

**For discussion on
15 March 2021**

Legislative Council Panel on Home Affairs

**Proposed Retention of the
Supernumerary Project Director (Sports Park) post**

PROPOSAL

The existing supernumerary post of Government Architect (D2) in the Recreation and Sport (RS) Branch of the Home Affairs Bureau (HAB), designated as Project Director (Sports Park) (PD(SP)), will lapse on 1 September 2021. We propose to retain the supernumerary post of PD(SP) for two years and four months from 1 September 2021 to 31 December 2023 to continue to oversee the implementation of the Kai Tak Sports Park (the Sports Park).

BACKGROUND

2. The RS Branch of HAB is responsible for the promotion of sports development. The Branch is led by an Administrative Officer Staff Grade B (D3) (i.e. the Commissioner for Sports) who is underpinned by three D2 officers, namely a permanent Administrative Officer Staff Grade C (AOSGC) post (i.e. Principal Assistant Secretary (Recreation and Sport)1 (PAS(RS)1)), a supernumerary AOSGC post (i.e. PAS(RS)2) and a supernumerary Government Architect post (i.e. PD(SP)). The organisation chart and the current distribution of duties and responsibilities in the RS Branch are set out in Annexes 1 and 2.

3. The Sports Park with a project cost of \$31.9 billion, is the most important investment of the Government in sports infrastructure in recent decades. Occupying about 28 hectares of land in the north apron of the former airport in Kai Tak, the Sports Park will be the biggest sports facilities in Hong Kong, providing a wide array of world-class sports venues including a 50 000-seat main stadium, a 10 000-seat Indoor Sports Centre and a 5 000-seat public sports ground.

4. The key design features of the Main Stadium include the “Pearl of the Orient” as its façade design theme, a fully retractable roof, a vast activity

south stand terrace connected to the south stand seating, a gigantic glass wall creating an infinity bowl with unobstructed view towards the Victoria Harbour, a stage pocket below the south stand seating to facilitate convenient stage set up in the pitch, a project gallery next to the main entrance to promote sports and introduce the history of Kai Tak and a sub-podium passage below the Main Plaza to offer an alternative indoor crowd dispersal route over Shing Kai Road.

5. Other features in the Sports Park include the Sports Avenue running in the north-south orientation as the main axis connecting all key facilities of the Sports Park with the adjacent Station Square, Kai Tak MTR Station and Sung Wong Toi MTR Station and leading to the harbourfront promenade, a large canopy over the Main Plaza providing abundant shading for holding large-scale events, an outdoor amphitheatre-like southern stepped terrace to enhance connectivity between the landscape deck and the harbourfront promenade and the revitalisation of the Precision Approach Radar Building from the former Kai Tak Airport into an education area with display of some airport equipment and artefacts.

6. Apart from sports facilities, office accommodation for the operation, and retail and dining outlets are included in the Sports Park. Illustrations of the design and site photo of the Sports Park are in **Annex 3**.

JUSTIFICATIONS

7. On 20 May 2016, the Finance Committee (FC) approved the creation of a supernumerary post of Government Architect (i.e. PD(SP)) for a period of three years and eight months from 1 January 2018 to 31 August 2021 to oversee the construction of the Sports Park.

8. Since the creation of the post, PD(SP) has administered the tendering and award of the “design, build and operate” (DBO) contract, supervised the Technical Services Consultant and the Quantity Surveying Consultant, monitored the setting up of the team of resident site staff, and managed the DBO contract. Key duties of PD(SP) include:

- (a) overseeing the organisation and set up of the Contracted Party’s design, construction and operation teams;
- (b) reviewing and accepting preliminary designs, wind tunnel tests, interfacing design with adjoining sites, set-up of barging points and arrangement of off-site prefabrication facilities;
- (c) facilitating the logistics arrangement for the marine access and land route for the delivery of oversize prefabricated components;

- (d) coordinating the design and construction programme; and
- (e) upholding site safety, quality and environmental permit compliance standards and closely monitoring expenditure.

9. The Sports Park project is now amid the design and construction stage. Based on the latest programme and work progress, the Sports Park is scheduled for completion in the second half of 2023.

Need for retention of supernumerary PD(SP) post

10. PD(SP) as the Head of the Kai Tak Sports Park Section will continue to lead the in-house project team of professional and technical staff, to supervise the performance of the Technical Services Consultant, the Quantity Surveying Consultant, the Contracted Party and sub-contractors. PD(SP) as the Supervising Officer to the project will also administer the DBO contract, review and approve the contractors' design, supervise the construction progress, uphold standards and monitor expenditure to safeguard Government's interests.

