File Ref:

Legislative Council Panel on Transport

Staffing proposal for the planning and implementation of the Proposed Hong Kong Boundary Crossing Facilities of the Hong Kong – Zhuhai – Macao Bridge project and the Shatin to Central Link railway project

Purpose

This paper briefs Members on the proposal to create with effect from 1 April 2009 one supernumerary Chief Engineer (CE) (D1) post in each of the Hong Kong – Zhuhai – Macao Bridge Hong Kong Project Management Office (HZMB HKPMO) and the Railway Development Office (RDO) of the Highways Department (HyD) to plan and implement the Hong Kong Boundary Crossing Facilities (HKBCF) of the Hong Kong – Zhuhai-Macao Bridge (HZMB) project and the Shatin to Central Link (SCL) railway project up to 31 March 2014 and 2016 respectively.

Justification

Policy Commitment

2. Both the HZMB and the SCL are among the ten major infrastructure projects highlighted in the 2007-08 Policy Address.

Need for a Supernumerary CE (D1) Post

HKBCF of the HZMB project

Project Description

3. The HZMB HKPMO is tasked to oversee the planning and implementation of the HZMB project, which includes the HZMB Main Bridge, the Hong Kong Link Road (HKLR), the HKBCF, the Tuen Mun – Chek Lap Kok Link (TM-CLKL) and the Tuen Mun Western Bypass (TMWB). The

latter two are also among the ten major infrastructure projects mentioned in the 2007-08 Policy Address.

4. The HZMB HKPMO is headed by Project Manager/Hong Kong-Zhuhai-Macao Bridge Hong Kong (PM/HZMB), a Principal Government Engineer (PGE) (D3) who is underpinned by two divisions, each headed by a CE¹. We propose to create one additional supernumerary CE post in the HZMB HKPMO to head a new division to take charge of the HKBCF project. The existing and proposed organisation chart of the HZMB HKPMO

Annex A is at Annex A.

5. It has been agreed among the Governments of Guangdong, the Hong Kong Special Administrative Region (HKSAR) and the Macao Special Administrative Region (Macao SAR) that the respective Governments will be responsible for the construction and operation of the Boundary Crossing Facilities within their respective territories.

Having completed a site selection study in early 2008, HyD has 6. identified a preferred location by way of reclamation, off the northeast of the Airport Island. This is shown at Annex B. The proposed TM-CLKL will land Annex B on Lantau Island via the HKBCF site.

> Together with the HZMB Main Bridge and the HKLR as well as the 7. TM-CLKL and TMWB, the proposed HKBCF site enables the formation of a strategic road network linking Hong Kong, Zhuhai, Macao and Shenzhen, thereby further enhancing the transportation and aviation hub status of Hong Kong.

> With its proximity to the Hong Kong International Airport, the 8. HKBCF site will serve as a strategic multi-modal transportation hub. The intention is to extend the existing Automated People Mover and connect the Airport Terminal with the HKBCF. It will be very convenient for passengers to switch to different modes of transport at the HKBCF.

9. The complexity of the HKBCF lies in the following :

> provision of cargo processing and passenger related facilities (i) such as processing kiosks and examination facilities for private cars and coaches, passenger clearance building and halls, accommodation for and facilities of the government

With the approval of the Finance Committee, the PGE and one of the CE posts were created on a supernumerary basis for six years up to 31 June 2010 while the other CE post was re-deployed from within HyD for the same period [EC(2004-05)4].

departments providing services in connection with the HKBCF;

- (ii) provision of transport and miscellaneous facilities inside the HKBCF including public transport interchange;
- (iii) provision of road access for connection to the HKLR, the TM-CLKL and the Hong Kong International Airport;
- (iv) the provision of other facilities for connection with the Hong Kong International Airport such as the extension of the existing Automated People Mover; and
- (v) the adoption of a suitable design to ensure smooth operation while minimising the size of the reclamation required to provide land for the above facilities and the amount of marine mud disposal.

The Need for a CE Post

10. The very tight timeframe for completing the complicated HKBCF project requires a dedicated directorate officer at CE level (to be designated as CE/HKBCF). The CE/HKBCF will integrate multi-disciplinary professional inputs and maintain high-level and close liaison and coordination with the relevant parties during both the design and construction stages. He will need to resolve promptly the conflicts which will arise from time to time due to the requirements of different disciplines in the HKBCF works. He will also be responsible for supervising the detailed environmental impact assessment (EIA) study for the HKBCF and other statutory procedures such as gazetting under a number of Ordinances as well as extensive public engagement activities.

