

For information on  
29 May 2012

## **Legislative Council Panel on Transport**

### **Delivery of Land Transport and Works Policy Portfolio under the Current Administration's Organization Structure**

#### **Purpose**

This paper aims to provide information on how the land transport and the works policy (less policy responsibilities on heritage conservation) portfolios, which are proposed to be placed under the purview of the new Transport and Works Bureau (TWB), are delivered under the current Administration's organization structure. The portfolios encompass the work currently undertaken by the relevant divisions of the Transport Branch under the Transport and Housing Bureau (THB), and the Works Branch under the Development Bureau (DEVB).

#### **Overview**

2. The organization chart of the current Administration is at **Annex 1**. THB is under the purview of the Chief Secretary for Administration, while DEVB is under the purview of the Financial Secretary.

3. THB is divided into the Transport Branch and the Housing

Department. The Transport Branch has a wide range of policy areas, including the construction and improvement of the transport infrastructure, overseeing public transport services, formulating strategies on road safety, traffic management and licensing of vehicles and drivers, overseeing policy matters relating to civil aviation and airport development, and formulating policies of Hong Kong's maritime, port and logistics services overseas and locally. The current organization chart of THB is at **Annex 2**. The Transport Branch has five divisions and each division is headed by a Deputy Secretary for Transport. Issues relating to land transport policies are mainly under the purview of Division 1, Division 2 and Division 3 of Transport Branch, while Division 4 and Division 5 are responsible for aviation, maritime and logistics matters respectively.

4. The Works Branch has a wide range of policy portfolio, including the Public Works Programme, increasing land supply strategies, management of construction manpower, water supply, flood prevention, slope safety, lift safety, greening, landscape and tree management, the Energising Kowloon East initiative and heritage conservation. The current organization chart of The Works Branch is at **Annex 3**. Apart from the Legal Advisory Division, the Works Branch has three Divisions/Office with the Heritage, Programme and Resources Division and the Works Policies and Infrastructural Division each headed by a Deputy Secretary, and the Kowloon East Development Office (KEDO) headed by Head/KEDO.

## **Roles of the Land Transport Divisions of the Transport Branch**

### **(A) Division 1 – Land Transport Infrastructure Division**

#### *(a) Overseeing the planning and implementation of road projects*

5. The Transport Branch is in charge of the planning and implementation of the construction and improvement of Hong Kong's land transport infrastructure, including new district-wide strategic road networks, bridges and tunnels; new local infrastructures such as footbridges and subways; as well as maintenance and improvements of the aforementioned existing structures and facilities. Apart from projects solely within HKSAR, the Transport Branch also coordinates cross-boundary road infrastructure projects, such as the Hong Kong-Zhuhai Macao Bridge. Together with the relevant departments, Transport Branch has to oversee each project through from planning, implementation to operation stages. The various steps that require the Branch's coordination and input include transport impact assessment, environmental impact assessment, consultancies and technical feasibility studies, consultation with stakeholders, statutory approval process, funding applications in Legislative Council, resolving difficulties during the planning and construction process, as well as monitoring the operation upon completion.

6. Looking ahead, major projects in the pipeline include the Tuen Mun-Chek Lap Kok Link, Tuen Mun Western Bypass, Central Kowloon Route, Tseung Kwan O-Lam Tin Tunnel, Cross Bay Link, Trunk Road T2, widening of Tolo Highway / Fanling Highway, improvement of Hiram's Highway, pedestrianisation projects, provision of hillside

escalator links and elevator systems as well as retrofitting of barrier free access facilities. There are also a number of smaller-scale improvement and new local projects. All the above projects are at various preliminary stages and the Transport Branch will have to devote significant effort to steer the projects and coordinate the action of various departments and stakeholders to bring the projects to fruition.

*(b) Overseeing the implementation of rail projects*

7. We are building five railway projects at the same time, estimated at a total construction cost of about \$180 billion. Construction of the West Island Line, Hong Kong section of Guangzhou-Shenzhen-Hong Kong Express Rail Link (XRL), South Island Line (East) and the Kwun Tong Line Extension are already in full swing for completion in 2014 / 2015. The Shatin to Central Link is due to start in mid 2012 for completion in phases in 2018 and 2020. The Transport Branch has to provide timely policy input in the construction stage to ensure satisfactory delivery of the projects and that the disturbance to the communities is minimized. The Transport Branch provides policy directives to resolve issues at district level encountered during construction as well as to provide steer to the major interfacing works. It also has to closely liaise with the Mainland authorities on issues relating to the commissioning and operation of the XRL.

