For discussion **EC(2015-16)15**
on 3 February 2016

ITEM FOR ESTABLISHMENT SUBCOMITTEE OF FINANCE COMMITTEE

HEAD 60 – HIGHWAYS DEPARTMENT
Subhead 000 - Operational expenses

Members are invited to recommend to Finance Committee to retain the following supernumerary directorate post in Highways Department from 1 April 2016 or with immediate effect upon approval of the Finance Committee (whichever the later) to 31 March 2022, for a maximum period of six years –

1 Chief Engineer
(D1) ($130,500 - $142,750)

PROBLEM

A supernumerary post at the rank of Chief Engineer (D1) in the Highways Department (HyD), which provides dedicated support for monitoring the completion of the Shatin to Central link (SCL) project and Kwun Tong Line Extension (KTE) project by the MTR Corporation Limited (MTRCL), will lapse on 1 April 2016.

PROPOSAL

2. We propose to retain one 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 the later) to 31 March 2022 in the Railway Development Office (RDO) of HyD to continue to provide dedicated support for monitoring the work of MTRCL to complete the SCL project and the KTE project.

/JUSTIFICATIONS …..

JUSTIFICATIONS

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

3. The post of Chief Engineer/Railway Development 1-3 (CE/RD1-3) will lapse on 1 April 2016. The post leads a dedicated division for overseeing the construction of the East West Corridor[1] (EWC) of the SCL project[2] and the KTE project undertaken by MTRCL. This dedicated division currently comprises three Senior Engineers, one Senior Building Surveyor, one Senior Structural Engineer, five Engineers[3], two Building Surveyors and two Structural Engineers. The proposed organisation chart of RDO is at Enclosure 1.

Encl. 1

Changes in target commissioning date of the projects

4. SCL will connect a number of existing railways, forming two strategic railway corridors, namely the EWC and the North South Corridor (NSC)[4]. 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 and the target commissioning date of NSC is December 2020. As mentioned in the quarterly reports submitted to the Subcommittee on Matters Relating to Railways (RSC) of the Legislative Council (LegCo) Panel on Transport since March 2015, 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 EWC, with a view to commissioning EWC in 2019. For NSC, the commissioning will be deferred to 2021 due to the following –

(a) the need to allow flexibility in design and construction for the topside development of the convention centre at Exhibition Station;

(b) to cater for the reclamation works under Wan Chai Development Phase II (WDII) and the construction progress of the Central-Wan Chai Bypass tunnel thereof; and

/(c) …..

---

1 EWC will link up the Tai Wai Station of Ma On Shan Line with Hung Hom Station of West Rail Line, providing more direct and convenient rail services to passengers commuting between New Territories East and New Territories West. Passengers riding EWC 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 SCL.

2 The SCL project consists of EWC and NSC. The dedicated division responsible for NSC 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 (using the Lok Ma Chau Spur Line) may directly reach the centre of Hong Kong Island. NSC was also known as North South Line in the early planning and design stages of SCL.

(c) the delay caused by the discovery of a large metal object on the seabed within the reclamation area under WDII.

5. 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. As mentioned in the quarterly reports submitted to RSC since August 2015, 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

6. To ensure the timely completion of the EWC of SCL and KTE, CE/RD1-3 will have to continue to monitor closely and be responsible for the professional, technical, contractual and interface issues of the construction works, and oversee the work of 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 to the Transport and Housing Bureau (THB) on monitoring the implementation and progress of construction works for the EWC of SCL project and KTE.

7. 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 RDO of HyD and the monthly Project Progress Meeting 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 through which HyD may 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 on various major aspects including progress monitoring, safety, technical and financial matters, etc., as well as analysing the 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 of monitoring the works. By attending the monthly Project Progress Meeting, CE/RD1-3 can fully grasp the progress of works of SCL as well as the difficulties encountered in order to assist in monitoring the

/implementation …..

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, attend to contract progress reports of MTRCL and review all aspects of the implementation of the project.

