

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 25 – ARCHITECTURAL SERVICES DEPARTMENT Subhead 000 Operational expenses

Members are invited to recommend to Finance Committee the creation of the following supernumerary post in the Architectural Services Department with immediate effect upon approval of the Finance Committee up to 31 March 2027 –

1 Government Architect
(D2) (\$179,350 - \$196,050)

PROBLEM

The Architectural Services Department (ArchSD) needs dedicated staffing support at the directorate level to provide the overall steer and supervise the implementation of the healthcare projects under the First Ten-year Hospital Development Plan (First HDP).

PROPOSAL

2. We propose to create one supernumerary Government Architect (GA) (D2) post, to be designated as Project Director 4 (PD4), for about seven years up to 31 March 2027, to lead the newly established Project Management Branch 4 (PMB4) in ArchSD in steering and overseeing strategically the delivery of the First HDP projects among other things.

/JUSTIFICATION

JUSTIFICATION

Ten-year Hospital Development Plan

3. Public healthcare services in Hong Kong are facing the challenge of an ageing population and increasing prevalence of chronic and complex diseases. In the 2016 Policy Address, the Government announced that \$200 billion would be set aside for the Hospital Authority (HA) to implement the First HDP. The First HDP covers the redevelopment and expansion of 11 hospitals, and the construction of a new acute hospital, three community health centres and one supporting services centre. Upon completion of all the projects under the First HDP, there will be more than 6 000 additional bed spaces, 94 additional operating theatres and increased capacity of specialist outpatient clinics and general outpatient clinics.

4. To date, the Government has upgraded four hospital projects in full and seven hospital projects in part under the First HDP to Category A, with a total approved commitment of \$47.7 billion. We are seeking funding for another lot of four projects (one hospital project in full, another hospital project in part; one community health centre; and one supporting services centre) estimated to cost \$22.4 billion under the First HDP. Upon approval, the total commitment approved would reach 35% of the \$200 billion. The tight delivery programme and the significant scale of these projects have exerted tremendous pressure on ArchSD for the timely provision of quality project management services to ensure smooth implementation.

5. In addition to the continuous efforts for monitoring and supervising the ongoing hospital capital works projects under the First HDP, dedicated manpower is required to provide project management services for the remaining projects under the First HDP with a total project cost of about \$130 billion in the coming seven to eight years subject to the prevailing situation and progress of the preparatory works.

6. In the 2018 Policy Address, it was announced that in parallel with the implementation of projects under the First HDP, the Government had invited the HA to commence planning for the Second Ten-year Hospital Development Plan (Second HDP), covering a total of 19 projects involving about \$270 billion. Upon completion of the Second HDP, there would be over 9 000 additional beds and other additional hospital facilities that would largely meet the projected service demand up to 2036. To ensure the smooth implementation of the First HDP until its completion and to take forward the initial planning of the Second HDP, it is imperative to establish a dedicated PMB4 under the steer of a supernumerary GA post (D2), to be designated as PD4, from 2020-21 onwards.

/Need

Need for creation of the supernumerary GA post in ArchSD

7. The project management services for facility development under ArchSD are mainly provided by the three project management branches, namely Project Management Branch 1 (PMB1), Project Management Branch 2 (PMB2) and Project Management Branch 3 (PMB3). Each PMB is headed by a GA (D2), designated as Project Director (PD), and supported by project teams comprising staff from various professional and technical disciplines responsible for the design and construction of government buildings and related facilities. Currently, the project management services for the delivery of Schedule 1^{Note} hospitals and other new healthcare facilities are mainly provided by PMB2. In addition to healthcare projects, PMB2 is also responsible for project management services of other government facilities such as specialist buildings for disciplinary services (e.g. fire stations, ambulance depots and correctional institutions), departmental quarters and other special projects (e.g. boundary control points, residential care homes for the elderly and supporting facilities for the Three-runway System).

