

**For discussion
on 5 February 2021**

**Legislative Council Panel on Transport
Subcommittee on Matters Relating to Railways**

**Enhanced Monitoring, Control and Regulatory Strategies
for New Railway Projects and Operating Railways, and
Proposed Establishment of Railways Department**

PURPOSE

This paper briefs Members on the enhanced monitoring, control and regulatory strategies for new railway projects and operating railways, and seek Members' views on the proposal to establish the Railways Department.

BACKGROUND

2. It has been the Government's overall aim to develop an affordable, accessible, efficient and environmentally friendly public transport system providing diverse choices for the travelling public, and to continue to develop a passenger transportation system centred on public transport with railway as the backbone.

3. There have been cost overrun and programme delay in the Hong Kong Section of the Guangzhou-Shenzhen-Hong Kong Express Rail Link Project and the Shatin to Central Link (SCL) Project. The construction quality issues surrounding the Hung Hom Station Extension of the SCL Project have also caused widespread public concern, leading to the appointment of the Commission of Inquiry into the Construction Works at and near the Hung Hom Station Extension under the Shatin to Central Link Project (the Commission) by the Chief Executive in Council on 10 July 2018. Moreover, recent incidents related to signalling system and operating railways also put the performance of MTR Corporation Limited (MTRCL) in the limelight.

4. The Government needs to strengthen its monitoring and control strategies to ensure that railway projects are timely delivered to a satisfactory standard and within budget. In its Interim and Final Reports, the Commission put forward a series of recommendations on project management, including establishing a new dedicated department for railway matters. With the expansion of railway network, the Government will also need to enhance the railway safety regulatory regime to impose higher regulatory intensity on railway projects and safety performance of MTRCL's operating railways.

ENHANCED MONITORING AND CONTROL STRATEGIES FOR NEW RAILWAY PROJECTS

5. The Railway Development Office of the Highways Department (HyD/RDO) commissioned a consultancy study on monitoring and control strategies for new railway projects (the Study) in early 2020. After reviewing experience and practice of major overseas railway projects and previous railway projects in Hong Kong, the Study has recommended a series of enhanced monitoring and control strategies for adoption in new railway projects during the design, construction, and testing and commissioning stages, including (a) enhanced project supervision and communication platforms; (b) strengthened monitoring and checking levels; (c) a new Project Safety Review (PSR) process; (d) proactive reporting and early warning mechanisms; (e) project delivery performance monitoring of MTRCL; and (f) building-up of collaborative culture.

(a) Enhanced Project Supervision and Communication Platforms

6. To enhance the project supervision of new railway projects, in addition to the existing 3-tier communication platforms (i.e. the Project Supervision Committee, Project Coordination Subcommittee and Contract Review Subcommittee¹), it is recommended that a Project Board comprising senior management of the Government and MTRCL as well as external member(s) should be established in accordance with the recommendation of the Commission. The Project Board will provide steer on strategic and critical issues of the whole portfolio of railway projects undertaken by MTRCL.

7. In view of the involvement of a number of Government bureaux and departments in the approval processes of railway projects, the Project Coordination Subcommittee is recommended to act as a single platform for overseeing and managing the Government's internal communications and consultations where appropriate, and to embark on early discussions and streamline the communications between different bureaux and departments with MTRCL for new railway projects.

8. An Independent Railway Expert Advisory Committee will be established to provide strategic advice to the Government on its portfolio of railway projects. The Committee will comprise experienced professionals from the infrastructure community (particularly railway development) who have high international or local standing in the respective fields of expertise. Where necessary, expert panel or task force focusing on specific project or incident may be established to conduct deep-dive technical investigation on the issue(s) concerned to provide independent and expert advice for the consideration of the Project Board.

¹ They are chaired by officers at Head of Department, Assistant Director (D2) and Chief Engineer (D1) levels respectively.

(b) Strengthened Monitoring and Checking Levels

9. Strengthened monitoring and checking is recommended throughout the project life cycle, starting from the design stage. To enhance assurance on the design quality of railway projects, the Government will take a more proactive role in design checking. For clarity, the enhanced design checking regime will not overlap with the prevailing design vetting processes of statutory authorities and other government departments. We will review MTRCL's fulfilment of relevant design requirements and design checking processes, and will check the design of critical elements on a risk-based approach and scrutinise the substantiations for cost-effectiveness and buildability of MTRCL's design.

10. To further improve assurance on the construction safety, quality, programme and cost aspects of railway projects, the Government will strengthen its monitoring and control role during the construction, testing and commissioning stages of new railway projects. A Project Supervision, Monitoring and Checking (PSMC) Consultant is proposed to be engaged to assist the Government's project team in carrying out the strengthened monitoring and checking activities. It will provide project oversight support in ensuring that the project delivery by MTRCL is effective and complies with relevant requirements and standards. In accordance with the Commission's recommendation, the role and responsibilities performed by the existing Monitoring and Verification Consultant will be extended to a wider "eyes and ears" role. With the assistance of the PSMC Consultant, the Government will conduct site inspections on the construction of critical elements on a risk-based approach and select samples for testing. They will also monitor the performance of MTRCL in project management, construction supervision and quality assurance aspects to identify any abnormalities or deteriorations in trend as well as the improvement measures or preventive actions required.