11. The project design development, preliminary architectural, structural, building services and landscape architectural design of the Sports Park have generally been completed, while detailed design on façade, interior fitting out, signage, security and information technology system are in progress. There are still substantial number of detailed design packages and combined services drawings, combined builders' works drawings, shop drawings, materials and mock-ups requiring approval under the contract. PD(SP) will supervise the design development with the aid of advanced Building Information Modelling to co-ordinate inputs among different professional disciplines and give directives to resolve conflicts. Workload on design coordination will remain heavy throughout the design and construction stage of the project up to 2023.

12. Regarding the construction works, PD(SP) will supervise the implementation of design throughout construction. He will closely monitor works progress, cashflow and expenditure of the project for timely completion within budget, and at the same time uphold the standards in site safety, environmental and quality aspects during construction. With the completion of piling works and commencement of pile cap, substructures, and superstructures works, construction works become more complex, extending from primarily civil and structural works to all other building professional aspects. Towards the end of the construction stage, supervision workload related to testing and commissioning will reach its peak in 2023. PD(SP) as a member of the Resident Site Staff Establishment

Committee is responsible for keeping track of Resident Site Staff (RSS) resources of the Technical Services Consultant, as well as reviewing and endorsing proposals on RSS establishment. PD(SP) will also monitor contractor's labour resources at the directorate level to ensure sufficient workforce to cope with the work progress for timely completion as scheduled. PD(SP) will keep monitoring the off-site supervision arrangement and seek relevant government departments' support in resolving logistical problems such as those caused by the COVID-19 pandemic and to secure marine delivery route of the oversize steel trusses.

13. As the Supervising Officer of the DBO contract, PD(SP) also assumes the responsibility of ensuring the compliance of statutory requirement. Given the unique nature of the project, specialised studies such as fire engineering approach and crowd dispersal analysis will have to be adopted by the Contracted Party. PD(SP) will monitor these specialised studies with advice from relevant government departments and authorities and to see the implementation. Before the opening of the Sports Park in 2023, PD(SP) will take charge in coordinating with the Fire Services Department to complete statutory inspection on fire services installation and supervise the Contracted Party to obtain necessary licenses for operation.

14. Apart from supervision of the DBO contract, PD(SP) has to provide directives at the directorate level in the coordination with other bureaux and departments on the interfacing with other public works such as the District Cooling System by Electrical and Mechanical Services Department, the GreenWay by Civil Engineering and Development Department, the Central Kowloon Route by Highways Department and the Station Square by Architectural Services Department. He will also offer comments on issues related to the infrastructure and planning of the Kai Tak Development Area at strategic level. Furthermore, PD(SP) will advise the Lands Department and the Buildings Department on the fulfilment of technical schedule under lease conditions of adjoining hotel and office development.

15. Given the scale, complexity and importance of the Sports Park project, a sufficiently senior professional officer with extensive experience in delivery of government works projects and construction contract management is essential at this critical stage of project implementation. Taking into account the anticipated completion of the design and construction stage of the DBO contract, the tenure of PD(SP) post is proposed to be extended for two years and four months up to 31 December 2023. The proposed duty list of PD(SP) is at **Annex 4** and the proposed organisation chart of the Kai Tak Sports Park Section are at **Annex 5**.

Non-directorate support

16. PD(SP) will be supported by a total of 40 non-directorate officers including 37 time-limited civil service posts of the Architect, Engineer, Quantity Surveyor, Landscape Architect, Leisure Services Manager, technical and secretarial grades, of which four time-limited posts will be created¹ and seven existing time-limited posts will be retained for various duration in 2021-22, and three non-civil service contract / post-retirement service contract staff.

ALTERNATIVES CONSIDERED

17. We have also examined whether the other AOSGC posts in HAB can absorb the duties of the PD(SP) post. PAS(RS)1 is already overstretched with a heavy portfolio spanning across various new and ongoing initiatives such as overseeing the elite sports training system, improving the support for serving and retired elite athletes, supporting the development of a new facility building of Hong Kong Sports Institute, enhancing the governance and operational transparency of “national sports associations”, reviewing the funding support for football development and implementing various sports promotion and development programmes for team sports, people with disability and schools. PAS(RS)2 is also fully engaged in providing dedicated directorate support in planning out the operation of the Sports Park, overseeing the planning of new public sports facilities (including those committed under the Five-Year Plan for Sports and Recreation Facilities (Five-Year Plan) as announced in the Policy Address of January 2017), reviewing the provision of sports facilities in Hong Kong, overseeing land matters relating to sports and recreation, implementing Government’s sports policy in enhancing Hong Kong’s position as a centre for major international sports events, overseeing the administration of the Main Fund of the Sir David Trench Fund for Recreation and handling housekeeping matters of the Leisure Services Branch of Leisure and Cultural Services Department (other than financial matters), etc. Other Principal Assistant Secretaries (PASes) in HAB are also fully engaged on a wide range of policy issues, it is not feasible for any of them to take up the tasks of PD(SP) without adversely affecting the performance of their duties, nor do they have the professional expertise of the Government Architect to oversee the subsequent construction of the Sports Park. A dedicated

¹ Of the 37 time-limited civil service posts, four time-limited civil service posts will lapse in 2021 and the duties of these incumbent posts will be taken up by corresponding non-civil service contract / post-retirement service contract staff afterwards.

directorate officer is needed to provide a focused policy steer and ensure collaboration among different parties for the timely completion of the design and construction of the Sports Park project. The work schedules of the other PASes outside Recreation and Sport Branch in HAB are at Annex 6.

