

## **ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE**

### **HEAD 186 – TRANSPORT DEPARTMENT Subhead 000 Operational expenses**

Members are invited to recommend to Finance Committee the following proposal in the Transport Department –

- (a) the creation of the following supernumerary post/non-civil service position with effect from 1 December 2021 or upon approval of the Finance Committee (whichever is later) for five years –

1 Assistant Commissioner for Transport/  
D2-equivalent non-civil service position  
(D2) (\$179,350 - \$196,050)

- (b) the creation of the following two supernumerary posts upon approval of the Finance Committee for five years –

1 Principal Transport Officer  
(D1) (\$150,950 - \$165,200)

1 Chief Electrical and Mechanical Engineer  
(D1) (\$150,950 - \$165,200)

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**PROBLEM**

The Transport Department (TD) needs dedicated staffing support at the directorate level to lead the Franchised Bus (FB) Safety Team to strengthen the oversight and support in enhancing the safety of FB.

**PROPOSAL**

2. We propose to create the following three posts in TD –
- (a) one supernumerary post of Assistant Commissioner for Transport (AC for T) (D2)/non-civil service (NCS) (D2-equivalent) position of Safety Director, with effect from 1 December 2021 or upon approval of the Finance Committee (FC), whichever is later, for five years;
  - (b) one supernumerary post of Principal Transport Officer (PTO) (D1) upon approval of FC for five years; and
  - (c) one supernumerary post of Chief Electrical and Mechanical Engineer (CEME) (D1) upon approval of FC for five years.

**JUSTIFICATION****TD's Existing Role and On-going Work on FB Safety**

3. It is the established government policy that public transport services (including FB) should be operated by private companies on prudent commercial principles. While the Government is not a provider of FB services, we strive to ensure that safe and reliable FB services are provided to the public. The Government regulates and monitors FB services and assesses the performance of the operators timely and systematically through the Public Bus Services Ordinance (Cap. 230) and the franchises granted to the operators under the Ordinance. The existing regulatory framework mainly provides for service and depot planning, regulating service levels, and monitoring the operational and financial arrangements of FB services.

4. As far as FB safety is concerned, the requirements currently imposed on FB operators are mainly the statutory ones under the Road Traffic Ordinance (Cap. 374) and its subsidiary legislation. For the drivers of FBs, TD arranges driving tests and issues driving licences for them. For the vehicles, TD monitors the roadworthiness and operational safety of FBs through examination of vehicles to ensure proper functioning of the mechanical parts of buses. The Department

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also stipulates additional requirements or standards in view of changing environment and public expectation for compliance by FB operators. The scope of vehicle examinations includes type approval, annual examination, monthly examination and spot checks.

5. Apart from the on-going tasks mentioned above, over the years, TD has juggled within its existing resources to step up its efforts in further enhancing FB safety. For example, through franchise terms and requirements, TD has demanded FB operators to provide or install additional safety-related facilities or devices having regard to the review of each major incident involving FBs. TD has also formulated and reviewed various requirements and guidelines related to FB captains (including the Guidelines on Bus Captain Working Hours, Rest Times and Meal Breaks, the Practice Note on Training Framework for FB Captains and the health check arrangements for bus captains). Besides, in collaboration with the Police and FB operators, TD has been examining bus accident statistics on a regular basis to analyse territory-wide traffic accident statistics of various transport modes (including FBs), derive overall road safety strategy and policies, and formulate corresponding safety enhancement measures for general traffic as well as FBs.

### **Need for Dedicated FB Safety Team in TD to Instil “Safety-first” Culture**

6. Following the serious fatal traffic incident involving a FB on Tai Po Road on 10 February 2018, the Chief Executive set up the Independent Review Committee on Hong Kong’s Franchised Bus Service (IRC)<sup>1</sup>. The IRC Report<sup>2</sup>, submitted to the Chief Executive on 31 December 2018, put forward a total of 45 recommendations under 16 areas on sustaining a safe and reliable FB service. The IRC recommended<sup>3</sup>, *inter alia*, that TD should establish a structure to develop a proactive approach to enhance bus safety. The IRC also recommended TD to appoint a Safety Director, in charge of a small team dedicated to bus safety, who would have overall responsibility for all aspects of safety for FBs.

7. In Hong Kong, people rely heavily on road-based public transport for their daily commutes. FBs, being the second major mode of transport after railways, carried about four million passenger trips per day prior to the epidemic and accounted for around one-third of overall public transport patronage. In

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<sup>1</sup> The IRC was chaired by the Honourable Mr Justice Michael Victor Lunn, with two members, namely Mr Rex Auyeung Pak-kuen and Professor Lo Hong-kam.

<sup>2</sup> The IRC report can be accessed at the following link –  
[https://www.irc-bus.gov.hk/pdf/IRC\\_Report\\_Eng.pdf](https://www.irc-bus.gov.hk/pdf/IRC_Report_Eng.pdf).

<sup>3</sup> Paragraph 589 of the IRC Report.

response to the increasing public expectation on FB safety, and with a view to benchmarking international best practices and standards in relation to FB regulation, there is a clear need for the Government to formulate a forward-looking, proactive and holistic strategy to enhance FB safety as well as to reinforce TD's regulatory role in this regard. To achieve this, it is necessary to have a dedicated team within TD comprising personnel with the right expertise and skill-sets, who can work seamlessly with TD's existing teams to provide long-term, strategic and practical solutions in respect of FB safety, and have direct access to TD's top management for timely steer.

8. There is currently no dedicated team responsible for FB safety within TD. The relevant duties mentioned in paragraphs 4 and 5 above span across various existing divisions, including Bus Development Division (BDD), Vehicle Safety and Standards Division (VSSD) and Road Safety and Standards Division (RSSD). BDD is responsible for service and depot planning, regulating service levels, and monitoring the operational and financial arrangements of FB services. VSSD examines and monitors the safety and roadworthiness of all vehicles including FBs. RSSD sets standards for road design and takes forward improvement measures for enhancing road safety. Among the three divisions, BDD has been tasked to take on the additional responsibilities in relation to FB safety mentioned in paragraph 5 above since 2019. With the continuous expansion of bus network over the years, BDD has been stretched in overseeing various tasks including planning of new FB service networks and associated facilities to meet the needs in new development areas, regular review of existing bus network (e.g. annual exercise of bus route planning programme), as well as housekeeping matters (including the monitoring of financial performance) of the bus franchisees; and thus has no spare capacity to address the pivotal tasks required to further promote FB safety. As public expectation on bus safety and service grows, some of these pivotal tasks (e.g. bus captain training, fatigue management and safety performance management) concerning the human factor in the overall strategy for enhancing road safety have become more critical. This involves both objective and subjective human elements such as driving skills and performance, physical conditions (work-related fatigue, occupational health) and mental conditions (emotion). In order to formulate a more visionary approach for taking forward these pivotal tasks, it is necessary to create a dedicated team with skill-sets and perspectives different from those required for bus service planning. The other two teams, VSSD and RSSD, are responsible for the safety of all vehicle classes and all roads; and because of this, it is not possible for them to stay focused on FB safety at the expense of other issues. As a result, being stretched to its limits, TD has been perceived as being reactive in that sometimes new safety measures are implemented only after major traffic accidents involving FBs.

9. The Government agrees with the IRC that enhancing and ensuring the safety of FB should not be a one-off exercise of implementing the measures recommended by the IRC. Rather, it should be a continuous and long-term exercise.

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It is considered that the existing practice of scattering the responsibilities of FB safety across different divisions in TD without dedicated leadership can no longer keep the Department abreast of the rapid advances in FB safety-related technology and meet the growing public expectation. Dedicated manpower within TD is necessary for the Department to properly focus on improving FB safety, drive comprehensive and holistic periodic reviews, and develop strategies and improvement measures in response to changing operating situations and safety-related technological advancements. The new set-up would also help to instil a “safety-first” culture not only within TD but also into FB operators, and drive major safety improvement initiatives across all classes of vehicles in the long run.

10. The proposed Safety Director, being the head of the FB Safety Team, would be tasked to enhance the safety performance of Hong Kong’s FB services by leading fundamental and in-depth safety improvement projects<sup>4</sup>. The Safety Director would strengthen the safety performance management of FB operators by reviewing their safety performance against a set of objective and measurable indicators, and map out strategies to rectify the identified shortfalls. Comprehensive post-accident qualitative and quantitative analysis would also form an important and integral part of the overall safety improvement strategy to be developed by the Safety Director, and he/she would conduct thorough and rigorous data analysis aiming to identify the root cause of accidents involving FBs and formulate systemic improvement measures and initiatives towards a safer FB operating environment. The Safety Director would pull together resources of TD and FB operators, and make reference to the latest technology development as well as international best practices and standards in carrying out the above exercise.

