

**For discussion
on 20 November 2020**

Legislative Council Panel on Transport

**Staffing Proposal for the Walkability Project Management Office
and the Regional Offices of the Highways Department**

PURPOSE

This paper seeks Members' views on a proposal to create the following six permanent directorate posts in the Highways Department (HyD) –

- (a) one permanent Principal Government Engineer (PGE) (D3) post and three permanent Chief Engineer (CE) (D1) posts in the Walkability Project Management Office (WPMO) to be established, to deliver relevant projects under the “Walk in Hong Kong (HK)” policy; and
- (b) one permanent CE (D1) post each in the New Territories (NT) Regional Office and Urban Regional Office to strengthen dedicated directorate support, so as to cope with the substantial increase in workloads related to highway maintenance and district road administration in recent years in the two Regional Offices mentioned above, and to provide professional advice on and support to the development and improvement of roads related to the land supply and land use strategic planning.

JUSTIFICATION

(I) The need for establishing the WPMO in HyD

Works relating to the concept of “Walkable City”

2. The Government announced in the 2017 Policy Address to proactively take forward the “Walk in HK” policy with a view to creating a pedestrian-friendly environment, thereby encouraging citizens to walk more and rely less on motorised transport so as to develop Hong Kong into a “Walkable City”. Moreover, in view of the ageing population, we hope to build an age-friendly community as soon as possible, so as to facilitate access by the elderly and people in need, and to avoid them being exposed to the inclement weather while walking

along the frequently-used walkways. “Walk in HK” is not only a transport policy, but also an integral part of various policies of the Government to encourage the citizens to adopt a healthy lifestyle, enhance community interaction and build an age-friendly environment, etc. which are instrumental to the sustainable development of Hong Kong. Our policy objective is to enhance the overall walkability of Hong Kong to facilitate citizens to commute, connect and enjoy, making walking an integral part of Hong Kong’s sustainable development.

3. HyD has been playing an active role in implementing the “Walk in HK” policy and taking forward projects related to the concept of “Walkable City” (hereinafter referred to as “walkable-city” projects). The background, implementation progress and way forward of the “walkable-city” projects are elaborated in the ensuing paragraphs –

(a) Universal Accessibility (UA) Programme

- (i) The Government has been installing barrier-free access facilities at public walkways. The Government launched the UA Programme in August 2012 to proactively provide more barrier-free access facilities (i.e. elevators and ramps) to enhance the convenience of the public in using public walkways.
- (ii) In order to benefit more people, since the launch of the UA Programme in 2012, the scope of the UA Programme has been expanded with a view to covering more walkways. Initially, the UA Programme only covered public walkways maintained by HyD which had not been equipped with any barrier-free access facilities. Since then, the scope of the UA Programme has been expanded to cover existing public walkways which have standard ramps, provided that certain criteria are met¹ and no land resumption would be involved to ensure the proper use of public funds.
- (iii) In response to public demand, the Government announced in 2019 that a Special Scheme would be launched under the UA Programme to retrofit lifts at footbridges, subways and elevated walkways of the following three types of housing

¹ Relevant criteria include –

- (a) The walkways span across public roads maintained by HyD;
- (b) The walkways are open for public access from public roads at all times;
- (c) The walkways are not privately owned; and
- (d) The parties responsible for the management and maintenance of the walkways agree to such lift retrofitting proposals and are willing to cooperate with the Government during the implementation of the retrofitting works for the said lifts as well as the subsequent management and maintenance works of the lifts.

estates under the Hong Kong Housing Authority (HA), namely estates under the Tenants Purchase Scheme (TPS) and the Buy or Rent Option Scheme, and public rental housing estates with properties divested.

- (iv) As of October 2020, 165 items of retrofitting barrier-free access facilities under the UA Programme have been completed and opened for public use, while about 60 are under construction and 150 are under planning or design. HyD will continue to press ahead with the implementation of these items in order to benefit the elderly and people in need.

(b) Hillside Escalator Links and Elevator Systems (HEL)

- (i) Most parts of Hong Kong are hilly, and developments are often built on uphill areas and citizens have to walk up and down the slopes for commuting. HEL projects can enhance the accessibility of uphill areas and facilitate people to commute, reducing their reliance on road-based transport. In 2009, the Transport Department (TD) engaged a consultant to establish an assessment mechanism for prioritising the implementation of HEL projects for more efficient allocation of resources in implementing these proposals. Among the 18 ranked HEL proposals, five proposals have been completed and are open for public use², three are under construction supervised by HyD³, while the remaining 10 proposals are under planning, investigation and design⁴.
- (ii) TD commenced another consultancy study in 2017 to review and revise the assessment mechanism for HEL proposals as established in 2009. HyD will provide full support to TD to

² The five HEL proposals that have been completed and are open for public use include Pedestrian Link at Tsz Wan Shan, Yuet Wah Street Pedestrian Linkage, Lift and Pedestrian Walkway System between Lai King Hill Road and Princess Margaret Hospital, Lift and Pedestrian Walkway System at Waterloo Hill and Lift, and Pedestrian Walkway System at Cheung Hang Estate, Tsing Yi.

³ The three HEL proposals that are under construction include Lift and Pedestrian Walkway System between Kwai Shing Circuit and Hing Shing Road, Lift and Pedestrian Walkway System between Tai Wo Hau Road and Wo Tong Tsui Street, and Lift and Pedestrian Walkway System between Castle Peak Road and Kung Yip Street.

⁴ The 10 remaining HEL proposals undergoing planning, investigation and design works are being carried out include Escalator Link System between Hong Sing Garden and Po Hong Road, Lift and Pedestrian Walkway System between Saddle Ridge Garden and Sai Sha Road, Lift and Pedestrian Walkway System between Hing Shing Road and Tai Wo Hau Road, Braemar Hill Pedestrian Link, Escalator Link and Pedestrian Walkway System at Pound Lane, Lift and Pedestrian Walkway System between Lai Cho Road and Wah Yiu Road, Pedestrian Link near Chuk Yuen North Estate, Lift and Pedestrian Walkway System at Kung Lok Road, Lift and Pedestrian Walkway System between Lai King Hill Road and Lai Cho Road, and Escalator Link System between Sha Tin Sui Wo Court and MTR Fo Tan Station.

review over 110 new HEL proposals received in the past few years based on the revised assessment mechanism endorsed by the Subcommittee on Hillside Escalator Links and Elevator Systems of the Legislative Council, carry out preliminary technical assessments and draw up alignments, and conduct local consultations for the proposed first batch of items with higher effectiveness, with a view to taking forward these items according to the public works procedures starting from 2021.

- (iii) HEL projects mostly involve retrofitting escalators, elevators or construction of elevated walkways in the vicinity of existing slopes with spatial constraints. Some projects are also located next to private slopes, properties and shops. HyD needs to take into account the actual conditions and geographical environment of individual projects when dealing with various issues during planning, design and construction stages, such as drawing up project alignments, assessing slope safety and the necessary stabilising works, and taking care of the storage and delivery of machinery and materials during construction, etc. It is also necessary to consider local opinions and impacts of the works on the public so as to implement the projects smoothly.

(c) Walkway cover projects

- (i) The Government announced in the 2016 Policy Address to provide covers for walkways connecting to major public transport facilities (including railway stations). HyD and TD have invited the 18 District Councils (DCs) to submit proposals on the alignment of the walkway covers. Currently, the walkway cover project in the North District was completed, nine walkway cover projects in Sai Kung, Kowloon City, Tuen Mun, Yuen Long, Southern District, Kwai Tsing, Yau Tsim Mong, Sham Shui Po and Islands District are under construction respectively, while the remaining eight are in planning or design stages. Besides, starting from early 2021, the HyD will invite the 18 DCs to nominate suitable walkways for provision of covers under the second round walkway cover retrofitting scheme announced in the 2019 Policy Address.
- (ii) It was announced in the 2019 Policy Address that the Government will gradually provide covers for walkways connecting to public hospitals as well as those eligible new and existing walkways based on the relaxed criteria stipulated in

the Transport Planning and Design Manual (TPDM). HyD is carrying out planning and study for about 30 projects related to public hospitals, and will conduct local consultation for individual items progressively.

- (iii) In summary, there are currently over 60 walkway cover projects in various stages of planning, design or construction. For the walkway cover retrofitting projects under the relaxed TPDM criteria as mentioned in paragraph 3(c)(ii) above, HyD will follow up in due course after the items have been selected and confirmed.

(d) Other measures for improving pedestrian connection and walking environment

Apart from the three major categories mentioned in paragraphs 3(a) to 3(c) above, HyD is also responsible for taking forward other measures for improving pedestrian connection and walking environment. Measures currently under study are as follows:

- (a) Construction of pedestrian linkages in the redevelopment projects of four hospitals (including Kwong Wah Hospital, Grantham Hospital, Prince of Wales Hospital and United Christian Hospital) so as to facilitate access by patients and the public. HyD and TD are now reviewing the existing barrier-free access facilities and accessibility of existing pedestrian routes based on the estimated pedestrian flow of these four hospitals, and carrying out feasibility studies and planning of various pedestrian link schemes.
- (b) TD has also conducted the “Pedestrian Connectivity in Hong Kong Island North from Wan Chai to Sheung Wan – Feasibility Study” and the “Consultancy Study on Enhancing Walkability in Hong Kong – Feasibility Study”. Based on the recommendations of the above studies, TD is progressively taking forward proposals for improving the pedestrian network in the Hong Kong Island North (i.e. Sheung Wan, Central, Admiralty and Wan Chai) and trial measures for enhancing walkability in HK in the two pilot areas of Central and Sham Shui Po, including rearranging traffic signs and removing non-essential railings. HyD has completed some of the short term improvement works, and is following up and implementing other proposals, including short to medium-term measures in

other districts, such as widening footpaths and improving pedestrian crossings.