11. In order to better monitor and control the safety, quality, programme and cost aspects of railway projects, a set of project performance indicators will be developed to keep track of key project performance aspects. Application of digital technology tools as adopted in overseas railway projects will be considered to facilitate the performance monitoring of new railway projects.

(c) New PSR Process

12. A new PSR process will be put in place to exercise tight control over the whole railway project life cycle to safeguard the long-term operational safety of critical civil infrastructure as well as electrical and mechanical (E&M) installations. The PSR process will provide a structured assessment of the safety aspects of railway projects from the very beginning of the project life cycle, covering the full spectrum of engineering fields including civil infrastructure, permanent way, rolling stock, power distribution system, signalling system and building services installations. The PSR process will be conducted by a team of multi-disciplinary professional staff of civil and structural engineering, E&M, electronics, and building services streams as the statutory railway safety regulator, independent of the monitoring and checking to be conducted by the project team and PSMC Consultant

mentioned in paragraph 10 above.

13. The PSR process will involve vetting of the long-term railway safety-related items specified in the project safety submissions, conducting of project safety audits on individual railway safety critical systems, review of the conceptual design and design drawings, assurance of safety critical tests be conducted against specifications and international standards, review of hazard logs identified in various project stages and the associated risk assessment reports, attending the railway safety related tests which could not be repeated when the system is commissioned, etc. so as to ensure that the critical safety-related records are in place and long-term operational safety issues are safeguarded.

14. Outstanding project safety submissions, adverse findings, and railway safety hazards identified in various project stages will be reported immediately by the PSR Division of the Railway Regulation Office of the proposed Railways Department (RD/RRO) (to be discussed under paragraph 40 below) to the project teams, senior management of MTRCL and relevant government departments such as Buildings Department (BD), Transport Department (TD), Environmental Protection Department, Fire Services Department, etc. as appropriate for timely follow-up or remedial actions, and will be collectively taken into account at the final safe and sound assessment of railway projects.

(d) Proactive Reporting and Early Warning Mechanisms

15. Proactive reporting and early warning mechanisms will be established with detailed parameters and thresholds with respect to safety, quality, cost and programme aspects of railway projects. Under the proposed mechanisms, MTRCL will be required to report any major issues/incidents and give any early warnings proactively at an appropriate timeframe to the Government and take necessary follow-up actions in a timely manner.

16. During the design stage, MTRCL will be required to provide early warning on any issue that may pose high risk to cost overrun and/or programme delay to a railway project. During the construction, testing and commissioning stages, MTRCL will be required to proactively report to the Government any notifiable accidents and/or serious incidents that may compromise the safety or service performance of the proposed railways, and provide early warnings on any potential events that may lead to safety/quality concern, cost overrun and/or programme delay. The reported matters will be brought up to the attention of the Project Supervision Committee and Project Board for monitoring of MTRCL and follow-up actions as appropriate.

(e) Project Delivery Performance Monitoring of MTRCL

17. The performance of MTRCL as the project manager for individual railway projects will be monitored and evaluated on a quarterly basis. The Government's project team will identify issues concerning MTRCL's performance, and ensure the

proper execution of required remedial and/or improvement measures by MTRCL to address such issues. For the purpose of continuous monitoring of the performance of MTRCL and evaluation of improvement actions required, the performance reports will be reviewed by the Project Supervision Committee, and any concern will be brought to the attention of the Project Board, to which MTRCL shall be answerable regarding its performance on project management.

(f) Building-up of Collaborative Culture

18. Measures to enhance collaborative culture and build up a spirit of mutual trust and cooperation between the Government and MTRCL for new railway projects will be taken forward so as to achieve better overall project delivery performance. The measures will include (a) developing a shared vision for each project; (b) co-organising partnering workshops to build up a collaborative culture and establish common objectives; (c) adopting collaborative form of contracts (e.g. New Engineering Contract form) and digital platforms (e.g. Building Information Modelling) where appropriate; (d) taking forward co-location arrangement for Government's relevant staff/consultant at MTRCL's offices if appropriate for facilitating direct communications and discussions; and (e) establishing issues-based working groups that cut across organisations and disciplines to solve critical problems and issues.

ENHANCED SAFETY REGULATORY REGIME FOR RAILWAY OPERATION

19. At present, the Railways Branch of the Electrical and Mechanical Services Department (EMSD/RB) is the statutory railway safety regulator to oversee the safe operation of the MTRCL systems in accordance with the Mass Transit Railway Ordinance (Cap. 556) and its subsidiary legislation. It also enforces the relevant railway safety management provisions stipulated in the Operating Agreement between the Government and the MTRCL, including safe and sound assessment of railway projects, inspections, incident investigations and the Comprehensive and Direct Assessment (C&DA) of MTRCL's asset and safety management system to ensure the safe operation of the railway system.

20. With the expansion of railway network, the Government needs to enhance the railway safety regulatory regime to impose higher regulatory intensity on railway projects and safety performance of MTRCL's operating railways, with additional regulatory tools to proactively prevent safety risks, as well as to uplift the MTRCL's governance on asset and safety management and railway project supervision.