8. One supernumerary Chief Quantity Surveyor (D1) post was created in 2018 and 22 non-directorate posts were created by phases during the period from 2016-17 to 2019-20 for implementation of the First HDP. Notwithstanding this, the existing PD of PMB2 has been overstretched to cope with the additional workload generated by the new hospital projects under the First HDP since 2016. With the sharp increase in the portfolio of healthcare facilities and other large-scale special projects arising from the new development in Kwu Tong North and Fanling North, Tung Chung East Extension, as well as the Anderson Road Quarry in recent years, PMB2 can no longer effectively oversee the large number of important projects concurrently. It becomes imperative and crucial to establish a new project management branch (PMB4), to be headed by a dedicated directorate officer, with leadership and professional capabilities to oversee and steer a team of multi-disciplinary professional and technical staff for the smooth and efficient delivery of project management services for the First HDP projects and the initial planning of the Second HDP.

9. The proposed supernumerary GA post, to be designated as PD4, will oversee and steer the healthcare projects. The post-holder will report to the Deputy Director of Architectural Services and head the new PMB4. He/She will mainly be responsible for the following work relating to the healthcare projects under the Hospital Development Plan (HDP) –

/(a)

^{Note} The list of public hospitals managed by the HA are set out in Schedule 1 and Schedule 2 of the HA Ordinance. Schedule 1 hospitals refer to hospitals the management and control of which are vested in the HA under agreements with the Government. Schedule 2 hospitals are hospitals the management and control of which are vested in the HA under agreements with persons other than the Government.

- (a) oversee and steer the multi-disciplinary professional project management team comprising architects, quantity surveyors, engineers, and other technical staff for the provision of professional project management services required for the delivery of various healthcare projects under the First HDP, and monitor the procurement and execution of consultancy and building contracts for the Schedule 1 hospital projects and other healthcare projects of which ArchSD is the works agent;
- (b) co-ordinate with the Subvented Projects Division of ArchSD to provide technical advice on the implementation of Schedule 2 hospital projects under the First HDP to ensure that these government subvented projects conform to government requirements;
- (c) represent the Government to administer and monitor the entrustment of Schedule 1 hospital projects of which the HA is the works agent;
- (d) oversee the effective co-ordination with relevant government bureaux/departments, statutory authorities and public bodies on critical issues related to the successful implementation of the projects;
- (e) provide technical advice on matters arising from public consultation with the District Councils, the Panel on Health Services, the Public Works Subcommittee and the Finance Committee, and other relevant parties to secure necessary support and funding approval for the projects;
- (f) provide advisory services to client departments starting from the pre-project definition statement stage to project completion and building handover, and liaise with clients and external parties at a strategic level on major issues affecting the project delivery;
- (g) oversee and monitor the financial management and programme for capital works projects to ensure that the implementation is in accordance with the agreed timeframe and within approved project estimates; and
- (h) provide the necessary professional and project management services to facilitate the HA's early planning of the healthcare projects under the Second HDP.

Encl. 1 10. The job description of the proposed supernumerary GA post is at Enclosure 1.

11. The existing directorate officers overseeing project management services for facility development in ArchSD have been fully stretched without any spare capacity to take up new projects, or to cope with the substantial increase in workload in the coming years. To provide better co-ordinated support to the work of PD4 and the function of the new PMB4, the existing Division 4 in the Quantity Surveying Branch headed by a Chief Quantity Surveyor (D1) and one existing division in PMB2 headed by a Chief Architect (D1) will be redeployed to the new PMB4 without major changes in job duties. In addition to the proposed supernumerary GA post, three permanent and two time-limited non-directorate professional posts will be created in the new PMB4 to cope with the increasing workload. The proposed organisation chart showing the new PMB4 and the directorate support for project management services in ArchSD is at Enclosure 2.

Encl. 2

Proposed duration of the supernumerary GA post

12. Being the vote controller of the HDP projects stated in paragraphs 4 and 5 above and the works agent of some of these projects, and in view of the substantial amount of works to be delivered within a tight timeframe, ArchSD sees an acute and imminent need to create the supernumerary GA post to oversee and steer a team of multi-disciplinary professional and technical staff in the new PMB4 for the smooth and efficient delivery of project management services for all the ongoing and remaining packages of the HDP projects. The duration of the proposed supernumerary GA post is initially set at about seven years from 2020-21 to 2026-27 taking into account the latest implementation programme of the First HDP and the anticipated peak construction period between 2023-24 and 2025-26. The GA post-holder will also provide the necessary professional and project management services to facilitate the HA's early planning of the healthcare projects under the Second HDP. The duration of the supernumerary GA post and the associated manpower resources will be subject to further review in light of the prevailing programme and workload incurred by the two HDPs.

