

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

Head 60 – HIGHWAYS DEPARTMENT
Head 186 – TRANSPORT DEPARTMENT
Subhead 001 Salaries

Members are invited to recommend to Finance Committee the creation of the following permanent posts –

Highways Department

- (i) 1 Principal Government Engineer
(D3) (\$127,900 - \$135,550)

to be offset by the deletion of the following supernumerary post –

1 Principal Government Engineer
(D3) (\$127,900 - \$135,550)

(with immediate effect)

- (ii) 1 Government Engineer
(D2) (\$116,650 - \$123,850)

(with immediate effect)

- (iii) 1 Chief Engineer
(D1) (\$98,250 - \$104,250)

(as from 1 April 2001)

/Transport

Transport Department

- (iv) 1 Chief Engineer
(D1) (\$98,250 - \$104,250)

(as from 1 April 2001)

- (v) 1 Principal Transport Officer
(D1) (\$98,250 - \$104,250)

(as from 1 April 2001)

PROBLEM

The Director of Highways (D of Hy) and the Commissioner for Transport (C for T) require additional dedicated directorate support to take forward the planning and implementation of the priority railway projects recommended by the Railway Development Strategy 2000 (RDS-2000), and to ensure that the current railway projects are delivered timely, so as to support the continued population growth and economic development in Hong Kong as well as the increasing cross-boundary social and economic activities with the Mainland.

PROPOSAL

2. We propose to create –
- (a) one permanent post of Principal Government Engineer (PGE) (D3), to be offset by the deletion of one supernumerary post of PGE (D3), to continue to head the Railway Development Office (RDO) of the Highways Department (HyD);
 - (b) one permanent post of Government Engineer (GE) (D2) to head the Railway Development Planning Group in the RDO of HyD which comprises the Technical Services Division, the Railway Planning Division 1 and the Railway Planning Division 2;
 - (c) one permanent post of Chief Engineer (CE) (D1) to head the Railway Planning Division 2 in the RDO of HyD;
 - (d) one permanent post of CE (D1) to head the Priority Railway Division of the Planning Branch of the Transport Department (TD); and
- /(e)

- (e) one permanent post of Principal Transport Officer (PTO) (D1) to head a new Railway Division under the Bus Development Branch, which is to be re-organised and renamed as the Bus and Railway Development Branch of TD.

JUSTIFICATION

3. In May 2000, based on the findings of the Second Railway Development Study (RDS-2), the Government formulated RDS-2000 which maps out the next phase of railway network development for Hong Kong up to the year 2016. Specifically, RDS-2000 has recommended the implementation of six new railway projects (costing about \$80 billion to \$100 billion in 1998 prices) to serve the development needs of the community. They are the Island Line Extensions (ISL), Shatin to Central Link (SCL), Kowloon Southern Link (KSL), Northern Link (NOL), Regional Express Line (REL) and Port Rail Line (PRL). A map illustrating the recommended railway network, and details of the six new railway projects are at Enclosures 1 and 2 respectively.

Encls.1&2

4. Apart from the railway expansion under RDS-2000, works relating to the current priority railway projects (namely, the West Rail (WR), Tseung Kwan O Extension (TKE) and Quarry Bay Relief Works, Ma On Shan to Tai Wai rail link (MOS Rail), Tsim Sha Tsui Extension (TST Extension)) recommended by the Railway Development Strategy (RDS) in 1994, the Sheung Shui to Lok Ma Chau Spur Line (Spur Line) and the Penny's Bay Rail Link (PBRL) due to open in time for the Disney Theme Park, have to continue. These current railway projects, costing over \$100 billion in money-of-the-day prices, are at different stages of implementation and are scheduled for completion between 2002 and 2005. The indicative programme of the current and new railway projects is at Enclosure 3.

Encl. 3

5. The works involved in the planning and implementation of the 12 railway projects are complex and require senior level staff support in HyD and TD. HyD provides the essential engineering input into the planning and implementation of projects mainly in the following areas -

- (a) Before the railway corporations take over the projects, HyD is responsible for ensuring that the chosen routes for future railway projects are not affected by future public and private sector development through vetting all such proposals along the future railway alignments to identify interface problems and co-ordinate a solution.

(b)

- (b) HyD verifies the preliminary engineering feasibility of the routes recommended by the RDS-2 consultant and develop these as the projects take shape. This will continue when the railway corporations take over the design of the individual projects as HyD is the Secretary for Transport's engineering adviser in determining whether route proposals from railway corporations are acceptable.
- (c) HyD is part of the team to examine project proposals from railway corporations to ensure that the most comprehensive and latest land use, population, economic and financial data are used. Together with Lands Department, HyD ensures that all gazettal drawings are accurate and properly reflect the intentions of the project.
- (d) HyD plays a major role in resolving objections to railway schemes and ensuring that railway corporations take full account of the residents' needs and wishes in devising engineering solutions to design problems.
- (e) HyD scrutinises advance work for future railway projects in other infrastructure works.
- (f) HyD monitors progress and helps resolve interface problems between railway projects and other works on site.

6. TD provides major traffic engineering input into railway project planning and implementation. A lot of planning data used by the railway corporations, such as traffic demand and modal split, require vetting, and these have a major bearing on the viability of railway projects. The future co-ordination of the different transport modes after new railway projects commence operation depends on the adequate provision of suitable number of public transport interchanges at suitable locations and TD is responsible for planning such provision. TD also provides a critical input into resolving traffic diversion issues during the construction period, planning the co-ordination of the services of the different public transport modes and negotiating in the implementation process.

7. To meet the tight implementation plans of the various RDS-2000 projects, we will invite in early 2001 the Mass Transit Railway Corporation (MTRC) and Kowloon Canton Railway Corporation (KCRC) to submit implementation proposals for the ISL and the KSL respectively. We will also work with the two railway corporations in early 2001 on the bid package for the SCL. Furthermore, the planning and implementation of the Spur Line and PBRL will be at a critical stage in early 2001 and additional senior level staff support in HyD and TD will be required to oversee these projects.

Highways Department

Railway Development Office

8. Finance Committee (FC) approved vide EC(98-99)26 the creation of one PGE post on a supernumerary basis on 12 March 1999 for a period of two years, designated as PGE/RD, to head HyD's RDO for planning and implementing all committed railway projects and undertaking the RDS-2. The continued need for the PGE/RD post is to be reviewed before the end of 2000 in accordance with the findings of the RDS-2000 and the future railway development plan.

9. The RDO, in conjunction with the Transport Bureau (TB) and the railway corporations, is closely involved in the planning, development and implementation of railway projects in Hong Kong. It oversees all railway projects from conception through to completion to ensure effective budget control and on-time project delivery. It comprises two core groups, namely the Project Administration Group (PAG) which is responsible for the detailed planning and implementation of the current railway projects, and the Railway Development Planning Group (RDPG) which is responsible for railway development planning, strategic review and the detailed planning and implementation of the six new railway projects recommended in RDS-2000.

Principal Government Engineer/Railway Development

10. To enable the RDO to take forward the new initiatives recommended in the RDS-2000 and to ensure an effective budget control and a timely delivery of the current and new railway projects, the establishment of the RDO, including the directorate, professional, technical, clerical and secretarial support, needs to be strengthened.