FINANCIAL IMPLICATIONS

18. The retention of the proposed supernumerary post of Government Architect (D2) will require a 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 \$3,169,000.

19. As regards the 11 time-limited non-directorate civil service posts supporting the proposed PD(SP) post, which will be created or retained in 2021-22 as mentioned in paragraph 16 above, the total notional annual salary cost at mid-point is \$11,512,200 and the full annual average staff cost, including salaries and staff on-cost is about \$15,952,000.

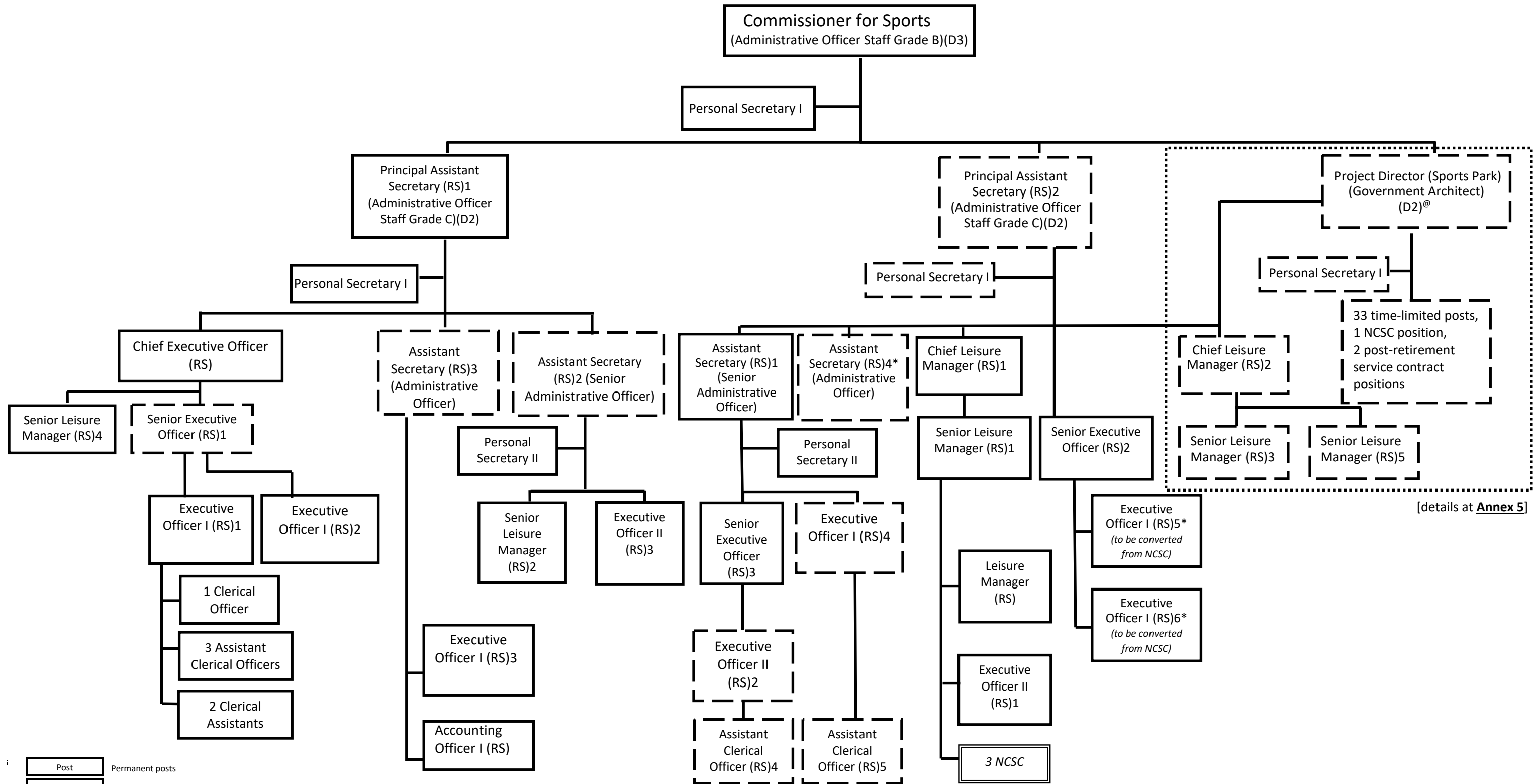
20. We have included the necessary provision in the 2021-22 Estimates and will reflect the resources required in the Estimates of subsequent years..