11. The investigation and the preliminary design study to confirm the feasibility of the HKBCF commenced only in July 2008, more than four years behind the programme of the HZMB Main Bridge. It is of utmost importance to fast-track such pre-construction works for the HKBCF and complete the statutory procedures, resolution of land matters, detailed design, funding approval etc. in order to synchronise its completion with the commissioning of the HZMB Main Bridge, the HKLR, the TM-CLKL and the TMWB. This will maximise the synergy effect of the road network and enable the corridor linking up Zhuhai, Macao, Hong Kong and Shenzhen to be completed soonest possible. Without the concomitant commissioning of HKBCF, the functions and economic benefits to be brought about by all the other infrastructure

projects will diminish considerably. It is therefore necessary to create a dedicated CE post for steering the HKBCF project throughout its planning and construction stages.

Key Milestone	Date
Commencement of I&PD study	mid 2008
Submission of EIA report to EPD	mid 2009
Commencement of detailed design	mid 2009
Gazette under various Ordinances	3 rd quarter of 2009
Commencement of construction works	3 rd quarter of 2010
Completion of HKBCF	mid 2016

10	The lease milestones	of the UVDCE program	main outlined on holow
12.	The Key Innestones	S OF THE TRDUE DIOPERIN	me is outimed as below

Existing staffing in the HZMB HKPMO

13. We have critically reviewed if PM/HZMB may take on the work of the proposed CE/HKBCF. The conclusion is that it is not operationally feasible. PM/HZMB oversees all the projects mentioned in paragraph 3 above. He has to steer the resolution of the whole range of issues related to the smooth and timely implementation of these projects. He attends frequent high-level meetings with government representatives of the Mainland and Macao. At the same time, he is responsible for providing expert advice/technical support to the Transport and Housing Bureau. The workload of PM/HZMB has been significantly increasing. He has no spare capacity to assign as much attention as before to the HKBCF project without jeopardising the progress of the other equally important projects.

14. We have also critically examined the possible redeployment of the existing two CEs within the HZMB HKPMO to take on the work of the proposed CE/HKBCF. They too are already fully occupied by the HZMB and HKLR projects as well as the TM-CLKL and TMWB projects respectively. In view of the substantial workload arising from the HKBCF and its very tight schedule, it is operationally not feasible for them to take up the related tasks without affecting work quality and progress of the tasks which they have been handling. This is explained below.

15. The CE for the HZMB Main Bridge (CE1/HZMB) is responsible for overseeing all the technical, construction and environmental issues for the works of the Main Bridge and the HKLR. He also supervises the work by the HZMB Project Office situated in Guangzhou, as well as liaising and resolving the financing and institutional arrangements, and legal matters relating to the

Main Bridge, an unprecedented cross-boundary project, with the other two Governments. As the HZMB Main Bridge is now to be funded by the three Governments which adopt different standards and legal requirements, the CE1/HZMB would need to be heavily involved in the Main Bridge's design, tender, construction and control. The work on this front is enormous with different standards and legal requirements of the three Governments. The essential supporting facilities such as the HKLR will also need to be expedited to tie in with the commissioning of the Main Bridge.

16. As for CE for the TM-CLKL and TMWB (CE2/HZMB), these two new highways projects involve the construction of two longest road tunnels, one undersea and another on land, in Hong Kong. There is a wide spectrum of complicated and challenging engineering issues associated with construction of the long tunnels. CE2/HZMB must work closely with all stakeholders to resolve these issues in the early stages, in particular during the pre-construction planning stage from now to 2011 so as to ensure commissioning of the two highways by 2016. CE2/HZMB is also responsible for the planning and feasibility study of other long-term Northwest New Territories (NWNT) road infrastructure projects including the Tuen Mun Eastern Bypass and the Tsing Yi Lantau link.

17. As these two CEs have already been fully engaged in equally time-critical projects, we will have to make the difficult choice of sacrificing the timely delivery of other projects if additional manpower resources are not available. Such a situation would be untenable given the strong public aspirations for their early completion. Any delay in the TM–CLKL project, for example, will result in a failure to address the anticipated congestion problem in NWNT and to provide a much-needed second land route to the Hong Kong International Airport.

18. We will review the continued need of this supernumerary CE post in 2013-14, taking into account the progress of the projects. Moreover, the existing three supernumerary directorate posts (1 PGE (D3) and 2 CE (D1) posts) in HZMB HKPMO, which were created on a supernumerary basis or redeployed from within the department, will expire in July 2010. HyD will also review the continued need of these posts by the end of 2009.