Preparing for commissioning of new railway lines

8. As regards the preparatory work for the commissioning of the EWC of SCL and KTE, CE/RD1-3 plays an important role in overseeing and coordinating with relevant authorities for the overall testing and commissioning programme. In addition, regular meetings with representatives of THB, HyD and MTRCL are held to discuss details of the commissioning arrangement a year prior to the commissioning 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 the EWC of SCL and KTE. Prior to the commencement of the operation of the EWC of SCL, CE/RD1-3 also needs to render support to THB in discussing matters relating to the Service Concession with MTRCL, which involve sensitive financial, commercial and operational information.

Regular reporting on progress updates

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

Scrutinising contractual claims

10. Under SCL, MTRCL has awarded some 50 major civil engineering, and electrical and mechanical contracts, as well as quite a number of other minor contracts. Due to the problems of 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, a spate of claims from the SCL contractors with a huge sum of about $1,400 million as at September 2015 has been received. Based on the experience of other mega-scale infrastructure projects, we expect that the SCL contractors would

/continue …..

continue to submit more and more claims, particularly in connection with the substantial modifications[5] to the construction sequences, as well as 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.

11. 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 expenditure incurred. Upon receipt of claims from contractors, MTRCL would examine such claims and assess the amount concerned based on the relevant contract terms, justifications, documents, etc. The Project Control Group of MTRCL needs to seek comments from HyD on the detailed assessment. In this regard, CE/RD1-3 has to carefully scrutinise the vetting reports by MTRCL on each claim as public money is at stake. He 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 past experience on other mega-scale projects, it is envisaged that the majority of claim assessments for 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 that 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

12. 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. 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 …..

---

[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.

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

13. 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.

Encl. 2

Alternatives considered

14. We have critically reviewed the possible redeployment of the other existing 20 Chief Engineers within HyD to take up the work of the CE/RD1-3. The existing organisation charts of all offices/divisions (except RDO of which the organisation chart is at Enclosure 1) in HyD are at Enclosure 3. 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 workload in different offices/divisions of HyD, as well as the existing staffing situation, 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 outcome of the review is detailed at Enclosure 4.

Encl. 3

Encl. 4

FINANCIAL IMPLICATIONS

15. 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.

16. Besides, as for the EWC of SCL and KTE project division mentioned at paragraph 3 above, the total notional annual salary cost (at mid-point) of its 13 non-directorate staff and one contract engineer is $12,998,400 and the full average staff cost, including salaries and staff on-cost, is estimated to be $20,099,000.

/17. …..

17. We will include sufficient provision in the 2016-17 draft Estimates to meet the cost of this proposal and will reflect the resources required in the Estimates of subsequent years.

PUBLIC CONSULTATION

18. We consulted RSC on 14 December 2015 on the above staffing proposal. Members were generally supportive of the above proposal.

BACKGROUND

19. On 13 February 2009, FC approved the creation of a supernumerary post at the rank of Chief Engineer (designated as CE/RD1-3) for a period of seven years from 1 April 2009 to 31 March 2016 to oversee the planning and implementation of the SCL project (EC(2008-09)16).

20. SCL is a 17-kilometre long territory-wide strategic railway project. 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. It will serve a wide catchment across Hong Kong Island, Kowloon and the New Territories and pass through the very congested urban areas, like the Kai Tak and To Kwa Wan areas. In the Wan Chai North areas, there are complicated interfaces with the Central-Wan Chai Bypass and Wan Chai Development Phase II projects. Despite the difficulties in construction, SCL will bring enormous benefit to the society. SCL will serve 380 000 residential and 260 000 employment population and will carry about 1 100 000 passengers daily. Upon completion, the new railway line will help relieve congestions at various sections of the existing East Rail Line, Kwun Tong Line and Tsuen Wan Line, and provide railway services to the old and new districts in East Kowloon.

21. 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. It is implemented under the "ownership" approach. There is an interchange with SCL at Ho Man Tin Station. In 2011, the estimated construction 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).

/**ESTABLISHMENT** …..

