For discussion

Legislative Council Panel on Transport

Staffing proposal relating to the Hong Kong Section of the Guangzhou-Shenzhen-Hong Kong Express Rail Link

PURPOSE

This paper seeks Members' view on the proposal to retain a supernumerary post at the rank of Chief Engineer (D1) for a period of four years and six months from 7 July 2015 to 31 December 2019 in the Railway Development Office ("RDO") of Highways Department ("HyD") to continue to manage the Hong Kong section of Guangzhou-Shenzhen-Hong Kong Express Rail Link ("XRL") project.

2. If support from Members is obtained, we plan to submit the proposal to the Establishment Subcommittee ("ESC") of the Finance Committee ("FC") of the Legislative Council ("LegCo") for consideration at its meeting on 11 February 2015 and for FC's approval on 27 February 2015.

JUSTIFICATION

Existing Directorate Staffing in RDO for the XRL Project

3. The ESC of FC approved on 20 June 2008 (vide EC (2008-09)8) for the creation of a supernumerary post at the rank of Chief Engineer (designated as Chief Engineer/Railway Development 2-3 ("CE/RD2-3")) for a period of seven years from 7 July 2008 to 6 July 2015 to take up the planning and implementation of XRL project, and the proposal was approved by FC on 4 July 2008. CE/RD2-3 heads the XRL project division currently comprising five Senior Engineers ("SE"), eight Engineers ("E") and one Assistant Engineer ("AE"), and oversees the XRL project entrusted to the MTR Corporation Limited ("MTRCL") for construction. The current organisation chart of RDO is at **Enclosure 1**.

Need for Retention of the post for CE/RD2-3

4. The Hong Kong section of the XRL is a 26-kilometer (km) long underground rail corridor. It will run from a new terminus in West Kowloon, going north passing Yau Tsim Mong, Sham Shui Po, Kwai Tsing, Tsuen Wan, Yuen Long to the boundary south of Huanggong, where it will connect to the Mainland section of XRL. FC approved on 16 January 2010 the funding for the construction of the railway ($55.0175 billion) and non-railway works ($11.8 billion) of the XRL, amounting to a total of $66.8 billion.

5. The Government entrusted the construction and commissioning of XRL project to MTRCL. Construction works commenced in January 2010. The Government has all along been monitoring the XRL project entrusted to MTRCL for design and construction in a prudent manner, with a view to achieving early project completion and commissioning of service. In mid-April 2014, MTRCL informed the Government that the commissioning date of XRL would be postponed to 2017.

6. The Government has been treating the delay of the construction of the Hong Kong section of the XRL very seriously. A full account was given by the Secretary for Transport and Housing to the Subcommittee on Matters Relating to Railways ("RSC") of LegCo on 5 May and 19 May this year. The Transport and Housing Bureau ("THB") and HyD have also submitted various documents (including LC Paper No. CB(1)1328/13-14(03), CB(1)1422/13-14(02), CB(1)1451/13-14(01) and CB(1)1422/13-14(04)) for Members' perusal. MTRCL submitted a paper (LC Paper No. CB(1)1354/13-14(01)) to the LegCo in May 2014 stating that the new target for the commissioning would be by the end of 2017. Subsequently, MTRCL provided HyD with information of its Programme to Complete ("PTC") for commissioning the Hong Kong section of the XRL. HyD and its monitoring and verification ("M&V") consultant also requested MTRCL to provide more detailed information for further examination. HyD, with the assistance of its M&V consultant, has completed its review on the MTRCL's proposed PTC. HyD considers that the PTC could be attained provided that the target progress is met for the critical contracts and various major conditions are satisfied. We will monitor the progress of the remaining works against the PTC, and will continue to use the mechanisms established under the Entrustment Agreement on the XRL project to monitor MTRCL's implementation of the XRL project.