ALTERNATIVES CONSIDERED

13. As explained above, the existing PD of PMB2, designated as Project Director 2 (PD2), has already been overstretched by various capital works project management services. We foresee that the tremendous workload in the portfolio of the ongoing and forthcoming healthcare and other capital works projects will persist and hence there is a need to have a dedicated PMB4 headed by the proposed supernumerary GA (D2) post to share the workload, failing which the implementation schedule of the capital works projects will be adversely affected. As the existing PMB1 and PMB3 are already heavily overloaded with their existing work, it is operationally not feasible for them to absorb the project

/management

management of healthcare projects or other capital works projects under PD2 without affecting the discharge of their existing duties. The proposed creation of the supernumerary GA post is considered reasonable having regard to the substantial value of healthcare projects under long-term planning. The schedule of responsibility of the existing three PDs is shown at Enclosure 3.

FINANCIAL IMPLICATIONS

14. The proposed creation of the supernumerary GA (D2) post will require an additional notional annual salary cost at mid-point of \$2,283,600. The additional full annual average staff cost, including salaries and staff on-cost, is about \$3,130,000.

15. As for the creation of the three permanent and two time-limited non-directorate professional posts, the total additional notional annual mid-point salary is \$5,486,280 and the total full annual average staff cost, including salaries and staff on-cost, is about \$8,336,000.

16. ArchSD has included the necessary provision in the 2020-21 Estimates to meet the cost of this proposal and will reflect the resources required in the Estimates of subsequent years.

PUBLIC CONSULTATION

17. The Panel on Health Services was consulted on the proposed creation of the supernumerary GA post at its meeting on 20 March 2020. Members supported the submission of the staffing proposal to the Establishment Subcommittee for consideration. As requested by Members at the Panel meeting, we provided supplementary information on the proposed duration of the supernumerary GA post and HDP projects to be overseen by the post-holder to the Panel on 20 April 2020, and set out the aforesaid information in paragraph 12 above.

ESTABLISHMENT CHANGES

18. The establishment changes in ArchSD in the last two years are as follows –

/Establishment

Establishment (Note)	Number of Posts			
	Existing (As at 1 May 2020)	As at 1 April 2020	As at 1 April 2019	As at 1 April 2018
A	40+(1) [#]	40+(1)	40+(1)	40
B	655	654	613	584
C	1 292	1 292	1 255	1 236
Total	1 987+(1)	1 986+(1)	1 908+(1)	1 860

Note :

A - ranks in the directorate pay scale or equivalent

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

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

() - number of supernumerary directorate posts

- as at 1 May 2020, there was no unfilled directorate post in ArchSD

CIVIL SERVICE BUREAU COMMENTS

19. The Civil Service Bureau supports the proposed creation of the supernumerary GA post in ArchSD. The grading and ranking of the proposed post are considered appropriate having regard to the level and scope of the responsibilities and professional inputs required.

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

20. As the directorate post is proposed on a supernumerary basis, its creation, if approved, will be reported to the Standing Committee on Directorate Salaries and Conditions of Service in accordance with the agreed procedure.

