

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 159 – GOVERNMENT SECRETARIAT : DEVELOPMENT BUREAU (WORKS BRANCH) Subhead 000 Operational expenses

Members are invited to recommend to Finance Committee the creation of the following permanent posts in the Development Bureau with effect from 1 April 2019 or upon approval of Finance Committee (whichever is later) –

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

1 Government Engineer¹
(D2) (\$171,200 - \$187,150)

PROBLEM

The performance of project management and cost control of public works has always been a major public concern. We need to uplift capability in undertaking public works projects, increase delivery capacity and enhance overall cost-effectiveness by devising and promoting relevant strategies to ensure satisfactory delivery of public works projects for the community.

/PROPOSAL

¹ The proposed permanent Government Engineer (GE) post is to replace the existing supernumerary GE post which will lapse on 1 April 2019.

PROPOSAL

2. As announced in the 2018 Policy Address, we will upgrade the Project Cost Management Office (PCMO)² and expand its establishment and functions. Thus, we plan to establish the new Project Strategy and Governance Office (PSGO) under the Works Branch of the Development Bureau (DEVB(WB)) on 1 April 2019 for implementing strategic initiatives and enhancing capabilities in cost surveillance and project governance. We propose to –

- (a) create one permanent Principal Government Engineer (PGE) (D3) post in DEVB(WB) to head PSGO; and
- (b) create one permanent Government Engineer (GE) (D2) post to assist the PGE upon the lapse of the existing supernumerary GE post (i.e. Head of PCMO) on 1 April 2019.

3. The existing and proposed organisation charts of DEVB(WB) before and after the proposed establishment of PSGO are at Enclosures 1 and 2 respectively.

Encls. 1 & 2

JUSTIFICATIONS

Need for Establishing a Dedicated Office

4. The Government has been investing in public works projects to enhance people's living environment and to sustain Hong Kong's long-term competitiveness. The Government's annual expenditure in the Capital Works Programme (CWP) stood at around \$80 billion in the past three years and is expected to rise to over \$100 billion in the coming few years. The annual construction output of the public and private sectors will also increase from about \$250 billion in 2016-17 to over \$300 billion in 2020-21. In addition to this growing and substantial workload, we are facing the challenges of high construction cost³ and ageing construction workforce⁴. Moreover, there have been rising aspirations from the general public for better performance of public works projects in recent years.

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² It was established in June 2016 up to 31 March 2019 to carry out cost management for public works projects.

³ The construction cost in Hong Kong has been ranked the third highest in the world in 2018 by several international reports.

⁴ The median age of skilled construction workers is 52, nine years higher than that of the overall labour force in Hong Kong.

5. Since its establishment, PCMO has been implementing cost management for public works projects through a three-pronged approach⁵. In particular, PCMO has managed to achieve a cost saving of \$27 billion after scrutinising 130 projects with an aggregate estimated cost of \$260 billion. PCMO has also initiated measures which are conducive to the successful delivery of public works projects in a timely and cost-effective manner.

6. PCMO has also been collaborating with local industry stakeholders and maintaining dialogue with overseas counterparts⁶. In March 2018, we signed a Memorandum of Understanding with the Infrastructure and Projects Authority of the United Kingdom Government which marks the beginning of an international collaboration in the quest for better cost-effectiveness for the construction industry at large.

7. As a start, PCMO's staff resources are barely sufficient for performing the basic functionality of cost management only. The cost management measures could only focus on the late stage of the detailed design and thus it is not sufficient for a thorough and comprehensive approach in the life-cycle of the project due to the constrained scale and size of PCMO. It requires far more than the existing measures to uplift performance of public works projects. We need to take forward the new initiatives in enhancing the project delivery capability and cost-effectiveness, enhancing collaboration with international counterparts etc. Thus, there are genuine needs for the Government to establish a dedicated office to strengthen cost management and uplift the performance of public works projects. In fact, similar overseas authorities have been established to safeguard the performance of public works projects, e.g. the Centre for Public Project Management in Singapore, the Infrastructure and Projects Authority in the United Kingdom and the Office of Projects Victoria in Australia.

Creation of a Permanent PGE (D3) Post

8. We propose to establish PSGO, which is a dedicated and multi-disciplinary office⁷, on 1 April 2019 to replace PCMO. PSGO will remain under the establishment of DEVB(WB) and report to the Financial Secretary regularly. We propose to create one permanent PGE (D3) post to be the Head of PSGO (H/PSGO).

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⁵ The three-pronged approach comprises namely (i) project-by-project scrutiny; (ii) comprehensive review of works requirements and policies; and (iii) enhancement of project management performance.

⁶ Overseas counterparts include the Office of Projects Victoria of the Australian Government, the Centre for Public Project Management of the Singapore Government and the Infrastructure and Projects Authority of the United Kingdom Government.

⁷ The multi-disciplinary office will comprise officers from various professional disciplines of architect, engineer, quantity surveyor, etc.

9. H/PSGO will lead PSGO to adopt coordinated approaches, create synergies and steer concerted efforts in taking forward the initiatives for strengthening cost management and uplifting the performance of public works projects. In performing his/her duties, H/PSGO has to take into account the challenges being beset with the construction industry that are complex and common to all projects implemented by bureaux and departments (b/ds) as well as the private construction sector. In addition to the current functions and duties of PCMO, he/she will also lead PSGO to implement the major initiatives along the following directions –

- (a) Strengthening the existing gateway process for cost management;
- (b) Enhancing project delivery capability;
- (c) Leading strategic developments to enhance cost-effectiveness; and
- (d) Enhancing collaboration with international counterparts and local industry stakeholders.

Strengthening the existing gateway process for cost management

10. H/PSGO will lead PSGO in strengthening the existing gateway process for cost management. At present, PCMO is focusing on projects which are due for submission to the Legislative Council for funding approval. This snap-shot approach at such late stage has been effective, but the room for design optimisation is quite limited and hence there is less room for achieving project cost saving, as the project design is often maturely developed for funding application.