19. In order to better reflect the responsibilities of the two existing CE posts in HZMB HKPMO, the existing two CE will be re-designated as below: -

Existing Post Title	New Post Title
CE1/Hong Kong-Zhuhai-Macao	CE/Hong Kong-Zhuhai-Macao
Bridge	Bridge Hong Kong

(CE1/HZMB)	(CE/HZMB HK)
CE2/Hong Kong-Zhuhai-Macao	CE/Northwest New Territories
Bridge	(CE/NWNT)
(CE2/HZMB)	

20. The proposed supernumerary post, designated as CE/HKBCF will be responsible for assisting PM/HZMB to manage the HKBCF project, providing professional guidance and leadership to a team of multi-disciplinary professional staff to plan and implement the project and managing the day-to-day operations of the HKBCF Division. The job description of the proposed post is at Annex C. The timetables for key milestones of the HZMB Main Bridge and other related projects are at Annex D.

Annexes C & D

SCL Railway Project

Project Description

21. The RDO is tasked with overseeing the planning and implementation of new railway projects. It is headed by a PGE (D3) and consists of two groups, each headed by a Government Engineer (GE) (D2). The two groups are underpinned by five divisions, each led by a CE, as well as other supporting team. We propose to create one additional supernumerary CE post in the RDO to be responsible for the planning and implementation of the East-West Line of the SCL and the Kwun Tong Line Extension (KTE). The existing and proposed organisation chart of the RDO is at Annex E.

22. The SCL comprises two distinct lines: the North-South Line which extends the East Rail Line from Hung Hom to Admiralty, with a view for further extension to Central in future; and the East-West Line which extends the Ma On Shan Rail from Tai Wai to Hung Hom through the new development area at Kai Tak.

23. The SCL will serve 300,000 residential and 283,000 employment population and will carry about 1,000,000 passengers daily. Upon its commissioning, a strategic railway network across Hong Kong will be formed. The travelling time on rail from Lo Wu to Admiralty via the North-South Line will be reduced to 50 minutes, whereas that from Wu Kai Sha to Tuen Mun via the East-West Line will be reduced to 69 minutes. The alignment plan of the SCL is at Annex F.

24. The implementation of the SCL is a very important step to deliver the policy of railways as the backbone of the transportation system in Hong Kong.

Annex E

Annex F

25. In conjunction with the SCL, the Government has decided to go ahead with the KTE by extending the existing Kwun Tong Line to Whampoa from Yau Ma Tei. The SCL will interchange with the KTE intermediate station at Ho Man Tin. The KTE will serve about 150,000 people, and will considerably reduce the traveling time from Yau Ma Tei to Whampoa.

The Need for an Additional Directorate Post

26. HyD is currently pressing ahead with a great number of rail and road projects. Apart from the SCL, the RDO is in parallel planning the Hong Kong Section of the Guangzhou-Shenzhen-Hong Kong Express Rail Link (XRL), West Island Line (WIL), South Island Line (East) (SIL(E)), and the proposed Hong Kong-Shenzhen Airport Rail Link (ARL). Except for the ARL on which a preliminary study is ongoing, the other projects are under very tight schedules and the majority will have their construction commencing between 2009 and 2011 for completion in the period of 2013 to 2019. The RDO is also overseeing the construction of the Kowloon Southern Link (KSL) and Tseung Kwan O South Station, in addition to administering the railway transport model to facilitate railway planning and implementation.

27. The SCL will involve the construction of about 17 kilometre of tunnels, nine underground stations and, most likely, an above ground station at Hin Keng. Among these nine stations, six are integrated ones allowing interchange with other existing/future railway lines. It demands very meticulous and detailed planning and design with high engineering precision to avoid any adverse effect on the operating railway lines.

28. The following are the more complicated engineering issues related to the SCL :

For the East-West Line

- i. Enhancing the existing pedestrian facilities at Tsz Wan Shan for improving the connectivity with the Diamond Hill Station;
- ii. Planning study on the Diamond Hill Comprehensive Development Area site where the SCL depot will be situated;
- iii. Planning of the major road diversion at Lung Cheung Road for the construction of the SCL Diamond Hill Station;
- iv. Resolving the interface details with the Kai Tak Development; and
- v. Reprovisioning of the International Mail Centre at Hung

Hom.

