## For discussion on 19 December 2011

## LEGISLATIVE COUNCIL PANEL ON DEVELOPMENT

#### **Measures to Expand Land Resources**

#### **PURPOSE**

This paper briefs Members on the measures that we have identified to expand land resources to meet the various development needs of Hong Kong, and seeks Members' support for the proposal to create a supernumerary post of Chief Town Planner (CTP) (D1) for five years, from 13 April 2012 to 31 March 2017, in the Planning Department (PlanD) to head a new Housing and Office Land Supply (HOLS) Section which will focus on expanding land resources for housing and office use.

#### MEASURES TO EXPAND LAND RESOURCES

### **Housing Land**

- 2. As mentioned by the Chief Executive in his last two Policy Addresses, the Government will work towards ensuring sufficient land supply to maintain a stable environment for the healthy and sustainable development of the property market. It is now our established policy to create a land reserve. In this connection, we have identified a number of measures to expand our land resources -
  - (a) to release about 60 hectares (ha) of industrial land for non-industrial uses, half of which will be made available for housing: PlanD will continue to pursue rezoning of those of these sites that are suitable for residential use. Two such sites at Tsuen Wan and Yuen Long that were in the 2011/12 Land Sale Programme have now been re-allocated for development of new Home Ownership Scheme (HOS) flats;

- (b) to explore the option of reclamation on an appropriate scale outside Victoria Harbour: to take forward this initiative, we have embarked on public engagement and are in the first stage of it aiming to build a consensus with the public on options for enhancing land supply, the guiding principles and the site selection criteria;
- (c) to actively explore the use of rock caverns to reprovision existing public facilities and release such sites for housing and other uses: we will explore the rock cavern development options to increase land supply. We plan to embark on feasibility studies on relocation of Sha Tin sewage treatment works, Mount Davis fresh water primary service reservoir and Kennedy Town fresh water service reservoir to caverns;
- (d) to look into the use of green belt areas in the New Territories that are devegetated, deserted or formed, thus no longer performing their original functions, and converting them into housing sites: the first phase covers some 50 ha mainly consisting of government land. More detailed technical assessments on the development potential of the sites identified are needed, and the assessments are being conducted by phases;
- (e) to examine "Government, Institution or Community" (G/IC) sites to avoid the under-utilisation of sites long reserved but without specific development plans; and to study ways to reduce the restrictions posed by government utilities to the development of adjacent areas: the review of G/IC uses focuses on sites reserved for different G/IC facilities including schools, community halls, civic centres, indoor recreation centres, clinics, sports grounds, etc. without a firm development programme, and the objective is to release suitable sites in consultation with relevant bureaux and departments. Preliminary assessments have been conducted to assess the development constraints posed by public utility facilities such as sewage treatment works and water treatment works, and possible measures to overcome the constraints to facilitate housing development; and
- (f) to explore the possibility of converting into housing land some 150 ha of agricultural land in North District and Yuen Long currently used mainly for industrial purposes or temporary storage, or which is deserted: further studies to identify brownfield sites (e.g. degraded open storage and workshop areas, and spoilt agricultural land) suitable for development will be conducted in North District and Yuen Long. Preparation work for the engineering and

planning studies has commenced.

3. Our working target is to make available land that can deliver 20,000 private flats, 15,000 public rental flats and 5,000 new HOS flats annually, as well as a one-off provision of about 5,000 My Home Purchase Scheme flats. The newly developed land will be kept in the Government's land reserve and made available when appropriate. By doing so, we will be able to supply sufficient land for more than 40,000 units each year when demand rises.