11. Whilst TD is the authority to issue driving licences to FB drivers, there has not been any certification or accreditation for the licence holders to provide assurance of their continued competence as FB drivers. Besides, each FB operator currently has its own training programmes and foci. With the creation of the Safety Director post, the post-holder is expected to introduce a “Bus Captain Accreditation Programme” and oversee its continuous implementation for induction and on-going training of the bus captains, which is a brand new concept in bus captain training in Hong Kong. The Safety Director would play an important and leading role in standardising and accrediting modules and syllabi, and issuing certification to the qualified bus captains. In the longer run, the above documented approach to training and accreditation may also lead to introduction of new requirements for licensing of FB drivers.

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<sup>4</sup> Examples of immediate work in this aspect include the formulation of fatigue management strategy for bus captains and the standardisation of training for bus captains of different operators.

12. On top of the above, as explained in paragraph 3 above, there are limitations in the existing FB regulatory framework, which mainly provides for service planning and monitoring of operational and financial arrangements of FB services. The Safety Director is expected to be the key driver in examining and initiating enhancement of the existing regulations on FB safety through legislative and/or franchise requirements. In addition, the proposed Safety Director is expected to proactively participate in those international bus benchmarking groups so as to share experience, compare best practices and keep abreast of the safety and operational arrangements of public buses.

13. Given the importance and broad spectrum of the tasks above, the proposed Safety Director would report directly to the Commissioner for Transport, so that his/her work could have the immediate attention of the Department's top management. Symbolically, this line of reporting underscores the unique role of the Safety Director and the importance attached to it by the Department.

14. In this connection, TD has critically reviewed its bus safety-related work, having regard to the IRC's recommendations and in partnership with FB operators and other stakeholders, and considers that the relevant work should be further improved by introducing new initiatives in the following five areas –

- (a) *Bus captain training, fatigue management and working environment* – There is a need for TD to play a more prominent role in respect of the “bus captain” factor, which is a key contributing factor to FB safety. Currently, different FB operators adopt different bus captain training programmes to suit their needs. TD notes that international good practices favour a mechanism whereby training in professional fields comprises structured and periodic training, accreditation and reaccreditation. TD considers it essential to standardise and accredit course modules and syllabi in relation to the training courses for bus captains, oversee the delivery of training courses and the maintaining of training records by FB operators, and oversee the issuance of driver training certification. Moreover, TD should put emphasis on fatigue management and improve the relevant working hour guidelines concerning bus captains, with a view to enhancing health and well-being of bus captains, in particular under the unique operating environment in Hong Kong. The Government should formulate suitable fatigue management strategy so that FB operators could devise corresponding measures at the bus fleet and individual bus captain levels;
- (b) *In-vehicle devices and bus technologies* – There is a need for TD to keep abreast of latest vehicle/bus technologies so as to take a leading role in setting the parameters and requirements for operationally

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sound and safe bus vehicles, and developing in-vehicle devices/technologies for buses that suit the operating environment in Hong Kong, such as integrated bus monitoring and control system covering real-time compliance monitoring of bus operation and navigation for emergency route-diversion, advanced driver assistance systems including forward collision warning, lane departure warning, driver monitoring, etc.;

- (c) *Safety performance management* – TD has worked out a new set of safety performance indicators to monitor the safety performance of the FB operators. It is necessary for TD to oversee the operators' safety performance with reference to these indicators, work out comprehensive data analyses, draw up plans to rectify any problems/issues undermining the operational safety of FBs and review from time to time the safety performance indicators and propose updating as appropriate;
- (d) *Road safety and bus-friendly measures* – TD has been implementing various road safety measures and scrutinising proposals on traffic management and road infrastructure improvement submitted by FB operators. As distinct from the previous reactive approach by responding to the proposals submitted by FB operators, TD should take a proactive role in formulating road safety and bus-friendly measures by conducting comprehensive reviews on FB-related accident trends, with a view to enhancing the safety performance of FB operators; and
- (e) *Participation in international bus benchmarking groups* – TD, as a regulatory authority over public bus operations, should participate more actively in related international bus benchmarking groups so as to facilitate exchanges with other authorities, and to ensure that TD could keep abreast of international best practices and standards in relation to the regulation of public bus services.

Encl. 1      Enclosure 1 provides more details on some of the key new initiatives outlined above.

15.            The existing fully stretched manpower in TD could not take forward these new, extensive and strategic initiatives in an effective manner. There is an imminent need to set up a dedicated FB Safety Team to oversee and take up the related duties in a coordinated and focused manner, and conduct the necessary holistic reviews regularly to ensure that our FB safety strategy is able to meet the challenges brought by the changing operating environment and technological advancements.

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**Multi-disciplinary Set-up with Relevant Skill-sets**

16. The FB Safety Team will be a multi-disciplinary team, to be led by the proposed Safety Director, which can be filled by either a civil servant at AC for T (D2) rank or a NCS appointee (equivalent to D2 rank), and supported by two directorate posts, i.e. one PTO (D1) and one CEME (D1). The PTO will lead the “Bus Safety Performance and Management Section” and the “Traffic Management and Statistics Section”, whereas the CEME will lead the “Bus Technology Section”.

Encl. 2

17. The proposed organisation chart of the FB Safety Team is at Enclosure 2.

18. The FB Safety Team will take up the overall responsibility for all aspects of FB safety, and will develop a strategic, focused and proactive approach to enhance FB safety by taking forward new initiatives, especially on bus captain training, fatigue management and enhanced safety performance management as set out in paragraph 14 above. The FB Safety Team will collaborate with the existing subject teams within TD, so that the relevant experience and expertise could suitably be applied to cover the safety enhancement for other public service vehicles, in particular coach-type non-franchised buses which share similarities with FBs in terms of vehicle structures and mechanics, operational characteristics, etc.

***Need for a supernumerary AC for T (D2) post/NCS position (D2-equivalent) of Safety Director***

19. The tasks involved in paragraphs 7 to 15 above cut across different disciplines involving vehicle design and construction, technology development and application, human resources management and training, etc. It is therefore necessary to have a Safety Director, pitched at D2 rank, to head the FB Safety Team in taking forward the above initiatives in the coming five years.

20. The Safety Director would oversee the formulation and implementation of all FB safety initiatives within TD and across all FB operators, monitor the safety performance of individual FB operators, and maintain regular contact with the Safety Directors of each of the FB operators (already set up by FB operators according to the IRC’s recommendation) to advise them on measures to enhance bus safety. The proposed duties and responsibilities of the Safety Director are at Enclosure 3.

Encl. 3



21. In order to discharge his/her duties, the Safety Director must possess broad knowledge of world-wide technological advances in vehicle design and safety devices (in particular those for buses) and be acquainted with bus operation and bus captains' working environment not only locally but also in other jurisdictions. The Transport Officer grade officers in TD may not be ready to fill the position at the moment, as their skill-sets are more focused on local bus service planning and monitoring. We propose that the Safety Director post be filled by a NCS appointee (equivalent to D2 rank) for an initial period of three years<sup>5</sup>. During this period, priority would be given for the Safety Director to formulate a set of training framework for FBs and introduce bus captain training accreditation programme, strengthen the safety performance management of FB operators, conduct a study on bus captain fatigue management strategy with a view to working out short, medium and long term enhancement measures, as well as participate in global benchmarking groups on public bus services in order to keep abreast of related new developments in the industry. An open recruitment exercise would be conducted to identify the most suitable local or overseas candidate. There should be knowledge transfer from the appointed Safety Director to the Transport Officer grade officers in TD. Based on the progress of the various tasks and effectiveness of the dedicated FB Safety Team, TD will review the need for the Safety Director post in the long term, and consideration could be given for the post to be filled by an AC for T (D2), a promotional rank of the Transport Officer grade, through internal promotion.

### *Need for a supernumerary PTO (D1) post*

22. Under the current establishment, there is only one PTO leading BDD with a small team of Transport Officer grade officers to oversee all the duties related to service and depot planning, regulating service levels, and monitoring of the operational and financial arrangements of the six FB franchisees. As mentioned in paragraph 8 above, BDD is already fully stretched and has no spare capacity to take up the additional FB safety tasks and initiatives.

23. There is a genuine and imminent need to create a new supernumerary PTO post to steer, coordinate, monitor and facilitate the work in the five years ahead as well as to provide directorate support to the Safety Director to ensure that various measures can be implemented effectively. The new PTO would lead the proposed "Bus Safety Performance and Management Section" and the "Traffic Management and Statistics Section", each comprising three non-directorate officers. He/she would oversee and monitor the safety performance of FB operators, and assist the Safety Director in mapping out comprehensive but targeted safety improvement

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<sup>5</sup> The proposed post would be filled initially by a non-civil servant on a three-year contract.

Encl. 4

strategy. The proposed duties and responsibilities of the new PTO post are at Enclosure 4. Based on the progress of the various tasks and effectiveness of the dedicated FB Safety Team, TD will review the need for the PTO post in the long term. The current PTO of BDD would focus on his/her existing work, including the planning of new FB service networks and associated facilities to meet the transport needs in new development areas including Kai Tak, Hung Shui Kiu and Yuen Long South.

