LEGISLATIVE COUNCIL PANEL ON DEVELOPMENT

Creation and Redeployment of Directorate Posts in the Development Bureau and Planning Department to Strengthen Support for Land Use Initiatives and District Planning Work

PURPOSE

We propose to create one supernumerary and one permanent directorate posts; and redeploy an existing permanent post, to strengthen manpower support to the Development Bureau (DEVB) and the Planning Department (PlanD) for land use initiatives and district planning work.

- 2. This paper proposes the creation / redeployment of the following posts
 - (a) the creation of one supernumerary Administrative Officer Staff Grade C (AOSGC) (D2) post, to be designated as Principal Assistant Secretary (Planning and Lands)7 (PAS(PL)7), up to 31 March 2022 to lead a new team under the Planning Unit of Planning Division in the Planning and Lands Branch of DEVB (DEVB(PLB));
 - (b) the creation of one permanent Chief Town Planner (CTP) (D1) post, to be designated as Chief Town Planner / Housing and Office Land Supply (CTP/HOLS), to lead the Housing and Office Land Supply (HOLS) Section of PlanD for the continued implementation of policy initiatives to increase land supply; and
 - (c) the redeployment of an existing permanent CTP post from within PlanD to oversee the district planning work for the Fanling, Sheung Shui and Yuen Long East (FS&YLE) areas.

JUSTIFICATIONS

Multi-pronged Strategy to Increase Land Supply

As elucidated in the paper "Overview of Land Supply" considered 3. by the Panel on Development on 24 January 2017, there is a pressing need for the Government to increase and expedite land supply for housing, economic and other development through a multi-pronged strategy. In particular, as announced in the Long Term Housing Strategy (LTHS) Annual Progress Report 2016, the Government has updated the total housing supply target to 460 000 units for the coming ten years (i.e. 2017-18 to 2026-27), with public housing accounting for 60%, i.e. 280 000 units, and private housing accounting for 40%, i.e. 180 000 units. Delivering the LTHS target will remain a huge challenge for the Government in view of the continued acute shortage of land supply. DEVB, with the support of PlanD and other departments, are pressing ahead various initiatives under the multi-pronged approach to catch up on land supply to address the imminent housing need of the society. We also need to provide land to meet the continued demand for more space for economic activities including commercial facilities and industrial development, and for the provision of the necessary infrastructure, utilities, open space, government, community and recreational facilities, etc.

(a) Need for a Supernumerary AOSGC Post in DEVB(PLB)

- 4. Releasing and making optimal use of brownfield sites is one of the main directions in increasing land supply in the medium to long-term. Under the Government's multi-pronged approach to land development, we have been conducting comprehensive studies in respect of a number of areas in the New Territories (NT) with a higher concentration of brownfield sites, with the aim of identifying development potential and formulating development plans for such areas through comprehensive planning and infrastructure upgrading, thereby releasing land including brownfield sites for new town development and improving the environment in the NT. It is estimated that a total of about 340 hectares (ha) of brownfield sites are involved in the Kwu Tung North and Fanling North New Development Areas (NDAs), Hung Shui Kiu NDA, and Yuen Long South development. The potential development areas in the NT North are estimated to cover another 200 ha of brownfield sites.
- 5. In tandem with the development of brownfield sites through comprehensive planning, the Civil Engineering and Development Department (CEDD) is conducting studies to explore the technical feasibility and financial viability of accommodating and consolidating some of the brownfield operations that are still needed in Hong Kong in a more land-efficient manner such as multi-storey buildings (MSBs). PlanD has also commissioned the

Study on Existing Profile and Operations of Brownfield Sites in the NT (Brownfield Survey) to examine the overall distribution and uses of brownfield sites in the NT. As part of the Government's overall multi-pronged land use strategy, and beyond the release of brownfield sites through comprehensive land development projects and individual public housing developments, DEVB aims to formulate a policy framework for tackling brownfield sites in a holistic manner, with a view to achieving the objectives of optimising land utilisation, rationalising rural land uses, providing operating space for industries still needed locally and improving the rural environment.

- 6. In view of the scope and complexity of the multi-faceted issues involved in the proposed policy framework to tackle brownfield sites, and the growing public aspiration for expediting work in this area, there is a need for dedicated leadership at directorate level within DEVB(PLB) to take forward the substantial works relating to the holistic brownfield policy framework. Specifically, a dedicated directorate officer is needed to oversee the formulation of the proposed policy framework and measures, and provide steer on the Brownfield Survey by PlanD and the MSB studies by CEDD, both being targeted for completion in 2018. It is also necessary to have a dedicated directorate officer to take the lead in engaging various stakeholders throughout the review process, including industry representatives, concern groups, local communities and the general public, as well as to analyse the views received and co-ordinate the follow-up actions by B/Ds.
- The policy for tackling brownfield sites is currently undertaken by Principal Assistant Secretary (Planning and Lands)2 (PAS(PL)2) under the Planning Division of DEVB(PLB). The existing organisation chart of DEVB(PLB) and the job description of PAS(PL)2 are at Enclosures 1 and 2 respectively. PAS(PL)2 is already overloaded with her existing work portfolio, including overall land supply (covering also brownfield matters), land use reviews and planning studies, implementation of the Town Planning Ordinance (Cap. 131) (TPO) including the town planning process and enforcement issues, secretariat support to the Steering Committee on Land Supply and the Committee on Planning and Land Development. With the update of the territorial development strategy under the "Hong Kong 2030+: Towards a Planning Vision and Strategy Transcending 2030", PAS(PL)2 will be further stretched in 2017-18 and beyond to consolidate and address the public views collected during the public engagement (PE) exercise and to refine the proposed territorial development strategy in consultation with relevant B/Ds for promulgation and cross-bureaux implementation. In view of the substantial workload arising from the formulation of the proposed policy framework for tackling brownfield sites, it is not possible for PAS(PL)2 to take up the new and substantial responsibilities effectively. It is also not possible for the new task to be taken up by other teams in the Planning Division of DEVB(PLB) which are already stretched to their limits.

