

**Legislative Council Panel on Housing**

**Proposed Creation of one Supernumerary Post of  
Administrative Officer Staff Grade C in the Housing Department  
for the Implementation of the Initiatives under  
the Long Term Housing Strategy Review**

**PURPOSE**

This paper seeks Members' views on a proposal to create a supernumerary post of Administrative Officer Staff Grade C (AOSGC) (D2) in the Strategy Division of Housing Department (HD) with effect from 1 April 2014 for two years to cope with the increased workload relating to the implementation of the recommendations arising from the Long Term Housing Strategy (LTHS) review.

**JUSTIFICATION**

**Long Term Housing Strategy Review**

2. To address Hong Kong's housing issue, the Government has initiated the LTHS review, which aims to ensure optimal use of the existing land and housing resources to meet the housing needs of the community in the medium and long term. A LTHS Steering Committee (the Steering Committee) was set up in September 2012 with members drawn from housing and relevant fields to make recommendations on the LTHS for the next ten years.

3. The Steering Committee drew up a consultation document and kicked off a three-month public consultation exercise on 3 September 2013. In order to gather public views from across the community, the Steering Committee organised six public fora with the attendance of the Chairman and members of the Steering Committee. We also attended meeting of the Legislative Council (LegCo)'s Subcommittee on LTHS and its public hearing; meetings of the 18 District Councils; meeting of the Hong Kong Housing Authority (HA); and over 25 other meetings/discussion fora upon invitation from concern groups and organisations. In addition, as at 22 November 2013, we have received over 350 submissions through e-mail, post and fax. The public consultation exercise will end on 2 December 2013. The Steering Committee will study and consolidate the wide range of views collected and will compile a report on public consultation, which will be submitted to the Government in the first quarter of 2014. The Government will take into account all views expressed in formulating the LTHS and relevant policy measures.

**Need for setting up a new Special Duties Unit with a new supernumerary AOSGC post for two years**

4. Currently, a LTHS Sub-division, comprising seven officers temporarily redeployed from other divisions of HD on a full-time basis, provides secretariat support to the Steering Committee in view of the pressing need to support the work of the LTHS Steering Committee. The Sub-division will be disbanded after 31 March 2014. When the Sub-division was set up in September 2012, it was headed by the Assistant Director (LTHS), which was a supernumerary post created on 19 September 2012 for six months. Following the lapse of the post in March 2013, the existing Principal Assistant Secretary (Housing) (Policy Support)/Assistant Director (Policy Support) (PAS(PS)/AD(PS)) in HD was assigned to take up the relevant duties in addition to his own as a stop-gap arrangement. As the head of the Policy Support Sub-division, PAS(PS)/AD(PS) is responsible for all housing-related LegCo business including the preparation of speeches and replies to motion debates and LegCo questions. Moreover, he has to deal with cross-divisional matters within HD and act as the co-ordinator for HD with other policy bureaux and departments on matters related to housing. Given the heavy workload on his existing schedule in the Policy Support Sub-division, PAS(PS)/AD(PS) is fully stretched with his original duties already and does not have the capacity to take on further responsibilities in the long run.

5. As seen from the volume and the wide range of public views collected thus far, and the fact that they cover a wide range of housing issues involving both policy and operational matters, there is a need to set up a dedicated Special Duties Unit (SDU), to be headed by an officer with appropriate experience and seniority to co-ordinate efforts of all relevant bureaux and departments to evaluate the views received and to help formulate the Government's strategy on the LTHS taking into account public views.

6. The head of the SDU will be required to play a key role to kick start the relevant policy reviews in order to implement the initiatives under the LTHS. He/she will have to prepare necessary policy and discussion papers and to liaise with relevant bureaux and departments as well as other stakeholders such as the HA and the Hong Kong Housing Society to follow up the agreed initiatives so as to take forward the LTHS. Furthermore, he/she will also need to assist in setting up the framework for future policy reviews as well as to monitor the progress of all follow-up actions taken on the LTHS to ensure their timely implementation. These are important duties which have to be taken up by a dedicated officer of appropriate experience and seniority.