- (c) TD is developing a new set of standard and design for pedestrian wayfinding signage system, through which legible maps will be shown on new wayfinding signage providing information of destinations reachable within five-minute to 15-minute walks, thus facilitating the planning of walking routes. Based on the new standard, HyD and TD will follow up the next phase of work, covering planning, design, procurement and construction. It is expected that the fabrication of the new wayfinding signage will commence in 2021, followed by installation in various districts of Hong Kong in phases.
- (d) The Government has set aside \$8 billion in the 2018 Budget for improving the district facilities in the 18 districts. Among these district facilities improvement projects, HyD is responsible for five of them which are proposed by the DCs and relate to the “walkable-city” concept⁵. HyD is carrying out relevant planning and investigation work.
- (e) In summary, there are at present over 10 projects of relatively larger scale in various stages of formulation, planning and design, including the aforesaid construction of pedestrian linkages in hospital redevelopment projects; and some 100 relatively minor projects for improving pedestrian connection and walking environment at various locations, including the improvement measures recommended in the “Consultancy Study on Enhancing Walkability in Hong Kong – Feasibility Study” as mentioned above. As the aforesaid development / redevelopment / enhancement schemes proceed gradually, we expect that there will be an increase in demand for more pedestrian link facilities and better walking environment.

WPMO

4. All along, HyD has never increased the manpower of directorate officers dedicated to coping with the promulgation of the "Walk in HK" policy, but has

⁵ They include retrofitting of covers for three walkways in Woh Chai Street, Fat Tseung Street and near Lai Chi Kok Park in Sham Shui Po; retrofitting of lift and pedestrian walkway to connect Tai Loong Street and Wo Yi Hop Road in Kwai Tsing; enhancing pedestrian links connecting to Morse Park in Wong Tai Sin; retrofitting of elevator system in Kwun Tong to connect Kai Tin Road and Lei Yue Mun Road; and retrofitting of a footbridge to connect MTR Fanling Station to Luen Wo Hui in the North District.

only utilised the existing manpower across different offices / divisions to handle such work. The arrangement is undesirable and has affected the progress of these projects which benefits the public.

5. As we take forward more “walkable-city” projects, HyD has an urgent need to establish a dedicated WPMO to coordinate and manage relevant “walkable-city” projects, with a view to generating synergy among different stages of planning, design, public consultation, procurement and construction, etc. As these projects share a common goal to enhance accessibility and overall walkability of pedestrian walkways, when implementing these projects, WPMO can consider the overall coordination and planning holistically among different projects so as to ensure that the pedestrian walkways can exhibit district characteristics. Moreover, if these projects are managed by a dedicated office, we can coordinate the preparatory work (e.g. retrieving records of underground utilities from utility undertakings), implementation programmes and procurement arrangement of various projects, and consider merging some of the projects under one single works contract as appropriate to minimize works interface and facilitate centralized supervision, thereby enhancing cost-effectiveness and expediting project delivery.

6. Besides, having WPMO to centrally coordinate the “walkable-city” projects will enable HyD to hold discussions with various stakeholders (including DCs and members of the public) on the “Walkable City” concept and implementation of related projects in a more systematic and focused manner, allowing us to understand the local opinions on the pedestrian network and associated facilities so as to build early consensus.

The need for creating one permanent PGE (D3) post and three permanent CEs (D1) posts

7. We propose that the WPMO be headed by one PGE (D3) (to be designated as Project Manager/Walkability (PM/Walkability)) with the support of three dedicated CEs (D1) (to be designated as Chief Highway Engineer/Universal Accessibility (CHE/UA), Chief Highway Engineer/Pedestrian Hillside Link (CHE/PHL) and Chief Highway Engineer/Pedestrian Link (CHE/PL) respectively) to steer, oversee and coordinate all “walkable-city” projects.

PM/Walkability

8. One PGE (D3) is needed to take up the role of PM/Walkability to manage the Universal Accessibility Works Division, Pedestrian Hillside Link Works Division, and Pedestrian Link Works Division to be established under the WPMO. He/She will oversee all projects related to barrier-free access facilities, HEL projects, walkway covers, measures for enhancing walkability in HK as well as other pedestrian link and walking environment improvement projects under his/her purview; coordinate the planning and design of various projects in the same region to ensure that the design of pedestrian walkway can exhibit district characteristics; coordinate and manage relevant consultancy studies and works contracts; formulate public consultation strategies; coordinate implementation programmes and procurement arrangements of various projects as appropriate; supervise and provide guidance to the three CEs in respect of resources planning, monitoring of works progress and strengthening of contract management, administration and financial control work. He/She will also provide high-level steer to formulate suitable alignments and pedestrian facilities improvement schemes, as well as to promote cooperation of all parties (including the construction industry practitioners and contractors, etc.) so as to expedite the works progress and enhance cost-effectiveness.

9. In view of the diversity of the “Walkable City” concept, the broad scope of work and substantial numbers of projects involved, as well as the increasing demand from the public for various facilities mentioned above, HyD is facing more challenges which require the steer of a PGE in overcoming the challenges encountered during the course of taking forward the “walkable-city” projects. Therefore, WPMO should be led by a senior directorate officer who possesses the necessary experience, foresight and leadership to widely promote innovative design, engineering and management techniques, including encouraging the adoption of Building Information Modelling, Modular Integrated Construction and Early Contractor Involvement, etc. from a policy perspective with a view to expediting implementation of the projects and showcasing district characteristics.

10. Moreover, PM/Walkability is required to provide professional advice and support to the Transport and Housing Bureau (THB) so as to assist THB in taking forward the “Walk in HK” policy and prioritising the implementation of relevant projects.

11. Currently, supervision of projects under the “Walk in HK” policy are shared by Deputy Director of Highways (DDHy) and Project Manager/Major Works (PM/MW) on top of their own schedules. Apart from assisting Director of Highways in administration work, such as the overall management of the Department, formulation of policies, monitoring of departmental expenditures, DDHy has to oversee the work of various divisions at the HQs and the two

Regional Offices (i.e. Urban and the New Territories). PM/MW is responsible for managing a number of mega scale and urgent projects, including the Central Kowloon Route (CKR) and Route 11 which are respectively under construction and planning stages. The workload for these two directorate officers have already exceeded their capacities, and it is not possible for them to steer and take forward on a continual basis over 500 “walkable-city” projects which are mostly in the critical strategic assessment or planning stages. There is thus an urgent and genuine need to create the PM/Walkability post to steer the implementation of various projects under the “Walk in HK” policy that involve construction of local facilities covering the 18 districts in Hong Kong.

12. The job description of the proposed PM/Walkability post is at **Enclosure 1**.

CHE/UA

13. We propose to create a permanent CE (D1) post (designated as CHE/UA) who will lead the Universal Accessibility Works Division to be established and be responsible for the planning, implementation, design and construction of over 200 projects under the UA Programme, and dedicatedly handle the Special Scheme under the UA Programme. As the number of project items involved is substantial and becoming more complicated, it requires a directorate officer to steer and coordinate relevant work.

14. The over 200 projects under the UA Programme mostly involve congested underground utilities, insufficient working space, complicated temporary traffic arrangement, or diversified views of relevant stakeholders, etc., which require the steer of CHE/UA to resolve such problems and expedite the implementation progress. Moreover, CHE/UA will take on the remaining account finalisation work of completed contracts under the UA Programme, and provide directorate support to other road works projects. On the other hand, as the lift retrofitting works under the Special Scheme have to be carried out within the housing estates, HyD is required to explore solutions for resolving easement issues according to the terms of the Deed of Mutual Covenant of individual estates, for the purposes of obtaining relevant owners’ consent to the lift retrofitting works within the estate area and demarcating the management and maintenance responsibilities for the facilities to be constructed between the Government and owners. As the process will involve complicated land ownership and legal issues, we expect that the planning work for the Special Scheme will be more complicated as compared to that in the past. The proposed CHE/UA post will be responsible for liaising with relevant owners or the parties responsible for the management of the land/walkways concerned regarding the detailed arrangement for the right of access to ensure that the Special Scheme can be taken forward smoothly.

15. At present, Chief Engineer 1/Major Works (CE1/MW) in MWPMO of HyD has been providing directorate support to projects under the UA Programme. As CE1/MW is also responsible for managing various large-scale projects (including the Central Kowloon Route and Widening of Lin Ma Hang Road projects, etc.), among which the construction of the Central Kowloon Route project is currently at its critical construction stage. In order to ensure the quality and cost control of this significant project as well as its timely completion according to the schedule, the associated workload has been increasing continuously and it is not possible for CE1/MW to take up the work related to the existing and expanded scope of the UA Programme. Therefore, it is necessary to create the CHE/UA post to be dedicatedly responsible for the UA Programme to provide sufficient directorate support to overcome the new challenges arising from the expanded scope of the UA Programme and ensure that projects under the Special Scheme can be taken forward at the earliest whilst the other over 200 projects under other phases of the UA Programme, which are getting more complicated, can be completed as soon as possible, thereby benefiting the public at the earliest.

