

Legislative Council Panel on Transport Subcommittee on Matters Relating to Railways

Staffing proposal relating to the Shatin to Central Link and Kwun Tong Line Extension projects

PURPOSE

This paper seeks Members' view on the proposal to retain a supernumerary post at the rank of Chief Engineer (D1) for a maximum period of six years commencing from 1 April 2016 or with immediate effect upon approval of the Finance Committee ("FC") (whichever is the later) to 31 March 2022 in the Railway Development Office ("RDO") of Highways Department ("HyD") to continue to provide support for monitoring MTR Corporation Limited ("MTRCL") to complete the Shatin to Central Link ("SCL") project and the Kwun Tong Line Extension ("KTE") project.

2. Subject to support of Members, we plan to submit the proposal to the Establishment Subcommittee ("ESC") of FC for consideration and to FC for approval in the first quarter of 2016.

JUSTIFICATIONS

Need for Retention of the post of Chief Engineer/Railway Development 1-3

3. The FC approved on 13 February 2009 the creation of the post of Chief Engineer/Railway Development 1-3 (CE/RD1-3) from 1 April 2009 for a period of 7 years to lead a dedicated team for overseeing the construction of the East West Corridor¹ ("EWC") of the SCL project² and the KTE project undertaken

¹ EWC will extend the Ma On Shan Line from Tai Wai to Hung Hom and connect with the West Rail Line, providing more direct and convenient rail services to passengers commuting between New Territories East and New Territories West. Passengers riding the East West Corridor may travel directly from Wu Kai Sha Station to East Kowloon, Hung Hom, New Territories West and Tuen Mun without the need to change lines. EWC was also known as East West Line at the early planning and design stages of the SCL.

Encl. 1

by the MTRCL. This dedicated division currently comprises three Senior Engineers, one Senior Building Surveyor, one Senior Structural Engineer, five Engineers³, two Building Surveyors and two Structural Engineers. The proposed organisation chart of RDO is at **Enclosure 1**.

4. The SCL, which is under construction, is a 17-kilometre long territory-wide strategic railway project with ten stations. The rail project will connect a number of existing railways, forming two strategic railway corridors, namely the ESC and the North South Corridor (“NSC”)⁴. The Approved Project Estimate for the entire SCL project is \$79,800 million (in money-of-the-day prices) and the project is funded by the Government under the “concession approach”. On 11 May 2012, the FC of the Legislative Council approved the funding applications for “61TR - Shatin to Central Link – construction of railway works - remaining works” and “62TR - Shatin to Central Link – construction of non-railway works - remaining works”. After that, the Government and the MTRCL entered into an agreement for entrusting construction, testing and commissioning of SCL to the latter. MTRCL has been entrusted to provide services on management and monitoring of the relevant design and construction by contractor. The main works commenced in July 2012. According to the agreement, the target commissioning date of the EWC of the SCL project is December 2018 whereas the target commissioning date of the NSC is December 2020.

5. As mentioned in the quarterly reports submitted to the Subcommittee on Matters Relating to Railways (“RSC”), on account of the earlier archaeological and conservation works at To Kwa Wan Station, the construction of EWC of SCL may have a delay of about 11 months. HyD will coordinate and oversee the construction of SCL so that MTRCL could make up for some of the delay in the EWC, with a view to commissioning the EWC in 2019. For NSC, the commissioning will be deferred to 2021 due to the following factors:

- (i) the need of allowing flexibility for the topside development of the convention centre at Exhibition Station;
- (ii) to cater for the reclamation works under Wan Chai Development Phase II (“WDII”) and the construction of the Central-Wan Chai Bypass tunnel thereof; and

² The SCL project consists of East West Corridor and North South Corridor. The dedicated division responsible for North South Corridor is led by Chief Engineer/Railway Development 1-2.

³ One of the Engineers is a contract engineer and not included in the civil service establishment.

⁴ NSC extends the existing East Rail Line from Hung Hom Station across Victoria Harbour via Wan Chai North to Admiralty Station. Passengers at Lo Wu (using East Rail Line) and Huanggang (use the Lok Ma Chau Spur Line) may directly reach the centre of Hong Kong Island. NSC was also known as the North South Line in the early planning and design stages of the SCL.

- (iii) the delay arising from the large metal object found on the seabed within the reclamation area under WDII.

6. The KTE is an approximately 2.6-kilometre long railway extension of the existing Kwun Tong Line running from Yau Ma Tei Station to the new Ho Man Tin Station and Whampoa Station. In 2011, the estimated capital cost of KTE was \$5,300 million (in December 2009 prices). Owing to the complexity of the project and the numerous challenges encountered, MTRCL advised that the estimate of the construction cost of KTE had been adjusted upward to \$7,200 million (in money-of-the-day prices). The KTE, being an extension of the existing railway networks owned by MTRCL, is an “ownership” project. Under the “ownership” approach, MTRCL will be responsible for the financing, design, construction, operation and maintenance of the railway projects, and will own the railways. The Government and MTRCL signed the Project Agreement for KTE in May 2011. The target commissioning date for KTE in the Project Agreement is August 2015. As mentioned in the quarterly reports submitted to the RSC, in view of the complex geological conditions at Whampoa Station of KTE, coupled with the construction site constraints and construction time restriction, MTRCL has deferred the target commissioning date to the third or fourth quarter of 2016.

Monitoring of the implementation of projects

7. To ensure the timely completion of the EWC of SCL and KTE, CE/RD1-3 will have to continue to carry out close monitoring and be responsible for the professional, technical, contractual and interface issues in the construction works, and oversee the work of the MTRCL in implementing the projects and carrying out financial control in a timely manner. He is also responsible for ensuring the implementation of EWC of SCL and KTE in accordance with the relevant entrustment agreements and project agreement signed between the Government and MTRCL and providing professional advice on the aspects of construction works implementation and progress to the Transport and Housing Bureau (“THB”) for supervising the EWC of SCL project and KTE.

