

**For discussion
on 27 November 2017**

Legislative Council Panel on Economic Development

**Proposed Retention of Three Supernumerary Directorate Posts in the
Airport Expansion Project Coordination Office under the
Transport Branch of Transport and Housing Bureau**

PURPOSE

This paper seeks Members' view on a proposal to retain three supernumerary directorate posts in the Airport Expansion Project Coordination Office (AEPCO) under the Transport Branch of the Transport and Housing Bureau (THB(TB)), which will lapse on 1 April 2018, for seven years up to 2024-25 to continue monitoring the work of the Airport Authority Hong Kong (AAHK) and co-ordinating with relevant parties the implementation of the Three-Runway System (3RS) project at the Hong Kong International Airport (HKIA) until its full commissioning targeted in end 2024.

2. The three supernumerary directorate posts proposed to be retained are –

- (i) one Principal Government Engineer (PGE) (D3) designated as Head(AEPCO);
- (ii) one Administrative Officer Staff Grade C (AOSGC) (D2) designated as Principal Assistant Secretary (AEPCO) (PAS(AEPCO)); and
- (iii) one Chief Engineer (CE) (D1) designated as Chief Assistant Secretary (AEPCO) (CAS(AEPCO)).

3. The above directorate posts will be supported by 11 time-limited non-directorate posts¹ in the disciplines of Engineer, Administrative Officer, Executive Officer, as well as clerical and secretarial grades. The organisation charts of THB(TB) and AEPCO are at **Annex A** and **Annex B** respectively.

BACKGROUND

The 3RS project

4. In March 2012, the Government approved in principle that the option of expanding into a 3RS be adopted as the future development option for HKIA for planning purpose. AAHK was asked to proceed with the related planning work, which includes specifically the statutory Environmental Impact Assessment (EIA), the associated design details, and the financial arrangement of the project. Following the Executive Council's affirmation of the need for the 3RS on 17 March 2015, we advised the Legislative Council (LegCo) the orders of the Chief Executive vide a LegCo brief on 20 March 2015 (File Ref.: THB(T) CR2/582/08). Thereafter, AAHK has been actively taking forward the project, including carrying out detailed design, planning of reclamation works, and implementation of financial arrangement plan and a series of environmental mitigation measures committed in the EIA report and in compliance with the conditions of the Environmental Permit (EP).

5. The 3RS construction works commenced in August 2016. According to AAHK, the 3RS construction works will take around eight years to complete. The commissioning of the third runway is scheduled for end 2022, after which the existing North Runway will be closed for reconfiguration. The full commissioning of the 3RS is targeted in end 2024. Based on AAHK's latest estimates, the project is expected to cost around \$141.5 billion in money-of-the-day prices.

¹ At present, AEPCO is supported by ten non-directorate staff. An additional non-directorate post will be created in 2018-19 under the established mechanism and the total number of non-directorate staff will then be 11.

The establishment of AEPCO

6. While AAHK is responsible for the implementation of the 3RS project, the Government has a key and clear stake in ensuring the smooth and proper implementation of the 3RS project to maintain Hong Kong's competitiveness as an international aviation hub, as well as the long-term economic and sustainable development of Hong Kong. Further, given the immense investment involved, it is in the interest of the Government to ensure and facilitate a proper and timely implementation of the 3RS project with due regard to cost-effectiveness, fit-for-purpose and value-for-money. The public will also expect the Government to closely monitor and scrutinise AAHK's implementation of the 3RS project in view of its scale, cost and complexity.

7. In order to assist the work of AAHK and co-ordinate efforts of all relevant parties in taking forward the 3RS project, the Finance Committee (FC)'s approval was obtained on 25 May 2012 to establish a dedicated and time-limited AEPCO under THB(TB), with the creation of the three supernumerary directorate posts, i.e. one PGE (D3), one AOSGC (D2) and one CE (D1), for two years and nine months from July 2012 up to 31 March 2015. Since its establishment, AEPCO has been playing a vital role in closely monitoring and coordinating efforts relating to the planning and implementation of the 3RS project.

8. With FC's approval on 18 December 2015, the three supernumerary directorate posts were re-created up to 31 March 2018. In considering the creation and re-creation of the aforementioned posts, the Government adopted a prudent, step-by-step approach and exercised stringency in the deployment of resources in meeting operational needs. Accordingly, the three supernumerary directorate posts were only proposed for re-creation up to 31 March 2018 when FC's funding was sought in 2015. As it was expected that civil works associated with the 3RS project would surge from 2018 onwards, the Government undertook to review the overall manpower requirement of AEPCO closer to 2018, having regard to the progress of the 3RS project. Against the above background, the Government has critically assessed the overall manpower requirement of AEPCO, and proposes the retention of the three supernumerary directorate posts with the justifications set out in the ensuing paragraphs.