16. The job description of the proposed CHE/UA post is at **Enclosure 2**.

CHE/PHL

17. We propose to create a permanent CE (D1) post (designated as CHE/PHL) who will lead the Pedestrian Hillside Link Works Division to be established and take over the implementation of the 13 ranked HEL projects from Chief Highway Engineer/Works (CHE/Works). CHE/PHL will also steer his/her team to support TD to review over 110 new HEL proposals based on the revised assessment mechanism and carry out the subsequent technical feasibility studies, investigation, detailed design, tendering and construction works for the priority proposals.

18. The implementation of HEL proposals involves various considerations such as alignment, pedestrian flow, layout of structures, impact of the projects on the surrounding environment and residents, diversion of underground utilities, etc. HyD has to arrange for gazettal in accordance with the established public works procedures and where necessary, resume the associated land for construction of HEL. The affected members of the public may hold diverging views and opinions towards the alignment and design of the projects, it is therefore necessary for HyD to continuously liaise with relevant stakeholders and put forward viable solutions. As the work mentioned above is extensive and complicated, the creation of the CHE/PHL post can provide directorate support and dedicated steer to the implementation of HEL projects.

19. At present, CHE/Works in the Works Division of HyD has been providing directorate support to the 13 ranked HEL projects under planning, design and construction. However, CHE/Works is concurrently overseeing the work of 17 works sections, including the implementation of several large-scale projects such as upgrading of remaining sections of Kam Tin Road and Lam Kam Road as well as improvement works for Fan Kam Road, etc. As the associated workload has vastly exceeded his/her capacity, CHE/Works can therefore give only limited support on “walkable-city” projects. With the continuing rise in the number of projects undertaken by the Works Division, it is not possible for him/her to take up the follow-up work relating to the aforesaid 13 ranked HEL projects and over 110 new HEL proposals received in the past few years on top of the current duties. Therefore, it is necessary to create the CHE/PHL post to provide sufficient directorate support to effectively manage supervise the 13 ranked HEL projects and coordinate resources to simultaneously take forward the first batch new HEL proposals selected according to the revised assessment mechanism, thereby expediting the overall progress of HEL works.

20. The job description of the proposed CHE/PHL post is at **Enclosure 3**.

CHE/PL

21. We propose to create a permanent CE (D1) post (designated as CHE/PL) to lead the Pedestrian Link Works Division to be established and be responsible for investigation, planning and implementation of over 60 existing walkway cover projects; as well as taking forward some 100 pedestrian link and walking environment improvement works associated with the four hospital redevelopment projects, improvement of pedestrian network in Hong Kong Island North, measures for enhancing walkability in Hong Kong and other district facilities improvement projects, etc.

22. As the affected public might hold diverging views and opinions towards the alignment of some proposed projects, CHE/PL has to maintain close communication with stakeholders, consider and discuss their opinions and demands in respect of walking environment improvement on a regular basis, and provide professional assessment so as to prioritise the projects and formulate strategies for implementation. Moreover, CHE/PL has to closely liaise and coordinate with relevant bureaux, government departments and other organisations during the project implementation. For example, it is necessary for CHE/PL to support PM/Walkability maintain high-level liaison with the Food and Health Bureau, the Hospital Authority and other relevant authorities when taking forward the public hospital walkway cover projects and the pedestrian link and walking environment improvement works under the four hospitals redevelopment projects, with a view to coordinating the projects early in the planning, design and construction stages. CHE/PL will also attend inter-departmental steering

committee meetings on behalf of HyD. For projects involving the facilities of MTR Corporation Limited (MTRCL) such as the pedestrian connection improvement works related to Kwong Wah Hospital redevelopment project, CHE/PL needs to maintain close liaison with the MTRCL to ensure that the projects are properly connected to the MTRCL's facilities in terms of operation, safety, security, emergency evacuation, etc., and such facilities are mutually complementary in the course of construction. Besides, CHE/PL has to lead his/her team to work together with other professionals such as landscape architects, architects and the like so that the project designs can meet the functional needs and be compatible to the surrounding environment while adding vitality to the local community and exhibit its characteristics.

23. Apart from the aforesaid projects under planning, CHE/PL will be responsible for other pedestrian connection and walking environment improvement measures, with a view to fulfilling the public's increasing demand for projects aiming to create a pedestrian-friendly environment.

24. At present, pedestrian connection and walking environment improvement works are handled by the existing manpower in various offices / divisions of HyD on top of their existing workload. They can only cope with the preliminary planning work of some projects. As the current workloads of the CEs in the aforesaid offices / divisions have already exceeded their respective capacities, it is impossible for them to take on the further detailed planning, design and follow-up work associated with the aforesaid over 60 walkway cover projects and over a hundred of pedestrian link and walking environment improvement works. In addition, some of the projects were very complicated. For instance, the project of retrofitting of elevator system in Lam Tin to connect Kai Tin Road and Lei Yue Mun Road in Kwun Tong needs to deal with slope and land with complicated ownership issues and thus requires close liaison with relevant stakeholders; the project of retrofitting of a footbridge to connect MTR Fanling Station to Luen Wo Hui in the North District involves a walking distance of about one kilometer and requires liaison with various stakeholders and exploring different schemes. Therefore, it is necessary to create the CHE/PL post to effectively coordinate and consolidate over 60 existing walkway cover projects and over 100 pedestrian connection and walking environment improvement projects so as to ensure their smooth and expeditious implementation thereby expediting the overall progress.

25. The job description of the proposed CHE/PL post is at **Enclosure 4**.

26. The organisation chart of the proposed WPMO is at **Enclosure 5**.

27. Currently, there are over 500 “walkable-city” projects under preliminary assessment, planning, design or construction. Most of these projects are in critical strategic assessment or planning stages, after which there will be follow-up tasks such as detailed design, tendering and supervision of construction. In addition, with the gradual implementation of the “Walk in HK” policy and relevant projects progressively getting on track, there will be more public demand for “Walkable City” projects. There will be continual demand for these projects to improve the walking environment and facilitating people to commute. As the Government has to take forward these projects on a continual basis, we consider that the four proposed posts should be permanent.

Support by non-directorate officers

28. Apart from the abovementioned directorate posts, HyD will also create 12 non-directorate posts⁶ under WPMO, and internally redeploy 77 non-directorate posts⁷ to support, plan and implement the “walkable-city” projects under the “Walk in HK” policy.

(II) Setting up of the New Territories (Maintenance) Division and Urban (Maintenance) Division respectively under the NT Regional Office and Urban Regional Office of HyD

29. HyD is responsible for the maintenance of public road infrastructure works and road networks. At present, there are two Regional Offices (i.e. the NT Regional Office and Urban Regional Office) in HyD. The work of each Regional Office broadly falls into two categories, namely, highway maintenance and district road administration. For highway maintenance, duties mainly include maintenance of public roads, bridges, tunnels, road furniture, exclusive road drainage and roadside slopes; coordination and control of road opening works; and handling emergencies (due to typhoons, rainstorms, landslips, blockages by debris, road subsidence, etc.) that affect the operation of roads and the related maintenance works. Regarding district road administration, the two Regional Offices are involved in the planning and administration of road infrastructures through offering advice on town plans, land allocations and leases, and public and private sector development proposals; and providing technical advice to the Government and private sector developers on road matters. Moreover, the two Regional Offices also carry out minor road reconstruction and improvement works to cope with the need of their respective regions.

⁶ Including 8 professional grade posts (4 Senior Engineer posts and 4 Engineer/Assistant Engineer posts), 1 technical grade post and 3 general grade posts.

⁷ Including 54 professional grade posts (16 Senior Engineer posts and 38 Engineer/Assistant Engineer posts), 12 technical grade posts and 11 general grades posts.

30. Currently, the two Regional Offices are headed by one Government Engineer (D2) respectively, each with the support of two CEs (D1) and teams comprising professional and technical staff⁸. The four CEs in the two Regional Offices are responsible for the maintenance of about 6 000 kilometer (km) long road lanes, 4 670 highway structures⁹, 12 500 roadside slopes as well as other pedestrian and cycling facilities, and handle about 15 000 works orders¹⁰ each year. Moreover, the two Regional Offices on average assess around 19 000 submissions and development plans related to town planning, land leases as well as development proposals put forward by public and private sectors each year.

31. Since the establishment of HyD in 1986, road networks in Hong Kong have been expanding rapidly and therefore workloads of the two Regional Offices have also increased substantially. The total lane length of carriageway, including expressway, in the territory maintained by the two Regional Offices has increased from about 3 400 km in 1986 to about 6 000 km in mid-2020 (i.e. an increase of around 76%), while the total number of highway structures in the territory maintained by them has increased from about 1 020 in 1986 to about 4 670 in mid-2020 (i.e. an increase of around 358%). However, only one additional CE post has been created in HyD over the years.