*(c) steering long-term and strategic land transport infrastructure planning*

8. The Transport Branch provides policy input into the review of long-term territory-wide strategic railway and highway development

blueprints in light of changing social and economic needs of Hong Kong, updated planning parameters, and closer economic integration with the Peal River Delta region. In particular, the Administration is carrying out a consultancy study on Update and Review of Railway Development Strategy 2000 which will map out the future railway blueprint for Hong Kong. The Transport Branch spearheads the study, takes the lead in the public engagement exercises and coordinates the efforts of other bureaux and departments to ensure that the updated railway blueprint will serve the needs of the public and the overall planning of Hong Kong.

9. The Transport Branch also provides transport policy input into initiatives of other bureaux relating to cross-boundary cooperation, new development areas, major redevelopment proposals, land supply studies, major tourism attractions, housing developments and other public facilities. It also oversees the transport aspects of the town planning process to ensure that new land use proposals can be supported by transport infrastructure.

*(d) Acquiring and deploying resources for land transport infrastructure*

10. The Transport Branch is responsible for securing resources for road projects and concessionary railway projects by overseeing the Capital Works Reserve Fund - Resource Allocation Exercise submissions. The Branch has to coordinate the various road projects under different departments, analyse the merits of each project in depth, consider the construction schedules and secure funding resources in accordance with the established procedures. The Transport Branch has to follow up the whole resource allocation process, including briefing Legislative Council Panels and making submissions to the Public Works Subcommittee and

Finance Committee. For railway projects, the Branch has to analyse the funding arrangement options, process funding applications to Legislative Council, and, if necessary, negotiate the terms with the railway operator in the best interest of public.

*(e) housekeeping of the Highways Department*

11. The Transport Branch also serves as the housekeeping bureau for the major executive department of road and railway projects – the Highways Department. The Department undertakes the planning, design and maintenance of Hong Kong's public road system and coordinates the implementation of new highway and railway projects. The Transport Branch closely liaises with the Department and provides policy steer to the latter's work and ensures that the Department is equipped with adequate resources to enable the smooth delivery of various policy initiatives and projects.

**(B) Division 2 – Public Transport Division**

*(f) overseeing the overall coordination and provision of services among different modes of public transport*

12. The Transport Branch formulates the public transport policies in respect of land and waterborne transport services, as well as oversees the overall coordination and provision of services among different modes of public transport with the support of the Transport Department (TD). They include railways, franchised buses, non-franchised buses, public light buses, taxis, trams, peak tramway and ferries.

13. Looking ahead, a number of major reviews related to public transport will be conducted. They include (a) the mid-term review on the special helping measures for the six major outlying island ferry trunk routes in 2012 / 13; and (b) the review on the continuation of the exceptional helping measure for Star Ferry's franchised ferry services in mid-2013.

14. In addition, on the Public Transport Fare Concession Scheme for the Elderly and Eligible Persons with Disabilities (i.e. the \$2 Scheme), we shall assist the Labour and Welfare Bureau to review the scope of the Scheme after it has been up and running smoothly to consider whether it should be extended to cover other modes of public transport. A comprehensive evaluation of the Scheme three years after it has been fully implemented will be conducted to assess the long-term financial, transport and welfare implications.

*(g) overseeing the granting of new franchises and licences for public transport services*

15. The Transport Branch oversees the negotiations on and granting of new franchises and licences for public transport services. Specifically, steps have to be taken to prepare for the negotiations concerning (a) the operating right of the Peak Tramways Company Limited, which will expire by end 2013; and (b) the franchises for Citybus (Franchise for Hong Kong Island and cross-harbour routes), The Kowloon Motor Bus Company (1933) Limited and New Lantao Bus Company (1973) Limited, which will expire in 2016 and 2017.

*(h) overseeing railway safety and regulation of railway services*

16. The Transport Branch oversees railway safety and regulation of railway services. TD and the Electrical and Mechanical Services Department are responsible for monitoring the service and safety performance aspects of railway services provided by the MTR Corporation Limited (MTRCL) respectively.