- To strengthen DEVB(PLB)'s capability in taking forward this 8. important initiative to tackle brownfield sites, we propose to create a supernumerary AOSGC post, to be designated as PAS(PL)7, up to 31 March 2022 to lead a new policy team under the Planning Division. The proposed PAS(PL)7 would be responsible for overseeing economic and rural land use planning policies, focusing on the development of a comprehensive policy on brownfield sites and related matters. Accordingly, PAS(PL)2 could focus on other land use planning policies and the territorial development strategy which will continue to play an important role in identifying and optimising land resources under the multi-pronged land supply strategy. The supernumerary post is proposed to be created till 31 March 2022 when the policy framework and related measures for tackling brownfield sites would have taken shape and are gradually implemented. The duration of the supernumerary post can also tie in with the implementation of large-scale NDAs and new town extension projects involving brownfield sites. continued need for the proposed PAS(PL)7 post will be reviewed towards the end of 2021, taking into account the progress of implementing the proposed policy framework and measures, as well as the overall workload of the Planning Division of DEVB(PLB) at that time. The proposed organisation chart of DEVB(PLB) is at Enclosure 3. The revised job description of PAS(PL)2 and the proposed job description of PAS(PL)7 are at Enclosures 4 and 5 respectively.
- 9. The proposed PAS(PL)7 post will be supported by a dedicated team comprising four non-directorate staff, including a Senior Administrative Officer internally redeployed within the Planning Division, an Administrative Officer, a Land Surveyor and an Assistant Clerical Officer to provide the necessary policy and administrative support.

(b) Need for a permanent CTP post in PlanD

10. PlanD is one of the major government departments responsible for taking forward the policy objective to increase and expedite land supply. Among other initiatives, it is tasked to carry out on-going land use reviews on government land and different land use zones (e.g. Government, Institution or Community (G/IC), Green Belt and Industrial zones); reviewing the long-term alternative uses of vacant school premises (VSP) sites in accordance with the Central Clearing House mechanism; identifying suitable alternative uses for sites reserved for government facilities but without a concrete development programme to optimise their utilisation and to meet the more pressing needs of the community; carrying out planning and engineering studies or specific site assessments for potential housing, commercial and industrial developments; monitoring the overall supply of housing, commercial and industrial sites

across the territory; and co-ordinating planning inputs and resolving planning-related issues to ensure the timely delivery of developable sites. PlanD is also responsible for providing secretariat and technical support to the Town Planning Board in handling statutory planning matters.

- 11. To take forward the various initiatives to increase and expedite land supply in a more co-ordinated and dedicated manner, in April 2012 PlanD set up the new HOLS Section under the Special Duties (SD) Division to oversee and co-ordinate all planning inputs with a view to expediting site delivery and resolving planning-related issues in a timely manner. particular, the HOLS Section has been tasked to carry out a series of land use reviews / studies to identify suitable sites / areas for housing, commercial, industrial and other developments. The HOLS Section was headed by a supernumerary CTP post created up to 31 March 2017¹. Over the past years, the HOLS Section had completed a number of land use reviews and planning studies for identification of suitable sites mainly for housing development and other economic uses. For instance, reviews on the government land currently unleased or unallocated, under Short Term Tenancies or different short-term, G/IC and other government uses, as well as Green Belt sites, have been carried out. As a result of these efforts and as announced in the past Policy Addresses, over 210 potential housing sites for providing over 310 000 flats (subject to timely amendments to their statutory plans and completion of the required procedures) have been identified. In addition, various site-specific / wider area planning studies have been undertaken by the HOLS Section to identify additional land resources, including the Planning Review on Development of Ex-Cha Kwo Ling Kaolin Mine Site; the Planning Study on Future Land Use at Anderson Road Quarry; and preparation of planning and design brief for commercial development at Site 3 of the New Central Harbourfront.
- 12. While the various land supply initiatives have begun to bear fruit, the society still has a pressing demand for various land uses, and the continued implementation of all the short, medium and long-term land supply measures, as well as identification of more land resources to sustain the long-term development of Hong Kong, are critical. We therefore consider it necessary to maintain on a long-term basis a dedicated HOLS Section in PlanD to oversee, co-ordinate and handle the aforesaid complicated and urgent tasks related to land supply, to take charge of and manage the various site-specific and wider area planning studies, and to undertake on-going land use reviews and the subsequent procedures to ensure site delivery. A dedicated office in PlanD headed by a permanent CTP post would enable the provision of sufficient and

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¹ This supernumerary post was endorsed by the Establishment Subcommittee vide EC(2011-12)14 and approved by the Finance Committee for creation from 13 April 2012 until 31 March 2017.

professional supervision and steer at the directorate level, to facilitate the resolving of the various complicated planning issues for timely site delivery, and maintaining a close monitoring on the overall land supply in Hong Kong in an efficient and effective manner. We thus need to create a permanent CTP post to provide dedicated directorate support to sustain the major tasks in the HOLS Section, which are set out in the ensuing paragraphs.

(i) Increasing Housing Land Supply

13. The HOLS Section is responsible for monitoring and expediting the supply of housing sites to meet the 10-year LTHS target. For example, rezoning some 210 potential housing sites mentioned in paragraph 11 above is the key to achieving the 10-year LTHS housing supply target of 460 000 public and private housing units. This involves extensive downstream works before the sites can be made available for housing development, including technical assessments (such as environment assessments, traffic impact assessments, drainage and sewage impact assessments, air ventilation assessments, visual assessments, natural terrain hazard assessments, assessments), reprovisioning of the affected facilities, statutory plan amendments, the other necessary statutory procedures and works, land resumption and clearance, provision of infrastructure and facilities, etc. A dedicated CTP in the HOLS Section is thus required to closely monitor and co-ordinate the timely delivery of these sites for housing production; and to formulate, supervise and oversee the respective rezoning exercise. particular, steer and close supervision at the CTP level is required to sort out the complicated issues with relevant B/Ds, so as to ensure that there is sufficient information to support the proposed rezoning for individual sites. involvement is also required in liaising with relevant B/Ds on various technical assessments and statutory procedures required for each site. consultation and lobbying plan will need to be formulated as many of the potential housing sites may have impacts on the local community.

(ii) Increasing Commercial and Industrial Land Supply

14. The HOLS Section has also been tasked to conduct a territory-wide review of industrial land under various industrial related zonings for identification of potential industrial sites to meet the market demand. Since 2014, three industrial sites (in December 2014, August 2016 and March 2017) had been put up for sale. The Section will continue to undertake various reviews on specific areas / uses with a view to identifying land for various economic uses. As far as commercial land supply is concerned, suitable sites for commercial / office / hotel development have also been identified during the land use reviews / planning studies mentioned above. Examples include the commercial sites identified under the Anderson Road Quarry Study, as well as individual sites such as the Tai Lin Pai Road Cooked Food Hawker Bazaar

and Yu Chau West Street Cooked Food Hawker Bazaar. Moreover, the feasibility for a prime commercial development with a maximum gross floor area of about 140 000 m² (including the provision of public transport terminus, social welfare facilities, public car park and public open spaces) is under examination in an on-going Planning and Design Study on the Redevelopment of Government Sites at Sai Yee Street and Mong Kok East Station – Feasibility Study (the Sai Yee Street Study), which is scheduled for completion in 2017. The HOLS Section needs to closely monitor the delivery of the site including drawing up site requirements, providing planning inputs for preparation of land lease, co-ordinating the subsequent rezoning exercise, as well as the provision / re-provisioning of public transport and community facilities.

