

## **ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE**

**HEAD 138 – GOVERNMENT SECRETARIAT :  
DEVELOPMENT BUREAU  
(PLANNING AND LANDS BRANCH)  
Subhead 000 Operational expenses**

Members are invited to recommend to the Finance Committee the creation of the following non-civil service position in the Planning and Lands Branch of the Development Bureau with effect from the date of approval of the Finance Committee up to 31 March 2026 –

1 Head of Invigorating Island South Office  
(equivalent to the rank of D2)  
(\$179,350 - \$196,050)

### **PROBLEM**

We need dedicated professional support at the directorate level in the Development Bureau (Planning and Lands Branch) (DEVB(PLB)) to lead a multi-disciplinary team of the Invigorating Island South Office (IISO) to co-ordinate with other relevant bureaux/departments (B/Ds) to take forward and implement measures under the “Invigorating Island South” (IIS) initiative.

### **PROPOSAL**

2. We propose to create a non-civil service (NCS) position equivalent to the rank of D2, to be designated as Head of IISO, in DEVB(PLB) with effect from the date of approval of the Finance Committee (FC) up to 31 March 2026, to lead the IISO.

**/JUSTIFICATION .....**

## JUSTIFICATION

3. With the commissioning of the Mass Transit Railway South Island Line (East) in 2016, the connectivity of Wong Chuk Hang, Aberdeen and Ap Lei Chau with other districts has been enhanced. Besides, the beautiful natural landscapes, pleasant scenery from both land and sea, as well as rich historical and cultural resources, all contribute to the great potential of the Southern District. The Policy Address puts forward the IIS initiative to develop the Southern District into a spot full of vibrancy, vigour and velocity, making it the place for people to work, live, explore new ideas and have fun.

4. Drawing from the experience of the Energizing Kowloon East project, a dedicated office will co-ordinate the work on planning, facilities building and place-making in the relevant areas, with a view to strengthening the co-ordination among different departments and projects so as to promote innovation and facilitate early and pilot implementation of various ideas. For the IIS initiative, while some projects are being led by the relevant policy bureaux (e.g. proposal for the rebirth of Ocean Park is led by the Commerce and Economic Development Bureau and the study on developing a water sports centre at the rehabilitated Shek O Quarry site is led by the Home Affairs Bureau), some conceptual initiatives will require detailed planning by the new dedicated office (such as enhancing the cultural and leisure facilities in the vicinity of Aberdeen and Wong Chuk Hang, providing more landing facilities along the coastal area, promoting industrial buildings revitalisation in the district, exploring room for consolidation of the existing “Government, Institution or Community (GIC)” sites in the district so as to promote “single site, multiple use”, beautify public space and cityscape, enhancing pedestrian connectivity and pedestrian environment, etc.). More ideas will emerge in the course of the interaction between the dedicated office and stakeholders within and outside the Government. The office will, in consultation with the relevant B/Ds, carefully assess the impact to be generated by the recommended projects or measures, such as impact on traffic, to ensure that they would not cause unacceptable implications to the locality.

### **Need for a NCS (equivalent to the rank of D2) position in DEVB(PLB)**

5. The Energizing Kowloon East initiative was proposed in 2011 and has been implemented for about 10 years so far. Through the work of the Energizing Kowloon East Office (EKEO), the old industrial area of Kowloon East has been transformed into a new central business district full of energy and characteristics successfully. To take forward the IIS initiative, DEVB has made

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reference to the case of Energizing Kowloon East and set up a multi-disciplinary team under DEVB(PLB) to form the IISO, which will co-ordinate, take forward and implement the various projects under the IIS initiative as well as interact and collaborate with stakeholders within and outside the Government<sup>Note</sup>. Therefore, we propose to create a NCS position (equivalent to the rank of D2) as Head of IISO to steer its work.

6. The Head of IISO has to lead his team in the review of the planning as well as various land uses and facilities in different areas (particularly Wong Chuk Hang and Aberdeen) within the Southern District, and to offer advice from a strategic and macro planning perspective. Specifically, making reference to the experience of EKEO, the Head of IISO will lead the team in preparing a Conceptual Master Plan, which will set out the core ideas and conceptual proposals that will be implemented in the District under the IIS initiative and will be updated from time to time, after identifying and analysing various opportunities and constraints, and following dialogues with B/Ds and the community. Accordingly, the position-holder will need to work with stakeholders from different backgrounds including the directorate officers of various B/Ds, District Council, stakeholder groups in the district, professional institutes, non-governmental organisations and the private sector. He should possess the necessary experience, creativity, excellent management ability and professional knowledge, maturity and tactfulness in co-operating with different parties to work towards the common goal. Therefore, the position should be pitched at a sufficiently senior level and we propose that it should be taken up by an officer equivalent to D2 rank. We consider that by engaging a NCS staff to take up this position, we will be able to have a larger pool of candidates to choose from and therefore recruit one with the most relevant expertise and experiences. The proposed job requirements and job description of the position are at Enclosures 1 and 2 respectively. The existing and proposed organisation charts of DEVB(PLB) for the implementation of the IIS initiative are at Enclosures 3 and 4 respectively.