11. As head of the RDO, the PGE/RD is responsible for the overall planning of the territory's railway network and taking charge of all priority railway projects, as well as those new railway projects, from conception through to completion. He has to liaise with the Mainland Authorities on issues related to cross-boundary and infrastructure development and is responsible for formulating the railway development strategy, advising the way forward, identifying new railway routes in the overall development context and initiating actions on railway route protection. He is also responsible for providing expert advice to TB on all matters arising from or related to the implementation of railway projects. The planning, management, co-ordination and legislative responsibilities of the PGE/RD post have increased significantly and will continue to increase in the next 15 years up to 2016.

/12.

12. To take charge of the comprehensive planning, management and co-ordination of the six new railway projects and initiate legislative proposals, adequate senior and experienced directorate input is of utmost importance to the RDO. The existing supernumerary PGE/RD post will lapse on 12 March 2001. The management expertise and professional knowledge required for taking charge of these projects are however beyond the level of the current permanent GE post in the RDO and an experienced directorate officer at PGE level is definitely essential. As the implementation of the new railway projects as announced in RDS-2000 will be completed in phases between 2008 to 2016, continuous commitment from the RDO is essential in managing and monitoring these railway projects. We therefore see a long-term need for the existing supernumerary PGE/RD post and propose to make it permanent with immediate effect.

13. The proposed PGE/RD, to be assisted by the existing Government Engineer/Railway Development (GE/RD) to head the PAG and the proposed Government Engineer (to be designated as Government Engineer/Railway Planning (GE/RP)) to head the RDPG, will continue to direct, co-ordinate, control and monitor the planning and implementation of railway development in Hong Kong. The job description of the proposed PGE/RD post is at Enclosure 4.

Government Engineer/Railway Planning

14. Upon the announcement of RDS-2000 in May 2000, the RDO has been under heavy pressure from the public as well as legislators to complete the SCL between 2008 to 2011. To achieve this, it is necessary to advance the process of selecting an operator for the SCL, to allow enough time for the bidding process to be completed by the end of 2001 and an operator to be appointed in early 2002 for completion of the SCL by around 2008. Owing to the tight planning and implementation programme, a supernumerary GE post in the RDO has been created under delegated authority on 25 July 2000 for six months to head the RDPG. The supernumerary GE post will lapse on 25 January 2001.

15. We need a permanent GE post in the RDO to continue the work on the SCL and to assist PGE/RD on all matters relating to the planning of future railway development, implementation of the six railway projects recommended in the RDS-2000, and provide continuity on project management. The proposed GE post, to be designated as GE/RP, will prepare the bid packages, assessment criteria and project briefs and invite proposals for the construction and operation of the new railway projects as well as carry out all statutory procedures and approval processes.

/He

He will also manage the railway district administration duties and oversee the updating and maintenance of the railway transport model¹. As the planning of long-term railway development network and implementation of the new initiatives as announced in the RDS-2000 requires continuous monitoring, review and updating to match the long term economic, social, land and housing developments of Hong Kong, we propose to create a permanent GE post with immediate effect.

Encl. 5 The job description of the proposed GE/RP post is at Enclosure 5.

Chief Engineer/Railway Planning (2)

16. The proposed Chief Engineer post, to be designated as Chief Engineer/Railway Planning (2) (CE/RP(2)), will head the Railway Planning Division 2 and assist GE/RP in managing and overseeing the detailed planning and implementation of the SCL and ISL, monitoring the performance of consultants and co-ordinating actions to rationalise route protection for the new railway routes. Upon creation of the proposed CE/RP(2) post, the responsibilities of the three divisions in the RDO will be re-shuffled as follows -

- (a) Technical Services Division – to establish and manage, modify and adapt the railway transport model and data base so as to produce a reliable, effective and responsive planning tool to compile contemporary and continuing assessments of the future rail-based transport developments. It will take charge of the detailed planning and implementation of the NOL and REL, including preparation of the project brief, assessment of proposals from the corporations, formulation of the project agreement, undertaking necessary statutory procedures, acquisition of land and subsequent monitoring and aiding the implementation of the projects during construction. In addition, the team will handle all district administration matters for the whole of Hong Kong as regards railway development and initiate actions to rationalise route protection for the new railway routes;

/(b)

¹ The railway transport model is a sophisticated computerised railway planning tool. It encompasses a huge database of socio-economic and land use data in a computerised modelling system and is designed to produce patronage forecasts. Assisted by the Chief Engineer/Technical Services, GE/RP will be responsible for updating railway patronage forecasts, overseeing the compilation and analysis of data on railway ridership, collation of key planning and land use information for railway transport planning, maintaining and improving a transport demand model, and also the on-going review and enhancement of the railway planning database.

- (b) Railway Planning Division 1 – to monitor and assist in the planning and implementation of the PBRL. It will also take charge of the detailed planning and implementation of the PRL and KSL, including preparation of the project brief, assessment of proposals from the corporations, formulation of the project agreement, undertaking necessary statutory procedures, acquisition of land and subsequent monitoring and aiding the implementation of the projects during construction, and initiating actions to rationalise route protection for the new railway routes; and
- (c) Railway Planning Division 2 – to take charge of the detailed planning and implementation of the SCL and ISL, including formulating the bid package for the SCL and undertaking the technical assessment of the submission, preparation of the project brief for the ISL, assessment of proposals from the corporations, formulation of the project agreement, undertaking necessary statutory procedures, acquisition of land and subsequent monitoring and aiding the implementation of the projects during construction, and initiating actions to rationalise route protection for the new railway routes.

17. As the planning and implementation of the new initiatives announced in the RDS-2000 require continuous monitoring in the transport performance of the railway network, we see a long-term need for the CE/RP(2) post and propose it to be created on a permanent basis with effect from 1 April 2001. The revised and proposed job descriptions for the CE/TS, CE/RP(1) and CE/RP(2) posts are at Enclosures 6 to 8 respectively. The existing and proposed organisation charts of HyD are at Enclosures 9 and 10.

Encls.
6 to 10

18. To render support to the expanded RDO, we also need to create eight non-directorate posts, namely, three Senior Technical Officers (Civil), two Senior Survey Officers (Engineering), one Senior Clerical Officer, one Personal Secretary I and one Personal Secretary II.

Transport Department

Chief Engineer/Priority Railway

19. At present, TD's Priority Railway Division (PRD) under the Planning Branch (PB) is served by two engineering teams led by two Senior Engineers (SE), and a Priority Railway (Public Transport) Section led by one Chief Transport Officer (CTO). The PRD is already heavily involved with the existing priority railway projects. The two SEs and the CTO currently report directly to the

/Assistant.

Encl. 11 Assistant Commissioner/Planning (AC/P) as shown in the existing organisation chart at Enclosure 11.

20. With three of the RDS-2000 new railway schemes coming on stream, namely the ISL, SCL and KSL, TD will be tasked with additional workload which includes -

- (a) providing input to the selection and evaluation of the operating agency for the SCL;
- (b) evaluating technical submissions from the railway corporations on the three new railways;
- (c) providing input to scheme gazettal and resolution of objections arising therefrom;
- (d) providing professional input on traffic engineering matters for the railways and their related developments at both the detailed design and construction stages; and
- (e) managing traffic and transport diversions during railway construction.