11. H/PSGO will formulate policies and oversee their implementation to tighten up project cost management and control throughout the delivery of public works projects to capitalise on all opportunities for cost saving, step up control on project budget and expenditure to curb cost overrun and programme delay, as well as conduct the project vetting process starting from inception stage with regular reviews, follow-up actions to track project development from the detailed design stage to the funding application stage.

12. The scope of cost control will also be extended to cover projects at the construction stage, and thus PSGO will monitor the performance of projects using a newly established system, namely the Project Surveillance System (PSS)⁸,

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⁸ Project Surveillance System is a web-based application. It is established based upon the cashflow data of over 600 projects completed in the past 20 years, and has taken into account all the typical characteristics of projects under CWP. It is a powerful tool for monitoring project progress and can provide predictive analysis for forecasting the costs and time performance of on-going projects.

on a continuous basis until project completion. With the aid of PSS, works departments will be able to foresee challenges or potential problems of on-going projects and provide early warning signals to the senior management for necessary early intervention.

13. To enhance the cost-effectiveness of public works projects, PSGO will draw on overseas experience to develop a comprehensive benchmarking system for various major types of works, e.g. tunnelling, site formation, building works, roadworks etc. This will enable benchmarking of performance as well as establishment of targets for progressive improvement.

Enhancing project delivery capability

14. H/PSGO will lead PSGO in devising and implementing initiatives to enhance project delivery capability to improve the performance of public works projects.

15. In particular, PSGO will provide high-level training for major project leaders for uplifting project delivery capability to attain better project delivery performance and more cost-effective use of public money under CWP. Many jurisdictions, including Australia, Singapore and the United Kingdom, have already taken a proactive approach towards providing major project leadership training for personnel responsible for the implementation of major public projects.

16. As announced in the 2018 Policy Address, a Centre of Excellence for Major Project Leaders (CoE) will be established to equip officers with innovative minds and world-class leadership skills in the delivery of public works projects. We have earmarked funding⁹ for operating the CoE for three years from 2019-20 and will strive to minimise the cost by adopting a suitable procurement approach and by developing synergy with our working partners. PSGO will commence the programme for the first cohort in mid-June 2019. Given the high spending of current portfolio of CWP, we anticipate that the CoE will bring substantial benefits to the implementation of public works projects.

17. H/PSGO will lead PSGO to continue to devise and promote other initiatives to enhance the performance of public works projects.

/Leading

⁹ A sum of \$69.5 million has been earmarked for establishing and operating the CoE from 2019 to 2022 as well as conducting consultancy studies on enhancing performance and delivery capability of public works projects.

Leading strategic developments to enhance cost-effectiveness

18. To enable the long-term development of Hong Kong and to ensure the sustainability of the construction industry, we are promoting the ‘Construction 2.0 - Time to Change’¹⁰ to reform and upgrade the construction industry. Under the three pillars of innovation, professionalisation and revitalisation, we aim to uplift the capacity and sustainability of the industry, thereby improving productivity, quality, safety and environmental performance of the industry. In recent years, we have been promoting the use of innovative construction methods and the adoption of advanced technologies in construction, e.g. Building Information Modelling, Modular Integrated Construction, smart construction, etc. Together with the Construction Industry Council (CIC), DEVB launched the \$1 billion Construction Innovation and Technology Fund in October 2018 to promote the use of innovation and advanced technology in the construction industry.

19. Apart from innovation and use of advanced technologies, we need to explore further measures and strategies to enhance overall cost-effectiveness in the delivery of public works projects. These include reviewing standards and requirements, using suitable project implementation strategies and streamlining project delivery processes, etc. H/PSGO will lead PSGO to further devise and promote relevant strategies to bring benefits to the public works projects. PSGO will also coordinate inter-departmental efforts, set up working groups and task forces to steer research and development.

Enhancing collaboration with international counterparts and local industry stakeholders

20. The preceding paragraphs cover the proposed initiatives for strengthening cost management and uplifting the performance of public works projects. To devise and take forward these initiatives, it is necessary for H/PSGO to strengthen collaboration with the local industry stakeholders, including the CIC, professional institutions, universities, trade unions, etc. This will not only enable better performance of public works projects, but will also create synergy and bring positive impact to the construction industry at large.

21. The challenges facing the implementation of public works projects are not unique to Hong Kong. In the past few years, we have been liaising with authorities in other places, including the Mainland, Australia, Singapore and the United Kingdom, and noted that they have formulated effective measures to tackle

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¹⁰ Details of ‘Construction 2.0 - Time to Change’ can be accessed through the following website: <https://www.hkc2.hk/en/index.php>.

the challenges. PSGO will draw on relevant practice and experience when devising policies for adoption in Hong Kong for enhancing the performance of public works projects.

Need for a permanent PGE (D3) post to be H/PSGO

22. As deliberated in the previous paragraphs, the initiatives of enhancing cost management and uplifting performance of public works projects require concerted high-level effort from b/ds as well as construction industry stakeholders. To enable successful implementation of the initiatives, PSGO needs to have high-level leadership who can provide professional, strategic and overarching steer for devising, developing and promoting the relevant measures.

23. H/PSGO will have to collaborate and lead senior management of b/ds to drive for reforms and cultural changes, the success of which requires meticulous planning and execution, and much sustained effort. H/PSGO will also be tasked with maintaining effective collaboration and dialogues with other international organisations, and public authorities of other jurisdictions. Given the extensive professional knowledge and expertise required in the implementation and management of public works projects and the need to report directly to the top management and maintain high-level collaboration with b/ds concerned, we consider it necessary to pitch the H/PSGO post at the D3 level of the Engineer grade. Creation of a PGE (D3) post is therefore necessary. The proposed job description of the post is at Enclosure 3.