8. Regarding SCL, CE/RD1-3 has to attend all the three-tier monitoring meetings, including the high level monthly Project Supervision Committee Meeting chaired by the Director of Highways, the monthly Coordination Meeting chaired by the Government Engineer of Railway Development Office of HyD and the monthly Progress Meeting of the project chaired by MTRCL. For MTRCL, these three meetings are attended by representatives from the Corporation at General Manager level or above. The three-tier meetings serve as formal communication platforms between HyD and MTRCL for HyD to supervise and monitor the SCL project delivery as well as to resolve all major issues regarding the entrustment activities. As a key member of the Project Supervision Committee Meeting and Project Coordination Meeting, CE/RD1-3 has to offer advice in various major aspects including progress monitoring, safety, technical and financial matters, etc., as well as analysis on progress of project and challenges encountered in the course of construction, so as

to assist the Chairman to fully understand the latest progress of the works and to facilitate the meeting to fully play the role on monitoring the works. By attending the monthly Progress Meeting of the project, CE/RD1-3 can fully grasp the progress of works of SCL as well as the difficulties encountered in order to assist the monitoring of the implementation of the works. For KTE, although MTRCL bears all risks of railway construction under the “ownership approach”, CE/RD1-3 has to lead a dedicated team responsible for the coordination and monitoring of the KTE works. He has to hold monthly progress meetings with MTRCL, pay site visits, hear contract progress reports of the MTRCL and review all aspects of the implementation of the project.

Preparing for commissioning of new railway lines

9. As regards the preparatory work for the commissioning of EWC of SCL and KTE, CE/RD1-3 plays an important role in overseeing and coordinating with relevant establishments for the overall testing and commissioning programme. In addition, regular meetings with representatives of THB, HyD and MTRCL at General Manager level are held to discuss details of the commissioning arrangement a year prior to the opening of the railway lines. CE/RD1-3 will attend different task groups with THB and members from various relevant departments discussing issues relating to railway safety and security concern, as well as service readiness prior to the commissioning of both EWC of SCL and KTE. Prior to the commencement of the railway operation of EWC of SCL, CE/RD1-3 also needs to provide support to THB for discussing matters relating to the Service Concession with MTRCL, which involve sensitive financial, commercial and operational information.

Regular reporting on progress updates

10. In addition, since the first half of 2014, in response to the concerns from the Legislative Council (LegCo) and community about railway works, THB together with HyD and MTRCL regularly submit quarterly reports to the LegCo RSC on various railway projects for informing the LegCo and public their latest progress. CE/RD1-3 is required to actively participate in the relevant reporting of the EWC of SCL and KTE.

Scrutinizing contractual claims

11. Under the SCL, MTRCL has awarded some 50 major civil engineering, and electrical and mechanical contracts, as well as quite a number of other minor contracts. On account of the problems arising from the extensive tunneling works for the railway lines of the project and deep excavation for the construction of railway stations as well as complicated interfaces with other major development projects, the Government has received a spate of claims from the SCL contractors with a huge sum of about \$1,400 million (as at September 2015). In the light of the experience of other mega-scale infrastructure projects, we expect that the SCL contractors would continue to submit more and more claims,

particularly in connection with the substantial modifications⁵ to the construction sequences, and also modifications to the design and construction of temporary and permanent works necessitated by the conservation plan for the archaeological features at To Kwa Wan Station.

12. Under the “concession approach” adopted for SCL, the Government and MTRCL conducted risk assessments at the planning and budgeting stages of the project to minimise claims arising from the works. Nevertheless, there were often unforeseeable situations in the course of works. For instance, the foundation or excavation works might come across a larger amount of or more complicated obstructions than expected. As this would add difficulties to the works, the contractors might have to use more machines or switch to other machines that were more suitable and employ more staff to cope with these situations. The contractors would submit claims in accordance with the contract terms to cover the additional expenditures. Upon receipt of claims from contractors, the corporation would examine such claims and assess the amount concerned based on the relevant contract terms, justifications, documents, records, etc. Such detailed assessments have to seek comments from HyD through the Project Control Group of MTRCL. In this regard, CE/RD1-3 has to closely monitor the assessment process and progress, offer professional comments on the analyses of claim assessments and review the validity, principles and culpabilities of claim assessments so as to safeguard the interest of the Government as the owner of the project. With reference to the past experience on other mega-scale projects, it is envisaged that the majority of claim assessments for the EWC would be resolved two years after the commissioning of the project, i.e. around 2022 at the earliest. Moreover, it cannot be ruled out the Government will be involved in the time-consuming dispute resolution processes of mediation, arbitration or litigation, if any, arising from the claims.

Overseeing the building and structural submission vetting sub-team

13. As SCL is funded by the Government, HyD has to vet the building and structural submissions from MTRCL and conduct inspections of the completed railway works in order to ensure the quality of works. This is comparable to the vetting and site inspection work carried out by the Buildings Department for general building submissions. In this regard, HyD has established a building and structural submission vetting sub-team for processing the relevant submissions related to the SCL project, carrying out site inspections to ensure the works are implemented in accordance with the approved submissions, witnessing site tests, and taking immediate remedial actions to rectify irregularities when necessary. Moreover, the sub-team will have to conduct commissioning

⁵ When encountering unforeseeable situations, there could be substantial modifications to the construction sequences, e.g. the erection of noise enclosures for lowering the noise level in order to allow longer working hours, change of Tunnel Boring Machine retrieval location, change of access points for laying of railway tracks and electric cables, etc.

inspection to ensure that completed works meet the standards concerned. CE/RD1-3 is responsible for overseeing this sub-team.

Encl. 2 14. In view of the operational needs of the post mentioned above, we consider it necessary to retain the post of CE/RD1-3 on a full-time basis until 31 March 2022 when most of the construction contracts and financial claims should have been settled and finalised. The establishment of non-directorate staff under the project division mentioned in paragraph 3 above will be reviewed in detail in due course. The job description of CE/RD1-3 is attached at **Enclosure 2**.