21. To cope with the surge in workload, we propose to create a new permanent CE (D1) post, to be designated as CE/PR with effect from 1 April 2001 to provide guidance and directive to the PRD which will be responsible for the existing as well as the new railway projects in terms of engineering and transport planning inputs. The CE/PR will also take up the day-to-day administration of the PRD, which is presently shouldered by an SE acting as Officer-in-charge. Depending on cross-boundary traffic build-up and growth of rail-borne freight, the three remaining railway schemes, namely, the NOL, REL and PRL would likely be taken forward with completion planned in 2016 or beyond. The CE will report to the AC/P. The job description of the proposed CE/PR post is at Enclosure 12. The proposed organisation chart is at Enclosure 13.

Encl. 12

Encl. 13

Principal Transport Officer/Bus and Railway

22. The Bus Development Branch (BDB) was originally tasked with the planning and regulation of franchised and non-franchised bus services. The scope of the BDB has recently been expanded to include railway services and other environmentally friendly public transport modes. A small section was created in 1999 to assist the Assistant Commissioner for Transport/Bus Development (AC/BD) to deal with railway issues. On 25 April 2000, a supernumerary PTO post was created for six months under delegated authority in the BDB to study the feasibility of trolley bus operation in Hong Kong, and to co-ordinate

/initiatives

initiatives of vehicle technology and alternative fuels for franchised buses. Another supernumerary PTO post was created for six months under delegated authority on 25 October 2000 to deal with the provision and upgrading of public transport interchanges, as well as overseeing the planning matters in Lantau Island including Disneyland development. The supernumerary PTO post is also required to monitor and liaise with the MTRC Limited (MTRCL) on a regular basis following the privatisation of the MTRC which requires the company to operate railway services in accordance with an operating agreement. The existing organisation chart is at

Encl. 11

Enclosure 11.

23. At present, the Priority Railway (Public Transport) Section under the PRD is responsible for devising service re-organisation plans for the new railways, planning of public transport interchanges and public transport diversions for railway construction. To achieve greater efficiency and enhance interface between road and rail transport, it is considered necessary to transfer the Priority Railway (Public Transport) Section currently under the PRD to the BDB.

24. The railway duties of the BDB are expected to increase in quantity and complexity with the implementation of the RDS-2000 and the privatisation of the MTRC in 2000. With the completion of the nine new railways during 2002 to 2013, TD is required to map out a well co-ordinated public transport network with railway as backbone. We therefore consider it necessary to re-organise the BDB to form a new Bus and Railway Development Branch (BRB) with a Bus Development Division headed by PTO/Bus Development to deal with road-based public transport modes, and a Railway Division (RD) amalgamating the existing Priority Railway (Public Transport) Section from the PB, to be headed by the proposed PTO/BR.

Encl. 13

The proposed organisation chart of the future BRB is at Enclosure 13.

25. The Government's target is to increase the railway market share of total public transport trips from the present 31% to 39% by 2006. This target can only be achieved with the smooth provision of the railway system as well as better co-ordination with other transport modes. The proposed PTO/BR will be responsible for ensuring the smooth implementation of the railway projects during the construction stage with minimum disruption to the existing public transport services. He will have to plan public transport interchanges at the new railway stations to ensure the provision of good quality interchange facilities to enhance the attractiveness of the rail modes. The PTO/BR will also have to plan ahead with the re-organisation of transport services and the rationalisation programme to maximise the benefits of the new railways, to minimise adverse impact on passengers and to re-organise the operation of the affected operators (including buses and minibuses). The transfer of the Priority Railway (Public Transport) Section currently under the PRD of the PB to the RD of the BRB will consolidate the service-related work of road-based and railway modes under one roof.

Encl. 14 26. Other than the new railways, the PTO/BR will also have to monitor the performance of the existing railways and particularly that of the recently privatised MTRCL, to ensure that the high quality services are maintained and to encourage use of the more efficient and environmentally friendly mode. The job description of the proposed PTO/BR post is at Enclosure 14.

27. The planning and monitoring of railway services are complex tasks requiring much inter-modal co-ordination. Due to the increased competitiveness of the transport modes, resolving conflicts among different modes and striking a balance between healthy competition and co-ordination is becoming an increasingly complex and contentious task. Monitoring and regulation of railways is a complex subject. TD will need to expand gradually its expertise and capability to monitor the passenger services of the privatised MTRCL. Monitoring and regulatory procedures and internal systems will have to be set up and much more frequent liaison will need to be established to fulfill our role as regulator and in vetting performance standards and requirements. When the Legislative Council was briefed on matters relating to the Mass Transit Railway Bill in 1999, we mentioned that we would need to strengthen our capability in monitoring and regulating the railways by bidding for additional resources. We consider this to be the appropriate time to create a permanent PTO/BR post with effect from 1 April 2001 to tackle all these complicated duties to ensure the provision of a well co-ordinated and efficient public transport system with railways as the backbone.

OTHER ALTERNATIVES CONSIDERED

Highways Department

28. D of Hy has reviewed the current directorate structure and manpower of the department and concluded that it is impracticable to redeploy directorate staff from other offices in the HyD to the RDO to take up the additional tasks -

- (a) At present, the existing directorate staff of the RDO are fully engaged for the committed projects and the setting up and management of a computerised railway planning system. There is no spare capacity to handle the new railway projects and the planning of future railway development.
- (b) The staff in the Major Works Project Management Office are engaged in taking forward the new major highway projects, for example, the Route 10 – North Lantau to Yuen Long Highway project, the Deep Bay Link project, the Route 9 – Tsing Yi to Cheung Sha Wan, the Stonecutters Bridge, and the Tsing Lung Bridge. They are fully committed in handling the detailed design phase of consultancy,

/executing

executing advance works contracts and assisting in contract supervision and administration. It is therefore not feasible for them to be redeployed to undertake the additional railway development projects.

- (c) Neither is it feasible to redeploy the directorate officers from the Regional Offices of HyD to the RDO as the Regional Office staff are already fully stretched in implementing the policy and procedures on road maintenance in the territory. They are also heavily involved in undertaking maintenance, reconstruction, minor improvement of rural roads and highway network, and the associated drainage installation; and monitoring the expenditure on these activities.

Transport Department

29. C for T has examined the possibility of assigning the responsibilities to officers of other Divisions and concluded that it is impracticable as all of them are fully engaged in other equally important tasks -

- (a) At present, the existing CEs under the PB are fully engaged in managing base district traffic modelling and parking demand study, planning of the transport infrastructure, providing support on road safety and standards, and overseeing the planning and implementation of strategic road projects such as Route 10 and Deep Bay Link.
- (b) The existing CEs under the Technical Services Branch are fully committed in managing the operation and expansion of area traffic control and closed circuit television systems, and planning and developing the intelligent transport system.
- (c) The CEs in the Urban and New Territories regional offices are also fully stretched in their traffic engineering duties in their respective regions. It is therefore not feasible for them to be redeployed to undertake the additional railway schemes.
- (d) Neither is it feasible to redeploy the PTO in the BDB to provide public transport services planning support to the planned railway projects as he is fully engaged in assessing financial performance and processing fare increase applications from major public transport operators and franchise extensions.
- (e) The PTO in the Management and Licensing Branch is fully occupied in the tendering of the tunnel and parking management contracts.

/(f)

- (f) The PTOs in the Urban and New Territories Regional Offices are fully committed in regulating and monitoring the day-to-day operation of public transport services in their respective districts.
- (g) The PTO in the Ferry and Para-transit Branch is fully committed in regulating and monitoring the operation of the ferry and taxi services.