JUSTIFICATIONS

Retention of AEPCO in THB(TB)

9. Since its establishment in July 2012, AEPCO has assisted AAHK to complete the statutory procedures of the project for the relevant reclamation works and the outline zoning plan amendments under the Foreshore and Seabed (Reclamations) Ordinance (Cap. 127) and the Town Planning Ordinance (Cap. 131) respectively in April 2016. AEPCO has also engaged the support of independent expert consultants to monitor the work of AAHK to ensure full compliance with relevant statutory requirements and technical standards, and closely monitored AAHK in formulating detailed implementation plans to fulfil the various marine ecology and fisheries enhancement commitments made in the 3RS EIA report and the conditions in the EP. With concerted efforts, AAHK was able to commence the 3RS construction works in August 2016. At present, Deep Cement Mixing works are being carried out to strengthen the seabed. In addition, reclamation is underway. A number of construction works or design-build contracts have commenced including the North Runway Cross-over Taxiway works, Automated People Mover (APM) and Baggage Handling System (BHS) tunnel works on the existing airport island, and the APM system works for both existing Terminal 1 line and Third Runway Passenger Building line.

10. As the 3RS is a mega project which is highly complex and involves a number of government bureaux/departments (B/Ds) on various aspects in different stages, it is necessary to retain AEPCO, with the necessary resources at directorate level, to continue monitoring the 3RS project and the co-ordination work between various government B/Ds and AAHK in implementing the 3RS project.

11. In particular, AEPCO assists, monitors and supports AAHK in undertaking the following tasks –

- (i) EIA-related works where AAHK will need to fulfil the commitments made in the 3RS EIA report and the conditions on the EP granted by the Director of Environmental Protection;

- (ii) detailed designs, contract procurement and administration of construction works of the 3RS project, the scope of which comprises, for example, reclamation of some 650 hectares of land, expansion of the existing Passenger Terminal 2, construction of Third Runway Passenger Building, APM, BHS and related infrastructures;
- (iii) implementation of financial arrangements proposal for the development of the 3RS project including the detailed funding plan in accordance with AAHK's prudent financial management principles and prevailing market situation;
- (iv) liaison with Mainland authorities on issues relating to the implementation of the 3RS project;
- (v) formulation and execution of public engagement strategies in promoting the 3RS and HKIA, and relevant stakeholder engagement plans to address concerns and views relating to the 3RS development; and
- (vi) co-ordination work between various government B/Ds particularly in seeking resources for the provision of government facilities required for the operation of the 3RS and taking forward its design and construction in conjunction with the 3RS project.

12. As far as EIA-related works are concerned, the EP sets out a total of 56 conditions covering proposed environmental mitigation measures, monitoring, and submission requirements during different stages of the project. Eighteen submissions were required to be made before the commencement of 3RS construction works, and they were all fulfilled in accordance with the EP conditions. AEPCO will continue to work closely with AAHK to ensure the effectiveness of the environmental mitigation and enhancement measures for full compliance with the EP conditions during the construction and operation stages of the project.

13. On engineering aspect, the design and construction of the 3RS involve highly specialised and advanced construction techniques with

complex contract interface among different works packages. Each work package has to be planned, designed and constructed with due regard to other works packages. Furthermore, all construction works have to be carried out at or in the vicinity of HKIA, which is one of the world's busiest airports operating round the clock. With the support of independent engineering consultants, AEPCO seeks to ensure that the design works by AAHK are in full compliance with relevant statutory requirements and technical standards. The detailed design of 3RS project will involve the submission of enormous number of drawings for statutory approvals by the Buildings Department (BD) in the next few years. AEPCO will play a key role in ensuring the quality of submissions by AAHK and its consultants to facilitate timely and smooth vetting process by the BD which is crucial for delivering the project on time. Given that more than 100 contracts, each involving substantial contract value, will need to be procured in the ensuing years, AEPCO will provide advice on the preparation of tender documents and formulation of contract procurement strategy with particular focus on claims avoidance and mechanism for dispute resolution. Furthermore, AEPCO is keeping close review on the construction process with emphasis on cost control, progress monitoring, works quality, risk management and contract interfacing. It also liaises with Mainland authorities on issues relating to, for example, the supply of fill materials from the Mainland for the 3RS project.

14. In terms of funding, AAHK will fund the 3RS through retaining AAHK's operating surplus; levying an Airport Construction Fee (ACF); and borrowing/raising funds up from the market. During the process, AAHK has revised the ACF regime with differential charging levels, taking into account the views of stakeholders. With the revised ACF scheme, AAHK estimated that there would be some \$16 billion less in net revenue as compared to the original proposal for funding the 3RS project. AAHK would therefore need to raise additional debt from the market to cover the shortfall. To this end, AEPCO has engaged an independent financial consultant to vet AAHK's revised proposal to increase borrowings from the market to cover the additional shortfall arising from the reduced ACF charging level. The Government's independent consultant was satisfied that, given AAHK's strong balance sheet and excellent credit rating, the revised borrowing was still viable. While the financial arrangement is being implemented, AEPCO will

continue to liaise with AAHK and provide input/advice to AAHK on its detailed funding plan in consultation with relevant B/Ds as and when appropriate.

15. Apart from the 3RS works, there are a number of new government facilities required for the operation of 3RS. These include a new air traffic control tower, fire stations, a police station, a weather monitoring system, additional immigration, customs and quarantines and port health facilities, etc.. AEPCO has been playing a central role in co-ordinating input from relevant government B/Ds in planning and developing schematic design of these government facilities for seeking resources for the provision of the facilities in a timely manner to support the commissioning/operation of the 3RS. Apart from the facilities mentioned above, various government departments will need additional staffing resources at different stages to provide input and advice to AAHK as it takes forward the 3RS project, to plan for the associated facilities, and to provide the necessary public services to tie in with the operating of the 3RS. AEPCO coordinates these resource requirements.

