

Legislative Council Panel on Housing

Proposed Creation of Three Permanent Directorate Posts in the Housing Department for Coping with the Additional Workload Arising from the New Public Housing Production Targets

PURPOSE

This paper seeks Members' views on the following proposals –

- (a) creation of one permanent Chief Architect (CA) (D1) and one permanent Chief Structural Engineer (CSE) (D1) posts in the Housing Department (HD)¹ with effect from 2 May 2014 to cope with the increase in workload arising from the new public housing production targets; and
- (b) creation of one permanent Chief Engineer (CE) (D1) post in HD with effect from 2 May 2014 for the administration and implementation of housing-related infrastructural projects under Capital Works Reserve Fund (CWRP) Head 711².

JUSTIFICATION

Background

2. The Chief Executive announced in the 2013 Policy Address that the production of public rental housing (PRH) flats would increase by 5 000 per year on average from 2018-19 onwards, i.e. from the current yearly average of 15 000 units to 20 000 units, with a compressed lead time of five years. At the same time, following the announcement of the former Chief Executive of the resumption of the Home Ownership Scheme (HOS) in late 2011, it was determined that a total of 17 000 HOS flats would be provided over the four years from 2016-17 to 2019-20, with a target production of 5 000 HOS flats a

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

² Provisions under this Head are expenditures on housing-related infrastructure.

year on average thereafter. The first batch of new HOS flats is scheduled for pre-sale in end 2014.

3. In response to the above policy manifestations, the overall public housing production target has increased substantially to a yearly average of 25 000 units (20 000 PRH units and 5 000 HOS units). This has considerable workload implications for all divisions in HD, in particular the Development and Construction Division (DCD) which is tasked to produce PRH and HOS flats. With the approval of the Finance Committee of the Legislative Council (FC), a total of eight directorate posts have been created in DCD to cope with the additional workload since July 2012, including –

- (a) six directorate posts, namely one Assistant Director of Housing (AD of H) (D2), one CA (D1), one Chief Building Services Engineer (CBSE) (D1), one Chief Planning Officer (CPO) (D1), one Chief Quantity Surveyor (CQS) (D1) and one CSE (D1), approved by FC on 13 July 2012 and created on the same date (vide EC(2012-13)6) to kick-start the planning and design work relating to the new HOS; and
- (b) two chief professional posts, namely one CE (D1) and one Chief Geotechnical Engineer (CGE) (D1) approved by FC on 15 March 2013 and created on 1 April 2013 (vide EC(2012-13)21) as the construction and development programme of HOS has moved into the detailed design and construction stages and it has become apparent that most of the sites identified for the new HOS have very complicated engineering constraints or are located in Designated/Scheduled Area³ or are exposed to natural terrain hazards, which call for greater resource demands for engineering input.

In addition to the above, the directorate support of DCD has also been strengthened by the return of temporarily redeployed chief professional posts from the Independent Checking Unit (ICU), including one CA post and one part-time CSE post, after the creation of two new directorate posts in ICU as

³ As defined by the Buildings Ordinance (Cap. 123), these are areas with complex geological conditions e.g. cavities or in proximity to railway lines and sewage tunnels, which have significant impacts on the proposed foundation design, geological works and construction programme.

approved by the FC on 15 March 2013 (vide EC(2012-13)21).

4. In view of the increase in workload for implementation of the new PRH production target, and the corresponding increase in housing-related infrastructural projects under CWRP Head 711, we need to further strengthen the directorate support in DCD by creating the three directorate posts, i.e. one CA, one CSE and one CE. The ensuing paragraphs provide details on the needs for these three proposed posts.