FINANCIAL IMPLICATIONS

30. The total notional annual salary cost of the proposal at MID-POINT is –

	\$	<i>No. of Posts</i>
Highways Department		
Principal Government Engineer	1,580,400	1
Government Engineer	1,443,000	1
Chief Engineer	1,213,200	1
Transport Department		
Chief Engineer	1,213,200	1
Principal Transport Officer	1,213,200	1
	6,663,000	5
Additional cost		

31. The full annual staff cost of the proposal, including salaries and staff on-costs, is \$10,925,000.

32. To support the expanded RDO, D of Hy will create eight non-directorate posts comprising three Senior Technical Officers (Civil), two Senior Survey Officers (Engineering), one Senior Clerical Officer, one Personal Secretary I and one Personal Secretary II at a total notional annual salary cost at MID-POINT of \$2,882,340 and a full annual average staff cost of \$4,794,000.

33. TD will create three non-directorate posts to provide support to its PRD, including one Senior Engineer and two Engineers/Assistant Engineers. The total notional annual salary cost at MID-POINT and the full annual average staff cost for these posts are \$1,923,300 and \$ 3,468,000 respectively.

34. HyD and TD have included sufficient provision in the 2000-01 Estimates and will include sufficient provision in their respective 2001-02 draft Estimates to meet the cost of the proposals.

BACKGROUND INFORMATION

35. The Government formulated the first RDS for Hong Kong in 1994 and accorded priority to the implementation of priority railway projects, namely, the KCR West Rail, the MTR TKE and the MOS Rail coupled with an extension of the KCR East Rail from Hung Hom to Tsim Sha Tsui. These rail projects are now at different stages of implementation. In 1999, Executive Council decided that we should proceed with the implementation of the Spur Line for an additional rail passenger boundary crossing to provide relief to Lo Wu. Executive Council also decided in late 1999 that the PBRL should be built and completed in time for the opening of the Theme Park. Thus a total of six new railway lines are scheduled for completion between 2002 and 2005.

36. In March 1998, the Government commissioned the RDS-2 to examine how best to further expand the rail network in Hong Kong in order to meet the rail transport needs arising from population growth and increase in cross-boundary activities for the next two decades. RDS-2 is now completed and based on its findings, the Government formulated RDS-2000 which underlines Government's policy on railway development and indicates which rail schemes should be included in the next phase of railway network development for Hong Kong.

Highways Department

37. FC approved vide EC(96-97)46 the creation of one supernumerary CE post on 6 December 1996 for five years for planning of the priority railway projects recommended by RDS. The post will lapse on 6 December 2001.

38. FC approved vide EC(98-99)26 the creation of one supernumerary PGE post on 12 March 1999 for two years to provide additional dedicated directorate support for planning and implementation of new railway projects and future railway development. The supernumerary PGE post will lapse on 12 March 2001.

39. On 25 July 2000, a supernumerary GE post was created under delegated authority for six months to assist PGE/RD on matters relating to future railway development and implementation of RDS-2000 new railway projects. The post will lapse on 25 January 2001.

Transport Department

40. TD's PRD was set up in 1998 and charged with the responsibility of providing professional input on traffic and transport aspects to these railway schemes. The PRD establishment must now be strengthened to cater for the additional initiatives set out in RDS-2000. In particular, the PRD can no longer effectively function without a CE (D1) officer as Division Head to provide the necessary leadership and ensure that proper input is provided in a timely manner to this urgent and vital work.

41. A small Railway Division in the BDB was originally set up under PTO/Bus Development and AC/BD and charged with the responsibilities of preparatory work for the monitoring of MTRCL. With the growing complexity in this task and the public transport planning and co-ordination work associated with the new railways, it is now necessary to transfer the Priority Railway (Public Transport) Section from the PB to the re-organised BDB which is to be renamed as the BRB, and to create a PTO (D1) post to lead the team and provide adequate support to the retitled Assistant Commissioner for Transport/Bus and Railway Development.

CIVIL SERVICE BUREAU COMMENTS

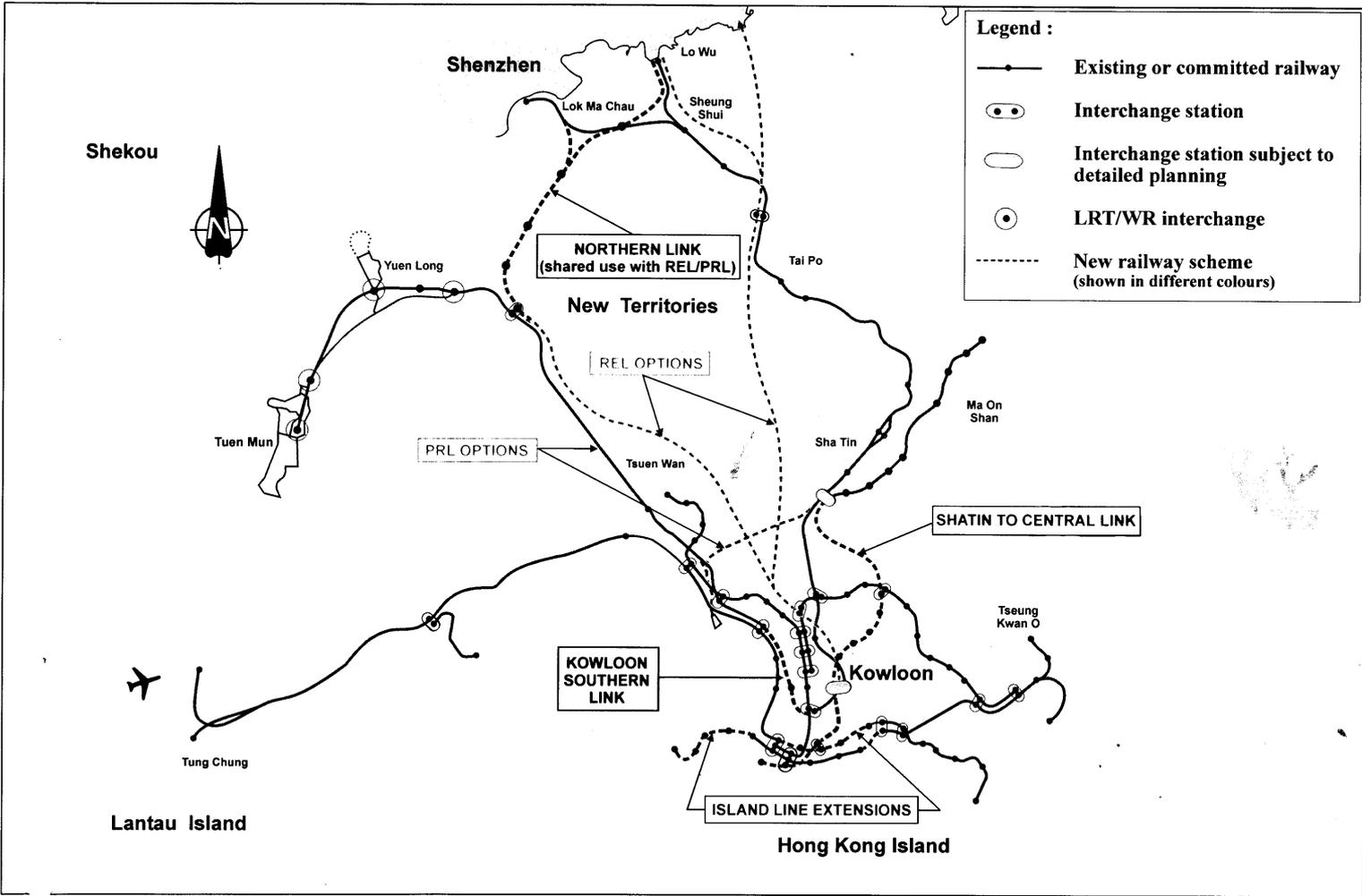
42. The Administration has carefully considered other alternatives including redeployment bearing in mind the Government's commitment to contain the size of the civil service and the need for greater efficiency and effectiveness under the Enhanced Productivity Programme. We are satisfied that this proposal is functionally justified. The Civil Service Bureau supports the conversion of the supernumerary post to a permanent post and creation of the proposed permanent posts having regard to the magnitude of the new railway projects and the level of responsibility and professional input required.