Encl. 3

24. We propose that H/PSGO will be supported by two professional teams, namely Project Capability and Strategy Section led by a new GE (D2) to be designated as Principal Assistant Secretary (Project Capability and Strategy) (PAS(PCS)), and Programme Management and Project Control Section under an existing Chief Engineer (CE) (D1) post (i.e. Chief Assistant Secretary (Works)1) to be internally redeployed from PCMO when it ceases operation on 1 April 2019. The revised and existing job descriptions of the CE are at Enclosures 4 and 5.

Encls. 4 & 5

Creation of a permanent GE (D2) post

25. We propose to create a new GE post (i.e. PAS(PCS)) in PSGO to lead a multi-disciplinary professional team to oversee several major long-term initiatives, including the establishment and management of the CoE, enhancement of project capabilities, steering and coordination of research and development efforts, as well as formulation and promotion of major strategies to enhance project cost-effectiveness, etc. In view of the extensive scope of work to be shouldered by

/H/PSGO

H/PSGO and considerable local and international collaboration work requiring high-level representation from PSGO, there is a genuine need for the GE to provide staunch support for H/PSGO to carry out relevant tasks. In the light of professional knowledge and expertise essentially required in assisting H/PSGO to take forward the related initiatives and supervising the multi-disciplinary team, we consider it necessary to pitch the PAS(PCS) post at GE (D2) level. Creation of a permanent GE (D2) post is therefore necessary. The proposed job description of the post is at

Encl. 6 Enclosure 6.

26. The GE will be responsible for overseeing the new Project Capability and Strategy Section which will mainly aim to enhance project governance and delivery capability, e.g. overseeing CoE and collaboration with international counterparts. The CE will be responsible for overseeing the new Programme Management and Project Control Section (renamed from the existing Programme Management Section) which will mainly oversee the delivery of CWP and carry out surveillance and control on the cost and programme of the projects.

Rationalisation of Responsibilities amongst Works Policies Divisions in DEVB(WB)

27. Upon establishment of PSGO, H/PSGO will take over from Deputy Secretary (Works) 1 (DS(W)1)¹¹ the task of monitoring at the deputy secretary level the implementation of CWP and reviewing and updating related procedures. This can create synergy during implementation of the relevant initiatives of strengthening cost management and uplifting performance of the projects under CWP. DS(W)1 will then be able to contribute more on his/her current heavy work portfolio. The revised and existing job descriptions of DS(W)1 are at Enclosures 7 and 8.

Encls. 7
& 8

ADDITIONAL NON-DIRECTORATE STAFF

28. PSGO will be a multi-disciplinary office for strengthening cost management and enhancing project performance. On top of the above proposed directorate posts and the existing seven permanent posts in PCMO which will be transferred to PSGO, we will create 12 additional non-directorate permanent posts¹² from professional and general grades to support PSGO's daily operations.

/ALTERNATIVES

¹¹ This post is ranked at Administrative Officer Staff Grade B1 (D4) level.

¹² These 12 additional permanent non-directorate posts will replace the existing six time-limited non-directorate posts in PCMO when it ceases operation on 1 April 2019.

ALTERNATIVES CONSIDERED

Encl. 9 29. We have looked into the feasibility of redeploying existing directorate officers of equivalent ranks within DEVB(WB) to undertake duties of the proposed H/PSGO and PAS(PCS). As shown at Enclosure 9, all the relevant directorate officers are already fully engaged in their respective work portfolios and it is operationally not possible for them to take up the tasks of PSGO without adversely affecting the discharge of their current duties.

FINANCIAL IMPLICATIONS

30. The proposed creation of two permanent posts of one PGE (D3) and one GE (D2) will bring about an additional notional annual salary cost at mid-point of \$4,710,600, as follows –

Post	Notional annual salary cost	
	at mid-point	No. of posts
	\$	
PGE (D3)	2,530,800	1
GE (D2)	2,179,800	1
Total	4,710,600	2

31. The additional full annual average staff cost, including salaries and staff on-cost, is around \$6,681,000.

32. The additional notional annual salary cost at mid-point for the 12 non-directorate posts is \$11,332,800 and the full annual average staff cost, including salaries and staff on-cost, is around \$16,581,000.

33. We have earmarked sufficient funding provision to meet the cost of the proposals.

PUBLIC CONSULTATION

34. We consulted the Legislative Council Panel on Development on 27 November 2018. Members generally supported the proposals and some Members expressed concern on the role of PSGO in cost surveillance and project governance of railway projects implemented under entrustment agreements with MTR Corporation Limited, minimising the risks of cost overrun of public works projects and cost management and control of major public works projects. We

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provided supplementary information outlining PSGO's proposed measures to exercise cost surveillance and project governance over railway projects and major public works and to minimise the risks of cost overrun to the Panel on 14 December 2018. Other information requested by Members such as details of CoE was also included in the reply.

BACKGROUND

35. We established PCMO under DEVB(WB) in June 2016 as a dedicated multi-disciplinary¹³ office up to 31 March 2019 to take forward various cost management initiatives for public works projects and promote cost management in the private construction sector.

36. As announced in the 2018 Policy Address, the Government plans to upgrade PCMO and expand its establishment and functions for implementing strategic initiatives and enhancing capabilities in cost surveillance and project governance. The Government has also planned to establish a CoE to equip officers with innovative minds and world-class leadership skills in the delivery of public works projects.

ESTABLISHMENT CHANGES

37. The establishment changes in DEVB(WB) for the past two years are as follows –

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
A	25 + (4) [#]	24 + (4)	24 + (4)	24 + (3)
B	106	99	96	93
C	136	131	127	124
Total	267 + (4)[#]	254 + (4)	247 + (4)	241 + (3)

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 were two unfilled directorate posts in DEVB(WB).

/CIVIL

¹³ PCMO comprises one GE (D2), one CE (D1) and seven professional officers from various disciplines of architect, engineer, quantity surveyor.