***Need for a supernumerary CEME (D1) post***

24. Under the current establishment, there is one CEME leading VSSD with a pool of professional engineers, motor vehicle examiners and vehicle testers to administer the safety, standards and examination for all classes of vehicles in Hong Kong consisting of motorcycles, private cars, taxis, light buses, non-franchised buses, FBs, goods vehicles and special vehicles. Among them, a team of 15 non-directorate staff members<sup>6</sup> who work in the To Kwa Wan Vehicle Examination Centre are responsible for the vehicle safety of about 6 000 FBs and about 7 000 non-franchised buses.

25. The ever-increasing workload arising from an increasing number of registered vehicles<sup>7</sup> has prevented the incumbent CEME from putting adequate time in safety matters relating to FBs. Hence, there is an imminent need to create a new supernumerary CEME post in the coming five years to deliver the proactive measures for enhancement of bus vehicle safety and reliability, as well as to embrace the rapid advancement of new technology for buses. The new CEME would lead the proposed “Bus Technology Section”, comprising 16 non-directorate staff (one newly created permanent post and 15 posts to be redeployed from VSSD). A holistic approach will be taken to develop and oversee a brand new set of safety requirements suitable for the local operational environment to enhance the safety level of buses (including FBs and non-franchised buses), covering the interior and exterior design and specification of buses; to identify and conduct trials on new initiatives of bus safety technologies as well as applications of relevant devices and technologies, where appropriate; to formulate legislative and technical requirements in connection with vehicle safety technologies and safety requirements of bus designs (especially electric buses); to step up incident investigations and analysis of mechanical failures during regular inspections as well

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<sup>6</sup> Including two Electrical and Mechanical Engineers (one permanent post and one time-limited post), ten motor vehicle examiners (seven permanent posts and three time-limited posts), two vehicle testers and one clerical staff member. This 15-member team would be redeployed to the “Bus Technology Section” upon its establishment to support the new CEME and to ensure continuity and that a holistic approach is applied towards FB and non-franchised bus safety.

<sup>7</sup> At present, there are over 878 000 registered vehicles (including about 6 000 FBs and 7 000 non-franchised buses) in Hong Kong, and the number increased by over 37% in the last decade.

Encl. 5 as monitoring and review of the technical capabilities, training and qualification of bus maintenance personnel; and to drive the development of a new framework of quality assurance scheme for the design and maintenance of FBs. The proposed duties and responsibilities of the new CEME post are at Enclosure 5. Based on the progress of the various tasks and effectiveness of the dedicated FB Safety Team, TD will review the need for the CEME post in the long term. The revised duties and responsibilities of the existing CEME upon the creation of the new CEME post are at Enclosure 6.

## **NON-DIRECTORATE SUPPORT**

26. The three proposed directorate staff will be supported by a total of 24 non-directorate staff (including transport officers, traffic engineers, electrical and mechanical engineers, statistician, motor vehicle examiners, vehicle testers and clerical/secretarial staff). These non-directorate staff will form the three sections in the proposed FB Safety Team as mentioned in paragraph 16 above. Among them, nine non-directorate posts are newly created/to be created, whereas 15 non-directorate staff members will be redeployed from VSSD.

## **ALTERNATIVES CONSIDERED**

27. As mentioned in paragraph 8 above, bus safety work has been carried out all along by different divisions of TD without a dedicated team nor directorate establishment. Following the IRC's recommendations, TD needs to create a Safety Director, which will be filled by either a civil servant at AC for T (D2) rank or a NCS appointee (equivalent to D2 rank), to head the FB Safety Team to develop a strategic, focused and proactive approach to enhance FB safety. The tasks to be undertaken by the FB Safety Team are mostly new, extensive and strategic in essence, which require dedicated support of the proposed directorate and non-directorate staff to oversee and take up the related duties as mentioned in paragraphs 19 to 25 above. Upon the establishment of the FB Safety Team which would take up the work portfolio relating to FB safety, BDD would be able to focus its efforts in service and depot planning (in particular the planning of new FB service networks and associated facilities to meet the transport needs in new development areas including Kai Tak, Hung Shui Kiu and Yuen Long South), regulating service levels and monitoring of the operational and financial arrangements of FB services. VSSD, with the team responsible for the safety of FBs and non-franchised buses redeployed to the FB Safety Team, would focus on examining and monitoring the safety and roadworthiness of motorcycles, private cars, taxis, light buses, goods vehicles and special vehicles. RSSD would continue its core duties of setting standards for road design and taking forward improvement measures for enhancing road safety, and would work closely with the FB Safety Team to undertake road safety audit with a view to further enhancing FB safety.

28. We have critically examined the possibility of redeploying the other existing directorate officers within TD to take on the work of the proposed directorate posts. Currently, there are seven AC for T posts in TD, four of them are filled by officers of the Transport Officer grade and three of them are filled by officers of the Traffic Engineer grade. On the other hand, there are currently eight PTOs in TD overseeing various public transport planning and operation, as well as management of transport infrastructure and facilities. As for CEME, there has all along been only one CEME in TD overseeing the VSSD. As all the incumbent AC for Ts, PTOs and the one CEME are already fully engaged in their respective work schedules and new projects, it is operationally not feasible and appropriate for them to take up these new tasks without adversely affecting the discharge of their current duties. The key portfolio of the existing AC for T, PTO and CEME posts are detailed at Enclosure 7.

Encl. 7

29. The existing organisation chart of TD and the proposed organisation chart showing the organisation set-up of TD after the creation of the three directorate posts are at Enclosures 8 and 9.

Encls. 8 &amp; 9

## FINANCIAL IMPLICATIONS

30. The proposed creation of the three supernumerary directorate posts (i.e. one AC for T (D2)/NCS position (D2-equivalent) of Safety Director, one PTO (D1) and one CEME (D1)) would bring an additional notional annual salary cost at mid-point of \$6,130,800 as follows –

<b>Posts</b>	<b>Notional annual salary cost at mid-point</b>	<b>No. of post</b>
AC for T (D2)/NCS position (D2-equivalent)	\$2,283,600	1
PTO (D1)	\$1,923,600	1
CEME (D1)	\$1,923,600	1
<b>Total</b>	<u>\$6,130,800</u>	<u>3</u>

The additional full annual average staff cost, including salaries and staff on-cost, is about \$8,588,000.

31. Moreover, the creation of nine permanent non-directorate posts would bring an additional notional annual salary cost at mid-point of \$8,513,520 and an additional full annual average staff cost, including salaries and staff on-cost, of about \$11,777,000. We have included sufficient provision in the Estimates to meet the required staff cost of the posts.

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## PUBLIC CONSULTATION

32. We consulted the Legislative Council Panel on Transport on the measures in enhancing the safe operation of FB services in Hong Kong, including the relevant staffing proposal, on 20 March 2020. Whilst Members agreed that the Government should enhance the safe operation of FB services, some of them indicated reservation about the original proposal of creating three permanent directorate posts under TD and called for more detailed justifications. Having carefully considered the comments raised by Members, we propose to change the three proposed directorate posts to supernumerary posts for five years. Relevant justifications are set out in paragraphs 7 to 13 above while the duties of the three proposed directorate posts are provided in paragraphs 19 to 25 above. This arrangement will allow a long enough duration as well as flexibility for the Government to review whether the manpower establishment of the FB Safety Team suits the operational needs and determine the long-term staff establishment in due course. We will review the requirement of the posts nearer the time having regard to the work progress.

## ESTABLISHMENT CHANGES

33. The establishment changes in TD for the last two years are as follows –

Establishment (Note)	Number of posts			
	Existing (as at 1 May 2021)	As at 1 April 2021	As at 1 April 2020	As at 1 April 2019
A	32 + (1) <sup>#</sup>	32 + (1)	32 + (1)	32
B	446	446	415	390
C	1 407	1 402	1 364	1 339
<b>Total</b>	<b>1 885 + (1)</b>	<b>1 880 + (1)</b>	<b>1 811 + (1)</b>	<b>1 761</b>

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

<sup>#</sup> – as at 1 May 2021, there was no unfilled directorate post in TD

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**CIVIL SERVICE BUREAU COMMENTS**

34. The Civil Service Bureau supports the above proposal for creating one supernumerary AC for T post/NCS position of Safety Director to be pitched at D2 level, one supernumerary PTO post and one supernumerary CEME post for five years. The grading and ranking of the proposed posts are considered appropriate having regard to the level and scope of responsibilities.

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

35. As the posts proposed to be created are on a supernumerary basis, their creation, if approved, will be reported to the Standing Committee on Directorate Salaries and Conditions of Service in accordance with the agreed procedures.