16. As far as providing high-level steer and engaging key stakeholders of the aviation industry are concerned, AEPCO provides secretariat support for the high-level Steering Committee on Three-Runway System and North Commercial District (Steering Committee) chaired by the Financial Secretary (FS) for steering the implementation of the 3RS project, as well as the Aviation Development and Three-Runway System Advisory Committee (ADTAC) chaired by the Secretary for Transport and Housing (STH). The ADTAC was established in 2015 to advise the Government on broad policy matters concerning Hong Kong's civil aviation and the development of HKIA, as well as issues concerning the implementation of the 3RS at HKIA. A total of eight meetings were held since its establishment to discuss a wide range of topics covering construction and design, financial arrangement and environmental measures of the 3RS, enhancement of the existing airport, establishment of the Hong Kong International Aviation Academy, etc.. We foresee that the ADTAC, with AEPCO providing secretariat support, will continue to provide an effective platform for members from various sectors to offer valuable advice that would facilitate the development of aviation industry and the implementation of the 3RS.

17. To timely report the progress of the 3RS to the LegCo, AEPCO has been assuming a central role within the Government for coordinating and providing inputs relating to the 3RS for discussion at relevant panels and subcommittees of the LegCo. The LegCo Subcommittee to Follow Up Issues Relating to the 3RS at HKIA (the Subcommittee) was established in 2015 on a one-year term and was subsequently extended for a further year. The Subcommittee held 18 meetings during 2015-17 to discuss various issues relating to the 3RS, including its feasibility, scope and design details; financial arrangement; the existing capacity of Hong Kong International Airport; environmental impacts; and related matters. AEPCO will continue to co-ordinate input within the Government and assist AAHK in regularly reporting the progress of the 3RS to the LegCo Panel on Economic Development throughout the whole construction period of 3RS.

Continued need for a PGE (D3) post

18. In view of the substantial investment of the 3RS project, and the complexity, breadth and importance of the tasks involved, it is necessary to retain the PGE (D3) post (i.e. Head(AEPCO)) to continue spearheading AEPCO in order to provide the requisite policy and technical steer in taking forward the 3RS project. Looking ahead, the tasks to be carried out by AAHK (and therefore to be monitored by AEPCO) are highly technical, involving detailed design of different airport and related facilities, management of mega construction contracts, and fulfilment of EIA commitments and EP conditions for the 3RS project. In addition, taking into account the breadth and complexity of the issues, as well as the numbers of government departments involved, substantial liaison with different parties/government departments would be required in addressing and resolving various interfacing matters. To ensure that AEPCO is led by a sufficiently senior directorate officer who possesses the necessary engineering knowledge, administrative experience and political acumen to steer through the complicated tasks in the implementation of the 3RS project stated in paragraphs 10-17 above, it is necessary and appropriate for the dedicated Head(AEPCO) post to continue to be ranked at PGE (D3) level. The job description of the Head(AEPCO) post is at **Annex C**.

Continued need for an AOSGC (D2) post

19. It is necessary to retain the AOSGC (D2) post (i.e. PAS(AEPCO)) to assist Head(AEPCO) in overseeing the work of AEPCO and co-ordinating with AAHK and relevant government B/Ds on all policy-related/interfacing issues concerning the 3RS project, including formulating public engagement/consultation plans with AAHK, and assisting relevant government B/Ds on their resource requirements for providing the government facilities that are essential for the operation of the 3RS. In addition, PAS(AEPCO) will continue to assume the role of the secretary to both the Steering Committee chaired by FS and the ADTAC chaired by STH. PAS(AEPCO) will also co-ordinate inputs to the LegCo in relation to the 3RS project. The effective discharge of the above duties will require dedicated policy input commanding rich administrative/policy formulation experience and political acumen. Therefore, it would be appropriate for a D2 rank officer to serve and support the various high-level committees established within the Government and LegCo overseeing the 3RS implementation. Given the complexity and nature of work involved, it is necessary and appropriate for the PAS(AEPCO) post to continue to be ranked at AOSGC (D2). The job description of the PAS(AEPCO) post is at **Annex D**.

Continued need for a CE (D1) post

20. In the light of the complexity of the technical issues involved in the 3RS project, we consider it appropriate to retain the CE (D1) post (i.e. CAS(AEPCO)) to continue providing professional support to Head(AEPCO) in engineering and project management matters concerning the implementation of the 3RS project and leading the engineers in AEPCO to co-ordinate with other government B/Ds in resolving interfacing issues relating to detailed design and construction of the 3RS project and the government facilities. CAS(AEPCO) will also ensure that the 3RS project is carried out in full compliance with the relevant statutory requirements, administrative procedures and technical standards. CAS(AEPCO) will be substantially involved to support Head(AEPCO) on day-to-day liaison and co-ordination with AAHK and other government departments on complex technical issues such as detailed design and fulfilment of the EIA commitments/EP conditions,

and will be responsible for scrutinising the performance and work of the various monitoring and verification consultants appointed by THB(TB) to evaluate the detailed design, contract procurement and construction works undertaken by AAHK. Accordingly, substantial engineering knowledge and experience in monitoring public works of mega scale would be required for CAS(AEPCO) to effectively carry out the above duties. Therefore, continuing to pitch the CAS(AEPCO) post at D1 level in the civil engineering discipline is necessary and appropriate. The nature, intensity and schedule of work justify its retention. The job description of the CAS(AEPCO) post is at **Annex E**.

