

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

**HEAD 53 – GOVERNMENT SECRETARIAT:
HOME AFFAIRS BUREAU**

**HEAD 33 – CIVIL ENGINEERING AND DEVELOPMENT
DEPARTMENT**

Subhead 000 Operational expenses

Members are invited to recommend to the Finance Committee the retention of the following three supernumerary posts with effect from 1 April 2019 or upon approval of the Finance Committee (whichever is later) up to 31 March 2023 –

Government Secretariat: Home Affairs Bureau

1 Principal Government Engineer
(D3) (\$199,050 - \$217,300)

1 Administrative Officer Staff Grade C
(D2) (\$171,200 - \$187,150)

Civil Engineering and Development Department

1 Chief Engineer
(D1) (\$144,100 - \$157,700)

PROBLEM

The existing supernumerary posts of Principal Government Engineer (PGE) (D3) and Administrative Officer Staff Grade C (AOSGC) (D2) in the Home Affairs Bureau (HAB), designated as Project Manager (HAB) (PM(HAB)) and Principal Assistant Secretary (West Kowloon Cultural District) (PAS(WKCD))

/respectively

respectively, and the existing supernumerary post of Chief Engineer (CE)(D1) in the Civil Engineering and Development Department (CEDD), designated as Chief Engineer/South 2 (CE/S2), will lapse on 1 April 2019. Retention of the three posts is needed to continue to monitor and facilitate the implementation of the West Kowloon Cultural District (WKCD) project and to drive the implementation of the integrated basement and government infrastructure projects in WKCD.

PROPOSAL

2. We propose to retain the three supernumerary posts of one PGE (D3), one AOSGC (D2) in HAB and one CE (D1) in CEDD with effect from 1 April 2019 or upon approval of the Finance Committee (FC) (whichever is later) up to 31 March 2023.

JUSTIFICATIONS

(A) The supernumerary directorate posts in HAB

3. The WKCD project is a strategic investment to develop a world-class integrated arts and cultural district comprising local, traditional and international elements with a view to meeting the long-term infrastructural and development needs of Hong Kong's arts and culture, providing quality programmes with a must-visit appeal, fostering organic growth and development of cultural and creative industries, and becoming a hub for attracting and nurturing talent.

4. Being a huge and highly complex development project covering an area of 40-hectare to the south of Austin Road West and the Western Harbour Crossing Toll Plaza, the WKCD project involves significant public investments. While the West Kowloon Cultural District Authority (WKCDA) is a statutory body autonomous in operation and responsible for taking forward the project, there is a role for HAB, being the policy bureau overseeing arts and cultural policy, to monitor the development and operation of WKCD to ensure that it is progressing and operating in line with the parameters envisaged. In this connection, the Secretary for Home Affairs (SHA) is a member of the WKCDA Board^{Note}. HAB also co-ordinates efforts of relevant government bureaux/departments (b/ds) to facilitate the implementation of the project by WKCDA. It is important for the Government to work in close partnership with WKCDA so as to provide timely advice and initiate actions when necessary to ensure that the objective of developing WKCD into a world-class integrated arts and cultural district will be achieved.

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^{Note} Secretary for Development and Secretary for Financial Services and the Treasury are also members of the WKCDA Board.

5. On hardware development, WKCD has made good progress since the draft Development Plan was approved in 2013 and the section 16 application for minor relaxation of maximum gross floor area and building height restrictions under the Town Planning Ordinance (Cap. 131) was approved in 2014. M+ Pavilion, the first of the permanent facilities, opened in 2016. The Art Park has opened in phases starting from 2018. The Xiqu Centre will formally open in January 2019. The next few years will see the commissioning of more facilities in WKCD including the Freespace in 2019, to be followed by the M+ in 2020. The foundation works of the Lyric Theatre Complex were commenced in 2016, and the main works contract was awarded in November 2018. The groundbreaking for the Hong Kong Palace Museum (HKPM) was held in May 2018, and the main works contract of HKPM is planned for commencement in early 2019. The site occupied by the MTR Corporation Limited as works site for the construction of the West Kowloon Station is being handed over to WKCD in phases. WKCD is planning the phasing and packaging strategies for the development of this area covering the construction of the integrated basement, the basement road and the topside developments. To address the needs of the music community, WKCD will give priority to the delivery of the Music Centre. HAB will continue to work in close partnership with WKCD on the implementation of necessary public infrastructure works (PIW) to support the provision of the remaining facilities in WKCD.

6. In parallel, WKCD has made great strides in stepping up its cultural software to achieve the vision of developing WKCD into a world-class arts and cultural hub. In preparation for the opening of its facilities, WKCD has initiated a number of pre-opening programmes to further develop the capacity of our arts and cultural sector, support professional development, build WKCD's audience base, promote cultural exchange, and engage the community and the youth.

7. To provide WKCD with the financial capability to operate sustainably the various facilities in WKCD and continue to develop the remaining facilities, the Government announced in January 2017 an enhanced financial arrangement (EFA) for WKCD, under which WKCD will be granted the development rights of the hotel/office/residential (HOR) portion of WKCD for development with private sector partners through Build-Operate-Transfer (BOT) and income sharing arrangements. This will provide WKCD with another steady source of recurrent income in addition to that from retail/dining/entertainment (RDE) facilities. Details of the implementation of the EFA will be included in a project agreement to be entered into between the Government and WKCD which will set out the legal rights and responsibilities of both parties, including the management, operation and maintenance of public infrastructures in WKCD. HAB is working closely with WKCD on the preparation of the project agreement and will represent the Government to monitor its implementation. To discharge this role, HAB needs to conduct intensive discussions with relevant government b/ds.

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8. As the WKCD facilities gradually move into the operation phase while WKCDA embarks on further developments under the organic growth approach, there is a continuing need for the monitoring and facilitation roles of HAB. In light of the latest development of the WKCD project, HAB has reviewed the operational needs of the two supernumerary directorate posts in HAB and considered it necessary to retain the two posts until 31 March 2023 to continue to monitor and facilitate the implementation of the WKCD project as elaborated in the ensuing paragraphs. By 2023, a sizeable area of WKCD, notably the western part, should have been developed. HAB will review the continued need for these two posts and the mix of the team beyond March 2023 in 2022, taking into account the progress of the WKCD project.

PM(HAB)

9. In July 2008, FC approved an upfront endowment to WKCDA for the implementation of the WKCD project. Communal and government facilities and related engineering works, such as roads, drainage, fire station, public pier, etc. (collectively known as PIW) to support the whole WKCD would be undertaken by the Government. In June 2013, the Government and WKCDA announced that a pragmatic approach would be adopted to implement the WKCD project. Subject to funding approval by FC, the Government would fully fund the design and construction of the main integrated basement as general enabling works to facilitate the development of the whole WKCD project, in addition to PIW. PM(HAB) plays a pivotal role in spearheading and supervising the implementation of these projects, which are currently at different stages of planning, design, implementation and completion. PM(HAB) takes up the formulation of overall development strategy, provides policy support for funding applications and co-ordinates the work of the departments with WKCDA, while the actual planning, detailed design and construction of these government-funded projects are the responsibilities of mainly CEDD and other respective government departments, such as the Architectural Services Department, the Drainage Services Department, etc. PM(HAB) also monitors their expenditures and oversees the timely completion of those projects.