7. Regarding cost estimate of the project, the Government received a

letter from the MTRCL on 24 July 2014 informing the Government of the Cost to Complete ("CTC") for the Hong Kong section of the XRL. MTRCL also announced on 11 August 2014 that the CTC of the XRL would be $71.52 billion (additional insurance costs and Project Management Cost included). The estimate is based on the PTC under which the XRL will be in commission by the end of 2017. It is about $6.5 billion more than the Entrustment Cost of $65 billion, and also exceeds the Approved Project Estimate. Based on the information provided by MTRCL, HyD, with the assistance of its M&V consultant, has largely completed the review of MTRCL's CTC. HyD has urged MTRCL to review again the CTC in view of the reports of the MTRCL Independent Board Committee ("IBC") and HyD's review findings. At the same time, regarding issues concerning the overrun of Approved Project Estimate and the parties' responsibility for bearing the relevant costs, the Government will act in accordance with the Entrustment Agreement and reserve all the rights to pursue the warranties and obligations from the MTRCL.

8. Besides, the MTRCL IBC, established to review the revised schedule for the commissioning of the Hong Kong Section of the XRL, has published two reports. The reports have recommended enhancements to MTRCL's system and processes. For example, it was recommended that the MTRCL Board should establish a Capital Works Committee to oversee any project involving design and/or construction with a capital value of a certain material size, etc. The Government expects MTRCL to propose early to the Government a comprehensive and practicable solution after taking into full consideration the report prepared by the IBC's independent experts and the issues raised by the HyD, with a view to completing and commissioning the Hong Kong section of the XRL according to the PTC. At the same time, the Government expects MTRCL to conduct a better risk management in project management and monitoring, as well as budget control.

9. In the light of the delay of the construction of the Hong Kong section of the XRL, the Chief Executive appointed in May this year an Independent Expert Panel ("IEP") to conduct a thorough examination of the project management and cost control mechanism and practices of the MTRCL regarding the Hong Kong section of the XRL project, as well as the project supervision mechanism adopted by the Government. The objective is to identify problems and the reasons behind them, as well as to make recommendations on improvement. The IEP has completed the review and submitted its report to the Chief Executive on 15 December. The Government has to seek legal advice on how to handle the report, and will

publish the report in an appropriate manner once a decision is made.

10. Moreover, the Government has repeatedly stressed earlier that it will proactively carry out its duties as MTRCL's majority shareholder and urge it to seriously review its corporate structure and operation as well as to make necessary reform. On 14 October this year, MTRCL announced the appointment of four new Directors, including one Government Director and three independent non-executive Directors. It is believed that this would strengthen MTRCL's corporate governance and operation.

11. The revised project programme of the construction of the XRL project is extremely challenging. The post of CE/RD2-3 is proposed to be retained to continue to oversee the implementation, commissioning and finalization of the XRL construction contracts. To ensure the smooth implementation of the XRL Project within the revised project programme, CE/RD2-3 has to carry out intensive monitoring work and take full charge of all professional, technical, contractual and interface issues, administer the entrustment agreements with MTRCL and the related consultancies, steer the timely resolution of matters concerning project implementation and financial control. CE/RD2-3 also has to provide professional advice and support to THB in overseeing the Hong Kong section of the XRL project.

12. CE/RD2-3 has to attend various high-level meetings, including the monthly Project Supervision Committee meeting chaired by the Director of Highways ("DHy") and the monthly Project Coordination Meeting, both attended by representatives from MTRCL at General Manager level or above. CE/RD2-3 is a key member of these meetings which serve as the formal communication platforms with MTRCL for supervision and monitoring of the XRL project delivery as well as resolving all major issues regarding the entrustment activities.

13. To prepare for the commissioning of XRL, CE/RD2-3 plays an active and important role in overseeing and coordinating with the relevant authorities on the overall testing and commissioning programme. In addition, regular meetings with representatives of THB, RDO and MTRCL at General Manager level are held to discuss details of the operation arrangement, which involve sensitive financial, commercial and operational information. CE/RD2-3 has to be actively involved in the related work.