Encls. 1 & 2

Encls. 3 & 4

7. As in the case of Energizing Kowloon East, it takes time to examine the feasibility and implement the projects. Therefore, we propose that the position be created on a time-limited basis with effect from the date of approval of FC up to 31 March 2026, such that the position can follow through the process and see to the fruition of the initiatives. During this period, the Head of IISO will study and discuss with relevant B/Ds the feasibility and broad parameters of individual

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<sup>Note</sup> IISO will not take over the roles of different B/Ds in taking forward different projects in the Southern District. Regarding projects being led by other B/Ds (such as the proposal for the rebirth of Ocean Park and exploring the development of a water sports centre at the rehabilitated Shek O Quarry site), IISO will work with relevant policy bureaux to strengthen communication and co-ordination with various stakeholders, with a view to creating synergy and unleashing full potential of different landscapes and facilities.

projects and initiatives, consult stakeholders including local community, conduct detailed studies/designs and apply funding (if needed), commence the project/works formally, with a view to rolling out such projects gradually. In the meantime, the Head of IISO will also keep in view the major developments in the Southern District that are currently in the pipeline to explore new opportunities that would create synergy with those developments. Based on the progress and operation experience of individual projects, we will review the work of the Head of IISO and consider whether there will be a need to extend this position and the operation of IISO nearer the time.

### **Non-directorate support**

8. In the five financial years from 2021-22 to 2025-26, we plan to create seven time-limited non-directorate professional (including architecture, engineering, landscape architecture and town planning) and clerical grades posts in DEVB(PLB) to support the proposed position of Head of IISO and assist him to implement the IIS projects. These non-directorate posts will form two teams to be led by a Senior Engineer (SE) and a Senior Town Planner (STP) respectively. The SE team will focus on implementation of the area-based improvement works and “hardware” provision and enhancement, such as improvement works on walking environment and waterfront areas, while the STP team will be responsible for initiatives that involve more planning input, such as the review of the GIC uses and facilities in the district and explore the room for consolidation and enhancement under the “single site, multiple use” principle.

### **ALTERNATIVES CONSIDERED**

9. We have critically examined the possible redeployment of other existing directorate officers within DEVB(PLB) to take up the work of the proposed position. At present, there are eight Principal Assistant Secretaries (PASs) ranked at D2 level in DEVB(PLB) overseeing different policy matters. Amongst them, four PASs are responsible for policy on land supply and land use, territorial, sub-regional and district planning issues, planning and implementation of various New Development Areas, policy on economic and industrial land use planning, policy on brownfields, revitalisation of industrial buildings, and matters related to enhancement of the harbourfront on both sides of the Victoria Harbour. Two PASs are responsible for policy on land administration, land resumption, clearance and compensation, land sale, tracking and monitoring of site production and supply, and railway property development projects. Two PASs are responsible for policy on buildings, land registration and urban renewal matters. They are all fully occupied and overloaded with the ongoing and new tasks, particularly those related to

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Encl. 5

increasing and expediting land supply that have to be delivered often in a tight timeframe, and have no spare capacity to take up the additional duties related to IIS initiative which are distinctively different from their existing duties. Enclosure 5 shows the schedule of responsibilities of the existing PASs in DEVB(PLB).

## FINANCIAL IMPLICATIONS

10. The total remuneration package for the proposed time-limited NCS position will not exceed the full annual average staff cost of about \$3,106,000, including salaries and staff on-cost, for a civil service post ranked at D2 level.

11. The seven time-limited non-directorate posts to be created in DEVB(PLB) in 2021-22 as mentioned in paragraph 8 above will involve a notional annual salary cost at mid-point of \$6,570,270 and full annual average staff cost, including salaries and staff on-cost, of about \$9,999,000.

12. We have included the necessary funding provision in the 2021-22 draft Estimates of DEVB(PLB) to meet the cost involved for the above staffing proposal and will reflect the resources required in the Estimates of subsequent years.