21. Under the proposed enhanced railway safety regulatory regime, RD/RRO (to be discussed under paragraph 36 below) will take up the role of statutory railway safety regulator and implement the PSR process mentioned in paragraphs 12 to 14 above, to participate and work collaboratively at the early stage of railway projects by conducting risk-based regulatory safety audits, and to identify and mitigate potential railway safety hazards throughout the project life cycle.

22. The C&DA, commenced in July 2019, covers MTRCL's operation and maintenance practices of critical facilities including MTRCL's asset management system of major areas, i.e. signalling, rolling stock, power supply and permanent way, as well as safety management system. Currently, EMSD/RB audits MTRCL's asset management system of the aforesaid major areas in order to identify in early stage the potential systemic defects and hazards that may lead to railway incidents. The review findings of the C&DA are issued to MTRCL's senior management on a quarterly basis.

23. C&DA has been effective in identifying the potential safety risks in the E&M systems of operating railways and proposing improvement items regarding the MTRCL's asset management system and railway maintenance regime. It monitors timely follow-up actions taken by MTRCL, thereby drives changes in enhancing safety and reliability of railway operation. It is therefore proposed to extend the C&DA to cover all existing E&M and building services systems to further enhance railway safety.

24. In order to ensure continuous improvement in MTRCL's safety performance, it is also proposed to strengthen the Safety Performance Monitoring System to determine suitable follow-up actions against MTRCL for less serious faults, whether it is identified during construction/commissioning of a railway project or operation and maintenance of an operating railway line. Repeated shortcomings and/or failures of the same fault, as well as frequent occurrence of various faults, will lead to different follow-up actions, such as Improvement Letters, Non-compliance Notices, reprimands, a statutory notice issued by the Secretary for Transport and Housing under section 28 of Cap. 556, etc., requiring MTRCL to rectify and improve as appropriate.

PROPOSED ESTABLISHMENT OF THE RAILWAYS DEPARTMENT

25. The Government proposes to establish a new department, the Railways Department (RD), under the Transport and Housing Bureau (THB) to strengthen its supervision of railway planning and project delivery as well as regulation of railway safety. By amalgamating HyD/RDO and EMSD/RB, the new RD will serve as the single point of responsibility in the Government in respect of the whole life cycle of railways in the planning, construction, operation, and asset replacement stages. The proposed amalgamation will bring about synergy effects by pooling together the Government's railway expertise and integrating specialist support in different engineering fields. In addition, the sharing of information, knowledge and intelligence between the project delivery arm (i.e. Railway Development Office) and the regulatory arm (i.e. Railway Regulation Office) of the proposed RD will be further enhanced, which will in turn improve the operational efficiency and effectiveness, overall performance and long-term development of the proposed RD. The professional development of staff in HyD/RDO and EMSD/RB will also benefit

from more targeted training and knowledge management resources in the new RD dedicated to handling railway matters.

26. To effectively discharge the duties of the new RD, adequate support at directorate level through the creation of new posts and re-deployment of existing posts from HyD/RDO and EMSD/RB is needed.

27. Upon establishment, the proposed RD will be under the management portfolio of THB and will interface with other existing departments as shown at **Annex A**. The organisation chart of the proposed RD is at **Annex B**.

Existing Duties of HyD/RDO and EMSD/RB to be transferred to RD

28. HyD/RDO is responsible for overseeing the coordination and monitoring of implementation of railway projects, including but not limited to (a) liaising with MTRCL and concerned bureaux and departments on details about the proposals and submissions for railway projects; (b) arranging gazettal of railway schemes and resolving objections where appropriate; (c) vetting technical and financial submissions from MTRCL; (d) planning for Reprovisioning, Remedial and Improvement Works (RRIW) and Essential Public Infrastructure Works (EPIW) in association with railway projects; and (e) ensuring railway projects are implemented according to the authorised schemes and the requirements of the project agreements or entrustment agreements as appropriate. Upon establishment of the RD, the duties of HyD/RDO will be transferred to the Railway Development Office of RD (RD/RDO).

29. EMSD/RB regulates and oversees the safe operation of the railway systems including the operating railways, tramway, peak tramway and airport automated people mover in accordance with relevant ordinances. The major functions of EMSD/RB include (a) ensuring the adoption of appropriate safety measures by MTRCL and other railway operators; (b) safe and sound assessment of new railway projects and major modifications of existing railway facilities; (c) assessing and following up with railway operators on improvement measures in respect of railway safety; and (d) investigating safety-related railway incidents. Upon establishment of the RD, the duties of EMSD/RB will be transferred to the RD/RRO.

Additional Duties to be undertaken by RD

30. In addition to the existing duties of HyD/RDO and EMSD/RB, RD will undertake to implement the enhanced monitoring and control strategies for new railway projects detailed in paragraphs 5 to 18 above, comprising new tasks with respect to establishment and secretariat support to the Project Board and the Independent Railway Expert Advisory Committee; taking forward strengthened monitoring and checking levels on design, construction, testing and commissioning

activities; implementation of the new PSR process and proactive reporting and early warning mechanisms; monitoring of project delivery performance of MTRCL; and building-up of collaborative culture for better overall project delivery performance, etc. RD will also take forward enhanced railway safety regulatory regime for operating railways detailed in paragraphs 19 to 24 above, featuring new regulatory initiatives including the strengthened Safety Performance Monitoring System and extended scope of C&DA on top of the existing railway safety regulatory duties.

