

立法會
Legislative Council

LC Paper No. CB(1)925/13-14(04)

Ref: CB1/PL/DEV

Panel on Development

Meeting on 25 February 2014

Background brief on Capital Works Programme

Purpose

This paper provides background information on the Capital Works Programme ("CWP") and summarizes the major views and concerns expressed by Members on the subject in connection with the increasing CWP expenditure in recent years.

Background

2. CWP comprises the Public Works Programme ("PWP") and capital subvention works projects. PWP is the programme of works through which the Administration invests in publicly owned facilities and infrastructure. Capital subvention works projects include school buildings for the aided sector and private schools, university teaching and research facilities, public hospitals, and other works projects of subvented organizations. CWP is financed by the Capital Work Reserve Fund established by Resolution of the Legislative Council ("LegCo") on 20 January 1982¹.

3. At the meeting of the Public Works Subcommittee ("PWSC") on 12 November 2013, the Administration briefed members on the approach and methodology for the estimation of project cost for capital works projects. On 7 and 29 January 2014, the following funding proposals involving increases in the approved project estimate ("APE") were discussed --

¹ More information about the Capital Work Reserve Fund, including its sources of revenue and expenditure areas, is available in the Government's Estimates of Expenditure, e.g. Estimates for the Year Ending 31 March 2014 (<http://www.budget.gov.hk/2013/eng/pdf/cwrf-mem.pdf>).

Committee/ Subcommittee (Date of Meeting)	PWP Item No. and Title	(a) Original APE (\$M)	(b) Proposed Revised APE (\$M)	(c)=(b)-(a) Proposed increase (\$M)[%]
Public Works Subcommittee (7 January 2014)	579TH - Central-Wan Chai Bypass and Island Eastern Corridor Link	28,104.6	36,038.9	7,934.3 [28%]
Panel on Development (7 January 2014)	19GB -- Liantang/Heung Yuen Wai Boundary Control Point and Associated Works - Site formation and infrastructure works	16,253.2	24,803.2	8,550.0 [53%]
Public Works Subcommittee (29 January 2014)	94EB -- Redevelopment of Ying Wa Girls' School at Robinson Road	432.7	653.4	220.7 [51%]

4. During the aforesaid meetings, members expressed grave concerns about project cost overrun and urged the Administration to exercise stringent control over project costs². PWSC members suggested that their concerns on the Administration's planning, budgeting, coordination and control of capital works projects be conveyed to the Chief Secretary for Administration ("CS"). PWSC Chairman's letter to CS on the matter and the latter's reply are in **Appendices I and II** respectively. Moreover, PWSC members agreed that the Subcommittee should refer the policy issues on overall planning and control of capital works projects to the Panel on Development ("DEV Panel") for deliberation.

Capital Works Programme expenditure

5. In 1993-1994, with the commencement of the Airport Core Programme projects, the annual CWP expenditure built up quickly in one year from \$13.5 billion to \$30.4 billion³. In around 1998-1999, there came a wave of seven

² While the funding proposals for 579TH and 94EB were endorsed by PWSC, the proposal for 19GB was not supported by DEV Panel and has not yet been submitted to PWSC.

³ Source: LC Paper No. CB(1)84/07-08(04)

large-scale projects⁴, hence maintaining CWP spending at a high level. Following the substantial completion of these projects, the expenditure started to decline and dropped to \$20.5 billion in 2007-2008.

Delivery of capital works projects since the undertaking of the 10 Major Infrastructure Projects

6. To promote infrastructure development, the Chief Executive announced in his 2007-2008 Policy Address the Government's commitment to push ahead 10 Major Infrastructure Projects⁵ within the next five years. The Development Bureau ("DEVB") briefed DEV Panel in October 2007 on the measures to speed up the delivery of capital works projects, such as the submission of funding proposals for the Finance Committee ("FC")'s approval in tandem with the conduct of the relevant tender exercises, commencement of public engagement at an early planning stage, etc. From 2008-2009 onwards, CWP expenditure continued to increase. The spending was \$62.4 billion in 2012-2013 and is expected to reach \$83 billion in 2013-2014 (including the one-off grant of \$13 billion to the Hospital Authority for minor works projects for the next decade or so)⁶. According to the Administration's latest forecast⁷, the annual CWP expenditure over the next few years will exceed \$70 billion.