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Transport and Housing Bureau  
June 2021

**Supplementary Information on  
New Initiatives in Enhancing Franchised Bus Safety**

**(A) Fatigue management**

The Franchised Bus (FB) Safety Team will oversee a comprehensive study on the identification and management of fatigue driving in the FB industry in Hong Kong. The preliminary study directions include –

- (a) understanding the overall situation of fatigue driving of FB captains, the root of the problems and the causes;
- (b) studying the correlation between FB captains' working hours, rest times and duty roster arrangement (including special shifts) stipulated in the existing Guidelines on Bus Captain Working Hours, Rest Times and Meal Breaks and fatigue driving of bus captains; and
- (c) exploring corresponding improvement strategies and measures.

2. FB operators and bus captains will be engaged in the study as appropriate. The findings and recommendations of the study will form the basis for developing a comprehensive strategy on fatigue identification and management of bus captains, which will enable the Transport Department (TD) to conduct on-going review and formulate measures and requirements in relation to the working and rest hours for bus captains.

**(B) Bus captain training**

3. Currently, different FB operators adopt different bus captain training programmes to suit their needs. TD notes that international good practices favour a mechanism whereby training in professional fields comprises structured and periodic training, accreditation and re-accreditation. TD considers it essential to standardise and accredit course modules and syllabi in relation to the training courses for bus captains. To start with, TD plans to devise and standardise modules for different bus captain training (e.g. induction courses and refresher courses) and approve the training syllabi for FB operators' compliance. TD, as the regulatory authority over FBs, plans to introduce a "Bus Captain Accreditation Programme" in the long run by developing mechanisms to oversee the delivery of training courses conducted by the FB operators as well as the ways they maintain proper

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training records. By adopting a documented approach to training and accreditation, it will help ensure that all bus captains receive consistent training and demonstrate continued driving competence for providing safe and proper FB services in Hong Kong.

### **(C) Bus specifications and technologies**

4. In order to reinforce TD's regulatory role over FB safety, the Safety Director would need to keep in view new and ever-changing technology on FB operations, bus captain management, new modes of vehicles (including environmentally friendly and autonomous bus), as well as vehicle design and safety installations.

5. The Safety Director, with the assistance of the proposed Chief Electrical and Mechanical Engineer, would conduct research studies for developing standardised specifications and requirements of FBs suitable for local operational environment to align the safety standard of FBs adopted by different FB operators. He/she will also study the feasibility of introducing a new framework of quality assurance scheme for the design and maintenance of FBs, with a view to developing a brand new set of holistic specifications and requirements for buses as well as in-vehicle devices and installations for operators and manufacturers that suit FBs' special operational needs in Hong Kong.

### **(D) Safety performance management**

6. Based on the set of Safety Performance Indicators (SPIs) adopted by Transport for London, TD has drawn up a new set of SPIs to monitor the safety performance of FB operators. The number of items covered in the new set of SPIs increased from two (i.e. (i) safety related defects per bus examination; and (ii) number of buses involved in accidents per million vehicle-km) to 19. These items covered six areas, namely general safety, bus passenger safety, operation and network safety, bus engineering safety, safety of employees at work, and management assurance systems. Details are at Annex A.

Annex A

7. FB operators are required to report these SPIs in standardised format. The objective and measurable SPIs would assist the Safety Director in reviewing the performance and trends of FB safety in a holistic manner, with a view to facilitating targeted studies and measures for further enhancing FB safety.

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## **(E) Road safety and bus-friendly measures**

### *Road safety audit*

8. With a view to reducing road casualties, TD is taking proactive actions to enhance road safety and develop the road safety management system. With reference to overseas practices and experience, TD has required works departments to carry out Road Safety Audit (RSA) in Hong Kong with effect from 1 April 2019. RSA takes a precautionary approach in enhancing road safety throughout the planning, design, construction and pre-opening stages of transport infrastructures. For existing roads, TD and Highways Department embarked on a consultancy study in May 2018 to review and enhance the roadside safety of all public roads through comprehensive and systematic safety check. The consultancy covers existing public roads with a total length of 4 200 km<sup>1</sup>, and is expected to complete in mid-2021. Practical improvement proposals at identified sites would be rolled out as appropriate. For instance, Raised Profile Marking<sup>2</sup> (RPM) has been introduced on a section at each of Shing Mun Tunnel Road, Tolo Highway and North Lantau Highway, with a view to countering the safety concern arising from fatigue driving.

### *Bus-friendly measures*

9. TD introduced a newly designed “Give way to bus” traffic sign, road markings and labels which are put on the back of FBs, to encourage motorists to give way to FBs, so that FBs may exit more easily from bus bays to adjacent traffic lanes, thereby making bus operation more smooth and safe (see Annex B). The bus-friendly measures have been progressively implemented at four locations in Central, Kowloon City, Kwai Fong and Shatin for trial since September 2019. In view of the positive result of the trial, TD has adopted the “Give way to bus” measures as a permanent traffic management tool for extension to other suitable locations as appropriate and incorporated the related traffic sign and road markings into the updated Road User’s Code issued in June 2020. TD will continue to work with FB operators to identify more locations for implementing the bus-friendly measures.

Annex B

/Route .....

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<sup>1</sup> The total length of public roads covered in the consultancy is derived by counting the road length of each bound individually.

<sup>2</sup> RPM is a series of raised units made of thermoplastic with retro-reflective material and laid on the lane road markings. RPM can cause tactile vibration and audible rumbling to the driver when a vehicle deviates from the traffic lane and rolls onto the raised units.

*Route risk assessment*

10. FB operators are conducting regular route risk assessment which assesses the actual road conditions and environment as well as activities of other road users, with a view to deriving appropriate and sufficient driving tips to bus captains on the specific driving environment on a route-by-route basis. TD will devise and undertake regular review of on-going strategy and priorities for improving road infrastructure and bus-related facilities to mitigate any potential risks identified by the FB operators in their route risk assessments.

**(F) Accident data analyses**

11. TD requires FB operators to report all accidents involving FBs to the Department on a monthly basis. A database on FB accidents has been maintained since 2019. TD has also worked with FB operators and standardised the reporting arrangement and the analysis of FB accident data with a view to facilitating thorough and rigorous data analysis and identifying the root cause of accidents involving FBs by the FB Safety Team. Evidence-based and systemic safety improvement measures and initiatives, including road traffic improvement and bus friendly measures, could then be derived and implemented.

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**Safety Performance Indicators (SPIs)  
for Franchised Buses (FB)**

**(A) General Safety**

1. No. of traffic accidents per million vehicle-km operated
  - 1.1 Total
  - 1.2 No. of fatal accidents
  - 1.3 No. of serious accidents
  - 1.4 No. of slight accidents
2. No. of traffic accidents per million passengers carried
  - 2.1 Total
  - 2.2 No. of fatal accidents
  - 2.3 No. of serious accidents
  - 2.4 No. of slight accidents

**(B) Bus Passenger Safety**

3. No. of passenger fatalities
4. No. of passenger casualties per million passengers carried
  - 4.1 Total
  - 4.2 No. of passenger fatalities per million passengers carried
  - 4.3 No. of seriously injured passenger casualties per million passengers carried
  - 4.4 No. of slightly injured passenger casualties per million passengers carried

5. No. of passenger casualties lost balance (excluding those boarding/alighting buses) per total number of accidents involving FB
6. No. of passenger casualties lost balance/fell down when boarding/alighting buses per total number of accidents involving FB
7. No. of safety-related complaints received per million passengers carried

**(C) Operation and Network Safety**

8. No. of collision accidents involving FB by type of vehicle collision
  - 8.1 Total no. of collision accidents involving FB per million vehicle-km operated
  - 8.2 No. of vehicle-to-vehicle collision accidents involving FB per total number of collision accidents
  - 8.3 No. of vehicle-to-pedestrian collision accidents involving FB per total number of collision accidents
  - 8.4 No. of vehicle-to-object collision accidents involving FB per total number of collision accidents
9. No. of collision accidents within bus termini/public transport interchange by type of vehicle collision
  - 9.1 Total
  - 9.2 No. of vehicle-to-vehicle collision accident
  - 9.3 No. of vehicle-to-pedestrian collision accident
  - 9.4 No. of vehicle-to-object collision accident

**(D) Bus Engineering Safety**

10. No. of safety defects per bus examination
11. No. of bus fire or smoke incidents

**/(E) .....**

**(E) Safety of Employees at Work**

- 12. No. of bus driver casualties in traffic accidents
  - 12.1 Total
  - 12.2 No. of drivers fatalities
  - 12.3 No. of seriously injured drivers
  - 12.4 No. of slightly injured drivers
- 13. No. of passenger physical assaults to bus drivers
- 14. No. of passenger physical assaults to non-driver staff

**(F) Management and Assurance Systems**

- 15. Number of speeding cases identified by black box
- 16. Number of failure cases of alcohol breath testing
- 17. Number of cases not yet complied with the requirements for delivery of refresher training courses<sup>Note</sup>
- 18. Number of failure of on-board closed circuit television system
- 19. Number of cases not yet complied with the company's medical check-up requirements for bus captains

\* Traffic accident figures of the above SPIs refer to traffic accidents with injuries involving FB.