10. HAB exercises policy oversight on WKCDA. In support of HAB's responsibilities as policy bureau and SHA as a Board member, PM(HAB) plays a leading role in co-ordinating views from government b/ds, WKCDA and other parties concerned on all matters affecting the development of the WKCD project, resolving differences and formulating workable action plans to tackle interface issues between the WKCD project and the infrastructure projects. The interface issues include traffic improvement works in the West Kowloon district to meet the traffic demand arising from the future development in the entire West Kowloon New Development Area including WKCD; and integration of basement and

/underground

underground road with WKCDA's facilities, relocation of government facilities such as the salt water pumping station, Tsim Sha Tsui Fire Station Complex and the fireboat pier within the WKCD site boundary.

11. Under the integrated development approach for the WKCD project, the majority of the HOR topside developments located in Zone 2 area is highly integrated with the integrated basement and designated facilities of the underground road. Under the EFA for WKCD, these HOR sites will be developed by private sector partners through BOT arrangements. PM(HAB) will assume a co-ordinating role within the Government for providing inputs to WKCDA in formulating the development strategy, phasing and packaging of the BOT packages taking into account the phased implementation programme of the integrated basement and PIW projects covering planning, design, construction, commissioning and project finalisation as well as major and complex interface issues with these developments. PM(HAB)'s inputs provide crucial support to SHA in discharging his role as a WKCDA Board member.

12. Under the West Kowloon Cultural District Authority Ordinance (Cap. 601) (WKCDAO), WKCDA shall manage its finances (including resources) with due care and diligence and ensure the financial sustainability of the operation and management of arts and cultural facilities, related and ancillary facilities. PM(HAB) is responsible for overseeing WKCDA's spending in accordance with the scope of FC's approved upfront endowment as well as monitoring WKCDA's monthly management accounts and yearly audited accounts. Under the EFA, WKCDA will raise funds to finance the remaining arts and cultural facilities. PM(HAB) will monitor WKCDA's formulation of an appropriate borrowing plan in accordance with the WKCDAO.

13. To ensure that development projects of WKCDA have proper regard to practices and procedures in the public sector for upholding the credibility and integrity of the project delivery processes, there is a need for strategic support and timely advice relating to the implementation of the building projects. PM(HAB) is responsible for monitoring and housekeeping WKCDA's procurement strategies and scope of services for architectural and associated consultancies, quantity surveying consultancies, project management consultancies and other related consultancy studies; floor area distribution in the Schedule of Accommodation of each facility; tendering strategies and tender assessment methodologies for works contracts. The objective is to ensure that the building projects are fit-for-purpose and in compliance with the relevant procedures.

14. In view of Government's substantial investment in the WKCD project and to effectively discharge the abovementioned important duties of complexity, it is essential that a high-ranking professional directorate staff pitched

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at PGE (D3) level is in place in HAB to oversee the overall progress of the WKCD project. Continuation of the PM(HAB) post will ensure dedicated support and steer at the appropriate directorate level in HAB to lead and oversee the co-ordination and implementation of construction projects in WKCD within the intended timeframe. PM(HAB), equipped with the professional knowledge and experience, would be able to exercise leadership and liaise with government and non-government parties concerned to deal with the major interface issues effectively and directly, so as to ensure smooth implementation of the WKCD project.

PAS(WKCD)

15. Given the scale and complexity of the WKCD project, WKCDA has been putting in place a proper and sustainable institutional set-up, including the necessary governance structure, manpower, policies and procedures, etc. In preparation for the commissioning of various facilities near completion, WKCDA has been formulating the positioning, mode of operation, management structure, partnership arrangements and business model for each of the facilities. In order to achieve the vision to develop WKCD into a world-class arts and cultural hub, it is essential to continue developing its cultural software (such as audience building, capacity building, professional development and cultural exchange) in addition to the planning and development of the hardware.

16. HAB, as the policy bureau responsible for the development of arts and culture in Hong Kong and having an overview on the work being undertaken by various stakeholders, will continue to work closely with WKCDA to ensure timely and effective delivery of its statutory functions. On development of cultural software and corporate governance matters, HAB is well-positioned to provide advice and monitor such that WKCDA can benefit from making reference to the practices and experiences of relevant institutions and stakeholders in the arts and cultural sector, and Government's overall arts and cultural policy.

17. PAS(WKCD) monitors the progress of the implementation of the WKCD project on cultural software and corporate governance, and provides essential inputs at a senior level to the WKCDA management to ensure effective liaison and co-ordination among WKCDA, government b/ds and other parties. As major venues of WKCD are coming successively into operation, PAS(WKCD) will work closely with the management of WKCDA to oversee the institutional set-up and the establishment of an appropriate governance mechanism for performing arts venues and museums; WKCDA's progress in planning of programmes and services for the opening of the arts and cultural facilities in WKCD; WKCDA's development of cultural software, regular reviews by WKCDA in these areas of work; planning of new facilities such as the Music Centre; as well as interface

issues between the arts and cultural facilities operated by WKCDA and those operated by the Government. PAS(WKCD)'s inputs provide crucial support to SHA in discharging his role as a WKCDA Board member.

18. Apart from WKCDA, there are other major stakeholders in the arts scene which play significant roles in supporting the development of arts and culture in Hong Kong. In particular, the Leisure and Cultural Services Department (LCSD) is operating a number of arts and cultural facilities in Hong Kong, providing venues and other types of support to arts groups and artists. It also promotes arts and culture through presenting performances and exhibitions, organising arts education and audience building programmes as well as providing training opportunities to arts administrators. HAB will continue to provide facilitation so that WKCDA could take into account the work being implemented by other major stakeholders when formulating its own work focus and initiatives to ensure effective co-ordination and collaboration between WKCDA and other key stakeholders. HAB also liaises closely with WKCDA and LCSD to maximise synergy through their co-operation for the arts and cultural sector.

19. As a statutory organisation established under the WKCDAO, WKCDA is required to submit regular Corporate Plans/Business Plans and Annual Reports to SHA and the Financial Secretary respectively. As WKCDA's major arts and cultural as well as RDE facilities become fully operational, WKCDA's business planning and reporting will grow in sophistication, and PAS(WKCD) will monitor WKCDA's discharge of its functions as required under the WKCDAO. Furthermore, as mentioned in paragraph 7 above, the Government has provided an EFA for WKCD. WKCDA is now working intensively on its implementation and developing the BOT arrangements for the HOR sites. PAS(WKCD) is working hand in hand with PM(HAB) in monitoring the establishment of corresponding institutional set-up and appropriate corporate governance mechanism for planning, formulation and management of relevant development arrangements, as well as ensuring compliance with the framework agreed with the Government.