Non-directorate support

21. AEPCO will also retain its non-directorate support, by extending until 2024-25 eight out of the total of 11 time-limited non-directorate posts which will lapse on 1 April 2018. The remaining three posts will last until 2024-25 and retention is therefore not required for the time being.

ALTERNATIVES CONSIDERED

22. We have critically examined the possibility of redeploying existing directorate officers within THB(TB) to take on the tasks. All other directorate officers are already fully occupied with their own schedule of duties which span extensively across a wide range of areas and a number of major infrastructure projects. They also need to oversee and house-keep a wide range of subjects under the policy areas of land transport, railway development, cross-boundary transport, road safety and management, ferry services, marine and shipping, logistics services development, air services negotiations and civil aviation management. It is operationally not possible for them to take up the duties of the three directorate posts in AEPCO without adversely affecting the discharge of their current duties. The respective schedule of responsibilities of these directorate officers is summarised at **Annex F**.

FINANCIAL IMPLICATIONS

23. The proposed retention of the three supernumerary directorate posts in AEPCO will incur an additional notional annual mid-point salary cost of not exceeding \$6,291,600, as follows –

<u>Rank</u>	<u>Notional annual salary cost at mid-point (\$)</u>	<u>No. of post</u>
Principal Government Engineer (D3)	2,431,800	+1
Administrative Officer Staff Grade C (D2)	2,094,600	+1
Chief Engineer (D1)	1,765,200	+1
Total	6,291,600	+3

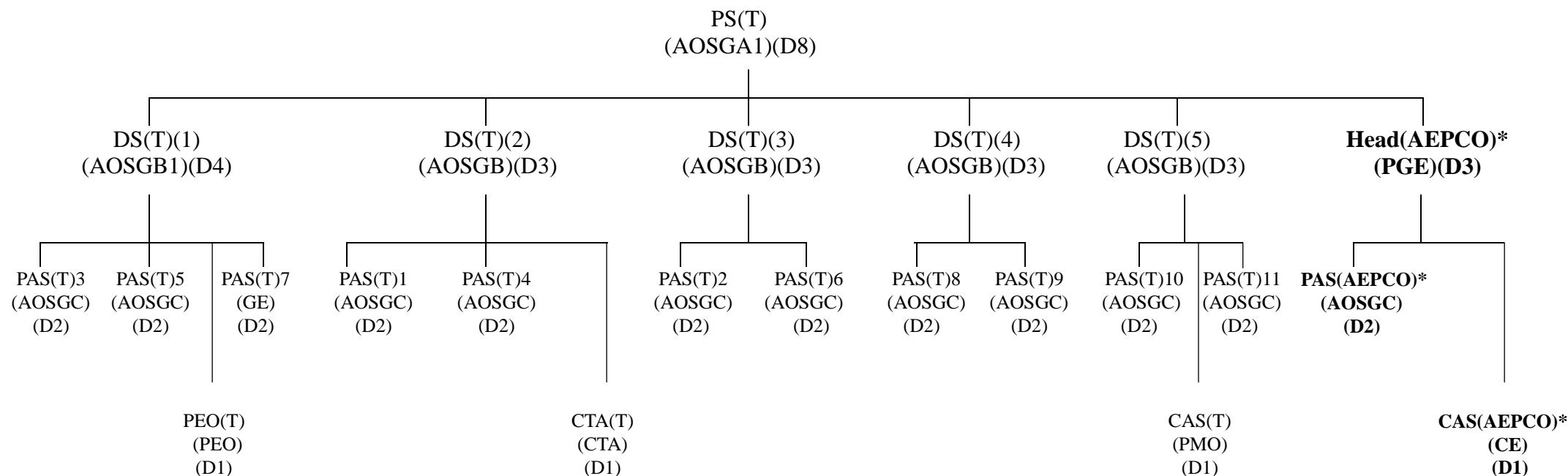
24. The additional full annual average staff cost, including salaries and staff on-costs, is about \$8,709,000. As regards the 11 non-directorate staff, the additional notional salary cost at mid-point will not exceed \$8,286,210. The full annual average staff cost, including salaries and staff on-cost, is about \$12,087,000. The required funding for the proposal will be reflected as appropriate in the Draft Estimates of 2018-19.

ADVICE SOUGHT

25. Members' views on the staffing proposal are invited. We will seek the necessary funding approval from LegCo in due course.