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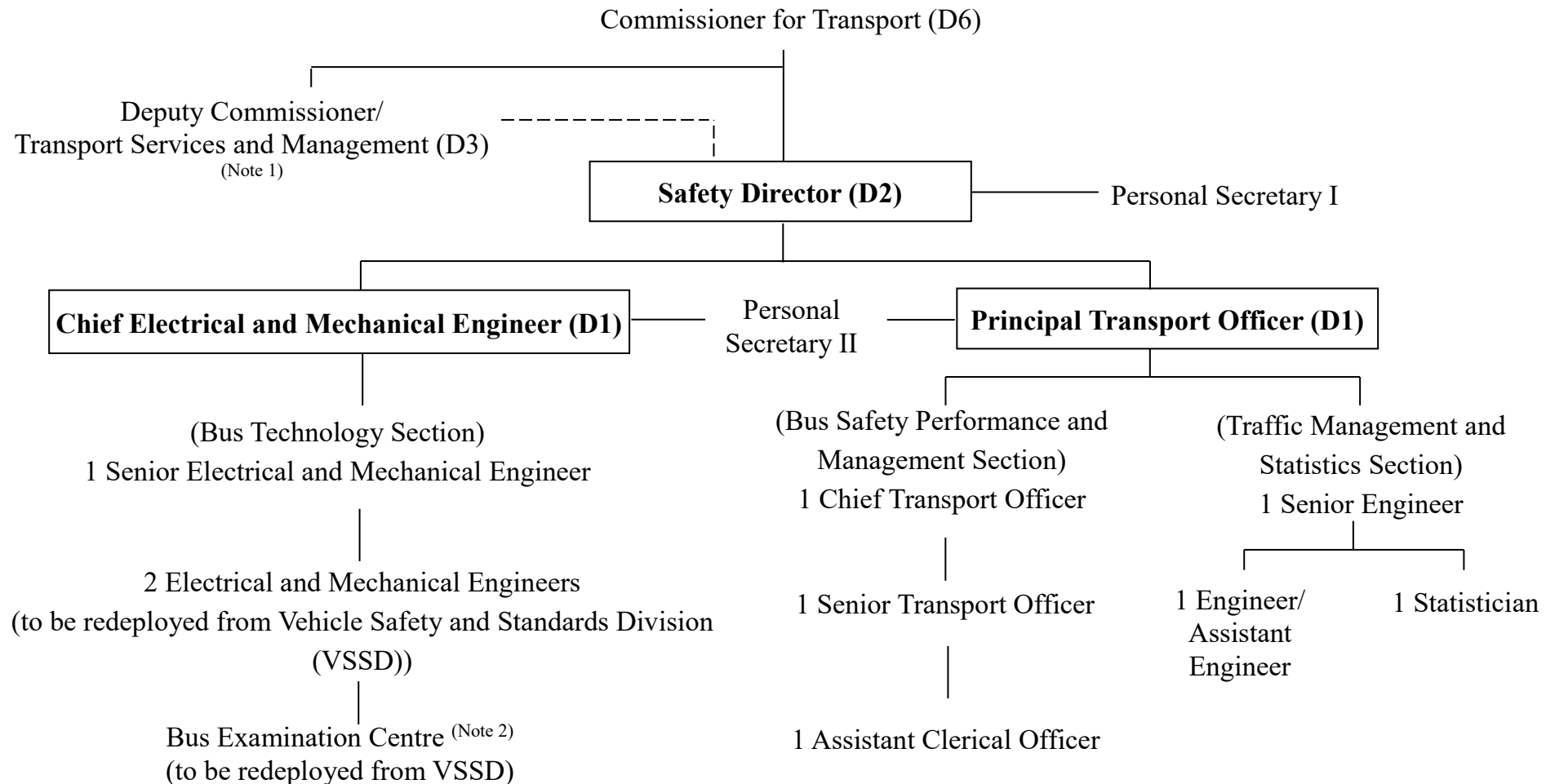
<sup>Note</sup> Franchised bus operators will report this item of SPI upon the full implementation of the requirement of refresher courses as stipulated in the Practice Note on Training Framework for Bus Captains.

## Annex B to Enclosure 1

### “Give Way to Bus” Measures



**Proposed Organisation Chart of the Franchised Bus Safety Team, Transport Department**



**Legend**



Proposed three supernumerary directorate posts for creation

(Note 1) The proposed Safety Director will report to Deputy Commissioner on matters relating to the Committee on Enhancement of Franchised Bus Safety.

(Note 2) Including ten motor vehicle examiners, two vehicle testers and one clerical staff member.

### **Proposed Job Description of Safety Director**

**Post Title** : Safety Director

**Rank** : Assistant Commissioner for Transport (D2)/  
Non-Civil Service Position (D2-equivalent)

**Responsible to** : Commissioner for Transport (C for T)/  
Deputy Commissioner/Transport Services and  
Management<sup>Note</sup>

#### **Main Duties and Responsibilities –**

The post-holder will head the Franchised Bus (FB) Safety Team to steer, advise and coordinate all matters related to safety of FBs and report direct to the C for T. The main duties include –

- (a) To oversee the studying of the feasibility of, and consider the way forward with regard to, the introduction of bus safety related initiatives/regulations/schemes/measures in light of the current operational and regulatory regime of FB operations in four main areas, namely (i) in-vehicle devices and technologies, (ii) bus captain training, fatigue management and working environment, (iii) safety performance management, and (iv) road safety and bus-friendly measures;
- (b) To strengthen the Government's monitoring on the training for bus captains, and formulate a holistic strategy for the development of a structured training and accreditation framework for the FB industry with the training modules and syllabi accredited by Transport Department or its authorised body;
- (c) To oversee a comprehensive study on identification and management of fatigue driving of bus captains in the FB industry in Hong Kong and formulate a comprehensive strategy on fatigue identification and management of bus captains in the FB industry, with a view to continuously devising and overseeing the implementation of measures in relation to

/fatigue .....

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<sup>Note</sup> The Deputy Commissioner/Transport Services and Management (DC/TSM) will continue to assume the Chairmanship of the Committee on Enhancement of Franchised Bus Safety, while the proposed Safety Director will chair the two Sub-committees under the Committee and will report to DC/TSM on matters related to the Committee.



fatigue management, working hour guidelines and rest breaks for bus captains, and other health and well-being considerations of bus captains in the unique operating environment in Hong Kong so that FB operators could devise measures at the levels of bus fleets and individual bus captains;

- (d) To review and initiate enhancement of the existing regulation on FB safety through legislative and/or franchise requirements;
- (e) To oversee the accident trends, safety performance of FBs and individual FB operators, identification of causes of accidents, and formulation and implementation of road safety and bus-friendly measures;
- (f) To keep abreast of the latest bus safety design/development/initiatives/devices/technologies in the world and keep close liaison with relevant authorities/organisations in other jurisdictions as necessary;
- (g) To oversee, coordinate and monitor the implementation of actions and initiatives under the Committee on Enhancement of FB Safety;
- (h) To keep close liaison with the Safety Directors of the FB operators in the monitoring of their work progress and the effective implementation of various schemes/measures;
- (i) To oversee the implementation of education and publicity activities related to FB safety;
- (j) To participate in global benchmarking group/forum/association on public bus services; and
- (k) To oversee the applicability of the above safety related technological devices on other public transport vehicles such as non-franchised bus where appropriate.

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**Proposed Job Description of  
Principal Transport Officer/Bus Safety**

**Post Title** : Principal Transport Officer/Bus Safety

**Rank** : Principal Transport Officer (D1)

**Responsible to** : Safety Director

**Main Duties and Responsibilities –**

The post-holder will head the Bus Safety Performance and Management Section and Traffic Management and Statistics Section of the Franchised Bus (FB) Safety Team, who provides professional support to the Safety Director and coordinates actions within the FB Safety Team in taking forward cross-sectional matters. The main duties include –

- (a) To assist the Safety Director in the provision of professional support and advice on matters related to FB safety performance and management;
- (b) To oversee the monitoring on the safety performance of the FB industry and individual FB operators;
- (c) To oversee the implementation of the Guidelines on Bus Captain Working Hours, Rest Times and Meal Breaks and conduct reviews from time to time;
- (d) To supervise the study on the identification of fatigue and fatigue management of bus captains for developing a comprehensive strategy on fatigue identification and management of bus captains in the FB industry with on-going reviews on the requirements on the working and rest hours for bus captains, and other health and well-being considerations of bus captains in the unique operating environment in Hong Kong so that FB operators could devise measures at the levels of bus fleets and individual bus captains;
- (e) To supervise the monitoring of the implementation and continuous review of the Practice Note on Training Framework for FB captains for evaluating the effectiveness of the bus captain training system;
- (f) To oversee the implementation of measures and actions for enhancing the working environment of and facilities for bus captains, including initiatives for protecting the bus captains from abusive communication or behaviour;

/(g) .....

