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By email

11 March 2019

Miss Sharon Lo
Clerk to the Establishment Subcommittee
Legislative Council
Legislative Council Complex
1 Legislative Council Road
Central, Hong Kong

Dear Miss Lo,

Establishment Subcommittee
Follow-up to the meeting held on 22 February 2019

Thank you for your letter dated 25 February 2019 requesting supplementary information in relation to the proposal to retain one supernumerary post of Principal Government Engineer and one supernumerary post of Administrative Officer Staff Grade C in the Home Affairs Bureau, and one supernumerary post of Chief Engineer in the Civil Engineering and Development Department (EC(2018-19)24).

Our reply is set out at **Annex** for Members' reference.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Eric Cheng'.

(Eric Cheng)
for Secretary for Home Affairs

c.c. Secretary for Financial Services and the Treasury
(Attn: Deputy Secretary for Financial Services and the Treasury)1)

**Legislative Council
Establishment Subcommittee**

Follow-up to the meeting on 22 February 2019

**Supplementary Information on the proposed retention of three supernumerary posts of one Principal Government Engineer (D3) and one Administrative Officer Staff Grade C (D2) in the Home Affairs Bureau, and one Chief Engineer (D1) in the Civil Engineering and Development Department in relation to the West Kowloon Cultural District project
EC(2018-19)24**

- (a) Details of the electronic document platform of the West Kowloon Cultural District Authority (WKCDA) for managing works-related documents of the West Kowloon Cultural District (WKCD) project, including documents types and details, particularly statutory submissions required by Architectural Services Department and Buildings Department**

The electronic document platform adopted by WKCDA is a comprehensive and secure project information management system. The systems handles a multitude of items, including contracts documents, drawings, Building Information Models (BIM), CAD files, progress and testing reports, inspection records, works programme, statutory submissions (including submissions to Buildings Department) and approval records.

- (b) Examples illustrating the effectiveness of the work of the supernumerary posts proposed for extension including identification and resolution of issues in supervision of relevant works**

(1) Integrated Basement Project

The Project Manager (Home Affairs Bureau) (PM(HAB)), in close liaison with Civil Engineering and Development Department (CEDD) and WKCDA, formulated the overall development strategy of the integrated basement (IB),

taking into account the land availability and phased implementation of arts and cultural facilities in WKCD. PM(HAB) provided policy support to the development strategy, sought funding and provided coordination for taking forward the implementation with support of government bureaux/departments (b/ds) and WKCDA. With reference to government projects of similar nature, PM(HAB) and CEDD shared practices and experiences with WKCDA to optimise the development proposal in terms of budget and programme and achieve the development schedule for Zone 2 of IB.

In view of close proximity between the Airport Express Tunnel (AET) and construction works in Zone 3 especially the protection works for AET, Chief Engineer/South 2 (CE/S2) and his team took the lead to explore with WKCDA and the relevant stakeholders and managed to install an Automatic Deformation Monitoring System (ADMS) in the AET, enabling a round-the-clock real time settlement monitoring during the course of construction to ensure safe operation of the railway facilities. The construction of the basement structure in Zone 3A and the foundation works in Zone 3B were substantially completed and the final settlements were within the acceptable limits. The ADMS is still being used as an effective means of settlement monitoring for the ongoing construction works in Zone 3B.

(2) Opening of Xiqu Centre

The issue of the occupation permit of Xiqu Centre was contingent upon completion of the related supporting Public Infrastructure Works (PIW). During construction, WKCDA had encountered great difficulties which were mainly due to complex interface problems with nearby construction projects and congested underground utilities and services. CE/S2 and his team liaised closely with all the relevant stakeholders, and co-ordinated discussion through various meetings/site inspections. Appropriate measures were formulated and implemented to resolve the problems in an efficient manner to tie in with the opening of the Xiqu Centre: for example, design refinement of PIW, underground utilities and services, and formulation of an agreeable construction programme for works to be carried out by the respective parties.

In addition, PM(HAB) and her team took an active role in assisting WKCDA to resolve various critical issues with departments in obtaining the occupation permit and applying for relevant permits/licenses to meet the planned opening

schedule of Xiqu Centre. With the support of Architectural Services Department (ArchSD), PM(HAB) pushed forward the provision of a temporary forecourt to enhance the environment of Xiqu Centre. PM(HAB) co-ordinated with different departments and the MTR Corporation Limited to enhance the traffic arrangement and signages in the vicinity of Xiqu Centre to facilitate its opening.