32. The current scope of work of the CEs in the two Regional Offices have expanded substantially when compared to those when HyD was established. Following the successive completion and commissioning of a number of large-scale local and cross-boundary transport infrastructure projects in recent years, there has been an increase in the workload of relevant highway maintenance and district road administration works. Final technical vetting, expenditure control and approval of maintenance works have to be carried out by directorate officers. Besides, a certain portion of the works orders mentioned above involve complicated issues such traffic diversion and noise, etc. that requires coordination with relevant government departments which has to be coordinated by directorate officer. It is therefore operationally infeasible for these four CEs to effectively take up the maintenance work of the transport infrastructure projects.

⁸ The two Regional Offices are split into two divisions on a geographical basis. The NT Regional Office has established the New Territories East (NTE) District and Maintenance Division and the New Territories West (NTW) District and Maintenance Division. The Urban Regional Office has established the Hong Kong (HK) District and Maintenance Division and Kowloon (Kln) District and Maintenance Division. The divisions are each headed by a CE (i.e. CHE/NTE, CHE/NTW, CHE/HK and CHE/Kln) responsible for highway maintenance and district road administration work of their respective districts.

⁹ They including about 1 450 footbridges and subways, 1 000 flyovers, 20 tunnels, 900 gantry signs, 500 noise barriers/enclosures, 300 walkway covers, 100 tram stop shelters and 400 other types of highway structures.

¹⁰ A works order is a written notice given to the term contractor, which states the works or services to be completed or materials to be supplied by the term contractor.

33. Apart from the aforesaid expansion in the road networks, the existing public highway structures in Hong Kong have been ageing gradually. At present, around 33% (i.e. over 1 500 in number) of the highway structures maintained by the two Regional Offices were constructed more than 30 years ago. There is urgent need for the two Regional Offices to study and formulate inspection and maintenance schemes to address the potential problems associated with structural ageing with a view to ensuring structural safety and enhancing the durability of these aged public highway structures. As such work involves resource planning, engineering assessment and formulation of implementation strategy, it requires the personal steer from CEs who possess experience in administering district works maintenance to enable effective and timely implementation of the works concerned.

34. Besides, to facilitate Government's policy initiatives to increase land supply in recent years, the two Regional Offices are required to coordinate and provide professional advice on and support to the road development and improvement related to land supply and land use planning strategy in their respective regions, and to monitor and implement relevant road works. The works concerned involve the programme areas of several bureaux and departments. The CEs in the two Regional Offices are required to attend inter-departmental steering committee and working-level meetings on behalf of HyD from time to time so as to assist and facilitate relevant departments in implementing the related policy initiatives.

The need for creating two permanent CEs (D1) posts

35. In view of the aforesaid additional work, there is a pressing need to create permanent and dedicated posts in the two Regional Offices of HyD to effectively handle the additional workload related to highway maintenance and district road administration. We therefore propose to establish a new division in both the NT Regional Office and Urban Regional Office, which will be named as the New Territories (Maintenance) Division and Urban (Maintenance) Division respectively. Each of the divisions will be headed by a newly created CE (D1) post (entitled Chief Highway Engineer/New Territories (Maintenance) and Chief Highway Engineer/Urban (Maintenance) respectively).

36. Around 900 public highway structures maintained by the NT Regional Office and around 600 maintained by the Urban Regional Office were constructed more than 30 years ago, accounting for about 30% and 40% of public highway structures in the respectively region. The two CEs will take over the maintenance work of the public highway structures in their respective region, and be responsible for the formulation of relevant inspection and assessment strategies as well as taking forward the overall maintenance works for the ageing public highway structures in their respective region; conducting regular review on the

impact of maintenance works on road users and the general public, and liaising with relevant departments on feasible measures to minimise the traffic and environmental impacts of the works; conducting timely review on the existing technologies and equipment used for the maintenance works and providing professional advice with respect to adopting new maintenance technologies and equipment; and coordination for audit of concerned inspection and maintenance works, on-site supervision, works coordination and contract management for ageing public highway structures.

37. Besides, the NT Regional Office and the Urban Regional Office have been taking over about 230 and 140 lift facilities retrofitted in their respective region under the UA Programme. As the officer-in-charge of the division, the two CEs will conduct regular reviews on the overall condition of the lift systems and related facilities, and to make early preparation and carry out appropriate improvement works. The two Chief Highway Engineers will also represent their own Regional Office to formulate service level agreements and maintenance strategies and schemes of the electrical and mechanical plant of the aforesaid lift facilities in consultation with the Electrical Mechanical Services Department and oversee the progress of the maintenance work.

38. Apart from the aforementioned duties, the two CEs will also be responsible for supervising the maintenance and other related works of the large-scale transport infrastructure situated in their respective region –

- (a) Chief Highway Engineer/New Territories (Maintenance) (CHE/NT(Maintenance)) will be responsible for steering and formulating strategies relating to maintenance of cross-boundary highway infrastructure facilities and supervising the subsequent management and maintenance works, including the Hong Kong-Zhu Hai Macao Bridge (HZMB) Hong Kong Section and related link roads, Heung Yuen Wai Control Point and associated roads, the Tuen Mun - Chek Lap Kok Link (TM-CLKL) as well as highway facilities at the three other existing boundary control points including Shenzhen Bay Port, Lok Ma Chau Control Point and Lok Ma Chau Spur Line Control Point. Moreover, CHE/NT(Maintenance) will set up and lead an emergency control centre for the cross-boundary highway infrastructure facilities under his/her purview and formulate contingency plans for the recovery and clearance works in case of emergencies. Moreover, HyD needs to maintain close communication with the Mainland and the Macao Special Administrative Region Government or relevant authorities regarding the maintenance of cross-boundary highway facilities, and to conduct technical exchange from time to time. CHE/NT(Maintenance) will lead relevant liaison work and

establish regular and effective channels to facilitate coordination with the government authorities with respect to the routine maintenance of cross-boundary highway facilities.

- (b) Chief Highway Engineer/Urban (Maintenance) (CHE/Urban(Maintenance)) will handle the maintenance of over 1 600 existing highway structures in urban region, including public infrastructure works related to the Hong Kong Section of Guangzhou-Shenzhen-Hong Kong Express Rail Link, road improvement works for West Kowloon Reclamation Development and the highway structures of the Central – Wanchai Bypass and Island Eastern Corridor Link. CHE/Urban(Maintenance) will also be responsible for the relevant highway maintenance and district road administration works of large-scale infrastructure projects to be completed, such as the Centrak Kowloon Route and related roads.

39. Concerning the works related to land supply in their respective region, the two CEs will be responsible for coordinating and providing professional advice on road development and improvement, liaising with other departments to facilitate the implementation of the land supply policy.

40. The job description of CHE/NT(Maintenance) post and the proposed organisation chart of the NT Regional Office of HyD are set out at **Enclosures 6(a) and (b)** respectively. The job description of CHE/Urban(Maintenance) post and the proposed organisation chart of the Urban Regional Office of HyD are set out at **Enclosures 7(a) and (b)** respectively.

Support by non-directorate officers

41. HyD will internally redeploy 133¹¹ and 104¹² non-directorate posts to support the proposed CHE/NT(Maintenance) and CHE/Urban(Maintenance) posts respectively.

¹¹ To internally redeploy 133 non-directorate posts, including 33 professional grade posts (9 Senior Engineer/Senior Electrical and Mechanical Engineer posts and 24 Engineer/Electrical and Mechanical Engineer/Assistant Engineer posts), 90 technical grade posts and 10 general grade posts.

¹² To internally redeploy 104 non-directorate posts, including 20 professional grade posts (4 Senior Engineer posts and 16 Engineer/Assistant Engineer posts), 80 technical grade posts and 4 general grade posts.

ALTERNATIVES CONSIDERED

42. We have critically examined the possible redeployment of other existing directorate officers within HyD to take up the works of the proposed posts. As other existing directorate officers are already fully engaged with their respective work schedules, it is operationally not practicable for them to take up the tasks without adversely affecting the discharge of their current duties. The key portfolio of the existing PGE and CE posts and our assessment of the possibility for them to take up additional responsibilities are detailed at **Enclosure 8**.

43. In the light of the upcoming workload in different divisions of HyD, we consider that the proposed creation of the six permanent directorate posts is the only viable arrangement to ensure adequate dedicated staffing support in HyD to take forward the “walkable city” projects under the “Walk in HK” policy; to cope with the substantial workload relating to the maintenance of cross-boundary highway infrastructures, and other highway infrastructures as well as the maintenance of ageing public highway structures; and to take part in various tasks relating to land supply and land use planning strategies.

FINANCIAL IMPLICATIONS

44. The proposed creation of six permanent directorate posts will bring about an additional notional annual salary cost at mid-point of \$12,268,800 with details as follows –

Directorate Posts	Notional annual salary cost at mid-point (\$)	No. of Posts
PGE (D3)	2,650,800	1
CE (D1)	9,618,000	5
Total	12,268,800	6

45. The additional cost expressed in terms of full annual average staff cost, including salaries and staff on-costs, is about \$16,831,000.

46. Besides, the creation of 12 non-directorate posts will bring about an additional notional annual salary cost at mid-point of \$11,412,450, whilst the additional cost expressed in terms of full annual average staff cost, including salaries and staff on-costs, is about \$16,769,000.

