

**For discussion on
27 February 2018**

**LEGISLATIVE COUNCIL
PANEL ON DEVELOPMENT**

**Proposed Creation of Permanent Posts of Chief Landscape Architect
in the Civil Engineering and Development Department
and the Highways Department**

PURPOSE

This paper seeks Members' views on the proposed creation of two permanent Chief Landscape Architect (CLA) (D1) posts, one each in the Civil Engineering and Development Department (CEDD) and the Highways Department (HyD), to strengthen the landscape services of the two departments to enhance the quality, sustainability and liveability of our outdoor environment.

BACKGROUND

2. The Government is committed to the continuous enhancement of our urban environment through —

- (a) developing land resources with focus on quality landscapes and liveability;
- (b) improving and fostering a pedestrian-friendly environment; and
- (c) implementing a holistic urban forestry management strategy.

3. We seek to achieve these objectives by promulgating circulars and guidelines for implementation by major works departments on the one hand, and by strengthening their landscape architectural support to raise the quality of professional landscape services on the other. With the approval of the Legislative Council Finance Committee in January 2018, a CLA post was created in the Architectural Services Department (ArchSD) to strengthen landscape services for public facilities and government buildings. Apart from ArchSD, CEDD and HyD also play significant roles in planning and implementing landscape programmes in Hong Kong.

4. Being the primary site formation agent for infrastructure developments and land supply, CEDD is the lead works department managing and coordinating the development of Hong Kong. Its work shapes the future of our urban environment. On the other hand, HyD is responsible for major road and railway infrastructure projects. It plans, designs, constructs and maintains highway structures, roads and expressways. It also maintains large areas of vegetation along major roads and on roadside slopes.

PROPOSAL

5. We propose to create two permanent CLA posts, one each in CEDD and HyD, to provide the much-needed directorate-level steering for the departments' landscape and greening work. CLA is the most senior rank of the Landscape Architect grade. At present, there are two permanent CLAs in the Government, one in the Greening, Landscape and Tree Management Section of the Development Bureau and the other in ArchSD. Generally, CLAs are charged with the following responsibilities —

- (a) leading the landscape division of a department and overseeing the planning and implementation of quality landscape services;
- (b) steering the provision of landscape services at departmental level and collaborating with other disciplines within the department, across the Government and with external parties;

- (c) formulating strategies, standards, best practices and guidelines on the delivery of quality landscape works in projects in a holistic manner, from planning, feasibility study, design to construction, and ensure effective maintenance afterwards;
- (d) fostering innovation and promoting the application of fit-for-purpose technologies to support the development of urban forestry and a sustainable urban landscape environment; and
- (e) overseeing capacity building in the landscape division, including knowledge management and continuing professional development to promote professional excellence.

CEDD

6. Apart from the general responsibilities, the proposed CLA post in CEDD will take charge of the following imminent tasks —

- (a) ***Land supply for housing and infrastructure developments*** — CEDD is taking forward extensive infrastructure development works to expedite land supply, which requires landscape input throughout the entire project life cycle from project planning, feasibility study to design and construction stages. The proposed CLA will review landscape planning and design, and set up a quality management system for various project offices (including those responsible for projects concerning new development areas and urban developments) in order to support the timely delivery of quality landscape services to meet the tight deadlines of land supply programmes;
- (b) ***Sustainable landscape development*** — CEDD is responsible for reconstruction and rehabilitation of degraded areas and sites after completion of engineering works, including:-
 - landscape reconstruction and tree protection in urban fringes, natural terrains, and heavily vegetated and landscape-sensitive areas;
 - quarry rehabilitation.

The proposed CLA will provide the much-needed directorate inputs to review current landscape practices, formulate landscape design frameworks and an urban forestry management strategy having regard to the community's views and aspirations; and

- (c) ***Formulation and delivery of innovative landscape and green initiatives*** — the proposed CLA will be tasked to formulate and deliver innovative initiatives, e.g. rain gardens, sustainable drainage systems, artificial flood attenuation lakes, bio-retention channels, and porous pavements, etc. by including them in landscape planning and open space designs for relief in a compact urban environment.