For the North-South Line

- vi. Construction of new East Rail Line tracks between Mongkok and Hung Hom, requiring working at close proximity to the operating East Rail Line;
- vii. Construction of the new SCL Hung Hom Station underneath the existing podium for public transport and in close proximity to the East Rail Line;
- viii. Resolving the interface details with the Central Wan Chai Bypass and the Wan Chan Development Phase II projects;
 - ix. Reprovisioning of the Police Officers' Club, Harbour Road Sports Centre and the Wan Chai Swimming Pool; and
 - x. Construction of the new SCL Admiralty Station with complicated interface with the South Island Line and the existing Tsuen Wan and Island Lines.

All the above works are very challenging engineering-wise. While they are entrusted to the MTRCL for design and construction, substantive input from two dedicated CEs is required to provide adequate high level steer.

29. The SCL will be implemented under the concession approach, with the Government funding the project under the Capital Works Reserve Fund. The RDO will have to support the Director of Highways as the vote controller in monitoring the project much more closely than previous railway projects under the ownership approach. In addition, as the SCL and XRL are government projects under concession approach, the Building Ordinance (Cap. 123) does not apply, it is incumbent upon the RDO to ensure that all railway lines would be constructed to the same high standard and the same set of building submissions. Supervision from a dedicated CE on this process is indispensable in order that these projects are to be delivered up to the required standard and in a fast-track manner.

30. Currently, one CE (D1) post (CE/RD1-2) has been assigned to work on both the SCL and the KTE. However, given the urgency, scale and complexity of the SCL as described in paragraphs 27 to 29 above, it is essential to create an additional supernumerary CE post, to be designated as Chief Engineer/Railway Development 1-3 (CE/RD1-3), to share the workload the SCL's planning and construction stages so that the East-West Line and the KTE can be completed by 2015 and the North-South Line by 2019. The North-South Line will remain CE/RD1-2's job, while duties relating to the East-West Line and the KTE will be transferred to the proposed CE/RD1-3. Moreover, work relating to the

building submission for projects under the concession approach, i.e. the SCL and XRL, will be assigned to CE/RD1-3. The job description of the proposed post and the revised job description of the CE/RD1-2 are at Annex G and H respectively.

Annexes G and H

Existing staffing in the RDO

31. We have critically examined the possible redeployment of other 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 without affecting the quality of their work as all of them are fully engaged in different projects as follows: -

- CE/RD1-1 is responsible for the implementation of the KSL and (a) WIL. For the KSL, CE/RD1-1 needs to continue his efforts to ensure that this extension of the West Rail Line will be commissioned as planned in late 2009 and that it would be subject to effective testing and trials without affecting the services of the existing East Rail Line and West Rail Line. As for the WIL, it is now undergoing detailed design. We are now resolving objections to the gazetted WIL scheme and the workload under this project is expected to increase significantly. Its construction is scheduled to commence in 2009 for completion in 2013 or 2014. The WIL project will involve the construction of deep tunnels and stations underneath the highly developed and urbanised Central and Western District. There are a variety of difficult interfaces as well as land and reprovisioning issues requiring close professional and directorate attention (e.g. relocation of the David Trench Rehabilitation Centre and the Kennedy Town Swimming Pool etc.). Α dedicated directorate officer is most essential to take forward the KSL and the WIL so that they will be completed as scheduled;
- (b) CE/RD1-2 is responsible for the continued planning and implementation of the SCL (North-South Line). The workload arising from various key issues, public consultation processes and engineering challenges as described in paragraphs 27 to 28 above, will become increasingly heavy as the project has entered the design and public engagement phase. Furthermore, the North-South Line involves the planning of a railway crossing the Victoria Harbour, intensive and constant coordination and discussion with other policy bureaux/departments are required to

demonstrate the compliance with the overriding public need under the Harbour Protection Ordinance through proper public engagement. It is expected that there will be a large number of District Council meetings, public forums and consultation sessions and that it will be unmanageable for this CE to take up the duties associated with the SCL (East-West Line) and the KTE.