*(i) overseeing the fare adjustments of major public transport operators*

17. The Transport Branch oversees the policy issues of fare adjustments of the major public transport operators (including franchised buses, taxis, ferries, trams, railways) and the processing of fare adjustment applications in accordance with the established mechanisms. Major reviews related to the fare adjustment mechanisms which will be conducted include (a) the review on the Fare Adjustment Mechanism of MTRCL in the second half of 2012; and (b) the review on the Fare Adjustment Arrangement for franchised buses in 2013.

### **(C) Division 3 – Transport Management Division**

*(j) formulating policies and strategies on toll roads and tunnels, and steering through relevant legislative proposals*

18. The Transport Branch formulates policies and strategies on toll roads and tunnels and handles policy work relating to Build-Operate-Transfer (BOT) franchises, including processing toll increase applications, formulating measures to rationalise the utilisation of the concerned roads/tunnels and monitoring their smooth operation. All these matters are of great concern to the community and are



politically sensitive, and require careful handling at the highest level in the administration. The toll increase applications have to be dealt with within the context of the relevant legislative framework and BOT agreements and having regard to the financial situation of the franchisees, traffic impact, public affordability and acceptability. The rationalisation of the utilisation of the tolled tunnels and roads requires the formulation of complex toll adjustment scenarios for the tolled tunnels and roads that could achieve the desired effect without causing undue burden to the tunnel and road users.

*(k) formulating policies and strategies on road safety, traffic management and licensing of vehicles/drivers and steering through relevant legislative proposals*

19. The Transport Branch handles policy work relating to road safety and traffic management, in particular steering through relevant legislation to enhance road safety, e.g. introducing legislation to combat dangerous driving, drink driving, drug driving and enhance the safety of Public Light Bus operation, overseeing the implementation of various measures to contain the growth of cars and ease traffic congestion. The initiatives are invariably controversial and affect many transport trades, and require hard and skilful lobbying at high levels and carefully considered strategies that call for critical political acumen.

20. The Transport Branch is responsible for policy matters relating to vehicle and driving licences and other transport-related permits, as well as driver training policy. These are important matters that concern traffic management and road safety. The Transport Branch is also responsible for the appointment of Transport Tribunals to hear

appeals against decisions by the Commissioner for Transport on licensing matters.

*(l) formulating policies and strategies on cross-boundary traffic management and transport services, including ferry services*

21. The Transport Branch formulates policies and strategies on cross-boundary transport arrangements, i.e. to decide what types of transport modes should be used and how, and overseeing the implementation of cross-boundary land transport services at existing and new control points (such as the Hong Kong-Zhuhai-Macao Bridge (HZMB) and the Liangtang/Heung Yuen Wai Boundary Control Point); and monitors cross-boundary vehicular traffic at land crossings to see if the existing arrangements need to be revised to achieve better effects. The Branch also oversees the operation of cross-boundary ferry services and cross-boundary ferry terminals. These tasks require high-level and tactful liaison with the Mainland and Macao authorities (the latter on cross-boundary transport arrangements at the HZMB and on cross-boundary ferry services) to seek their cooperation and support.

*(m) Supporting the work of the Transport Advisory Committee*

22. The Transport Branch oversees support for the Transport Advisory Committee, which is a high level advisory committee to advise the Chief Executive in Council on important transport policies and issues, and its subcommittees, including nominating suitable candidates for appointment to the committee by the Chief Executive, suggesting important transport matters for the committee's consideration, and providing secretariat support in preparing meeting agendas, papers and

minutes and liaising with various bureaux and departments and other organisations for attending the committee's meetings and following up on the committee's discussions. The Branch is also responsible for overseeing the operation of the Transport Complaints Unit, which handles the public's complaints on all transport-related matters to ensure that they are properly dealt with by the relevant bureaux and departments.

### **Roles of Works Branch of DEVB<sup>1</sup>**

*(a) Monitoring the effective delivery of Government's overall Public Works Programme under the Capital Works Programme (CWP)<sup>2</sup> and overseeing the implementation of major infrastructural projects*

23. The Works Branch is responsible for monitoring the progress and expenditure of capital works projects under CWP. It works closely with the concerned Bureaux/Departments to oversee the progress of its major projects to guard against programme delays and to devise measures to mitigate those delays. The Works Branch also provides technical advices for the annual Capital Works Resource Allocation Exercise and the preparation of the Estimates. Specifically, the Works Branch oversees the implementation of major infrastructural projects including Kai Tak Development and Liantang/Heung Yuen Wai Boundary Control Point by providing high-level steer to resolve cross-bureau and cross-departmental issues which may impede progress.