14. Prior to the railway operation, intensive negotiation among MTRCL and the relevant Government departments on the interoperability of the XRL, as well as discussion on the associated operation and financial issues,

will require the day-to-day steering at directorate level in HyD, who will also arrange the associated operation requirements from both the local and Mainland authorities to be incorporated into the XRL project for implementation. Moreover, 42 major construction contracts were awarded under the XRL project. As with other mega-scale infrastructure projects, the XRL contractors have submitted claims in accordance with the contract terms. As at end September 2014, the quantum of unresolved claims which involve highly complicated legal, contractual and technical issues amounts to over $10 billion. It is anticipated that this figure will continue to increase in the remaining construction stage. MTRCL will carry out the detailed assessment of these claims in accordance with their project management system and will then seek comments from HyD through submission of papers to the Project Control Group. On this matter, CE/RD2-3 has to closely monitor the assessment process and progress, offer professional comments in respect of the analysis of claims assessment, review the validity, principles and culpabilities of all the claims assessment which involves public funding with a view to safeguarding the interest of the Government as the owner of this project, and ensuring the proper use of public funds. Based on the current situation and according to our experience in past mega-scale projects, a majority of the claims assessment are anticipated to be completed in two years' time after project commissioning, i.e. in 2019. Moreover, CE/RD2-3 has to be involved in the mediation, arbitration and litigation processes that may possibly arise from these claims.

15. In view of the above, we consider it essential to maintain the post of CE/RD2-3 until end December 2019. By then, all major contractual matters under the XRL construction contracts and entrustment agreements should have been settled and substantially finalized. The establishment of non-directorate staff under the XRL project division mentioned in Paragraph 3 of this paper will be reviewed in detail after the commissioning of the XRL. The job description of CE/RD2-3 is attached at **Enclosure 2**.

Alternatives Considered

16. We have carried out a critical review on the possible redeployment of existing directorate officers within HyD to take on the work of the CE/RD2-3. The review indicates that all incumbents are already fully engaged in their respective areas of work, and therefore it is operationally not possible for them to take up the Hong Kong section of the XRL project without adversely affecting the discharge of their current duties. The

outcomes of the review are detailed at **Enclosure 3**.

17. In the light of the current and upcoming workloads in different officers/divisions of HyD as well as the available staff resources, we consider that the proposed retention of the supernumerary post of CE/RD2-3 up to 31 December 2019 is the only viable arrangement. The existing organisation charts of HyD are at **Enclosure 4**.

FINANCIAL IMPLICATIONS

18. The proposed retention of the supernumerary post of Chief Engineer (D1) will bring about an additional notional annual salary cost at mid-point of $1,465,200. The additional full annual average staff cost, including salaries and staff on-cost, amounts to about $2,175,576.

19. Besides, as for the XRL project division mentioned at Paragraph 3 of this paper, the total notional annual salary cost (at mid-point) of its 14 non-directorate staff is $11,515,680, and the full average staff cost is estimated to be $19,490,148. Among the 14 non-directorate staff, there will be a need to extend six time-limited posts of senior professional and professional (one SE and five E/AE) under HyD in 2015-16. The total additional notional annual salary cost at mid-point involved is about $4,346,000 and the additional full annual average staff cost, including salaries and staff on-cost, amounts to about $7,722,000.

20. We will include the necessary provision in the 2015/16 draft Estimates to meet the cost of this proposal and reflect the resources required in the Estimates of subsequent years.