ESTABLISHMENT CHANGES

22. The establishment changes in HyD for the past two years are as follows –

Establishment (Note)	Number of posts			
	Current (as at 1 January 2016)	**As at 1 April 2015**	**As at 1 April 2014**	**As at 1 April 2013**
A	31+(4)#	31+(5)	31+(5)	31+(5)
B	554	538	529	515
C	1 566	1 557	1 551	1 556
Total	**2 151+(4)**	**2 126+(5)**	**2 111+(5)**	**2 102+(5)**

Note:
A — ranks in the directorate pay scale or equivalent
B — non-directorate ranks, the maximum pay point of which is above MPS point 33 or equivalent
C — non-directorate ranks, the maximum pay point of which is at or below MPS point 33 or equivalent
( ) — number of supernumerary directorate posts
— as at 1 January 2016, there is no unfilled directorate post in HyD

CIVIL SERVICE BUREAU COMMENTS

23. The Civil Service Bureau is satisfied that the proposed retention of the supernumerary Chief Engineer post till 31 March 2022 to continue to provide professional support for implementing SCL and KTE is justified from the operational and functional aspects. The grading and ranking of the post are considered appropriate having regard to the level and scope of the responsibilities and the professional inputs required.

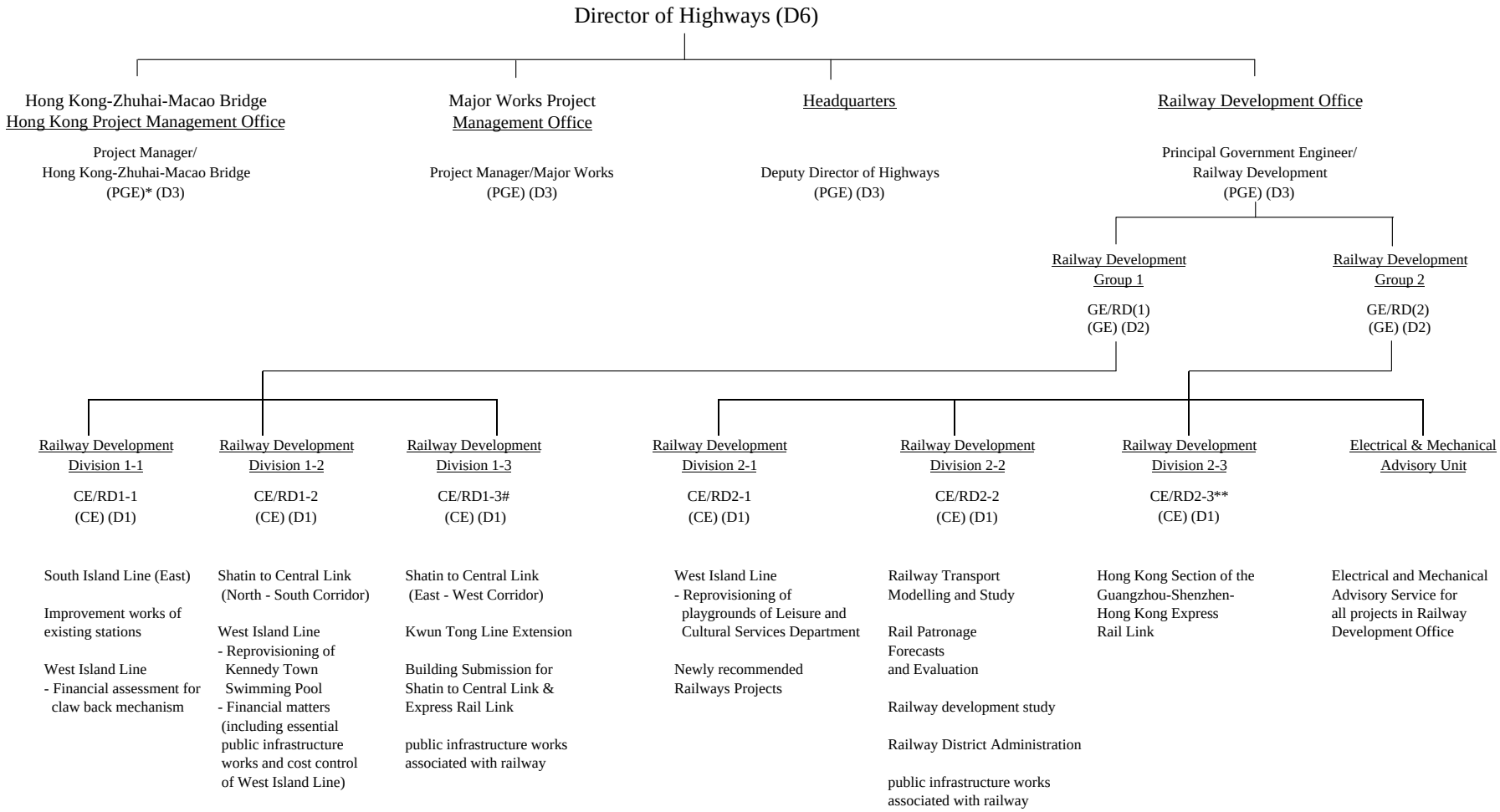
ADVICE OF THE STANDING COMMITTEE ON DIRECTORATE SALARIES AND CONDITIONS OF SERVICE