CIVIL SERVICE BUREAU COMMENTS

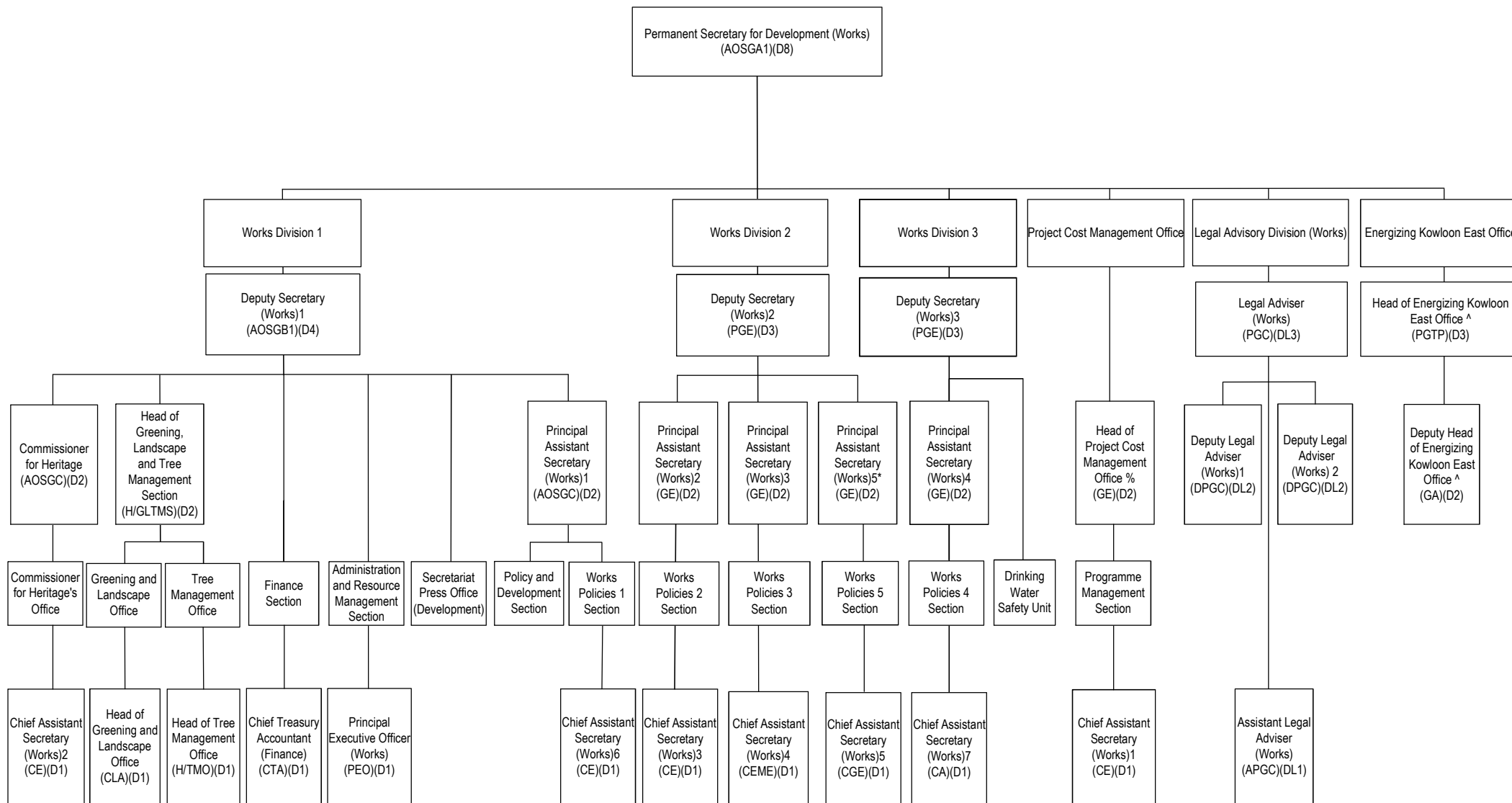
38. The Civil Service Bureau supports the proposed creation of two permanent posts of one PGE and one GE in the new PSGO. The grading and ranking of the proposed posts are considered appropriate having regard to the level and scope of responsibilities and the professional input required.

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

39. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the two permanent directorate posts is appropriate.