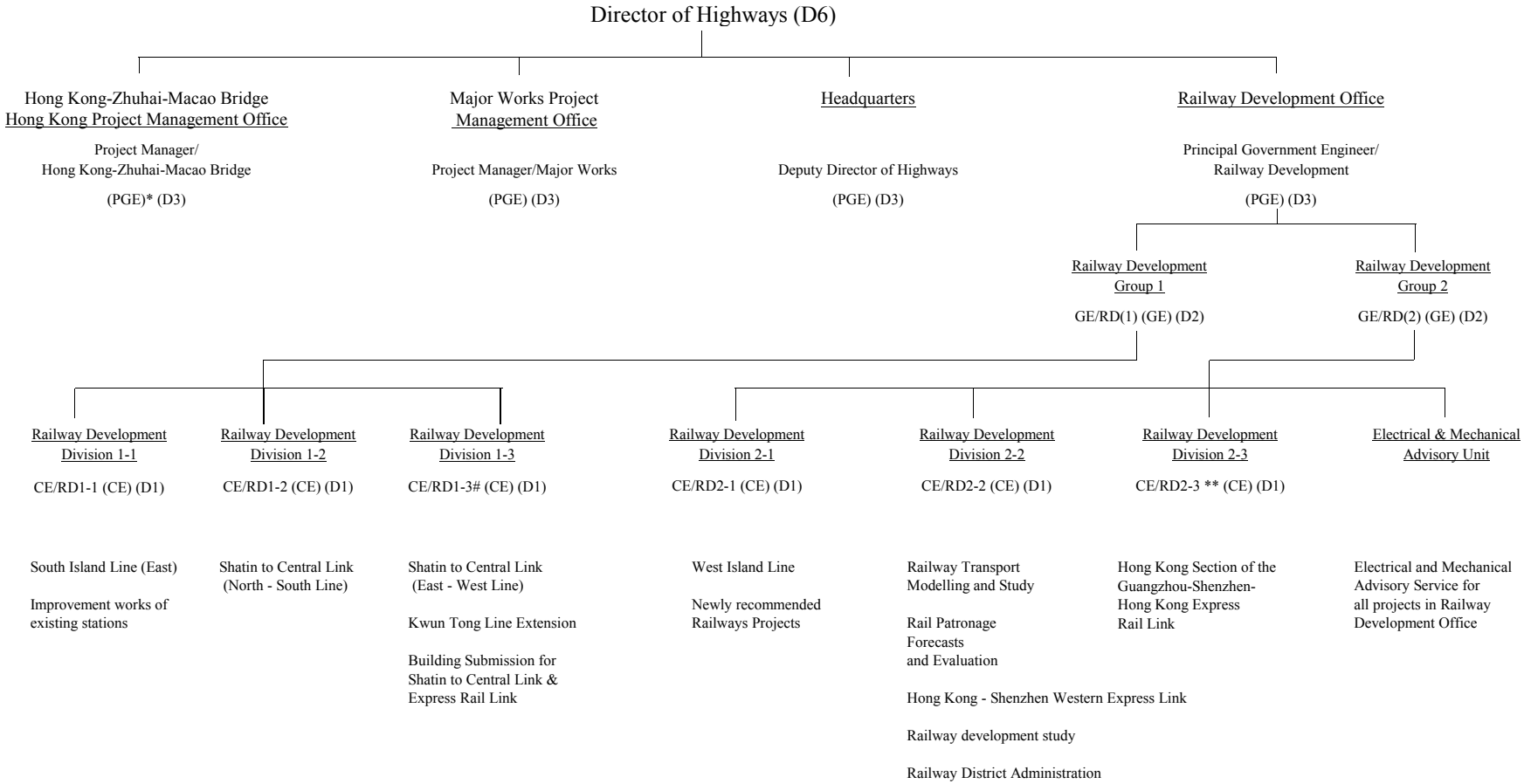
ADVICE SOUGHT

21. Members are invited to support our staffing proposal.

Transport and Housing Bureau
December 2014

Enclosure 1

Existing Organisation Chart of Railway Development Office of Highways Department



Legend

CE	- Chief Engineer	*	- Supernumerary PGE post to lapse on 1 January 2018
GE	- Government Engineer	**	- Supernumerary CE post to lapse on 7 July 2015
PGE	- Principal Government Engineer	#	- Supernumerary CE post to lapse on 1 April 2016
RD	- Railway Development		