47. We have earmarked adequate provision to meet the above staff expenditure.

ESTABLISHMENT CHANGES

48. The establishment changes in HyD for the last two years are as follows
—

Establishment (Note)	Number of Posts		
	Present (as at 1 November 2020)	As at 1 April 2020	As at 1 April 2019
A	32 + (2)	32 + (2)	32 + (4)
B	711	679	643
C	1 757	1 722	1 685
Total	2 500 + (2)	2 433 + (2)	2 360 + (4)

Note:

A – ranks in the directorate pay scale or equivalent

B – non-directorate ranks, the maximum pay point of which is above Master Pay Scale (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

Civil Service Bureau's Advice

49. The Civil Service Bureau supports the proposal to create 6 permanent directorate posts (including 1 permanent PGE post and 5 permanent CE posts) in HyD. The grading and ranking of the proposed posts are considered appropriate having regard to the level and scope of responsibilities and professional duties.

ADVICE SOUGHT

50. Members are invited to comment on the proposal. After consulting members' views, we will seek approval from the Legislative Council in due course.

**Transport and Housing Bureau
Highways Department
November 2020**

**Proposed Job Description of
Project Manager/Walkability**

Rank : Principal Government Engineer (D3)

Responsible to : Director of Highways

Major Duties and Responsibilities –

1. To administer, supervise and manage the Walkability Project Management Office (WPMO) of the Highways Department in the implementation of projects related to the concept of “walkable city” (the “walkable city” project) under the “Walk in HK” policy, prioritise the implementation of relevant projects and provide professional advice to the Transport and Housing Bureau;
2. To plan, manage and implement the “walkable city” projects to meet the programme plans, policy objectives and planned infrastructure targets of the Government;
3. To coordinate the planning and implementation arrangement of relevant projects, and provide professional and technical support for funding application to ensure reasonable estimation of project costs and proper use of public funds;
4. To oversee the administration of Public Works Programme items and arrange for completing all associated administrative and statutory procedures;
5. To provide steer and guidance to the staff of WPMO, and maintain close liaison with senior management staff in policy bureaux and other departments so as to maintain close coordination and resolve important issues; and
6. To provide steer to the management of consultants and works contracts, and monitor the progress of various consultancy studies and works contracts.

**Proposed Job Description of
Chief Highway Engineer/Universal Accessibility**

Rank : Chief Engineer (D1)

Responsible to : Project Manager/Walkability

Major Duties and Responsibilities –

1. To lead and manage the Universal Accessibility (UA) Works Division under the Walkability Project Management Office of the Highways Department and supervise the implementation of relevant projects;
2. To implement the strategies and policies relating to UA Programme as formulated by policy bureau;
3. To supervise the implementation of all statutory and administrative procedures, the arrangement for gazettal under relevant ordinances, public consultations, fund seeking, financial management and forecasts, the engagement of consultants, the tendering of works contracts and the management of contracts;
4. To oversee the associated district matters, including carrying out consultations, attending District Council meetings, handling enquiries from the public, media, District Councils and Legislative Council members, resolving objections and promoting public relations/liaison work;
5. To oversee the remaining accounts finalisation work of completed contracts under the UA Programme and provide directorate support to other works projects;
6. To oversee expenditure/commitment as well as payments and returns; and
7. To oversee and steer Senior Engineers and Engineers / Assistant Engineers in taking forward projects under his/her purview.

**Proposed Job Description of
Chief Highway Engineer/Pedestrian Hillside Link**

Rank : Chief Engineer (D1)

Responsible to : Project Manager/Walkability

Major Duties and Responsibilities –

1. To lead and manage the Pedestrian Hillside Link Works Division under the Walkability Project Management Office of the Highways Department, and oversee the implementation of relevant projects;
2. To implement the strategies and policies related to hillside escalator links and elevator systems (HEL) formulated by the policy bureau;
3. To supervise the implementation of all statutory and administrative procedures, the arrangement for gazettal under relevant ordinances, public consultations, fund seeking, financial management and forecasts, the engagement of consultants, the tendering of works contracts and the management of contracts;
4. To oversee associated district matters, including carrying out consultations, attending District Council meetings, handling enquiries from the public, media, District Councils and Legislative Council members, resolving objections and promoting public relations/liaison work;
5. To oversee expenditure/commitment as well as payments and returns; and
6. To oversee and steer Senior Engineers and Engineers / Assistant Engineers in taking forward projects under his/her purview.

**Proposed Job Description of
Chief Highway Engineer/Pedestrian Link**

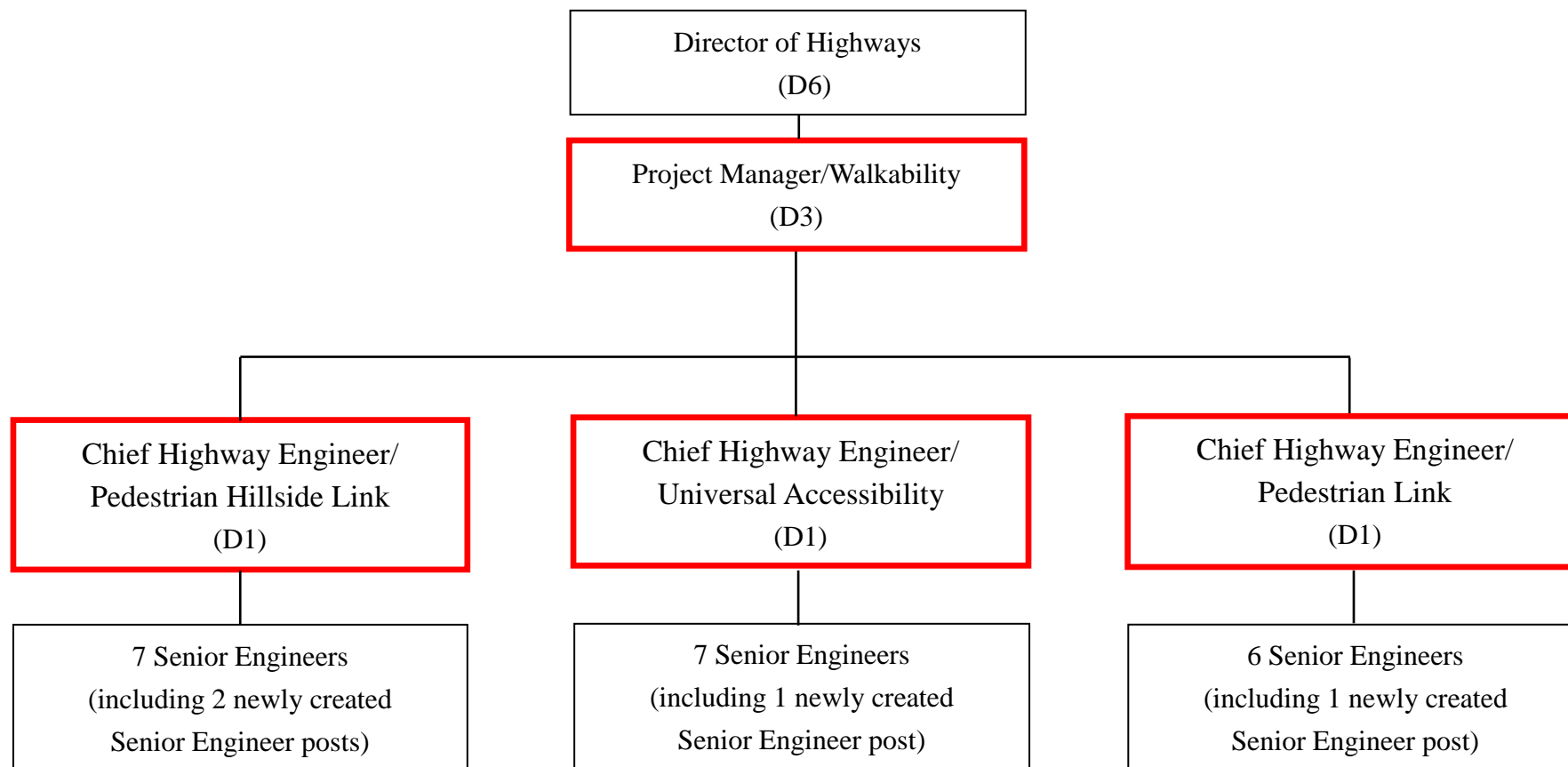
Rank : Chief Engineer (D1)

Responsible to : Project Manager/Walkability

Major Duties and Responsibilities –

1. To lead and manage the Pedestrian Link Works Division under the Walkability Project Management Office of the Highways Department and supervise the implementation of projects that are related to retrofitting of walkway covers, improvement of hospital and walkway connectivity, pedestrian connection and district facilities, pedestrian wayfinding system, and other walking environment improvement projects;
2. To supervise the implementation of all statutory and administrative procedures, the arrangement for gazettal under relevant ordinances, public consultations, fund seeking, financial management and forecasts, the engagement of consultants, the tendering of works contracts and the management of contracts;
3. To oversee the associated district matters, including carrying out consultations, attending District Council meetings, handling enquiries from the public, media, District Councils and Legislative Council members, resolving objections and promoting public relations/liaison work;
4. To oversee expenditure/commitment as well as payments and returns; and
5. To oversee and steer Senior Engineers and Engineers / Assistant Engineers in taking forward projects under his/her purview.