Development Bureau
January 2019

Existing Organisation Chart of the Works Branch of the Development Bureau



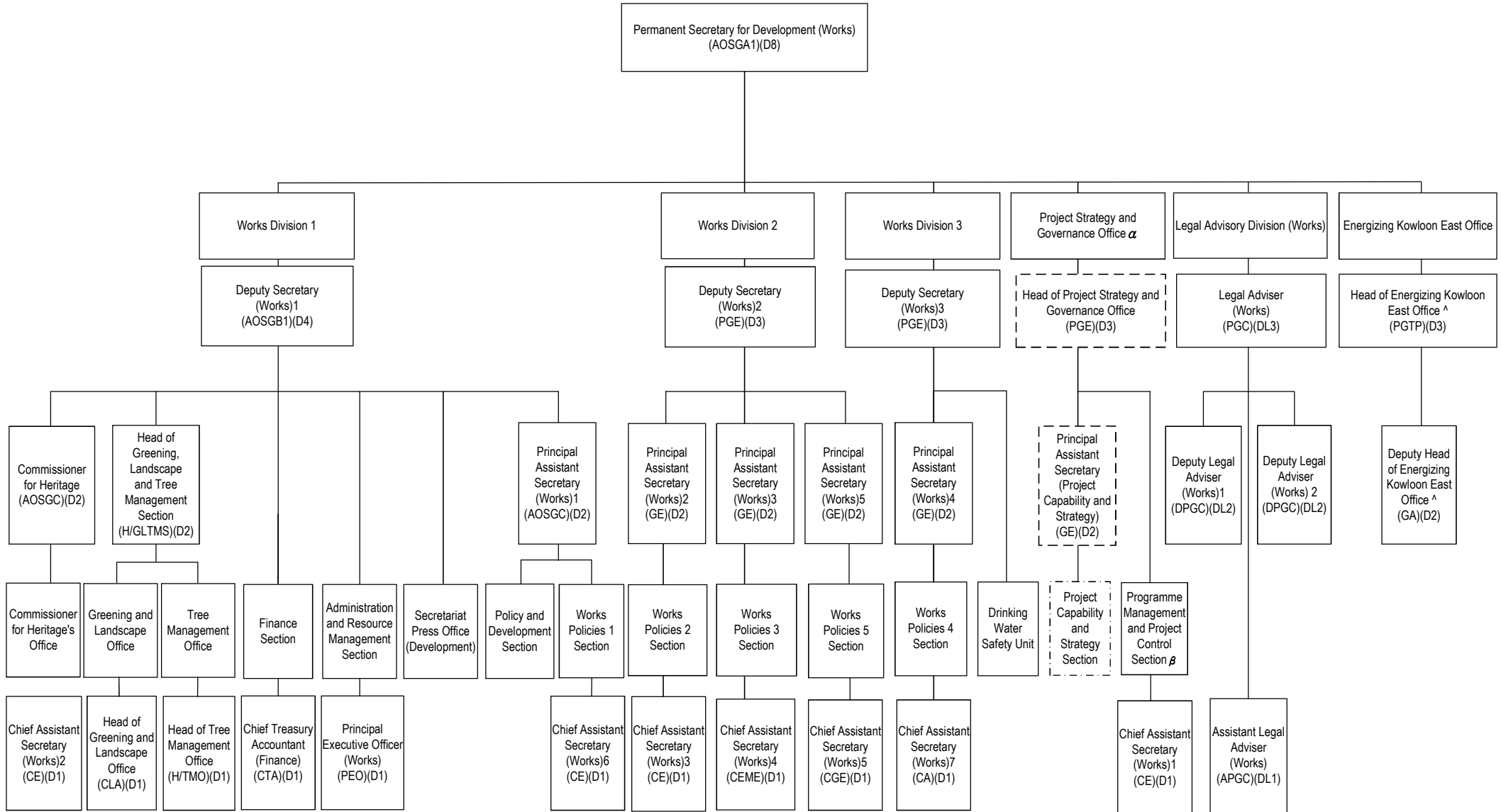
Legend

- AOSGA1 — Administrative Officer Staff Grade A1
- AOSGB1 — Administrative Officer Staff Grade B1
- AOSGC — Administrative Officer Staff Grade C
- APGC — Assistant Principal Government Counsel
- CA — Chief Architect
- CE — Chief Engineer
- CEME — Chief Electrical and Mechanical Engineer
- CGE — Chief Geotechnical Engineer
- CLA — Chief Landscape Architect

- CTA — Chief Treasury Accountant
- DPGC — Deputy Principal Government Counsel
- GA — Government Architect
- GE — Government Engineer
- H/GLTMS — Head of Greening, Landscape and Tree Management Section
- H/TMO — Head of Tree Management Office
- PEO — Principal Executive Officer
- PGC — Principal Government Counsel
- PGE — Principal Government Engineer
- PGTP — Principal Government Town Planner

- ^ Supernumerary posts created for Energizing Kowloon East Office from 1 July 2012 to 31 March 2022
- % Supernumerary post created for Project Cost Management Office from 28 June 2016 to 31 March 2019
- * Supernumerary post created for Works Policy 5 Section (formerly known as Land Supply Section) from 11 July 2014 to 31 March 2019. Finance Committee's approval was obtained on 2 November 2018 to convert the post to a permanent one with effect from 1 April 2019.

Proposed Organisation Chart of the Works Branch of the Development Bureau



Legend

- AOSGA1 — Administrative Officer Staff Grade A1
- AOSGB1 — Administrative Officer Staff Grade B1
- AOSGC — Administrative Officer Staff Grade C
- APGC — Assistant Principal Government Counsel
- CA — Chief Architect
- CE — Chief Engineer
- CEME — Chief Electrical and Mechanical Engineer
- CGE — Chief Geotechnical Engineer
- CIO — Chief Information Officer
- CLA — Chief Landscape Architect

- CTA — Chief Treasury Accountant
- DPGC — Deputy Principal Government Counsel
- GA — Government Architect
- GE — Government Engineer
- H/GLTMS — Head of Greening, Landscape and Tree Management Section
- H/TMO — Head of Tree Management Office
- PEO — Principal Executive Officer
- PGC — Principal Government Counsel
- PGE — Principal Government Engineer
- PGTP — Principal Government Town Planner

- ^ — Supernumerary posts created for Energizing Kowloon East Office from 1 July 2012 to 31 March 2022
- α — Proposed new office
- β — Renaming of the existing "Programme Management Section"
- ▭ (dashed border) — Proposed new post
- ▭ (dotted border) — Proposed new section

**Proposed Job Description of
Head of Project Strategy and Governance Office**

Rank : Principal Government Engineer (D3)

Responsible to : Permanent Secretary for Development (Works)

Main Duties and Responsibilities –

1. To formulate and promote strategies to strengthen project governance and delivery capability.
2. To formulate policies and oversee their implementation to uplift project performance.
3. To formulate policies and oversee their implementation to enhance project leadership capabilities in the delivery of capital works projects.
4. To formulate and promote strategies and measures, including review of standards and requirements, use of suitable project implementation strategies and streamlining project delivery process, etc. to enhance cost-effectiveness of capital works projects.
5. To collaborate with international counterparts and local stakeholders in strengthening cost management and uplifting project performance.
6. To formulate policies and oversee implementation of cost management measures for capital works projects.
7. To oversee the implementation of the Capital Works Programme (CWP) by reviewing and updating procedures and practices; as well as monitoring the overall spending on the projects under the CWP.
8. To advise on programme and cost management issues for the CWP.
9. To oversee the work of the Project Capability and Strategy Section and the Programme Management and Project Control Section.