7. As PAS(PS)/AD(PS) already has his own heavy schedule, he would not be able to take on these additional duties. It is therefore proposed that a supernumerary AOSGC post be created, designated as PAS(Housing)(Special

Duties)/AD(Special Duties), to head the SDU to ensure that the LTHS review and related tasks will be taken forward in a timely and effective manner. Having taken into account the nature of the duties required, we propose that the post be created for two years. The job description for the proposed supernumerary AOSGC post is at **Annex A**.

### **Non-Directorate Support and Staffing Implications**

8. Currently, the LTHS Sub-division is manned by staff redeployed internally from different divisions in HD on an ad hoc basis. As indicated in paragraph 4 above, the Sub-division will be disbanded after 31 March 2014. Given the importance to take forward the initiatives under the LTHS review, there is a need to set up the SDU to oversee the implementation and monitoring of the tasks. To this end, we propose to create eight time-limited non-directorate posts to replace the current ad-hoc staff in the LTHS Sub-division to support the supernumerary AOSGC post. The proposed organisation chart of the SDU is at **Annex B**.

### **Alternatives Considered**

9. The proposed supernumerary AOSGC post will be put under the Strategy Division. Currently, the Strategy Division is headed by the Deputy Secretary for Transport and Housing (Housing)/Deputy Director (Strategy)(D4). There are at present four Assistant Directors (ADs) (three AOSGCs and one departmental D2 officer) under the Strategy Division. In addition to PAS(PS)/AD(PS), the other ADs are PAS(Housing) (Private Housing)/AD(Private Housing); AD(Strategic Planning); and AD(Housing Subsidies). We have critically examined the possibility of re-deploying these existing ADs to take up the duties of the proposed supernumerary AOSGC post. However, as these officers are already fully stretched with their own duties including the processing of public rental housing (PRH) applications and allocation; the sale of the Home Ownership Scheme flats; conducting the biennial rent review and the annual review on the Waiting List income and asset limits of PRH applicants; monitoring the property market and the Government's measures to stabilise the property market; etc., they are not able to absorb the additional workload. Details of the work schedules of the four AD posts under the Strategy Division are at **Annex C**.

10. Apart from the above four AD posts in the Strategy Division, there are another 11 AD posts at D2 level in HD. We have also critically reviewed the possible redeployment of these ADs to take up the tasks of the proposed supernumerary AOSGC post. However, these officers are already fully occupied with their own schedules which span extensively across a wide range of areas. AD(Administration), who is the Departmental Secretary, is

responsible for the overall administration of HD. AD(Finance) is responsible for finance and accounting matters of HD/HA. AD(Legal Advice) is responsible for the provision of legal advice to HD and HA. The remaining eight ADs are departmental grade officers responsible for professional areas of work including construction and project management work and estate management. It is not possible for them to absorb the additional workload of the proposed AOSGC post.

11. The proposed organisation chart of HD having taken into account the proposed SDU is at **Annex D**.

## **FINANCIAL IMPLICATIONS**

12. The proposed creation of the supernumerary AOSGC post will bring about an additional notional annual salary cost at mid-point of \$1,739,400. The additional full annual average staff cost, including salaries and staff on-cost, will be \$2,503,000.

13. The additional notional annual salary cost at mid-point for the proposed non-directorate posts and the full annual average staff cost, including salaries and staff on-cost, are \$4,901,400 and \$6,893,000 respectively. Subject to the Finance Committee's approval of the proposed supernumerary directorate post, we will include the necessary provision in the draft Estimates of the relevant financial years to meet the cost of the proposal.

## **ADVICE SOUGHT**

14. Members are invited to comment on the proposal. Subject to Members' support, we intend to submit the proposal to the Establishment Subcommittee in January 2014 and thereafter the Finance Committee for approval in February 2014.