- CE/RD2-1 is responsible for the planning of the SIL(E), the (c) construction of which will commence in 2011 for completion no later than 2015. CE/RD2-1 is also responsible for the planning of the Northern Link (NOL), another project to improve the rail service in Northwestern New Territories. He is keeping in view of the changes in the planning parameters and project assumptions for the NOL and working with parties concerned to see how the project proposals for the NOL should be adjusted to address these changes. He is also providing input into the planning and engineering study on the New Development Areas in the Northeastern New Territories to ensure that the NOL will be properly integrated with the new developments. The duties of CE/RD2-1 also include the settlement of the final accounts for the entrustments under various railway projects already and coordinating the planning and commissioned the implementation of about 30 modification proposals of existing railway stations;
- (d) CE/RD2-2 is responsible for administering the railway transport model, maintaining a comprehensive database of transport statistics, and collating key planning and land use information to generate forecasts on rail patronage and revenue for different railway network configuration in different future years with different socio-economic assumptions. He has to examine all public and private development proposals, including land and infrastructure projects, near the existing and planned railway lines. He is required to take part in the various planning and development studies so that the railway perspective can be fully taken into account. He is also responsible for the planning of new railway proposals such as the rail link between the Hong Kong and Shenzhen Airports; and
- (e) CE/RD2-3, occupying a supernumerary post created in July 2008 with the approval of the Finance Committee for a period of seven years, is responsible for the planning and implementation of the

XRL (EC(2008-09)8). During the planning and design phase, he has to handle funding applications, statutory procedures and public consultation. He also needs to ensure the timely availability of the land required for the works and to resolve complicated interface issues including those with the West Kowloon Cultural District. On the technical side, he is required to make sure that the design meets the prevailing standards and operational requirements, and that the contract and procurement strategies are appropriate. During the construction phase, he will be responsible for the overall delivery of the project within budget, on time and with quality. He will also have to administer entrustment arrangements.

32. As mentioned in paragraph 26 above, the majority of the railway projects under planning will have their construction commencing between 2009 and 2011 for completion in the period of 2013 to 2019. The indicative implementation schedule of railway projects under construction/planning is set out at Annex I. We have looked carefully at the possibility of staff redeployment for the effective delivery of these projects. Our assessment is that in the coming seven years or so when the SCL is under planning and implementation, the RDO's existing directorate staff will be fully committed to the tasks as detailed in paragraph 31 above and will not have spare capacity to take up the increased workload arising from the SCL.

Non-directorate Support

HKBCF of the HZMB

33. Currently there is no dedicated team looking after the HKBCF project and the work is absorbed by the existing establishment within the HZMB HKPMO. With the need for expediting the HKBCF project, a dedicated team needs to be set up. Other than the temporary redeployment of one Senior Engineer (SE) and one Engineer/Assistant Engineer (E/AE) posts internally, nine new non-directorate professional posts will be created to form the dedicated team to support the proposed CE/HKBCF post. These nine additional posts comprise one SE, three E/AEs, one Senior Architect, one Architect/Assistant Architect, one Senior Electrical and Mechanical Engineer, one Electrical and Mechanical Engineer/Assistant Electrical Engineer.

<u>SCL</u>

34. Currently, one CE, four SEs and six E/AEs within the RDO are working on the SCL of which one SE and two E/AE posts will be redeployed within the RDO to be put under the purview of the proposed CE/RD1-3 post. These three posts together with six more non-directorate posts comprising one SE, one E/AE, one Senior Building Surveyor, one Building Surveyor/Assistant Building Surveyor, one Senior Structural Engineer and one Structural Engineer/Assistant Structural Engineer to be created will form the team under the proposed CE/RD1-3 to take forward the planning and implementation of the East-West Line of the SCL and the KTE, and work in association with building submissions for the XRL project.

Other Alternatives Considered

35. We have also considered the possible redeployment of existing directorate officers in other offices within HyD to take on the work of the proposed posts. As all the other directorate officers are fully engaged in their respective duties, it is operationally not possible for them to take up the tasks without adversely affecting the discharge of their current duties. The portfolios of the existing CE posts and an analysis showing that there is no further scope for internal redeployment are detailed in the ensuing paragraphs.

Headquarters and Regional Offices

36. The four CEs under the Headquarters each heads one Division, namely, Works, Bridges and Structures, Lighting, and Research and Development as follows :

- (a) Chief Highway Engineer/Works heads nine sub-teams responsible for project administration of minor capital works projects in the territory, including planning and programming, dealing with technical matters, resolving interface problem, public consultation, land matters, statutory procedures, etc;
- (b) Chief Highway Engineer/Bridges and Structures is tasked with setting standards and providing comments and advice for the design of highway structures and supervising the maintenance of major bridges in Hong Kong;
- (c) Chief Highway Engineer/Lighting provides professional support

and advice on all matters relating to the planning and administration of road lighting in the territory;

(d) Chief Highway Engineer/Research and Development is responsible for conducting research for setting and upgrading highway design, construction, maintenance and material specifications and standards. The Division also supervises centralized audit inspection teams on road opening works under the Land (Miscellaneous) Ordinance.