31. In the long term, RD should have the manpower and know-how to lead and guide changes in the railway industry. International best practices and latest technologies in railway construction and maintenance should continue to be introduced and adopted in the local railway sector. RD will also need to develop a cadre of professional officers with the right technical competence, project management and soft skills to lead through railway development and railway safety regulation.

Re-organisation of the EMSD and HyD

32. After transferring the EMSD/RB to the proposed RD, EMSD will continue to regulate E&M safety and energy efficiency in Hong Kong, and provide trading fund services to government bureaux/departments and public bodies. EMSD will continue to be headed by the Director of Electrical and Mechanical Services at directorate grade D5 level. Meanwhile, after the transfer of HyD/RDO to the proposed RD, HyD will continue to oversee the planning and construction of new highway projects. It will also continue to be responsible for the expansion, improvement and maintenance of the existing road network and infrastructure to meet new demands and support sustainable development. Further, it will continue to oversee the expansion of the Universal Accessibility Programme, and the construction of hillside escalator links and elevator systems as well as covered walkway projects in various districts. These are complex matters that require the full attention and proper steer of a senior and experienced professional. HyD will therefore continue to be headed by the Director of Highways at directorate grade D6 level. The existing organisation charts and the proposed organisation charts after restructuring of HyD and EMSD are at **Annex C1-C2** and **Annex D1-D2** respectively.

Directorate Staffing Proposals

Creation of a new one-rank grade post of Director of Railways (D5)

33. The proposed RD is a new department and will need to be led by a seasoned Head of Department (HoD) whose duties and responsibilities are dedicated to railway development and railway safety regulation, supported by professionals with relevant expertise for better equipping the Government in supervising the delivery of railway projects and railway safety regulation.

34. In view of the complexity and specialised nature of railway development and operation, the HoD should possess extensive knowledge and experience in railway fields so as to set a clear mission and vision for the proposed RD. The HoD should also possess strong leadership and administrative skills in order to manage the departmental staff well to uphold the integrity and standard of railway project delivery and railway safety regulation. As railway is the backbone of our passenger transportation system serving the transport needs of society, the HoD should possess the required political acumen in handling project management issues as well as emergency incidents and crises.

35. A seasoned professional at senior directorate level is required to lead the proposed RD in order to command the necessary authority in communicating and negotiating with the railway corporations, and pursuing the interest of the Government in railway projects and operating railways. Given that the roles and responsibilities of the HoD post cut across multiple disciplines, with reference to the arrangement for HoD posts in other works departments, we propose to create a new one-rank grade post of Director of Railways (D of R), pitched at D5 level, to head the proposed RD. Since D of R will need to take care of the development of railway network (including seven new railway schemes recommended under the Railway Development Strategy 2014 (RDS-2014) which involve tens of billions of public funds, as well as other new railway projects to be proposed under the on-going Strategic Study on Railways beyond 2030) and safety regulation of the existing railway network (with a total length of about 263 km, which carries about 5.1 million passenger trips per day in 2019), the importance of D of R is considered comparable to the HoD posts in other works departments. The qualification requirements for the D of R post will hence be similar to those for the HoD posts of other works departments. The proposed duty list of D of R is at **Annex E1**.

Creation of one permanent Deputy Director of Electrical and Mechanical Services (D3) post to be designated as Deputy Director of Railways (Regulation)

36. The RD/RRO as the regulatory arm will be responsible for the implementation of the enhanced railway safety regulatory regime as highlighted in paragraphs 19 to 24 above and the implementation of the new PSR process as highlighted in paragraphs 12 to 14 above, as well as the prevailing railway safety regulation of operating railways, tramway, peak tramway and airport automated people mover, safe and sound assessment of railway projects, and monitoring the safety aspects of MTRCL's major asset replacement projects. As the RD/RRO will be a multi-disciplinary set-up to oversee the safety of railway systems including permanent way, rolling stock, power distribution system, signaling system, building services installations and civil infrastructure, we propose to create a permanent Deputy Director of Electrical and Mechanical Services (DDEMS) (D3) post, to be designated as Deputy Director of Railways (Regulation) (DD of R(R)), to head the RD/RRO.

37. The duties of DD of R(R) shall include (i) formulation of policies, governing and steering the implementation of railway safety regulatory regime

covering railway projects and operating railways, including the Safety Performance Monitoring System and extended C&DA; (ii) certifying the safe and sound assessment of new railways, extensions, and major modifications before they are open for public use; and (iii) chairing the new PSR Committee to approve PSR submissions of railway projects and recommend necessary actions to ensure that critical railway safety issues are properly addressed in various project stages throughout the whole project life cycle. In the process, DD of R(R) will liaise with the senior management of relevant bureaux and departments and MTRCL to resolve strategic issues for safeguarding railway safety in operating railways and new railways. The holder of the DD of R(R) post should have extensive experience in the engineering fields that are related to new and operating railways, and possess strong leadership and communication skills to lead a multi-disciplinary office in regulating railway safety. To maintain a healthy, effective and stable check and balance mechanism between the safety regulator and the project delivery office, and to ensure the independence of the new regulatory regime and effective implementation of PSR process, the RD/RRO should be led by a seasoned engineering professional of D3 rank, i.e. the same rank as the head of the other office of RD (i.e. RD/RDO), which is a Principal Government Engineer (PGE) (D3) post to be redeployed from HyD.