/ADVICE

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

43. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the posts would be appropriate if the posts were to be created.

Transport Bureau
December 2000



Details of the six new railway projects recommended in RDS-2000

(a) Island Line Extensions (ISL)

This project, comprising the North Hong Kong Island Line and the West Hong Kong Island Line, is required to relieve overcrowding of the existing Island line. It can be completed in two phases between 2008 and 2012.

(b) Shatin to Central Link (SCL)

This project will provide relief to the projected congestion at the East Rail at Beacon Hill Tunnel, and connect Shatin with Hong Kong Island by combining Tai Wai to Diamond Hill Link, the East Kowloon Line, and the Fourth Rail Harbour Crossing into one project. The project will provide an important north-south rail corridor and can be completed in phases between 2008 and 2011.

(c) Kowloon Southern Link (KSL)

The Kowloon Southern Link extends West Rail into the heart of Kowloon to interchange with East Rail at Hung Hom. It will enhance the development of West Kowloon and serve the integrated arts and culture and entertainment district planned there. The project can be completed between 2008 and 2013.

(d) Northern Link (NOL)

The Northern Link will provide convenient rail access for the Strategic Growth Areas in the North West New Territories by connecting West Rail to East Rail. It also links up the West Rail Kam Sheung Road Station with the boundary crossing at Lok Ma Chau. It can be completed in the window of 2011-2016.

(e) Regional Express Line (REL)

The Regional Express Line will connect the Boundary through express service to Hung Hom with a possible further extension across the harbour to Hong Kong Island, implementation of which will depend on the cross-boundary rail passenger growth.

(f) Port Rail Line (PRL)

This line is a new freight rail connection from Lo Wu to a new port rail terminal at Kwai Chung via East Rail or West Rail, implementation of which will depend on the cross-boundary rail container freight growth.

Project	Cost Estimate (\$ billion)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
TKE	30.5	[Implementation programme for committed projects]												Legend:						
WR	64.0	[Implementation programme for committed projects]												[Implementation programme for committed projects]						
TST Extension	5.1	[Implementation programme for committed projects]												[Implementation programme for committed projects]						
MOS	13.6	[Implementation programme for committed projects]												[Implementation programme for committed projects]						
SHS - LMC Spur Line	14.0	[Implementation programme for committed projects]												[Implementation programme for committed projects]						
PBRL	2.5	[Implementation programme for committed projects]												[Implementation programme for committed projects]						
Shatin - Central Link	27.0 - 37.0	[Implementation programme for committed projects]												[Completion window]						
Island Line Extensions	19.0 - 20.0	[Implementation programme for committed projects]												[Completion window]						
KSL	7.0 - 8.0	[Implementation programme for committed projects]												[Completion window]						
NOL	9.0	[Commencement window]												[Implementation programme for committed projects]						
REL	13.0 - 17.0	[Commencement window]												[Implementation programme for committed projects]						
PRL	5.0 - 9.0	[Commencement window]												[Implementation programme for committed projects]						

HK's NEW RAILWAY PROJECTS - INDICATIVE PROGRAMME

**Proposed Job Description of Principal Government Engineer/Railway
Development
(Highways Department)**

Post : Principal Government Engineer/Railway Development

Rank : Principal Government Engineer (D3)

Responsible to : Director of Highway

Major Duties -

1. To develop the railway system in Hong Kong in accordance with Government's overall transport policy by -
 - (a) overseeing the Railway Development Strategy 2000 (RDS-2000) including planning and initiating further studies to meet changing needs;
 - (b) providing expert advice and technical support to Policy Bureau on the implementation of the RDS-2000;
 - (c) liaising with the Mainland Authorities on issues related to cross-boundary railway and infrastructure development;
 - (d) liaising with the railway operators to develop new railway schemes and to ensure the timely delivery of railway projects; and
 - (e) identifying new railway routes in the overall development context and initiating actions on railway route protection.
2. To control and monitor the delivery of committed and new railway projects by -
 - (a) directing the preparation of project briefs, inviting and assessing proposals for the construction and operation of the railway projects;
 - (b) directing gazettal procedures and necessary amendments to legislation and town plans related to the new railway projects and associated property developments;
 - (c) chairing project coordination committees or working groups, and liaising within and outside Government to facilitate the implementation of the railway projects;

/(d)

- (d) monitoring the progress and standard of railway construction and works under the Public Works Programme; and
 - (e) providing expert advice on matters arising from or related to the implementation of railway projects.
3. To serve on Director of Highways Project Control Committees for the railway projects (Alternate Chairman), Secretary for Transport's Project Steering Committees for the railway projects (Member), Programme Planning Management Meeting (Member), Hong Kong and the Mainland Major Infrastructure Co-ordinating Committee - Railway Panel (Member) and Hong Kong and the Mainland Major Infrastructure Co-ordinating Committee - Lok Ma Chau/Huanggang Passenger Crossing Joint Working Group (Deputy Chairman).

**Proposed Job Description of Government Engineer/Railway Planning
(Highways Department)**

Post : Government Engineer/Railway Planning
Rank : Government Engineer (D2)
Responsible to : Principal Government Engineer/Railway Development

Major Duties -

1. To plan the implementation of the new railway projects recommended in the Railway Development Strategy 2000 (RDS-2000) by -
 - (a) initiating actions to draw up project briefs, preparing bid packages and assessment criteria, inviting proposals for the construction and operation of the railway projects, assisting in assessing proposals and recommending to Government on the choice of the operation;
 - (b) serving as a member of the Government negotiating team for the various railway projects;
 - (c) co-ordinating land matters, gazetting the railway schemes, handling objections, resolving interfacing issues arising from other town planning and associated property developments;
 - (d) co-ordinating and liaising within and outside Government to develop the detailed railway schemes and implementation plans for the railway projects;
 - (e) monitoring the progress and standard of railway construction and works under the Public Works Programme essential for the commissioning of the new railways;
 - (f) assisting in liaising with the Mainland Authorities on issues on cross-boundary railway infrastructure development;
 - (g) administering any consultancies commissioned for the planning and implementation of the new railway projects; and
 - (h) providing technical advice on matters arising from or related to the implementation of the railway projects.

/2.