HyD

7. On the other hand, the proposed CLA post in HyD will be tasked with the following —

- (a) ***Support to mega-scale projects*** — the proposed CLA will provide strengthened support for the greening and landscape aspects of mega-scale highway and railway infrastructure projects in a coordinated approach at all stages from planning, feasibility study, design to construction, and ensure effective maintenance afterwards;
- (b) ***Improvement of streetscapes for pedestrians*** — HyD is working closely with the Transport Department in fostering a pedestrian-friendly environment in support of the “Walk in Hong Kong” initiative. Landscape plays an important part in this initiative and the proposed CLA will steer the landscape aspect;
- (c) ***Implementation of management strategy on senescent trees*** — the proposed CLA will support HyD in the implementation of an urban forestry management strategy and enhanced life-cycle planning and risk management for senescent trees on stressful sites;

- (d) *Acacia slopes enhancement programme* — HyD is implementing a 10-year programme to minimise tree risks and enrich biodiversity by taking pre-emptive action to replace senescent *Acacia* with native species, and extend the scope of the programme to cover other exotic pioneer species. The proposed CLA will steer and coordinate this exercise; and
- (e) *Development of a tree asset management strategy* — with large stretches of vegetation on slopes and near expressways, HyD will leverage technologies to aid its tree management work to enhance public safety and efficiency. The proposed CLA will drive the adoption of innovative technologies in this regard.

8. More details on the staffing proposals of the two departments are set out at **Annexes A** and **B** respectively.

ADVICE SOUGHT

9. Members are invited to comment on the proposed creation of the two permanent CLA posts in CEDD and HyD.

Development Bureau
Civil Engineering and Development Department
Highways Department
February 2018

**Proposed Creation of a Permanent Post of
Chief Landscape Architect
in the Civil Engineering and Development Department**

BACKGROUND

The Civil Engineering and Development Department (CEDD), being the leading and sole works agent for both site formation and large-scale infrastructure development in Hong Kong, takes charge of a number of mega-scale new development projects involving site formation for land supply and infrastructure works. In support of the Government's vision in developing a sustainable and liveable city, CEDD seeks to adopt a holistic approach that incorporates the integration of landscape planning and design with infrastructure and development works to meet the public's increased aspiration and appreciation of the environment. CEDD proposes to enhance its staff capacity on the landscape architectural front through the creation of a permanent Chief Landscape Architect (CLA) (D1) post to strengthen landscape architectural input into the department's work in terms of depth and breadth.

2. There are currently a Landscape Unit in CEDD Headquarters (LU/HQs) and a Landscape Section in the Civil Engineering Office's Land Works Division (LWD/CEO). Headed by Assistant Director (Technical) (AD(T)) and comprising two Senior Landscape Architects (SLAs) and seven Landscape Architects (LAs), the Landscape Unit provides landscape advisory services to the department's Sustainable Lantau Office (SLO), four Development Offices, Geotechnical Engineering Office and Civil Engineering Office (CEO). The Landscape Section, consisting of one SLA and two LAs in LWD/CEO operating under the supervision of Chief Engineer of LWD, provides landscape services to CEO's in-house projects.

3. The proposed creation of the CLA post is essential for CEDD to effectively implement the Government's policy directives on sustainable infrastructure development that incorporates quality landscapes for an improved living environment. The CLA will provide guidance as well as strategic and professional steering to enhance collaboration in all

stages and areas of landscape work within the department and support the Development Bureau (DEVB) at a strategic level for standards enforcement and initiatives development in quality landscape planning and design as well as landscape assets management.

4. The proposed CLA will take the helm of the new Landscape Division (LD) to be formed under CEDD and will strengthen the delivery of quality landscape services to various offices in CEDD. All existing and additional LA grade officers will be deployed to the new LD headed by the proposed CLA. The amalgamated structure will enhance the efficiency and capacity in the provision of quality landscape services across different development offices within CEDD, to meet public aspirations for quality landscapes in development projects. The duties and responsibilities of the proposed CLA are at **Annex A-1**, and the organisation charts of the existing Landscape teams and the proposed Landscape Division are at **Annexes A-2 and A-3**.

CURRENT SITUATION AND JUSTIFICATION

Land supply for housing and infrastructure developments

5. As stated in the October 2017 Policy Address, the Government will continue to implement the Long-term Housing Strategy to increase the supply of housing to address the imbalance in housing demand and supply. CEDD has been conducting technical studies and carrying out site formation and infrastructure works for 59 public housing development projects, and will undertake similar tasks for another 11 new potential sites in 2018-19 to meet the long-term public housing supply. It is also anticipated that there are still other potential sites that need to be examined and developed for housing upon the gradual completion of the projects in hand. It is inevitable that more landscape architectural input will be needed. In addition, the new development areas and urban development projects¹ as well as the implementation of the Sustainable Lantau Blueprint led by DEVB and CEDD, which aspires to balance the

¹ Examples include Kwu Tung North /Fanling North , Tung Chung, Hung Shui Kiu and Yuen Long South as well as Kai Tak Development, Ex-Anderson Road Quarry Development, Lok Ma Chau Loop, the Liantang/Hueng Yuen Wai Boundary Crossing Point etc.

conservation and development needs of Lantau, all require more intensive involvement from the LA discipline.