Need for Additional Chief Professional Posts in DCD

Functions and Directorate set-up of DCD

5. DCD is responsible for the production of PRH and HOS flats. The work includes all facets of project management and production from the initial site search and feasibility studies, community engagement, planning, design, contract management, commissioning for occupation, up to the expiry of the initial 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)). With the creation of eight directorate posts and the return of one CA post and one part-time CSE post from ICU as mentioned in paragraph 3 above, DD(DC) is now underpinned by four ADs of H (D2) and 21 chief professionals⁴ (at D1 level). DCD works as a fully integrated multi-disciplinary matrix organisation to deliver the Public Housing Construction Programme (PHCP) as each and every housing development requires input from all professional disciplines. At present, DD(DC) directly supervises CPO/2 for the initial work stages of projects which include site potential studies, feasibility and planning stages. The two CPOs (i.e. CPO/1 and CPO/2) and Chief Civil Engineer/1 (CCE/1) also assist DD(DC) in performing daily bureau functions, including matters

⁴ The 21 chief professionals include seven CA; two CBSE; two CE; two CGE; two CPO; two CQS and four CSE.

relating to land supply for public housing development, Committee on Housing Development, administration of projects under CWRP Head 711, etc. The existing organisation chart of DCD is at **Annex A**.

7. DCD is working against a severely compressed timetable on both PRH and new HOS developments. The increase in housing production by 5 000 PRH units annually from 2018-19 is a major challenge and will stretch the existing manpower beyond the limit. There is thus an urgent need for additional chief professional posts in DCD in order to ensure timely delivery of the housing production targets. Given that each of the professional disciplines has their distinct roles to play, and the need to cope with the increase in workload to kick off the new projects at planning and design stage, we propose to create two chief professional posts, i.e. one CA and one CSE posts. For the implementation of increasing number of infrastructural projects under CWRP Head 711, we also propose to create one CE post.

Need for a Permanent CA Post

8. There are currently seven CA posts in DCD, namely CA/1, CA/2, CA/3, CA/4, CA/5, CA/Development and Standards (CA/D&S) and CA/Procurement (CA/P). CA/1, CA/2, CA/3, CA/4 and CA/5 are responsible for handling new public housing developments 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 management of the list of contractors, procurement/tendering and other support functions for HA. Both CA/D&S and CA/P are fully stretched due to substantial increase in workload in recent years as a result of increase in production quantum, housing stock, product type with HOS and the associated procurement activities, new line of client requirements for sale of flats, plus other subsisting enhancement of design standards (such as Carbon Labelling Scheme, Barrier Free Access provision, Sustainable Design, etc.), specifications (for example, for implementation of environmental initiatives such as Building Environmental Assessment Method Plus (BEAM Plus)⁵) and procurement systems (for example, an enhanced system to interview and quarantine contractors involved in site safety accidents or incidents that may cause potentially serious consequences or serious accidents, increasing briefings

⁵ BEAM Plus is a locally devised mechanism developed by the Hong Kong Green Building Council for comprehensive green building assessment, certification and performance labeling.

and experience sharing for contractors, etc.), and increased tendering due to the increase in public housing production projects.

9. Despite the creation of one additional CA post (i.e. CA/4) and the return of one CA (i.e. CA/5) to handle the HOS developments and oversee the conduct of site potential and feasibility studies, the five CA Teams are fully engaged as a result of the increased complexity of projects, rising public expectation, the need to comply with the latest statutory requirements and various initiatives (such as Gross Floor Area (GFA) Concessions⁶, implementation of BEAM Plus Requirements and management of BEAM Plus Site Measurement Consultancies, Air Ventilation Assessments, Visual Impact Assessment Studies, Surprise Safety Inspection Scheme, etc.) that have been implemented over the years. To meet the new housing production targets mentioned in paragraph 2 above, with an annual PRH production of 20 000 flats from 2018-19 onwards, and working under a lead time of at least five years from planning to completion, preliminary work commenced in 2013 but additional manpower resources are required urgently.

10. Furthermore, according to the public housing programme, there is a significant increase in site formation, housing-related infrastructures and supporting community facilities like community halls, open spaces, public transport interchanges, etc., and these must be completed within as early as 2017-18, and executed as an integral part of the public housing projects. These have substantially increased the workload of the project teams under the leadership of CAs who act as Project Managers of HA and are responsible for co-ordinating the public consultation and community engagement exercises from the planning stage. The CAs are also responsible for acting as the equivalent to Authorised Persons under the Buildings Ordinance (Cap. 123), functioning as the co-ordinator and Contract Manager for supervision and delivery of the completed buildings. We therefore propose to create an additional CA post to cope with the substantial workload.