**Transport and Housing Bureau
November 2017**

Existing and Proposed Organisation Chart of Transport Branch, Transport and Housing Bureau



Legend

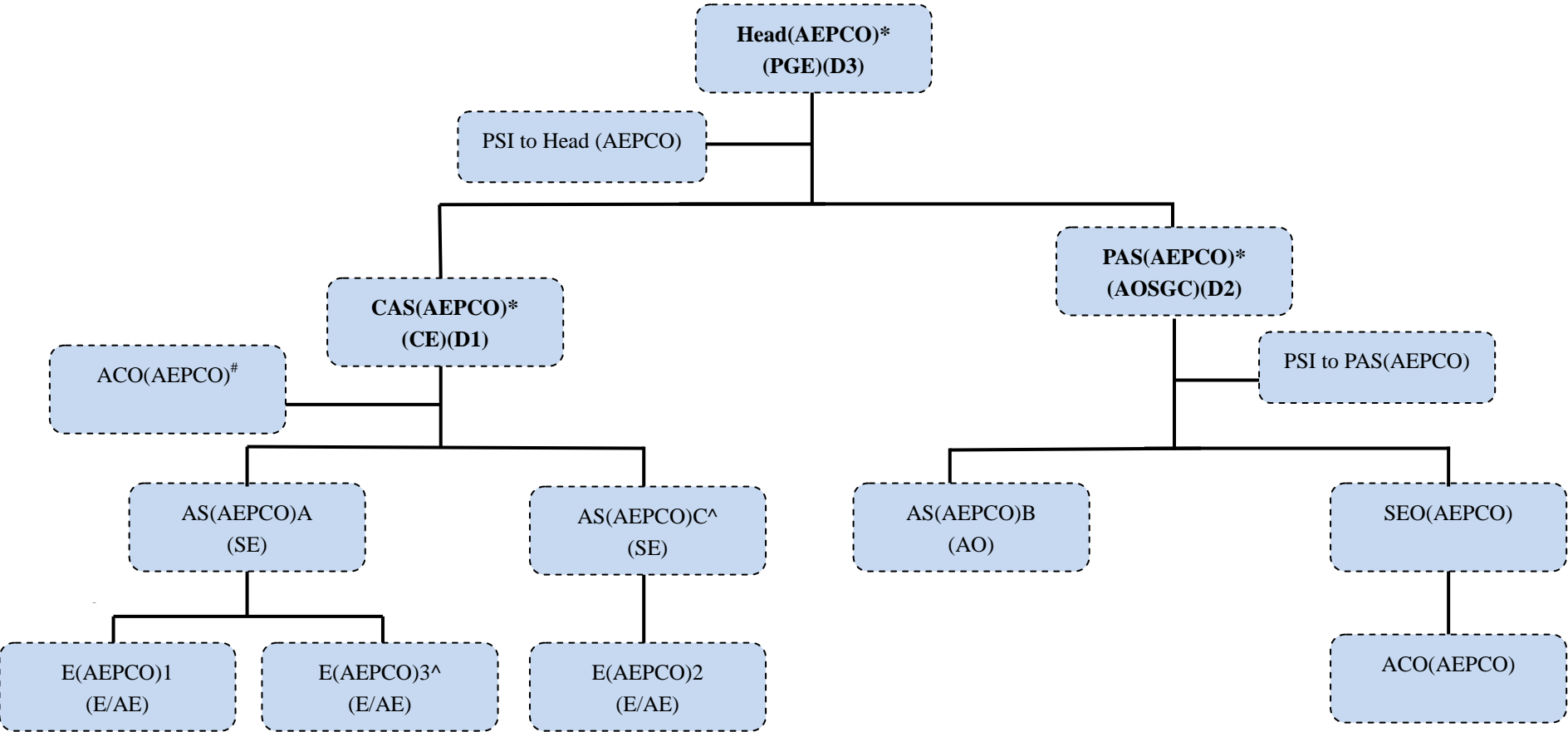
- AEPCO - Airport Expansion Project Coordination Office
- AOSGA1 - Administrative Officer Staff Grade A1
- AOSGB - Administrative Officer Staff Grade B
- AOSGB1 - Administrative Officer Staff Grade B1
- AOSGC - Administrative Officer Staff Grade C
- CAS - Chief Assistant Secretary
- CTA(T) - Chief Treasury Accountant (Transport)

- DS(T) - Deputy Secretary for Transport and Housing (Transport)
- GE - Government Engineer
- PAS(T) - Principal Assistant Secretary for Transport and Housing (Transport)
- PEO(T) - Principal Executive Officer (Transport)
- PGE - Principal Government Engineer
- PMO - Principal Marine Officer
- PS(T) - Permanent Secretary for Transport and Housing (Transport)

Note

* Supernumerary directorate posts proposed to be retained in this paper.

Organisation Chart of Airport Expansion Project Coordination Office



Legend

- | | |
|---|-------------------------------------|
| ACO - Assistant Clerical Officer | E - Engineer |
| AEPCO - Airport Expansion Project Coordination Office | E/AE - Engineer/Assistant Engineer |
| AO - Administrative Officer | PAS - Principal Assistant Secretary |
| AOSGC - Administrative Officer Staff Grade C | PGE - Principal Government Engineer |
| AS - Assistant Secretary | PSI - Personal Secretary I |
| CAS - Chief Assistant Secretary | SE - Senior Engineer |
| CE - Chief Engineer | SEO - Senior Executive Officer |

Note

* Supernumerary directorate posts proposed to be retained in this paper. ^ Posts already created up to 2024-25.
 # Post to be created in 2018-2019.