20. The effective discharge of the above duties will require dedicated policy input commanding rich administrative and policy formulation experience. As the major arts and cultural facilities are set to complete and open progressively in the next few years, there is a need for monitoring and facilitation for their operation on a continual basis. Given the complexity and nature of the work involved, it is necessary and appropriate for the current PAS(WKCD) post to be retained to continue to provide dedicated directorate support to oversee the WKCD project.

21. The job descriptions of the PGE and AOSGC posts proposed for retention are at Enclosures 1 and 2 respectively.

Encls. 1 & 2

/Non-directorate

Non-directorate Support in HAB

22. A total of nine non-directorate posts in HAB will continue to support the two supernumerary directorate posts. PM(HAB) will be supported by one Senior Architect, one Senior Engineer, one Senior Town Planner, one Senior Treasury Accountant and one Personal Secretary I to oversee development and financial control matters, while PAS(WKCD) will be supported by one Senior Administrative Officer, one Senior Executive Officer, one Personal Secretary I and one Assistant Clerical Officer on governance, management and software development matters. An organisation chart with the two supernumerary directorate posts proposed for retention included is at Enclosure 3.

Encl. 3

(B) The supernumerary directorate post in CEDD

23. CEDD is tasked to drive the implementation of the integrated basement and government infrastructure projects in WKCD. The planning, design and construction of both the integrated basement and government infrastructure projects are now in full swing. The integrated basement project is being implemented in phases to tie in with the WKCD development. Under the first and second stages of the integrated basement project, it is anticipated that the construction works will be substantially completed in 2019. The design and site investigation for Zones 2A and 2BC are also in progress with the preliminary design substantially completed and the detailed design for Zone 2A to be substantially completed by the end of 2019. Furthermore, the construction of essential basement structure for Zone 3B under the third stage of integrated basement project has commenced for substantial completion in phases by around 2022.

24. To tie in with the phased development of WKCD, the Government is in the process of implementing the PIW through different construction packages. CEDD has commenced the first construction package, which mainly comprises an at-grade road, two lay-bys, associated drainage, sewerage, and water supply systems, as well as ancillary works to support the commissioning of the Art Park, Xiqu Centre, M+ and other facilities in Artist Square Development Area (ASDA), as well as the second construction package, which mainly comprises the Austin Road Pedestrian Linkage System, beautification works for the existing pedestrian subway at the junction of Austin Road West and Canton Road for substantial completion in phases from the end of 2018 to the second half of 2020. To enhance the connectivity and accessibility of WKCD, CEDD has consulted the Joint Subcommittee to Monitor the Implementation of the WKCD Project (Joint Subcommittee) the third construction package which comprises a covered footbridge, namely the Artist Square Bridge (ASB), linking the Artist Square in WKCD, southern footpath of Austin Road West and the existing developments above MTR Kowloon Station. The Joint Subcommittee supported the submission of the funding proposal to the Public Works Subcommittee for consideration. To

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advance the completion date of ASB, some of the initial works were commenced in July 2018. Subject to funding approval of FC, CEDD plans to commence the proposed main works in 2019 for substantial completion in around 2021/22.

CE

25. The supernumerary CE post (i.e. CE/S2) was previously created in July 2014 up to 31 March 2019. CE/S2 leads a dedicated team comprising two senior professional, nine professional and one technical posts with multi-disciplinary expertise spanning across civil engineering, structural engineering, geotechnical engineering, architecture, building services engineering, building surveying and quantity surveying, to undertake the planning, design and construction of public works projects within WKCD, viz. the integrated basement and PIW. On top of the need to comply with statutory procedures and conduct public consultation, the dedicated team has been closely monitoring the progress and cost control of the integrated basement and PIW projects under a fast-track programme to tie in with the phased development of WKCD.

26. The WKCD development has entered the critical design and construction stages. The on-going construction for the integrated basement and PIW is planned to be substantially completed in stages by around 2022 to dovetail with the phased implementation of WKCD and support its early phases of development especially the commissioning of the Xiqu Centre and the facilities of WKCD in ASDA between end of 2018 and 2023. Moreover, Zone 2 is under active planning and design. There are also remaining PIW, including the two-lane flyover across the toll plaza of Western Harbour Crossing and pedestrian linkage system linking WKCD with Kowloon Park, currently under design stage. It is anticipated that the upcoming workload of the dedicated team led by CE/S2 would continue to remain at peak level in the next few years in handling the consultation, communication and co-ordination with interfacing parties, completing the required statutory process, as well as applying funding from the Legislative Council in a timely manner to commence the relevant works for Zone 2 as well as the remaining PIW.

27. Taking into account the phased implementation programme of the integrated basement and PIW projects covering planning, design, construction, commissioning and project finalisation as well as major and complex interface issues with WKCD facilities and the topside HOR developments, CEDD has reviewed the operational needs of the supernumerary CE/S2 post and considers it necessary to retain the post until 31 March 2023 to continue driving the implementation of the integrated basement project and PIW for WKCD.

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28. The dedicated team mentioned in paragraph 25 above takes charge of the implementation of the integrated basement and PIW projects which entail substantial workload. Given the high degree of integration with WKCDA's arts and cultural facilities and the topside HOR developments as well as the programme interdependence with the phased development of WKCD, the integrated basement project including the underground road is an unprecedentedly complex mega project calling for concerted efforts from the dedicated team led by CE/S2. One of the major challenges is to resolve complicated interface problems as well as management, operation and maintenance issues of different types of facilities, viz. government infrastructure works, WKCDA facilities, and facilities for the topside HOR developments.

29. Given the complexity and tight implementation programme of the integrated basement as well as the significant interface issues with WKCDA facilities, the HOR developments and the PIW, the supernumerary CE/S2 post will need to be retained to continue leading the dedicated team. CE/S2 will be responsible for the formulation of implementation framework; steering the management of resources, consultancies, works contracts and entrustment agreements; as well as maintaining close liaison with WKCDA and a host of government b/ds to resolve complicated interface problems and ensure timely project delivery. CE/S2 also has to provide high-level professional advice and support to HAB and assist HAB in overseeing the project delivery from policy perspective. Having regard to the level and scope of responsibilities and the professional input required, it is necessary and appropriate for the current CE post to be retained to lead the dedicated team to continue to drive the implementation of the integrated basement and government infrastructure projects in WKCD.

Encl. 4 30. The job description of the supernumerary CE/S2 post proposed for retention is at Enclosure 4. An organisation chart of South Development Office (SDO) of CEDD with the supernumerary directorate post proposed for retention
Encl. 5 included is at Enclosure 5.

31. Considering that the design and construction activities of the integrated basement and PIW projects will maintain at its peak in the coming years, the supernumerary CE post is proposed for retention up to 31 March 2023. The continued need for this post will be reviewed in 2022 taking into account the progress of the integrated basement and PIW projects and the workload of CEDD at that time.