## PUBLIC CONSULTATION

13. We consulted the Legislative Council Panel on Development on 23 February 2021. Members supported the staffing proposal and the submission of it to the Establishment Subcommittee for consideration.

## ESTABLISHMENT CHANGES

14. The establishment changes of civil service posts in DEVB(PLB) for the past three years are as follows –

Establishment (Note)	Number of posts			
	Existing (as at 1 March 2021)	As at 1 April 2020	As at 1 April 2019	As at 1 April 2018
A	13+(2) <sup>#</sup>	13+(1)	13+(1)	13+(1)
B	77	69	56	46
C	112	107	101	92
<b>Total</b>	<b>202+(2)</b>	<b>189+(1)</b>	<b>170+(1)</b>	<b>151+(1)</b>

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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 March 2021, there was no unfilled directorate post in DEVB(PLB)

## **CIVIL SERVICE BUREAU COMMENTS**

15. The Civil Service Bureau supports the proposed creation of a NCS Head of IISO position and the ranking at which it will be pitched is considered appropriate having regard to the level and scope of responsibilities.

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

16. As we propose to create a NCS position, advice from the Standing Committee on Directorate Salaries and Conditions of Service is not required.

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Development Bureau  
March 2021

**Proposed Job Requirements for the position of  
Head of Invigorating Island South Office**

**Candidates of the position should preferably possess –**

1. at least 15 years of experience in handling town planning, urban design, architectural and/or engineering matters, with at least 5 years at senior managerial level or above;
2. knowledge and experiences in conducting public engagement/consultation exercises, preferably on town planning issues and/or development/redevelopment/renewal projects;
3. experiences in working in or with government bureaux/departments or other sizeable organisations in the public sector; and
4. excellent communication and interpersonal skills (including good command of both English and Chinese) with good political acumen.

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**Proposed Job Description of  
Head of Invigorating Island South Office (IISO)**