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<sup>1</sup> Excluding policy responsibilities on heritage conservation which is proposed to be transferred to the Culture Bureau.

<sup>2</sup> CWP comprises government works projects under Heads 707, 709 and 711 (i.e. the Public Works Programme), and capital subventions under Head 708 (Capital Subventions) of the Capital Works Reserve Fund.

*(b) Formulating construction manpower policies and promoting local professional services outside Hong Kong*

24. The Works Branch formulates construction manpower policies with an aim of nurturing and retaining a high quality construction workforce that is capable of and committed to quality construction. This is achieved through collaborating with industry stakeholders, including the Construction Industry Council in monitoring the overall construction manpower situation and formulating policies and measures on providing effective training to enhance manpower resources and to meet manpower needs. The Works Branch also works closely with CWRA to facilitate and ensure the effective registration of construction workers. Besides, the Works Branch maintains close liaison with the Mainland on the Closer Economic Partnership Arrangement to facilitate recognition of professional qualifications, registration and practicing for business opportunities within the Mainland market.

*(c) Formulating and implementing major works-related policies*

*Procurement of contracts and consultancies*

25. The Works Branch formulates and implements policies to ensure that procurements of public works are best value for money on an equitable competition basis with due emphasis on quality, innovation and creativity in accordance with the World Trade Organisation Agreement on Government Procurement and other legal requirements as well as financial and other administrative controls.

Construction site safety and lifts and escalators safety

26. The Works Branch is responsible for formulating policies and overseeing the implementation of initiatives to introduce best practices in public works projects to further improve the safety, working environment and conditions in construction sites. The Works Branch also oversees the implementation of the regulatory framework and systems on the safety of lifts and escalators to safeguard the public.

Landslip prevention, flood prevention and control of road excavation

27. The Works Branch oversees the landslip prevention and mitigation programmes to attain a high standard of slope safety with focus on both man-made slopes and natural hillsides. The Works Branch formulates policies and strategies to reduce flooding risks to the people of Hong Kong and the built environment. The Works Branch also monitors the mechanism for controlling road excavation to ensure that all excavation works on public streets are completed promptly and safely.

Total water management including water supply and conservation

28. The Works Branch formulates policies and strategies to ensure total water management to attain a reliable and adequate supply of wholesome potable water and seawater for Hong Kong. The Works Branch also oversees the implementation of the total water management strategy to contain the growth of water demand through water conservation while strengthening water supply management through protection of water resources and exploring alternatives including

seawater desalination.

*Sustainable construction and green government building*

29. The Works Branch formulates policies and strategies to encourage the delivery of public works projects in a sustainable manner. The Works Branch also promotes green government buildings through a target-based environmental performance framework for new and existing government buildings.

*(d) Steering, supervising and monitoring the initiative of increasing land supply by reclamation outside Victoria Harbour and cavern development*

30. The Works Branch steers the initiative on increasing land supply and creating a land reserve by rock cavern development and reclamation on an appropriate scale outside the Victoria Harbour. The Works Branch also oversees and spearheads a two-stage public engagement for the initiative, and in particular, on the site selection criteria and potential sites.

*(e) Formulating policies and strategies for transforming Kowloon East into an attractive alternative Central Business District (CBD)*

31. The Works Branch will formulate policies and strategies to expedite the transformation of Kowloon East comprising the new Kai Tak Development area, Kwun Tong and Kowloon Bay into an attractive alternative CBD to support Hong Kong's economic development to make

Kowloon East a better place to attract and accommodate the business that would benefit the people of Hong Kong and sustain Hong Kong's position as a financial centre. To undertake these important initiatives, a new multi-disciplinary Kowloon East Development Office (to be renamed as "Energising Kowloon East Office (EKEO)" in June 2012) will be set up in the Works Branch to steer, supervise, oversee and monitor the transformation of Kowloon East as well as to conduct the public engagement exercises.

*(f) Formulating and implementing policies on greening, landscape and tree management*

32. The Works Branch has been proactively promoting greening across the territory through active land use planning, quality landscape design and proper maintenance of plants. The Greening, Landscape and Tree Management Section under the Works Branch advocates a holistic approach in greening and tree management: embracing adequate space allocation for new planting, proper selection of planting species as well as landscape design and planting practices in the upstream and professional vegetation maintenance in the downstream; enhancing tree risk assessment in areas with high pedestrian or vehicular flow to minimise hazard to the public; and promoting good practices and community engagement in greening and tree management.