Planning and cost control of capital works projects

7. In response to PWSC members' queries made at the meeting on 7 January 2014 on the Administration's action taken to avoid project cost overrun, the Administration asserted that it had all along attached great importance to keeping works budgets under control. According to the result of a study commissioned by DEVB, the budgetary control of Hong Kong's

⁴ The seven large-scale projects were Route 8 – Sha Tin to Tsing Yi; Penny's Bay Development; Hong Kong-Shenzhen Western Corridor, Deep Bay Link and Boundary Crossing Facilities; School Improvement Programme – Final Phase; Widening of Castle Peak Road; Central Reclamation Phase III and Container Terminal No. 9.

⁵ The 10 large-scale infrastructure projects are South Island Line; Sha Tin to Central Link; Tuen Mun Western Bypass and Tuen Mun-Chek Lap Kok Link; Guangzhou-Shenzhen-Hong Kong Express Railway Link; Hong Kong-Zhuhai-Macao Bridge; Hong Kong-Shenzhen Airport Co-operation; Hong Kong-Shenzhen Joint Development of the Lok Ma Chau Loop; West Kowloon Cultural District; Kai Tak Development; and New Development Areas.

⁶ Source: Administration's paper on "Initiatives of Development Bureau in the 2014 Policy Address and Policy Agenda" for the DEV Panel meeting on 28 January 2014 (LC Paper No. CB(1)741/13-14(03)). CWP expenditure was \$23.4 billion in 2008-2009, \$45.3 billion in 2009-2010, \$49.8 billion 2010-2011 and \$58.4 billion in 2011-2012. (Sources: LC Papers Nos. CB(1)30/09-10(01), CB(1)40/10-11(01), CB(1)35/11-12(01), CB(1)428/12-13(03) and CB(1)925/13-14(03))

⁷ Source: LC Paper No. CB(1)741/13-14(03)

capital works projects was good as compared with that of some other 30 overseas countries. According to the Administration, while there was in general an average of more than 20% cost overrun in such projects in overseas countries, the rate for Hong Kong was -1%, and cost overrun had only occurred in individual projects.

8. In the light of the Administration's advice that the overall annual construction expenditure, on both public and private projects, would reach an average of \$170 billion in the next few years, some PWSC members opined that the over-concentration of implementation of major works projects had pushed up construction prices and hence leading to the upsurge in project costs. They urged the Administration to consider reprioritizing the projects and suitably postponing or shelving the non-essential ones. The Administration explained that despite the cost overrun in a few projects, the APEs of some 40 capital works projects implemented in previous years were higher than the tender prices by 5% to 6%, meaning that the Administration was able to get hold of the price trend in the construction sector. While advising that DEVB would review and suitably adjust the works programmes of some projects which were not urgent, the Administration considered it important to exercise prudence in reprioritization of projects as it would have a substantial impact on the delivery of the needed infrastructures and facilities.

Estimation of project costs

9. Some PWSC members held the view that the Administration should have noticed the surge in construction prices and informed LegCo of possible significant project cost overrun at an early stage rather than requesting additional funds at a late stage. They queried whether the Administration should review the methodology for estimating the costs of capital works projects.

10. The Administration replied that to ensure the quality of cost estimation, the "Estimating using Risk Analysis" approach had been adopted. In the past 10 LegCo sessions, FC had approved the funding of around 600 capital works projects, among which only 34 (as listed in **Appendix III**) needed an increase in APE. The increased amount in total was \$21 billion, i.e. 3.4% of the total original APE. To enhance the transparency of the costs of the major contracts awarded on capital works projects, the Administration had been submitting quarterly reports to PWSC on significant deviations between accepted tender prices and the estimated provisions in APEs.

Coordination of capital works projects

11. In view of the close relationship between implementation of capital works projects and the demand for construction manpower, some PWSC members have stressed the importance of coordination across different bureaux/departments on the implementation of such projects. The Administration has advised that DEVB is responsible for monitoring the implementation of major works projects and collaboration with the Construction Industry Council ("CIC") on the training of construction workers. To increase the training capacity of CIC, the Administration secured FC's approval for a funding of \$320 million in 2010 and 2012. Moreover, dedicated committees have been set up in works departments to monitor the progress of capital works projects.

12. On the question about the impact of the prevailing shortage of construction workers on project costs, the Administration has explained that the median of the monthly salaries of construction workers exhibited an increase of about 33% from the trough in 2009 to 2013. The Administration considers that, since labour wage in general accounts for not more than 40% of the construction cost, the impact of keen labour demand on CWP expenditure should not be too strong. To reduce the demand for construction workers, the Administration will continue to encourage contractors to adopt wider use of mechanization and prefabricated components.