Enclosure 2

Job Description for
Chief Engineer/Railway Development 2-3 (CE/RD2-3)

Rank: Chief Engineer (D1)
Responsible to: Government Engineer/Railway Development (2)

Overall Role and Objectives -

CE/RD2-3 heads a division of the Railway Development Office and is responsible for the planning and implementation of the Hong Kong section of the Guangzhou-Shenzhen-Hong Kong Express Rail Link ("XRL") project, including the associated Essential Public Infrastructure Works ("EPIW").

Major Duties and Responsibilities -

1. Leading and directing subordinates in the planning, design and implementation and commissioning of the XRL, in particular cost and programming aspects of the project.
2. Administering the Public Works Programme items relating to the XRL, including the associated EPIW, e.g. passenger linkage to the West Kowloon Terminus.
3. Administering the entrustment agreement for the construction of the Hong Kong section of the XRL with MTR Corporation Limited ("MTRCL"), and resolving claims and disputes arising from the XRL.
4. Monitoring MTRCL through the monitoring and verification consultant to ensure the proper adoption of appropriate strategy, procedures and programmes on the engineering and financial aspects of the XRL.
5. Preparing the statutory process in the gazettal of the schemes under relevant ordinances.
6. Coordinating with other government bureau/departments and resolving interfacing matters related to the XRL.
7. Monitoring and reviewing the claims assessment by MTRCL for the XRL construction contracts.

Enclosure 3

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 21 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 50 projects under construction which would be completed by 2017, while about 60 projects are under planning and study. 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 major bridges and roads within the Tsing Ma and Tsing Sha Control Areas[1].

(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, viaducts and roads all lying along strategic routes linking to the Airport. Three major cable bridges within the Tsing Ma Control Area, built in the 1990s, 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 highways 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 projects[2]. In the next five years, CE1/MW will be heavily involved in the finalisation for the Tolo Highway widening project, which has recently been completed. CE1/MW is now overseeing 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,

[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.

some 200 project items are being implemented under a tight target completion schedule from 2014 to 2018 progressively. Furthermore, 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. 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") project[3]. The construction of this project commenced in December 2009, and

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

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 31 noise barrier retrofitting projects for existing roads[4]. 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 the planning and implementation of the Tuen Mun Road Improvement project from Tsuen Wan to Tuen Mun Town Centre. The project is being implemented under five civil engineering contracts and one traffic control and surveillance system implementation contract. CE5/MW is also responsible for the planning and implementation of the Widening of Castle Peak Road - Castle Peak Bay Section ("CPR") project as well as the Elevated Pedestrian Corridor in Yuen Long Town connecting with Long Ping Station project. Not to mention the numerous technical

[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)L_{10}(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.

issues encountered during the reconstruction works at the heavily trafficked Tuen Mun Road and in difficult terrains requiring personal attention of CE5/MW, the large-scale temporary traffic arrangements, especially road closure during night time, often attract public attention. It thus demands a lot of efforts and careful planning and handling of CE5/MW and his team. 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. 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[5] 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 works[6]. CE/HKLR is also responsible for the implementation of the consultancy agreements and contracts

[5] Two of the CE posts are supernumerary posts approved by Legislative Council and will be lapsed on 1 January 2018. The remaining one was redeployed from MWPMO and such arrangement will be lapsed on 31 December 2017.

[6] 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.

for the Management, Operation and Maintenance ("MOM") and Principal Tenancy ("PT") of the HKBCF.