Alternatives Considered

Encl. 3 15. We have carried out a critical review on the possible redeployment of the existing 20 directorate officers within HyD to take up the work of the CE/RD1-3. The existing organisation charts of all offices/divisions (except RDO) in HyD are at **Enclosure 3** while the organisation chart of RDO is at **Enclosure 1**. As all the existing directorate officers of HyD are already fully engaged in their respective areas of work, it is operationally not possible for them to take up the SCL and KTE projects without adversely affecting the discharge of their current duties. In the light of the current and upcoming workloads in different offices/divisions of HyD, as well as the available staff resources, we consider that the proposed retention of the supernumerary post of CE/RD1-3 up to 31 March 2022 is the only viable arrangement. The outcomes of the review are detailed at **Enclosure 4**.

FINANCIAL IMPLICATIONS

16. The proposed retention of the supernumerary post of Chief Engineer (D1) will bring about an additional notional annual salary cost at mid-point of \$1,663,200. The additional full annual average staff cost, including salaries and staff on-cost, amounts to about \$2,395,000.

17. Besides, as for the EWC of SCL and KTE project division mentioned at paragraph 3 of this paper, the total notional annual salary cost (at mid-point) of its 13 non-directorate staff is \$12,193,800 and the full average staff cost, including salaries and staff on-cost, is estimated to be \$20,099,000.

18. We will include sufficient provision in the 2016-17 draft Estimates to meet the cost of this proposal and make the necessary provision in the budgets of ensuing years.

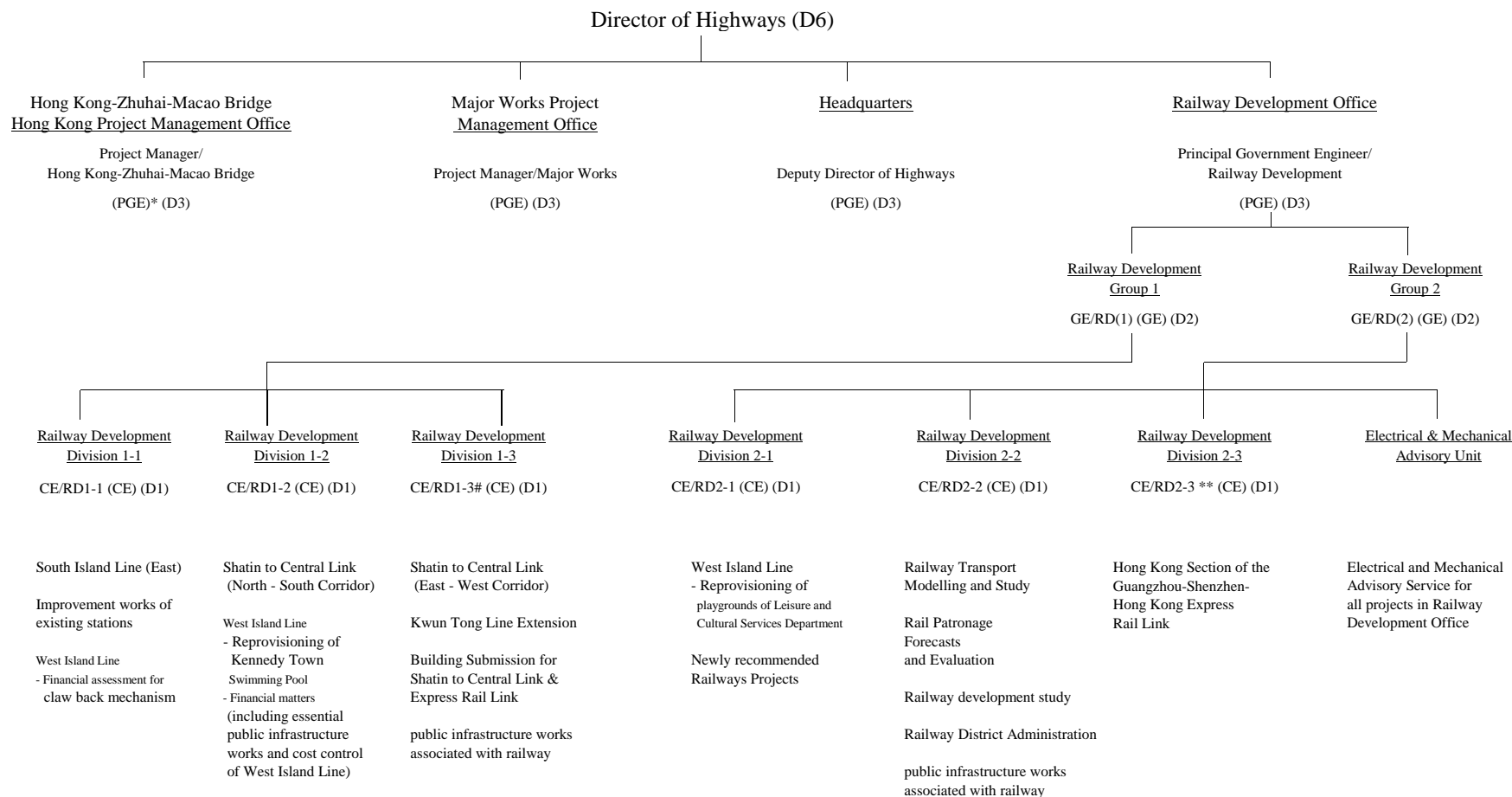
ADVICE SOUGHT

19. Members are invited to comment on the above proposal. Subject to

the support of Members, we are planning to submit the proposal for consideration of the ESC of FC at the meeting in the first quarter of 2016.

Transport and Housing Bureau
December 2015

Proposed Organisation Chart of Railway Development Office of Highways Department



Legend

CE - Chief Engineer
 GE - Government Engineer
 PGE - Principal Government Engineer
 RD - Railway Development

* - Supernumerary PGE post to lapse on 1 January 2018
 ** - Establishment Subcommittee is considering the re-creation of this supernumerary CE post which has lapsed on 7 July 2015.
 # - Supernumerary CE post to lapse on 1 April 2016. This paper proposes to retain this supernumerary post.