- (g) To head and oversee the “Traffic Management and Statistics Section” which will assist in on-going monitoring of the route risk assessment by the FB operators, analysing the accident statistics and trends related to buses and safety performance of FB operators, and based on the assessment findings, develop and implement necessary road traffic improvement and bus-friendly measures and collaborate with Road Safety and Standards Division to undertake road safety audits in the concerned areas as appropriate;
- (h) To oversee the provision of secretariat support for the Committee on Enhancement of FB Safety;
- (i) To monitor the coordination of education and publicity activities related to FB safety;
- (j) To coordinate the applicability of the safety related technological devices on other public transport vehicles such as non-franchised bus where appropriate; and
- (k) To assume the overall coordination role on matters involving different sections of the FB Safety Team for reporting and necessary actions, as well as to keep close liaison with the FB operators in the monitoring of their work progress and the effective implementation of various schemes/measures.

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**Proposed Job Description of  
Chief Electrical and Mechanical Engineer/Bus Safety**

**Post Title** : Chief Electrical and Mechanical Engineer/Bus Safety

**Rank** : Chief Electrical and Mechanical Engineer (D1)

**Responsible to** : Safety Director

**Main Duties and Responsibilities –**

The post-holder will head the Bus Technology Section of the Franchised Bus (FB) Safety Team, who provides professional support to the Safety Director. The main duties include –

- (a) To assist the Safety Director in the provision of professional support and advice on the formulation of policies, strategies and initiatives on FB safety issues;
- (b) To oversee vehicle safety requirements and enhancement in respect of the design, specification, construction, engines and engineering techniques, in-vehicle device, installations, equipment, fleet management system, and other facilities for bus captains and passengers for buses;
- (c) To manage the identification and trial of appropriate safety technologies and safety devices on FBs;
- (d) To oversee the existing regulatory and administrative framework on FB safety and formulate new requirements as well as up-to-date technical and safety standards to regulate FB safety in connection with the application of new vehicle technologies in FBs;
- (e) To formulate new requirements as well as technical and safety standards to uplift the safety level of FBs;
- (f) To coordinate and liaise with government bureaux/departments, bus manufacturers, local bus suppliers/agents, FB operators and relevant stakeholders for implementation of measures and initiatives to enhance FB safety;
- (g) To administer the follow-up actions on various initiatives/measures as endorsed by the Committee on Enhancement of FB Safety;

/(h) .....

- (h) To study the feasibility of introducing a new framework of quality assurance scheme for the design and maintenance of buses;
- (i) To provide professional advice on design, development and upgrading of ancillary facilities to suit the operation and maintenance of new models of FBs and non-franchised buses; and
- (j) To oversee the type approval, pre-registration inspection, annual vehicle examination and spot checks for buses.

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**Revised Job Description of  
Chief Electrical and Mechanical Engineer/Vehicle Safety and Standards**

**Post Title** : Chief Electrical and Mechanical Engineer/Vehicle Safety and Standards

**Rank** : Chief Electrical and Mechanical Engineer (D1)

**Responsible to** : Assistant Commissioner/Administration and Licensing

**Main Duties and Responsibilities –**

The post-holder heads the Vehicle Safety and Standards (VSS) Division under the Administration and Licensing Branch consisting of engineers and motor vehicle examiners. The main duties include –

- (a) To oversee and monitor general vehicle safety monitoring and control, such as the operation of vehicle examination centres of Transport Department<sup>1</sup>, the vehicle type approval process and vehicle recall exercise, outsourcing of vehicle examination services and manage the team performance in terms of the compliance of enforcement guidelines;
- (b) To administer, review, update and enforce the Road Traffic Ordinance (Cap. 374) and Road Traffic (Construction and Maintenance of Vehicles) Regulations (Cap. 374A), in relation to the vehicle technical standards and physical roadworthiness examination of vehicles in Hong Kong to meet international standards and practices<sup>2</sup>;
- (c) To assess new vehicle technologies, international standards and practice, nurture the deployment of new vehicle technologies in Hong Kong such as camera-monitor system and various advance driving assistance systems, etc.;

/(d) .....

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<sup>1</sup> The proposed new CEME in the Franchised Bus Safety Team (i.e. CEME/Bus Safety) will take over the duty for overseeing and monitoring vehicle examinations of franchised buses (FBs) and non-franchised buses, including the minimum specification for FBs, as well as type approval, pre-registration inspection, annual vehicle examination and spot checks for FBs, and the improvement actions for enhancing bus safety.

<sup>2</sup> CEME/Bus Safety will take over part of the task related to FBs and non-franchised buses.

- (d) To manage and monitor the service performance of the Designated Car Testing Centres (DCTCs) in Hong Kong, review the DCTC scheme and initiate plans to cope with the need and demand for vehicle examination service;
- (e) To establish and maintain network with local stakeholders of transport industry and overseas transport regulators<sup>3</sup>;
- (f) To lead the development of a regulatory and technical framework to facilitate trials and development of autonomous vehicles (AVs) in Hong Kong, including reviewing the regulatory control framework by comparison with overseas standards, facilitating autonomous vehicle trials through development of regulatory sandbox, conducting technical assessment on the AVs and liaison with relevant stakeholders<sup>4</sup>;
- (g) To formulate the regulatory control framework and develop technical requirements for new designs of wheelchair accessible barrier-free vehicles to suit local environment, such as “Drive-from-wheelchair” vehicles, internal-transfer wheelchair accessible barrier-free vehicles, wheelchair docking system, etc.<sup>4</sup>; and
- (h) To assist supervisor in the provision of professional support and advice on vehicle safety and vehicle examination services, and handling general and administrative matters.

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<sup>3</sup> CEME/Bus Safety will take over part of the liaison work involving stakeholders of bus industry and trade. He/she will maintain the network with the local and overseas bus operators, regulators and bus manufacturers.

<sup>4</sup> CEME/VSS will take up two new tasks set out in items (f) and (g).

**Major Duties of Existing Assistant Commissioners for Transport,  
Principal Transport Officers and Chief Electrical and Mechanical Engineer  
of Transport Department**

All the Assistant Commissioners for Transport (AC for Ts), Principal Transport Officers (PTOs) and Chief Electrical and Mechanical Engineer (CEME) of Transport Department (TD) are fully engaged with their respective duties. The details are as follows –

**(I) AC for T**

**Assistant Commissioner/Bus and Railway (AC/BR)**

2. AC/BR heads the Bus and Railway Branch. With the directorate support of three PTOs (D1), AC/BR oversees the planning, development and regulation of franchised bus services, planning and policy matters of non-franchised bus services and public transport interchanges (PTIs), planning and finance of tram services and monitoring of existing heavy rail, Light Rail and Guangzhou-Shenzhen-Hong Kong Express Rail Link services; maintaining of coordinated network of public transport services along rail corridors; provision of transport inputs for the planning and implementation of new railways/strategic highway projects, etc. AC/BR has to monitor the financial performance of the bus companies and Hong Kong Tramways and handle bus and tram fare increase applications. In the coming years, AC/BR has to be heavily engaged in overseeing the planning of new bus service networks and associated bus facilities to meet the transport needs in the New Development Areas (NDAs) including Kai Tak, Hung Shui Kiu and Yuen Long South; the work for the service readiness for the full commissioning of MTR Tuen Ma Line and extension of East Rail Line to Admiralty, as well as reviewing and re-organising the public transport networks in association with the two new railway lines. AC/BR also has to lead the franchise renewal exercise of New World First Bus Services Limited (NWFB), Long Win Bus Company Limited (LW) and Citybus Limited (Citybus) (Franchise for Airport and North Lantau Bus Network) in 2023.

**Assistant Commissioner/Administration and Licensing (AC/AL)**

3. AC/AL heads the Administration and Licensing Branch. With the directorate support of a Principal Executive Officer (D1) and a CEME (D1), AC/AL oversees five divisions with core businesses covering the licensing of vehicles and drivers; examining and inspecting all vehicles in Hong Kong; overseeing the policy and operational matters on driving tests and monitoring designated driving schools and car testing centres, licensing of private and restricted driving instructors;

/steering .....



steering on overall prosecution of traffic offences, transport offences related to passenger service licences and transport offences occurred in government transport infrastructures; and maintaining the Vehicles and Drivers Licensing Integrated Data System and other e-business systems to support TD's core businesses of vehicle and driver licensing, training, testing and enforcement. In the coming years, AC/AL has to take the leading and coordinating role in TD in studying the regulatory and legal frameworks to facilitate trial and development of autonomous vehicles in Hong Kong. Besides, AC/AL is engaging fully in overseeing the development of e-licensing of vehicle and driving licences.