#### **Office Land**

- 4. Hong Kong is firmly established as the leading financial and business centre in the Asia Pacific region and is experiencing a fiercest competition for quality commercial accommodation, especially office space. The National 12<sup>th</sup> 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 business centre, increasing her impact on a global scale.
- 5. Over the past decade, we have witnessed a strong and an increasing presence of regional headquarters (RHQ) and regional offices (RO) for multi-national companies and this trend is set to continue. The number of RHQ and RO increased from 2,514 to 3,638 from 1997 to 2010, representing a 45% increase. Despite the strong demands, the gross floor area of all the office space in Hong Kong grew modestly from 12.14 million sq. metres to 14.29 million sq. metres from 2000 to 2010, representing an 18% increase only. To capitalise on the fast-growing opportunities of the Mainland and sustain Hong Kong's position as a leading financial and business centre, a steady and adequate supply of quality office space is pivotal.
- 6. The Hong Kong 2030: Planning Vision and Strategy ("Hong Kong 2030 Study") has recommended appropriate planning measures to support economic growth in the long term. As recommended in the Study, we will continue to consolidate and enhance the existing Central Business District (CBD, and explore new quality office nodes outside the CBD. In this connection, concrete plans include freeing up government accommodation not requiring a prime location and developing new office clusters at strategic locations in the metro areas including Kai Tak, West Kowloon and Kowloon East have been developed. It is important to take these plans forward to fruition expeditiously; otherwise, Hong Kong would stand to lose out to other economies in the region.

#### NEED FOR A NEW HOLS SECTION IN PLAND

- 7. PlanD is a major action party responsible for taking forward the policy objective to increase land supply, especially for housing land, and most of the measures identified in the Policy Address and by the Steering Committee on Housing Land Supply chaired by the Financial Secretary. PlanD is tasked to carry out additional work which includes reviewing different land use zones where appropriate; reviewing sites with government facilities to optimise their use; conducting new planning and engineering studies for the potential housing development areas; identifying suitable planning actions to provide quality office clusters; conducting specific housing and office site assessments; monitoring the overall supply of housing and office development sites; and coordinating planning inputs and resolving issues to ensure timely delivery of sites. The Department is also responsible for carrying out statutory planning work such as amendments to statutory plans; processing representations and public comments; and processing planning applications to ensure timely delivery of sites; as well as providing planning inputs to various housing and land supply related committees and meetings.
- 8. At present, overseeing and coordinating the supply of housing and office land is one of the tasks under the Special Duties (SD) Section of the The SD Section is currently staffed by ten professional staff under the supervision of a CTP, and among them, one Senior Town Planner (STP) and one Town Planner (TP) undertake work for housing and office sites as part of their various duties. They are also responsible for tasks such as overseeing the overall provision and requirement of open space in the territory, issues related to public open space in private developments; existing inventories of reserved and G/IC facilities: updating reviewing/planning of future use of vacated/to be vacated school premises; identifying sites to support policy initiatives of various bureaux (e.g. private hospitals and private universities) as well as in-house work, like providing inputs to PlanD's computerisation system of Core Planning Data Hub. consider it necessary to set up a dedicated HOLS Section under the SD Division to oversee all planning inputs, resolve issues in site delivery and land disposal, take charge of public engagement associated with the housing site studies, and oversee the implementation of the planning measures to increase housing and office land supply. These are urgent tasks in face of fierce competition from other economies. The work involved is highly complex, and it is not possible to accomplish them efficiently and effectively without a dedicated office in PlanD.