13. At the Council meeting of 23 May 2012, a Member raised questions about the mechanism in place to avoid contractors of capital works projects commencing similar works at the same time and competing for the employment of labourers of the trades concerned. In reply, the Administration advised that since the announcement of the 10 Major Infrastructure Projects in 2007, it had closely monitored the construction industry's delivery capacity to avoid bunching of projects. To this end, measures such as implementing major projects in stages, ensuring that CWP expenditure was maintained at a reasonable and affordable level in the medium term from a macro public financial management perspective had been adopted.

Provision for price adjustment

14. It is the Administration's practice to include in the project cost estimate a provision for price adjustment to cater for the movements in labour and material costs during the contract period. Noting that over 80% of the proposed additional provision for 579TH (Central-Wan Chai Bypass and Island Eastern Corridor Link) and about 34.9% of that for 19GB

(Liantang/Heung Yuen Wai Boundary Control Point and Associated Works -- site formation and infrastructure works) is to cater for the increase in price adjustment, some PWSC and DEV Panel members have questioned whether the risks in respect of cost fluctuation should be shouldered entirely by the Administration. They consider that the mechanism might give room for tenderers to profiteer and it is necessary to review the terms and conditions of Government works contracts.

15. The Administration has explained that the price adjustment factor, updated on a half-yearly basis, is worked out by Government economists based on the data on the annual and quarterly trend rate of change in the prices for public-sector building and construction output, the latest movements in construction wages and building material prices, as well as the trends of the performance of the global and local economy. Since the original provision for price adjustment for 579TH was made during the economic trough in 2009, the year-on-year increase in the prices from 2009 to 2013, a period when there were significant changes in the global economic environment and rebound of the local economy, for public-sector building and construction output was higher than projected.

Recent Development

16. The Administration will discuss with DEV Panel at the meeting on 25 February 2014 the challenges to the delivery of CWP.

Relevant papers

17. A list of relevant papers is shown in **Appendix IV**.

**Letter from Chairman of the Public Works Subcommittee
to the Chief Secretary for Administration dated 10 January 2014**



中華人民共和國香港特別行政區
Hong Kong Special Administrative Region of the People's Republic of China



LC Paper No. PWSC40/13-14(01)

立法會
LEGISLATIVE COUNCIL

來函檔號 YOUR REF CB1/F/2/1 (1)
本函檔號 OUR REF 3919 3110
電 話 TELEPHONE 2978 7569
圖文傳真 FACSIMILE

10 January 2014

Mrs Carrie LAM, GBS, JP
Chief Secretary for Administration
Chief Secretary for Administration's Private Office
25/F, Central Government Offices
2 Tim Mei Avenue
Tamar, Hong Kong

Dear Carrie,

Public Works Subcommittee

**Overall planning, budgeting, coordination and
control of public works programmes**

At the meeting of the Public Works Subcommittee on 7 January 2014, in the light of the huge increases in the approved project estimates proposed by the Administration for a number of public works programmes, such as the Central-Wan Chai Bypass and Island Eastern Corridor Link and the Liantang/Heung Yuen Wai Boundary Control Point and associated works - site formation and infrastructure works, members expressed grave concern on the Administration's planning, budgeting, coordination and control of various public works programmes. Members hope that the Administration could learn from the experience of the works projects with cost overruns and improve its work in the overall planning and management of public works programmes to ensure that public monies are properly used. Members of the Subcommittee and the stakeholders of the engineering sector are also very concerned about the escalating project costs and the shortage of labour in the construction industry. It is hoped that these problems could be properly addressed.

Meanwhile, I have reported the above concerns at the House Committee (HC) meeting today. Hon Andrew LEUNG Kwan-yuen, GBS, JP, Chairman of HC, will convey the Subcommittee's concerns on the subject to you for your attention at his next meeting with you.