11. The proposed CA post (to be designated as CA/6) will be responsible for handling the increase in workload for part of the new PRH flat development and monitoring of the works. As the project manager for public

⁶ 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.

housing projects including all associated housing-related infrastructures and supporting community facilities, CA/6 will provide steer and leadership for the project from inception to post-construction stages of the development, lead community engagement and associated improvement works in the development (such as footbridges, lift towers, community halls, welfare and community facilities, etc.), and oversee the provision of architectural services for the potential site studies, planning, design and construction of the additional PRH development. There will not be any major changes to the responsibilities of the other seven existing CAs. The job description of the proposed CA post, which is the same as that of the existing CA/1 to 3, is at **Annex B**. The division of work of CA/1 to 3 and 6 will be by project basis, taking into consideration the different stages of works, and possibly districts of the projects.

Need for a Permanent CSE Post

12. At present, there are four CSE posts in DCD. CSE/1 and CSE/2 are responsible for providing structural engineering input to PRH developments including the conduct of feasibility studies for new potential housing sites. CSE/3 is responsible for the same duties as CSE/1 and CSE/2, but mainly for provision of structural engineering services for HOS production. The fourth CSE, namely CSE/Development and Construction (CSE/DC), is responsible for performing central support functions for structural design, standards and specifications, construction materials testing, operation of contractors' performance assessment systems and implementation of product certification of building components and precast concrete structural components.

13. Given the increasing workload over the years and proliferation of projects with very complicated engineering constraints demanding heavier engineering input in detailed design, coupled with the compressed lead time to meet the production target, the four CSEs in DCD are fully stretched and have no capacity to take up the extra structural engineering work generated from the new commitment in housing production. We therefore propose to create one additional CSE post (to be designated as CSE/4) to oversee the provision of structural engineering services for the potential site studies, planning, design and construction of the additional PRH development; and 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.). There will not be any major changes to the responsibilities of the four existing CSEs. The job description of the proposed CSE post is at **Annex C**.

Need for a Permanent CE Post

14. There are two existing CE posts in DCD, namely CCE/1 and CCE/2. CCE/1 is responsible for leading the delivery of civil engineering services and conducting drainage/sewerage/traffic/environmental engineering impact assessments for PRH projects. CCE/1 is also responsible for providing land surveying services and formulating civil engineering standards for PRH and HOS projects; and administering on a part time basis housing-related infrastructural projects under CWRP Head 711. CCE/2 is responsible for leading the delivery of civil engineering services, conducting drainage/sewerage/traffic/environmental engineering impact assessments for the new HOS projects. CCE/2 is also responsible for administering integrated planning and engineering studies for potential housing sites and housing-related infrastructural projects in aspect of redevelopment or upgrading of aged estates.

15. In order to achieve the new housing production targets as set out in paragraph 2 above, the Planning Department and HD have jointly identified a considerable number of potential public housing sites, including large scale sites. More potential sites are being identified to meet the long term housing demand. However, most of the sites recently identified have not been properly zoned and formed with the necessary infrastructures. They are without adequate housing-related infrastructures and supporting community facilities such as road network, traffic/transportation facilities, water supply, sewerage system, district open space, community hall, etc. As a result, a lot of CWRP Head 711 infrastructural projects have to be implemented in order to make the potential sites suitable for public housing development. There will also be increasing number of supporting community facility projects (e.g. public transport interchange, district open space, community hall) to be implemented under CWRP Head 711. Besides, comprehensive engineering studies to be funded under CWRP Head 711 for the above sites are also required to be carried out for the implementation of enabling infrastructural works.

16. Due to the increase in housing production, more civil engineering services have to be provided and the workload of the existing CEs has increased

tremendously. In addition, to ensure adequate land supply, more engineering impact assessment studies are required to identify suitable housing sites. There is also an increase in the complexity of the projects due to various engineering and environmental constraints (e.g. public transport interchanges to be relocated, severe noise impact to be resolved, etc.). The existing CEs are fully engaged and have no spare capacity to take up the substantial workload arising from the increase in CWRP Head 711 housing-related infrastructural and community facility projects. Thus, there is a need to have a dedicated CE (to be designated as CCE/Public Works Programme (CCE/PWP)) in HD to ensure prompt initiation and successful implementation of these infrastructural projects.