**Rank** : Non-civil service position (equivalent to the rank of D2)

**Responsible to** : Deputy Secretary for Development (Planning and Lands)<sup>1</sup>

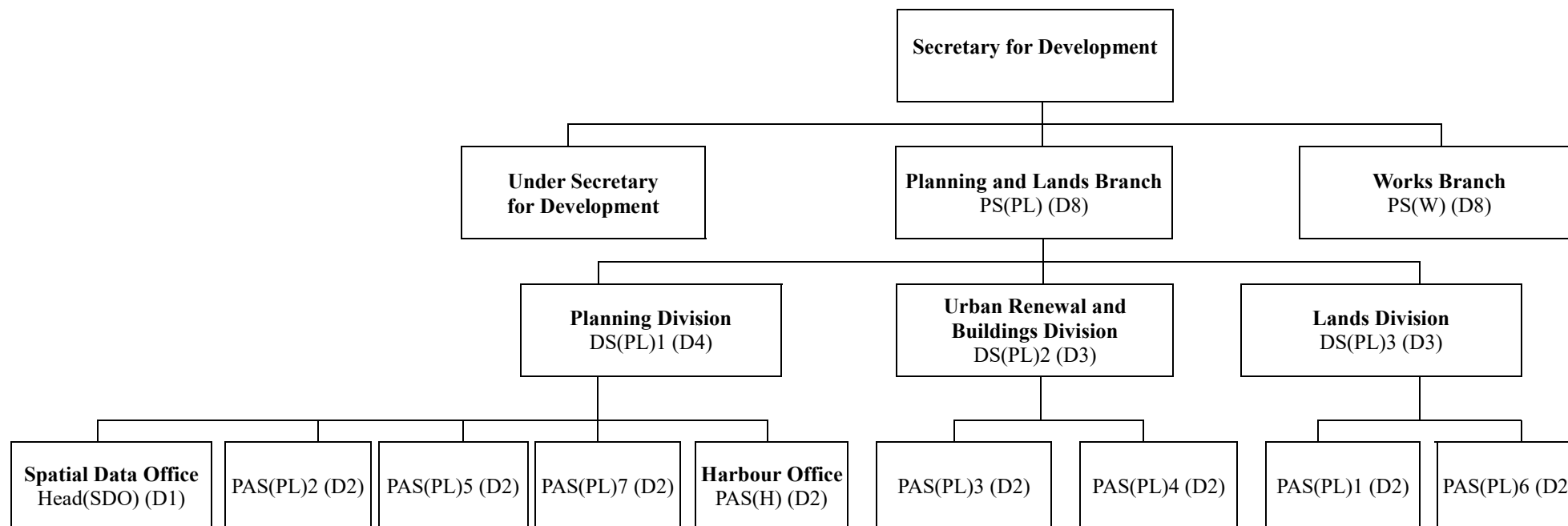
**Main Duties and Responsibilities –**

1. To lead the IISO and overall co-ordinate with other relevant bureaux/departments to take forward and implement measures under the “Invigorating Island South” (IIS) initiative;
2. To contribute strategic inputs and macro thinking in the review of the existing planning as well as various land uses and facilities in different areas within the Southern District, offer planning advice and propose improvement measures, and formulate an overall strategy and implementation plan;
3. To explore room for redevelopment or consolidation of the existing Government, Institution and Community sites or facilities in the district so as to pursue the “single site, multiple use” principle;
4. To formulate plan to beautify public space and cityscape through place-making; as well as enhancing pedestrian connectivity of the Wong Chuk Hang Business Area and the waterfront area nearby while improving the pedestrian environment along Shum Wan Road and Po Chong Wan;
5. To closely liaise with the senior management of various bureaux/departments, co-ordinate the implementation of various proposals under the IIS initiative, and resolve issues requiring inter-departmental efforts; and
6. To formulate and execute a stakeholders engagement plan to foster partnership with stakeholders.

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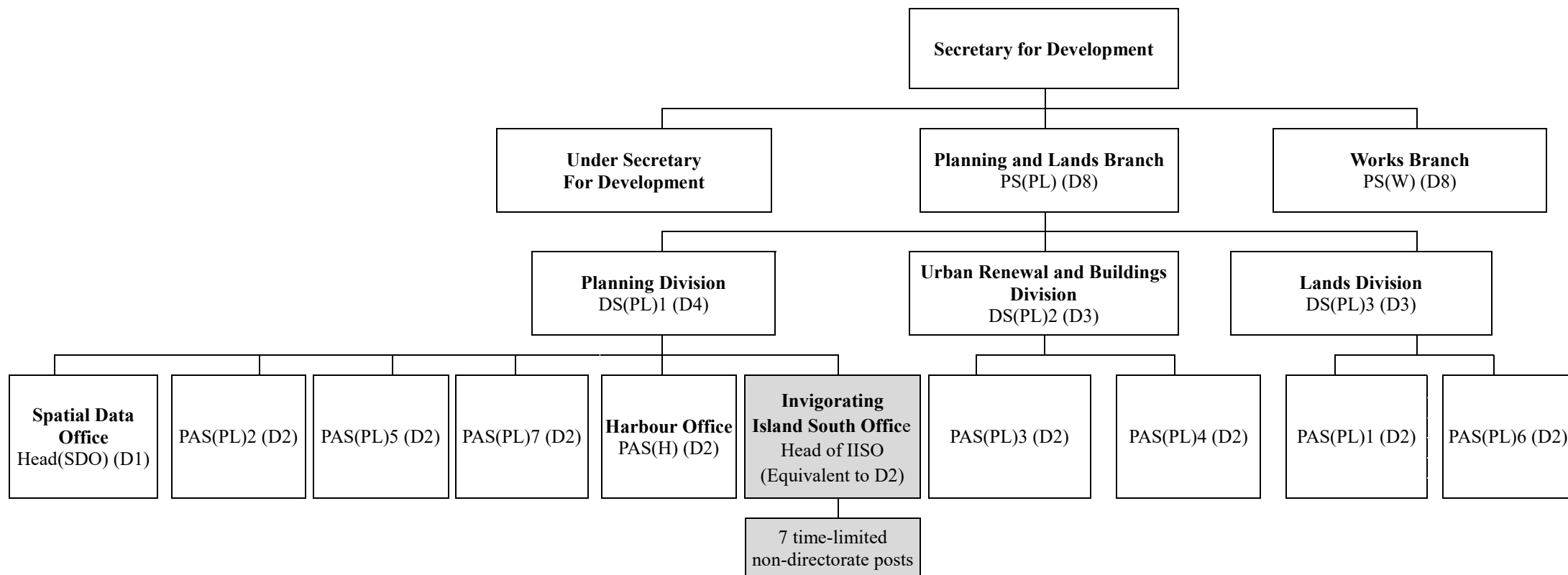
# Existing Organisation Chart of the Planning and Lands Branch of the Development Bureau