Proposed Organisation Chart of
the Walkability Project Management Office of the Highways Department



Proposed directorate posts to be created

**Proposed Job Description of
Chief Highway Engineer/ New Territories (Maintenance)**

Rank : Chief Engineer (D1)

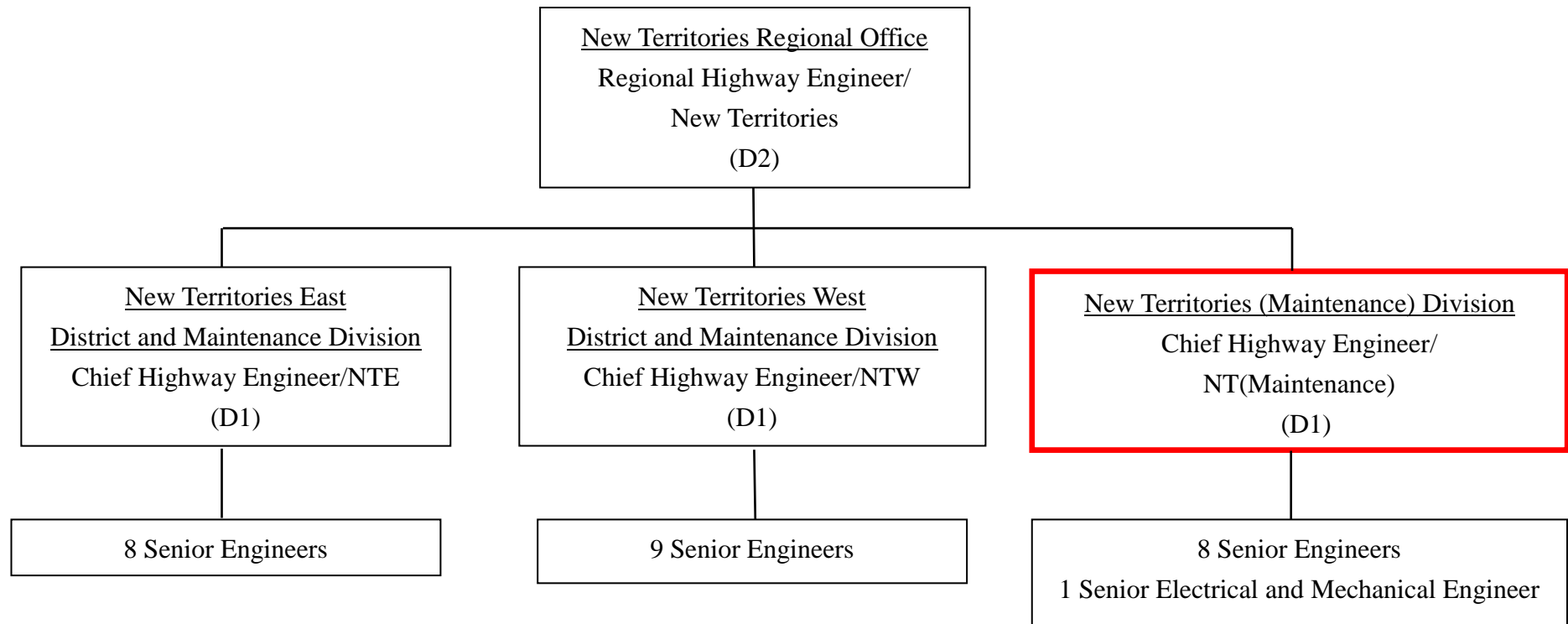
Responsible to : Regional Highway Engineer/New Territories

Major Duties and Responsibilities –

1. To lead and supervise the New Territories (Maintenance) Division under the New Territories Regional Office of the Highways Department;
2. To oversee the maintenance works under the purview of the New Territories (Maintenance) Division;
3. To steer the liaison and technical exchanges with the Mainland and Macao Special Administrative Region Government or authorities concerned;
4. To set up and lead an emergency control centre for the cross-boundary highway infrastructure facilities and formulate contingency plans for deploying resources and arranging for the recovery and clearance works in case of emergencies;
5. To oversee the implementation of statutory and administrative procedures, including fund seeking, financial control and forecast and tendering of contracts;
6. To manage the contractors and consultants engaged, including progress and quality of the maintenance works, performance in handling emergency tasks and implementation of safety measures;
7. To formulate maintenance strategies and oversee the maintenance works for the lift facilities retrofitted in the New Territories under the Universal Accessibility Programme;
8. To formulate and implement the maintenance schemes on ageing public road structures in the New Territories;

9. To handle enquiries and complaints from the public, media, District Councils and Legislative Council members and liaise with other government departments;
10. To oversee tasks relating to land supply and land use planning strategies in the New Territories; and
11. To oversee and steer Senior Engineers and Engineers / Assistant Engineers in executing relevant works.

Proposed Organisation Chart of
the New Territories Regional Office of the Highway Department



Proposed directorate post to be created

**Proposed Job Description of
Chief Highway Engineer/Urban (Maintenance)**

Rank : Chief Engineer (D1)

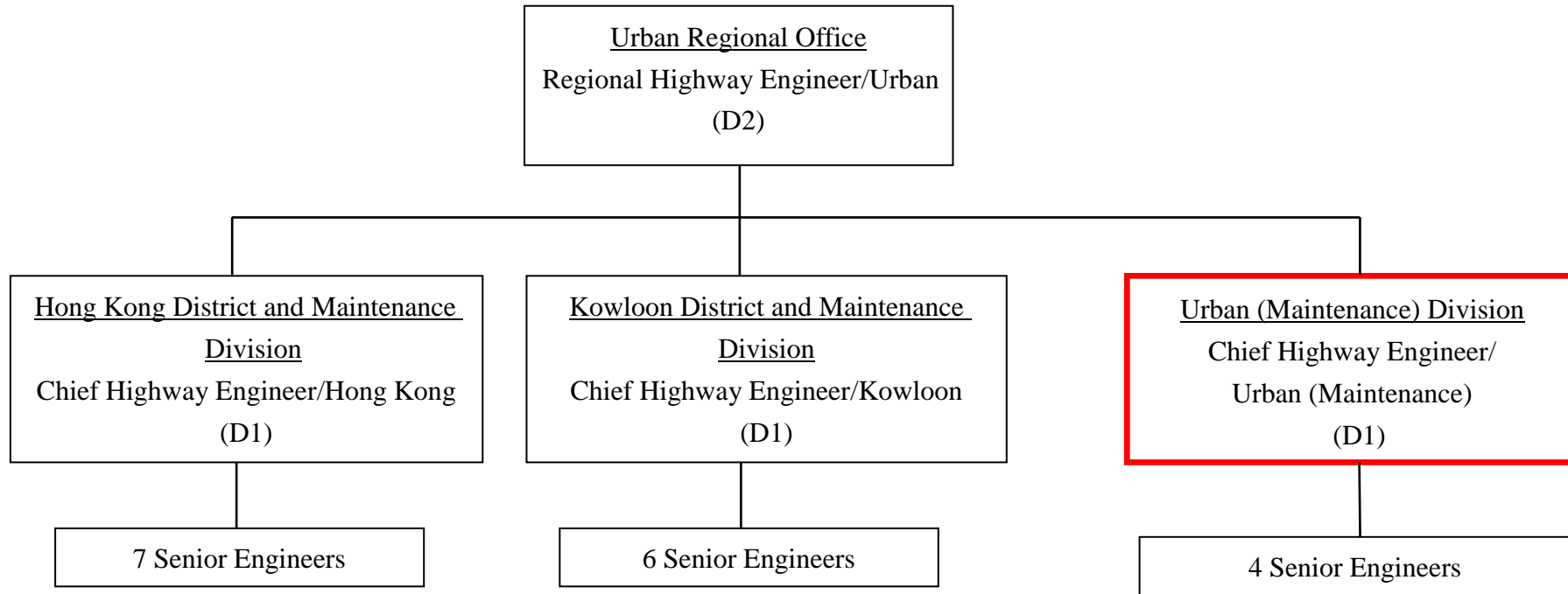
Responsible to : Regional Highway Engineer/Urban

Major Duties and Responsibilities –

1. To lead and supervise the Urban (Maintenance) Division under the Urban Regional Office of the Highways Department;
2. To oversee the maintenance works under the purview of the Urban (Maintenance) Division;
3. To oversee the maintenance of the public highway infrastructure facilities related to the Hong Kong Section of Guangzhou-Shenzhen-Hong Kong Express Rail Link, the West Kowloon Reclamation development and the Central-Wan Chai Bypass and Island Eastern Corridor Link;
4. To oversee the implementation of statutory and administrative procedures, including fund seeking, financial control and forecast and tendering of contracts;
5. To manage the contractors and consultants engaged, including progress and quality of the maintenance works, performance in handling emergency tasks and implementation of safety measures;
6. To formulate maintenance strategies and oversee the maintenance works for the lift facilities retrofitted in the urban district under the Universal Accessibility Programme;
7. To formulate and implement the maintenance schemes on ageing public road structures in urban district;
8. To handle enquiries and complaints from the public, media, District Councils and Legislative Council members and liaise with other government departments;

9. To oversee tasks relating to land supply and land use planning strategies in urban district; and
10. To oversee and steer Senior Engineers and Engineers / Assistant Engineers in executing relevant work.