#### **Assistant Commissioner/Management and Paratransit (AC/MP)**

4. AC/MP heads the Management and Paratransit Branch. With the directorate support of two PTOs, AC/MP oversees the management and operations of transport infrastructure and services including government tunnels, bridges, Tsing Ma/Tsing Sha Control Areas, parking meters, government car parks, the selection of the contractors to manage, operate and maintain these infrastructures and the monitoring of the contractors' performance; as well as the overall operation of the Emergency Transport Coordination Centre for handling the traffic and transport incidents over the territory. AC/MP is also responsible for taking forward the policy and planning of minor public transport modes including taxi, ferry and public light bus services and related facilities, including formulating related regulatory measures for the services. The Disabled Transport Section, the Public Transport Fare Concession Scheme Section and the Public Transport Fare Subsidy Scheme Section under AC/MP take care of transport services for persons with disabilities, the Government Public Transport Fare Concession Scheme for the Elderly and Eligible Persons with Disabilities (\$2 Concession Scheme) and the Public Transport Fare Subsidy Scheme (PTFSS). In the coming years, AC/MP has to oversee various new initiatives, including the implementation of free flow tolling system for all government tolled tunnels/road, the implementation of new generation of parking meters, the extension of the Special Helping Measures (SHM) from six major outlying island ferry routes to 14 ferry routes, and implementation of the Vessel Subsidy Scheme to replace the fleets of 11 ferry routes involving some 47 new vessels, trial of hybrid vessels, and review of the PTFSS on the operational arrangements as well as explore ways to incorporate suitable electronic payment means into the PTFSS.

#### **Assistant Commissioner/Urban (AC/U)**

5. AC/U is the head of Urban Regional Office. With the directorate support of two Chief Engineers (D1) and a PTO, he oversees the implementation of traffic management measures to cope with the latest situations of various urban districts. AC/U also has to oversee a number of large-scale development projects,

/including .....

including the Kai Tak Development, Energising Kowloon East, West Kowloon Cultural District, Central Harbour Development, Wan Chai Development Phase II, further development of the Hong Kong Convention and Exhibition Centre, large-scale housing projects in the ex-Anderson Road Quarry site, the ex-Cha Kwo Ling Kaolin Mine site and the ex-Tai Hom Village sites. On top of the above, AC/U is responsible for coordinating the Department's inputs on land supply initiatives and overseeing their traffic impact assessment studies. AC/U also needs to handle matters relating to operation of pedestrian schemes to meet the public aspiration for improving the overall pedestrian environment.

#### **Assistant Commissioner/New Territories (AC/NT)**

6. AC/NT heads the New Territories Regional Office. With the directorate support of two PTOs and two Chief Engineers, AC/NT oversees the regulation and monitoring of public transport services and district traffic condition, and planning and implementation of traffic improvement schemes and public transport enhancement and rationalisation measures in the New Territories. Besides, AC/NT oversees the regulation of cross-boundary coach and hire-car services, and planning and implementation of facilities and services for the new land boundary control points, especially the Hong Kong-Zhuhai-Macao Bridge and the recently commissioned Liantang/Heung Yuen Wai control point as well as for the reconstruction of Huanggang Port. AC/NT also steers the management of the goods vehicle and cross-boundary coach trades. Similar to AC/U, AC/NT has to oversee a number of large-scale road infrastructure projects and housing developments in the New Territories including Trunk Road T4 and associated Improvement Works in Sha Tin, Hiram's Highway Improvement Stage 1 and Stage 2, widening of Tsuen Wan Road, Castle Peak Road and Tai Po Road (Shatin Section); road infrastructure works and traffic and transport facilities for housing developments in the New Territories.

#### **Assistant Commissioner/Technical Services (AC/TS)**

7. AC/TS, with the directorate support of four Chief Engineers, is responsible for formulating and promoting the smart mobility strategy, developing and implementing smart mobility initiatives, operating and maintaining the Area Traffic Control (ATC) and Closed Circuit Television (CCTV) systems, formulating and reviewing road safety policy and standards, conducting road safety researches, implementing road safety initiatives and road safety audit. On smart mobility, AC/TS is overseeing the continuous enhancement of the Transport Information System and TD's mobile application "HKeMobility", implementation of the pilot real-time adaptive traffic signal system, setting up a Smart Traffic Fund to promote the research and application of vehicle-related innovation and technology, and

/developing .....

developing a traffic data analytics system in collaboration with the Office of the Government Chief Information Officer. On traffic control, apart from the routine operation and maintenance of the ATC and CCTV systems, AC/TS oversees the pilot implementation of technological devices at signalised crossings to meet the demand of aging population and enhanced electronic audible traffic signals for the visually impaired persons. In addition, AC/TS is tasked to implement Speed Enforcement Camera and Red Light Camera as well as the trials on Average Speed Camera System. AC/TS has also been overseeing the implementation of various road safety improvement measures and enhancement of TD's road safety management system. In particular, TD is implementing Road Safety Audit so as to further enhance the current road safety management system by strengthening the performance evaluation and auditing work.

### **Assistant Commissioner/Planning (AC/P)**

8. AC/P heads the Planning Branch. With the directorate support of three Chief Engineers, AC/P provides input and support in formulating macro transport management policies and strategies, directs the conduct of major and strategic transport planning studies, and oversees the planning and development of new strategic highway projects. As regards implementation of major transport infrastructure including new strategic roads and new rail links, AC/P provides traffic engineering input throughout the construction and commissioning process. AC/P is also responsible for the formulation of cycling policy including the improvement and upgrading of cycling infrastructure. In recent years, the Government has been pressing ahead with mitigation of traffic congestion and increasing the provision of car parking spaces. Through multi-pronged approaches, AC/P is responsible for initiating more public vehicle park projects under the "single site, multiple uses" principle, and drawing up the toll strategy and hierarchy for tolled tunnels and road by adopting the concept of congestion charging and the principle of "efficiency first".

## **(II) PTO**

### **PTO/Bus and Railway 1 (PTO/BR1)**

9. PTO/BR1 assists AC/BR in overseeing the planning, development and regulation of three bus franchises, namely the Kowloon Motor Bus Company (1933) Limited, Citybus (Franchise for Hong Kong Island and Cross-harbour Bus Network) and NWFB, which include conducting bus network reviews and pursuing bus route rationalisation, so as to promote the efficiency of the bus service network and improve service quality; exploring the provision of more diversified bus services; monitoring the financial performance of the bus companies; handling bus

/fare .....

fare increase applications; and monitoring the regulation and safety of bus services, etc. In the coming years, PTO/BR1 has to be heavily engaged in overseeing the planning of new bus service networks and associated bus facilities to meet the transport needs in the NDAs including Kai Tak, Hung Shui Kiu and Yuen Long South; preparing for the franchise renewal exercise of NWFB in 2023.

### **PTO/Bus and Railway 2 (PTO/BR2)**

10. PTO/BR2 assists AC/BR in monitoring the existing domestic railway services and related operations; formulating performance requirements and monitoring the service readiness for commissioning the new railways; planning and finance of tram services; handling tram fare increase applications; managing the non-franchised bus trade; and implementing the measures for improving the environment for PTIs which include planning of ancillary facilities for passengers and franchised bus operators at the PTIs, as well as monitoring the air quality of the covered PTIs managed by the Government. In the coming years, PTO/BR2 has to be heavily engaged in the preparatory works for the service readiness for the full commissioning of MTR Tuen Ma Line and extension of East Rail Line to Admiralty. PTO/BR2 will also oversee the pilot project for upgrading of the Ma On Shan PTI to be completed in 2022.

### **PTO/Bus and Railway 3 (PTO/BR3)**

11. PTO/BR3 assists AC/BR in monitoring the Guangzhou-Shenzhen-Hong Kong Express Rail Link; providing advice on the planning of various new railways (including the new railway network recommended in the Railway Development Strategy 2014); studying and implementing public transport re-organisation plans relating to the commissioning of the new railways. PTO/BR3 also assists AC/BR in overseeing the planning, development and regulation of three bus franchises, namely Citybus (Franchise for Airport and North Lantau Bus Network), LW and New Lantau Bus Company (1973) Limited; handling bus fare increase applications; and monitoring the regulation and safety of bus services, etc. In the coming years, PTO/BR3 has to be heavily engaged in reviewing and re-organising the public transport networks in association with the full commissioning of MTR Tuen Ma Line and extension of East Rail Line to Admiralty; preparing for the franchise renewal exercise of LW and Citybus (Franchise for Airport and North Lantau Bus Network) in 2023.

### **PTO/Management (PTO/M)**

12. PTO/M assists AC/MP in supervising and monitoring the management, operations and maintenance of government transport facilities/infrastructures and services including government tunnels,

/bridges .....

bridges, Tsing Ma/Tsing Sha Control Areas, parking meters, government carparks, the Central to Mid-Levels Escalator System and the Austin Road Cross Boundary Coach Terminus. PTO/M is responsible for the selection of the contractors to manage, operate and maintain these facilities/infrastructures and services, and the monitoring of the contractors' performance. PTO/M is in charge of the overall operation of the Emergency Transport Coordination Centre for handling the traffic and transport incidents over the territory. PTO/M also provides inputs on the legislative, management and operational aspects of new major highways, bridges and tunnels. PTO/M is also responsible for handling tendering matters relating to management contracts of the abovementioned government transport facilities/infrastructures and services, as well as re-tendering of existing contracts due to expire. In the coming years, PTO/M has to oversee various new initiatives, including the implementation of free flow tolling system for all government tolled tunnels/road, and the implementation of new generation of parking meters.