17. With the creation of the proposed CCE/PWP post, the existing CCE/1 and CCE/2 will focus on leading the delivery of civil engineering services for PRH and HOS projects while CCE/PWP will focus on formulation of strategies, policy support to and administration of housing-related infrastructural and supporting community facility projects under CWRP Head 711. CCE/PWP will also undertake bureau functions including: (i) establishing the project scope and overall implementation programme; (ii) seeking the support of the public and funding approval from Legislative Council for the projects; (iii) managing and resolving all critical issues related to project implementation; (iv) vetting and processing applications from the works departments for studies, designs and construction works to be implemented under CWRP Head 711; and (v) monitoring the timely implementation of the infrastructural projects at all stages of the Public Works Programme cycle. The CCE/PWP post has to be created at the earliest opportunity in 2014-15 so that formed land, housing-related infrastructures and supporting community facilities will be delivered on time for the proposed housing developments. The job descriptions of the three CE posts are at **Annexes D1 to D3**.

18. With the proposed creation of the CA, CSE and CE posts, each of the four ADs of H will oversee and supervise five or six Sections with a total of 23 Sections in the matrix organisation delivering the PHCP. The proposed organisation chart of DCD is at **Annex E**.

Alternatives Considered

19. We have critically examined whether the additional workload can be absorbed through internal redistribution of work, redeployment of resources or re-engineering of work processes. Having regard to the reasons as set out in paragraphs 8 to 17 above, we consider it not feasible for the existing CAs, CSEs and CEs in DCD to take up the additional duties. Apart from the aforementioned posts in DCD, there is one CSE post (designated as Chief Manager/Management (Support Services 5)) in the Estate Management Division. The post holder has been fully occupied by the Comprehensive Structural Investigation Programme and other new duties such as lift modernisation programme, addition of lift towers and associated footbridges and Estate Improvement Programme, and has no spare capacity to take up the duties of the proposed CSE post.

20. The proposed organisation chart of HD is at **Annex F**.

FINANCIAL IMPLICATIONS

21. The proposed creation of the permanent CA and CSE posts (to be funded by HA), and the permanent CE post (to be funded by the Government)⁷ will bring about an additional notional annual salary cost at mid-point of \$2,930,400 and \$1,465,200 respectively. The additional full annual average staff cost, including salaries and staff on-cost, will be \$4,133,000 and \$2,176,000 respectively.

22. About 130 non-directorate civil service posts will be created in HD to meet the new public housing production targets. The additional notional annual salary cost at mid-point and the full annual average staff cost, including salaries and staff on-cost, are about \$62,000,000 and \$102,000,000 respectively. The full cost for these posts, together with the two directorate posts (one CA and one CSE)⁸, will be recovered from HA under the established arrangement for HD staff seconded to HA.

⁷ The duties of the CA and CSE posts are related to public housing production, which is an HA function, and the two posts will be funded by HA. The duties of the CE post are related to housing-related infrastructural projects under CWRP Head 711, which is a bureau function, and the post will be funded by the Government.

⁸ All these posts are subject to review in six years' time in 2019-20.