**Job Description for
Chief Engineer / Railway Development 1-3 (CE/RD1-3)**

Rank : Chief Engineer (D1)
Responsible to : Government Engineer / Railway Development (1) (GE/RD(1))

Overall Role and Objectives –

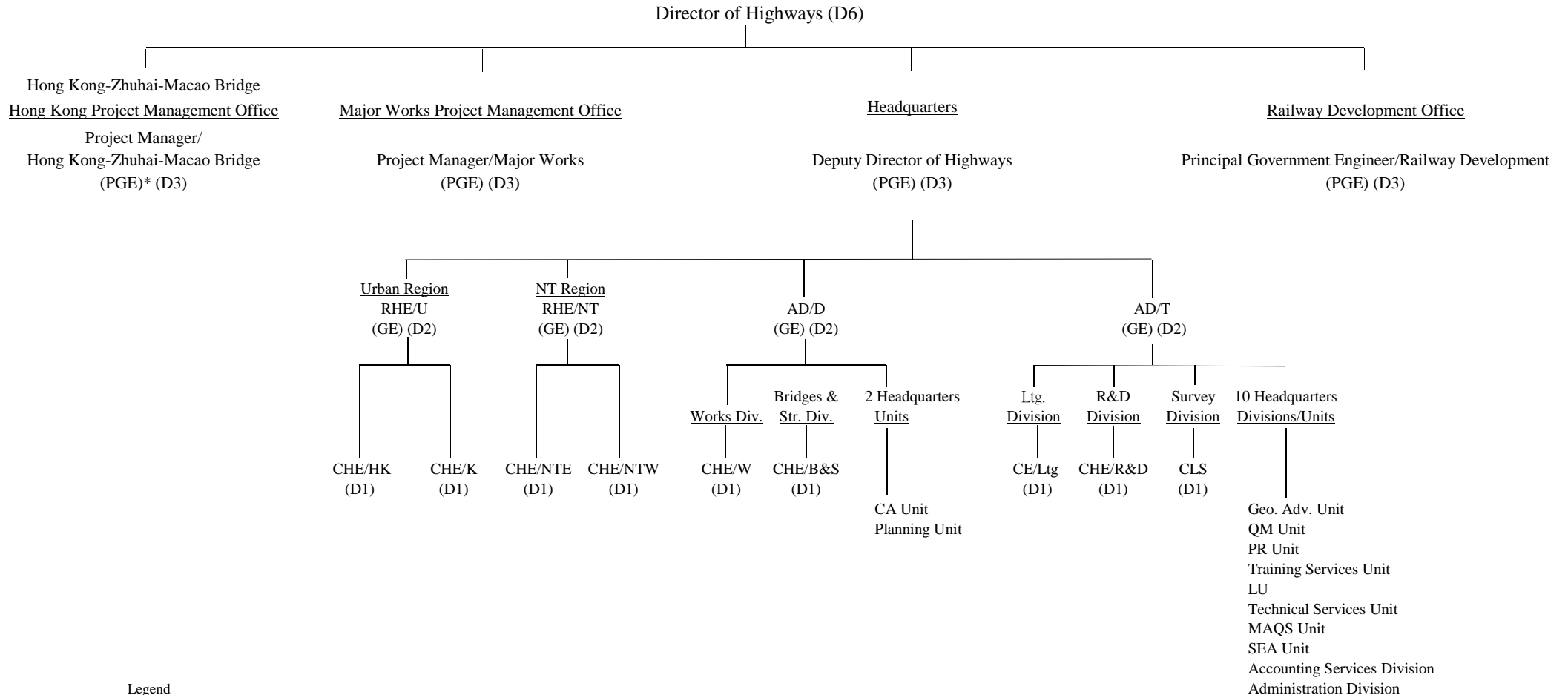
CE/RD1-3 heads a division of the Railway Development Office and is responsible for the planning and implementation of the East-West Corridor (EWC) of Shatin to Central (SCL) project and Kwun Tong Line Extension (KTE) project, including the associated Essential Public Infrastructure Works (EPIW).

Major Duties and Responsibilities –

1. Formulate strategies for delivering the EWC of SCL, KTE and the related essential public infrastructure works (the Project);
2. Lead and direct subordinates in the planning, design and implementation of the Project, including public consultation with the Legislative Council and District Councils and reporting progress to them;
3. Provide technical support and advice to the Transport and Housing Bureau to permit policy steers and prepare policy papers;
4. Administer Public Works Programme items related to the Project;
5. Ensure the implementation of the EWC of SCL and KTE in accordance with the entrustment agreements and the project agreement signed between the Government and the MTR Corporation Limited (MTRCL), and monitor the MTRCL on the adoption of appropriate strategy, procedures and programme on the engineering and financial aspects, including settlement of claims;
6. Complete all the works under the statutory process for preparing gazette under the relevant ordinances;
7. Monitor a professional sub-team for vetting the building submissions in respect of the SCL and Guangzhou-Shenzhen-Hong Kong Express Rail Link projects and conducting site inspections comparable to the vetting and site inspection work carried out by the Buildings Department for general building submissions; and

8. Coordinate among other government departments / bureaux and resolve interfacing matters arising from the Project with other development projects to ensure the smooth progress of the Project.