## Legend

DS(PL)	- Deputy Secretary (Planning and Lands)	PS(PL)	- Permanent Secretary (Planning and Lands)	PAS(H)	- Principal Assistant Secretary (Harbour)
Head (SDO)	- Head (Spatial Data Office)	PS(W)	- Permanent Secretary (Works)	PAS(PL)	- Principal Assistant Secretary (Planning and Lands)

# Proposed Organisation Chart of the Planning and Lands Branch of the Development Bureau



## Legend

DS(PL)	- Deputy Secretary (Planning and Lands)	PS(PL)	- Permanent Secretary (Planning and Lands)	PAS(PL)	- Principal Assistant Secretary (Planning and Lands)
Head of IISO	- Head of Invigorating Island South Office	PS(W)	- Permanent Secretary (Works)		- Proposed Invigorating Island South Office
Head (SDO)	- Head (Spatial Data Office)	PAS(H)	- Principal Assistant Secretary (Harbour)		

**Schedule of Responsibilities of  
the Existing Principal Assistant Secretary Posts  
in the Planning and Lands Branch (PLB) of the Development Bureau**

**Principal Assistant Secretary (Planning and Lands) 1 (PAS(PL)1)**

PAS(PL)1 heads Lands Unit 1 and assists Deputy Secretary (Planning and Lands)3 (DS(PL)3) in formulating and implementing policies and initiatives relating to increasing land supply for housing and commercial developments. One of PAS(PL)1's major tasks is to compile annual and quarterly Land Sale Programmes. Apart from formulating land sale policy and strategy, PAS(PL)1 is responsible for securing the readiness of sites for sale, providing land policy inputs for different planning or infrastructural studies relating to increasing land supply, etc. PAS(PL)1 is required to handle site-specific issues with relevant bureaux/departments (B/Ds) and resolve inter-bureau/departmental differences to ensure timely site disposal. Taking forward the West Rail property development projects is another key task falling under PAS(PL)1's work purview. It is the Government's objective to ensure that private housing land supply from various sources can meet the annual target to promote steady development of the property market. The land administration portfolio of PAS(PL)1 also includes the policy on the provision of public open space in private developments, the handling of land grants, lease modifications and land exchanges as well as assisting DS(PL)3 in overseeing the operation of the newly founded Development Projects Facilitation Office.

**Principal Assistant Secretary (Planning and Lands) 2 (PAS(PL)2)**

2. PAS(PL)2 heads Planning Unit 2 and assists Deputy Secretary (Planning and Lands)1 (DS(PL)1) in overseeing the overall land supply situation and formulating the land supply and land use planning strategies, as well as providing policy input to and overseeing land use reviews and planning studies concerning territorial, sub-regional, district and specific development. These include the rezoning work for some 210 potential housing sites, land use review of selected urban squatter areas, Tung Chung New Town Extension, 'Hong Kong 2030+: Planning Vision and Strategy Transcending 2030', formulation of the Land Sharing Pilot Scheme and assisting DS(PL)1 in overseeing the operation of the Land Sharing Office, and providing secretariat support to the Steering Committee on Land Supply. PAS(PL)2 also oversees the implementation of the statutory planning regime (except for enforcement issues), and assists in the housekeeping of

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the Planning Department. In addition, PAS(PL)2 also provides planning policy input to major development and infrastructure projects or public facilities with significant land use implications, other than those related to economic, industrial and agricultural land uses.

### **Principal Assistant Secretary (Planning and Lands) 3 (PAS(PL)3)**

3. PAS(PL)3 heads the Buildings Unit and assists Deputy Secretary (Planning and Lands)2 (DS(PL)2) in the housekeeping of the Buildings Department (BD) and the Land Registry, and is responsible for a full range of policy work on building safety and land registration matters. Apart from taking up the recurrent house-keeping and resource management duties, PAS(PL)3 looks after legislative proposals, including the amendments to various regulations under the Buildings Ordinance (Cap. 123) relating to minor works and building construction to facilitate the industry and/or accommodate innovative building technologies. PAS(PL)3 also oversees the exercise to streamline development control between PLB departments. PAS(PL)3 provides policy input and steer on building-related issues, including assistance for building owners in carrying out building rehabilitation works including but not limited to the Operation Building Bright 2.0 and the enhancements to the existing Building Management Grant Scheme for Needy Owners, the review of BD's gross floor area concession arrangement for promoting green buildings in the private sector, enforcement against unauthorised building works, promotion of proper repair and maintenance of buildings, etc.