6. To meet the relevant requirements of the Environmental Impact Assessment Ordinance and Town Planning Ordinance, the above-mentioned extensive infrastructure development works requires proper integration with landscape design. There is a pressing need for a landscape professional at directorate level in CEDD to provide strategic steer to facilitate adoption of a holistic and comprehensive landscape approach to simultaneously balance the costs and benefits arising from development and uplift our urban landscapes for liveability.

7. The proposed CLA will play a pivotal role in enhancing CEDD's landscape services throughout the project life cycle, from the planning, feasibility study, design to construction stages, and ensure effective establishment afterwards. The CLA will provide direction and facilitate high-level and cross-disciplinary communication and collaboration to ensure that quality landscape planning and design are integrated for sustainable development. The CLA will also formulate the standards for green infrastructure design, steer landscape planning having regard to development potential and cost-effectiveness, and set up a quality management system for various project offices.

Meeting public aspirations for quality and sustainable landscape development

8. To address rising public expectations for quality landscapes in large-scale developments, the proposed CLA, with sound tree knowledge and considerable management experience, will expedite the development and establishment of the standards, guidance and quality tree asset management system in CEDD to facilitate timely completion of quality landscape works in new development projects.

9. CEDD has long committed itself to integrating landscape design into geotechnical work projects. Integrating landscape design into geotechnical works contributes to a safe and healthy landscape through, for example, landscaping of engineered slopes and on degraded land to prevent soil erosion, and rehabilitation of disused quarries (e.g. Anderson Road Quarry, Shek O Quarry and Lam Tei Quarry). The proposed CLA

will direct and oversee the review of current practices and formulate landscape design frameworks for urban forestry management, implement a soil erosion control planting programme on degraded land and fire damaged hillsides, and enhance integration of landscape works into development.

10. With extensive knowledge in landscape design and implementation, the CLA will be better poised to address public concerns and expectations for public projects. Moreover, timely strategic engagement with relevant advisory committees and green groups by an officer at the directorate level is crucial for the timely delivery of projects.

Development of blue-green eco-services networks

11. To strive for engineering excellence in the creation of a safe, green and sustainable environment in infrastructure development, CEDD is committed to promoting innovative landscape solutions. In particular, it places much emphasis on the application of blue-green eco-services networks in development projects. “Blue” refers to rivers and water bodies, whereas “green” refers to sustainable vegetated landscapes. To align with this direction, CEDD will integrate rivers, water bodies and sustainable vegetation into landscape planning and urban design to enhance the living environment, through suitable inclusion of innovative landscape concepts such as rain gardens, bioswales, sustainable drainage systems, artificial flood attenuation lakes, bio-retention channels, etc.

12. Examples of blue-green initiatives include the revitalisation of the Kai Tak Nullah and the Tung Chung River. Other examples of blue-green initiatives can be found in the development of the former Anderson Road Quarry, where blue-green eco-services such as sustainable drainage system, storm water retention lake, bio-retention channel, solar energy saving system, roof landscapes and porous pavements have been introduced into the landscape planning and open space design of the project. Under the leadership of the proposed CLA with relevant and necessary landscape expertise, collaboration on research and development and coordination over implementation among various professional disciplines and across bureaux/departments will be much enhanced.

ALTERNATIVES CONSIDERED

13. Having critically reviewed the strength and expertise of its existing professional grade staff, CEDD concludes that it has neither the spare staff resources nor staff capacity to perform the duties of the proposed CLA post. Given the complexity and magnitude of the work mentioned above, a permanent CLA is required to fulfil the department's landscape objectives at a strategic level.

FINANCIAL IMPLICATIONS

14. The proposed creation of the CLA post will entail an additional notional annual mid-point salary of \$1,765,200. The additional full annual average staff cost involved, including salaries and staff on-cost, will be around \$2,513,000.

15. Apart from the proposed CLA post, four permanent non-directorate posts, comprising one SLA, two LAs and one Field Officer I, will be created in the new LD to cope with the rising workload. The additional notional annual mid-point salary is \$3,401,100 and the full annual average staff cost involved, including salaries and staff on-cost, is about \$5,265,000. We will include the necessary provision in the 2018-19 draft Estimates to meet the cost of the proposal and will reflect the resources required in the Estimates of subsequent years.