**Transport and Housing Bureau**  
**November 2013**

**Proposed Job Description**  
**Principal Assistant Secretary (Housing) (Special Duties)/**  
**Assistant Director (Special Duties)**

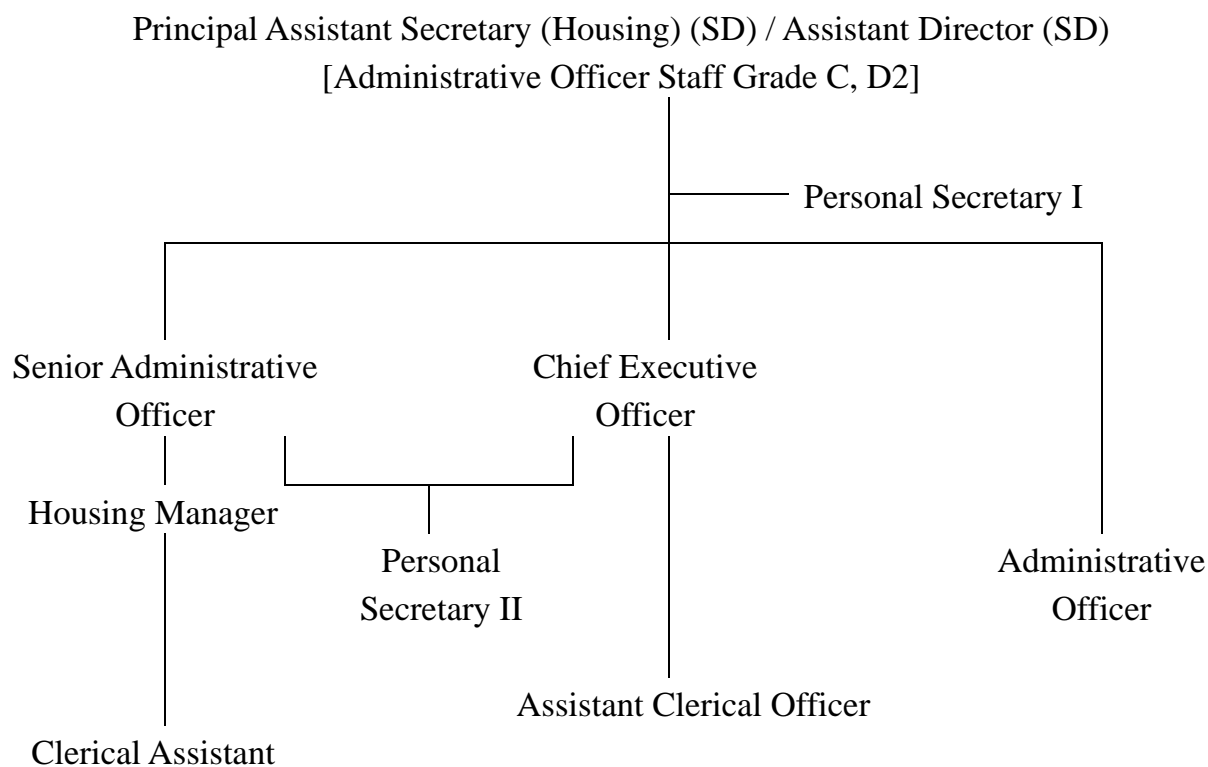
**Rank** : Administrative Officer Staff Grade C (D2)

**Responsible to** : Deputy Secretary for Transport and Housing (Housing)/  
Deputy Director (Strategy)

**Main Duties and Responsibilities:**

1. To help formulate the Government's strategy on the Long Term Housing Strategy (LTHS) having taking into account the consultation report of the LTHS Steering Committee and other views received.
2. To conduct policy reviews and to implement initiatives agreed by the Government arising from the LTHS review.
3. To co-ordinate both within the Housing Department and with other relevant Government bureaux/departments on the implementation of the new housing-related initiatives under the LTHS.
4. To set up the framework for the conduct of regular reviews in future.
5. To carry out any other duties.

**Proposed Organisation Chart of the  
Special Duties Unit, Strategy Division**



Note

All posts in the Unit will be created for two years up to end March 2016.