38. The proposed DD of R(R) will oversee a newly established PSR Division and the Railways Regulation Branch, the latter of which is formed by transferring EMSD/RB to RD. EMSD/RB is currently led by a Government Electrical and Mechanical Engineer (GEME) (D2) (i.e. Assistant Director/Railways (AD/R)) and supported by one Chief Electrical and Mechanical Engineer (CEME) and one Chief Electronics Engineer (CEE). AD/R is fully engaged and stretched with the existing railway safety regulatory works of operating railways (i.e. 12 MTR operating lines, tramway, peak tramway and airport automated people mover in airport) and the safe and sound assessment of new railways conducted before the railways are put into operation. The new regulatory regime mentioned in paragraphs 19 to 24 will involve substantial workload and high-level liaison with stakeholders. To meet the objectives of RD/RRO, it is not viable to have the existing head of EMSD/RB take up the new role on top of his on-going duties or merely upgrade his post.

39. In view of the multi-disciplinary set-up of RD/RRO and the additional workload of implementing the new regulatory regime, the proposed creation of DD of R(R) to lead the RD/RRO and take up the enhanced railway project related regulatory regime is necessary, whilst AD/R will focus on safety regulation of operating railways under the supervision of DD of R(R). It is essential to have a DD of R(R) ranked at DDEMS (D3) to provide the necessary leadership in light of the much expanded regulatory scope and to ensure the efficient delivery of all the proposed functions and fundamental objectives of the RD/RRO. The proposed duty list of DD of R(R) is at **Annex E2**.

Creation of one permanent Chief Engineer (D1) post

40. The PSR Division of RD/RRO will play a proactive role in railway projects and exercise tight control over the whole railway project life cycle with the PSR

process, which is detailed in paragraphs 12 to 14 above, to ensure that the quality of the safety-critical civil infrastructure and E&M installations are safeguarded in various railway project stages (i.e. design, construction, testing and commissioning stages). We propose to create a permanent Chief Engineer (CE) (D1) post, designated as CE/PSR, to lead the PSR Division which consists of a multi-disciplinary set-up with professional staff of civil and structural engineering, E&M, electronics, building services streams, with the support of a site audit team (comprising inspectorate and works supervisory staff), to handle the diversity of work involved in the new PSR process.

41. In addition, the PSR Division will also be responsible for upkeeping the standards of railway projects through close liaison with overseas railway project managers and safety regulators, and conducting research into the latest international standards and practices. CE/PSR will need to maintain good network with overseas railway counterparts for exchange of knowledge and experience.

42. A new permanent CE post (CE/PSR) with extensive engineering professional knowledge and expertise in both safety and quality audits as well as railway standards is required to head the PSR Division. The duty list of CE/PSR is at **Annex E3**.

Redeployment of directorate posts from HyD/RDO and EMSD/RB to the proposed RD (including making permanent of one existing supernumerary CE post (D1) in HyD/RDO)

43. Upon establishment of the RD, the duties under HyD/RDO and EMSD/RB will be transferred to RD/RDO and RD/RRO respectively. In addition to the new permanent directorate posts proposed above, we propose to redeploy the following directorate posts in HyD/RDO and EMSD/RB to the RD upon establishment of the new department –

8 existing and 1 to-be-created posts to be redeployed from HyD/RDO to RD/RDO

- 1 permanent PGE (D3) post
- 2 permanent Government Engineer (GE) (D2) posts
- 5 CE (D1) posts (including 4 permanent posts and 1 supernumery post to be made permanent with effect from 1 April 2022)
- 1 supernumery CE (D1) post for which resources are being sought under separate staffing proposal as detailed in paragraph 46

3 existing and 2 to-be-created posts to be redeployed from EMSD/RB to RD/RRO

- 1 permanent GEME (D2) post
- 1 permanent CEME (D1) post
- 1 permanent CEE (D1) post

1	supernumery CEME (D1) post	} resources for these posts are being sought under separate staffing proposal as detailed in paragraph 46
1	supernumery CEE (D1) post	

44. All the existing eight directorate posts in HyD/RDO will be redeployed to RD/RDO, which will be headed by the PGE (D3) and underpinned by two GEs (D2), who will continue to oversee the two Railway Development Branches for taking forward new railway projects with the support of five existing CEs (D1). As one existing CE post is a supernumerary post (i.e. Chief Engineer/ Railway Development 1-3 (CE/RD 1-3)) which will lapse on 1 April 2022, we propose to make permanent this post so as to provide continued support for railway development on a long-term basis. This post will be responsible for the planning of long term railway networks (including the Strategic Study on Railways beyond 2030 and the Feasibility Study on Segregating Light Rail and Other Road Users at Selected Busy Junctions), the implementation of new railway projects (such as Tuen Mun South Extension, Northern Link, etc.) as well as the management of station improvement works proposed by railway corporation. The revised duty lists of the eight directorate posts to be redeployed from HyD/RDO are at **Annex F1 – F8**.