Existing Organisation Chart of Headquarters of Highways Department



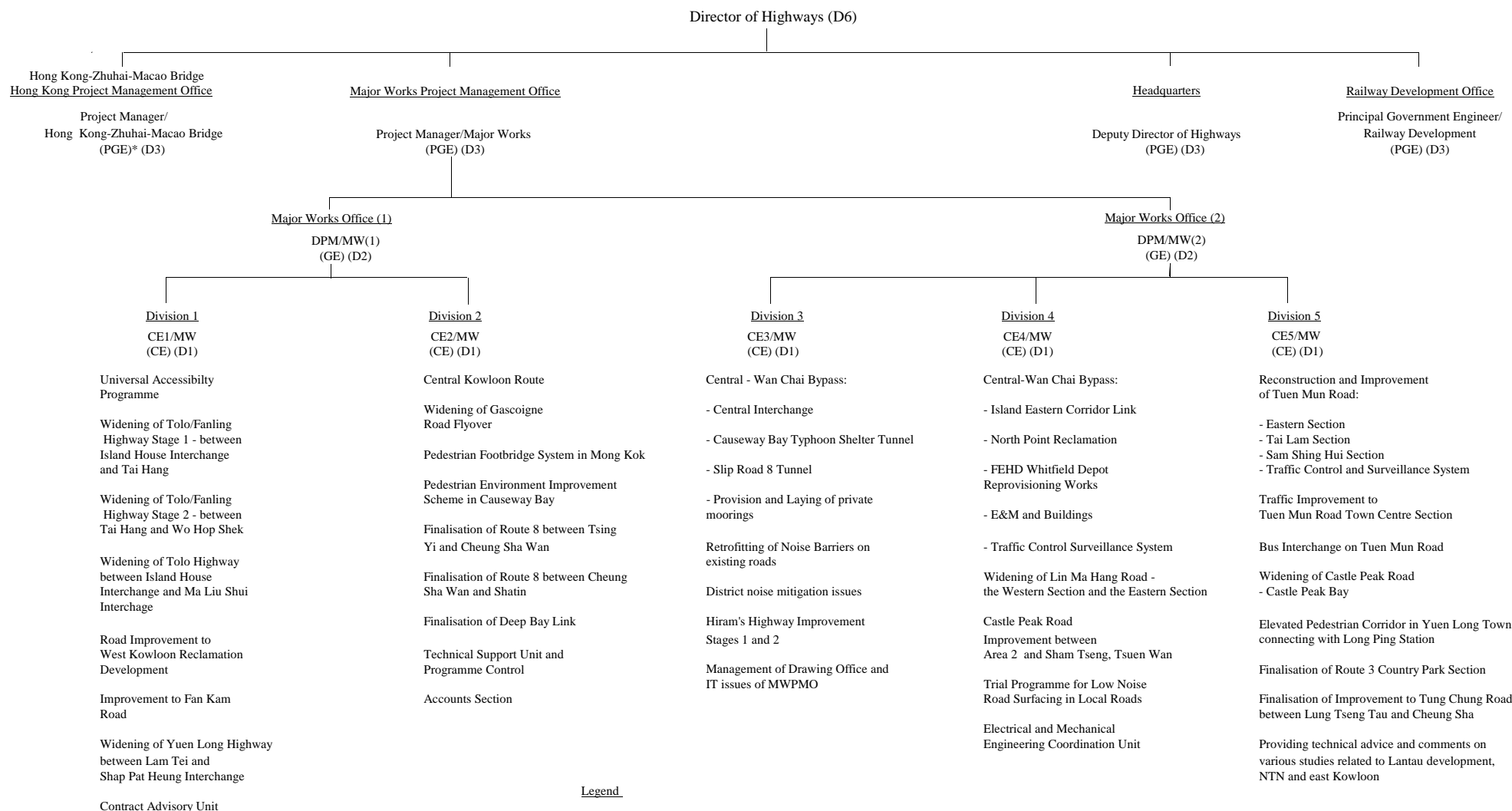
Legend

AD/D - Assistant Director/Development
 AD/T - Assistant Director/Technical
 CA - Contract Advisory
 CE - Chief Engineer
 CHE - Chief Highway Engineer
 CLS - Chief Land Surveyor
 Div. - Division
 Geo. Adv. - Geotechnical Advisory
 GE - Government Engineer
 HK - Hong Kong

K - Kowloon
 Ltg. - Lighting
 LU - Landscape Unit
 MAQS - Maintenance Accounts & Quantity Surveying
 NT - New Territories
 NTE - New Territories East
 NTW - New Territories West
 PGE - Principal Government Engineer
 PR - Public Relations
 QM - Quality Management
 R&D - Research and Development
 B&S - Bridges and Structures

RHE - Regional Highway Engineer
 SEA - Safety and Environmental Advisory
 Str. - Structures
 U - Urban
 W - Works
 * - Supernumerary PGE post to lapse on 1 January 2018

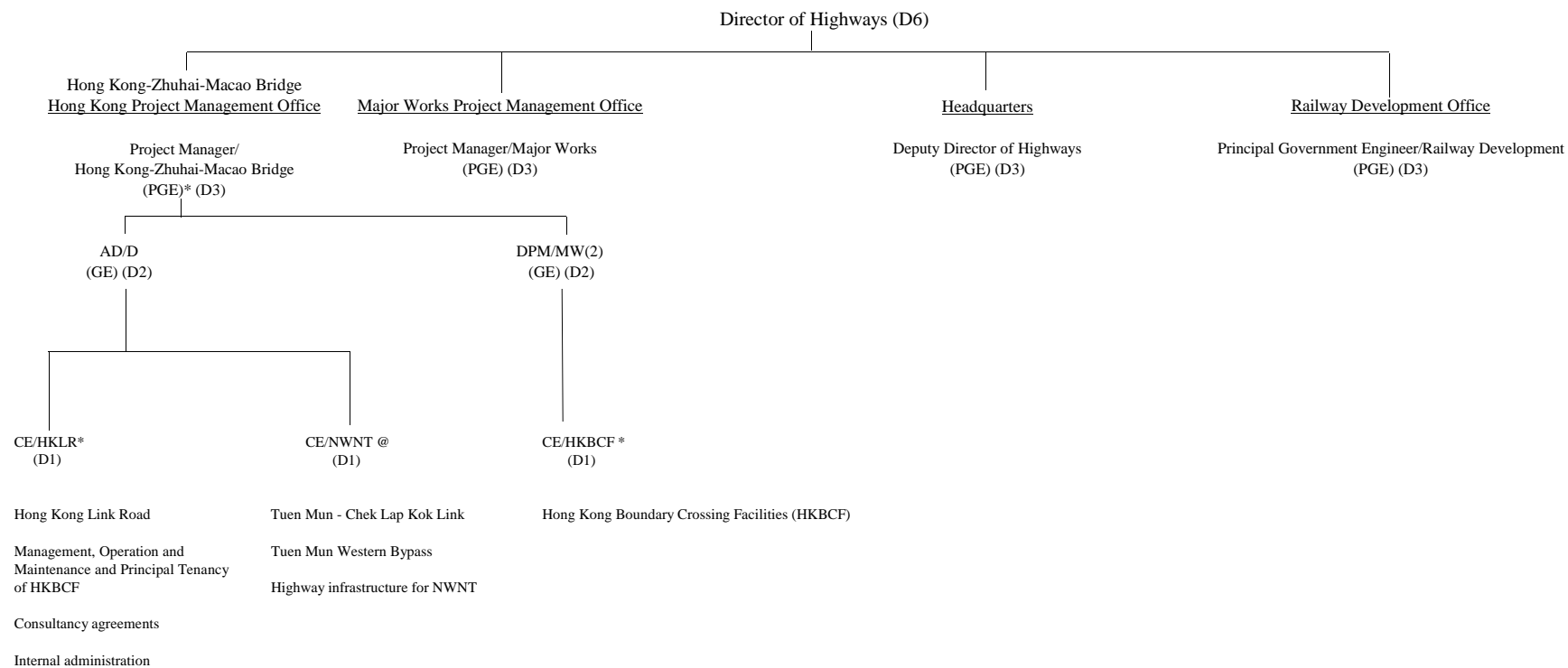
Existing Organisation Chart of Major Works Project Management Office of Highways Department