**Job Description for
Head (Airport Expansion Project Coordination Office)
Transport and Housing Bureau (Transport Branch)**

Rank : Principal Government Engineer (D3)

Responsible to : Permanent Secretary for Transport and Housing
(Transport)

Main Duties and Responsibilities –

1. To assume leadership, provide policy and technical steer, and fully exercise the co-ordination role of the Airport Expansion Project Coordination Office (AEPCO) in taking forward the Three-Runway System (3RS) project.
2. To oversee all aspects of the work of the AEPCO, provide strategic direction to the team, and to facilitate the AEPCO as the focal point for co-ordinating all interfacing work between the Government and the Airport Authority Hong Kong (AAHK) in relation to the timely implementation of the 3RS project with due regard to all relevant statutory requirements.
3. To oversee and steer the formulation of necessary consultation strategy and mechanism by AAHK and participate in regular and ad hoc meetings, with particular involvement in connection with the Legislative Council and the Executive Council meetings relating to the project.
4. To oversee and steer closely on critical technical and policy issues which could potentially affect the project delivery, environment, quality of works and any other issues including those which might have bearing on the public interest.
5. To chair project coordination meetings with the AAHK and other parties on mutual communication, identification of pressure points, project priorities, forth-coming tasks as to foster inputs to the project by respective parties and secure commitment from relevant bureaux/departments to support the implementation of the project.

6. To participate in relevant AAHK's Board/Committee meetings on 3RS-related issues, relevant project management meetings and Steering Committee for 3RS and North Commercial District meetings.

**Job Description for
Principal Assistant Secretary (Airport Expansion Project Coordination
Office) Transport and Housing Bureau (Transport Branch)**

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Head (Airport Expansion Project Coordination Office)
(Head(AEPCO))

Main Duties and Responsibilities –

1. To assist Head(AEPCO) to formulate overall development strategy for steering and monitoring the Airport Authority Hong Kong (AAHK) in the implementation of the Three-Runway System (3RS) project and implementation of various measures as committed in the EIA report.
2. To assist Head(AEPCO) to regularly review AAHK's strategy and work/project priorities, work plan, communication plan, etc. for smoothing out the implementation of the project.
3. To steer and coordinate the inputs of relevant government departments throughout the implementation of the 3RS project particularly in light of the interfacing issues between 3RS and other government projects/plans; to liaise with other authorities including Mainland authorities in relation to the 3RS project.
4. To liaise with and monitor AAHK's implementation of the financial arrangement plan for the 3RS project in consultation with other relevant bureaux/departments (B/Ds); to coordinate and assist the preparation of inputs from relevant B/Ds for the provision of government facilities/resources requirements in connection with the planning and operation of 3RS.
5. To formulate public engagement plan for promoting the 3RS project/Hong Kong International Airport comprising forums, briefing sessions, media and online engagement, etc. with AAHK for engaging the general public, relevant stakeholders, Legislative Council (LegCo), District Council, etc.

6. To provide support for seniors' participation in various 3RS-related meetings; to assume the role of the secretary to the Steering Committee for 3RS and North Commercial District and the Aviation Development and Three-Runway System Advisory Committee; and to co-ordinate inputs and report the progress of the 3RS to the LegCo.

**Job Description for
Chief Assistant Secretary (Airport Expansion Project Coordination
Office)
Transport and Housing Bureau (Transport Branch)**

Rank : Chief Engineer (D1)

Responsible to : Head (Airport Expansion Project Coordination Office)
(Head(AEPCO))

Main Duties and Responsibilities –

1. To assume overall supervisory role and provide advice in engineering and project management matters concerning the detailed design and construction of the Three-Runway System (3RS) project and the associated government facilities, including the technical requirements and project administration procedures.
2. To lead the technical team in co-ordinating with the relevant bureaux and departments and the Airport Authority Hong Kong (AAHK) in resolving key issues arising from the detailed design and construction of the 3RS project and the associated government facilities.
3. To oversee the monitoring and verification of detailed design and construction processes, proposals and submission by AAHK, and facilitate AAHK in obtaining the required statutory approvals relating to the detailed design and construction of the 3RS project.
4. To closely scrutinise and monitor AAHK's detailed design and construction of the 3RS project, with particular focus on cost control, progress monitoring, works quality, contract interfacing arrangement, claims avoidance and mechanism for dispute resolution.
5. To assist and provide advice to AAHK in engineering and project management matters of the 3RS project, and the associated environmental mitigation and enhancement measures, including the statutory requirements and project administration procedures, and to ensure full compliance with the conditions of the Environmental Permit and the committed environmental monitoring and audit plan.

6. To co-ordinate with relevant bureaux and departments and provide engineering advice in relation to the interfaces, land matters, works areas, public fill intake, and land and marine construction traffic management matters relating to the construction of the 3RS project with various large-scale concurrent and planned infrastructure and development projects in the vicinity.