37. The four other CEs in the Regional Offices (two in the Urban and two in the New Territories Regions) are responsible for district administration of infrastructure and maintenance works. Each CE leads six to seven sub-teams for district administration of infrastructure and maintenance works in their respective geographic area, namely Hong Kong Island, Kowloon, NT East and NT West. The four CEs under the Headquarters and the four CEs in the Regions are fully engaged with the responsibilities under their schedule and cannot be spared for the responsibilities of the two CE posts proposed for creation in this paper.

Major Works Project Management Office (MWPMO)

38. There are five CEs in the MWPMO. Their responsibilities are appended below: -

- (a) CE/MW1-1 is currently mainly responsible for the planning of Tolo Highway widening (TOLO), retrofitting of noise barriers for existing roads including Tseung Kwan O Road and Flyover, Kwun Tong Bypass, Hoi On Road, Tsing Tsuen Bridge and Tsuen Wan Approaches and finalisation work of Shenzhen Bay Bridge, Deep Bay Link and Yuen Long Highways;
- (b) CE/MW1-2 is responsible for the construction works of Route 8. While part of the Route 8 (Shatin to Cheung Sha Wan) has been delivered to the public, his team is required to complete the remaining and most critical stages --- the Cheung Sha Wan to Tsing Yi Section. This includes the world's second largest cable stage bridge, i.e. Stonecutters Bridge, which is scheduled for completion in late 2009. Subsequent to the completion of the project, the team will have to carry out the contract finalisation

process for the project, which includes resolving disputes and mediations under the contracts. Optimistically, the contract finalisation process after the completion of physical works will take at least two to three years for mega size projects. Besides, the team is responsible for the management of a preliminary design and study of an extensive elevated walkway system in Yuen Long, which was recently announced by the Chief Executive in his Policy Address. The system may cover the whole Yuen Long Town Centre. Comprehensive public engagement for its implementation will be required. CE/MW1-2 will also have to work with CE/MW2-1 on the mega Central-Wanchai Bypass (CWB) Project when the current legal proceedings are satisfactorily resolved. It is the intention of the Government to have the project proceeded as early as possible;

- CE/MW1-3 deals with the planning of Central Kowloon (c) Route (CKR) and retrofitting of noise barriers for existing roads including Tai Wo Road, Sha Tin Road, Wong Uk Tsuen, Tai Po Road, Yuen Wo Road, Fanling Highway, Po Shek Wu Road, Po Lam Road North, Po Ning Road, Ma Wang Road, Chai Wan Road, Tuen Mun Road, Long Tin Road and Castle Peak Road. The CKR team is now focusing engineering investigations on and environmental impact assessments, and the next stage of politically sensitive public engagement. With rising public aspirations, comprehensive public engagement involving numerous public forums has to be arranged. The conservation of the Yau Ma Tei Police Station, which has great heritage implication, and the reprovisioning of public facilities in Yau Ma Tei, are of particular interest to the public. Besides, the proposed immersed tube tunnel across the Kowloon Bay waters has implication of reclamation within Victoria Harbour. Adequate staff resources must be assigned to handle this task with great care;
- (d) CE/MW2-1 is responsible for the planning of CWB and Island Eastern Corridor Link and finalisation of accounts for the Castle Peak Road Improvement Project. While the progress of the CWB Project is affected by a recent judicial review and CE/MW2-1 is fully occupied by the

legal proceedings and the exploration of alternatives to proceed with the project; and

(e) CE/MW2-2 is responsible for managing the Tuen Mun Road Improvement Project (TMR), Hiram's Highway (HH) and Tung Chung Road Improvement Project. The TMR improvement project has just commenced in October and will be commissioned in 2014 the earliest. The HH improvement project is currently planned to commence construction works in end 2010 for completion in end 2013.

A table showing the schedule of the up-coming projects handled by the MWPMO is appended below :

	Commencement of Construction	Completion of
Project	work	Construction work
TOLO	2009	2013
CWB	2009/10 (active public engagement, planning and design underway)	2017/18
CKR	2009/10 (active public engagement, planning and design underway)	2016
TMR	Late 2008	2014/15

39. In view of the fact that the workload for all the five CEs in MWPMO are heavy and will increase significantly, rather than decrease due to project completion. in coming that the years, and extensive public consultation/engagement exercises have to be conducted in bringing forward any major infrastructure projects including highway proposals, there is no scope of reshuffling the duties of the concerned CEs to handle the HKBCF or the SCL projects.