9. Specifically, the proposed HOLS Section will undertake the following main tasks -

## Land use review and studies for housing and office land supply

- It will review "GB", "Recreation", "Agriculture", "Other (a) Specified Use (Business)" and other land use zones, as appropriate, in Outline Zoning Plans (OZPs); undertake area assessments of industrial land; as well as review reserved G/IC sites and existing G/IC sites/premises. The land use reviews involve extensive land area (e.g. a total of about 15,200 ha of "GB" area in the territory) while the G/IC sites cover a wide range of different types of facilities (e.g. indoor recreation centres, community halls, clinics, fire stations, police stations, These reviews are to be conducted in-house and on an etc). urgent basis for identifying suitable land for residential development in the short term for the Land Sale Programme and meeting the production targets for public rental and subsidised Technical assessments are required to confirm the housing. development potential of the identified sites and replacement sites are required for some of the affected G/IC facilities. HOLS Section must identify new additional sites and undertake the related planning work in order to boost the land supply, especially for housing land. We anticipate that the reviews can be completed within five years.
- (b) It will undertake planning studies for housing sites such as the Anderson Road Quarry site and ex-Cha Kwo Ling Kaolin Mine site; providing inputs for planning and engineering studies (including public engagement) led by the Civil Engineering and Development Department on new potential development areas, including Lamma Quarry, and Reclamation and Rock Cavern Development Studies; and undertake specific housing site assessments. We need to complete these studies and assessments within the coming two to three years so as to provide the basis for detailed planning and engineering works. Additional time will be required for carrying out rezoning work and other statutory procedures.
- (c) It will conduct assessment of supply of office development sites; identify suitable office development sites, coordinate actions to relocate/redevelop government sites for office development, and identify suitable planning actions to provide quality office clusters. These tasks are to be conducted in-house and on an

urgent basis for identifying suitable commercial sites which can be put to the market in the short to medium term. The new sites can be identified through land use reviews and comprehensive re-planning of selected areas in the coming five years to boost the office land supply.

## Monitoring of housing and office land supply and facilitating site delivery

(d) Identification of sites from land use reviews is only the first step in the whole land supply process. There is extensive downstream work to make sites available, including technical assessments (such as environmental assessments, traffic impact assessments, drainage and sewage impact assessments, air ventilation assessments, visual impact assessments, natural terrain hazard assessments, etc), reprovisioning of affected facilities, rezoning the sites for residential use, undertaking other necessary statutory procedures, resumption/clearance of land, provision of infrastructure, etc. Close monitoring of the supply of sites is necessary to meet the housing and office land supply targets.

#### **Need for a Dedicated CTP**

- 10. Other than managing planning tasks related to housing and office and those mentioned in paragraph 9, the existing CTP/Special Duties post is responsible for providing planning inputs to major infrastructure projects as well as special planning projects. At present, the incumbent is already fully occupied with various on-going special projects including planning and implementation of Central Harbourfront, Central Reclamation and the related infrastructure projects, future development of Central Government Offices site, conversion of Murray Building as well as processing of planning applications in the relevant OZPs. The CTP has no spare capacity to take on the additional workload to be generated from the new policy initiative mentioned above without adversely affecting the colleague's other duties.
- 11. To ensure that our objectives for increasing land supply through innovative measures are achieved, we consider that a dedicated CTP (D1) with extensive experience in the professional field, wide exposure and strong leadership ability is required to steer the work of the new HOLS Section. The CTP, to be designated as CTP/HOLS, will be responsible for overseeing the work of and providing steer for the new HOLS Section and attending to Legislative Council, District Council and stakeholder engagement matters.

### **Duration of the Supernumerary CTP Post**

12. The proposed CTP post is necessary for PlanD to implement the policy initiatives to increase housing and office land supply. We propose to create a supernumerary CTP post for about five years to carry out planning actions to meet the strong demand for housing and office development sites. Many identified measures involve planning studies or land use reviews requiring two to three years and consequently rezoning procedures requiring one to two years to complete. The CTP will monitor the studies, assessments and related planning work which are expected to be completed by stages within the next five years. We will critically review the continued need for the post before the lapse of the post by 31 March 2017.

## **Non-directorate Support**

- 13. The proposed CTP post will be underpinned by a dedicated team comprising 13 additional non-directorate posts, viz. three STPs, six TPs/Assistant TPs, two Survey Officers and two Technical Officers. All these non-directorate posts will be created on a time-limited basis for five years starting from 2012-13. Three teams will be formed to take up the studies/assessments for housing land supply, the overall monitoring and delivery of housing sites, and the assessments for and delivery of office sites respectively. The need for these posts will also be reviewed together with the CTP post in early 2017.
- Annex 1 14. The proposed job description of the CTP post is at **Annex 1**. The existing and proposed organisation chart of PlanD is at **Annex 2**.