2. To establish and manage the railway transport model by -
 - (a) overseeing the input assumptions and patronage forecasts on railway demand for different network, land use and socio-economic scenarios; and
 - (b) overseeing the performance of the transport demand model to produce a reliable, efficient and responsive forecasting tool.

3. To manage general railway district administration duties by -
 - (a) providing professional advice on matters arising from or related to all proposed developments and works to be carried out within or adjacent to the existing railway lines and installations; and
 - (b) initiating administrative protection procedures for the proposed railway routes.

4. To serve on Station and Transport Integration Committee (Chairman), Traffic Management Committee (Chairman), Project Liaison Committees with the railway corporations (Chairman), Secretary for Transport's Project Steering Committees for the new railway projects (Alternate Member) and Steering Committees for other Government strategic studies as required (Chairman/Member).

**Revised Job Description of Chief Engineer/Technical Services
(Highways Department)**

Post : Chief Engineer/Technical Services

Rank : Chief Engineer (D1)

Responsible to : Government Engineer/Railway Planning

Major Duties -

1. to co-ordinate the compilation of statistical data on railway riderships covering line flows, station to station passenger movements and interchange flows;
2. to analyse and compile land use, demographic and socio-economic data in the format of the computerised transport model for use in various transportation studies on railway development;
3. to update the databank for railway planning, and maintaining and refining the model parameters of a four-stage (trip generation, distribution, model split and assignment) computerised transport model to produce a reliable, effective and responsive planning tool for rail-based transport;
4. to vet railway corporations' technical proposals for the Northern Link (NOL) and Regional Express Line (REL) and assist in negotiation with the operators on the railway scheme;
5. to liaise with the railway corporations to ensure the adoption of appropriate strategy, procedures and programme in consultancies and contract management for the NOL and REL;
6. to provide technical input to the financial analysis and legal aspects of the NOL and REL, and assist in drawing up the technical parts of the project agreements;
7. to gazette the railway schemes under the Railways Ordinance, and handle objections and submission for authorisation of the schemes;
8. to handle railway district administration matters;

9. to administer route protection of the NOL and REL and resolve conflicts with other development projects;
10. to co-ordinate the Airport Railway remaining works including the four-tracking works between Tai Kok Tsui and Lai King, as well as the public transport interchanges at Hong Kong and Kowloon stations; and
11. to serve on Joint Department Meeting on Transport Data and Modelling (Chairman), Working Group on Computer Facilities for Railway Development Office (Chairman), Working Group on Population Distribution (Member), Steering Group on the HK2030 – Vision and Development Study (Member), Steering Group on Strategic Planning and Transport Studies (Member) and Station and Transport Integration Committee (Member).

**Revised Job Description of Chief Engineer/Railway Planning (1)
(Highways Department)**

Post : Chief Engineer/Railway Planning (1)
Rank : Chief Engineer (D1)
Responsible to : Government Engineer/Railway Planning

Major Duties -

1. to vet railway corporations' technical proposals for the Penny's Bay Rail Link (PBRL), Port Rail Line (PRL) and Kowloon Southern Link (KSL) and assist in negotiation with the operators on the railway schemes;
2. to liaise with the railway corporations to ensure the adoption of appropriate strategy, procedures and programme in consultancies and contract management for the PBRL, PRL and KSL;
3. to provide technical input to the financial analysis and legal aspects of the PBRL, PRL and KSL;
4. to gazette the railway schemes under the Railways Ordinance, handle objections and submission for authorisation of the schemes;
5. to assist in drawing up the technical parts of the project agreements and monitoring the programme and progress of the PBRL, PRL and KSL;
6. to co-ordinate with other government departments to ensure the smooth progress of the PBRL, PRL and KSL and resolve conflicts and interfacing matters between these projects and other development projects;
7. to administer route protection and provide professional advice on railway matters related to the PBRL, PRL and KSL; and
8. to serve on Station and Transport Integration Committee (Member), Safety and Security Co-ordinating Committee (Member), Site Liaison Group (Chairman), Project Liaison Committees with the railway corporations (Member) and Steering and Working Committees for Government strategic studies, as required (Member).

**Proposed Job Description of Chief Engineer/Railway Planning (2)
(Highways Department)**

Post : Chief Engineer/Railway Planning (2)

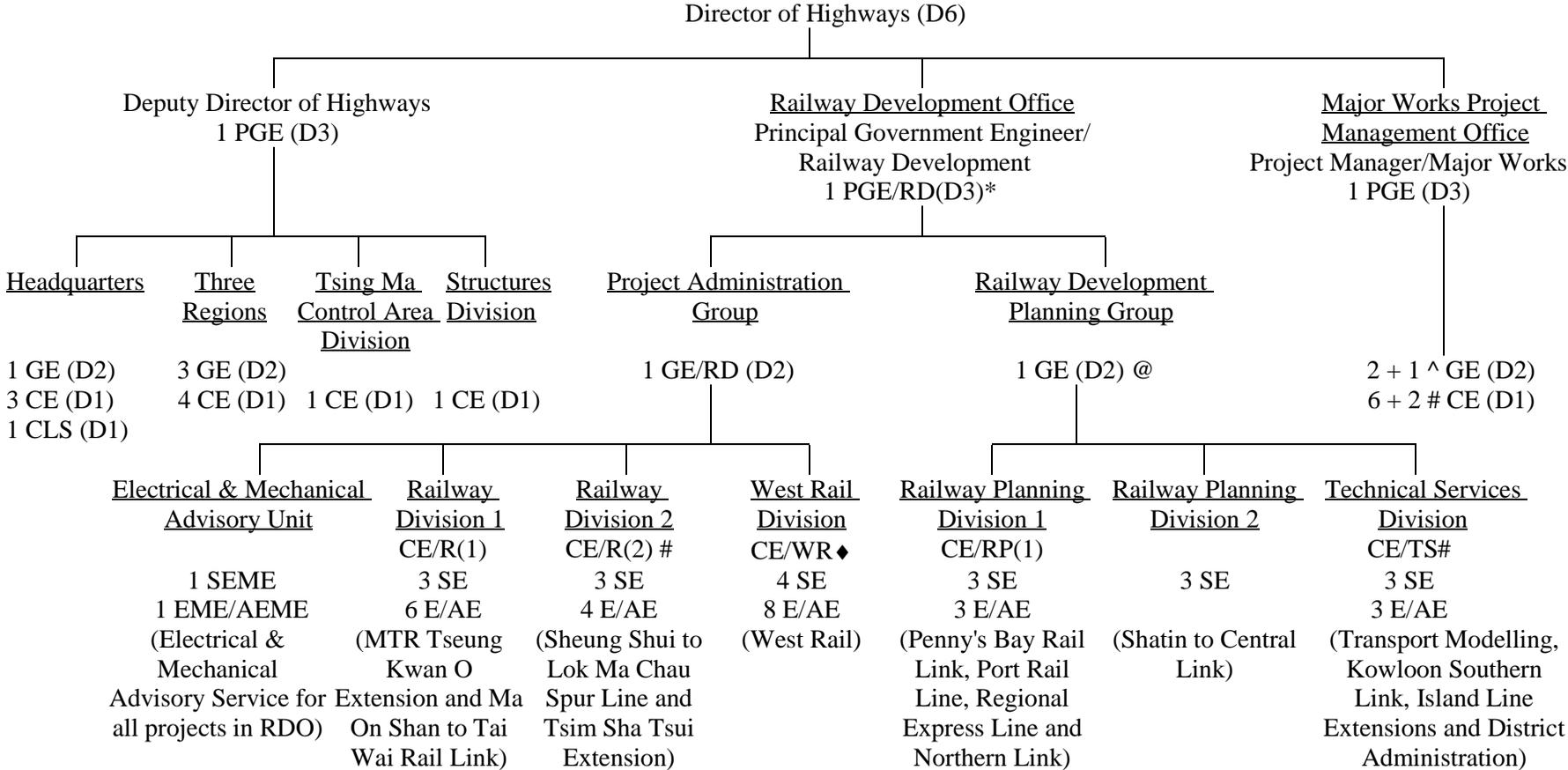
Rank : Chief Engineer (D1)