40. In the light of the upcoming workload in HyD mentioned above, we consider that the proposed creation of two CE posts is the only viable arrangement to ensure the proper planning and implementation of both projects. The existing organisation charts of HyD is at Annex J.

Annex J

Job Creation

41. The implementation of the HKBCF, HKLR, TM-CLKL and TMWB

are estimated to create about 18,000 jobs (about 3,000 for professional/technical staff and 15,000 for labour) during the construction stage.

42. The SCL is estimated to create about 11,000 jobs (2,700 for professional/technical staff and 8,300 for labour) during the construction period.

43. The KTE is estimated to create about 1,000 jobs (250 for professional/technical staff and 750 for labour) during the construction period.

Financial Implications

44. The proposed creation of the two supernumerary CE posts will bring about an additional notional annual salary cost at mid-point of \$2,553,600. The additional full annual average staff cost, including salaries and staff on-cost, is \$3,529,368. The proposal is covered in ECI(2008-09)7 "Update on Overall Directorate Establishment Position" and ECI(2008-09)9 "Forecast of Proposed Creation/Deletion of Directorate Posts in the 2008-09 Legislative Session".

45. In addition, the planning and implementation of the HKBCF and SCL projects will necessitate the creation of nine and six additional non-directorate posts respectively, as set out in paragraphs 33 and 34 above, at a notional annual mid-point salary cost of \$11,276,940 and the full annual average staff cost, including salaries and staff on cost, is \$19,273,356.

46. We have included sufficient provision in the 2009-10 draft Estimates under Head 60 – HyD to meet the cost of this proposal.

Advice Sought

47. Members are invited to give their views on this paper and indicate support for the staffing proposal.

Transport and Housing Bureau December 2008

Existing and Proposed Organisation Chart of Highways Department



Annex A



Annex B

Job Description Chief Engineer / Hong Kong Boundary Crossing Facilities

Rank: Chief Engineer

Responsible to: Project Manager / Hong Kong-Zhuhai-Macao Bridge Hong Kong Section (PM/HZMB HK)

Major Duties and Responsibilities -

- 1. Assisting the PM/HZMB in taking forward the planning and implementation of the HZMB Hong Kong Boundary Crossing Facilities (HKBCF);
- 2. Executing the strategies and procedures as formulated by PM/HZMB in respect of the HKBCF;
- 3. Leading and directing his/her subordinates in the planning, design and construction of the HKBCF;
- 4. Managing the performance of contractors engaged in all consultancy services and contract works for the site formation/ reclamation, civil and building works of HKBCF, award of construction contracts and the subsequent contract administration;
- 5. Assuming overall responsibility for the control of project scope, cost and programme of the HKBCF;
- 6. Consulting and coordinating with bureaux/departments, Airport Authority Hong Kong, the Mainland and Macao SAR authorities to resolve cross-boundary and interface issues for the timely implementation of the project;
- 7. Attending the District Council and other meetings as and when required; and
- 8. Managing the professional and technical staff in the project team.

Timetable on Programme and Progress of HZMB Related Projects

(A) HZMB: Hong Kong – Zhuhai – Macao Bridge (Main Bridge)

Key Milestone	Date					
Commencement of feasibility study	early 2004					
Commencement of preliminary design	2 nd quarter of 2009					
Commencement of detailed design and	No later than 2010					
construction works						

(B) HKLR: Hong Kong Link Road

Key Milestone	Date
Commencement of I&PD study **	3 rd quarter of 2008
Submission of EIA report to EPD	mid 2009
Gazette under relevant Ordinance(s)	3 rd quarter of 2009
Commencement of detailed design and	early 2011
construction works	
Completion of HKLR	early 2015

** The I&PD study was commenced after the adoption of "separate location of BCF mode".

(C) TMCLKL: Tuen Mun – Chek Lap Kok Link

Key Milestone	Date
Commencement of I&PD study	mid 2008
Submission of EIA report to EPD	mid 2009
Gazette under relevant Ordinance(s)	3 rd quarter of 2009
Commencement of detailed design and	4 th quarter of 2011
construction works	
Completion of TMCLKL	end 2016