#### **ALTERNATIVES CONSIDERED**

15. We have critically examined whether the existing CTPs in PlanD have spare capacity to absorb the additional workload associated with housing and office land supply. PlanD's directorate establishment has been streamlined following the deletion of two vacant CTP posts in July 2009 vide EC(2009-10)5. While one supernumerary CTP post was created for a period of three years with effect from 13 May 2011 to provide professional planning support and secretariat services to the new pilot District Urban Renewal Forums vide EC(2010-11)19, the incumbents of all existing CTP posts are already fully occupied with their existing portfolio. It is operationally not feasible for them to absorb the additional workload on increasing housing and office land supply through internal redeployment or

Annex 3

reprioritisation of work. The work schedules of the existing CTPs in PlanD are at **Annex 3**. A dedicated CTP is essential in handling land supply issues in a comprehensive and coordinated manner, thus providing efficient and timely response. We have also considered if the reviews of various land use zones and G/IC uses can be outsourced, but this is considered not feasible as the process would involve sensitive information on potential housing sites for Land Sale Programme and development programme of subsidised housing, new policy initiatives, land resumption and clearance, etc.

#### FINANCIAL IMPLICATIONS

16. The proposed creation of the supernumerary CTP post will bring about an additional notional annual salary cost at mid-point of \$1,357,200. The additional full annual average staff cost, including salaries and staff on-cost, is \$1,728,000. As for the 13 additional non-directorate civil service posts mentioned in paragraph 13 above, the notional annual salary cost at mid-point and full annual average staff cost, including salaries and staff on-cost are \$7,457,340 and \$13,119,000 respectively. We will include the necessary provision in the annual Estimates of the relevant financial years from 2012-13 onwards to meet the cost of the proposal.

#### ADVICE SOUGHT

17. Members are invited to note the measures to expand land resources and comment on the above proposal for creating a supernumerary post of CTP. Subject to Members' support, we will seek the approval of the Establishment Subcommittee/Finance Committee.

Development Bureau December 2011

# Proposed Job Description Chief Town Planner/Housing and Office Land Supply Section

**Rank**: Chief Town Planner (D1)

**Responsible to**: Assistant Director/Special Duties

### **Major Duties and Responsibilities –**

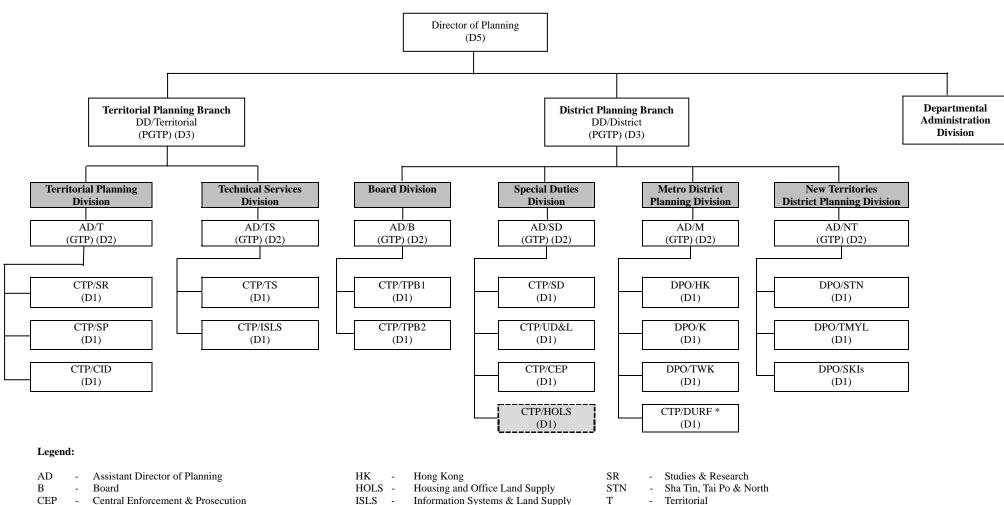
- 1. To supervise and oversee the work of the Housing and Office Land Supply Section.
- 2. To oversee in-house land use reviews (including review of different land use zones, reserved Government, Institution or Community (G/IC) sites without development programme, existing G/IC sites that can be put to optimal use, joint-user development for G/IC uses, etc.) with a view to identifying suitable sites for housing and office land supply.
- 3. To supervise and manage consultants in undertaking planning studies including public engagement exercises for the new potential development areas / sites for housing and office development.
- 4. To supervise in-house review of housing and office development sites and monitor the lists of potential sites for housing and office development.
- 5. To provide planning inputs and support to the following committees and meetings: (i) Steering Committee on Housing Land Supply; (ii) Land Sale Programme; (iii) and Master Lists; (iv) Committee on Planning and Lands Development; (v) Committee on Housing Development; (vi) Planning Department-Housing Department Liaison Meeting; (vii) Property Strategy Group; (viii) Town Planning Board; and (ix) other committees/meetings as appropriate.
- 6. To oversee the overall co-ordination of all the planning work related to housing and office land supply with bureau/departments and supervise the timely delivery of identified housing sites including completion of the statutory planning procedures.