Non-directorate Support in CEDD

32. A total of 12 time-limited non-directorate posts in CEDD will also be retained up to 31 March 2023 to continue supporting the supernumerary CE post in taking forward the integrated basement and government infrastructure projects in

/WKCD

WKCD. The CE will continue to be supported by one Senior Architect, one Architect, one Senior Engineer, three Engineers, one Building Services Engineer, one Geotechnical Engineer, one Structural Engineer, one Building Surveyor, one Quantity Surveyor and one Technical Officer.

ALTERNATIVES CONSIDERED

33. HAB has examined the possible redeployment of existing PGEs or officers of equivalent rank within the works departments to take up the tasks of PM(HAB), but officers with relevant project co-ordination and monitoring experience are already fully occupied with their own schedule of duties, including the Kai Tak Development, Wanchai Development Phase II, Development of Greening Master Plan, Tseung Kwan O – Lam Tin Tunnel and the Cross Bay Link, which will be at various implementation stages in the coming years. It is operationally not feasible for the existing directorate officers in the works departments to take up the abovementioned extra duties of the PM(HAB) post without adversely affecting the discharge of their scheduled duties.

34. PAS(WKCD) will continue to report to Deputy Secretary for Home Affairs (2) (DSHA(2)) who oversees the arts and cultural policy in HAB. At the Deputy Secretary level, the work arising from the cultural interface and housekeeping matters of the WKCD project will continue to be absorbed by DSHA(2). DSHA(2) is currently supported by two other AOSGCs who are responsible for a wide range of subject areas, including policies on culture, museums and visual arts, public libraries, and intangible cultural heritage in Hong Kong; funding and development of the performing arts; funding and development of the Hong Kong Arts Development Council and the Hong Kong Academy for Performing Arts; development of Cantonese Opera; planning of cultural and performance facilities of LCSD; international cultural exchanges and cultural co-operation with the Mainland. The Culture Branch is fully occupied with their existing workload and it is operationally not viable for any of the two AOSGCs in the Culture Branch to take up the duties of the PAS(WKCD) post without compromising the effective delivery of their current duties.

35. HAB has also examined whether the other five AOSGCs under the Civic Affairs Branch and the Recreation and Sport Branch of HAB can absorb the duties of the PAS(WKCD) post. These officers are working on a wide range of policy issues, including civic affairs, youth development, Community Care Fund, recreation and sport matters. It is operationally not feasible for them to take up the tasks of the PAS(WKCD) post without adversely affecting the performance of their duties either. A dedicated AOSGC is therefore essential to provide focused policy steer and strong collaboration between different parties for the implementation of the WKCD project in the coming years until March 2023. The detailed work schedules of the other AOSGCs in HAB are at Enclosure 6.

Encl. 6

36. CEDD has also critically reviewed the existing staff resources situation with due regard to the resources required for those on-going projects, new initiatives and meeting on-going housing supply target. The review shows that there are no spare staff resources at CE level in SDO and other Offices of CEDD to cope with the workload arising from the WKCD development as the department has already been fully engaged with a large number of on-going and new development projects, including Development at Anderson Road; Kai Tak Development; Wan Chai Development phase II and the associated works for Central-Wan Chai Bypass; Tseung Kwan O - Lam Tin Tunnel; Cross Bay Link in Tseung Kwan O; Trunk Road T2; new development areas at Kwu Tung North, Fanling North, Kam Tin South, Yuen Long South and Hung Shui Kiu; development of Lok Ma Chau Loop; Tung Chung New Town Extension; topside development at the Hong Kong boundary crossing facilities island of the Hong Kong-Zhuhai-Macao Bridge; reclamations outside Victoria Harbour; Lantau development and conservation, etc. The workload of other relevant CEs in CEDD is listed out at Enclosure 7.

Encl. 7

FINANCIAL IMPLICATIONS

37. The proposed retention of the two supernumerary directorate posts in HAB will require an additional notional annual salary cost at mid-point of \$4,710,600. The additional full annual average staff cost, including salaries and staff on-cost is \$6,613,000. The additional notional annual salary cost at mid-point for the nine non-directorate posts in HAB is \$9,457,560 and the full annual average staff cost, including salaries and staff on-cost, is about \$13,962,000.

38. The proposed retention of the supernumerary CE post in CEDD will require an additional notional annual salary cost at mid-point of \$1,836,600. The additional full annual average staff cost, including salaries and staff on-cost, is about \$2,594,000. The additional notional annual salary cost at mid-point for the 12 non-directorate posts in CEDD is \$10,174,950 and the full annual average staff cost, including salaries and staff on-cost, is about \$16,753,000.

39. We have earmarked sufficient funding provision to meet the cost of the proposal.

PUBLIC CONSULTATION

40. We consulted the Joint Subcommittee under the Panel on Development and the Panel on Home Affairs on the above staffing proposal on 11 June 2018. Members had no objection to the proposal for submission to the Establishment Subcommittee. Members sought supplementary information on

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how the concerned supernumerary directorate posts would monitor the works of WKCD undertaken by WKCD and other work focuses in the coming years in relation to the implementation of the WKCD project. A written reply to provide relevant supplementary information was issued to Joint Subcommittee Members on 31 October 2018 vide LC Paper No. CB(1)123/18-19(01).

BACKGROUND

41. The WKCDAO was enacted in July 2008 to establish WKCD to spearhead the development of the project, with the upfront endowment of \$21.6 billion approved by FC also in July 2008. WKCD is being developed into an integrated arts and cultural district of an international standard for the people of Hong Kong.

42. To oversee the progress of the WKCD project and monitor its implementation, FC approved, vide EC(2010-11)3, in May 2010 the creation of two supernumerary directorate posts for the WKCD Office in HAB, namely one PGE (D3) and one AOSGC (D2) (designated as PM(HAB) and PAS(WKCD) respectively), for a period of four years and nine months from 1 July 2010 to 31 March 2015 to provide essential inputs at a senior level to ensure effective liaison and co-ordination among WKCD, government b/ds and other parties to facilitate the development of the WKCD project. The two posts were retained, as approved by FC vide EC(2014-15)13, for four years from 1 April 2015 to 31 March 2019.

43. Apart from the approval of the upfront endowment to WKCD to implement the WKCD project, other communal and government facilities and related engineering works, such as roads, drainage, fire station, public pier and other ancillary facilities to support the whole WKCD would also be undertaken by the Government with funding approval for such works to be sought separately. To take forward the implementation of the integrated basement and government infrastructure projects for WKCD, FC approved vide EC(2014-15)9 on 12 July 2014 the creation of a supernumerary CE (D1) post (i.e. CE/S2) in CEDD up to 31 March 2019.