(b) CE/HKBCF is mainly responsible for taking forward the tendering and 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 130 hectares at the northeast of Hong Kong International Airport ("HKIA") and the construction of superstructures for accommodating the necessary Customs, Immigration and Quarantine facilities. These facilities include the Passenger Clearance Building, about 13 clearance and examination facilities, provision of ten 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 internal and peripheral 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 TM-CLKL project has entered the construction stage. 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. 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 five CEs in Railway Development Office ("RDO") (the post of CE/RD2-3 proposed to be retained is excluded). We have critically examined the possible redeployment of the existing CEs within the RDO to take on the work of the proposed CE/RD2-3 post. The conclusion is that it is not operationally feasible for them to take up the tasks related to the XRL 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. Since the delay in the underpinning works of the Island Line at Admiralty Station is further increased, at present, the SIL(E) is targeted to commission by end 2016. However, this target will have a very high risk if there is no significant improvement in the progress of the works. 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. 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 Line of the Shatin to Central Link ("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/RD1-3[7] is responsible for the implementation of the 11-km long East-West Line of the SCL and the 2.6-km long Kwun Tong Line Extension, both of which are under active construction. Both projects are being carried out in highly concentrated districts including Sha Tin, Wong Tai Sin, Kowloon City and Yau Tsim Mong. The construction works are extremely complicated involving substantive interface with operating railways and the public. The management of these projects requires professional and directorate input and attention.

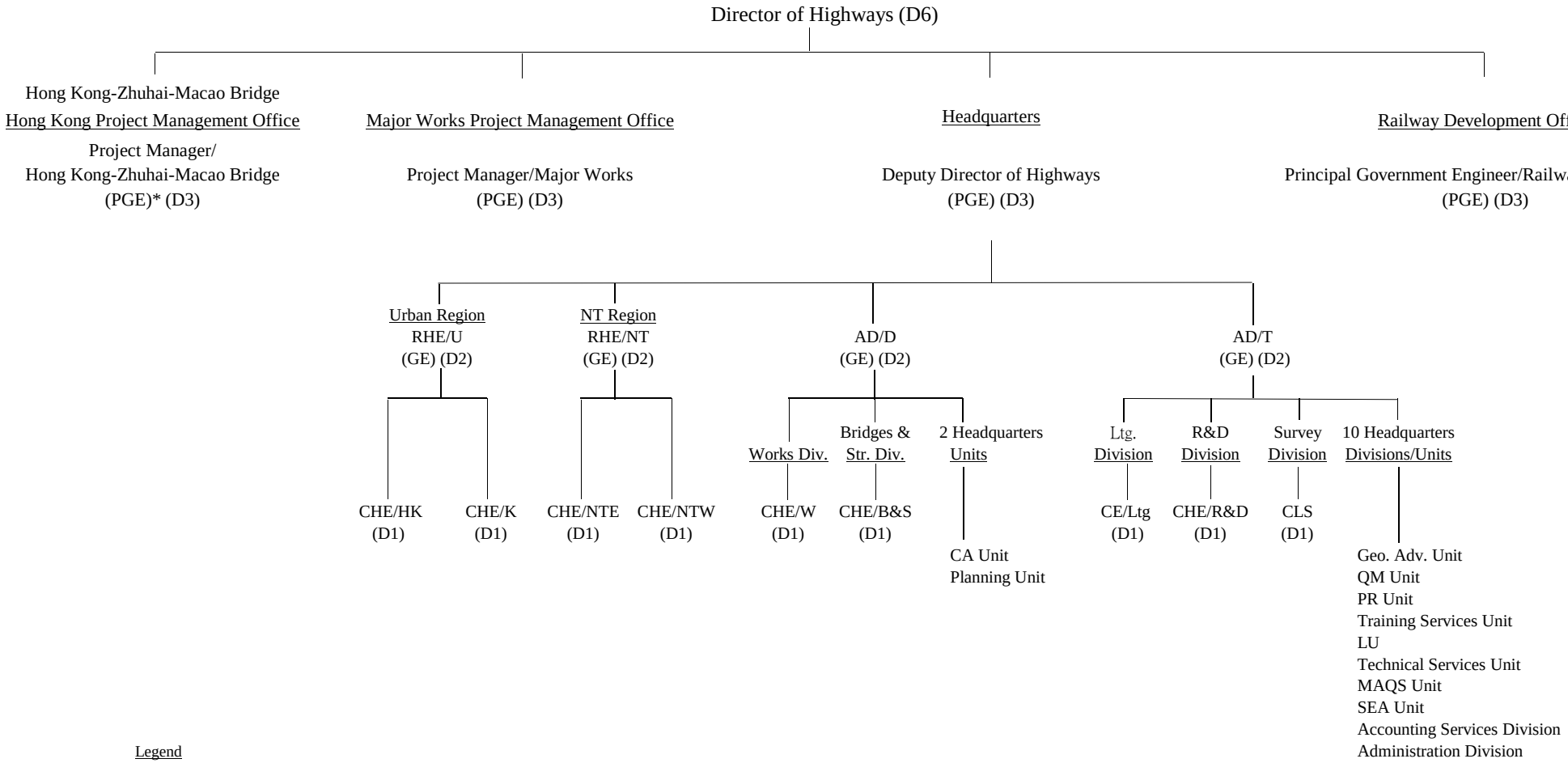
(d) CE/RD2-1 is responsible for the implementation of the West Island Line ("WIL") and a number of public infrastructure works related to railway operation. As WIL works are carried out in the highly concentrated Central and Western District, problems encountered in difficult ground conditions and congested 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.

