HOS flats), the establishment of DCD was reduced by around 690 posts (including eight directorate and around 680 non-directorate posts) by end March 2007, with an annual staff cost of some \$370 million (present day value). However, we do not have a breakdown of the posts reduced solely due to the cessation of HOS. Out of these posts, 7 directorate posts were deleted, one directorate post was internally redeployed to the Independent Checking Unit, about two-third of the non-directorate posts were deleted and the remaining were gainfully redeployed to other divisions in the Department.
5. The current establishment of DCD, with three AD of H (D2) posts and 13 chief professional (D1) posts (one Chief Structural Engineer post is currently sharing the workload of the Independent Checking Unit of HD on a part-time basis), is responsible for an average annual production of about 15 000 new PRH units, and a total of about 75 000 units in a rolling five-year period. All the projects are adopting site-specific non-standard buildings for design and construction, which are far more complex and difficult than those in the period from 1998-99 to 2002-03.

6. Over the past years, the workload of DCD has significantly increased as the public housing planning and development work has become more and more complex, especially in the early stages. These complex tasks include the requirement to conduct extensive site potential studies and site specific designs given the scarcity of land supply, adoption of new initiatives to boost housing production on the available housing sites so as to maximise development potential of land resources; meeting more stringent statutory, planning and environment requirements; as well as conducting extensive public consultation and community engagement functions. While all these works call for more intensive manpower resources and have to be supervised by experienced senior officers at the directorate level, DCD's directorate establishment has remained unchanged since March 2007.

Need for creation of additional posts for the new HOS

7. The development timeframe for individual projects will vary depending on various factors. Actual delivery timetable will depend on the complexity involved in individual sites. We have fast-tracked the production of the first six new HOS projects by compressing the feasibility study, consultation, planning & design development stages from three years' time to one year, with parallel actions on all fronts, in order to complete the first batch of 2 500 HOS flats in 2016-17. We are required to produce an initial total of 17 000 New HOS units over the next five years. We aim to complete the other new HOS projects from 2017-18 onwards, also under a very compressed and fast-tracked timetable. We will have to continue to search for more sites for new HOS developments so as to meet the yearly target of producing about 5 000 new HOS flats announced in the 2011 Policy Address going forward.

8. The current set-up of DCD is geared for an average annual production of 15 000 new PRH units. The proposed creation of six directorate posts (i.e. one AD of H (D2) post and five chief professional (D1) posts) in DCD is to cope with the upfront increase in workload for implementation of the new HOS, and thus has to be effected as soon as possible so that HD can deliver the production target under a very compressed and fast-tracked timetable. We will keep in view the staffing requirements having regard to the actual workload. Additional resources to cope with the increase in workload which comes at the later stages of development and construction will be sought in accordance with the established mechanism as and when necessary.

Progress of studies on redevelopment of aged estates

9. Currently, DCD has completed a redevelopment study on one aged estate at Pak Tin, and launched the redevelopment proposal. Assessments on the redevelopment potential of the other six aged estates are still at a very preliminary stage. We have to consider each case thoroughly on an estate-by-estate basis, taking into account the wider planning and urban design context within the district, in consultation with relevant bureaux and departments. In view of the preliminary state of the studies, it is premature to make any announcement on other possible projects at the moment. Once the feasibility and programme of the redevelopment proposals are confirmed, we will announce the details in a timely manner. We will keep in view the manpower required for the redevelopment projects and additional resources required for the works will be sought in accordance with the established mechanism as and when necessary.

**Transport and Housing Bureau
May 2012**