ESTABLISHMENT CHANGES

44. The establishment changes in HAB and CEDD for the past two years are as follows –

/Establishment

Establishment (Note)	Number of posts			
	Existing (as at 1 December 2018)	As at 1 April 2018	As at 1 April 2017	As at 1 April 2016
HAB				
A	10 + (5) [#]	11 + (5)	11 + (4)	11 + (4)
B	84	79	80	71
C	187	185	205	174
Total	281 + (5)	275 + (5)	296 + (4)	256 + (4)
CEDD				
A	55 + (11) [#]	52 + (11)	51 + (7)	51 + (6)
B	691	647	631	618
C	1 187	1 172	1 161	1 151
Total	1 933+ (11)	1 871 + (11)	1 843 + (7)	1 820 + (6)

Note:

A - ranks in the directorate pay scale or equivalent

B - non-directorate ranks, the maximum pay point of which is above MPS Point 33 or equivalent

C - non-directorate ranks, the maximum pay point of which is at or below MPS Point 33 or equivalent

() - number of supernumerary directorate posts

- as at 1 December 2018, there was no unfilled directorate post in HAB and CEDD

CIVIL SERVICE BUREAU COMMENTS

45. The Civil Service Bureau supports the proposed retention of the two supernumerary posts of one PGE (D3) and one AOSGC (D2) in HAB and one supernumerary post of CE (D1) in CEDD for a period of four years. The grading and ranking of the proposed posts are considered appropriate having regard to the level and scope of responsibilities.

ADVICE OF THE STANDING COMMITTEE ON DIRECTORATE SALARIES AND CONDITIONS OF SERVICE

46. As the posts are proposed on a supernumerary basis, their retention, if approved, will be reported to the Standing Committee on Directorate Salaries and Conditions of Service in accordance with the agreed procedure.

Job Description
Project Manager (Home Affairs Bureau)

Rank : Principal Government Engineer (D3)

Responsible to : Permanent Secretary for Home Affairs

Main Duties and Responsibilities –

- (i) To oversee the implementation of the West Kowloon Cultural District (WKCD) project in accordance with the approved Development Plan;
- (ii) To co-ordinate among government bureaux/departments (b/ds) to resolve any pertinent issue related to the implementation of the WKCD project including planning, engineering, lands and building matters;
- (iii) To monitor the progress of design and works contracts, procurement process, and construction works conducted by the West Kowloon Cultural District Authority (WKCDA) and its subsidiaries;
- (iv) To formulate an overall development strategy for the public infrastructure works and integrated basement to be undertaken by the Government within the WKCD site and monitor expenditure and oversee their timely completion;
- (v) To oversee WKCDA's financial management and monitor its performance in management of the upfront endowment and investment income;
- (vi) To liaise with government b/ds, WKCDA and its subsidiaries as well as other external parties concerned on interface matters affecting the development of WKCD; and
- (vii) To liaise with government b/ds and WKCDA in resolving issues related to the land grant and project agreement and working out a mechanism for the development of the Hotel/Office/Residential sites in harmony with arts and cultural facilities.

Job Description
Principal Assistant Secretary (West Kowloon Cultural District)

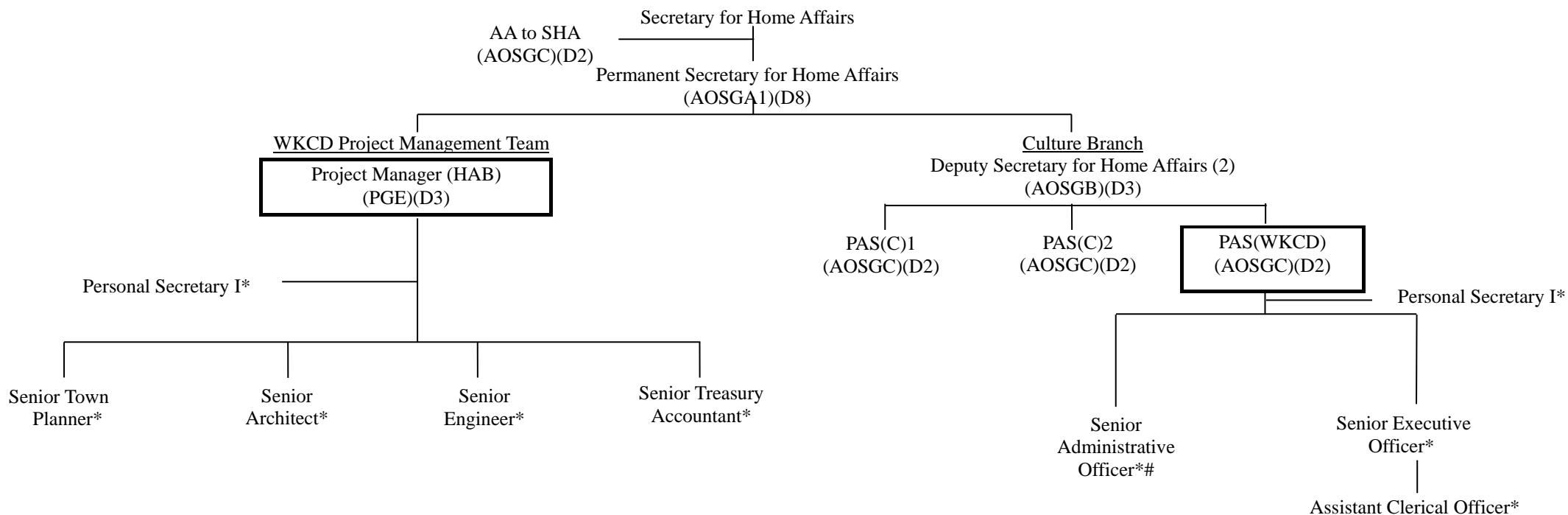
Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary for Home Affairs (2)

Main Duties and Responsibilities –

- (i) To monitor the performance of the West Kowloon Cultural District Authority (WKCDA) and its subsidiaries in fulfillment of the objectives and roles as stated in the West Kowloon Cultural District Authority Ordinance (Cap. 601);
- (ii) To liaise with WKCDA to oversee the institutional set-up and the establishment of governance mechanism for museums and performing arts venues;
- (iii) To monitor progress in planning of programmes and services by WKCDA and its subsidiaries for opening of arts and cultural facilities in the West Kowloon Cultural District;
- (iv) To monitor the policy and work of WKCDA and its subsidiaries in developing cultural software;
- (v) To oversee the implementation of the enhanced financial arrangement;
- (vi) To oversee interface issues between arts and cultural facilities operated by WKCDA and its subsidiaries and those operated by the Leisure and Cultural Services Department; and
- (vii) To housekeep WKCDA and its subsidiaries and oversee its submission of reports to the Government in accordance with the WKCDA Ordinance.