**Revised Job Description of
Chief Assistant Secretary for Development (Works) 1**

Rank : Chief Engineer (D1)

Responsible to : Head of Project Strategy and Governance Office

Main Duties and Responsibilities –

1. To monitor the delivery of the Capital Works Programme (CWP).
2. To monitor progress and expenditure of capital works projects under the CWP.
3. To review public works procedures and practices to ensure the meeting of changing needs.
4. To monitor and vet Public Works Subcommittee (PWSC) papers and attend to PWSC matters.
5. To attend to job creation issues arising from public works.
6. In conjunction with the Financial Services and the Treasury Bureau, to vet submissions related to the Capital Works Resource Allocation Exercise and the Capital Works Reserve Fund Revised Estimates and Draft Estimates.
7. To oversee the promotion of cost control and cost reduction measures in capital works projects.
8. To assist in vetting the technical feasibility of proposed capital works projects.
9. To undertake project surveillance to monitor progress and expenditure of capital works projects.

**Existing Job Description of
Chief Assistant Secretary for Development (Works) 1**

Rank : Chief Engineer (D1)

Responsible to : Head of Project Cost Management Office

Main Duties and Responsibilities –

1. To monitor the delivery of the Capital Works Programme (CWP).
2. To monitor progress and expenditure of capital works projects under the CWP.
3. To review public works procedures and practices to ensure the meeting of changing needs.
4. To monitor and vet Public Works Subcommittee (PWSC) papers and attend to PWSC matters.
5. To attend to job creation issues arising from public works.
6. In conjunction with the Financial Services and the Treasury Bureau, to vet submissions related to the Capital Works Resource Allocation Exercise and the Capital Works Reserve Fund Revised Estimates and Draft Estimates.
7. To oversee the promotion of cost control and cost reduction measures in capital works projects.
8. To assist in vetting the technical feasibility of proposed capital works projects.

**Proposed Job Description of
Principal Assistant Secretary (Project Capability and Strategy)**

Rank : Government Engineer (D2)

Responsible to : Head of Project Strategy and Governance Office

Main Duties and Responsibilities –

1. To assist in formulating strategies and implementing measures to strengthen project governance and delivery capability.
2. To oversee the Centre of Excellence for Major Project Leaders in providing high-level training on contemporary leadership skills in the delivery of capital works projects.
3. To assist in formulating policies and implementing initiatives to uplift project performance in the fronts of project delivery and programme management.
4. To provide support for collaboration with international counterparts and local stakeholders in strengthening cost management and uplifting project performance.
5. To assist in formulating and promoting strategies and measures including review of standards and requirements, use of suitable project implementation strategies and streamlining project delivery process, etc. to enhance cost-effectiveness of capital works projects.
6. To assist in co-ordinating and overseeing research and development efforts to enhance cost-effectiveness in capital works projects.
7. To assist in formulating cost management measures for capital works projects.
8. To provide cross-bureau and high level technical support in respect of project cost estimation and budget control issues of capital works projects.
9. To promote cost management in private building sector.

**Revised Job Description of
Deputy Secretary (Works) 1**

Rank : Administrative Officer Staff Grade B1 (D4)

Responsible to : Permanent Secretary for Development (Works) (PS(W))

Main Duties and Responsibilities –

1. To oversee the formulation of policies and strategies on heritage conservation, oversee the work of the Commissioner for Heritage's Office as well as provide policy guidance to the Antiquities and Monuments Office.
2. To oversee the formulation of policies and strategies on greening, landscape and tree management and co-ordinate their implementation across government departments.
3. To oversee the provision of support to and liaison with the statutory Construction Industry Council.
4. To oversee the implementation of the Construction Innovation and Technology Fund.
5. To assist in the formulation of policies and initiatives on matters relating to construction manpower development.
6. To oversee branch administration, resource planning, media relations and publicity matters as well as financial management of bureau resources.
7. To monitor the overall financial management, manpower and public relations matters of the Works Group of Departments.
8. To oversee the implementation of the construction workers registration system in conjunction with the Construction Workers Registration Authority.
9. To assist the PS(W) to housekeep the Architectural Services Department.
10. To assist the PS(W) to manage the Landscape Architect Grade.

**Existing Job Description of
Deputy Secretary (Works) 1**

Rank : Administrative Officer Staff Grade B1 (D4)

Responsible to : Permanent Secretary for Development (Works) (PS(W))

Main Duties and Responsibilities –

1. To oversee the formulation of policies and strategies on heritage conservation, oversee the work of the Commissioner for Heritage's Office as well as provide policy guidance to the Antiquities and Monuments Office.
2. To assist in overseeing the implementation of the Public Works Programme by reviewing and updating procedures and practices; as well as monitoring the overall spending on public works projects.
3. To oversee the formulation of policies and strategies on greening, landscape and tree management and co-ordinate their implementation across government departments.
4. To oversee the provision of support to and liaison with the statutory Construction Industry Council.
5. To assist in the formulation of policies and initiatives on matters relating to construction manpower development.
6. To oversee branch administration, resource planning, media relations and publicity matters as well as financial management of bureau resources.
7. To monitor the overall financial management, manpower and public relations matters of the Works Group of Departments.
8. To oversee the implementation of the construction workers registration system in conjunction with the Construction Workers Registration Authority.
9. To assist the PS(W) to housekeep the Architectural Services Department.
10. To assist the PS(W) to manage the Landscape Architect Grade.

**Schedule of Responsibilities for Existing D4, D3 and D2 Officers
of Works Branch, Development Bureau (DEVB(WB))
other than the Legal Advisory Division (Works) and
the Project Cost Management Office**

The existing D4, D3 and D2 officers in DEVB(WB) are fully engaged in their respective duties –

**Deputy Secretary for Development (Works) 1 (DS(W)1) ranked at
Administrative Officer Staff Grade B1 (D4)**

2. DS(W)1, who is assisted by Commissioner for Heritage (C for H), Principal Assistant Secretary (Works) 1 (PAS(W)1) and Head of Greening, Landscape and Tree Management (H/GLTMS), is fully engaged in the following responsibilities: dealing with policy matters on heritage conservation and related projects; formulating and implementing strategies for greening, landscape and tree management; handling matters on construction manpower development, including the construction workers registration, training and development of construction professionals, supervisors, technicians and workers. With the launch of the Construction Innovation and Technology Fund in October 2018, DS(W)1 also manages the Fund and oversees its implementation.