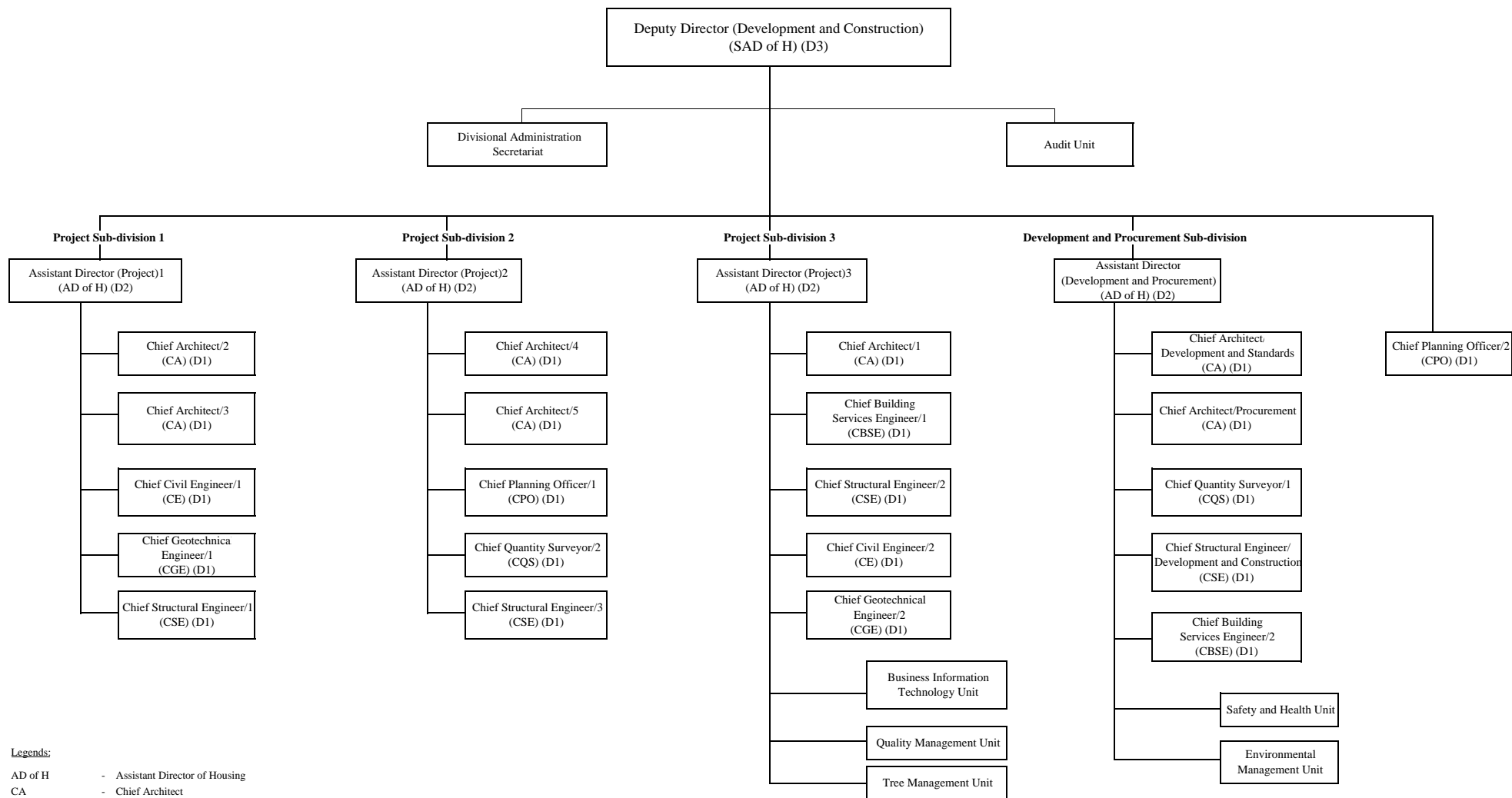
23. In addition, ten non-directorate civil service posts will be created in HD to implement the housing-related infrastructural projects under CWRP Head 711. The additional notional annual salary cost at mid-point and the full annual average staff cost, including salaries and staff on-cost, are about \$5,600,000 and \$9,300,000 respectively. For the posts to be funded by the Government, subject to FC's approval for the creation of the proposed directorate posts, we will include the necessary provision in the draft Estimates of the relevant financial years from 2014-15 onwards to meet the cost of the proposals.

ADVICE SOUGHT

24. Members are invited to comment on the proposals. Subject to Members' support, we will seek the approval of the Establishment Subcommittee and FC.

**Transport and Housing Bureau
December 2013**

Existing Organisation Chart 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 Job Description
Chief Architect/6**

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 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 that the standard of service and production meets the agreed requirements;
5. to assist in the formulation of departmental 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.

**Proposed Job Description
Chief Structural Engineer/4**

Rank : Chief Structural Engineer (D1)

Responsible to : Assistant Director (Project) 2

Major Duties and Responsibilities –

1. to oversee the provision of structural engineering (SE) services for the planning, design and construction of public housing developments;
2. to undertake the role of 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 assist in formulating policies relating to the development of public housing projects;
5. to co-ordinate the planning, design and execution of SE works in development of public housing projects with other disciplines and departments; and
6. to liaise and attend meetings with other departments and public organisations on structural engineering matters.