(e) CE/RD2-2 is responsible for administering the consultancy study for the Review and Update of the Railway Development Strategy 2000 and the follow-up actions in assisting the

[7] This supernumerary post, created with the approval of the Finance Committee ("FC"), will expire on 1 April 2016.

Transport and Housing Bureau in formulating the railway development blueprint. 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.

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

Director of Highways (D6)

Hong Kong-Zhuhai-Macao Bridge Hong Kong Project Management Office

Project Manager/
Hong Kong-Zhuhai-Macao Bridge
(PGE)* (D3)

Major Works Project Management Office

Project Manager/Major Works
(PGE) (D3)

Headquarters

Deputy Director of Highways
(PGE) (D3)

Railway Development Office

Principal Government Engineer/
Railway Development
(PGE) (D3)

Major Works Office (1)

DPM/MW(1)
(GE) (D2)

Major Works Office (2)

DPM/MW(2)
(GE) (D2)

Division 1

CE1/MW
(CE) (D1)

- Universal Accessibilty Programme
- Widening of Tolo/Fanling Highway Stage 1 - between Island House Interchange and Tai Hang
- Widening of Tolo/Fanling Highway Stage 2 - between Tai Hang and Wo Hop Shek
- Widening of Tolo Highway between Island House Interchange and Ma Liu Shui Interchage
- Road Improvement to West Kowloon Reclamation Development
- Improvement to Fan Kam Road
- Widening of Yuen Long Highway between Lam Tei and Shap Pat Heung Interchange - Outstanding Noise Barrier Works
- Contract Advisory Unit

Division 2

CE2/MW
(CE) (D1)

- Central Kowloon Route
- Widening of Gascoigne Road Flyover
- Pedestrian Footbridge System in Mong Kok
- Pedestrian Environment Improvement Scheme in Causeway Bay
- Finalisation of Route 8 between Tsing Yi and Cheung Sha Wan
- Finalisation of Route 8 between Cheung Sha Wan and Shatin
- Finalisation of Deep Bay Link
- Technical Support Unit and Programme Control
- Accounts Section

Division 3

CE3/MW
(CE) (D1)

Central - Wan Chai Bypass:

- Central Interchange
- Causeway Bay Typhoon Shelter Tunnel
- Slip Road 8 Tunnel
- Provision and Laying of private moorings
- Retrofitting of Noise Barriers on existing roads
- District noise mitigation issues
- Hiram's Highway Improvement Stages 1 and 2
- Management of Drawing Office and IT issues of MWPMO