45. The existing GEME (D2), CEME (D1) and CEE (D1) of EMSD/RB will be redeployed to the proposed RD/RRO to oversee the Railway Regulation Branch, responsible for the regulation of safe operation of the current and future operating lines. The duty list of the three directorate posts to be redeployed from EMSD/RB are at **Annex F9 – F11**.

46. Resources are being sought under separate proposals to create one supernumerary CE (D1) post in HyD/RDO for the studies related to the artificial islands in the Central Waters, as well as one supernumerary CEME (D1) post and one supernumerary CEE (D1) post in EMSD/RB for strengthening the regulation on the safety of railway services. Subject to approval of the Legislative Council (LegCo) on these separate staffing proposals, these three supernumerary directorate posts will be redeployed to the RD upon its establishment.

Non-Directorate Support

47. The three proposed directorate posts, together with the 11 existing directorate posts to be redeployed to RD and the three to-be-created supernumerary directorate posts, will be supported by a total of 277 non-directorate civil service posts (including 162 posts to be redeployed from HyD, 54 posts to be redeployed from EMSD and 61 new posts). The non-directorate establishment will be enhanced in support of railway planning, delivery and safety regulation by creating 94 non-directorate permanent civil service posts. The 94 new posts involve making permanent 33 existing time-limited posts (three under EMSD/RB and 30 under HyD/RDO), creating 13 new posts in HyD/RDO to form a preparation team to lay the groundwork for the establishment of RD (to be discussed under paragraph 48 below), and creating 48 new posts under the proposed RD.

Transitional Arrangements

Preparation Team

48. In view of the complexity of the establishment of a new department, it is proposed to create a preparation team comprising 13 non-directorate posts in HyD/RDO to make necessary arrangements for the new department in FY 2021-22. The preparation team should set up a steering group and/or working group involving relevant parties within HyD as well as with relevant bureaux/departments, such as THB, EMSD, BD, TD, Government Property Agency, Office of the Government Chief Information Officer, etc., to deliberate the implications, accommodations, information and technology provisions, etc. arising from the establishment of the new department. These posts in the preparation team will be transferred to the proposed RD upon its establishment.

LEGISLATIVE PROCEDURES AND TIMETABLE

49. The establishment of the proposed RD entails the creation of three new permanent directorate posts and the conversion of one supernumerary directorate post into a permanent post. While we hope to establish the proposed RD to implement the enhanced monitoring, control and regulatory strategies for new railway projects and operating railways as early as possible, having regard to the current financial situation of the Government and the Chief Executive's general directive in her 2020 Policy Address, we have reviewed and propose to seek the approval of the Finance Committee of LegCo in the next legislative session to establish the RD in the 2022-23 financial year. The enhanced monitoring and control strategies requiring additional manpower will be implemented in tandem with the establishment of the RD in 2022-23 financial year, before the projects under the RDS-2014 enter the construction stage progressively from 2023 onwards.

50. With the establishment of the RD, the relevant statutory powers under the Tramway Ordinance (Cap. 107) and Peak Tramway Ordinance (Cap. 265) will need to be transferred from the Director of Electrical and Mechanical Services to the D of R. As the resolution has to undergo the positive vetting procedure by the LegCo, subject to Members' support for the establishment of the RD and the relevant staffing proposals, a motion under section 54A of the Interpretation and General Clauses Ordinance (Cap. 1) will be moved to give effect to the transfer of statutory powers.

ALTERNATIVES CONSIDERED

51. We have critically examined whether the present set-up of the HyD/RDO and EMSD/RB can take forward to implement the various initiatives and the enhanced regime as stated above, and whether redeployment of our existing staff can cope with the current and additional workload. Given that all existing directorate officers and non-directorate staff in HyD/RDO and EMSD/RB are fully

engaged and stretched in their respective duties, and having regard to the large scope of enhancement initiatives to be implemented and the heavy workload entailed, we consider these alternatives not feasible.

FINANCIAL IMPLICATIONS

52. The staff costs arising from the proposed creation of three permanent directorate posts and conversion of one supernumerary directorate post to permanent post in the proposed RD are as follows –

Rank	Notional annual salary	
	cost at mid-point	No. of Posts
	(\$)	
D of R (D5)	3,105,600	1
DDEMS (D3)	2,650,800	1
CE (D1)	3,847,200	2
Total	9,603,600	4

The full annual average staff cost, including salaries and staff on-cost, is about \$14,439,000.

53. The notional annual salary cost at mid-point for the 94 additional non-directorate posts in the proposed RD is \$75,998,700 (including \$48,345,930 for 61 new posts to be created and \$27,652,770 for 33 existing supernumerary posts to be converted to permanent posts) and the full annual average staff cost, including salaries and staff on-cost is about \$111,247,000 (including \$70,421,000 for 61 new posts to be created and \$40,826,000 for 33 existing supernumerary posts to be converted to permanent posts).