ADVICE SOUGHT

21. Members are invited to provide views on the proposal. Subject to Members' comments, we will seek endorsement from the Establishment Subcommittee and the approval of the FC on the proposed retention of the supernumerary PD(SP) post.

Home Affairs Bureau
March 2021

Existing Organisation Chart for Recreation and Sport (RS) Branch of Home Affairs Bureau



[details at Annex 5]

Post Permanent posts
 Position Non-Civil Service Contract (NCSC) positions
 Post Time-limited posts

* Post pending to creation / officers pending to be engaged
 @ The Government Architect (D2) post proposed to be retained for two years and four months from 1 September 2021 to 31 December 2023

**Distribution of duties and responsibilities
among divisions/section in the Recreation and Sport (RS) Branch**

RS Division (1) Head by Principal Assistant Secretary (Recreation and Sport) ¹ (PAS(RS)1)	RS Division (2) Head by Principal Assistant Secretary (Recreation and Sport) ² (PAS(RS)2)	Kai Tai Sports Park Section Head by Project Director (Sports Park) (PD(SP)) ¹
<ul style="list-style-type: none"> • Overall coordination of sports policy and strategic initiatives • Implementation of sports policies on promoting “Sports for All” and developing elite sports • Support the work of the Sports Commission and Elite Sports Committee • Support for serving and retired elite athletes • Football development • Disability sports development • Team sports development programme • Resource management of Hong Kong Sports Institute (HKSI), Sports Federation & Olympic Committee of Hong Kong, China and Outward Bound Hong Kong • Development of HKSI • Governance and general liaison with “national sports associations” • Administration of the Arts and Sport Development Fund (Sports Portion) • Matters concerning giant pandas at Ocean Park and fireworks display • Branch administration • Housekeeping of financial matters of Leisure Services Branch of the Leisure and Cultural Services Department (LCSD) including fees and charges matters 	<ul style="list-style-type: none"> • Provide policy inputs and devise a monitoring regime on the operation of the Kai Tai Sports Park • Oversee the planning of new public sports facilities, including the Five-Year Plan for Sports and Recreation Facilities • Supervise the consultancy study on provision of sports facilities in Hong Kong and follow up on its recommendations • Oversee land matters relating to sports and recreation, including Private Recreational Leases • Implement measures aimed at enhancing Hong Kong’s position as a centre for major international sports events • Support the work of the Major Sports Events Committee and oversee the promotion and implementation of “M” Mark System • Oversee the administration of the Sir David Trench Fund for Recreation (Main Fund) • Housekeep the Leisure Services Branch of LCSD, except for financial matters 	<ul style="list-style-type: none"> • Oversee the implementation of the Kai Tai Sports Park in accordance with contractual provisions, statutory requirements and established government standards • Oversee the design and construction programme, budget, resources and works quality of the Sports Park project • Monitor contractors to carry out the construction works • Coordinate among relevant Government bureaux/ departments and entities to resolve any pertinent professional and technical issues related to the implementation of the Sports Park

¹ The supernumerary post now proposed for retention.