15. Besides, the HOLS Section is responsible for conducting regular reviews on the use of industrial land in Hong Kong, the most recent of which is the Area Assessment of Industrial Land in the Territory completed in August 2015. The next round of review is expected to commence in the coming few years. In view of the increasing demand for land for specific industries, the HOLS Section is also tasked to keep track of various sites and assess their suitability for specific policy-driven industrial land uses from time to time.

(iii) Reviewing Vacant School Premises Sites and Monitoring the Supply of G/IC Sites

Apart from identifying suitable sites for housing and economic developments, the HOLS Section has to consider suitable alternative long-term uses (e.g. G/IC, residential and other uses) for VSP no longer required by the Education Bureau (EDB) for mainstream educational services (i.e. primary or secondary schools including international schools) under the Central Clearing House mechanism². Planning assessment for individual VSP will be carried out taking into consideration various factors including the planning intention of the land use zonings under relevant Outline Zoning Plans (OZPs), the land uses and environment in the vicinity, and comments of relevant government departments, etc. The HOLS Section has already undertaken three rounds of

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Under the Central Clearing House mechanism, once EDB confirms that the VSP are no longer required by EDB for school uses, EDB will inform PlanD and other relevant departments (such as Lands Department and Housing Department). PlanD as the Central Clearing House will undertake planning assessment to consider suitable alternative long-term uses (such as G/IC, residential and other uses) for the concerned VSP sites in consultation with concerned government departments. Various factors including the compatibility with surrounding land uses and environment, the demand and supply of "G/IC" land or facilities in the district, the planning intention of the land use zoning of the VSP site under the relevant OZPs etc will be taken into account. Upon confirmation on the long-term uses of the VSP sites through Government's internal mechanism, PlanD will inform the relevant departments of the recommendations for their follow up as appropriate.

reviews, covering a total of 183 VSP returned from EDB. Among the reviewed VSP sites, 21 were recommended for residential developments, 131 for G/IC uses, with the rest for rural-related uses. The HOLS Section will continue to undertake the annual review on VSP in accordance with the Central Clearing House mechanism.

17. On the other hand, in order to put government sites and facilities to their best use with a view to optimising utilisation, the HOLS Section has been reviewing sites reserved for government facilities but without a concrete development programme. In particular, sites left undeveloped for a long time would be considered for other uses so as to meet the more pressing needs of the community. Taking into account a host of planning considerations including the demand and supply of G/IC sites and facilities, a dedicated CTP in the HOLS Section is required to closely monitor and co-ordinate the timely review and delivery of such sites, to liaise with relevant B/Ds on various technical requirements, to sort out various complex issues including re-provisioning and possible co-location arrangements, as well as timely completion of the necessary technical assessments to support the rezoning exercise for individual sites.

(iv) Site-specific and Wider Area Planning Studies / Reviews / Assessments

18. As highlighted above, the HOLS Section is also tasked to undertake site-specific and wider-area planning studies / reviews / assessments to further identify housing, commercial and industrial sites in the medium to long term, which would require the continued steer at the CTP level. instance, the review of development parameters of Site 3 on the New Central Harbourfront was completed recently to facilitate preparation of a planning brief for this prime commercial site in Central. The HOLS Section needs to closely monitor the delivery of the site including drawing up the site requirements, co-ordinating the subsequent rezoning exercise as well as the provision/re-provisioning of infrastructure and community Moreover, in collaboration with CEDD, the HOLS Section also commissioned a Preliminary Land Use Study for Lam Tei Quarry and the Adjoining Areas (the LTQ Study) in 2016 with a view to identifying suitable land for various uses including residential, commercial and industrial, as well as possible relocation of existing G/IC facilities into caverns for releasing valuable land for more beneficial uses. The LTQ Study will serve as the basis for a more detailed planning and engineering feasibility study to take forward the proposed development proposals. Upon completion of the LTQ Study, there is a continued need for co-ordinating planning inputs for the subsequent detailed planning and engineering feasibility study as well as its implementation and programming. The Section will continue to undertake various site-specific and wider-area planning studies / reviews / assessments with a view to further identifying land to meet the medium to long term needs of various uses.

Need for a Dedicated CTP

19. In the light of the above series of land supply-related tasks, continued dedicated staffing support at directorate level to oversee, supervise and co-ordinate the planning input and support in the HOLS Section is necessary. Other existing sections / offices in PlanD are already overloaded with no spare capacity to take up any of the above functions in the foreseeable future. It would also be ineffective and inefficient to leave the respective District Planning Offices (DPOs) to handle the relevant land supply initiatives individually at the district level without an overall steer and co-ordination to ensure a holistic perspective of these land supply-related matters. Therefore, we propose to create a permanent CTP post, to be designated as CTP/HOLS, to head the HOLS Section. The proposed job description of CTP/HOLS is at **Enclosure 6**.

Non-directorate Support

20. The proposed permanent post of CTP/HOLS will be underpinned by a dedicated team comprising 23 non-directorate staff providing professional, technical and clerical / secretarial support to the HOLS Section.

(c) Redeployment of a Permanent CTP post within PlanD

21. To meet the imminent need for an early start of the statutory planning process for the North East NT NDAs, FS&YLE DPO was established in the NT District Planning Division in January 2014 through temporary internal redeployment of non-directorate posts from Shatin, Tai Po & North DPO and Tuen Mun Yuen Long (TMYL) DPO. The new FS&YLE DPO has taken up the work related to the implementation of the Kwu Tung North (KTN) and Fanling North (FLN) NDAs. It is required to complete preparation of layout plans and assist in vetting land exchange application and building plan submissions similar to the development of conventional new towns such as Shatin and Tai Po. In addition to the implementation of the NDAs, FS&YLE DPO is responsible for regular district planning duties of Fanling / Sheung Shui / Kwu Tung and Yuen Long East, and is also assigned to take follow-up actions on a number of sites identified for housing developments in the short to medium term within the Fanling/Sheung Shui New Town, Kam Tin South, Pat Heung and Tung Shing Lei, Yuen Long, as well as the area enhancement of On Lok Tsuen Industrial Area in Fanling. Moreover, the office has to take forward the Lok Ma Chau Loop development by preparing a new OZP for publication under the TPO tentatively in mid-2017.