- 7. To supervise tendering of professional advice/comments to policy bureaux and departments, Legislative Council questions, media enquiries and the general public on all matters related to housing and office land supply.
- 8. To attend Legislative Council/District Council meetings and oversee stakeholder engagement matters.

9. To carry out any other duties as assigned by Assistant Director/Special Duties.

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#### **Existing and Proposed Organisation Chart of Planning Department**



Central Enforcement & Prosecution

Cross-Boundary Infrastructure & Development

Chief Town Planner

Deputy Director of Planning District Planning Officer DURF - District Urban Renewal Forum - Government Town Planner

K Kowloon

Metro M New Territories NT

Principal Government Town Planner PGTP -

SD Special Duties Sai Kung & Islands **SKIs** Strategic Planning

TMYL -Tuen Mun & Yuen Long TPB Town Planning Board TS - Technical Services TWK

Tsuen Wan & West Kowloon UD&L - Urban Design & Landscape

Supernumerary post created for DURF due to lapse in mid-May 2014



# **Major Duties of the existing Chief Town Planner (CTP) posts** in the Planning Department

## **Special Duties Division**

The Special Duties Division tenders support to special planning tasks, urban design and landscape matters, and conducts work on enforcement and prosecution against unauthorised developments in the rural New Territories. As mentioned in the paper, CTP/Special Duties does not have spare capacity to take up the tremendous amount of work of the new Housing and Office Land Supply Section. We have also critically examined the existing workload of the other two CTPs in the division as outlined below and considered that they cannot be redeployed to take up additional duties –

- (a) CTP/Urban Design and Landscape is responsible for overseeing the urban design and landscape inputs on submissions under the Town Planning Ordinance and Environmental Impact Assessment Ordinance, other urban design and visual impact matters arising from planning and development proposals; management of urban design-related studies and management of term consultancies on air ventilation assessment, etc. She also manages two major technical studies including the Feasibility Study on Urban Climatic Map and Standards for Wind Environment and Study on Establishment of Simulated Site Wind Availability Data for Air Ventilation Assessments in Hong Kong.
- (b) CTP/Central Enforcement and Prosecution is responsible for overseeing the investigation, enforcement and prosecution of unauthorised development cases under the Town Planning Ordinance; formulating district enforcement strategies and guidelines; supervising the enforcement and reinstatement action against unauthorised developments and handling complaints and enquiries on enforcement matters. There are many enforcement and prosecution cases and public complaints requiring prompt and timely action.