**Job Description of
Chief Landscape Architect/Headquarters
(Civil Engineering and Development Department)**

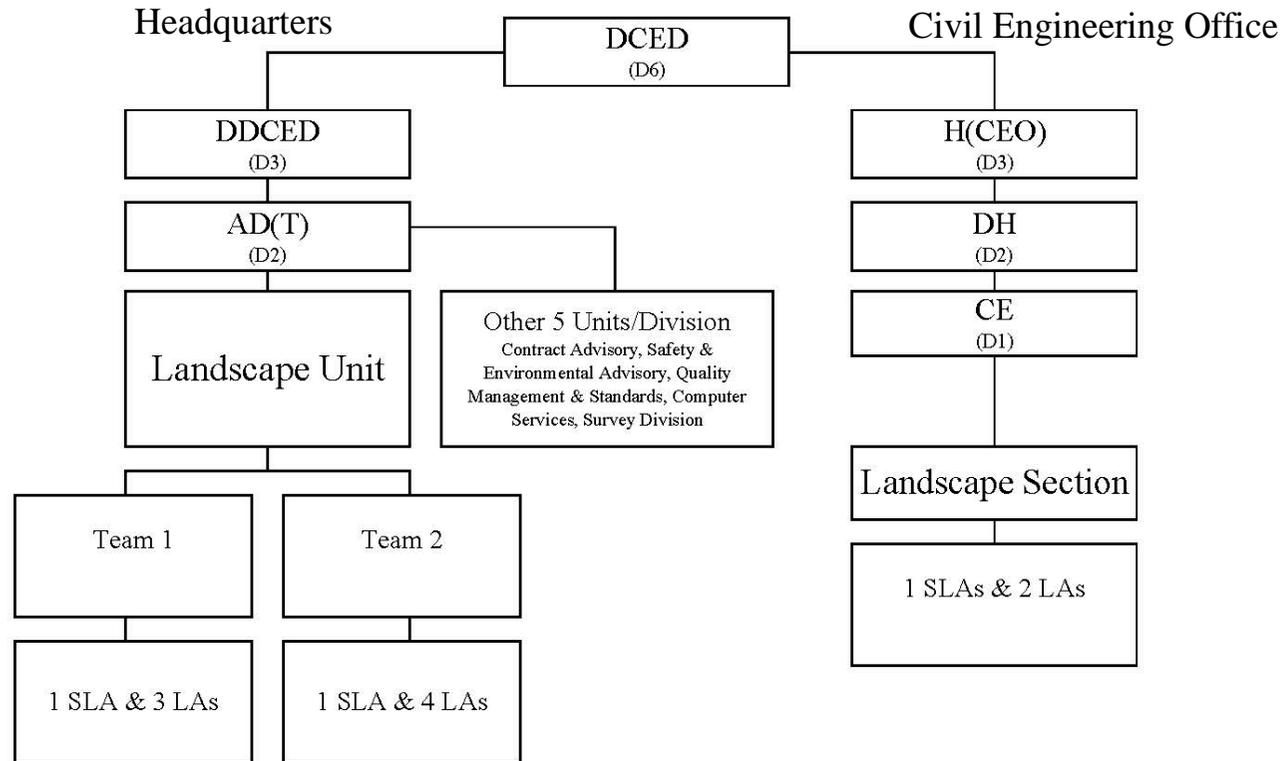
Rank : Chief Landscape Architect (D1)

Responsible to : Assistant Director (Technical) (D2)

Main Duties and Responsibilities –

1. To lead and manage the Landscape Division for the administration and effective operation for provision of quality landscape services.
2. To provide professional steer and clear directives in a holistic and comprehensive approach to ensure greening and landscape policies are incorporated into projects with quality results.
3. To formulate departmental strategies, standards, best practices and guidance, to uphold quality of landscape input delivered by the Landscape Division through strategic planning and implementation.
4. To lead knowledge management, application of innovative initiatives, research and development, and capacity building of the Landscape Division regarding arboriculture, landscape and planting techniques for the support of green infrastructure to enhance the living environment.
5. To coordinate and collaborate with different disciplines across bureaux/departments and with external parties over landscape strategic planning, quality landscape design and implementation.
6. To support project offices in public engagement regarding landscape architectural and tree management matters.