Legend

- CE - Chief Engineer
- DPM - Deputy Project Manager
- GE - Government Engineer
- MW - Major Works
- PGE - Principal Government Engineer
- * - Supernumerary PGE post to lapse on 1 January 2018

Existing Organisation Chart of Hong Kong-Zhuhai-Macao Bridge Hong Kong Project Management Office of Highways Department



Legend

- CE - Chief Engineer
- DPM - Deputy Project Manager
- HK - Hong Kong
- HKBCF - Hong Kong Boundary Crossing Facilities
- HZMB - Hong Kong-Zhuhai-Macao Bridge
- NWNT - North West New Territories
- PGE - Principal Government Engineer

* - Supernumerary posts (1 PGE and 2 CEs) to lapse on 1 January 2018

@ - 1 CE post redeployed from Major Works Project Management Office to Hong Kong-Zhuhai-Macao Bridge Hong Kong Project Management Office on a time-limited basis up to 31 December 2017

**Key portfolios of the existing Chief Engineer (“CE”) posts in
Highways Department and assessment of the possibility for them to
take up additional responsibilities**

There are 20 nos. CEs in Highways Department. All incumbents are already fully engaged in their respective areas of work, and therefore it is operationally not possible for them to take up additional tasks without adversely affecting the discharge of their current duties.

Headquarters (“HQs”) and Regional Offices (“ROs”)

2. There are four CEs in the HQs. We have assessed their current and anticipated workload, and concluded that they have no spare capacity to share out additional duties. They are/will be fully engaged as follows –

- (a) Chief Highway Engineer/Works oversees the implementation of all capital works (other than major works) in the territory, including planning and construction, public consultation and statutory procedures. His personal attention is required in determining project scope, steering the public consultation process, approving documents for the relevant statutory procedures, administration of tendering process and approving tendering documents as well as the management and administration of contracts. Currently, there are about 70 projects under planning or construction. Apart from handling new road improvement projects arising from local traffic each year, he also takes on the overall coordination of the Hillside Escalator Links projects.
- (b) Chief Highway Engineer/Bridges and Structures is responsible for bridge and highways design and standard setting, provision of comments and technical advice on public and private developments/projects involving design of highway structures, supervision of structural design for in-house highway projects (over 20 every year) plus technical support for on-going construction works of their design projects. Furthermore, he

also supervises the maintenance of bridges, tunnels, road and roadside slopes within the Tsing Ma and Tsing Sha Control Areas¹.

- (c) Chief Engineer/Lighting provides specialist professional services and advice on all matters relating to the policies, design, planning and construction of public lighting provisions, as well as the maintenance and administration of some 226,000 units of public lighting in the territory. He is also studying and reviewing the standard and latest technologies for public lighting from environmental (light nuisance and pollution) and energy saving perspectives which requires his substantial inputs and attention in the short to medium term.

- (d) Chief Highway Engineer/Research and Development conducts research on an on-going basis in setting and upgrading highway design, construction, maintenance and material specifications and standards to meet operational needs and enhance environmental protection. He also oversees the Division's work in formulating and reviewing the departmental information technology strategies, coordinating the management of road excavations, and supervising centralised audit inspection teams on road opening works. The dedicated attention of a chief professional officer is required to ensure incorporation of updated technology in highway engineering specifications and standards, to make use of state-of-the-art knowledge in formulating the departmental information technology strategies, to devise sophisticated coordinating and control mechanisms for road excavation, and to liaise with concerned parties for timely implementation of new initiatives. It is not practicable to release him to take up further duties outside his current portfolio.

¹ Highway facilities within the two Control Areas comprise four long span cable-supported bridges, four dual three-lane tunnels, one dual two-lane tunnel, viaducts, roads and roadside slopes all lying along strategic routes linking to the Airport. The cable bridges within the two Control Areas now require more attention due to their normal wear and tear. Apart from the regular repairs of road surfacing, the essential structural elements require frequent inspection and maintenance.

3. As regards the four CEs under the 2 ROs, they are responsible for district administration of highway infrastructure and maintenance works in their respective geographic area. They provide comments on public and private developments affecting public roads and technical advice on new highway projects (including gazettal-processing and objection-handling for road works initiated by the ROs and the private sector), and plan, design and supervise maintenance and upgrading works for about 2 100 km of roads, 2 500 highway structures and 13 200 road side slopes. They also oversee the processing of road excavation permits, resolve road opening coordination matters, and monitor the performance of utility undertakers in their excavation works. In the light of these on-going and heavy duties, and to ensure that the highway network is maintained in a safe and satisfactory condition, the directorate officers concerned cannot be spared / redeployed for taking on additional duties.