**Proposed Job Description
Chief Civil Engineer/Public Works Programme**

Rank : Chief Engineer (D1)

Responsible to : Assistant Director (Project) 1

Major Duties and Responsibilities –

1. to provide policy steer for the implementation of Capital Works Reserve Fund (CWRF) Head 711 projects;
2. to formulate strategies to increase and expedite the supply of land for public housing developments;
3. to control the use of resources under Head 711;
4. to establish the project scope and overall implementation programme of Head 711 projects;
5. to ensure timely delivery of formed land, essential infrastructures and supporting community facilities to support the public housing development programme;
6. to arrange with the works departments and to co-ordinate with the relevant bureaux for prompt initiation and successful implementation of the housing-related infrastructural projects;
7. to seek funding approval for major (Category A status) and minor (Category D status) projects from Legislative Council (LegCo) Public Works Sub-committee and LegCo Finance Committee including seeking support from the LegCo Members and the public for the projects;
8. to manage and resolve all critical issues related to funding approvals and project implementation of Head 711 projects at policy level;
9. to administer and monitor the timely implementation of the infrastructural projects at all stages of the Public Works Programme cycle; and

10. to vet and process applications from the works departments for funding studies, designs and minor construction works from Head 711 Block Vote and liaise with the relevant bureaux on funding approvals required.

**Job Description
Chief Civil Engineer/1**

Rank : Chief Engineer (D1)

Responsible to : Assistant Director (Project) 1

Major Duties and Responsibilities –

1. to provide civil engineering proposals and resolve key issues relating to civil engineering works including administration of housing-related infrastructural projects and provision of design and contract management of the construction works for public rental housing (PRH) developments;
2. to procure and administer consultancies for conducting traffic and environmental engineering impact assessments for PRH developments;
3. to conduct site potential studies for potential public housing sites and to administer comprehensive engineering feasibility studies for timely provision of public housing sites including procurement and administration of consultants;
4. to formulate and resolve strategic engineering issues and prepare engineering schemes for supporting infrastructures and to co-ordinate the implementation of required infrastructural projects for timely provision of formed public housing sites and housing-related infrastructures;
5. to establish public consultation strategy and arrange public engagement for implementation of the required site formation and infrastructures;
6. to administer the required statutory procedures (e.g. Roads (Works, Use and Compensation) Ordinance and Environmental Impact Assessment Ordinance) and arrange the required public consultations for implementation of the infrastructural projects;

7. to develop new civil engineering designs including liaison with Environmental Protection Department to develop innovative noise mitigation measures to improve the housing development schemes;
8. to procure term utilities detection contract for mapping of utilities information for design and works execution;
9. to provide standard contract documents, specifications and drawings for civil engineering works undertaken by Housing Department (HD);
and
10. to provide land surveying services to HD on construction projects and land administration matters.

**Job Description
Chief Civil Engineer/2**

Rank : Chief Engineer (D1)