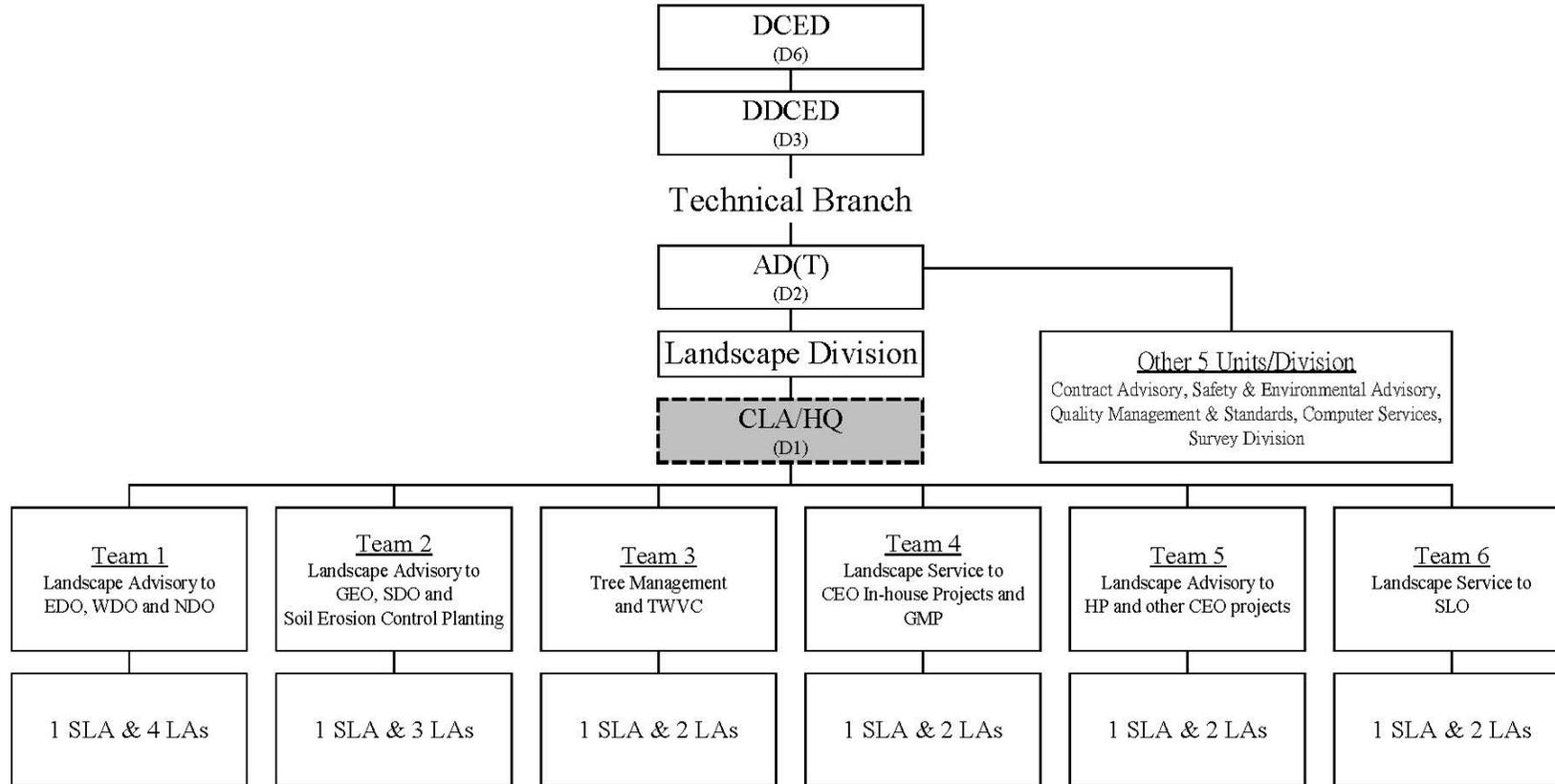
Existing Organization Chart of Landscape Unit and Landscape Section in
Civil Engineering and Development Department



Legend:

- | | | | |
|--------|--|-----|----------------------------|
| DCED | : Director of Civil Engineering and Development and also Commissioner of Mines | CEO | : Civil Engineering Office |
| DDCED | : Deputy Director of Civil Engineering and Development | | |
| H(CEO) | : Head of Civil Engineering Office | | |
| AD(T) | : Assistant Director (Technical) | | |
| DH | : Deputy Head of Civil Engineering Office | | |
| CE | : Chief Engineer | | |
| SLA | : Senior Landscape Architect | | |
| LA | : Landscape Architect | | |

Proposed Organisation Chart for a New Landscape Division in
Civil Engineering and Development Department



Legend:

: Proposed CLA Post

- | | | |
|--|---------------------------------------|-------------------------------------|
| AD(T) : Assistant Director (Technical) | GEO : Geotechnical Engineering Office | NDO : North Development Office |
| CLA : Chief Landscape Architect | CEO : Civil Engineering Office | GMP : Greening Master Plan |
| SLA : Senior Landscape Architect | EDO : East Development Office | HP : Housing Projects |
| LA : Landscape Architect | SDO : South Development Office | SLO : Sustainable Lantau Office |
| | WDO : West Development Office | TWVC : Tree Works Vetting Committee |