(3) PIW for Art Park

To tie in with the phased commissioning of the various facilities of the Art Park including Freespace, the relevant utilities systems have to be carefully planned and designed. CE/S2 and his team has closely worked with WKCDA, government departments and stakeholders to resolve complex interface and programming issues so that each of the utilities systems could be commissioned and operated independently in phases to suit the phased commissioning of Art Park. Again, PM(HAB) and her team are assisting WKCDA in resolving various critical issues in obtaining the statutory permits to meet the planned opening schedule of the Freespace.

(4) Relocation of supporting operational facilities of Tsim Sha Tsui Fire Station Complex, Fire Services Club and other Fire Services accommodations

PM(HAB), in collaboration with Security Bureau, Development Bureau, Fire Services Department, ArchSD, Housing Authority, Transport Department and other departments, developed the relocation phasing plan to facilitate the formation of the important eastern gateway to WKCD. PM(HAB) also takes lead in the funding application process. The relocation of the supporting operational facilities is scheduled to commence in Q3 2019, subject to LegCo's approval.

(5) Institutional development

It is necessary to keep WKCDA's institutional set-up (including the necessary governance structure, manpower plans, policies and procedures) updated in light of the scale, complexity and progress of the WKCD project.

PM(HAB) provided advice to WKCDA in developing procurement guidelines which cover basic principles and procedures, as well as the allocation of levels of responsibility for approvals and of financial authority levels in the

procurement process. The objective is to ensure that the building projects procured are fit-for-purpose and best value for money. The guidelines also apply to the delivery of those PIW projects and integrated basement that are entrusted to WKCDA.

After the approval of the enhanced financial arrangement for WKCD, PM(HAB) and PAS(WKCD) recognised that the development of HOR sites will require specialised procurement models which would go beyond the scope of existing procurement guidelines, and suggested WKCDA to put in place dedicated guidelines before the tender of build-operate-transfer (BOT) contract for the Art, Commerce and Exhibitions Project. PM(HAB) and PAS(WKCD) provided advice to WKCDA for formulating the Procurement Guidelines of Public-Private Partnership Projects. The aim is to ensure that a fair and proper mechanism is in place for WKCDA to select private sector partners through open and competitive tendering for the development of HOR sites. This will also help ensure that the WKCDA will not shoulder unduly development risks (including construction, financing and marketing risks) of the development packages.

To prepare for progression into the operational phase, WKCDA has been speeding up its development of institutional software in recent years, and PAS(WKCD) actively contributed advices for references to WKCDA in the process. In the enactment of the West Kowloon Cultural District (Public Open Spaces) Bylaw, PAS(WKCD) provided drafting advices to WKCDA to ensure compliance with proper legislation format and facilitate achievement of WKCDA's objective of managing the open spaces in WKCD with a light hand and providing a welcoming environment for the pursuit of a wide range of cultural and leisure activities. For achieving greater financial sustainability, WKCDA has been developing a fundraising policy, and in this connection PAS(WKCD) has tendered detailed advices with reference to best practices in other statutory bodies and recommended by ICAC. In preparing for the opening of performing art venues, PAS(WKCD) provided local benchmarks to inform WKCDA's formulation of principles and mechanism of its venue hiring policy.

(c) Roles and division of responsibilities of HAB/CEDD/BD in monitoring and facilitating the implementation of the development of WKCD

Entrusted PIW and IB works

For monitoring the implementation of government funded projects, 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 WKCD, 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 ArchSD, Drainage Services Department, etc.

CEDD is responsible for overseeing the overall administration, planning, design, construction supervision of work packages, budgetary control, commissioning and project finalisation of IB and most of PIW projects.

Given the high degree of integration and programme interdependence with WKCD's facilities and topside developments leading to complex project interface issues, CEDD has entrusted in stages the design, site investigation and construction of IB project and some of PIW projects to WKCD. CE/S2 and his team are responsible for the monitoring and scrutiny of the delivery of the entrusted works in accordance with the entrustment agreement between WKCD and CEDD.