## District Planning Officers (DPOs) in the Metro District Planning Division and New Territories District Planning Division

2. The six DPOs (pitched at CTP rank) under the two divisions oversee matters concerning forward planning, design and layouts, land reviews, development control. use planning studies implementation of developments in their respective districts; the preparation and processing for approval of departmental plans and Planning Briefs for private comprehensive public housing and sector development/ redevelopment projects; the preparation, updating and amendment of statutory plans; the reviews of statutory plans to incorporate restrictions on development intensity; the provision of planning inputs and advice in respect of urban renewal projects and other developments as well as planning appeals and judicial reviews; the management of district planning consultancy studies; and the preparation of papers and reports on objections/representations to statutory plans, planning applications etc. discharging these duties, DPOs perform a pivotal role to ensure quality and efficiency, and take an active part in the meetings of the Town Planning Board (TPB), District Councils and other ad hoc meetings. already fully occupied with a wide spectrum of work which is subject to statutory time limits. Moreover, the DPOs of the New Territories regions are also busily engaged in the preparation of new Development Permission Area Plans/Outline Zoning Plans (OZPs) for areas not yet covered by statutory plans.

# Chief Town Planner / District Urban Renewal Forum (DURF) in the Metro District Planning Division

3. DURF is a distinct and new advisory platform to recommend the scope and strategy for urban renewal taking into account local characteristics and aspirations. CTP/DURF, a supernumerary post created for a period of three years up to 12 May 2014, provides strategic leadership in the professional planning work and secretariat support to DURF, conducting extensive public engagement, social impact assessment as well as planning and related studies with a view to formulating Urban Renewal and Action Area Plans for the areas concerned. In addition, CTP/DURF is also required to assist DURF to assume a public education role by putting up an outreach programme to all relevant stakeholders in urban renewal work. The complexity of the work, the tight timeframe and voluminous workload involved in supporting the pilot DURF, with the first having been established in Kowloon City, require the full attention of the CTP.

#### **Board Division**

The two CTPs/Town Planning Board are fully engaged in co-ordinating and vetting submissions to the TPB, Planning Committees (PCs) and Objection Hearing Committees (OHC) and providing services to TPB/PCs/OHCs including supervising the preparation of minutes of the meetings, publication of statutory plans and the release of information and decisions of TPB/PCs/OHCs; providing planning advice to and monitoring the operation of the statutory planning system; preparing submissions to the Executive Council in relation to approval of draft statutory plans and reference back of approved plans for amendment; and co-ordinating matters relating to planning appeals, judicial review and other court cases. the increasing public aspirations for a better living environment and better quality of life, the public has become more forthcoming in offering their views on town planning matters, which results in an increase in the number of representations and comments with regard to gazetted statutory plans and planning applications to the TPB. Hence, the workload of dealing with matters related to the TPB, the meetings of which and the PCs are held every other week, is substantial and heavy. Moreover, the two CTPs also have to handle the increase in statutory planning and TPB Secretariat work arising from the preparation of new plans to cover Country Park enclaves, the measures to increase housing and office land supply and the necessary OZP amendments and planning applications. In view of the above, the two CTPs do not have spare capacity to take up the additional work of the proposed post of CTP/Housing and Office Land Supply.

### **Territorial Planning Division**

- 5. The Territorial Planning Division undertakes territorial and strategic planning including conducting thematic planning studies of territorial and cross-boundary significance. Given the closer regional cooperation between the Mainland, Macao and Hong Kong, there has been increasing involvement of CTPs in various studies and researches, particularly those with cross-boundary dimension. Hence, the three existing CTPs are unable to take up the work of increasing land supply. The major areas of responsibilities of the three CTPs are set out below
  - (a) CTP/Studies and Research is responsible for overseeing the undertaking of in-house and consultancy topical/thematic studies including the two New Development Areas Studies for North East New Territories and Hung Shui Kiu, the Sha Tau Kok Area Improvement Study and Hoo Hok Wai Ecological

Field Survey; and coordination of principal tasks in the implementation of proposals arising from the findings of planning studies and researches. In the course of these studies, the officer would be involved in extensive community engagement programmes. The officer also provides support to the work of the Harbourfront Commission, and in particular, providing secretariat service to the Task Force on Harbourfront Developments in Kowloon, Tsuen Wan and Kwai Tsing.