**Schedule of Responsibilities of the Existing Directorate Officers
in the Administrative Officer and Professional Grades
in the Transport Branch of the Transport and Housing Bureau**

All the directorate officers in the Administrative Officer (AO) and professional grades in the Transport Branch of the Transport and Housing Bureau (THB(TB)) are fully engaged in their respective duties –

- (a) Deputy Secretary (Transport) 1 (DS(T)1) (ranked at Administrative Officer Staff Grade B1 (AOSGB1) (D4)), assisted by Principal Assistant Secretaries (Transport) 3 (PAS(T)3) and PAS(T)5 (both ranked at Administrative Officer Staff Grade C (AOSGC) (D2)) and PAS(T)7 (ranked at Government Engineer (GE) (D2)), are committed in –
 - (i) formulating the overall legislative programme and overseeing the policy commitments in respect of the transport portfolio;
 - (ii) steering long-term and strategic planning, reviews on transport matters and major transport studies and providing policy input to studies with significant transport implications;
 - (iii) overseeing the planning and progress of land transport infrastructure projects;
 - (iv) overseeing the formulation of land transport infrastructure and railway development strategies;
 - (v) monitoring the implementation of new railway projects;
 - (vi) providing overall policy guidance on land transport links with the Mainland;
 - (vii) providing input on acquiring and deploying resources to support the implementation of transport policies and delivery of related services; and
 - (viii) overseeing resource management matters of the Branch.

- (b) DS(T)2 (ranked at AOSGB (D3)), assisted by PAS(T)1 and PAS(T)4 (both ranked at AOSGC (D2)), and Chief Treasury Accountant (Transport) (CTA(T)) (D1), are committed in –
 - (i) formulating policies on public transport services in respect of land and waterborne transport;
 - (ii) overseeing the overall co-ordination and provision of services among different modes of public transport;
 - (iii) overseeing the evaluation of fare adjustment applications from public transport operators;

- (iv) overseeing the negotiations on new franchises and licences for public transport services;
 - (v) overseeing the overall policy on railway safety and provision of railway services; and
 - (vi) steering the Public Transport Strategy Study to examine the roles and positioning of public transport services other than heavy rail.
- (c) DS(T)3 (ranked at AOSGB (D3)), assisted by PAS(T)2 and PAS(T)6 (both ranked at AOSGC (D2)), are committed in –
- (i) formulating policies and strategies on toll roads and tunnels, and steering through relevant legislative proposals;
 - (ii) formulating policies and strategies on road safety, traffic management and licensing of vehicles/drivers and steering through relevant legislative proposals;
 - (iii) formulating policies and strategies on cross-boundary traffic management and transport services, including ferry services;
 - (iv) handling policy matters relating to Build-Operate-Transfer franchises, including processing of toll increase proposals and formulating measures to rationalise utilisation of the concerned roads/tunnels;
 - (v) overseeing support for the Transport Advisory Committee and its subcommittees, as well as the operation of Transport Complaints Unit; and
 - (vi) overseeing the Bureau's input regarding transport-related environmental issues.
- (d) DS(T)4 (ranked at AOSGB (D3)), assisted by PAS(T)8 and PAS(T)9 (both ranked at AOSGC (D2)), are committed in –
- (i) overseeing policy matters relating to civil aviation and airport development;
 - (ii) overseeing the negotiation and conclusion of air services agreements and related arrangements, serving as Hong Kong Special Administrative Region (HKSAR)'s chief negotiator in important air services negotiations;
 - (iii) handling house-keeping matters relating to the operations of the Airport Authority Hong Kong (AAHK) and the Civil Aviation Department (CAD);
 - (iv) overseeing HKSAR's participation in multilateral organisations, such as the International Civil Aviation

- Organization, in respect of matters relating to international air services and their development;
- (v) overseeing the provision of administrative support for the Air Transport Licensing Authority; and
 - (vi) co-ordinating policy matters relating to air logistics.
- (e) DS(T)5 (ranked at AOSGB (D3)), assisted by PAS(T)10 and PAS(T)11 (both ranked at AOSGC (D2)) and Chief Assistant Secretary (Transport) (CAS(T)) (ranked at Principal Marine Officer (D1)), are committed in –
- (i) formulating policies on matters relating to Hong Kong's role as an international maritime centre, a leading hub port, and a regional logistics hub;
 - (ii) formulating and implementing proposals and measures to promote Hong Kong's maritime, port and logistics services overseas and locally;
 - (iii) overseeing marine policy and handling house-keeping matters relating to the Marine Department (MD);
 - (iv) overseeing legislative exercise relating to the marine and logistics portfolios;
 - (v) overseeing HKSAR's participation in the International Maritime Organization; and
 - (vi) serving as Secretary to the Hong Kong Logistics Development Council and the Hong Kong Maritime and Port Board.

2. The major duties/responsibilities and work priorities of the PASs, CAS and CTA are summarised in the ensuing paragraphs.

Under DS(T)1

PAS(T)3

3. PAS(T)3 assists DS(T)1 in providing policy input into various strategic and regional transport planning studies and dealing with all town planning matters, and in handling policy work relating to the planning and implementation of the Guangzhou-Shenzhen-Hong Kong Express Rail Link and the proposed Hong Kong-Shenzhen Western Express Line. PAS(T)3 is also responsible for policy matters concerning transport planning and tourism, and is the co-ordination point for overall transport policy as well as Legislative Council (LegCo) business.