24. As the post is proposed on a supernumerary basis, its retention, if approved, will be reported to the Standing Committee on Directorate Salaries and Conditions of Service in accordance with the agreed procedures.

- -

Transport and Housing Bureau
January 2016

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

** Proposed re-creation of this supernumerary CE post which has lapsed on 7 July 2015 subject to the approval of the Finance Committee.

\# Supernumerary CE post to lapse on 1 April 2016. This paper proposes to retain this supernumerary post.

Enclosure 2 to EC(2015-16)15

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

Rank **:** Chief Engineer (D1)

Responsible to **:** Government Engineer/Railway Development (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 EPIW (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 MTRCL on the adoption of appropriate strategy, procedures and programme on the engineering and financial aspects, including settlement of claims;

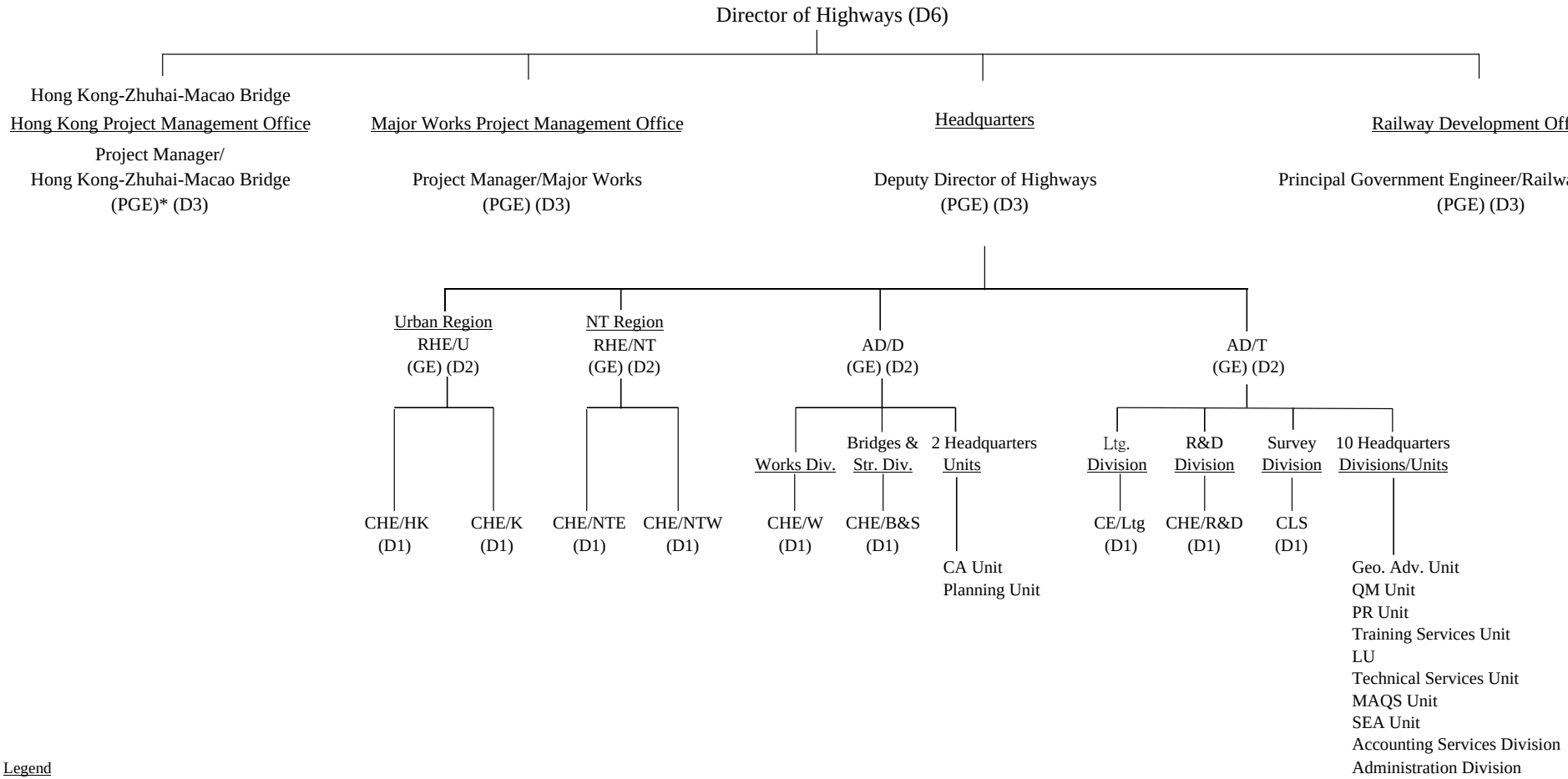
6. Complete all the works under the statutory process for preparing gazette under the relevant ordinances;