Proposed Organisation Chart of
the Urban Regional Office of the Highways Department



Proposed directorate post to be created

Key portfolios of existing Principal Government Engineer and Chief Engineer posts in the Highways Department and assessment of the possibility for them to take up additional responsibilities

All the Principal Government Engineers (PGEs) and Chief Engineers (CEs) in HyD are fully engaged in their respective duties. Director of Highways (DHy) has assessed their current and anticipated workloads, and concluded that they have no spare capacity to take up additional duties. It is operationally not practicable for them to take up additional tasks without adversely affecting the discharge of their current duties. The distribution and major duties of each PGE and CE are as follows –

Headquarters (HQs) and Regional Offices

2. Deputy Director of Highways (DDHy) (PGE) (D3) currently oversees the HQs and two Regional Offices (i.e. Urban and the New Territories). At the HQs, DDHy is assisted by two Government Engineers (GEs) (D2) (i.e. Assistant Director/Technical (AD/T)¹ and Assistant Director/Development (AD/D)²) and four Chief Engineers (CEs) to manage eight divisions and 11 units. As regards the Regional Offices, each office is led by one GE and supported by two CEs.

3. The PGE and four CEs at the HQs are fully occupied with the following work –

- (a) **DDHy** assists DHy in the overall management of the Department, including formulation of departmental policies, overseeing staff matters of professional and

¹ AD/T is responsible for formulating technical and administrative policies, standards, techniques and guidelines on highway engineering, public lighting, landscaping, surveying, quality management, environmental, building information modelling matters etc. and administering the public relation and training matters, as well as personnel matters for the department (including staff deployment, grade management and appointments).

² AD/D is responsible for managing capital works projects, maintaining highway facilities within Tsing Ma Control Area and Tsing Sha Control Area, and overseeing highway project planning, site safety and provision of environmental advice, contractual advice and geotechnical advice services.

technical grades and monitoring departmental expenditures. Apart from being the departmental administrative head, DDHy also oversees the work of the HQs and the two Regional Offices. In view that DDHy already has a wide span of responsibilities and is fully engaged, he cannot take on the responsibilities of Project Manager/Walkability (PM/Walkability) on a full-time basis on top of his own schedule.

- (b) **Chief Highway Engineer/Works (CHE/Works)** is responsible for overseeing the implementation of small to medium-sized highway capital works projects in the territory, including the construction of footbridges and carrying out improvement works for cycle track networks in new towns, etc., which require CHE/Works's attention in determining the project scope, steering public consultation process, approving documents for the relevant statutory procedures, administering the tendering process and approving tender documents as well as managing and administering contracts. Furthermore, CHE/Works is also responsible for overseeing the implementation work of several large-scale projects, including the flyover from Kwai Tsing Interchange upramp to Kwai Chung Road, upgrading of remaining sections of Kam Tin Road and Lam Kam Road, improvement works for Fan Kam Road, as well as the road network in West Kowloon Reclamation Development, etc. At present, CHE/Works is managing about 50 projects under planning, design or construction.

- (c) **Chief Highway Engineer/Bridges and Structures (CHE/B&S)** is responsible for design and standard setting for bridges and highway structures, providing comments and technical advice on public and private developments/projects involving highway structures, supervising structural design for in-house highway projects, and providing structurally-related technical support for on-going construction works. Furthermore,

CHE/B&S supervises the maintenance of highway facilities within Tsing Ma Control Area and Tsing Sha Control Area³.

- (d) **Chief Engineer/Lighting** provides professional services and advice on all matters relating to the policies, design, planning and construction of public lighting provision as well as the maintenance and administration of 240 000 units of road lighting in the territory. Besides, he is studying and reviewing the standard and latest technologies for road lighting, including the implementation of the Light Emission Diode (LED) Public Lighting Replacement Programme to reduce energy consumption and greenhouse gas emission. He is now taking forward the replacement of road lights in the vicinity of some MTR stations with street-lighting decorations to enhance the streetscape, and working in collaboration with the District Offices to plan for the installation works of road lights in village areas.

- (e) **Chief Highway Engineer/Research and Development** is responsible for conducting researches and formulating specifications and standards for upgrading highway design, construction, maintenance and material, and timely updating the relevant parameters and application of technology to enhance safety of road works. He also oversees the work of Research and Development Division in formulating and reviewing the departmental information technology strategies, overseeing the coordination and operation of the control mechanisms for road excavation works, supervising the work of the central audit team on inspection of road excavation works, supervising the management of all asphalt suppliers for public works, and promoting the incorporation of

³ Highway facilities within the two Control Areas comprise four long span cable-supported bridges, four dual three-lane tunnels, one dual two-lane tunnel, viaducts, roads and roadside slopes, all located along strategic routes linking to the Airport. Due to the special structural designs of the long span cable-supported bridges within the two Control Areas, close monitoring of their wear and tear is required. Apart from the regular repairs of the bridge deck surfacing, the essential structural elements of require frequent inspection and maintenance.

innovative technology in highway engineering specifications and standards.

4. As regards the two Regional Offices (each led by one GE and supported by two CEs), they are responsible for the district administration of highway infrastructure and maintenance works in their respective geographic area. They provide comments on public and private developments affecting public roads; handle the associated gazettal process for new highway projects and deal with objections by members of public; and plan, design and supervise maintenance and improvement works for about 6 000 km of road lanes, 4 670 highways structures and 12 500 roadside slopes. Moreover, they oversee the processing of road excavation permits, resolve road opening co-ordination matters with relevant departments and organisations, and monitor the excavation work of utility undertakings. In the light of these on-going and heavy duties, and to ensure the safety of the highway networks, the directorate officers concerned cannot be spared or redeployed for taking up additional duties.

Major Works Project Management Office (MWPMO)

5. There are eight directorate officers in MWPMO, including one PGE (designated as Project Manager/Major Works (PM/MW))(D3), two GEs and five CEs.

6. PM/MW and the five CEs are occupied with the following work—

- (a) **PM/MW** heads MWPMO and is responsible for the planning, design and implementation of major highways infrastructure projects. As PM/MW is heavily engaged in providing steer for and liaison work in relation to public engagement, technical, statutory procedures and funding issues, it is not feasible for him to take on the responsibilities of PM/Walkability on top of his own schedule.
- (b) **Chief Engineer 1/Major Works (CE1/MW)** is mainly responsible for taking forward three of the construction

contracts under the Central Kowloon Route (CKR) project, Widening of the Western Section of Lin Ma Hang (LMH) Road, and Widening of Eastern Section of LMH Road which is now in its detailed design stage. The three CKR construction contracts overseen by CE1/MW include (1) Kai Tak West contract; (2) Kai Tak East contract; and (3) Buildings, Electrical and Mechanical Works contract. As for the Widening of the Western and Eastern Sections of LMH Road, the works implementation is rather complicated due to its close vicinity to adjacent private developments and part of the widening works falls within the category of Designated Projects under the Environmental Impact Assessment Ordinance (Cap. 499). The works contracts mentioned above have mostly adopted the New Engineering Contract (NEC)⁴ form with different options, CE1/MW is therefore heavily engaged in contract management and do not have any spare capacity to take on additional duties.

- (c) **Chief Engineer 2/Major Works (CE2/MW)** is mainly responsible for taking forward the other three construction contracts under the CKR project, including (1) Yau Ma Tei (YMT) East contract; (2) YMT West contract; and (3) Central Tunnel contract. The works involve re-provision of several community facilities along the tunnel alignment including YMT Specialist Clinic Extension, YMT Jade Hawker Bazaar and YMT Public Library and demolition of the YMT Multi-Storey Car Park. Besides, the works require implementation of substantial traffic diversion arrangement on major roads such as Lin Cheung Road. CE2/MW is also responsible for maintaining close liaison with other Government Departments and handle substantial public consultation work to ensure smooth implementation of the construction works. CE2/MW is

⁴ Unlike conventional contract, the NEC form emphasizes mutual trust and cooperation between the contracting parties, and collaboration in risk management. It enhances the efficiency in contract management. The contract form is applicable to different types of engineering contracts, including construction contracts, maintenance contracts and consultancy contracts. It also provides various payment options that suit different needs, such as priced contracts and target contracts etc.

also involved in contract management intensively. Also, CE2/MW is responsible for the construction of noise enclosures at Gascoigne Road Flyover project and will not have any spare capacity to take on additional duties.

- (d) **Chief Engineer 3/Major Works (CE3/MW)** is mainly responsible for overseeing the Widening of the Fanling Highway and needs to closely monitor the progress of works, including the ongoing installation of traffic control and surveillance system and account finalization of the main works contract. CE3/MW is also responsible for various noise barrier retrofitting projects for existing roads. Besides, CE3/MW is responsible for managing and taking forward the Lion Rock Tunnel improvement works, which requires examination of various viable tunnel rehabilitation and improvement schemes, assessment of the impacts on transport, environment, country park, water supply, drainage and public utilities, conducting public consultation and coordinating with other departments. The workload is extremely heavy and CE3/MW will not have any spare capacity to take on additional duties.