**Transport and Housing Bureau**

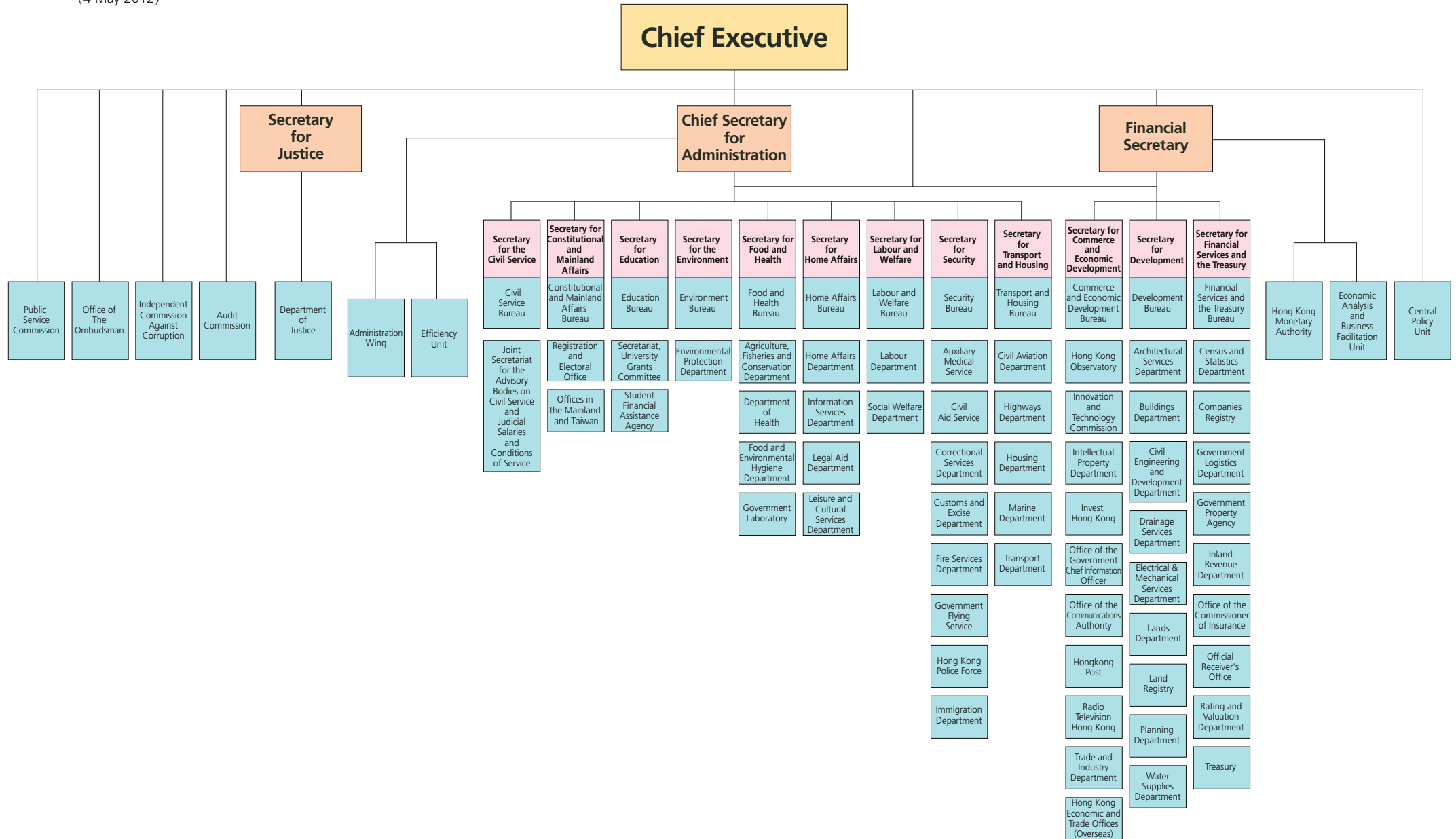
**Development Bureau**

**May 2012**