**Proposed Creation of a Permanent Post of Chief Landscape Architect
in the Highways Department**

BACKGROUND

The Highways Department (HyD) undertakes the planning, design, construction and maintenance of Hong Kong's public road systems and coordinates the implementation of new highway and railway infrastructure projects. The Landscape Unit (LU) under HyD's Headquarters provides in-house professional design and advisory services on landscape-related issues to all offices within the department. Apart from providing professional landscape support for major highway and railway infrastructure projects as well as specialised landscape designs, LU also manages an expanding scope of vegetation maintenance work at around \$60 million annually, which includes the specialised maintenance of senescent trees, green noise barriers and roof greening.

2. Apart from designing and building new highways and railway structures, HyD maintains over 2 100 kilometres of roads and oversees the growth and health of vegetation on slopes and along expressways under its ambit. Among government departments, HyD manages the largest number of trees in the urban areas, amounting to some 0.6 million trees in an area of around 1 100 hectares (about 58 Victoria Park). The number is around 36% of the total number of trees under Government's management (excluding those in country parks). The trees and vegetation covered in large-scale new projects undertaken by HyD and the vast areas under its maintenance form a defining part of our cityscape. Given the wide coverage and the high volume of pedestrian and vehicular traffic, HyD's work on landscape and vegetation management fronts contributes directly to public safety and liveability and has a significant impact on our quality of living and environment.

3. As at 31 December 2017, LU had an establishment of 55 civil service posts, of which 20 come from the Landscape Architect (LA) grade while the others are inspectorates (Field Officers and Inspector of Works), technical (Technical Officers) and general grades. Despite the large number of LAs in HyD, there is no permanent directorate LA grade

post in the unit. LU is placed directly under Assistant Director/Technical (AD(T)), who oversees a wide spectrum of multi-disciplinary headquarters teams. To cope with increasing workload, in both volume and complexity, LU urgently needs to strengthen its manpower and organisation structure through the creation of a permanent CLA (D1) post. Upon the creation of the CLA post, there will be a dedicated directorate-level professional with the required landscape and tree management expertise and experience to effectively steer and manage LU to tackle its various challenges and deliver enhanced landscape and tree management services and support. The duties and responsibilities of the proposed CLA post is at **Annex B-1**, and the proposed organisation chart of the Landscape Division (LD) is at **Annex B-2**.

CURRENT SITUATION

Organisational gap and ever-rising demand for better and safer living environment

4. In recent years, there has been a mounting demand from the public for a better living environment. As a result, LU's existing structure, without a permanent CLA post to give the required direction and steering, is no longer adequate to cope with the increasing challenges. As HyD manages the largest number of trees in the urban areas, the challenges are compounding, including the risks of growing number of trees reaching senescence, changing conditions of urban forestry as adversely challenged by the extreme weather and environment, the broadening interfaces with the community such as need for consultation with stakeholders, and the rising aspiration of the public for quality tree management and urban landscape. Without a directorate grade officer with the required landscape expertise and tree knowledge, there is a gap between AD(T) in headquarters and the five Senior Landscape Architects in LU, making it increasingly difficult for HyD to cope with these challenges.

Pressing need to provide steer at directorate level for landscape development and sustainable vegetation management

5. Landscape is an integral part of major highway and railway infrastructure projects. With increasing demand for high-level landscape and tree advisory services from such projects, a dedicated high-level professional steering at the CLA level can ensure effective implementation of greening, landscape and tree management policies in a holistic and comprehensive manner. The proposed CLA will collaborate with other professional disciplines to ensure the quality of landscape works from option formulation and design optimisation.

6. During the feasibility study, planning and design stages of large-scale road infrastructure projects, landscape and visual impact assessments are required in accordance with the Environmental Impact Assessment Ordinance (EIAO). As the transport infrastructures often run across the built-up areas and uncharted territories, the associated landscape, visual impact and tree issues are usually complex and sensitive. With extensive administrative experience and tree knowledge, the proposed CLA will ensure that transport infrastructure projects can meet the Government's and the public's aspirations for quality landscape designs and tree management.

7. As stated in the October 2017 Policy Address, the Government will continue to take forward the "Walk in HK" initiative, which encourages people to walk more and reduce the use of mechanised transport for short-distance commuting. This initiative aims at enhancing pedestrian networks and creating a comfortable walking experience and a quality pedestrian environment for the public. Upfront street landscape planning and design input in collaboration with relevant departments are of utmost importance and the proposed CLA with the expertise is expected to drive this initiative.