Division 4

CE4/MW
(CE) (D1)

Central-Wan Chai Bypass:

- Island Eastern Corridor Link
- North Point Reclamation
- FEHD Whitfield Depot Reprovisioning Works
- E&M and Buildings
- Traffic Control Surveillance System
- Widening of Lin Ma Hang Road - the Western Section and the Eastern Section
- Castle Peak Road Improvement between Area 2 and Sham Tseng, Tsuen Wan
- Trial Programme for Low Noise Road Surfacing in Local Roads
- Electrical and Mechanical Engineering Coordination Unit

Division 5

CE5/MW
(CE) (D1)

Reconstruction and Improvement of Tuen Mun Road:

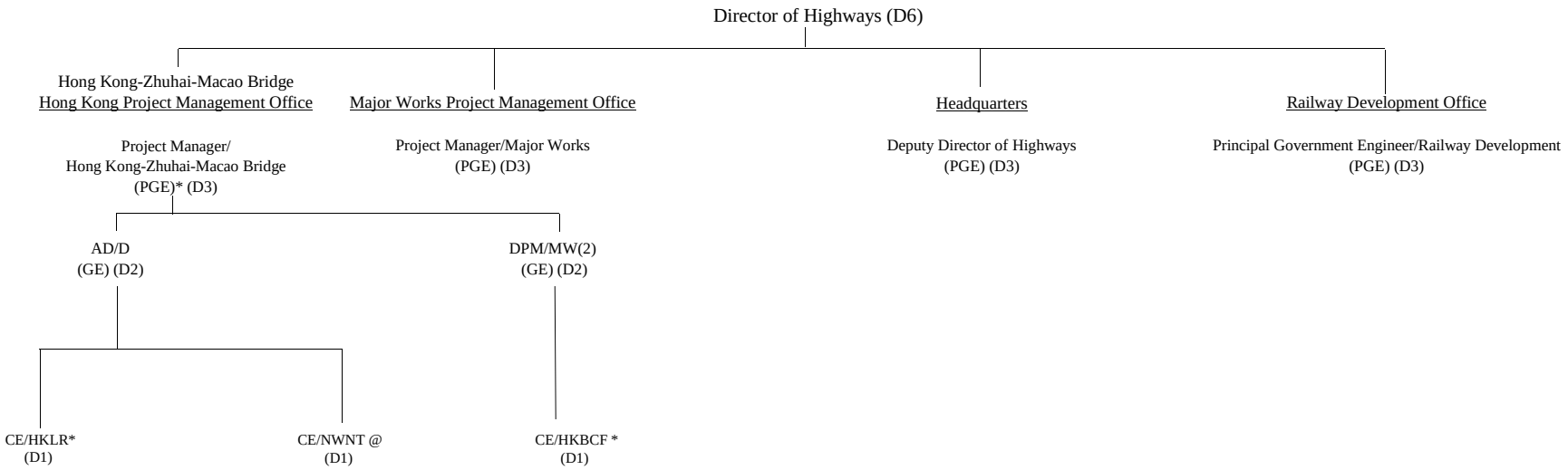
- Eastern Section
- Tai Lam Section
- Sam Shing Hui Section
- Traffic Control and Surveillance System

- Traffic Improvement to Tuen Mun Road Town Centre Section
- Bus Bus Interchange on Tuen Mun Road
- Widening of Castle Peak Road - Castle Peak Bay
- Elevated Pedestrian Corridor in Yuen Long Town connecting with Long Ping Station
- Finalisation of Route 3 Country Park Section
- Finalisation of Improvement to Tung Chung Road between Lung Tseng Tau and Cheung Sha
- Providing technical advice and comments on various studies related to Lantau development, NTN and east Kowloon

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