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

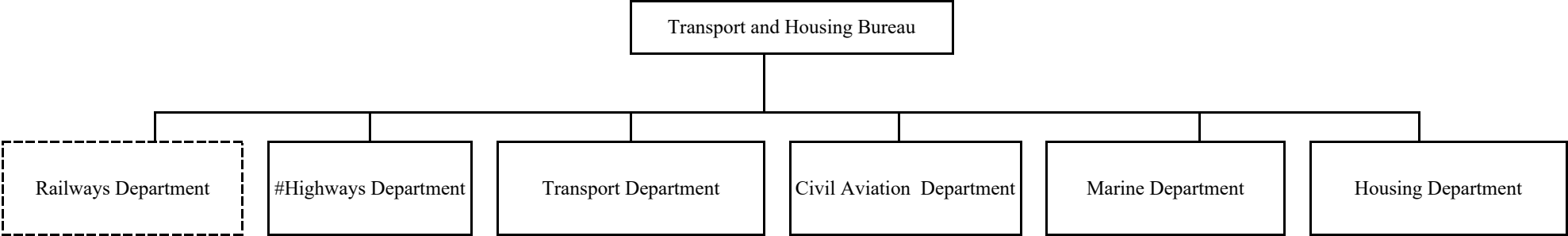
54. The Standing Committee on Directorate Salaries and Conditions of Service (the Directorate Committee) has advised that the grading proposed for the permanent D of R and DD of R(R) as well as other directorate posts set out in the proposal would be appropriate. The Directorate Committee also considers the proposed redeployment of directorate posts from HyD/RDO and EMSD/RB to the proposed RD appropriate.

ADVICE SOUGHT


55. Members are invited to express views on the proposal to establish the RD.

**Transport and Housing Bureau
Electrical and Mechanical Services Department
Highways Department
January 2021**

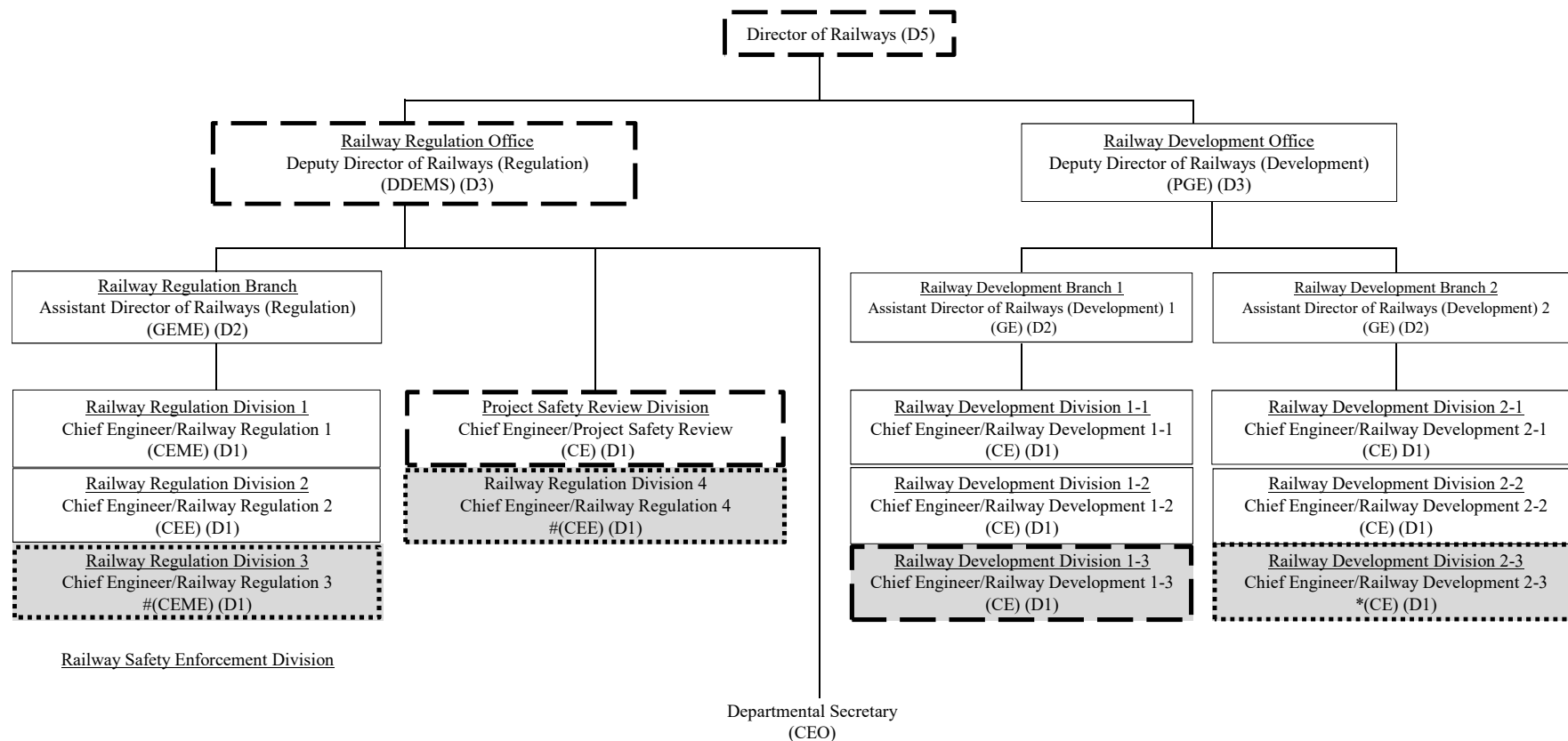
Departments under the Management of Transport and Housing Bureau*



Legend

- * Electrical and Mechanical Services Department, which will be re-organised upon establishment of the proposed Railways Department, is under the management of Development Bureau.
-  The proposed Railways Department
- # Highways Department will be re-organised after transferring its Railway Development Office to the proposed Railways Department.