JUSTIFICATION

8. The proposed CLA will support AD(T) and lead a new LD (which will replace LU) in providing an expanding scope of landscape and tree advisory services required by HyD. The leadership of the CLA

will facilitate the efficient use of resources in the division and elevate the breadth and quality of landscape and tree management services. The CLA will provide the much-needed high-level guidance in the planning, design and management of landscape projects to plan and orchestrate the work plans of teams in the division. The imminent tasks that the proposed CLA will handle include –

- (a) Provision of advanced support on greening and landscape aspects of highway and railway infrastructure projects, and enhancing the city’s resilience against climate

The multi-billion major highway and railway infrastructure projects¹ of HyD play a pivotal role in Hong Kong’s cityscape. Large quantities of trees are often subject to potential adverse impacts arising from new developments. The proposed CLA will lead LD to provide quality greening and landscape support with professional tree management expertise in a coordinated manner, and contributing to all stages from planning, design, management, construction to maintenance. Robust green networks along carriageways and pavements in the urban areas of Hong Kong will add value to connectivity and accessibility. The CLA will lead the LD to strengthen the quality of landscape in the green network.

- (b) Improving and fostering a pedestrian-friendly environment with emphasis on safety and inclusiveness

In support of “Walk in HK” to encourage people to walk more so as to reduce the use of mechanised transport for short-distance commuting, the proposed CLA will lead LD in collaborating with the Transport Department and other stakeholders in enhancing pedestrian networks, providing a safe and quality pedestrian environment, thereby making walking a pleasant experience.

- (c) Implementing urban forestry management strategy to manage senescent trees in stressful sites

¹ Mega-scale highway and railway infrastructure projects include Central Kowloon Route, Tuen Mun - Chek Lap Lok Link, Kai Tak Development, Shatin to Central Link, Tseung Kwan O - Lam Tin Tunnel, and Wan Chai Bypass and Island Eastern Corridor etc.

The proposed CLA will lead LD in implementing the Government's urban forestry management strategy and reviewing the health and structural conditions of senescent trees and their stressful growing sites, e.g. implementing soil amelioration to improve growing condition, providing sufficient growing space for trees, gradual phasing of structurally weak and unhealthy trees to reduce risks and improving the vegetation quality in highways landscape.

(d) Acacia slopes enhancement programme (the programme) and reviewing of sustainability of other exotic pioneer species

The programme is part of HyD's life-cycle planning for managing its tree assets. The aim is to ensure public safety in a proactive and preventive manner. In view of the age profile of many of the *Acacia* trees under HyD's management, their proximity to the public and their current health and structural conditions, there is an urgent need to prioritise and implement a work plan to minimise risks to pedestrian and vehicular traffic posed by senescent trees, and replacing them with native species to enhance biodiversity and sustainability. The proposed CLA will oversee the quality and timely completion of the programme. The scope of the programme would be further extended to cover other exotic pioneer species.

(e) Fostering innovation and leveraging research and technologies on tree asset management

Managing the largest number of trees in urban areas under its management, HyD aims at developing a more effective tree asset management plan to enhance road safety and manage its trees in a holistic and sustainable manner. An updated tree database and management system for analysing data to effectively plan for tree management work is necessary. Moreover, HyD is keen to explore fit-for-purpose technologies and enhanced practices, such as making use of remote sensing techniques to complement tree inspections to better identify trees with deteriorating health conditions or under stress that may lead to tree failure. The

proposed CLA will provide steer on applied research and development, findings and recommendations on effective tree asset management. Other research areas may include the biodiversity and ecological study related to the programme.

ALTERNATIVES CONSIDERED

9. Having critically reviewed the strength and expertise of its existing professional grade staff, HyD concludes that it has neither the spare capacity nor the relevant expertise to perform the duties of the proposed CLA post. Given the complexity and magnitude of the work mentioned above, a permanent CLA is required to fulfill the department's landscape objectives at a strategic level.

FINANCIAL IMPLICATIONS

10. The proposed creation of the CLA post will entail an additional notional annual mid-point salary of \$1,765,200. The additional full annual average staff cost involved, including salaries and staff on-cost, will be around \$2,513,000.

11. Apart from the proposed CLA post, six additional non-directorate posts (two permanent and four time-limited posts), will be created in LD to cope with the rising workload. The additional notional annual mid-point salary is \$4,090,710 and the full annual average staff cost involved, including salaries and staff on-cost, is about \$6,370,308. We will include the necessary provision in the 2018-19 draft Estimates to meet the cost of the proposal and will reflect the resources required in the Estimates of the subsequent years.