Major Works Project Management Office (“MWPMO”)

4. There are five CEs in the MWPMO. We have assessed their current and anticipated workload. The outcome is that they do not have spare capacity in the short to medium term to take on additional work, as follows –

- (a) CE1/MW is mainly responsible for the planning and implementation of a number of medium to large scale infrastructure projects². In the next five years, CE1/MW will oversee the construction of the Fanling Highway widening project, one of the milestones of which is to tie in with the programme of a part of works of the Liantang/Heung Yuen Wai Boundary Crossing Point project. CE1/MW also oversees the implementation of the Universal Accessibility Programme involving retrofitting barrier-free access facilities for existing public walkways. Under the present scope of the Programme, some 200 project items are being implemented, a majority of them shall be completed by 2018 progressively. Furthermore,

² Including widening of Tolo Highway and Fanling Highway, the Universal Accessibility Programme, the proposed improvement to Fan Kam Road, and the proposed road improvement works for West Kowloon Reclamation Development.

CE1/MW is in charge of the projects for improving Fan Kam Road and the road network in West Kowloon Reclamation Development to serve the traffic demand arising from on-going and new developments in the area. CE/MW1 also participates in the finalization of the Tolo Highway widening project. He is also in charge of the Yuen Long Highway Widening and the outstanding noise barrier construction in the Widening of Tolo Highway between Island House Interchange and Ma Liu Shui Interchange. He will not therefore have any spare capacity to take on additional duties.

- (b) CE2/MW is mainly responsible for implementation of the mega-scale Central Kowloon Route (“CKR”) linking West Kowloon with Kai Tak Development. While the public engagement for the project was completed in March 2013, CE2/MW continues to make considerable efforts in engaging the concerned stakeholders on major key issues on environmental impacts and building safety. He has to oversee the timely completion of the relevant statutory procedures for the project including gazette and related land matters, and funding application for the project. Given the high complexity and substantial estimated cost of the CKR project, CE2/MW has to focus on overseeing the development of the detailed design, the tendering for the construction contracts and subsequent implementation of the construction works. Furthermore, CE2/MW is responsible for taking forward the proposal for providing a major footbridge system in the busy district of Mong Kok. CE2/MW will therefore not have any spare capacity to take on additional duties.
- (c) CE3/MW and CE4/MW are mainly responsible for the planning and implementation of the mega-scale Central–Wanchai Bypass and Island Eastern Corridor Link (“CWB”) project³. The

³ The CWB project consists of a 4.5 km dual three-lane trunk road with 3.7 km in tunnel between Central and North Point, 3 km of approach roads and slip roads, and associated 0.8 km Island Eastern Corridor between Hing Fat Street and Po Leung Kuk Yu Lee Mo Fan Memorial School. It is the last missing link of the strategic highway along the north shore of the Hong Kong Island and there is public expectation for its

construction of this project commenced in December 2009, and is now progressing in full swing under eight active construction contracts (with a total estimated value of exceeding \$26.2 billion). Saving the complexity of the engineering works aside, the likely impact of the works on traffic, the water front, the Victoria Harbour and the environment will require careful monitoring and extensive public consultation, and therefore will demand high level involvement of the two CEs throughout till its completion and commissioning. Apart from the CWB project, the two CEs are also responsible for the planning and implementation of the Lin Ma Hang Road widening project, the Hiram's Highway Stage 1 and 2 improvement projects and 23 noise barrier retrofitting projects for existing roads⁴. The implementation of these projects is however subject to very diverse views of the public given their traffic, engineering, environmental, land and cultural heritage impacts. Accordingly, the two CEs and their teams have to carefully handle and address public concerns when working out preferred improvement options and consult the public. In order to take forward these projects smoothly, the personal and dedicated attention of the two chief professional officers is required and it is therefore not practicable to release CE3/MW and CE4/MW to take up further duties.

- (d) CE5/MW is mainly responsible for a number of medium and large scale infrastructure projects. In the next five years, CE5/MW will be heavily engaged in the Widening of Castle Peak Road - Castle Peak Bay Section ("CPR") project, the Elevated Pedestrian Corridor in Yuen Long Town connecting with Long Ping Station project, the widening of Tsuen Wan Road between Tsuen Tsing Interchange and Kwai Tsing Interchange,

early completion to help relieve traffic congestion along the Connaught Road/Harcourt Road/Gloucester Road corridor.

⁴ It is a government policy to retrofit noise barriers or enclosures where practicable on existing roads with traffic noise levels exceeding 70 dB(A)L₁₀(1 hour) for residential premises. So far, nine retrofitting projects have been completed. Amongst the existing 31 retrofitting projects, eight are under construction and 23 are under various stages of planning and investigation.

as well as the finalization of 6 contracts and the associated claims under Tuen Mun Road Improvement project from Tsuen Wan to Tuen Mun Town Centre. He also provides technical advice and comments on various studies related to Lantau development, north New Territories and east Kowloon strategic study. As regards the CPR and the Elevated Pedestrian Corridor in Yuen Long Town connecting with Long Ping Station projects, there have been very diverse views from the public on their planning and implementation. The planning, design and implementation of these projects requires tremendous effort from CE/MW5 and his team. To smoothly take forward these projects, the dedicated attention of a chief professional officer is required and it is not practicable to release CE5/MW to take up further duties.

Hong Kong-Zhuhai-Macao Bridge Hong Kong Project Management Office (“HZMB HKPMO”)

5. There are three CEs in HZMB HKPMO. They are fully occupied to take forward various Hong Kong-Zhuhai-Macao Bridge (“HZMB”) related projects and therefore do not have spare capacity to absorb additional duties. Their responsibilities are as follows –

- (a) CE/Hong Kong Link Road is mainly responsible for the Hong Kong Link Road (“HKLR”) project with an approved project estimate of \$25 billion. The HKLR project consists of a 12-km long dual three-lane carriageway connecting the Main Bridge at the Hong Kong Special Administrative Region boundary with Hong Kong Boundary Crossing Facilities (“HKBCF”), and associated ancillary works⁵. CE/HKLR is also responsible for the implementation of the consultancy agreements and contracts for the Management, Operation and Maintenance (“MOM”) and Principal Tenancy (“PT”) of the HKBCF.