- 22. The above planning proposals are resource-demanding and require substantial staff input including consultation / engagement with stakeholders including District Councils and interest groups, amendments to the statutory town plans, departmental layout plans as appropriate and inputs to the detailed planning and development process. A dedicated CTP is required to provide professional steer and sufficient supervision in overseeing and co-ordinating the required resources to carry out the planning tasks for the FS&YLE areas and implement these developments timely.
- 23. The CTP/SD post in the SD Division was originally created for overseeing and co-ordinating land supply, and providing planning inputs to major infrastructure projects as well as special planning projects. With the setting up of the dedicated HOLS Section in April 2012, the duties of CTP/SD relating to land supply has been taken up by CTP/HOLS (see paragraph 11 above). Subsequently in May 2014, some tasks and projects handled by CTP/SD were taken up by CTP/HOLS and the District Planning Officers concerned for better co-ordination. Since most of the duties of CTP/SD have been absorbed by other CTPs, for better utilisation of existing resources, the vacant post of CTP/SD has been temporarily redeployed to head FS&YLE DPO. The establishment of FS&YLE DPO has also taken over the planning work of Yuen Long East. TMYL DPO has been retitled as Tuen Mun & Yuen Long West DPO. The change allows the DPO concerned to concentrate on the planning work in Tuen Mun and Yuen Long West which involve a number of major developments in Hung Shui Kiu and Yuen Long South in the coming We consider this redeployment arrangement has enhanced the effectiveness and efficiency of the planning work of the related districts as well as the overall work of PlanD.
- To implement the new NDAs, the Study on "Development of Kwu 24. Tung North and Fanling North NDAs, Phase 1 – Design and Construction" commenced in 2014 by CEDD. Planning inputs are required to be provided to CEDD to facilitate their engineering works and detailed design of the NDAs with the first population intake scheduled in 2022-23. Such inputs will continue to be required as and when the detailed design of the remaining phases of the KTN/FLN NDAs commences. It is anticipated that full completion of the NDAs would be by 2031. To implement the NDAs in a timely manner to address the pressing housing demand of our community, it would be necessary that a dedicated directorate public official will account for the required consultation, and could have full focus on the implementation and take a proactive role to liaise with various stakeholders. Given that the KTN/FLN NDAs have attracted much public attention over the past few years, the district planning processes associated with the NDAs are anticipated to continue to be very complicated, controversial and time-consuming. Having critically reviewed the long-term service need for the FS&YLE DPO, we propose to permanently redeploy the CTP/SD post to head the FS&YLE DPO,

i.e. creation of a permanent CTP post, designated as DPO/FS&YLE, offset by deletion of a permanent post of CTP/SD. The proposed job description of DPO/FS&YLE is at **Enclosure 7**.

25. The existing and proposed organisation chart of PlanD is at **Enclosure 8**.

ALTERNATIVES CONSIDERED

26. As mentioned above, directorate officers at DEVB(PLB) and PlanD are fully occupied by their daily responsibilities at present. In order to increase and expedite land supply, there is a genuine and pressing need to create the proposed posts to handle the additional workload arising from various land supply initiatives including the proposed policy framework for tackling brownfield sites. We have critically examined whether there is scope for further internal redeployment. The existing PASs in the Planning Division of DEVB(PLB) are fully occupied with their existing work and are unable to take up additional duties without compromising the smooth operation and on-going business of the Planning Division. Enclosure 9 shows the schedule of responsibilities of the existing PASs in DEVB(PLB). Likewise, the existing 16 CTPs in PlanD (details of their work schedules are at Enclosure 10) are also fully committed to their existing work schedules, rendering it operationally impossible for them to effectively take up the whole or part of the new duties and responsibilities concerned.

FINANCIAL IMPLICATIONS

27. The proposed creation of one AOSGC post in DEVB(PLB) and one permanent CTP post in PlanD will bring about an additional notional annual salary cost at mid-point of \$3,789,000, as follows –

Directorate Posts	No. of posts	Notional annual salary	
		cost at mid-point (\$)	
AOSGC (D2)	1	2,056,200	
CTP (D1)	1	1,732,800	
Total	2	3,789,000	

The additional full annual average staff cost, including salaries and staff on-cost, is \$5,309,000.

28. The notional annual salary cost at mid-point for the ten additional non-directorate posts mentioned in paragraphs 9 and 20 is \$5,400,840 and the

full annual average staff cost, including salaries and staff on-cost, is \$8,693,000. We have included the necessary provision in the 2017-18 draft Estimates of DEVB(PLB) and PlanD to meet the cost of this proposal and will reflect the resources required in the Estimates of subsequent years.

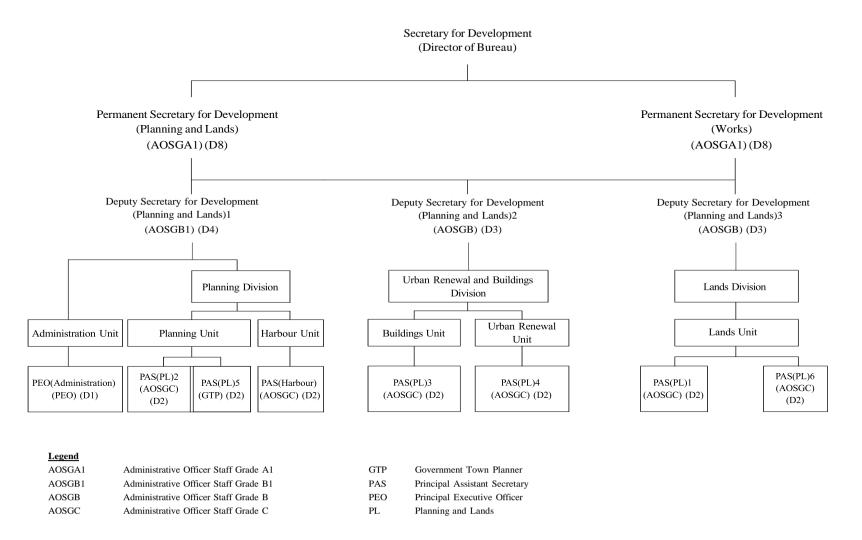
ADVICE SOUGHT

29. Members are invited to comment on the proposals. Subject to Members' views, we will proceed to seek the approval of the Establishment Subcommittee/Finance Committee.