With warmest regards,

Yours sincerely,



(Ir Dr LO Wai-kwok)
Chairman of Public Works Subcommittee

c.c. Hon Andrew LEUNG Kwan-yuen, GBS, JP
Chairman of the House Committee

Mr Paul CHAN Mo-po, MH, JP
Secretary for Development
(Fax No. 2147 3691)

Professor K C CHAN, GBS, JP
Secretary for Financial Services & the Treasury
(Fax No. 2537 1736)

Professor Anthony CHEUNG, GBS, JP
Secretary for Transport and Housing
(Fax No. 2523 9187)

**Reply from the Chief Secretary for Administration
to the Chairman of the Public Works Subcommittee dated 22 January 2014**

LC Paper No. PWSC40/13-14(02)

中華人民共和國
香港特別行政區政府
政務司司長辦公室



CHIEF SECRETARY
FOR ADMINISTRATION'S OFFICE
Government of the Hong Kong
Special Administrative Region
of the People's Republic of China

22 January 2014

Ir Dr Hon LO Wai-kwok, BBS, MH, JP
Chairman of Public Works Subcommittee
Legislative Council Secretariat
Legislative Council Complex
1 Legislative Council Road
Central, Hong Kong

Dear Dr Lo,

Public Works Subcommittee

**Overall planning, budgeting, coordination and
control of public works programmes**

Thank you for your letter dated 10 January 2014, expressing your concerns on the above subject. The Hon Andrew Leung, Chairman of the House Committee, has also drawn my attention to your concerns at one of our regular meetings.

Let me first assure you that in taking forward the policy of investing in infrastructure to promote economic development and meet social needs, the Administration has been mindful of the need to maintain a sustainable capital works programme having regard to, inter alia, affordability in public finances and the delivery capacity of the construction industry.

Under the principle of prudent management of public finances, our internal resource allocation system seeks to ensure that works departments will not earmark excessive funding for capital works projects lest resources which can otherwise be made available to other initiatives are locked up. As such, the relevant works departments always strive to achieve accurate project cost estimates. Our record in this respect shows that in the past ten LegCo sessions, which had witnessed several economic cycles, of the 600 capital works projects with funding approved by the Finance Committee, only about one out of ten required an increase in the approved project estimate. The amount of increase accounted for 3.4% of the \$620 billion total project cost. Taking into account the fast changing external environment, I hope you will agree that this has demonstrated an acceptable track record of the capability of works departments in estimating project cost and controlling project expenditure.

While our works departments have been exercising their best endeavours in estimating project costs, individual projects may require an increase in the project cost due to unforeseen circumstances, such as difficult underground conditions, volatile construction market, turbulent external economic situation, etc. This is the situation in the case of two major public works projects recently discussed by LegCo Members, namely, the "*Central-Wan Chai Bypass and Island Eastern Corridor Link*" and "*Liantang/Heung Yuen Wai Boundary Control Point and Associated Works – Site formation and infrastructure works*". The relevant bureaux and works departments have accounted for the specific reasons for seeking an increase in the approved project estimates when they consulted the relevant Panels, and have set out the detailed justifications in the relevant PWSC papers. Please be assured that the relevant bureaux and works departments will continue to engage LegCo Members and listen to their views in managing the public works programme.

As to your concern on construction manpower, I understand that the Permanent Secretary for Development (Works) will arrange to brief the Development Panel on the relevant issues in due course.

Yours sincerely,



(Mrs Carrie Lam)
Chief Secretary for Administration

c.c. Hon Andrew LEUNG Kwan-yuen, GBS, JP
Chairman of the House Committee, Legislative Council
Secretary for Development
Secretary for Financial Services & the Treasury
Secretary for Transport and Housing

Appendix III

Approved submissions with increase in approved project estimate in the past 10 LegCo sessions⁸