**Duties and Responsibilities of  
Principal Assistant Secretary (Housing)(Policy Support)/  
Assistant Director (Policy Support)  
Principal Assistant Secretary (Housing) (Private Housing)/  
Assistant Director (Private Housing),  
Assistant Director (Strategic planning) and  
Assistant Director (Housing Subsidies)**

**Principal Assistant Secretary (Housing) (Policy Support)/Assistant  
Director(Policy Support) (PAS(PS)/AD(PS))**

PAS(PS)/AD(PS) is responsible for handling Legislative Council (LegCo) matters in relation to housing, providing support for the attendance of the Secretary for Transport and Housing and other senior officers of the Housing Department (HD) at the LegCo and other fora, and co-ordinating policy inputs on major housing issues within and outside HD, including the Policy Address and the Annual Budget.

2. As housing is one of the major concerns in the community, the volume of LegCo-related work, including LegCo questions, motion debates, case conferences, Panel meetings, and replies to representations to LegCo Secretariat, has been increasing tremendously. As such, PAS(PS)/AD(PS) is fully stretched in his existing schedule. Moreover, since March 2013, PAS(PS)/AD(PS) has taken up the additional duties to oversee the work of the LTHS Sub-division as a stop-gap arrangement.

**Principal Assistant Secretary (Housing) (Private Housing)/Assistant  
Director (Private Housing) (PAS(PH)/AD(PH))**

3. PAS(PH)/AD(PH) is responsible for monitoring the private residential property market; formulating and overseeing measures to ensure the stable and healthy development of the residential property market; liaising with the Estate Agents Authority on policy matters relating to the regulation of estate agents; handling policy issues in relation to the subsidised housing projects of the Hong Kong Housing Society (HKHS); as well as handling LegCo business and public and media enquiries in relation to the aforementioned subjects.

4. Specifically, PAS(PH)/AD(PH) oversees the analysis and compilation of reports on the projected supply of first-hand residential properties, which are published on a quarterly basis for public consumption. The post-holder also oversees the collation and preparation of various analyses to monitor private residential developments. PAS(PH)/AD(PH) is also heavily involved in the formulation and implementation of various demand-side management measures, including the Special Stamp Duty and the Buyer's Stamp Duty, and is currently providing support to the LegCo's scrutiny of the relevant bills, i.e. the Stamp Duty (Amendment) Bill 2012 and the Stamp Duty (Amendment) Bill 2013. PAS(PH)/AD(PH) is also working closely with the HKHS on the implementation of the subsidised housing projects undertaken by the HKHS.

#### **Assistant Director (Strategic Planning) (AD(SP))**

5. As the data and statistics co-ordinator of HD, AD(SP) is responsible for compiling and disseminating the statistics for use by HD, arranging and implementing statistical surveys, and responding to data requests within and outside HD. AD(SP) also monitors the average waiting time of the applicants on the Waiting List of public rental housing (PRH). In the light of the increasing public concern on the demand for public housing and average waiting time, AD(SP) is expected to be heavily involved in the analysis of data and formulation of projections, especially in the annual exercise of the special analysis of the Waiting List position and the investigation into cases with long waiting time.

6. AD(SP) is also responsible for overseeing the HA's corporate planning process; conducting the long term housing demand projection; formulating policies on the revitalisation of the Home Ownership Scheme (HOS) secondary market including the interim scheme to extend the HOS secondary market to people with white form status; reviewing the income and asset limits for PRH and HOS/interim scheme; conducting the public housing rent review, monitoring the overall average waiting time for PRH, conducting and supervising statistical researches.

7. Looking ahead, AD(SP) will have to conduct an annual review of the long term housing demand projection by drawing on inputs from



various parties, such as the Census and Statistics Department and Government Economist. The post-holder will also be heavily involved in the biennial rent review and the annual review on the Waiting List income and asset limits as well as the formulation of the income and asset limits before the launch of the sale of HOS flats.