**Job Description of
Chief Landscape Architect/Landscape Division
(Highways Department)**

Rank : Chief Landscape Architect (D1)

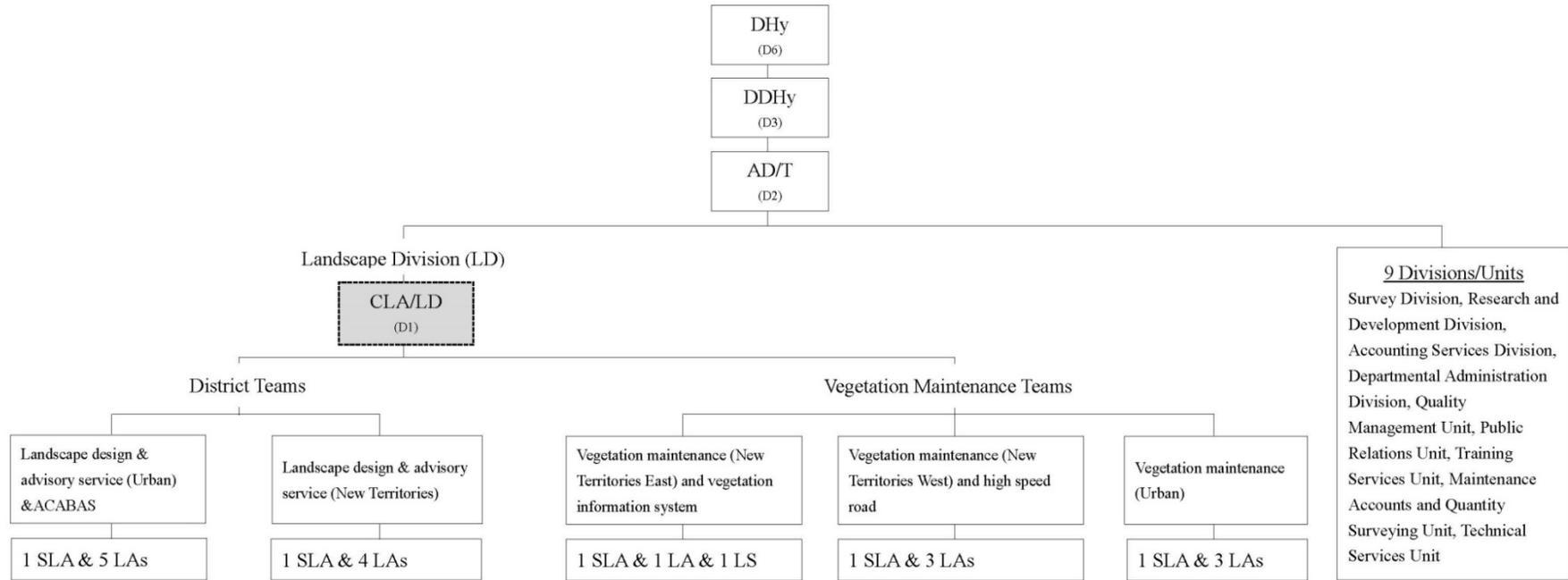
Responsible to : Assistant Director/Technical (D2)

Main Duties and Responsibilities –

1. To lead and manage the Landscape Division for the administration and effective operation for the provision of quality landscape services.
2. To provide professional steer and clear directives in a holistic and comprehensive approach to ensure greening and landscape policies are incorporated into projects with quality results.
3. To support public engagement regarding landscape matters and vegetation management.
4. To coordinate and collaborate with different disciplines across bureaux/departments, and with external parties over strategic planning, quality landscape design and implementation of vegetation management.
5. To foster a pedestrian-friendly environment through implementing quality streetscape and inclusive landscape design.
6. To strategise and implement proactive tree management to enhance public safety and the long-term sustainability of the vegetation under the Highways Department's management.
7. To lead knowledge management, application of innovative initiatives, research and development and capacity building of the Landscape Division.
8. To formulate departmental strategies, standards, best practices and guidance, to uphold quality of landscape input delivered by the Landscape Division through strategic planning and implementation.

Proposed Organisation Chart of Landscape Division, Highways Department

(Only civil service posts of professional grades are shown)



Notes

Proposed CLA post

Legend

- AD/T - Assistant Director/Technical
- CLA - Chief Landscape Architect
- SLA - Senior Landscape Architect
- LA - Landscape Architect
- LS - Land Surveyor
- ACABAS - The Advisory Committee on the Appearance of Bridges and Associated Structures