PAS(T)5

4. PAS(T)5 assists DS(T)1 in handling policy work relating to transport capital projects, in particular the planning and implementation of the Hong Kong-Zhuhai-Macao Bridge and related Hong Kong infrastructure projects. PAS(T)5 is responsible for the house-keeping of the Highways Department and securing resources for highway infrastructure projects by overseeing the Capital Works Resource Allocation Exercise submissions and project feasibility studies and presenting items to Public Works Subcommittee/Finance Committee for funding approval and responsible for the implementation of approved projects and assisting in resolving difficulties. PAS(T)5 is also in charge of the implementation of approved projects and assisting in resolving difficulties. PAS(T)5 is also responsible for the administration of the Secretary for Transport and Housing's responsibilities under the Roads (Works, Use and Compensation) Ordinance and oversees the Northwest New Territories Traffic and Infrastructure Review.

PAS(T)7

5. PAS(T)7 assists DS(T)1 in formulating Transport and Railway Development Strategies, providing policy input on the implementation of Railway Development Strategy 2000 and overseeing progress of railways projects under planning or construction and the review on strategic highway projects. PAS(T)7 also oversees the model updates of the Third Comprehensive Transport Study and the Second Railway Development Study. PAS(T)7 is also in charge of the overall administration of Railways Ordinance and dealing with objections under Railways Ordinance.

Under DS(T)2

PAS(T)1

6. PAS(T)1 assists DS(T)2 in overseeing the transport policies on franchised buses, public light buses, taxis and trams. PAS(T)1 is responsible for overseeing the fare adjustment arrangement for the above mentioned public transport services and policy issues relating to the fare adjustment applications from these public transport operators. PAS(T)1 is also in charge of the transport policy on non-franchised public bus services and the co-ordination of services among different modes of public transport.

PAS(T)4

7. PAS(T)4 assists DS(T)2 in overseeing and monitoring the transport policies and administrative matters concerning the operation of and services provided by MTR Corporation Limited. PAS(T)4 is also responsible for overseeing the transport policies on railway safety, ferries, Octopus and the Park and Ride Scheme.

CTA(T)

8. CTA(T) assists DS(T)2 in monitoring the financial affairs of major transport operators including franchised buses, ferries, trams, railways and Build-Operate-Transfer tunnels, and provide financial assessment on fare/toll adjustments of these operators as well as accounting and financial advice on issues relating to monitoring and regulation of these operators, including renewal of franchises and fare adjustment mechanisms.

Under DS(T)3

PAS(T)2

9. PAS(T)2 assists DS(T)3 in overseeing matters relating to the Transport Advisory Committee and the Transport Complaints Unit, and in house-keeping and evaluating policy matters relating to toll roads, Build-Operate-Transfer tunnels and Government tunnels. PAS(T)2 is responsible for the policy work on road safety, traffic management, and the application of information technology to traffic management. PAS(T)2 also co-ordinates the Bureau's inputs on transport-related environmental issues and house-keeps the Transport Department.

PAS(T)6

10. PAS(T)6 assists DS(T)3 in overseeing policy matters relating to vehicle and driver licences, driver training, the quota regime on cross-boundary coaches, hire cars and private cars. PAS(T)6 oversees cross-boundary vehicular traffic at land crossings, cross-boundary ferry services and operation of cross-boundary ferry terminals, and co-ordinates the Bureau's inputs on cross-boundary transport-related issues. PAS(T)6 also oversees matters relating to the Transport Tribunal.

Under DS(T)4

PAS(T)8

11. PAS(T)8 assists DS(T)4 in overseeing policy matters relating to airport development and house-keeping AAHK. PAS(T)8 is also responsible for taking charge of air services negotiations/air transport policy in relation to Africa, other parts of China, Europe, Central Asia, Indian Sub-continent, and the Middle East.

PAS(T)9

12. PAS(T)9 assists DS(T)4 in handling policy matters relating to civil aviation management and house-keeping CAD. PAS(T)9 is in charge of air services negotiations/air transport policy in relation to Southeast and Northeast Asia, Australasia and America; and overflight agreements and air transport related matters in Asia-Pacific Economic Cooperation, Organisation for Economic Cooperation and Development and the World Trade Organization. PAS(T)9 is also responsible for providing secretariat support to the Air Transport Licensing Authority.

Under DS(T)5

PAS(T)10

13. PAS(T)10 assists DS(T)5 in overseeing policy matters relating to logistics development, promotion and implementation of related initiatives, house-keeping of MD and handling marine and logistics related legislation. PAS(T)10 is also responsible for providing secretariat support for the Hong Kong Logistics Development Council.

PAS(T)11

14. PAS(T)11 assists DS(T)5 in overseeing policy matters relating to maritime development, promotion and implementation of related initiatives. PAS(T)11 is responsible for providing secretariat support for the Hong Kong Maritime and Port Board and its Committees and serving as Secretary to the Maritime and Port Development Committee. PAS(T)11 is also responsible for providing secretariat support for the Sub-group on Maritime under the Working Group on Transportation of the Economic Development Commission and following up on its deliberations.

CAS(T)

15. CAS(T) assists DS(T)5 in overseeing policy matters relating to port development. CAS(T) is also responsible for providing secretariat support to the Manpower Development Committee and the Promotion & External Relations Committee of the Hong Kong Maritime and Port Board, and assisting in taking forward manpower training initiatives for the maritime and port sectors.

16. All in all, all directorate officers in the AO and professional grades in THB(TB) are fully committed under the current set-up and have no spare capacity to take up the whole or part of the additional duties and responsibilities of the proposed three supernumerary directorate posts in support of the Three-Runway System project.