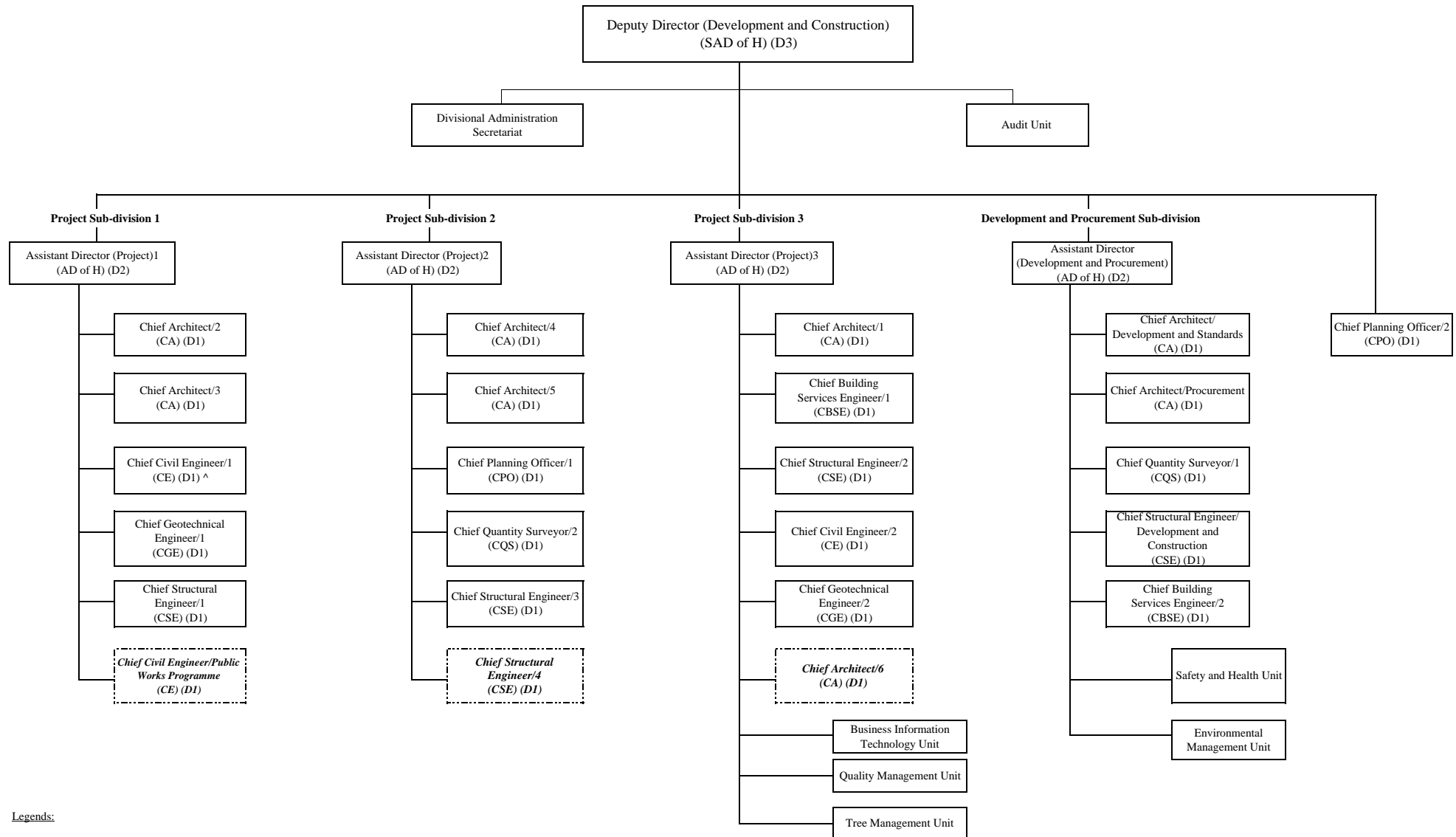
Responsible to : Assistant Director (Project) 3

Major Duties and Responsibilities –

1. to provide civil engineering proposals and resolve key issues relating to civil engineering works including administration of housing-related infrastructural projects and provision of design and contract management of the construction works for Home Ownership Scheme (HOS) developments;
2. to procure and administer consultancies for conducting traffic and environmental engineering impact assessments for HOS developments;
3. to conduct site potential studies for potential public housing sites including appraisal of drainage/sewerage/traffic/environmental engineering impacts for the sites;
4. to administer integrated planning/engineering studies and comprehensive engineering feasibility studies for timely provision of public housing sites including procurement and administration of consultants;
5. to formulate and resolve strategic engineering issues and prepare engineering schemes for supporting infrastructures;
6. to co-ordinate the implementation of required infrastructural projects for timely provision of formed public housing sites and housing-related infrastructures;
7. to establish public consultation strategy and arrange public engagement for implementation of the required site formation and infrastructures;

8. to administer the required statutory procedures (e.g. Roads (Works, Use and Compensation) Ordinance and Environmental Impact Assessment Ordinance) for implementation of the infrastructural projects undertaken by Housing Department; and
9. to provide civil engineering proposals and prepare engineering schemes to maintain and divert existing infrastructures and transport services during the upgrading of the aged estates including formulating the infrastructural maintenance strategy for the affected estates.