LegCo Session	PWP No.	PWP Title	Increase in Approved Project Estimates ("APE") (\$M)	Revised APE (\$M)
2003-2004	8056MM	Enhancement of infection control facilities in the public hospital system (Batch A)	68.1	355.3
2003-2004	6718TH	Improvement to Tung Chung Road between Lung Tseng Tau and Cheung Sha	58.7	688.5
2004-2005	B564CL	Development near Choi Wan Road and Jordan Valley	230.0	2,009.3
2005-2006	3242RS	Tseung Kwan O Sports Ground	59.2	352.3
2005-2006	4061DR	Northeast New Territories village sewerage, phase 2	38.0	145.0
2006-2007	6582TH	Central Kowloon Route -- consultants' design fees and site investigations	93.3	192.3
2006-2007	6718TH	Improvement to Tung Chung Road between Lung Tseng Tau and Cheung Sha	143.5	832.0
2008-2009	-	Increase in Approved Project Estimates for 25 Category A projects under construction	2,084.5	20,084.3
2008-2009	-	Increase in Approved Project Estimates for 10 Category A projects	741.5	3,073.7
2008-2009	7343CL	Central reclamation phase III -- engineering works	2,200.0	5,761.5
2008-2009	6746TH	Reconstruction and Improvement of Tuen Mun Road	2,183.8	6,804.3
2008-2009	3419RO	Aldrich Bay Park	19.6	135.2
2008-2009	7070CD	Yuen Long bypass floodway	40.8	517.0
2008-2009	3285ES	Extension of Lai Chack Middle School at Scout Path, Kowloon	19.3	100.0
2009-2010	3063KA	Tamar Development Project	359.8	5,528.7
2009-2010	3261ES	Secondary school at Aberdeen Reservoir Road, Aberdeen	27.3	209.3
2009-2010	4359DS	North District sewerage, stage 1 phase 2B	55.0	185.0
2009-2010	4234DS	Outlying Islands sewerage, stage 1 phase 2 -- Sok Kwu Wan sewage collection, treatment and disposal facilities	97.3	353.7

⁸ Source: The Administration's follow-up paper for the PWSC meeting on 12 November 2013 (LC Paper No. PWSC19/13-14(01))

LegCo Session	PWP No.	PWP Title	Increase in Approved Project Estimates ("APE") (\$M)	Revised APE (\$M)
2009-2010	4230DS	Outlying Islands sewerage, stage 1 phase 1 part 2 -- Yung Shue Wan sewerage, sewage treatment works and outfall	59.2	347.5
2009-2010	9076WC	Improvement to Hong Kong Central mid-level and high level areas water supply - remaining works	100.5	329.8
2009-2010	4329DS	Upgrading of Pillar Point sewage treatment works	559.6	1,920.6
2010-2011	B645TH	Sai Sha Road widening between Kam Ying Road and future Trunk Road T7 junction	8.9	131.4
2010-2011	5045CG	District Cooling System at the Kai Tak Development	190.8	1,861.8
2010-2011	8008MA	Redevelopment of Caritas Medical Centre, phase 2	501.5	1,719.6
2011-2012	4103CD	Drainage improvement in Northern Hong Kong Island -- Hong Kong West drainage tunnel	336.6	3,381.3
2011-2012	4111CD	Drainage improvement in Tsuen Wan, Kwai Chung and Tsing Yi -- Tsuen Wan drainage tunnel	226.5	1,486.0
2011-2012	4148CD	Drainage improvement works in Ping Kong, Kau Lung Hang, Yuen Leng, Nam Wa Po and Tai Hang areas	97.9	358.4
2011-2012	4152CD	Drainage improvement works in upper Lam Tsuen River, She Shan River, upper Tai Po River, Ping Long and Kwun Hang	141.9	568.2
2011-2012	6844TH	Hong Kong - Zhuhai - Macao Bridge - Hong Kong Link Road	8,857.3	25,047.2
2011-2012	8002QW	Revitalization Scheme -- Revitalization of the Former Lai Chi Kok Hospital into Jao Tsung-I Academy/ The Hong Kong Cultural Heritage	35.0	258.5
2012-2013	4382DS	Sewerage at Clear Water Bay Road, Pik Shui Sun Tsuen and west of Sai Kung town	68.4	359.0
2012-2013	6819TH	Traffic improvements to Tuen Mun Road Town Centre Section	153.5	1,967.9
2012-2013	6076TI	Bus-bus Interchanges on Tuen Mun Road	43.0	205.3
2012-2013	5045CG	District Cooling System at the Kai Tak Development	1,284.1	3,145.9
34 submissions, Total Amount:			21,184.4	

Remarks: 34 submissions for increase in APE, which accounted for a total of about 60 projects.