Design and Construction of Kai Tak Sports Park

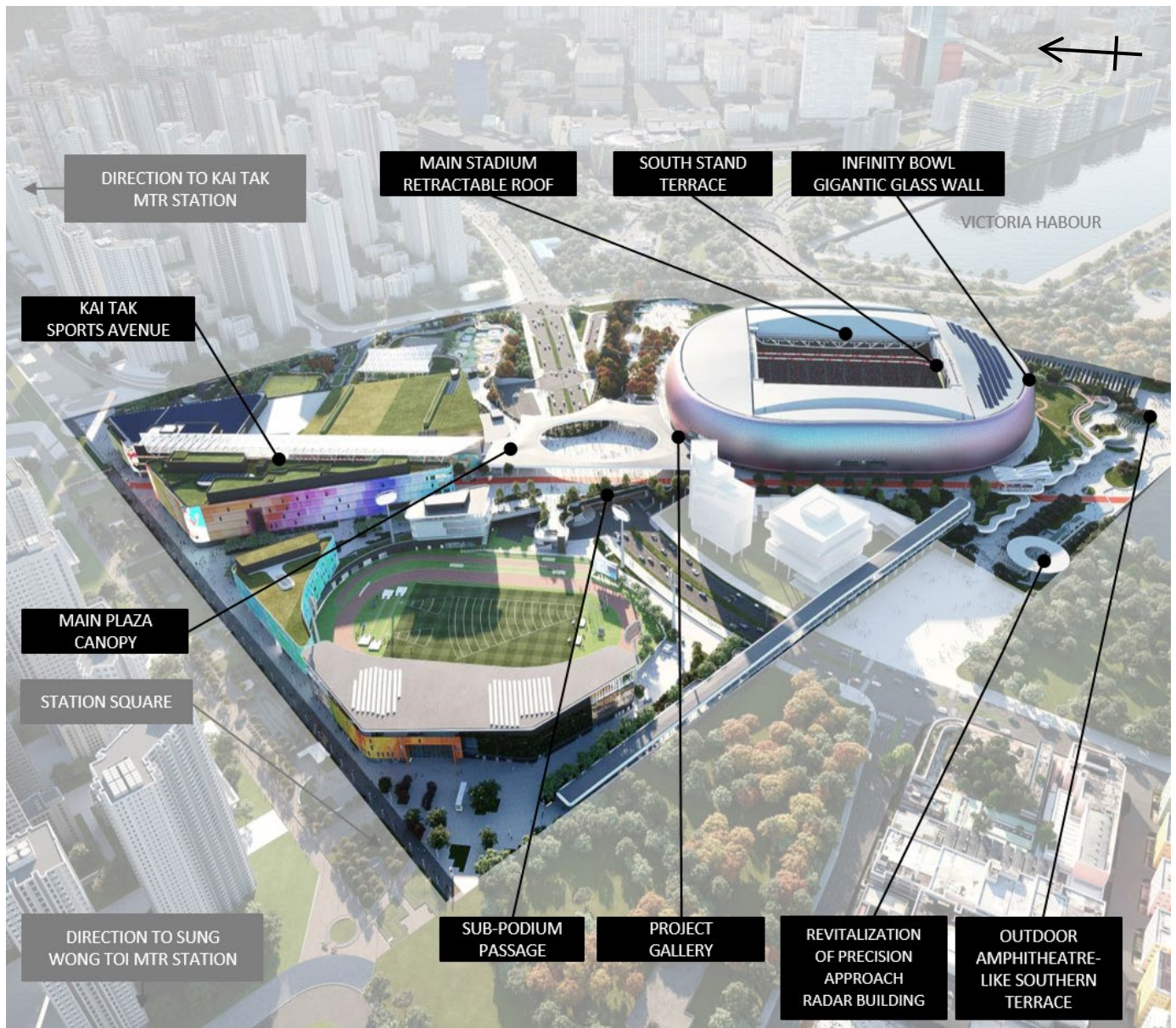


Figure 1: Kai Tak Sports Park aerial view

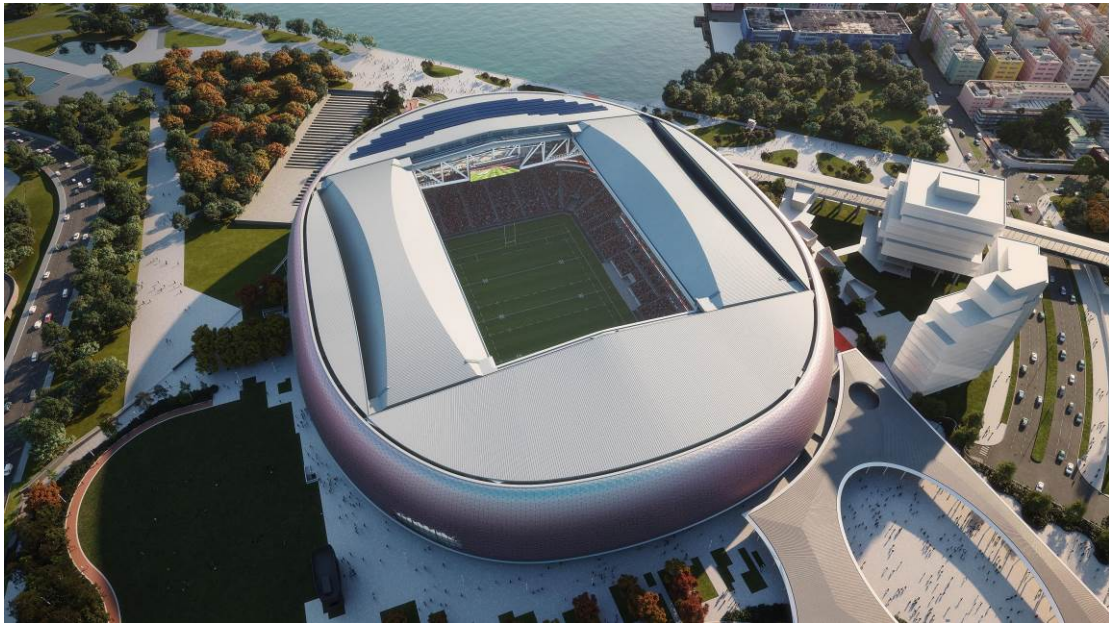


Figure 2: Main Stadium retractable roof



Figure 3: Main Stadium south stand and terrace



Figure 4: Gigantic glass wall at Main Stadium south stand



Figure 5: Main Plaza canopy