Organisation chart with the proposed retention of two supernumerary directorate posts in Home Affairs Bureau in relation to the West Kowloon Cultural District project



Legend

AA	- Administrative Assistant	HAB	- Home Affairs Bureau
AOSGA1	- Administrative Officer Staff Grade A1	PAS	- Principal Assistant Secretary
AOSGB	- Administrative Officer Staff Grade B	PGE	- Principal Government Engineer
AOSGC	- Administrative Officer Staff Grade C	SHA	- Secretary for Home Affairs
C	- Culture	WKCD	- West Kowloon Cultural District

Supernumerary posts proposed to be retained

* Non-directorate posts to be retained

Post to be upgraded from Administrative Officer to Senior Administrative Officer

**Job Description of Chief Engineer/South 2
(Civil Engineering and Development Department)**

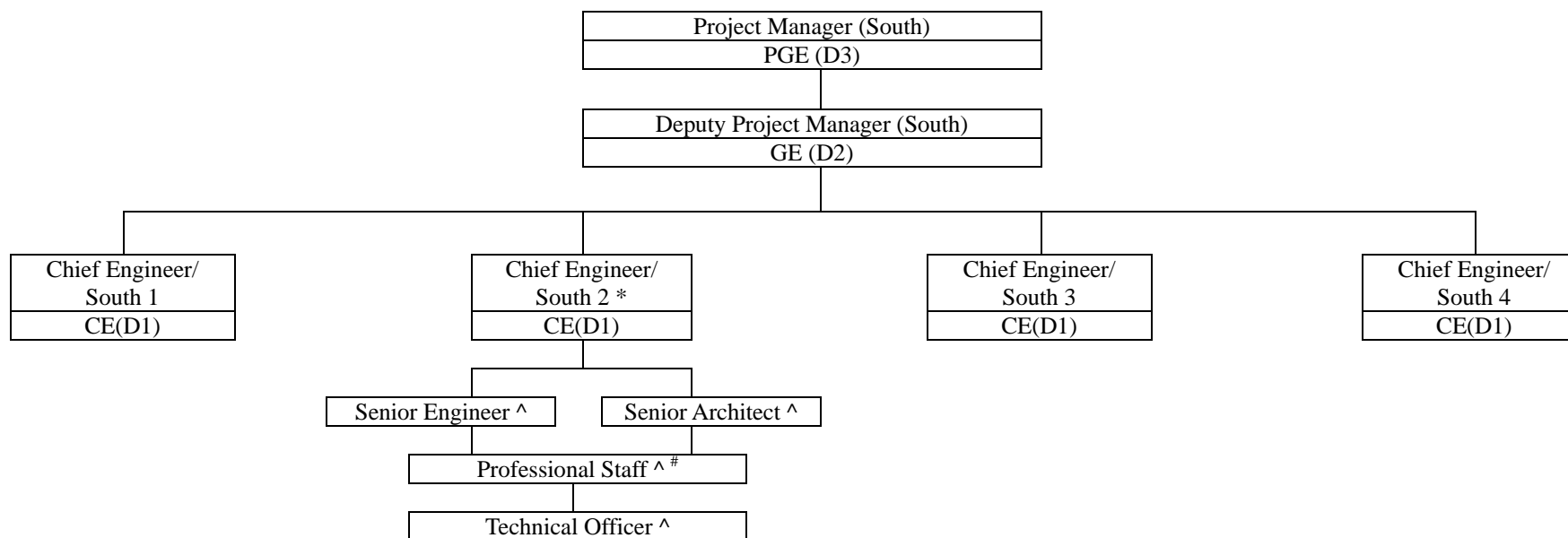
Rank : Chief Engineer (D1)

Responsible to : Deputy Project Manager (South)

Main Duties and Responsibilities –

- (i) To oversee the overall administration, planning, design and construction supervision of works packages;
- (ii) To undertake budgetary control of projects;
- (iii) To drive for timely achievement of milestone targets, co-ordinate and oversee timely resolution of interface matters with other projects and developments;
- (iv) To plan and conduct public consultation with a view to soliciting public support to project implementation;
- (v) To liaise with the West Kowloon Cultural District Authority and associated bureaux/departments;
- (vi) To supervise and ensure the projects are implemented to the quality requirements and within budget;
- (vii) To select and manage consultants and contractors; and
- (viii) To oversee the work of Senior Engineer/Senior Architect under his/her purview.

**Organisation Chart of the South Development Office
of Civil Engineering and Development Department with the proposed retention of a supernumerary directorate post**



Legend:

- CE – Chief Engineer
- GE – Government Engineer
- PGE – Principal Government Engineer
- * – Supernumerary post proposed to be retained
- ^ – Non-directorate posts to be retained
- # – Professional staff include one Architect, three Engineers, one Building Services Engineer, one Geotechnical Engineer, one Structural Engineer, one Building Surveyor and one Quantity Surveyor

**Duties and Responsibilities of
Other Principal Assistant Secretaries (PAS) in Home Affairs Bureau**

- (1) **PAS(Civic Affairs)1** is responsible for youth development policy, matters related to subvention for Youth Uniformed Groups, Youth Square, Service Corps, Youth Hostel policy and steering of relevant projects, civic education/national education outside school, youth exchange and internship, life planning activities, Youth Development Fund, volunteerism policy and Multi-faceted Excellent Scholarship. The officer is also appointed as the secretary to the Youth Development Commission and the Committee on the Promotion of Civic Education.
- (2) **PAS(Civic Affairs)2** is responsible for leading the Community Care Fund (CCF) Secretariat to provide support to the CCF Task Force under the Commission on Poverty on all matters in relation to the administration of the CCF, including co-ordinating efforts with government bureaux/departments (b/ds) and stakeholders in implementing the CCF initiative, overseeing the financial management and overall funding allocation of the CCF, monitoring its operation, and evaluating the effectiveness of the CCF. The officer is also responsible for promotion of family perspectives, maintenance policies relating to enforcement of maintenance orders, and wills, intestate, inheritance and probate legislation and related matters and policy on Community Development. The officer is appointed as the secretary to the Family Council.
- (3) **PAS(Civic Affairs)3** is responsible for gambling policy, social enterprises policy, entertainment licensing, co-ordination of policy matters relating to information policy and advisory and statutory bodies of b/ds, central personality index, Member Self-recommendation Scheme for Youth, non-charitable fund-raising permits under Summary Offences Ordinance, liaison with religious bodies, and matters relating to the Board of Management of the Chinese Permanent Cemeteries and the Chinese Temples Committee. The officer is also responsible for the Trust Fund in Support of Reconstruction in the Sichuan Earthquake Stricken Areas, and the Secretary for Home Affairs Incorporated properties and trust funds, and is appointed as the secretary to the Betting and Lotteries Commission, the Ping Wo Fund Advisory Committee and the Social Enterprise Advisory Committee.
- (4) **PAS(Recreation and Sport)1** is responsible for sport policy and strategic initiatives, implementation of sports policies on promoting sports for all and developing elite sports, Sports Commission, support for serving and retired elite athletes, football development, implementation of recommendations of Consultancy Study on Sports of Persons with Disabilities, administration of

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the Arts and Sport Development Fund (Sports Portion), development of the Hong Kong Sports Institute and resources management of Hong Kong Sports Institute Ltd, Sports Federation & Olympic Committee of Hong Kong, China and the Outward Bound Hong Kong. The officer is also responsible for the matters concerning giant pandas at Ocean Park and housekeeping of the financial matters of the Leisure Service Branch of Leisure and Cultural Services Department (LCSD).