⁵ Ancillary works include civil, structural, geotechnical, marine, environmental protection, landscaping and drainage works as well as street lighting, traffic aids (including sign gantries), water mains, fire hydrants, traffic control and surveillance system and electrical & mechanical works. There is also a tunnel section which will pass under Scenic Hill and Airport Railway, and connect to the proposed at-grade road along the eastern coast of Airport Island so as to reduce the environmental and visual impact to Tung Chung.

- (b) CE/HKBCF is mainly responsible for taking forward the construction of HKBCF with an approved project estimate of \$30.4 billion. This mega and complex project involves the formation of an artificial island of about 150 hectares at the northeast of Hong Kong International Airport (“HKIA”) (including about 130 hectares of land for construction of the HKBCF and about 20 hectares of land for construction of Tuen Mun – Chek Lap Kok Link southern landfall) and the construction of superstructures for accommodating the necessary Customs, Immigration and Quarantine facilities. These facilities include the Passenger Clearance Building, clearance and examination facilities, provision of accommodation for and facilities of Government departments providing services in connection with the HKBCF, together with clearance areas for coaches/private cars/goods vehicles, public transport interchanges as well as necessary road systems linking up HKLR and Tuen Mun-Chek Lap Kok Link (TM-CLKL) and leading to and from HKIA.
- (c) CE/Northwest New Territories is mainly responsible for TM-CLKL and Tuen Mun Western Bypass (“TMWB”). The two highway projects involve the construction of two longest road tunnels, one undersea and one on land, in Hong Kong. There is a wide spectrum of complicated and challenging administrative and engineering issues associated with the construction of these tunnels. The approved project estimate of the proposed works for the TM-CLKL project is about \$44.8 billion, and the works are of very large scale with complex interfacing issues to be resolved. Apart from the above, CE/Northwest New Territories is also responsible for the planning of major transport projects and the coordination of project interface matters associated with housing development and land supply initiatives in Northwest New Territories and Lantau.

Railway Development Office

There are four CEs in Railway Development Office (“RDO”) (the posts of CE/RD1-3 and CE/RD2-3 proposed to be retained are excluded). We have critically examined the possible redeployment of the existing CEs within the RDO to take on the work of the proposed CE/RD1-3 post. The conclusion is that it is not operationally feasible for them to take up the tasks related to the East West Corridor of Shatin to Central Link (“SCL”) and Kwun Tong Line Extension without affecting the work quality as all of them are fully engaged in different projects, as follows –

- (a) CE/RD1-1 is responsible for the implementation of the South Island Line (East) (“SIL(E)”) which commenced construction in May 2011. The 7-km long railway connects the MTR network at Admiralty to the Southern District of Hong Kong, via new stations at Ocean Park, Wong Chuk Hang, Lei Tung and South Horizons. Currently, the target of commissioning SIL(E) is at end of 2016. Although the overall progress of works at different sections has generally matched the targets set out in the revised baseline programme for the target commission at the end of 2016, the revised works programme shows that the timetable for remaining works of the expanded Admiralty Station has been highly compressed. Hence, it is necessary to improve the efficiency of every aspect of the expansion works at Admiralty Station and expedite the remaining works to achieve the revised target commissioning at the end of 2016. Implementation of the railway is very complicated requiring close liaison and negotiation with various stakeholders, careful planning of temporary works and sophisticated building monitoring, all of which require professional and directorate attention. Furthermore, CE/RD1-1 undertakes the implementation of numerous station improvement works proposed by the MTR Corporation Limited (“MTRCL”) and the public infrastructure works related to railway operation.
- (b) CE/RD1-2 is responsible for the planning and implementation of the North-South Corridor of SCL, which extends the existing

East Rail Line across Victoria Harbour to Admiralty via the Wan Chai North Area, and the public infrastructure works related to railway operation. The design and construction of the Cross-harbour Section of the SCL is extremely challenging as the SCL tunnel will interface with the Central-Wan Chai Bypass and the Wan Chai Development Phase II works, all of which are mega projects which are being constructed within congested workspace in the urban area and are under very tight construction schedules. The complex interface and technical problems require efforts of directorate staff to resolve.

- (c) CE/RD2-1 is responsible for the reprovisioning of playgrounds of Leisure and Cultural Services Department under the West Island Line (“WIL”), and a number of public infrastructure works related to railway operation. As WIL works are carried out in the highly concentrated Central and Western District, problems encountered in difficult ground conditions and congested site restraint will have impact on the works programme. Negotiation with stakeholders on careful engineering planning, comprehensive building monitoring, as well as land and community facilities reprovisioning issues require close professional and directorate attention. Upon finalization of WIL construction contracts, CE/RD2-1 has to ascertain and verify the refund of non-recurrent capital grant under the established claw-back mechanism between the Government and MTRCL. CE/RD2-1 is also required to take up the planning and implementation of railway projects recommended under Railway Development Strategy 2014.
- (d) CE/RD2-2 is responsible for providing support to the Transport and Housing Bureau in following up the recommendations of the Railway Development Strategy 2014. He is also responsible for administering the railway transport model, which involves the maintenance of a comprehensive database of transport statistics, and collation of key planning and land use information to generate forecasts on rail patronage for different railway network configuration with different

socio-economic and developments assumptions. Apart from transport modelling work, he has to examine all public and private development proposals, about 150 in number per annum, near the existing and planned railway lines so that these railway lines would be properly protected. He also needs to take part in the various planning and development studies and provide railway perspective, such as Lantau development, northeast New Territories, Hung Shui Kiu and the topside development at HKBCF island.