/7. …..

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.

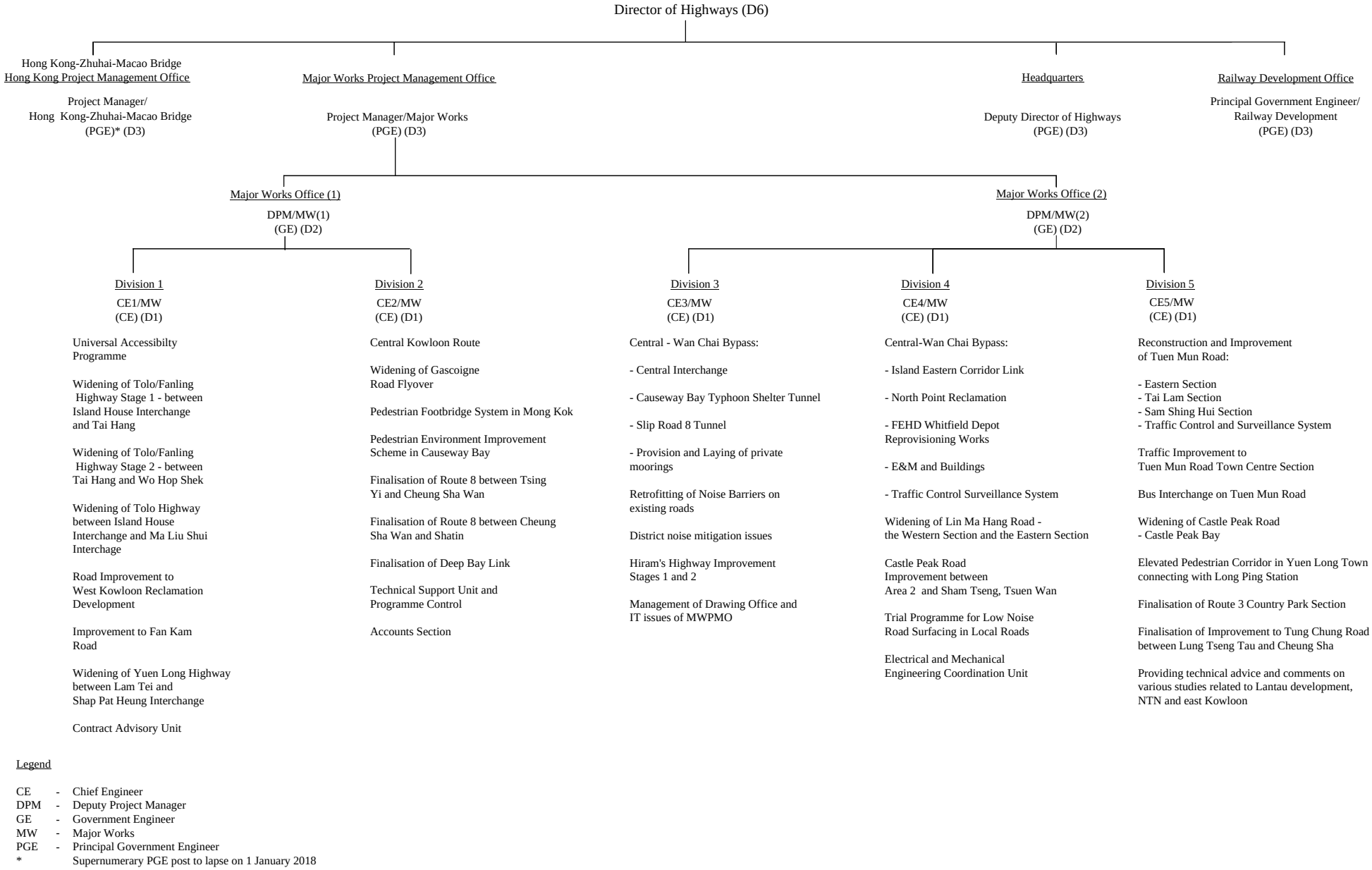
Existing Organisation Chart of Headquarters of Highways Department