Figure 6: Outdoor amphitheatre-like southern stepped terrace



Figure 7: Kai Tak Sports Avenue

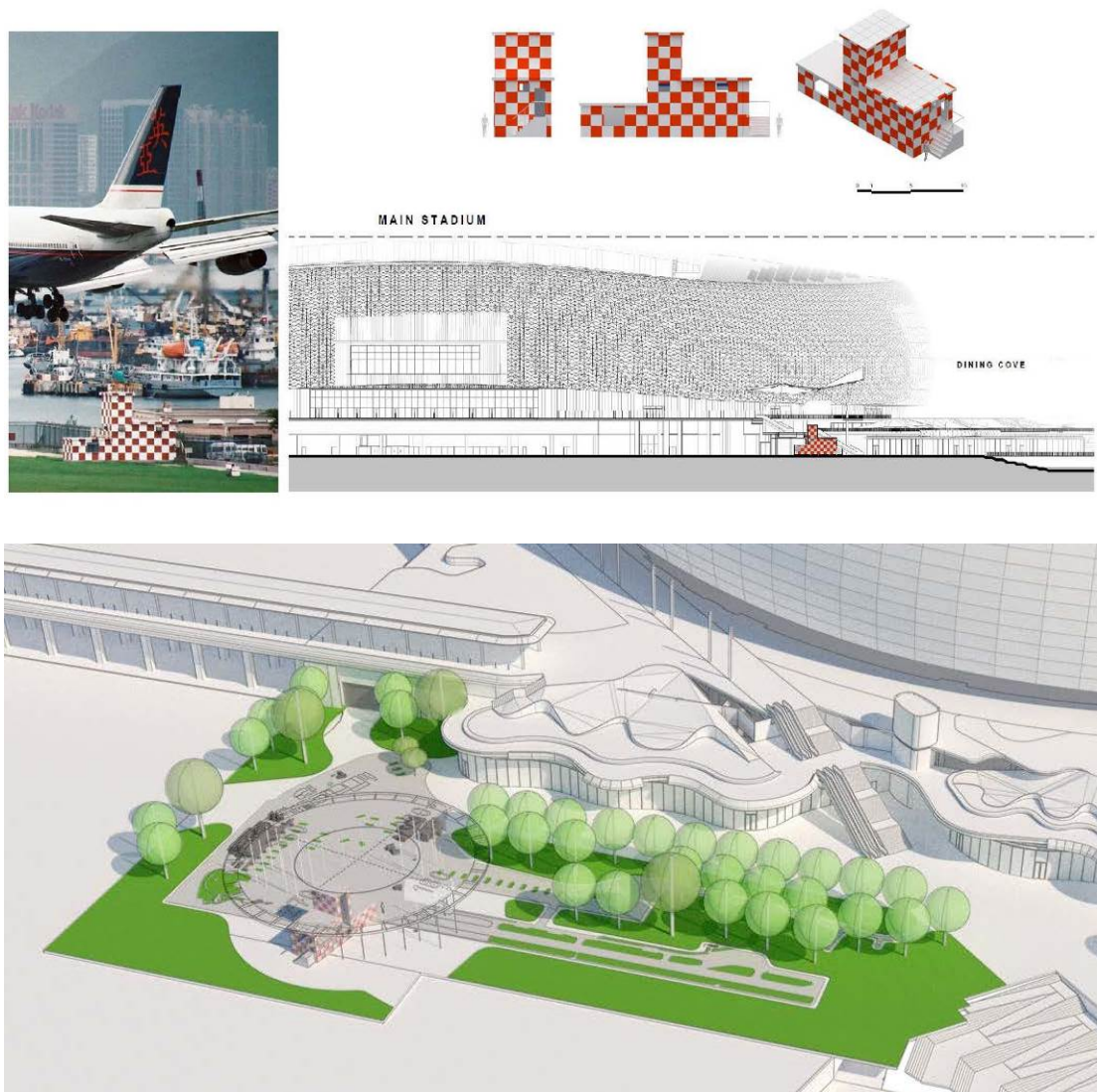


Figure 8: Revitalization of old Precision Approach Radar Building



Figure 9: Construction Progress Photo

JOB DESCRIPTION

Project Director (Sports Park) [PD(SP)]

Rank: Government Architect (D2)

Responsible to: Commissioner for Sports [C for S]