Development Bureau May 2017

Enclosure 1

Existing Organisation Chart of the Planning and Lands Branch of the Development Bureau



Existing Job Description of Principal Assistant Secretary (Planning and Lands)2

Rank : Administrative Officer Staff Grade C (D2)

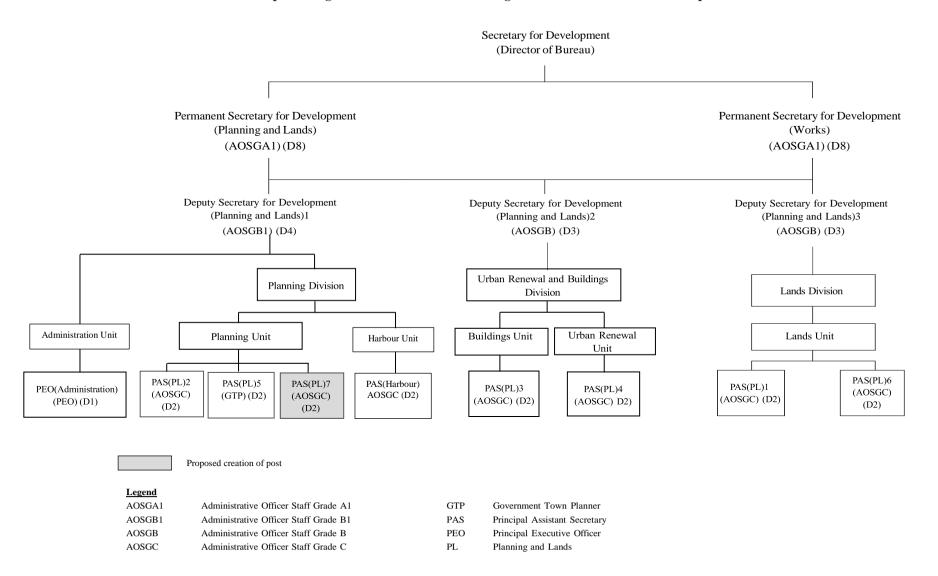
Responsible to: Deputy Secretary (Planning and Lands)1

Main Duties and Responsibilities -

- 1. Providing policy input to and overseeing land use reviews and planning studies concerning territorial, sub-regional, district and specific development, including those relating to increasing land supply such as Tung Chung New Town Extension and East Lantau Metropolis, former quarries and mines such as Anderson Road Quarry, Ex-Lamma Quarry, as well as the reviews on "Government, Community or Institution", "Green Belt" and industrial sites, etc.;
- 2. Overseeing overall land supply situation and formulating the overall land supply and land use planning strategies;
- 3. Providing secretariat support to the Steering Committee on Land Supply and co-ordinating follow-up actions by the relevant bureaux and departments;
- 4. Overseeing the implementation of the Town Planning Ordinance, including the town planning process and enforcement issues;
- 5. Providing secretariat support to the Committee on Planning and Land Development, housekeeping for Planning Department and liaising with Civil Engineering and Development Department;
- 6. Overseeing specific development projects, including the way forward for Central Government Offices West Wing site, Tai O facelift and Mui Wo improvement works;
- 7. Providing planning policy input to major development and infrastructure projects or public facilities with significant land use implications, including the proposed regulation of private columbarium facilities; and
- 8. Overseeing implementation of measures to encourage revitalisation of older industrial buildings and co-ordinating policy measures to promote district-based regeneration of former industrial areas.

Enclosure 3

Proposed Organisation Chart of the Planning and Lands Branch of the Development Bureau



Revised Job Description of Principal Assistant Secretary (Planning and Lands)2

Rank : Administrative Officer Staff Grade C (D2)

Responsible to: Deputy Secretary (Planning and Lands)1

Main Duties and Responsibilities -

- 1. Providing policy input to and overseeing land use reviews and planning studies concerning territorial, sub-regional, district and specific development, including those relating to increasing land supply such as Tung Chung New Town Extension and East Lantau Metropolis, former quarries and mines such as Anderson Road Quarry, Ex-Lamma Quarry, as well as the reviews on "Government, Community or Institution", "Green Belt" and industrial sites, etc.;
- 2. Overseeing overall land supply situation and formulating the overall land supply and land use planning strategies;
- 3. Providing secretariat support to the Steering Committee on Land Supply and co-ordinating follow-up actions by the relevant bureaux and departments;
- 4. Overseeing the implementation of the Town Planning Ordinance, including the town planning process and enforcement issues;
- 5. Providing secretariat support to the Committee on Planning and Land Development, housekeeping for Planning Department and liaising with Civil Engineering and Development Department;
- 6. Overseeing specific development projects, including the Central Government Offices West Wing public open space; and
- 7. Providing planning policy input to major development and infrastructure projects or public facilities with significant land use implications.

Proposed Job Description of Principal Assistant Secretary (Planning and Lands)7

Rank : Administrative Officer Staff Grade C (D2)

Responsible to: Deputy Secretary (Planning and Lands)1

Main Duties and Responsibilities –

- 1. Overseeing the formulation of brownfield policy framework and related studies;
- 2. Overseeing policy on rural land use control under the Town Planning Ordinance (Cap.131) and related enforcement issues;
- 3. Overseeing policy on the interface issues between planning and conservation:
- 4. Overseeing policy on economic and industrial land use planning;
- 5. Overseeing specific development projects and studies related to economic and industrial land use planning;
- 6. Overseeing the study on Agricultural Priority Areas and Agri-park in collaboration with the Food and Health Bureau; and
- 7. Carrying out any other duties as assigned by Deputy Secretary (Planning and Lands)1.

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

Rank: Chief Town Planner (D1)

Responsible to : Assistant Director / Special Duties

Main Duties and Responsibilities -

- 1. To supervise and oversee the work of the Housing and Office Land Supply Section.
- 2. To oversee the overall co-ordination of all the planning work related to housing, commercial and industrial land supply with relevant bureaux and departments (B/Ds) and to supervise the timely delivery of the identified housing, commercial and industrial sites including completion of the necessary statutory planning procedures.
- 3. To formulate, supervise and oversee the rezoning programme for the some 210 potential housing sites identified in land use reviews to ensure that there is sufficient technical assessments and planning data available timely to facilitate the rezoning exercise.
- 4. To oversee and monitor in-house land use reviews (including review of different land use zones, vacant school premises, sites for other specified uses, reservation and de-reservation of Government, Institution or Community (G/IC), existing G/IC sites that can be put to more optimal use, etc.) with a view to identifying more suitable sites for housing, commercial and industrial land uses.
- 5. To supervise and manage consultants in undertaking planning studies, assessments and reviews (such as Sai Yee Street Study, Lam Tei Quarry Study, Area Assessment of Industrial Land) including public/community engagement exercises for the new potential development areas / sites for housing, commercial and industrial development.
- 6. To provide planning inputs and support to the following committees and meetings: (i) Steering Committee on Land Supply; (ii) Land Sale Programme; (iii) Land Supply Tracking Sub-committee; (iv) Committee on Planning and Lands Development; (v) Committee on Housing Development; (vi) Housing Department's Building Committee and Strategic

Planning Committee, (vii) Planning Department-Housing Department Liaison Meeting; (viii) Property Strategy Group; (ix) Town Planning Board; and (x) other committees/meetings as appropriate.