Food and Health Bureau
May 2020

**Job Description of the Proposed Project Director 4 Post
Architectural Services Department**

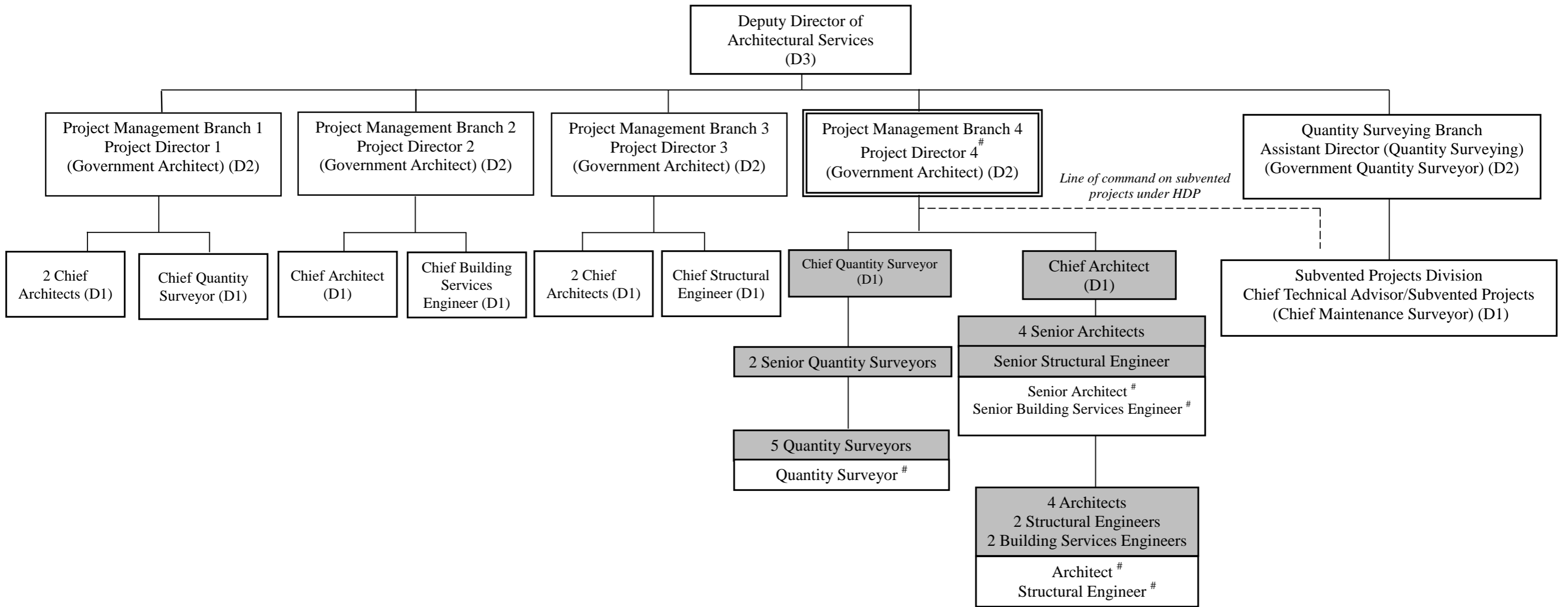
Rank : Government Architect (D2)

Responsible to : Deputy Director of Architectural Services (D3)

Main Duties and Responsibilities –

1. To oversee and provide high-level steer on the delivery and implementation of healthcare projects;
2. To attend District Councils, Legislative Council Panel, Public Works Subcommittee and Finance Committee meetings to obtain support on projects;
3. To co-ordinate among government bureaux/departments, the Hospital Authority and external parties at strategic level on major issues affecting the delivery of the healthcare projects;
4. To oversee the financial management of the healthcare projects, monitor the programme and carry out risk management at strategic level, and oversee the timely completion of the projects;
5. To oversee branch administration, resource planning, media relations and publicity matters;
6. To monitor the procurement and execution of consultancy and building contracts for the projects; and
7. To steer the work of the multi-disciplinary project management team comprising architects, engineers, quantity surveyors and other technical staff for the delivery of the required professional services in project delivery.

Proposed Organisation Chart of Directorate Support for Project Management Services in the Architectural Services Department



Proposed new Project Management Branch 4

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Proposed new supernumerary Government Architect post and newly created professional posts for the Hospital Development Plan (HDP)



Existing posts redeployed to the new Project Management Branch 4

Major Duties and Responsibilities of the Existing Project Directors in the Architectural Services Department

1. Project Director of Project Management Branch 1 is responsible for the project management and implementation of capital works projects such as government offices, joint-user buildings, schools, judiciary buildings, departmental quarters, data centres, vehicle examination centres, etc. as well as provision of consultants and contractors management, financial management of projects, professional advice and other professional architectural matters.
2. Project Director of Project Management Branch 2 is responsible for the project management and implementation of capital works projects such as police stations, fire station complexes, airport facilities under the Three-runway System, boundary crossing facilities, departmental quarters, correctional institutions, public mortuaries, healthcare projects (all healthcare projects under the Hospital Development Plan will be handled by the new Project Management Branch 4 upon creation of the proposed supernumerary Government Architect post), residential care home for the elderly complexes, etc. as well as provision of consultants and contractors management, financial management of projects, professional advice and other professional architectural matters.
3. Project Director of Project Management Branch 3 is responsible for the project management and implementation of capital works projects such as leisure, sports and cultural facilities, columbaria and crematoria, markets, etc. as well as provision of consultants and contractors management, financial management of projects, professional advice and other professional architectural matters.