### **Principal Assistant Secretary (Planning and Lands) 4 (PAS(PL)4)**

4. PAS(PL)4 heads the Urban Renewal Unit and provides support to DS(PL)2 in advancing the work of urban renewal in Hong Kong, providing policy guidance to the Urban Renewal Authority (URA)'s urban renewal programme, overseeing URA's implementation of the urban renewal programme vis-à-vis relevant provisions in the Urban Renewal Authority Ordinance (Cap. 563) and the Urban Renewal Strategy, scrutinising URA's Corporate Plans and Business Plans, processing URA's land resumption applications and dealing with policy, political and public relations issues related to urban renewal. PAS(PL)4 also provides support in overseeing URA's implementation of key initiatives including the district-based redevelopment strategy, the district planning study to explore how to enhance the efficiency of existing land use and redevelopment potential of Yau Ma Tei and Mong Kok districts and the redevelopment of selected sites under the Civil Servants' Co-operative Building Society Scheme. PAS(PL)4 also oversees policy matters of the Land (Compulsory Sale for Redevelopment) Ordinance (Cap. 545) and the implementation of the programme to provide support service for minority owners affected by redevelopments initiated under the Ordinance.

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### **Principal Assistant Secretary (Planning and Lands) 5 (PAS(PL)5)**

5. PAS(PL)5 heads Planning Unit 5 and assists DS(PL)1 in formulating strategies and policies and co-ordinating with B/Ds in facilitating cross-boundary planning and infrastructure developments from land use planning perspective, and providing planning policy input related to Guangdong-Hong Kong-Macao Greater Bay Area development, Pan Pearl River Delta Region co-operation, Hong Kong/Guangdong Co-operation Joint Conference and Hong Kong/Shenzhen Co-operation Meeting. PAS(PL)5 is also responsible for handling planning policy issues of major cross-boundary infrastructural projects and individual projects at the boundary areas, such as the Lok Ma Chau Loop. In addition, PAS(PL)5 handles policy issues relating to and oversees the implementation of the proposals arising from the New Development Areas at Kwu Tung North/Fanling North and Hung Shui Kiu/Ha Tsuen, Yuen Long South, and New Territories North.

### **Principal Assistant Secretary (Planning and Lands) 6 (PAS(PL)6)**

6. PAS(PL)6 heads Lands Unit 6 and assists DS(PL)3 in handling policy matters relating to land administration; and provides land policy input to proposals from other B/Ds. PAS(PL)6 is also responsible for rural land matters, including the Small House Policy, squatter control policy, land resumption, general compensation and rehousing matters for development clearance. PAS(PL)6 provides secretariat support to Land and Development Advisory Committee and serves as secretary for the Secretary for Development-Heung Yee Kuk Liaison Committee, in addition to chairing the Compensation Review Committee. PAS(PL)6 also handles land supply related matters on property development projects on existing railway facilities including the property development project at the Siu Ho Wan Depot Site. Moreover, PAS(PL)6 undertakes housekeeping duties of the Lands Department.

### **Principal Assistant Secretary (Planning and Lands) 7 (PAS(PL)7)**

7. PAS(PL)7 heads Planning Unit 7, and assists DS(PL)1 in overseeing policy matters relating to development of brownfield sites as a source of land supply. PAS(PL)7 is responsible for overseeing the revitalisation scheme for industrial buildings and co-ordinating efforts to ensure smooth implementation of the relevant measures. PAS(PL)7 oversees the policy on rural land use control under the Town Planning Ordinance (Cap. 131) and related enforcement issues, as well as the policy on the interface issues between planning and conservation. PAS(PL)7 also handles relevant policy issues on economic and industrial land use planning, including specific development projects and studies. Moreover, PAS(PL)7 oversees the implementation of a funding scheme to support the use of vacant government sites by non-government organisations.

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**Principal Assistant Secretary (Harbour) (PAS(H))**

8. PAS(H) heads the Harbour Office and assists DS(PL)1 in providing policy input to relevant planning and land matters related to Victoria Harbour and its harbourfront areas. PAS(H) provides secretarial support to the Harbourfront Commission, which is a high-level advocacy committee on planning, land uses and developments along the harbourfront of Victoria Harbour. PAS(H) is responsible for pushing forward relevant harbourfront enhancement initiatives and co-ordinating and monitoring their implementation with government departments and any other concerned parties. PAS(H) also spearheads and promotes active engagement with stakeholders and the public during different stages of the harbourfront enhancement initiatives. PAS(H) is also responsible for providing policy inputs and assessing applications for premium waiver on pedestrian links proposed by the private sector outside Kowloon East.

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