To resolve the complex project interface matters in respect of the design, construction, management, operation and maintenance of the various types of facilities, CE/S2 and his team are also responsible for the co-ordination and liaison with WKCD and government b/ds. Other main duties of CE/S2 and his dedicated team include planning and conducting public consultation as well as gazetting; to seek funding approvals; to procure and steer other consultancy services and construction works; and to provide professional advice and support to HAB, so as to ensure the timely delivery of IB and PIW projects.

WKCD arts and cultural facilities

The Home Affairs Bureau (HAB) exercises policy oversight on WKCD. PM(HAB) plays a leading role in co-ordinating views from government b/ds, WKCD 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.

PM(HAB) discharges her duties through regular and ad-hoc meetings with the management of WKCDA and attends as a representative of HAB at meetings of the Development Committee to monitor the progress and project cost of various WKCD projects. PM(HAB) notifies WKCDA for issues observed, monitors WKCDA's compliance with the development strategy and relevant guidelines, as well as advises on practical measures to resolve the issues.

Apart from the supervision and monitoring by WKCDA, CEDD and HAB, Buildings Department (BD) will control the planning, design and construction of buildings and the corresponding building works on private land in Hong Kong (i.e. including the WKCD) under the Buildings Ordinance and its allied legislations. BD will check plans via a centralised processing system by collating comments from relevant government departments to ensure that all statutory standards, safety and other requirements can be followed. Site monitoring for building works in progress will be conducted and upon completion of the building works, on site sample audit checks as well as examination of the relevant certificates and test reports submitted will also be performed to ensure that the building concerned is in compliance with requirements of the Building Ordinance and its allied legislations before issuing an occupation permit.

(d) Workflow of the supernumerary posts proposed for retention in overseeing the WKCD project (including cost and quality control)

PM(HAB)

PM(HAB) is responsible for monitoring and housekeeping the progress and expenditure of the arts and cultural facilities funded by the upfront endowment to WKCDA at different stages. In the planning and design stage, PM(HAB) works closely with WKCDA to help ensure that the WKCDA, in determining the project scope and details such as the budget and delivery programme, strikes a proper balance between the aspiration and demand of the stakeholders for world-class facilities on the one hand, and on the other hand, relevant considerations such as fitness for purpose design and value for money. At the

same time, PM(HAB) will take the lead to co-ordinate with government b/ds and initiate necessary PIW to support the WKCD facilities and to meet the delivery programme of WKCD as a whole.

During implementation stage, PM(HAB) will share practices and experiences in the construction industry with WKCDA for reference and benchmarking. In appropriate projects, PM(HAB) will encourage WKCDA to conduct value engineering exercise for cost containment. In attending Development Committee meetings and other ad-hoc meetings, PM(HAB) will monitor the programme, cost of the projects under construction and safety issues. Also, PM(HAB) will facilitate effective liaison and co-ordination among WKCDA and different government b/ds to resolve interfacing issues in the projects.

HAB will also 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 of the HOR developments taking into account the phased implementation programme of IB and PIW projects. Through contributing to the development of the public-private partnership guidelines and implementation framework with WKCDA, PM(HAB) will help ensure that a fair and proper mechanism is in place for WKCDA to select private sector partners through open and competitive tendering for the development of HOR sites.

CE/S2

CEDD has established a system to monitor and scrutinise the delivery of the entrusted works by WKCDA in which CE/S2 has been actively participating. A Liaison Committee has been set up between CEDD and WKCDA with meetings generally convened on a monthly basis to monitor the programme, progress and financial status and to discuss key issues in relation to the entrusted works at high management level. In addition, CEDD and WKCDA meet regularly on a bi-weekly basis focusing to discuss and resolve technical, financial and interface problems.

Apart from the day to day communication with WKCDA, public utilities companies, relevant government b/ds and many other stakeholders, CE/S2 and his team have attended the monthly progress meetings with WKCDA and their consultants and contractors for each of the major relevant consultancies and works contracts in order to monitor and scrutinise the implementation of the

entrusted works in various aspects, including programme, progress, financial matters, site safety, quality and contractual matters.

CE/S2 and his team have also carried out site inspections such as surprise checks, witnessing site tests and crucial construction activities, and spot check on compliance with contract requirements. In addition, CE/S2 and his team have reviewed monthly reports and financial statements submitted by WKCDA in accordance with the entrustment agreement.

Home Affairs Bureau
Civil Engineering and Development Department
March 2019