Responsible to : Government Engineer/Railway Planning

Major Duties –

1. to assist in drawing up project briefs, preparing bid packages and assessment criteria and inviting proposals from the railway corporations for the Sha Tin to Central Link (SCL) and Island Line Extensions (ISL);
2. to vet and assess the railway corporations' technical proposal for the SCL and ISL and assist in negotiation with the operator on the railway schemes;
3. to liaise with the railway corporation to ensure the adoption of appropriate strategy, procedures and programme in consultancies and contract management for the SCL and ISL;
4. to provide technical input to the financial analysis and legal aspects of the SCL and ISL;
5. to gazette the railway schemes under the Railways Ordinance and handle objections and submission for authorisation of the schemes;
6. to assist in drawing up the technical parts of the project agreements and monitoring the programme and progress of the SCL and ISL;
7. to co-ordinate with other Government departments to ensure the smooth progress of the SCL and ISL and resolve conflicts and interfacing matters between the SCL and ISL and other development projects;
8. to administer route protection and provide professional advice on railway matters related to the SCL and ISL; and
9. to serve on Station and Transport Integration Committee (Member), Safety and Security Co-ordinating Committee (Member), Site Liaison Group (Chairman), Project Liaison Committee with the railway corporation (Member) and Steering and Working Committees for Government strategic studies, as required (Member).

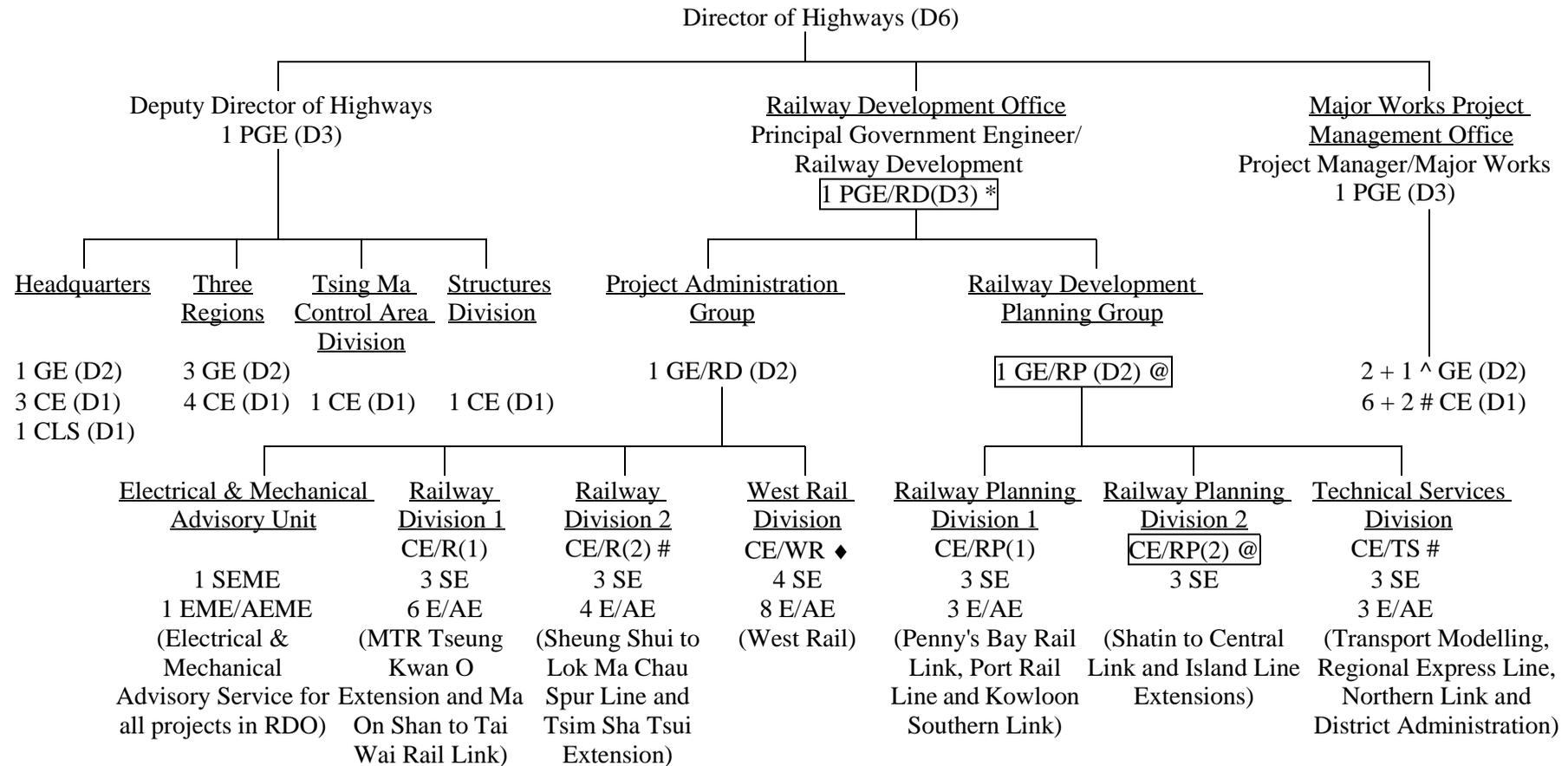
Existing Organisation Chart of Railway Development Office, Highways Department



Legend

- PGE - Principal Government Engineer
- GE - Government Engineer
- CE - Chief Engineer
- SE - Senior Engineer
- E/AE - Engineer/Assistant Engineer
- CLS - Chief Land Surveyor
- SEME - Senior Electrical & Mechanical Engineer
- EME/AEME - Electrical & Mechanical Engineer/Assistant Electrical & Mechanical Engineer
- * - Supernumerary PGE post to lapse on 12.3.2001
- @ - Supernumerary GE post to lapse on 25.1.2001
- ^ - Supernumerary GE post to lapse on 12.3.2005
- ◆ - Supernumerary CE post to lapse on 6.12.2001
- # - Supernumerary CE posts to lapse on 12.3.2005

Proposed Organisation Chart of Railway Development Office, Highways Department



Legend

- | | | |
|-------------------------------------|--|---|
| PGE - Principal Government Engineer | CLS - Chief Land Surveyor | * - Proposed directorate post to be converted into permanent post |
| GE - Government Engineer | SEME - Senior Electrical & Mechanical Engineer | @ - Proposed permanent directorate posts to be created |
| CE - Chief Engineer | EME/AEME - Electrical & Mechanical Engineer/Assistant Electrical & Mechanical Engineer | ^ - Supernumerary GE post to lapse on 12.3.2005 |
| SE - Senior Engineer | | ♦ - Supernumerary CE post to lapse on 6.12.2001 |
| E/AE - Engineer/Assistant Engineer | | # - Supernumerary CE posts to lapse on 12.3.2005 |
- (Note: The continuous needs of the supernumerary directorate posts will be reviewed in due course.)