- (5) **PAS(Recreation and Sport)2** is responsible for providing policy inputs and devising a monitoring regime on the operation of the Kai Tak Sport Park, overseeing the planning of new public sports facilities, supervising the consultancy study on provision of sports facilities in Hong Kong and following up on the recommendations, implementing measures aimed at enhancing Hong Kong's position as a centre for major international sports events, supporting the work of the Major Sports Events Committee and overseeing the promotion and implementation of the 'M' Mark System, overseeing the administration of the Main Fund of the Sir David Trench Fund for Recreation, and land matters relating to sport and recreation, including the policy on Private Recreational Leases. The officer is also responsible for housekeeping of the Leisure Service Branch of LCSD except for the financial matters
- (6) **PAS(Culture)1** is responsible for policy on the arts and cultural software, funding and development of performing arts policy, subvention for the major performing arts groups, cultural exchange between Hong Kong and the Mainland, Macao and Taiwan, Mainland/Hong Kong Closer Economic Partnership Arrangement, Arts Development Fund, Arts and Sport Development Fund (Arts Portion), Hong Kong-Taiwan Cultural Co-operation Committee, housekeeping of the Hong Kong Arts Development Council and the Hong Kong Academy for Performing Arts, matters relating to the Advisory Committee on Arts Development as well as the Sub-committee on Funding for Performing Arts and the Sub-committee on Arts Education under the Committee.
- (7) **PAS(Culture)2** is responsible for policies on public and private museums, public libraries, public art with regard to visual arts, intangible cultural heritage, development of Cantonese Opera and related matters, manpower situation and training needs study of the arts and cultural section in Hong Kong and planning of cultural and performance facilities of LCSD, as well as cultural exchange between Hong Kong and other countries. The officer is also responsible for matters relating to Asia Cultural Cooperation Forum, the Hong Kong Jockey Club Music and Dance Fund, the Lord Wilson Heritage Trust and the Hong Kong Arts Centre.

Key portfolios of the other existing Chief Engineer (CE) posts in the Civil Engineering and Development Department (CEDD)

Civil Engineering Office

- (1) **CE/Special Duties (Works)** is responsible for the planning, design and construction of the Anderson Road Development, decontamination works for a site at Kennedy Town, and site formation and infrastructure works for housing sites at Pik Wan Road, Shek Pai Street, Hiu Ming Street, Yan Wing Street, Lin Cheung Road, Fung Tak Road, near Cheung Shan Estate and Tsing Yi Road West; and provision of technical support to Steering Committee on Implementation of Hong Kong Disneyland and Ocean Park Redevelopment Committee on further expansion of the theme parks; and co-ordination of maintenance issues in Penny's Bay Development Area.
- (2) **CE/Port Works** is responsible for implementing the near-shore reclamations at Lung Kwu Tan and Ma Liu Shui, and re-planning of Tuen Mun West; planning and engineering studies for the near-shore reclamations at the seafront of Sai Kung Sewage Treatment Works; technical studies for climate change; development of a bathing beach at Lung Mei; feasibility study on Cheung Chau Ferry Pier improvement; maintenance of public marine facilities including piers, ferry terminals, seawalls, breakwaters, typhoon shelters and fairways; implementation of smart pier initiatives and eco-shoreline project; and providing advisory services for marine works.
- (3) **CE/Land Works** is responsible for the planning, design and construction of the site formation and infrastructure works for public housing developments in Tuen Mun Area 54; the site formation for development of the columbarium and crematorium facilities in Sandy Ridge; site formation for development of columbarium in Siu Ho Wan and Yuen Long; road improvement works for development of columbarium in Wo Hop Shek; construction of a subway to support columbarium development in Shek Mun; the footbridge widening and bus layby extension in the vicinity of MTR Fanling Station; and the New Territories (NT) Greening Master Plans covering nine NT Districts and the Islands District. He/She also oversees the administration and management of CEDD Landscape Term Contract.
- (4) **CE/Fill Management** is responsible for the strategic planning and management of construction and demolition materials, marine disposal for contaminated and uncontaminated sediments; design and operation of

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public fill reception facilities including two barging points and two fill banks, mud pits for contaminated sediments and construction waste sorting facilities; and liaison with the Mainland authorities for the cross-boundary disposal of inert construction and demolition materials and dredged sediments. He/She is also responsible for the overall management of the Dredging Works at Kwai Tsing Container Basin and its Approaching Channel; issuance of Sand Removal Permits and related issues, and providing secretarial support to the Public Fill Committee and Marine Fill Committee.

- (5) **CE/Housing Projects 2** is responsible for conducting and implementing a number of studies, site formation and infrastructure projects under tight programme to support housing developments at Hong Po Road, San Hing Road, Tin Wah Road, Long Bin, Tan Kwai Tsuen South Fresh Water Service Reservoir, Wang Chau Phase 1, Tuen Mun Central, near Chai Wan Swimming Pool and Mui Wo. He/She is also responsible for leading his/her team to consult Rural Committees, District Councils and local organisations/committees so as to foster close communications with stakeholders and ensure timely delivery of relevant infrastructure projects.
- (6) **CE/Housing Projects 3** is responsible for conducting and implementing a number of studies, site formation and infrastructure projects to support public housing developments at Pok Fu Lam South, Wang Chau Remaining Phases at Yuen Long, Kowloon East, Pak Tin Extension and Chak On Road South at Sham Shui Po, Choi Shun Street at Sheung Shui, Cheung Man Road at Chai Wan and Ching Hong Road North at Tsing Yi. He/She is also responsible for leading his/her team to consult District Councils, Rural Committees and local organisations/committees so as to foster close communications with stakeholders and ensure timely delivery of the relevant site formation and infrastructure projects.

North Development Office

- (7) **CE/North 1** is responsible for the overall administration and construction supervision of the Liantang/Heung Yuen Wai Boundary Control Point and associated works projects, including the connecting roads, road tunnels, viaducts, cross boundary bridges and other associated works. He/She is also responsible for the works-related district administration matters of the North District.
- (8) **CE/North 2** is responsible for the overall administration, feasibility and engineering studies, planning, design and construction supervision of the development projects in NT North and Sha Tin Districts, including the Kong Nga Po development, the Agricultural Park in Kwu Tung South, the

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widening of Tai Po Road (Sha Tin Section) and the provision of Trunk Road T4 in Sha Tin. He/She is also responsible for the works-related district administration matters of the Sha Tin District.

- (9) **CE/North 3** is responsible for the overall administration, feasibility and engineering studies, planning, design and construction supervision of works packages serving the First Phase of Kwu Tung North and Fanling North New Development Areas (NDA), as well as the development projects in Tai Po District. He/She is also responsible for the works-related district administration matters of the Tai Po District.