3. The current task of monitoring the implementation of Capital Works Programme at the deputy secretary level and reviewing and updating related procedures will be taken up by Head of Project Strategy and Governance Office upon establishment of Project Strategy and Governance Office (PSGO).

DS(W)2 ranked at Principal Government Engineer (PGE) (D3)

4. DS(W)2, who is assisted by Principal Assistant Secretary (Works) 2 (PAS(W)2), PAS(W)3 and PAS(W)5, is charged with the following areas of work: implementation of major infrastructural projects; increasing land supply; enhancement of productivity in construction industry; construction innovation and technologies; water supply; construction safety and environment; construction standards and materials; green procurement, disposal of marine mud as well as disposal of construction and demolition materials in public works; smart city and climate changes initiatives in public works projects; slope safety; flood prevention; pier improvement and construction industry security of payment. He/she also

/assists

assists the Permanent Secretary for Development (Works) (PS(W)) to housekeep the Water Supplies Department, the Drainage Services Department and the Civil Engineering and Development Department. There is no change in duties of DS(W)2 resulting from the establishment of PSGO.

DS(W)3 ranked at PGE (D3)

5. DS(W)3, who is assisted by PAS(W)4, is charged with the following areas of work: drinking water safety and standards; procurement strategy regarding construction and consultancy services; formulation of policies on management of public works contractors and consultants; lift and escalator safety; and promotion of local professional services relating to construction and engineering outside Hong Kong. He/she also assists the PS(W) in directing, co-ordinating and determining the need for supporting services to the Works Group of Departments and assumes housekeeping responsibilities in respect of the Electrical and Mechanical Services Department. There is no change in duties of DS(W)3 resulting from the establishment of PSGO.

Head of Energizing Kowloon East Office (H/EKEO) ranked at Principal Government Town Planner (D3)

6. H/EKEO, who is assisted by Deputy Head of Energizing Kowloon East Office (DH/EKEO), is responsible for advocating and overseeing implementation of the Conceptual Master Plan of Kowloon East, strategic refinements of the Outline Zoning Plans covering Kowloon East and the San Po Kong Business Area, and the development and transformation of Kowloon East into another core business district (CBD2). He/she spearheads the co-ordination of inter-bureau and inter-departmental efforts on land development proposals from the private sector including facilitation services and provision of preliminary assessments on the merits or otherwise of individual proposals in consultation with the relevant bureaux and departments (b/ds). He/she also assumes the overall co-ordination and monitoring role in the project management, design direction and co-ordination related to infrastructural development in the Kwun Tong, Kowloon Bay and San Pong Kong Business Areas as well as in the strategic issues pertaining to Kai Tak Development. He/she is also responsible for formulating strategies and undertaking studies to release the potential of government land, enhance walkability, improve the environment, and explore the feasibility of Smart City development, championing a comprehensive public relations and public engagement strategy for new initiatives and projects, and co-ordinating responses to demands and aspirations from stakeholders and the public. There is no change in duties of H/EKEO resulting from the establishment of PSGO.

C for H ranked at Administrative Officer Staff Grade C (AOSGC) (D2)

7. C for H assists DS(W)1 in the implementation and monitoring of policies on heritage conservation, and in devising and taking forward initiatives on the subject, including initiatives under the Built Heritage Conservation Fund, which comprise the Revitalising Historic Buildings Through Partnership Scheme, Financial Assistance for Maintenance Scheme, and funding schemes for public education, community involvement, publicity activities and academic research. C for H is responsible for implementing the heritage impact assessment mechanism for new capital works projects, devising economic incentives for the conservation of privately-owned historic buildings, and taking forward heritage conservation and revitalisation projects. He/she also serves as the focal point of contact on heritage conservation matters both locally and overseas, and spearheads the engagement of stakeholders and the public in the implementation of heritage conservation initiatives and liaises with organisations concerned on related matters. In addition, he/she provides policy guidance to the Antiquities and Monuments Office. Moreover, he/she is responsible for conducting research on policies, legislation and practices on heritage conservation both locally and overseas, and overseeing the handling of enquiries, complaints and suggestions from the public and media on heritage conservation matters. There is no change in duties of C for H resulting from the establishment of PSGO.

Head of Greening, Landscape and Tree Management Section (H/GLTMS) (D2)

8. H/GLTMS assists DS(W)1 in formulating policies and strategies on greening, landscape and tree management to ensure seamless integration from landscape design and planting in the upstream to vegetation maintenance in the downstream, overseeing the work of the Greening and Landscape Office and the Tree Management Office, overseeing the co-ordination of greening, landscape and tree management matters and setting up protocol of liaison with relevant b/ds, and to deal with cross-bureau and cross-departmental issues, serving as the focal point of contact on greening, landscape and tree management matters both locally and overseas, overseeing manpower development, community involvement and public education programmes, and handling of enquiries, complaints and suggestions from the public and media on greening, landscape and tree management matters. There is no change in duties of H/GLTMS resulting from the establishment of PSGO.

PAS(W)1 ranked at AOSGC (D2)

9. PAS(W)1 assists DS(W)1 in providing policy guidance to the statutory Construction Industry Council (CIC) and to act as the focal point of liaison between the Government and CIC. He/she is also responsible for

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monitoring overall construction manpower situation, devising construction manpower policies, providing policy support to the establishment of the Hong Kong Institute of Construction, overseeing the implementation of enhancements to the Supplementary Labour Scheme in respect of applications from public sector projects, providing steer on matters under the Construction Workers Registration Ordinance, and supporting the development of the Zero Carbon Building. PAS(W)1 also assists in the administration of the Construction Innovation and Technology Fund, which was launched in October 2018. There is no change in duties of PAS(W)1 resulting from the establishment of PSGO.