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

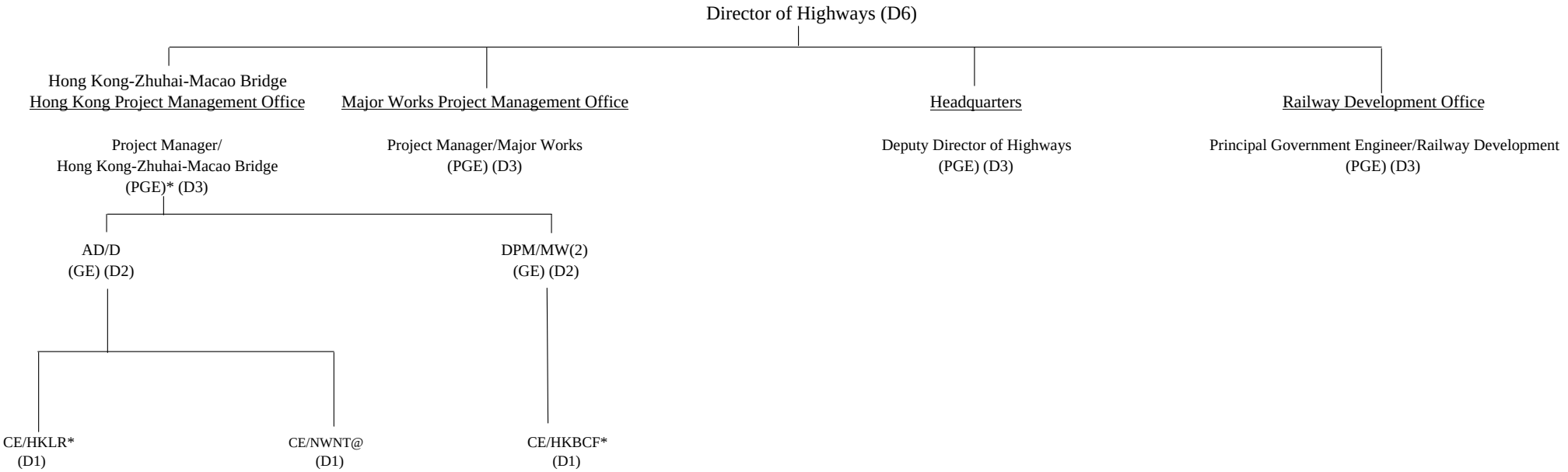
Existing Organisation Chart of Major Works Project Management Office of Highways Department



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 other 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 Areas[1].

/(c) …..

[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.

(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.

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 …..

Major Works Project Management Office (MWPMO)

4. There are five CEs in 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 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, 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 particulates in the finalisation 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 …..

[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.

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 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, water front, Victoria Harbour and 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 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 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 …..

---

[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.

[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.

between Tsuen Tsing Interchange and Kwai Tsing Interchange, as well as the finalisation of six contracts and the associated claims under the 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 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 [5]. CE/HKLR is also responsible for the implementation of the consultancy agreements and contracts for the Management, Operation and Maintenance and Principal Tenancy of HKBCF.

(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 …..

[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.

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 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 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. 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 (RDO)

6. There are four CEs in 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 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 SCL is extremely challenging as the SCL tunnel will interface with 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 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 finalisation 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.