- 7. To supervise tendering of professional advice/comments to B/Ds, Legislative Council questions, media enquiries and the general public on all matters related to housing, commercial and industrial land supply as well as open space provision, G/IC facilities and vacant school premises.
- 8. To attend Legislative Council/District Council meetings, Town Planning Board, government committee or steering group meetings and carry out consultation with stakeholders as may be required.
- 9. To carry out any other duties as assigned by Assistant Director/Special Duties.

Proposed Job Description District Planning Officer/ Fanling Sheung Shui & Yuen Long East

Rank: Chief Town Planner (D1)

Responsible to : Assistant Director/Assistant Director/New Territories

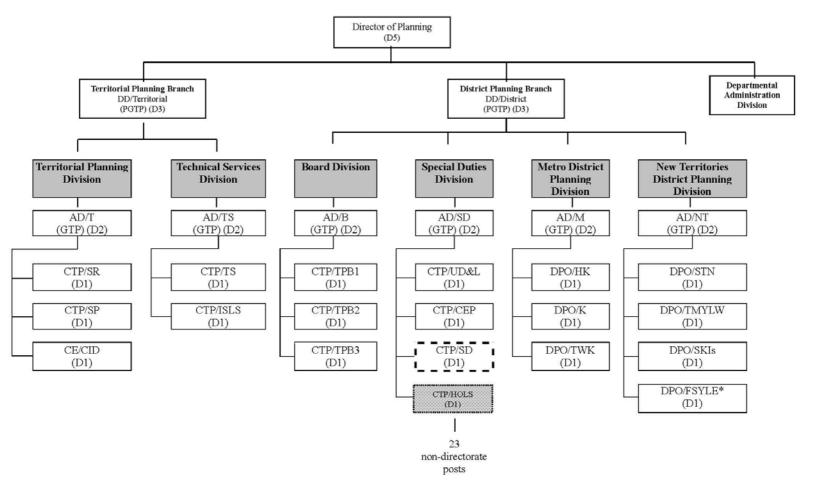
Main Duties and Responsibilities –

- 1. To supervise and oversee the work of the four dedicated planning teams under Fanling, Sheung Shui & Yuen Long East (FS&YLE) District Planning Office with regard to distribution of work, allocation of responsibilities, setting of work priorities and monitoring of work progress.
- 2. To supervise the preparation of papers and reports on preparation/amendment of statutory plans, representations and public comments, applications for amendments to statutory plans, planning applications and reviews, research of special topics.
- 3. To oversee all tasks related to planning studies, layout plan preparation and community engagement, and coordinating with other B/Ds in preparing the detailed layout plans and planning briefs, and commenting on land grant/exchange/allocation conditions and development proposals for the FS&YLE.
- 4. To undertake community engagement in collaboration with the other Offices in the Administration on the detailed layout plans, planning briefs and development proposals for the FS&YLE and implementation mechanism.
- 5. To take a proactive role in liaising with various stakeholders including District Councillors, Legislative Council members, business associations, land owners, transport operators, utilities companies and NGOs at plan and programme formulation and on implementation mechanism of development proposals.
- 6. To attend Legislative Council, Town Planning Board and District Council and Government committee or steering group meetings and carry out consultation with stakeholders as may be required.

/To supervise

- 7. To supervise the updating of the population forecast, the progress of provision of sites for housing and community facilities and other inventories on the development of FS&YLE and monitor the coordination on the provision and implementation of G/IC, open spaces and other facilities/utilities.
- 8. To supervise planning actions to facilitate the relocation of affected community facilities to release the land for development, and the timely delivery of identified development sites upon completion of the statutory planning procedures.
- 9. To provide planning inputs and support to the Steering Committee on Housing Land Supply, Land Sale Programme, Committee on Planning and Lands Development, Property Strategy Group, Town Planning Board and other committees/meetings as appropriate.
- 10. To supervise tendering of professional advice/comments to policy bureaux and departments, LegCo questions, media enquiries and the general public on all matters related to planning of FS&YLE.
- 11. To carry out any other duties as assigned by head of grade and senior directorate officers.

Existing and Proposed Organisation Chart of Planning Department



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AD	-	Assistant Director of Planning	ISLS	-	Information Systems & Land Supply
В	-	Board	K	-	Kowloon
CE	-	Chief Engineer	M	-	Metro
CEP	-	Central Enforcement & Prosecution	NT	-	New Territories
CID	-	Cross-Boundary Infrastructure & Development	PGTP	-	Principal Government Town Planner
CTP	-	Chief Town Planner	SD	-	Special Duties
DD	-	Deputy Director of Planning	SKIs	-	Sai Kung & Islands
DPO	-	District Planning Officer	SP	-	Strategic Planning
GTP	-	Government Town Planner	SR	-	Studies & Research
FSYLE	-	Fanling, Sheung Shui, Yuen Long East	STN	-	Sha Tin, Tai Po & North
HK	-	Hong Kong	T	-	Territorial
HOLS	-	Housing and Office Land Supply	TMYLW	-	Tuen Mun & Yuen Long West

TPB - Town Planning Board
TS - Technical Services

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

Permanent CTP post proposed to be created.

Permanent post redeployed to NT District Planning Division and proposed to be deleted.

* Post redeployed from SD Division and proposed to be converted to a permanent post.

Schedule of Responsibilities of the Existing Principal Assistant Secretary (PAS) Posts³ in the Planning and Lands Branch of the Development Bureau

Principal Assistant Secretary (Planning and Lands) 1 (PAS(PL)1)

PAS(PL)1 heads the Lands Unit 1 and assists the Deputy Secretary (Planning and Lands)3 (DS(PL)3) in formulating and implementing policies and initiative relating to increasing land supply for housing and commercial developments. In particular, one of PAS(PL)1's major tasks is to compile annual and quarterly Land Sale Programmes. Apart from formulating land sale policy and strategy, PAS(PL)1 is responsible for securing the readiness of sites for sale, providing land policy inputs for different planning or infrastructural studies relating to increasing land supply, etc. PAS(PL)1 is required to handle site-specific issues with relevant Bureaux/Departments (B/Ds)inter-bureau/departmental differences to ensure timely site disposal. Taking forward the West Rail property development projects, which have all along been an important source of housing land supply, is another key task falling within PAS(PL)1's work purview. It is the Government's objective to ensure that private housing land supply from various sources can meet the annual target to promote steady development of the property market. The land administration portfolio of PAS(PL)1 also includes the policy on the provision of public open space in private developments and the handling of land grants, lease modifications and land exchanges.