PAS(W)2 ranked at Government Engineer (GE) (D2)

10. PAS(W)2 assists DS(W)2 in providing high-level technical input and co-ordinating with works departments in the implementation of major public works infrastructure projects so as to ensure that the best possible support is provided to various client bureaux. The major public works infrastructure projects include Kai Tak Development, Liantang/Heung Yuen Wai Boundary Control Point, the New Territories Cycle Track Network and Pier Improvement Programme. He/she is responsible for taking forward the initiative of enhancing land supply through nearshore reclamation, rock cavern development and underground space development in urban areas, which include steering the planning and engineering studies of nearshore reclamation at Lung Kwu Tan and Ma Liu Shui, and implementation of various cavern/underground space development projects such as relocation of Sha Tin Sewage Treatment Works to caverns. He/she is also responsible for policy issues related to control of slope safety for both man-made and natural terrains. In addition, he/she co-ordinates technical input on works aspects of planning and development issues, such as studies related to the development of the Lok Ma Chau Loop, North East New Territories New Development Areas (NDAs), Hung Shui Kiu NDA, etc. Also, he/she assists DS(W)2 in housekeeping the Civil Engineering and Development Department, and provides support to PS(W) in handling matters related to the issues of the board/committee meetings of the MTR Corporation Limited, the West Kowloon Cultural District Authority, Ocean Park Corporation and Hong Kong International Theme Parks Limited. There is no change in duties of PAS(W)2 resulting from the establishment of PSGO.

PAS(W)3 ranked at GE (D2)

11. PAS(W)3 is responsible for the policy issues related to innovation and technologies in construction industry including adoption of new technologies such as Building Information Modelling, and research and development with a view to enhancing productivity. Also, in the holistic legislative review on Waterworks Ordinance and its Regulations, he/she provides high-level steer for the proposed amendment bill and, when necessary introducing new legislation for new

water sources including reclaiming water, recycling grey water and harvesting rainwater plus implementing desalination. He/she also assists DS(W)2 in housekeeping the Water Supplies Department and provides policy input and steer on total water management strategy, reliable supply of water including securing supply from Dongjiang and exploring alternative water sources such as seawater desalination as well as the delivery of infrastructural projects for enhancing water supplies. He/she is also responsible for policy issues related to the regulatory control of water-cooled air-conditioning systems for the prevention of Legionnaires Disease as well as the policy input to security of payment and wage payment, including introduction of legislation. There is no change in duties of PAS(W)3 resulting from the establishment of PSGO.

PAS(W)4 ranked at GE (D2)

12. PAS(W)4 assists DS(W)3 in formulating and implementing policies on procurement of construction and consultancy services as well as management of contractors and consultants including administration of DEVB(WB)'s approved lists of public works contractors/suppliers and their performance monitoring. He/she represents DEVB(WB) in various trade consultations regarding the construction sector including Mainland/Hong Kong Closer Economic Partnership Arrangement (CEPA) consultations, World Trade Organization/Government Procurement Agreement consultations and other free trade agreement negotiations. He/she is also responsible for promoting local construction-related professional services outside Hong Kong including working with stakeholders to seek more liberalisation measures under CEPA, and providing support to other bureaux on various platforms such as the Hong Kong/Guangdong Co-operation Joint Conference and other Mainland/Hong Kong co-operation initiatives. In addition, he/she provides support for carrying out a strategic review of the Hong Kong's procurement and contract administration systems so as to enhance competition, productivity, innovation and creativity leading to the cost-effective delivery of quality infrastructure. Furthermore, he/she assists DS(W)3 in housekeeping the Electrical and Mechanical Services Department, including formulating policies related to lift and escalator safety. There is no change in duties of PAS(W)4 resulting from the establishment of PSGO.

PAS(W)5 ranked at GE (D2)

13. PAS(W)5 assists DS(W)2 in providing policy steer and input for taking forward various projects and initiatives of Lantau development and conservation as set out in the Sustainable Lantau Blueprint. In particular, he/she provides high-level technical input to steer the strategic studies for artificial islands in the central waters between Hong Kong Island and Lantau Island including

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development of the proposed East Lantau Metropolis, implementation of topside development on the Hong Kong Boundary Crossing Facilities Island of the Hong Kong-Zhuhai-Macao Bridge, Sunny Bay and Siu Ho Wan reclamations. He/she also provides secretariat support to the Lantau Development Advisory Committee chaired by the Secretary for Development. In addition, he/she supports the land supply initiatives through reviewing and formulating works policies with a view to expediting land supply, overseeing the provision of infrastructure support to various land supply initiatives and proposals and providing high level technical input to co-ordinate and oversee the implementation of the associated works projects. He/she also provides support to PS(W) and DS(W)2 in handling technical matters related to the Steering Committee on Land Supply, Task Force on Land Supply, Land Supply Tracking Subcommittee, Committee on Planning and Land Development and Strategic Planning Committee of the Hong Kong Housing Authority. Furthermore, he/she also assists DS(W)2 in housekeeping of the Drainage Services Department including policy input and steer on the flood prevention strategy as well as the delivery of infrastructural projects for enhancing flood prevention and providing policy input to construction safety, construction standards, environmental management and green procurement including promoting the use of green construction materials. There is no change in duties of PAS(W)5 resulting from the establishment of PSGO.

DH/EKEO ranked at Government Architect (D2)

14. DH/EKEO assists H/EKEO in overseeing tasks related to the conceptual master plan of Kowloon East and exploring different strategies to expedite the development and transformation of Kowloon East into CBD2. He/she is responsible for co-ordinating and monitoring planning and engineering studies, public works projects, urban design and development of the master greening plan. He/she conducts research and feasibility studies to release the potential of government land, improve walkability, enhance the environment and explore the feasibility of Smart City development in Kowloon East and the San Po Kong Business Area. He/she also provides professional advice to development proposals, co-ordinates and liaises with the relevant b/ds, advises on the feasibility, budgeting, programming, public consultation strategy, design and implementation of public works projects, and facilitates place making events that are conducive to the urban regeneration of Kowloon East and the San Po Kong Business Area. There is no change in duties of DH/EKEO resulting from the establishment of PSGO.