Proposed Organisation Chart 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

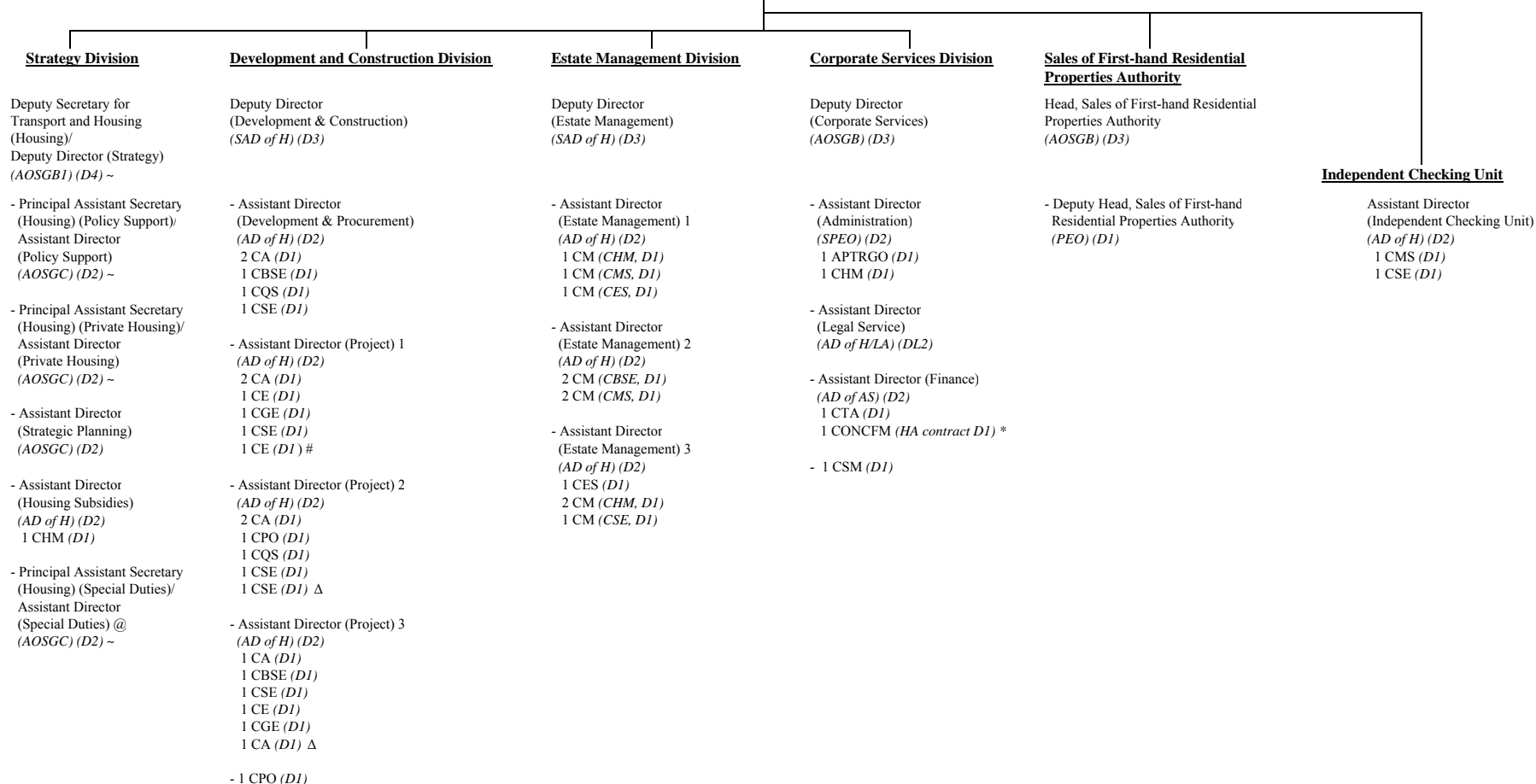
Note:

- .-.- Posts proposed to be created
- ^ - Post with duties revised

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
 PEO - Principal Executive Officer
 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.

* - HA contract post

@ - Supernumerary post proposed for creation to cope with the workload arising from the implementation of the recommendations of the Long Term Housing Strategy Review with effect from 1 April 2014, which will be considered in a separate paper

- Post proposed for creation to administer and implement the housing-related infrastructural projects under Capital Works Reserve Fund Head 711

Δ - Posts proposed for creation to cope with the increase in workload arising from the new public housing production targets