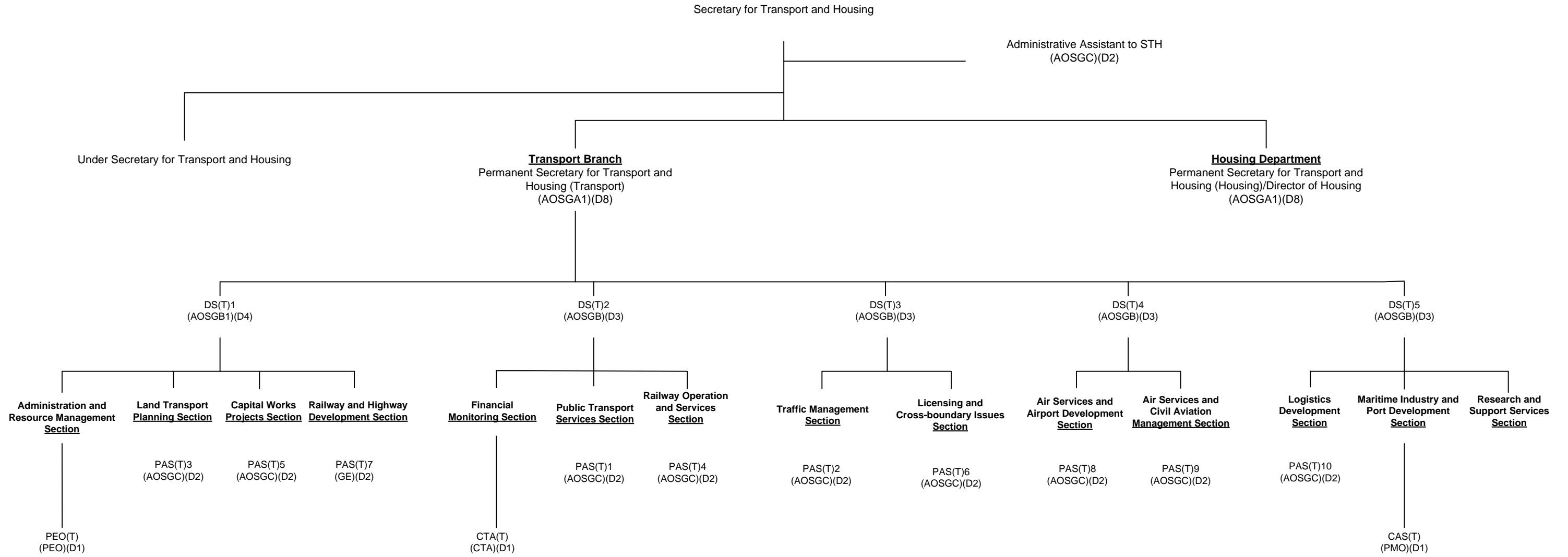
**ORGANISATION CHART OF  
THE GOVERNMENT OF THE HONG KONG  
SPECIAL ADMINISTRATIVE REGION**

(4 May 2012)