**Proposed Job Description of Chief Engineer/Priority Rail
(Transport Department)**

Post : Chief Engineer/Priority Rail

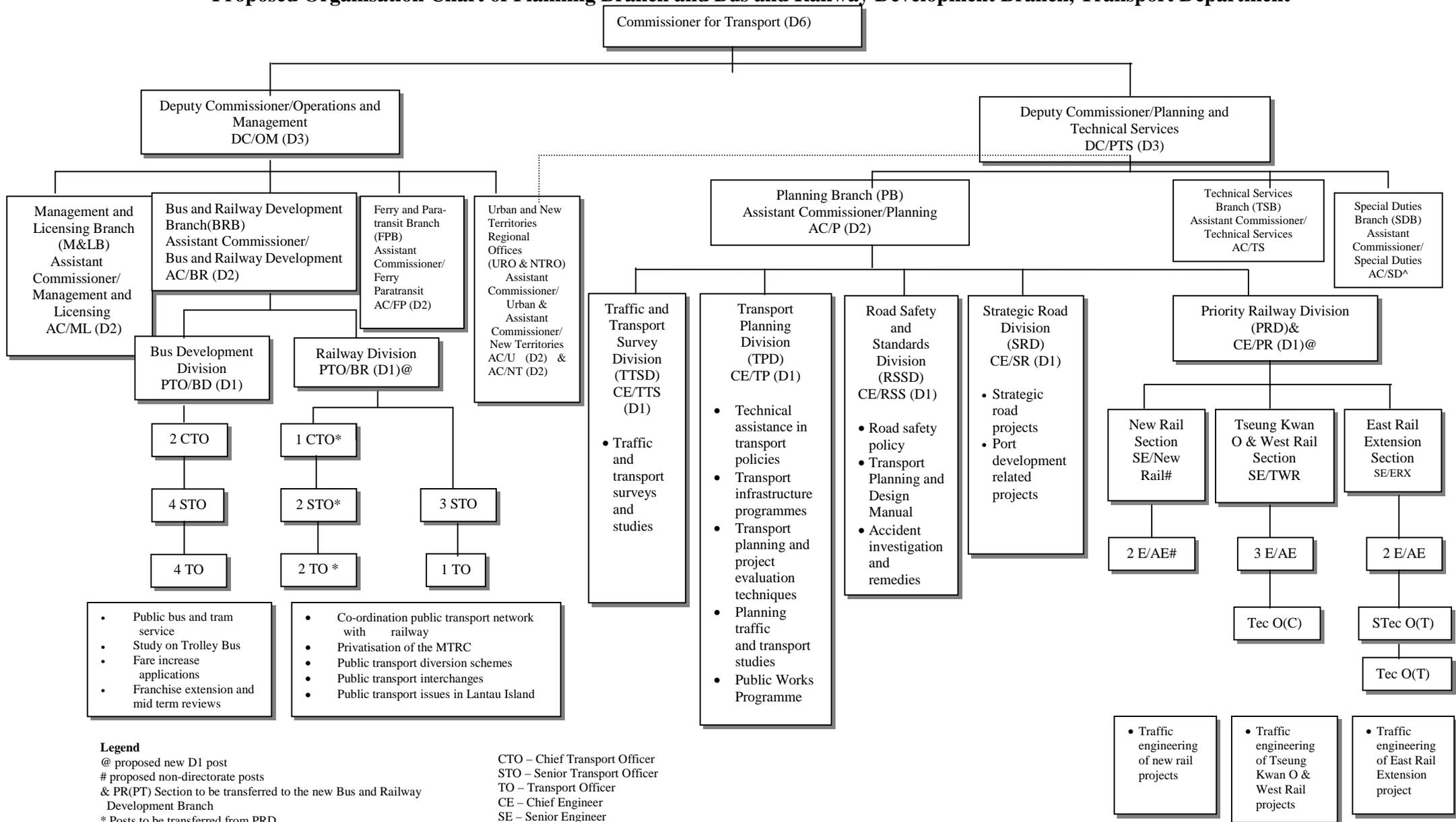
Rank : Chief Engineer (D1)

Responsible to : Assistant Commissioner/Planning

Main Duties - :

1. to oversee the implementation of the existing priority railway projects as well as the planning and implementation of the three new railway schemes;
2. to assist in the selection process of the operating agency of the proposed Sha Tin to Central Link;
3. to assist in the evaluation of technical submissions from railway corporations;
4. to assist in drawing up and vetting of project agreements and vet technical studies and reports prepared by the railway corporations;
5. to assist in the preparation of scheme gazettal and resolution of objections;
6. to provide traffic engineering planning input and vet and manage traffic diversion schemes;
7. to assist in the preparation of Private Treaty Grants to incorporate park and ride facilities in station development; and
8. to attend meetings of project steering group/working group, District Council and Station & Transport Integration Committee.

Proposed Organisation Chart of Planning Branch and Bus and Railway Development Branch, Transport Department



Legend

@ proposed new D1 post
 # proposed non-directorate posts
 & PR(PT) Section to be transferred to the new Bus and Railway Development Branch
 * Posts to be transferred from PRD
 PTO/BD – Principal Transport Officer/Bus Development
 PTO/BR – Principal Transport Officer/Bus & Railway Development
 ^existing supernumerary AC/SD post to lapse on 24.1.2001

CTO – Chief Transport Officer
 STO – Senior Transport Officer
 TO – Transport Officer
 CE – Chief Engineer
 SE – Senior Engineer
 E/AE – Engineer/Assistant Engineer
 S Tec O(T) – Senior Technical Officer (Traffic)
 Tec O(T) – Technical Officer (Traffic)
 Tec O(C) – Technical Officer (Civil)

**Proposed Job Description of Principal Transport Officer/Bus and Railway
(Transport Department)**

Post : Principal Transport Officer/Bus and Railway
Rank : Principal Transport Officer (D1)
Responsible to : Assistant Commissioner/Bus and Railway Development

Main Duties -

1. to provide public transport services planning input to the planned railway projects;
2. to vet and manage public transport diversion schemes;
3. to plan public transport interchange facilities in station development;
4. to improve the quality of existing and planned public transport interchanges through contracting out of the management and other facility upgrading proposals to enhance their attractiveness to passengers;
5. to plan and oversee the re-organisation and co-ordination of public transport services for the commissioning of the new railway;
6. to liaise with public transport operators on the re-organisation proposal and ensure inter-modal co-ordination;
7. to plan and ensure adequate provision of feeder services to railway stations;
8. to monitor the operation of MTRC in accordance with the provisions in the Mass Transit Railway Ordinance (Chapter 556) and the Operating Agreement;
9. to conduct annual review on the performance requirements and standards of MTRC;
10. to examine fare and promotional arrangements proposed by MTRCL and its impact on other public transport modes;
11. to conduct research into and encourage provision of environmentally friendly major public transport modes; and
12. to oversee all public transport planning issues in Lantau Island, including the Disneyland project at Penny's Bay, the Chek Lap Kok Airport and the Tung Chung New Town.