- (e) **Chief Engineer 4/Major Works (CE4/MW)** is mainly responsible for taking forward the Central–Wan Chai Bypass and Island Eastern Corridor Link project (CWB) and following up the remaining tasks related to the construction works contracts, contract variation and account finalization following the commissioning of the CWB. Besides, CE4/MW has to ensure the operation of the project complies with the conditions as set out in Environmental Permit, and coordinate with relevant departments and tunnel operators in respect of tunnel management, operation and maintenance until the completion of the outstanding works. CE4/MW is also responsible for taking forward the widening of Castle Peak Road – Castle Peak Bay. As the location of the works site is in close proximity to schools and residential

estates, road closures associated with the construction works have to be carried out in stages so as to maintain traffic as far as practicable. Retaining walls and noise barriers are also needed to be constructed in stages for residential estates along the road. In order to take forward these projects smoothly, dedicated effort of CE4/MW is required and it is therefore not practicable for him to take up further duties.

- (f) **Chief Engineer 5/Major Works (CE5/MW)** is mainly responsible for the planning and implementation of a number of medium to large-scale infrastructure projects, including the Hiram's Highway Improvement Stage 1 and Stage 2 projects. CE5/MW needs to closely monitor the works progress of the Stage 1 project to ensure timely completion. As for the Stage 2 project, CE5/MW is handling the objections in accordance with the statutory procedures, so as to duly handle and address public concerns. Moreover, CE5/MW is heavily involved in the planning, design and implementation of the Widening of Tsuen Wan Road and the Improvement Works at Tsuen Tsing Interchange. In view that the road sections associated with this project are in close proximity to numerous residential developments, the project will be a complicated one and requires CE5/MW to involve heavily in handling issues of public concern. In addition, CE5/MW is also responsible for administering "Feasibility Study on Route 11 (between North Lantau and Yuen Long)", holding public consultation and coordinating with other departments for this project. The relevant workload will be inevitably heavy given the scale, high complexity as well as tight schedule of the project. Therefore, CE5/MW will not have any spare capacity to take on additional duties.

Railway Development Office (RDO)

7. RDO is led by Principal Government Engineer/Railway Development (PGE/RD)(PGE)(D3). PGE/RD is responsible for overseeing the planning, design and implementation of railway projects, including the related reprovisioning and enabling works, public infrastructure works and station improvement works, and overseeing the work of the MTR Corporation Limited (MTRCL) in these aspects. PGE/RD is supported by two GEs and underpinned by five CEs in performing relevant duties.

8. PGE/RD and the five CEs are fully occupied with the following work –

- (a) **PGE/RD** has been closely monitoring the MTRCL on the implementation of the Shatin to Central Link (SCL), which is at the critical stage of construction. In April and May 2020, MTRCL was invited to proceed with detailed planning and design of Tung Chung Line Extension and Tuen Mun South Extension projects respectively. The other new railway projects recommended in the Railway Development Strategy 2014 (RDS-2014) will also progressively enter the planning and design stages in the coming few years. PGE/RD will be heavily involved in the liaison work at managerial level and the decision-making on relevant implementation issues, etc.
- (b) **Chief Engineer/Railway Development 1-1 (CE/RD1-1)** is responsible for overseeing the planning and design of the Northern Link (NOL) (and Kwu Tung Station) and will be heavily engaged in the management of detailed planning and design of the NOL, such as handling complex interface and technical issues, acquisition of land and gazettal procedures etc. These tasks require liaison, coordination and decision making at directorate and managerial level. Furthermore, CE/RD1-1 is responsible for the project management of Hung Hom Station and Admiralty Station under the SCL project,

which includes monitoring of the works programme and progress, handling of vesting drawings and inventories, conducting patronage estimation, and providing technical support for the financial assessment of the concession agreement for the SCL project. CE/RD1-1 is also responsible for monitoring the capital works cost of the South Island Line (East) and Kwun Tong Line Extension projects. CE/RD1-1 is also required to oversee numerous station improvement works proposed by the MTRCL related to railway operation.

- (c) **Chief Engineer/Railway Development 1-2 (CE/RD1-2)** is responsible for the planning and implementation of the North South Corridor of the SCL project (except the project management of Hung Hom Station and Admiralty Station), which extends the existing East Rail Line across the Victoria Harbour to Admiralty via the Wan Chai North Area. The Cross Harbour Section of SCL is extremely challenging as the SCL tunnel needs to be constructed within a congested workspace under a very tight construction schedule. Resolution of the complex interface and technical problems require efforts of a directorate officer. CE/RD1-2 is also responsible for the management of the consultancy for monitoring and verification of the construction of the SCL project.
- (d) **Chief Engineer/Railway Development 1-3⁵ (CE/RD1-3)** is responsible for the planning, construction and commissioning of the East West Corridor (EWC) of the SCL project and the preparation work for commissioning of the Tuen Ma Line (Kai Tak Station to Hung Hom Station), which involve extensive testing and commissioning, coordination of statutory inspections by respective authorities, supervision of trial operations to be conducted by MTRCL, and account finalization work. .

⁵ It is a supernumerary post created on 1 April 2009 with the approval of the Finance Committee of the Legislative Council to be retained until 31 March 2022.

Furthermore, CE/RD1-3 is charged with the responsibility to oversee Tuen Mun South Extension (TMS) project on top of the SCL project. CE/RD1-3 will be actively engaged in the management of detailed planning and design of TMS Extension project and reprovisioning works, land acquisition and gazettal procedures etc. The management of the above projects requires the participation and supervision of professional directorate officers.

- (e) **Chief Engineer/Railway Development 2-1 (CE/RD2-1)** is responsible for administering the Entrustment Agreement of the Hong Kong Section of the Guangzhou-Shenzhen-Hong Kong Express Rail Link (XRL) project signed between the Government and the MTRCL. CE/RD2-1 is required to oversee the remaining works being conducted by the MTRCL, and to review the finalisation of project accounts of the XRL project by the MTRCL. Besides, CE/RD2-1 is responsible for overseeing the planning of North Island Line and managing a consultancy study for reviewing the monitoring and control strategies for new railway projects. The duties of CE/RD2-1 involve complex project management and technical issues, which require liaisons, coordination and decision making at directorate level.

- (f) **Chief Engineer/Railway Development 2-2 (CE/RD2-2)** is responsible for overseeing the planning and design of the Hung Shui Kiu Station and South Island Line (West). These two new projects mentioned above both involve complex interface and technical issues in connection with developments in the vicinity, which require liaison and coordination with the management and decision making by a directorate officer. CE/RD2-2 is also responsible for engaging consultants and overseeing the “Strategic Studies on Railways and Major Roads beyond 2030” and the “Feasibility Study on Segregating Light Rail and Other Road Users at Selected Busy Junctions”. Moreover,

CE/RD2-2 is responsible for administering a computerised railway transport model. The work entails maintaining a comprehensive database of transport statistics, and collating key planning and land use information to generate forecasts on rail patronage for different railway network configuration under different assumptions of socio-economic conditions and development parameters. CE/RD2-2 is also responsible for examining all development proposals put forward by public and private organisations near the existing and planned railway lines so as to ensure that the railway lines will not be adversely affected. CE/RD2-2 also takes part in various planning and development studies, such as the development on Lantau Island, in Fanling North, Kwu Tung North, New Territories North, Hung Shui Kiu, Tseung Kwan O and Wah Fu Estate, and provide comments from the perspective of railway development.

Major Works Project Management Office (Special Duties) (MWPMO(SD))

9. MWPMO(SD) is led by Project Manager/Major Works (Special Duties) (PM/MW(SD)) (PGE⁶), assisted by one CE⁷. MWPMO(SD) is responsible for taking forward the Tuen Mun - Chek Lap Kok Link project, the Tuen Mun Western Bypass project and the remaining works of the Hong Kong-Zhuhai-Macao Bridge Hong Kong Section (i.e. Hong Kong Boundary Crossing Facilities (renamed as Hong Kong Port) and Hong Kong Link Road) and the Main Bridge project in the Mainland waters. As the PGE post concerned will lapse on 31 December 2020, and the CE post concerned will be returned to MWPMO to which it originally belongs from 1 January 2021 onwards, they are unable to take on additional work.

10. The CE post concerned, after returning to MWPMO to which it originally belongs, will be responsible for following up on the Route 11 (between North Lantau and Yuen Long) project, including seeking funding

⁶ It is a supernumerary post to be retained until 31 December 2020 with the approval of the Finance Committee of the Legislative Council on 27 April 2018.

⁷ It is a permanent post internally redeployed from MWPMO to MWPMO(SD) until 31 December 2020 with the approval of the Finance Committee of the Legislative Council on 27 April 2018. From 1 January 2021 onwards, this post will be returned to MWPMO.

from the Legislative Council for the next stage of investigation, formulating the investigation details and tendering. During the investigation stage, the CE needs to review the findings of the feasibility study, conduct various impact assessments and further optimise the design. As the project is of mega scale and extremely complicated with a tight delivery schedule, the workload will be very heavy.

11. Therefore, PM/MW(SD) and the CE are unable to take on the work of the six permanent directorate posts proposed to be created.