Capital Works Programme

List of relevant papers

Meeting/Event	Date	References
Finance Committee	22 March 2007	Report on the examination of the Estimates of Expenditure 2007-08 http://www.legco.gov.hk/yr06-07/english/fc/fc/minutes/sfc_rpt.pdf
Panel on Development	23 October 2007	Administration's paper on "Capital Works Programme Expenditure" (LC Paper No. CB(1)84/07-08(04)) http://www.legco.gov.hk/yr07-08/english/panels/plw/papers/dev1023cb1-84-4-e.pdf Minutes of meeting (LC Paper No. CB(1)350/07-08) http://www.legco.gov.hk/yr07-08/english/panels/plw/minutes/de071023.pdf
Council Meeting	23 May 2012	Oral question (No. 1) on "Labour Supply for 10 Major Infrastructure Projects" (the main question and the Administration's main reply) (p. 11069 - p. 11072) http://www.legco.gov.hk/yr11-12/english/counmtg/hansard/cm0523-translate-e.pdf
Public Works Subcommittee	12 November 2013	Administration's paper on the briefing on "Estimation of Project Cost" (PWSCI(2013-14)10) http://www.legco.gov.hk/yr13-14/english/fc/pwsc/papers/pi13-10e.pdf The Administration's follow up paper (LC Paper No. PWSC19/13-14(01)) http://www.legco.gov.hk/yr13-14/english/fc/pwsc/papers/pwsc1112pwsc-19-1-e.pdf

Meeting/Event	Date	References
Panel on Transport	15 November 2013	<p>Administration's paper on "Central-Wan Chai Bypass and Island Eastern Corridor Link" (LC Paper No. CB(1)268/13-14(03)) http://www.legco.gov.hk/yr13-14/english/panels/tp/papers/tp1115cb1-268-3-e.pdf</p> <p>Minutes of meeting (LC Paper No. CB(1)669/13-14) http://www.legco.gov.hk/yr13-14/english/panels/tp/minutes/tp20131115.pdf</p> <p>Administration's follow-up paper (LC Paper No. CB(1)544/13-14(01)) http://www.legco.gov.hk/yr13-14/english/panels/tp/papers/tp1115cb1-544-1-e.pdf</p>
Public Works Subcommittee	27 November 2013	<p>PWSC(2013-14)11 on "Forecast of Submissions for the 2013-14 Legislative Council Session" http://www.legco.gov.hk/yr13-14/english/fc/pwsc/papers/pi13-11e.pdf</p> <p>Minutes of meeting (LC Paper No. PWSC20/13-14(01)) http://www.legco.gov.hk/yr13-14/english/fc/pwsc/minutes/pwsc20131127.pdf</p> <p>The Administration's follow up paper (LC Paper No. PWSC22/13-14(01)) http://www.legco.gov.hk/yr13-14/english/fc/pwsc/papers/pwsc1127pwsc-22-1-e.pdf</p>
Public Works Subcommittee	7 January 2014	<p>PWSC(2013-14)29 on the funding proposal on "579TH -- Central-Wan Chai Bypass and Island Eastern Corridor Link" http://www.legco.gov.hk/yr13-14/english/fc/pwsc/papers/p13-29e.pdf</p> <p>Minutes of meeting (LC Paper No. PWSC38/13-14) http://www.legco.gov.hk/yr13-14/english/fc/pwsc/minutes/pwsc20140107.pdf</p>

Meeting/Event	Date	References
Panel on Development	7 January 2014	Administration's paper on "PWP Item No. 5019GB -- Liantang/Heung Yuen Wai Boundary Control Point and associated works -- site formation and infrastructure works" (LC Paper No. CB(1)638/13-14(01)) http://www.legco.gov.hk/yr13-14/english/panels/dev/papers/dev0107cb1-638-1-e.pdf
Public Works Subcommittee	-	Chairman of Public Works Subcommittee's letter dated 10 January 2014 to Chief Secretary for Administration on overall planning, budgeting, coordination and control of capital works projects (LC Paper No. PWSC40/13-14(01)) http://www.legco.gov.hk/yr13-14/english/fc/pwsc/papers/pwsc0107pwsc-40-1-e.pdf Chief Secretary for Administration's reply dated 22 January 2014 (LC Paper No. PWSC40/13-14(02)) http://www.legco.gov.hk/yr13-14/english/fc/pwsc/papers/pwsc0107pwsc-40-2-e.pdf
Panel on Development	28 January 2014	Administration's paper on "Initiatives of Development Bureau in the 2014 Policy Address and Policy Agenda" (LC Paper No. CB(1)741/13-14(03)) http://www.legco.gov.hk/yr13-14/english/panels/dev/papers/dev0128cb1-741-3-e.pdf
Public Works Subcommittee	29 January 2014	PWSC(2013-14)34 on the funding proposal on "94EB -- Redevelopment of Ying Wa Girls' School at Robinson Road, Hong Kong" http://www.legco.gov.hk/yr13-14/english/fc/pwsc/papers/p13-34e.pdf