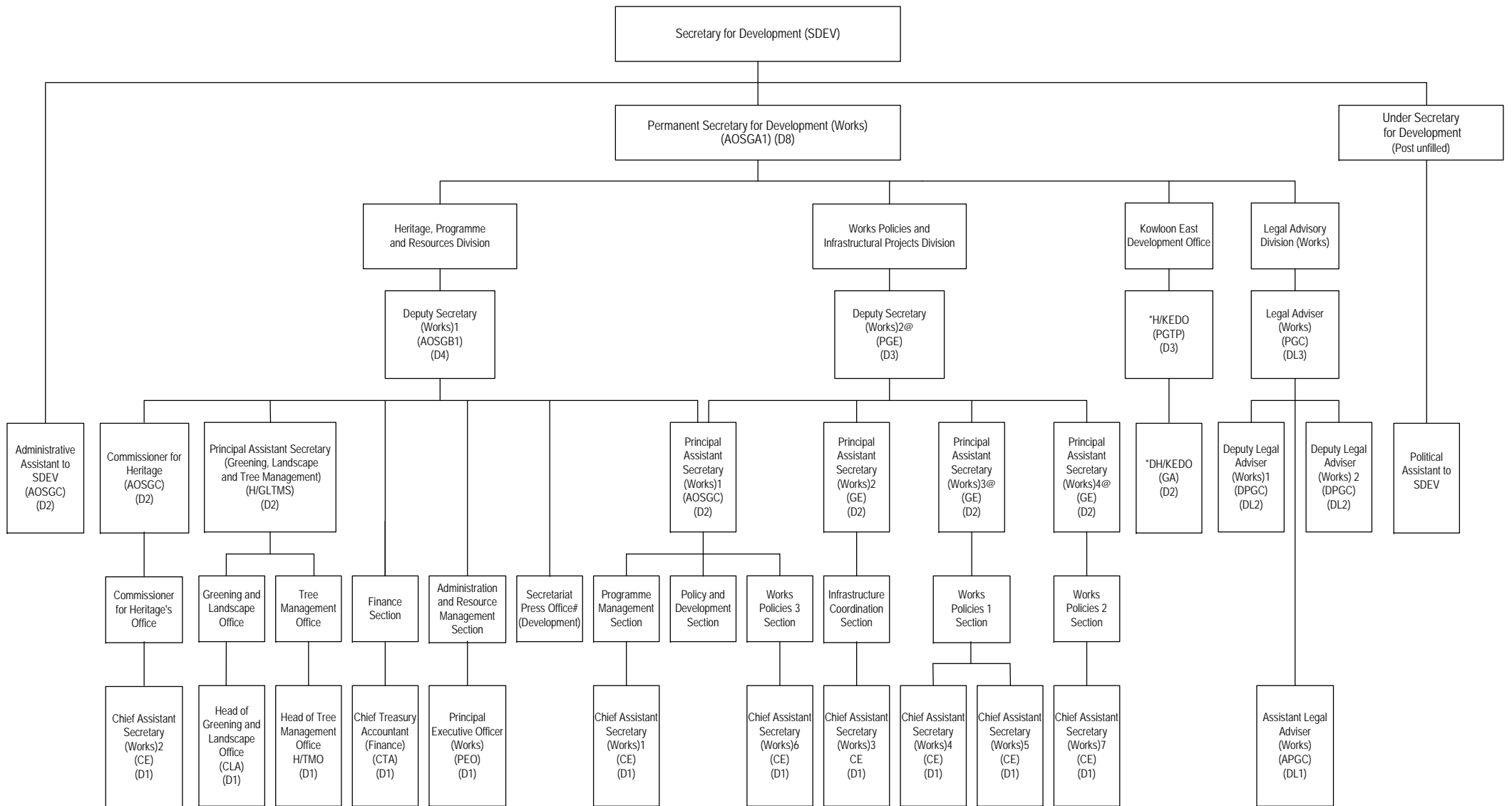
# Existing Organisation Chart of the Transport and Housing Bureau (Transport Branch)



**Legend**

- STH - Secretary for Transport and Housing
- USTH - Under Secretary for Transport and Housing
- DS - Deputy Secretary for Transport and Housing
- PAS - Principal Assistant Secretary for Transport and Housing
- CAS - Chief Assistant Secretary for Transport and Housing
- AOSGA1 - Administrative Officer Staff Grade A1
- AOSGB1 - Administrative Officer Staff Grade B1
- AOSGB - Administrative Officer Staff Grade B
- AOSGC - Administrative Officer Staff Grade C
- GE - Government Engineer
- PEO - Principal Executive Officer
- CTA - Chief Treasury Accountant
- PMO - Principal Marine Officer
- T - Transport

Existing Organisation Chart of the Development Bureau (Works Branch)



Legend

AOSGA1 Administrative Officer Staff Grade A1  
 AOSGB1 Administrative Officer Staff Grade B1  
 AOSGC Administrative Officer Staff Grade C  
 PGTP Principal Government Town Planner  
 GA Government Architect

PGE Principal Government Engineer  
 GE Government Engineer  
 CE Chief Engineer  
 PGC Principal Government Counsel  
 DPGC Deputy Principal Government Counsel  
 APGC Assistant Principal Government Counsel

H/KEDO Head of Kowloon East Development Office  
 DH/KEDO Deputy Head of Kowloon East Development Office  
 H/GLTMS Head of Greening, Landscape and Tree Management Section  
 H/TMO Head of Tree Management Office  
 CLA Chief Landscape Architect

\* Supernumerary posts to be created on 1.7.2012 with LegCo's approval  
 # Secretariat Press Office (Development) serves both PLB and WB  
 @ Multi-disciplinary post

Note : For the purpose of this exercise, only permanent posts and supernumerary posts created with LegCo's approval/to be created in the 2011-12 legislative session subject to LegCo's approval, and supernumerary posts created under delegated authority for more than 6 months are featured.