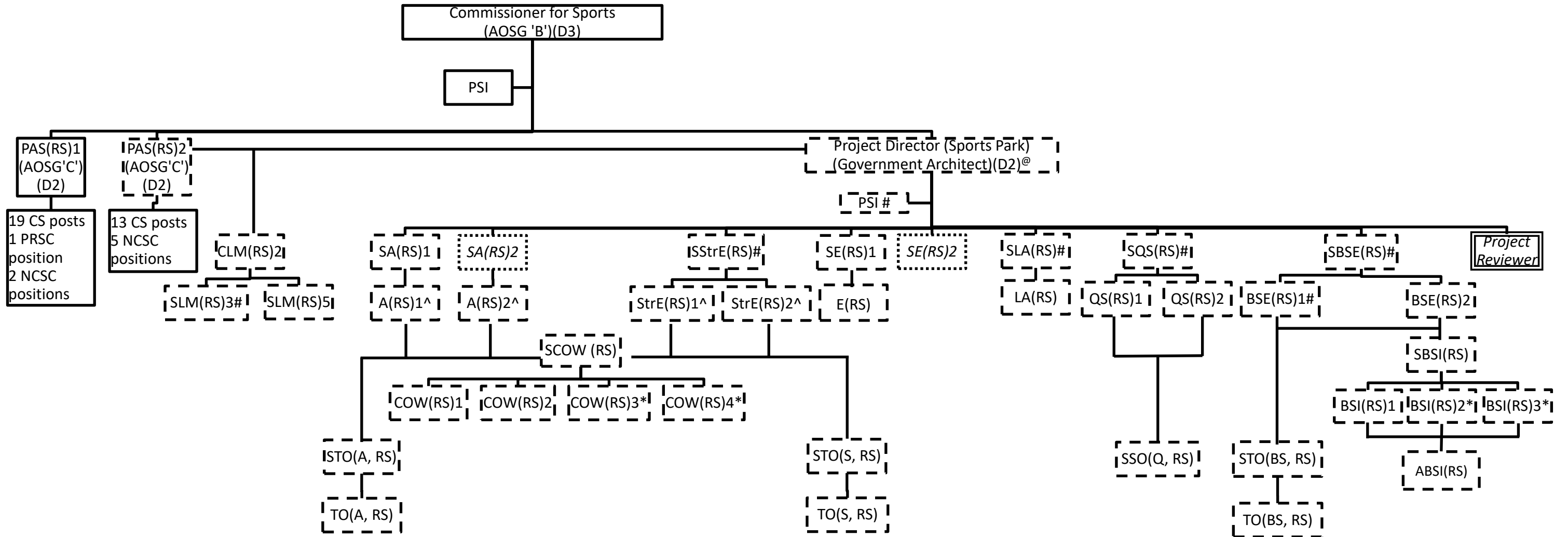
Main Duties and Responsibilities:

1. To oversee the implementation of the Kai Tak Sports Park (KTSP) in accordance with statutory requirements and established government standards and report to C for S on the overall status of the project.
2. To oversee and monitor the programme, budget, works quality and resources at strategic level.
3. To serve as the Supervising Officer to administer the Design-Build-Operate (DBO) contract during the design and build stage.
4. To safeguard that the construction works are implemented to meet the targets for programme, cashflow and quality of works set in the DBO contract.
5. To make timely management decisions on issues relating to implementation of the design and build part of the contract; and make recommendations to C for S where necessary.
6. With assistance from the technical team, to consider and make recommendations to the Employer of the DBO contract (i.e. C for S) for acceptance on major changes initiated by the Contracted Party.
7. To advise C for S on operation requirements and provisions that are considered not in line with Government's interest and standard practices.
8. To oversee that the technical team implements the construction works of the design and build part of the DBO contract at strategic level.
9. To assist C for S on public consultation and Legislative Council (LegCo)

issues, and attend LegCo meetings.

10. To serve as a member of the Project Steering Committee led by Permanent Secretary for Home Affairs and to implement decisions from the Committee in the design and build part of the contract.
11. To serve as a member of the Resident Site Staff Establishment Committee.
12. To serve as a member of the Consultant Review Committee led by C for S to review the performance of the consultants engaged by Home Affairs Bureau on the KTSP project.
13. To serve as the chairperson of the Project Control Group during design and build stage.
14. To administer the professional and technical team.
15. To oversee the performance of Contracted Party and sub-contractors.

Organisation Chart for the Kai Tak Sports Park Section



Post Permanent posts
Post Time-limited posts
Post Post-retirement Service Contract (PRSC) staff
Post Non-Civil Service Contract (NCSC) staff

*Non-directorate post to be created in 2021-22
 ^Non-directorate post to be lapsed in 2021-22 and to be taken up by NCSC/PRSC
 #Non-directorate post to be retained in 2021-22 for various duration
 @The Government Architect (D2) post proposed to be retained for two years and four months from 1 September 2021 to 31 December 2023

Key:
 A = Architect
 ABSI = Assistant Building Services Inspector
 AOSG'B' = Administrative Officer Staff Grade B
 AOSG'C' = Administrative Officer Staff Grade C
 BSE = Building Services Engineer
 BSI = Building Services Inspector
 CLM = Chief Leisure Manager
 COW = Clerk of Works
 CS = Civil Service
 E = Engineer

LA = Landscape Architect
 PAS = Principal Assistant Secretary
 PSI = Personal Secretary I
 QS = Quantity Surveyor
 RS = Recreation and Sport
 SA = Senior Architect
 SBSE = Senior Building Services Engineer
 SBSI = Senior Building Services Inspector
 SCOW = Senior Clerk of Works
 SE = Senior Engineer