### **PTO/Ferry and Paratransit (PTO/FP)**

13. PTO/FP assists AC/MP in the formulation and review of policy on development of taxi services, ferry services, transport services for persons with disabilities, overseeing the daily operations and review of the \$2 Concession Scheme and the PTFSS; planning new licensed ferry services, overseeing the regulation and monitoring of the operation of franchised and licensed ferry services; planning and monitoring the rebus services under the purview and subvention of Labour and Welfare Bureau (LWB); and overseeing the management of the taxi trade. In the coming years, PTO/FP will be the main driver for implementing the extended SHM from six major outlying island ferry routes to 14 ferry routes, and the implementation of the Vessel Subsidy Scheme. PTO/FP is also playing a key role in assisting LWB to implement the extension of the \$2 Concession Scheme to people aged between 60 and 64.

### **PTO/New Territories 1 (PTO/NT1)**

14. PTO/NT1 assists AC/NT in overseeing matters relating to public transport services in Sha Tin, Tai Po, Tsuen Wan, Kwai Tsing, Sai Kung and North Districts, which include providing appropriate transport facilities with a view to taking account of the demand for and the development of public transport services; assessing, planning, implementing and reviewing public transport services and facilities to tie in with the development of NDAs and new town extension projects in the aforesaid districts; co-ordinating and monitoring the services of franchised bus and green minibus in the New Territories; monitoring the handling of enquiries and complaints in the aforesaid districts; managing the goods vehicle trade. In the coming years, PTO/NT1 plays a leading role in overseeing the planning of public transport services and facilities planning matters for NT East (including Fanling and Sheung Shui).

/PTO .....

## **PTO/New Territories 2 (PTO/NT2)**

15. PTO/NT2 assists AC/NT in overseeing matters relating to public transport services in Tuen Mun, Yuen Long and Islands Districts, which include providing appropriate transport facilities with a view to taking account of the demand for and the development of public transport services; assessing, planning, implementing and reviewing public transport services and facilities to tie in with the development of NDAs and new town extension projects in the aforesaid districts; planning and monitoring local and cross-boundary transport services for existing and new boundary control points; co-ordinating and monitoring the non-franchised bus services in the New Territories; monitoring the handling of enquiries and complaints in the aforesaid districts; and managing the cross-boundary coach trade. In the coming years, PTO/NT2 has to oversee the planning of public transport services and facilities in NT West (including Hung Shui Kiu and Yuen Long South NDAs). Besides, PTO/NT2 has to handle the regulation of cross-boundary coach and hire car services, and planning and implementation of public transport services and facilities for the various boundary control points.

## **PTO/Urban (PTO/U)**

16. PTO/U assists AC/U in overseeing matters relating to public transport services in the entire Urban Region, which include providing appropriate transport facilities with a view to taking account of the demand for and the development of public transport services; assessing, planning, implementing and reviewing public transport services and facilities to tie in with the development and re-development in the Urban Region; co-ordinating and steering the services of franchised bus, green minibuses and non-franchised bus in the Urban Region; monitoring the handling of enquiries and complaints in the Urban Region. In addition, PTO/U oversees the operation of the Public Light Bus (PLB) Section of the Ferry and Paratransit Division, which is responsible for managing the PLB trade and planning and policy matters relating to PLB. In the coming years, PTO/U has to play a leading role for transport service planning and operation matters in urban areas including the Kowloon East and Kai Tak NDA. PTO/U will also assist in conducting regular reviews on the planning, development and regulation of PLB (including red minibuses and green minibuses) to ensure its operational and financial sustainability.

## **(III) CEME**

### **CEME/Vehicle Safety and Standards (CEME/VSS)**

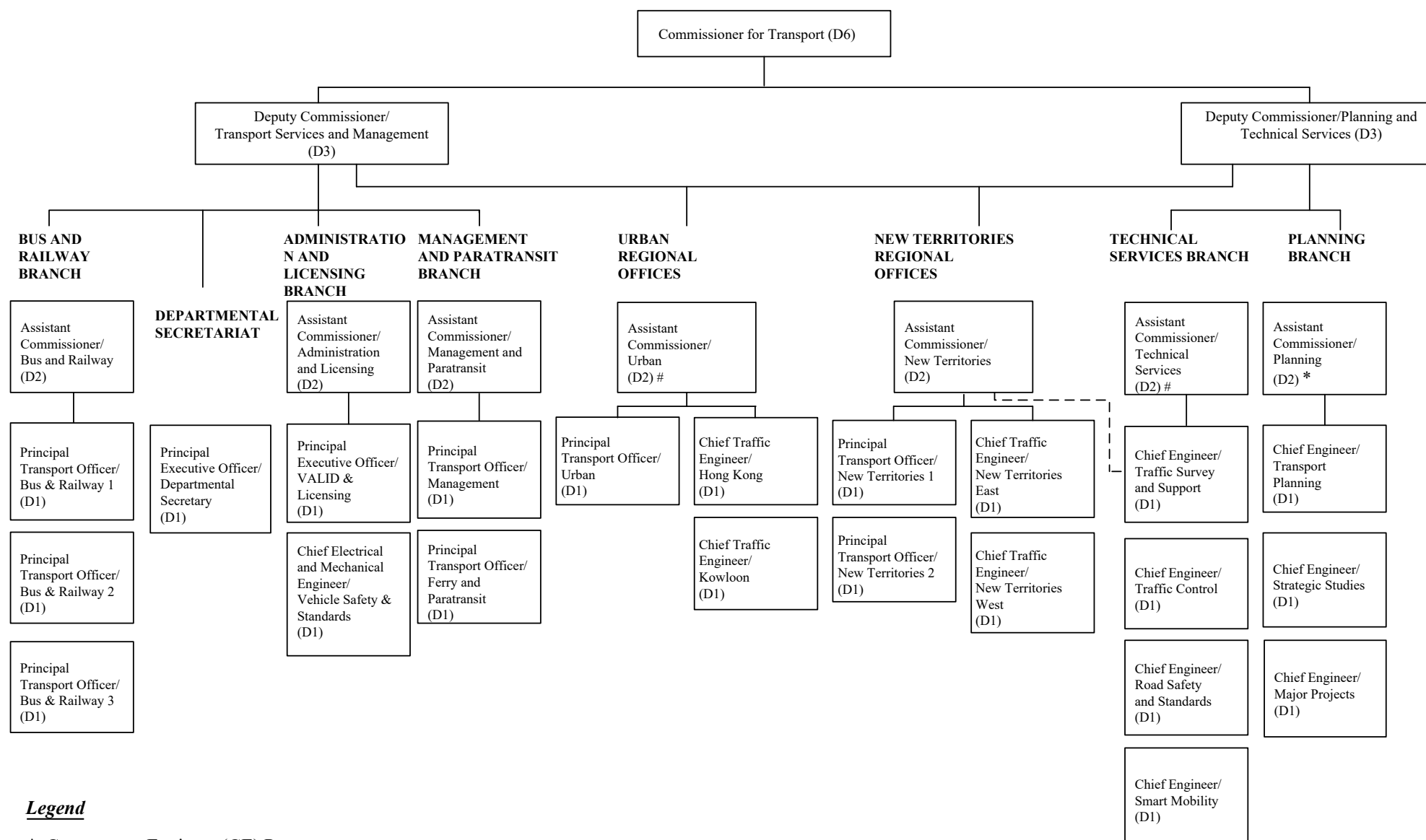
17. CEME/VSS assists AC/AL in the formulation of policies on vehicle safety and vehicle examination services, to administer and enforce the Road Traffic Ordinance (Cap. 374) and Road Traffic (Construction and Maintenance of

/Vehicles) .....

Vehicles) Regulations (Cap. 374A) in relation to the vehicle safety standards and physical roadworthiness examination of vehicles, to coordinate and liaise with stakeholders for the introduction of environmental friendly vehicles including electric vehicles as well as providing advice on the introduction of new vehicles with alternative fuel (e.g. fuel cell vehicles) and new innovative vehicles, to oversee the vehicle examination operation as well as to manage and monitor the service performance of the Designated Car Testing Centres (DCTCs), to review the existing DCTC scheme and initiate plan to cope with the need and demand for vehicle examination services and to lead the implementation of the recommendations of the Independent Commission Against Corruption in strengthening the DCTC's operation and monitoring, etc.

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**Transport Department**  
**Existing Organisation Chart of Directorate Officers**



**Legend**

\* Government Engineer (GE) Post

# Supernumerary GE post held against Assistant Commissioner for Transport post



**Transport Department**  
**Organisation Chart of Directorate Officers**  
**(after the proposed creation of three directorate posts)**