Principal Assistant Secretary (Planning and Lands)3 (PAS(PL)3)

- 2. PAS(PL)3 heads the Buildings Unit and assists DS(PL)2 in the housekeeping of the Buildings Department (BD) and the Land Registry, and is responsible for a full range of policy work on building safety and land registration matters. Apart from the recurrent house-keeping and resource management duties, the post is hard pressed by a few pieces of major legislative proposals, including the legislation to criminalise the operation of illegal domestic use in industrial buildings, as well as and the updating exercise for various regulations under the Buildings Ordinance (Cap. 123). The above tasks require high level steer and close liaison with departments and various stakeholders.
- 3. On top of the above, PAS(PL)3 is also devoting a substantial portion of time to provide policy input and steer on building-related issues, including the review of BD's gross floor area concession arrangement for promoting green buildings in the private sector, enforcement against unauthorised building works, promotion of proper repair and maintenance of buildings, support and assistance for

Except for PAS(PL)5 who is a Government Town Planner (D2), all other PAS are Administrative Officer Staff Grade C (D2) officers.

building owners in carry out building maintenance works, etc. All the aforementioned tasks require dedicated and high level policy steer and input to ensure prompt and efficient delivery.

Principal Assistant Secretary (Planning and Lands)4 (PAS(PL)4)

- 4. PAS(PL)4 heads the Urban Renewal Unit and provides support to DS(PL)2 in advancing the work of urban renewal in Hong Kong, providing policy guidance to the Urban Renewal Authority (URA)'s urban renewal programme, overseeing URA's implementation of the urban renewal programme vis-à-vis relevant provisions in the Urban Renewal Authority Ordinance (Cap. 563) and the Urban Renewal Strategy (URS), scrutinising URA's Corporate Plans and Business Plans, processing URA's land resumption applications and dealing with policy, political and public relations issues related to urban renewal. PAS(PL)4 also provides support in overseeing URA's implementation of key initiatives including the district-based redevelopment strategy and the district planning study to explore how to enhance the efficiency of existing land use and redevelopment potential of Yau Ma Tei and Mong Kok districts. Some on-going major URA's projects include the redevelopment in Kwun Tong Town Centre, district-based redevelopment in To Kwa Wan, and the preservation and revitalisation of the former Central Market building.
- 5. Apart from the above, PAS(PL)4 is overseeing the implementation of the initiatives undertaken by URA following the promulgation of the new URS in 2011. They include the "Flat-for-Flat" Scheme, demand-led projects and facilitation services. He is also looking after the pilot scheme to provide support service for minority owners affected by redevelopments initiated under the Land (Compulsory Sale for Redevelopment) Ordinance (Cap. 545).

Principal Assistant Secretary (Planning and Lands) 5 (PAS(PL)5)

6. PAS(PL)5 heads the Planning Unit 5 and assists DS(PL)1 in formulating strategies and policies, co-ordinating with relevant bureaux and departments in facilitating cross-boundary planning and infrastructure developments, and handling issues arising from Pan Pearl River Delta Region co-operation, Guangdong/Hong Kong Co-operation Joint Conference and Hong Kong/Shenzhen Co-operation Meeting. He also co-ordinates with PlanD to ensure smooth operation of the Hong Kong-Shenzhen Joint Task Force (JTF) on Boundary District Development. PAS(PL)5 is responsible for handling planning policy issues of major cross-boundary infrastructural projects and individual projects at the boundary areas, such as the Lok Ma Chau Loop, the Liantang/Heung Yuen Wai Control Point and any possible additional boundary crossing points. He handles policy issues relating to and oversees the implementation of the proposals arising from the the New Development Areas at Kwu Tung North/Fanling North and Hung Shui Kiu, new town extension at Yuen Long South, and land use planning study for New Territories North.

Principal Assistant Secretary (Planning and Lands) (PAS(PL)6)

7. PAS(PL)6 heads the Lands Unit 6 and assists DS(PL)3 in handling policy matters relating to rural land matters, including the Small House Policy, squatter control policy, land resumption, zonal compensation system and other general compensation policy matters under the purview of Development Bureau. PAS(PL)6 is responsible for providing secretariat support to Land and Development Advisory Committee and and the Secretary for Development-Heung Yee Kuk Liaison Committee as well as chairing the Compensation Review Committee. PAS(PL)6 also handles policy matters relating to land administration, land control and lease enforcement, land survey and mapping matters, etc.; provides land policy input to proposals from other B/Ds. PAS(PL)6 is also required to handle land supply related matters such as handling issues with relevant bureaux and departments on potential railway property development projects including the property development project at Siu Ho Wan depot site. PAS(PL)6 also undertakes housekeeping duties of the Lands Department.

Principal Assistant Secretary (Harbour) (PAS(H))

PAS(H) heads the Harbour Unit and assists DS(PL)1 in providing policy input to all planning and land matters related to Victoria Harbour and its harbourfront areas. PAS(H) provides secretarial support to the Harbourfront Commission (HC), which is a high-level advocacy committee on planning, land uses and developments along the existing and new harbourfront of Victoria Harbour. PAS(H) is responsible for identifying short, medium and long term harbourfront enhancement initiatives and co-ordinating and monitoring their implementation, including the identification of works and management agents, with government departments and any other concerned parties, amongst others. In particular, PAS(H) coordinates the planning and development of the reclaimed harbourfront areas on the new Central harbourfront, Wan Chai North and North Point, and oversees the short-term enhancement initiatives at selected harbourfront sites. PAS(H) spearheads and promotes active engagement with stakeholders and the public, including HC, District Councils and any interested bodies during different stages of the harbourfront enhancement initiatives and report on progress to HC and its Task Forces as appropriate. The major upcoming projects/initiatives include the one that was announced in 2017 Policy Address, that the Government will first partner with HC through a dedicated team and dedicated funding. The Government would also gradually take forward the long-term development of harbourfront areas on the new Central harbourfront, Wan Chai North and North Point harbourfront areas having regard to the recommendations of the completed or ongoing urban design studies. PAS(H) is also responsible for the ongoing study to further integrate the elements of walkability into the current planning process and assessing applications for premium waiver on pedestrian links outside Kowloon East proposed by the private sector.