- CTP/Strategic Planning oversees the conduct of special research (b) and studies, and manages the consultancy services relating to territorial development strategy and strategic development Subsequent to the completion of Hong Kong 2030: proposals. Planning Vision and Strategy, continuous work is being carried out to assess and review long term land demand and supply for housing, industrial and office uses, including studies on the future reclamation and cavern development in Hong Kong and land requirement for the Six Industries Note. He is also responsible for overseeing the undertaking of regional planning for Pearl River Delta (PRD) and infrastructures in the areas adjoining the boundary, for example, the Study on the Action Plan for the Bay Area of the Pearl River Estuary and the Study on Development of Lok Ma Chau Loop. Besides, the officer also oversees the review of the Hong Kong Planning Standards and Guidelines and the conduct of Area Improvement Studies for various parts of the Territory.
- (c) CTP/Cross-Boundary Infrastructure and Development is responsible for overseeing the conduct of transport research and studies relating to developments and infrastructures in the Mainland (in particular areas adjoining the boundary, the PRD Region and the Pan-PRD Region) such as the Cross-boundary Travel Survey; and provision of professional and technical support for various Hong Kong/Mainland/Macao liaison meetings on physical transport development and infrastructure projects as well as organising discussion forums with Mainland officials and academics to promote regional cooperation and exchange of contemporary planning practices. With closer regional cooperation and the dynamic changes in factors affecting the planning and development of Hong Kong, Macao

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The Chief Executive announced in the 2009-10 Policy Address the strategy for promoting six industries, which are education services, medical services, testing and certification services, environmental industries, innovation and technology, and cultural and creative industries.

and the Mainland, there is an increasing and continuous need for researches with a cross-boundary dimension. Besides, the officer also oversees and advises on planning studies with major infrastructure development for Hong Kong, for example, the railway development strategy and landside development in the Hong Kong International Airport.

#### **Technical Services Division**

- 6. The Technical Services Division is responsible for providing professional/technical administration services, dissemination of planning information, co-ordination of grade management and training matters, formulation of departmental information technology (IT) strategy, and assessment and forecast of territorial land supply. As the two CTPs are fully engaged in the following tasks, they have no spare capacity to take up additional responsibilities.
  - CTP/Technical Services is responsible for overseeing the (a) preparation and updating of planning manuals, practice notes, and technical technical circulars matters consultancies; implementation of training activities coordination of grade management issues; release of planning information; handling of public enquiries and complaints; implementation of outreach programme and publicity activities; and handling of cases referred from the Ombudsman and the Privacy Commissioner for Personal Data. In addition, the CTP is overseeing a major research project in the history and development of town planning in Hong Kong, the setting up of the permanent Hong Kong Planning and Infrastructure Exhibition Gallery due for opening in mid 2012, and operation of the interim exhibition gallery.
  - (b) CTP/Information Systems and Land Supply is responsible for preparation of Departmental IT Plan; implementation of IT projects; preparation of funding bids and tender documents for IT projects; maintenance and enhancement of the existing Geographical Information Systems (GIS) and office automation systems; conducting researches on customising remote sensing, GIS, multimedia and 3D simulation technologies for land-use planning and presentation of planning studies; and updating of the Land Supply Database and application of IT in land supply related exercises. Some major IT projects include Public

Participation GIS for e-Engagement, revamp of Planning Submissions & Enforcement Cases Monitoring System and HK-Macao-Guangdong Information Database System, Mobile Computing and Site Information System and Aerial Photograph Information System. The CTP is also heavily involved in supervising the multi-disciplinary IT experts and planning professionals in the various IT projects to ensure that the various planning objectives could be met in an integrated manner.

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