SLA = Senior Landscape Architect
 SLM = Senior Leisure Manager
 SQS = Senior Quantity Surveyor
 SSO = Senior Survey Officer
 SStrE = Senior Structural Engineer
 STO = Senior Technical Officer
 TO = Technical Officer

**Duties and Responsibilities of Principal Assistant Secretaries (PASes)
outside Recreation and Sport Branch
in Home Affairs Bureau**

1. PAS (Civic Affairs) 1 is responsible for youth development policy, Youth Hostel policy and steering of relevant projects, youth exchange and internship, life planning activities, Youth Development Fund, Space Sharing Scheme for Youth and Service Corps. The post-holder also serves as the secretary to the Youth Development Commission.
2. PAS (Civic Affairs) 2 is responsible for leading the Community Care Fund (CCF) Secretariat to provide support to the CCF Task Force under the Commission on Poverty, coordinating efforts with bureaux and departments and stakeholders in the implementation of the CCF initiative, overseeing the implementation of specific assistance programme administered by the CCF Secretariat, overseeing the financial management and overall funding allocation of the CCF, monitoring the operation and evaluating the effectiveness of the CCF, community development policy, maintenance policies relating to enforcement of maintenance orders, wills, intestate, inheritance and probate legislation, and postage stamp policy. The post-holder is also responsible for matters related to subventions for Youth Uniformed Groups, Youth Square, promotion of civic education (including national education) outside schools, supporting the development of volunteerism and Multi-faceted Excellence Scholarship. This post-holder also promotes family perspectives and family core values, and serves as the secretary to the Family Council and the Committee on the Promotion of Civic Education.
3. PAS (Civic Affairs) 3 is responsible for gambling policy, social enterprises policy, entertainment licensing, matters relating to advisory and statutory bodies, liaison with religious bodies, matters relating to the Board of Management of the Chinese Permanent Cemeteries and the Chinese Temples Committee, and housekeeping of the Information Services Department. The post-holder is also responsible for the Member Self-recommendation Scheme for Youth, the Trust Fund in Support of Reconstruction in the Sichuan Earthquake Stricken Areas, the Secretary for Home Affairs Incorporated properties and trust funds, and non-charitable fund-raising permits under Summary Offences Ordinance; and serves as the secretary to the Betting and Lotteries Commission, the Ping Wo Fund Advisory Committee and the Social Enterprise Advisory Committee.

4. PAS (Culture) 1 is responsible for policy on arts and cultural software, performing arts policy and funding, subvention for the major performing arts groups, cultural exchange between Hong Kong and the Mainland, Macao and Taiwan, the Hong Kong – Taiwan Cultural Co-operation Committee, housekeeping of the Hong Kong Arts Development Council and the Hong Kong Academy for Performing Arts, the Arts and Sport Development Fund (Arts Portion), matters relating to Jockey Club Creative Arts Centre and the Fringe Club, the Advisory Committee on Arts Development as well as its Sub-committee on Arts Development Fund, Subcommittee on Funding for Performing Arts and the Sub-committee on Arts Education under the Committee. The post-holder also coordinates the Art Development Matching Grants Scheme.
5. PAS (Culture) 2 is responsible for policies on public and private museums, visual arts, public libraries, public art with regard to visual arts, intangible cultural heritage, development of Cantonese Opera and related matters, and planning of cultural and performance facilities of the Leisure and Cultural Services Department (LCSD), as well as cultural exchange between Hong Kong and other countries. The post-holder is also responsible for matters relating to the Hong Kong Jockey Club Music and Dance Fund, the Lord Wilson Heritage Trust and the Hong Kong Arts Centre, Asia Cultural Cooperation Forum and the manpower situation and training needs study of the arts and cultural sector in Hong Kong.
6. PAS (West Kowloon Cultural District) is responsible for monitoring the performance of the West Kowloon Cultural District Authority (WKCDA) and its subsidiaries in fulfillment of its objectives and roles as stated in the WKCDA Ordinance (Cap. 601) and overseeing the interface issues between arts and cultural facilities operated by WKCDA and those operated by LCSD, as well as liaising with WKCDA to oversee the institutional set-up and establishment of the governance mechanism for museum and performing arts venues. The post-holder is also responsible for monitoring the progress in planning of programmes and services by WKCDA and its subsidiaries for the opening of arts and cultural facilities in West Kowloon Cultural District and monitoring the policy and work of WKCDA and its subsidiaries in developing cultural software and the implementation of the enhanced financial arrangement and its interface with operation and development of arts and cultural facilities. This post-holder also oversees WKCDA's policy and work in nurturing local arts talents, engaging stakeholders and building up audiences, as well as housekeeps WKCDA and its subsidiaries.