- 3 -

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. We have also critically examined the existing workload of the two CTPs in the division as outlined below and considered that they cannot be redeployed to take on the responsibilities of CTP/Housing and Office Land Supply (CTP/HOLS) –

- (a) CTP/Urban Design and Landscape is responsible for overseeing the urban design and landscape inputs on submissions under the Town Planning Ordinance (TPO) (Cap. 131) and Environmental Impact Assessment Ordinance (Cap. 499), other urban design, visual impact and landscape matters arising from planning and development proposals, studies, housing sites and amendments to statutory plans; and providing in-house support on air ventilation assessment matters. He also manages the Planning and Design Study on the Redevelopment of Queensway Plaza and oversees the overall management of term consultancies on air ventilation assessment.
- (b) CTP/Central Enforcement and Prosecution is responsible for overseeing the investigation, enforcement and prosecution of unauthorised development cases under TPO; 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.

Board Division

2. The three CTPs/Town Planning Board are fully engaged in co-ordinating and vetting submissions to the Town Planning Board (TPB), Planning Committees (PCs) and providing services to TPB/PCs including supervising the preparation of agenda and minutes of the meetings, the publication of statutory plans and the release of information and decisions of TPB/PCs; monitoring the submission of new/amendment plans and representations/comments to TPB for considerations; 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; representing TPB on matters relating to planning appeals, Judicial Reviews (JRs) and other court cases; supervising and overseeing

the litigation and liaison work related to JR cases and supervising the timely preparation of responses and input to legal submissions and other documents; overseeing the follow-up work arising from court rulings in respect of the JR cases; and conducting a review on the procedures and practices of TPB.

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

3. The seven DPOs (pitched at CTP rank) under the two divisions oversee matters concerning forward planning, design and layouts, development control, land use reviews, planning studies and implementation of developments in their respective districts; the preparation and processing for approval of departmental plans and Planning Briefs for public housing and private sector comprehensive 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. In discharging these duties, DPOs perform a pivotal role to ensure quality and efficiency, and take an active part in the meetings of the TPB, District Councils and other ad hoc meetings. They are 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 Outline Zoning Plans to replace the Development Permission Area Plans covering the Country Park Enclaves.

Territorial Planning Division

- 4. The Territorial Planning Division undertakes territorial and strategic planning including conducting thematic planning studies of territorial and cross-boundary significance. Given the closer regional co-operation between the Mainland, Macao and Hong Kong, there has been increasing involvement of CTPs in various studies and researches, particularly those with a cross-boundary dimension. Moreover, with the launch of a new round of review of the territorial development strategy, i.e. Hong Kong 2030+, a lot of manpower resources have been devoted to the undertaking of the related tasks, which are mainly carried out in-house. Hence, the two existing CTPs and one Chief Engineer (CE) cannot be redeployed to take up the duties of CTP/HOLS. The major areas of responsibilities of the three officers 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 study on existing profile and operations of brownfield sites in the New Territories; planning and engineering study on the Hung Shui Kiu New Development Area; the preliminary feasibility

study on New Territories North; urban design study for Wan Chai North and North Point harbourfront areas; and the pilot study on underground space development in selected strategic urban areas. She also co-ordinates 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. officer also provides support to the work of the Harbourfront Commission; science park/industrial estate development near Liantang/Heung Yuen Wai Boundary Control Point; the review of the agriculture policy; and the formulation of the policy framework to tackle brownfield sites; as well as providing planning advice on various studies and reviews conducted by others, for example, agricultural priority areas, recycling industry, construction industry and multi-storey buildings to accommodate affected brownfield operations.

(b) CTP/Strategic Planning is responsible for overseeing the conduct of Hong Kong 2030+ and the related consultancy services including the Environmental Assessment and Sustainability Assessment. Hong Kong 2030+ is a comprehensive study involving many planning related topics, and most of the research work, analysis and proposal formulation are carried out by in-house staff in consultation with relevant bureaux/departments and external expert advisors through a hierarchy of committees and task groups which require substantial support of the Strategic Planning Section. The comprehensive 6-month public engagement involving over 200 activities and events was recently concluded in end April Public views are being systematically analyzed and the updated territorial development strategy will be finalized having regard to the public views and technical assessments. It is envisaged that Hong Kong 2030+ will be completed in 2018, and will be followed by a series of actions to take forward the individual The officer is also responsible for overseeing the proposals. undertaking of regional planning for Pearl River Delta (PRD) and infrastructures in the areas adjoining the boundary and providing planning advice to the Mainland side in the planning of co-operation zones within the free trade zones of Guangdong. Besides, she will also oversee the planning and engineering studies for Sunny Bay and Lung Kwu Tan. She also takes charge of the preparation and dissemination of the Territorial Planning and Employment Data Matrix, the interface between the territorial strategic plan and the Lantau Development, as well as the provision of strategic planning advice to a number of strategic initiatives of the Government such as the Climate Change Action Plan and the Biodiversity Strategy and Action Plan.

(c) CE/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, providing and technical support for Kong/Mainland/Macao liaison meetings on transport development and infrastructure projects, as well as organising discussions with Mainland officials and academics to promote regional co-operation and exchange of contemporary planning practices. regional co-operation and the dynamic changes in factors affecting the planning and development of Hong Kong, Macao and the Mainland, there is an increasing and continuous need for researches with a cross-boundary dimension. Besides, the officer also oversees planning studies related to major infrastructure development for Hong Kong, for example, the study on the topside development at the boundary crossing facilities Hong island Hong Kong-Zhuhai-Macao Bridge and study on the Yuen Long South development.

Technical Services Division

- 5. The Technical Services Division is responsible for providing professional/technical administration services, dissemination of planning information, co-ordination of grade management and training matters, promotion of community relations, formulation and revision of planning standards and guidelines, 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 preparation (a) and updating of the planning manual, practice notes, technical technical relating circulars and matters to consultancies: implementation of training activities and co-ordination of grade management issues; release of planning information; managing the Planning Enquiry Counters and the Mobile Exhibition Centre; handling of public enquiries, complaints and referral cases of the Ombudsman and the Privacy Commissioner for Personal Data, etc.; implementation of outreach programme and publicity activities; formulation of departmental community relations programmes; and management of the City Gallery. The officer undertakes the formulation and revision of the Hong Kong Planning Standards and Guidelines. He also oversees a research project on the history and development of town planning in Hong Kong and provides planning input to studies on cavern development and underground space development in the urban areas of Hong Kong.

(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 Computer-Aided-Design, remote sensing, digital photogrammetry, satellite positioning, 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 3D GIS Planning System, Electronic Planning Application Submission System, Revamp of Core Planning Data Hub, Site Tracking Information System - Geoinfo OneStop, Statutory Planning Portal Public Participation GIS for e-Engagement, Planning Enforcement and Prosecution System, Planning Submissions Workflow and 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.