(D) TMWB: Tuen Mun Western Bypass

Key Milestone	Date
Commencement of I&PD study	3 rd quarter of 2008
Submission of EIA report to EPD	4 th quarter of 2009
Gazette under relevant Ordinance(s)	4 th quarter of 2009
Commencement of detailed design and	4 th quarter of 2011
construction works	
Completion of TMWB	2 nd quarter of 2016

(E) HKBCF: Hong Kong Boundary Crossing Facilities

Key Milestone	Date
Commencement of I&PD study	mid 2008
Submission of EIA report to EPD	mid 2009
Commencement of detailed design	mid 2009
Gazette under relevant Ordinance(s)	3 rd quarter of 2009
Commencement of construction works	3 rd quarter of 2010
Completion of HKBCF	mid 2016

Annex E



Existing and Proposed Organisation Chart of Railway Development Office of Highways Department

Annex F



Job Description Chief Engineer/Railway Development 1-3

- **Rank** : Chief Engineer (D1)
- **Responsible to** : Government Engineer/Railway Development (1)

Main Duties and Responsibilities -

- 1. Formulating strategies for delivering the SCL Tai Wai to Hung Hom section, Kwun Tong Line Extension and the related essential public infrastructure works (the Project);
- 2. Leading and directing subordinates in the planning, design and implementation of the Project, including public consultation with LegCo and District Councils;
- 3. Providing technical support and advice to the Transport and Housing Bureau to permit policy steers and prepare policy papers and ExCo submissions;
- 4. Administering Public Works Programme items related to the Project;
- 5. Preparing and administering the entrustment agreements and project agreement with the railway corporation, and monitoring the railway corporation on the adoption of appropriate strategy, procedures and programme on the engineering and financial aspects;
- 6. Completing all the works under the statutory process in the gazettal of the railway schemes under the relevant ordinances
- 7. Managing MTRCL's consultation process and submissions in respect of the SCL and XRL project as if so required by the Building Authority for projects under the ownership approach; and
- 8. Coordinating among other government departments/bureaux and resolving interfacing matters arising from the Project with other development projects to ensure the smooth progress of the Project.

Job Description Chief Engineer/Railway Development 1-2

Rank : Chief Engineer (D1)

Responsible to : Government Engineer/Railway Development (1)

Main Duties and Responsibilities -

- 1. Formulating strategies for delivering the SCL cross harbour section and the related essential public infrastructure works (the Project);
- 2. Leading and directing subordinates in the planning, design and implementation of the Project, including public consultation with LegCo and District Councils;
- 3. Providing technical support and advice to the Transport and Housing Bureau to permit policy steers and prepare policy papers and ExCo submissions;
- 4. Administering Public Works Programme items related to the Project;
- 5. Preparing and administering the entrustment agreements and project agreement with the railway corporation, and monitoring the railway corporation on the adoption of appropriate strategy, procedures and programme on the engineering and financial aspects;
- 6. Completing all the works under the statutory process in the gazettal of the railway scheme under the relevant ordinances;
- 7. Coordinating issues common to both Tai Wai to Hung Hom Section and cross harbour section of SCL; and
- 8. Coordinating among other government departments/bureaux and resolving interfacing matters arising from the Project with other development projects to ensure the smooth progress of the Project.

Indicative Implementation Schedule of Railway Projects under Construction/Planning

Railway Projects		Approximate Project Cost (\$billion)	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
er iction	Kowloon Southern Link	8 (MOD)		////////											
Unc Constr	Tseung Kwan O South Station	1 (MOD)	///////////////////////////////////////												
Under Planning	Hong Kong Section of Guangzhou-Shenzhen- Hong Kong Express Rail Link	45.0 (MOD)							////////						
	Shatin to Central Link, Shatin to Hung Hom Section	27.9 (MOD)													
	Kwun Tong Line Extension	5.0 (MOD)													
	Shatin to Central Link, Cross Harbour Section	21.4 (MOD)											///////	///////	
	West Island Line	9.1 (MOD)			///////////////////////////////////////										
	South Island Line (East)	14.9 (MOD)													
	Northern Link	Under Review	Imple	ementation	Programm	e Under Re	eview								
	Hong Kong-Shenzhen Airport Rail Link	Chuci Acview	Imple	ementation	Programm	e Under Re	eview								

Legend:



Construction

MOD Money-of-the-day prices

Existing Organisation Chart of Highways Department



PR - Public Relations

ΗK

- Hong Kong

- OM - Quality Management
- Research and Development R&D

Annex J (Page 2 of 2)

Existing Organisation Chart of Highways Department

Director of Highways (D6)