East Development Office

- (10) **CE/East 1** is responsible for the overall administration, planning, design and construction supervision of works packages, with major focus on the infrastructure works for the Sai Kung area and Tseung Kwan O (TKO) New Town, including the TKO-Lam Tin Tunnel, Cross Bay Link and infrastructure works for TKO Stage 1 Landfill Site. He/She is also responsible for the works-related district administration matters of the Sai Kung District.
- (11) **CE/East 2** is responsible for the overall administration, planning, design and construction supervision of works packages, with major focus on the development of the Anderson Road Quarry site, the development of TKO Area 137 and Sai Kung Town improvement works. He/She is also responsible for the works-related district administration matters of the Kwun Tong District.
- (12) **CE/East 3** is responsible for the overall administration, design and construction supervision of works packages in Kai Tak Development (KTD) with major focus on the infrastructure at former north and south apron including Trunk Road T2 and Cha Kwo Ling Tunnel, and the reconstruction and upgrading of Kai Tak Nullah. He/She is also responsible for the works-related district administration matters of the Wong Tai Sin District.
- (13) **CE/East 4** is responsible for the overall administration, planning, design and construction supervision of works packages in KTD with major focus on the infrastructure at former north apron, cycle track network in KTD and study of Environmentally Friendly Linkage System, in addition to co-ordination of interfaces with Shatin to Central Link. He/She is also responsible for the works-related district administration matters of the Kowloon City District and public relations matters related to KTD.
- (14) **CE/East 5** is responsible for the overall administration, planning, design and construction supervision of works packages in KTD with major focus on the infrastructure at ex-runway, application of public creatives and urban

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design controls, further improvement works on water quality in addition to co-ordination of major interfacing projects, government buildings and open space in KTD.

South Development Office

- (15) **CE/South 1** is responsible for the overall administration, planning, design and construction supervision of works packages in Kowloon, with major focus on the infrastructure and site formation works for ex-Cha Kwo Ling Kaolin Mine Site development, pedestrian linkage projects for Kwun Tong Town Centre redevelopment, and three footbridges at Sham Mong Road. He/She is also responsible for the works-related district administration matters of the Sham Shui Po District.
- (16) **CE/South 3** is responsible for the overall administration, planning, design and construction supervision of works packages on Hong Kong Island, with major focus on the Central Reclamation Phase III, Wan Chai Development Phase II (WDII) Contract C3, construction of additional floors at Central Piers Nos. 4, 5 and 6, reassembly of Queen's Pier, housing sites at Braemar Hill, boardwalk under the Island Eastern Corridor. He/She is also responsible for the works-related district administration matters of the Central & Western and Eastern Districts.
- (17) **CE/South 4** is responsible for the overall administration, planning, design and construction supervision of works packages on Hong Kong Island, with major focus on WDII Contracts C1, C2 and C4 and the site formation at Ka Wai Man Road Phase 2. He/She is also responsible for overseeing interfacing issues among WDII, Central-Wan Chai Bypass and the Shatin to Central Link and the works-related district administration matters of the Wan Chai and Southern Districts.

West Development Office

- (18) **CE/West 1** is responsible for the overall administration, planning and supervision of the planning and engineering study for the housing sites at Yuen Long South, the feasibility study for the traffic improvement scheme for Kam Sheung Road and the preliminary technical review on potential sites in Yuen Long Areas 13 and 14 for housing development, as well as the overall administration, planning, design and construction supervision of the site formation and infrastructure projects for Yuen Long South and Kam Tin South Developments. He/She is also responsible for the works-related district administration matters of the Yuen Long District (excluding the San Tin/Lok Ma Chau areas).

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- (19) **CE/West 2** is responsible for the overall administration, planning and supervision of the technical study for the potential sites for relocation of wholesale markets and for other industrial uses in North West Tsing Yi, as well as the overall administration, planning, design and construction supervision of the New Territories Cycle Track Network projects. He/She is also responsible for the works-related district administration matters of the Tsuen Wan and Kwai Tsing Districts.
- (20) **CE/West 3** is responsible for the overall administration, planning and supervision of the feasibility studies for the environmentally-friendly transport services in Hung Shui Kiu (HSK) NDA and adjacent areas, fostering a pedestrian and bicycle-friendly environment in HSK NDA and Yuen Long South Development, the study for river revitalisation and flood attenuation facilities for HSK NDA, the urban and green design study for the future town centre and the district commercial node in HSK NDA, as well as the preliminary land use study for Lam Tei Quarry and the adjoining areas. He/She is also responsible for the works-related district administration matters of the Tuen Mun District.
- (21) **CE/West 4** is responsible for the implementation of HSK NDA and the related brownfield matters, including the overall administration, planning, design and construction supervision of the Advance Works and Stage 1 Works of HSK NDA and the site formation and infrastructure projects for the industrial sites in Tuen Mun, HSK and Yuen Long areas, as well as the overall administration, planning and supervision of the feasibility studies for the multi-storey buildings for brownfield operations in HSK NDA and Yuen Long area, multi-storey complex for container storage and cargo handling in Tsing Yi and multi-storey heavy goods vehicle car park cum logistics building in Kwai Chung, and the study on land requirements for construction industry.
- (22) **CE/West 5** is responsible for the overall administration, planning, design and construction supervision of the infrastructure and associated works under the Lok Ma Chau Loop development project. He/She is also responsible for the works-related district administration matters of the San Tin/Lok Ma Chau areas.

Sustainable Lantau Office

- (23) **CE/Lantau 1** is mainly responsible for carrying out studies, implementing the reclamation, site formation and infrastructure works for Tung Chung New Town Extension and Ma Wan Chung improvement works.

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- (24) **CE/Lantau 2** is mainly responsible for implementing the East Lantau Metropolis, Sunny Bay reclamation, Siu Ho Wan reclamation and adjoining improvement works at Tai O, infrastructure works for public housing development at Tung Chung Area 54, and the Topside Development at Hong Kong Boundary Crossing Facilities Island of Hong Kong-Zhuhai-Macao Bridge.
- (25) **CE/Lantau 3** is responsible for formulation and taking forward conservation initiatives, implementing the proposals as identified under the study on recreation and tourism development strategy, short-term local improvement works and quick-win projects, the mountain bike trail networks in south Lantau and improvement works in Mui Wo, overseeing strategic traffic and transport infrastructure development for sustainable development of Lantau, and providing the technical services and secretariat support to Lantau Development Advisory Committee and its subcommittees, and all public engagement events and activities.

CEDD Headquarters

- (26) **CE/Headquarters** is responsible for the overall administration and management of the Development Branch, comprising the Planning Unit and Town Planning Unit. He/She oversees the Department's commitment to land formation, land supply and road development; assists in formulating departmental strategies and co-ordinating inputs over planning related issues; oversees the Department's project delivery and expenditure under the Public Works Programme and Capital Works Reserve Fund (CWRF); and vets applications for funding under CWRF Block Votes, undertaking of projects, employment of consultants, entrustment of works and increase in consultancy fees.
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