**Assistant Director (Housing Subsidies)(AD(HS))**

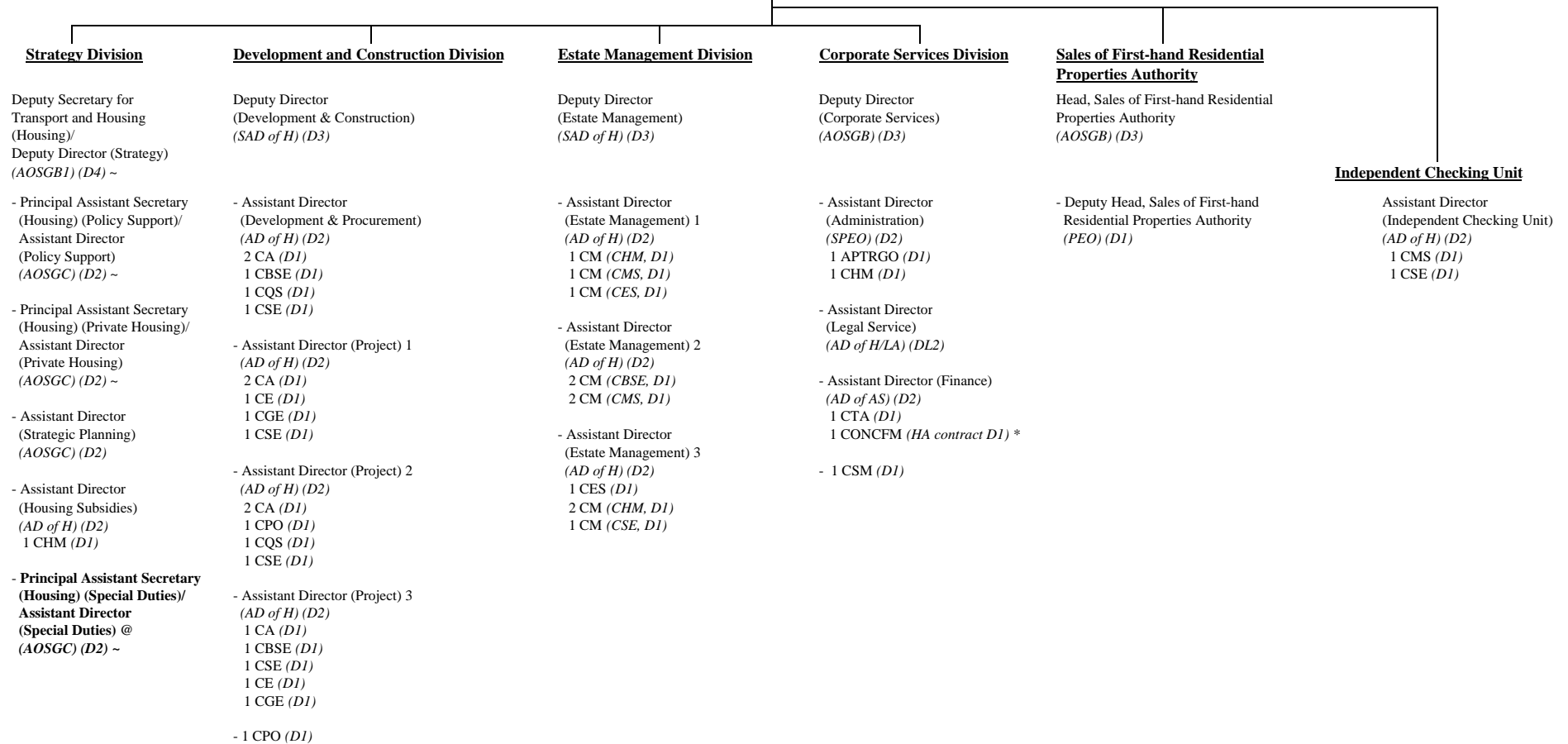
8. AD(HS) is responsible for the policy and day-to-day operation of the application and allocation of PRH flats. With the rising demand for PRH and the surging growth of PRH applications, AD(HS) is required to make continuous improvement to the system to respond to public aspirations. The post-holder also needs to maintain close co-ordination with other divisions in HD to conduct regular checks to ensure that the limited housing resources are fully utilised. To cope with the redevelopment strategy of the HA, AD(HS) is also involved in managing the clearance programme and arranging for rehousing of the affected tenants.

9. In addition, AD(HS) is responsible for the policy and operation of the sale of subsidised flats, namely, surplus HOS flats; new HOS flats; HOS Secondary Market Scheme; Tenants Purchase Scheme; and the interim scheme to extend the HOS secondary market to people with white form status.

## 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 to 31 March 2016.