Proposed Organisation Chart of Railways Department



Legend

PGE - Principal Government Engineer
CE - Chief Engineer

DDEMS - Deputy Director of Electrical and Mechanical Services
CEME - Chief Electrical and Mechanical Engineer

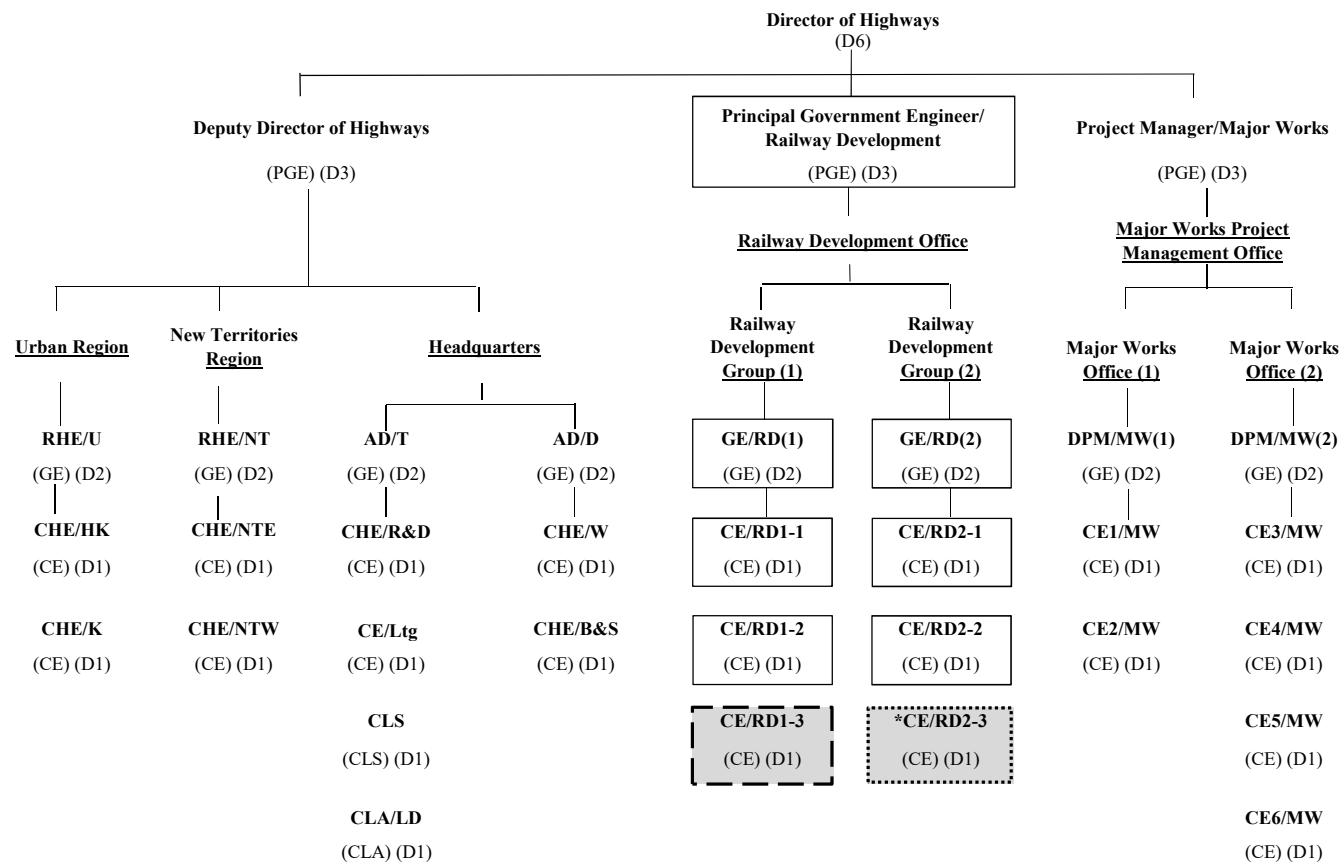
GE - Government Engineer
CEE - Chief Electronics Engineer

GEME - Government Electrical and Mechanical Engineer
CEO - Chief Executive Officer

Notes

- (a) New directorate posts proposed to be created.
- (b) Existing supernumerary directorate post proposed to be converted to permanent post.
- (c) Existing directorate posts proposed to be re-deployed from Highways Department (HyD) and Electrical and Mechanical Services Department (EMSD).
- (d) # Proposed supernumerary directorate posts to be created under EMSD and re-deployed to the proposed Railways Department (under separate staffing proposal).
- (e) * Proposed supernumerary directorate post to be created under HyD and re-deployed to the proposed Railways Department (under separate staffing proposal).

Existing Organisation Chart of Highways Department



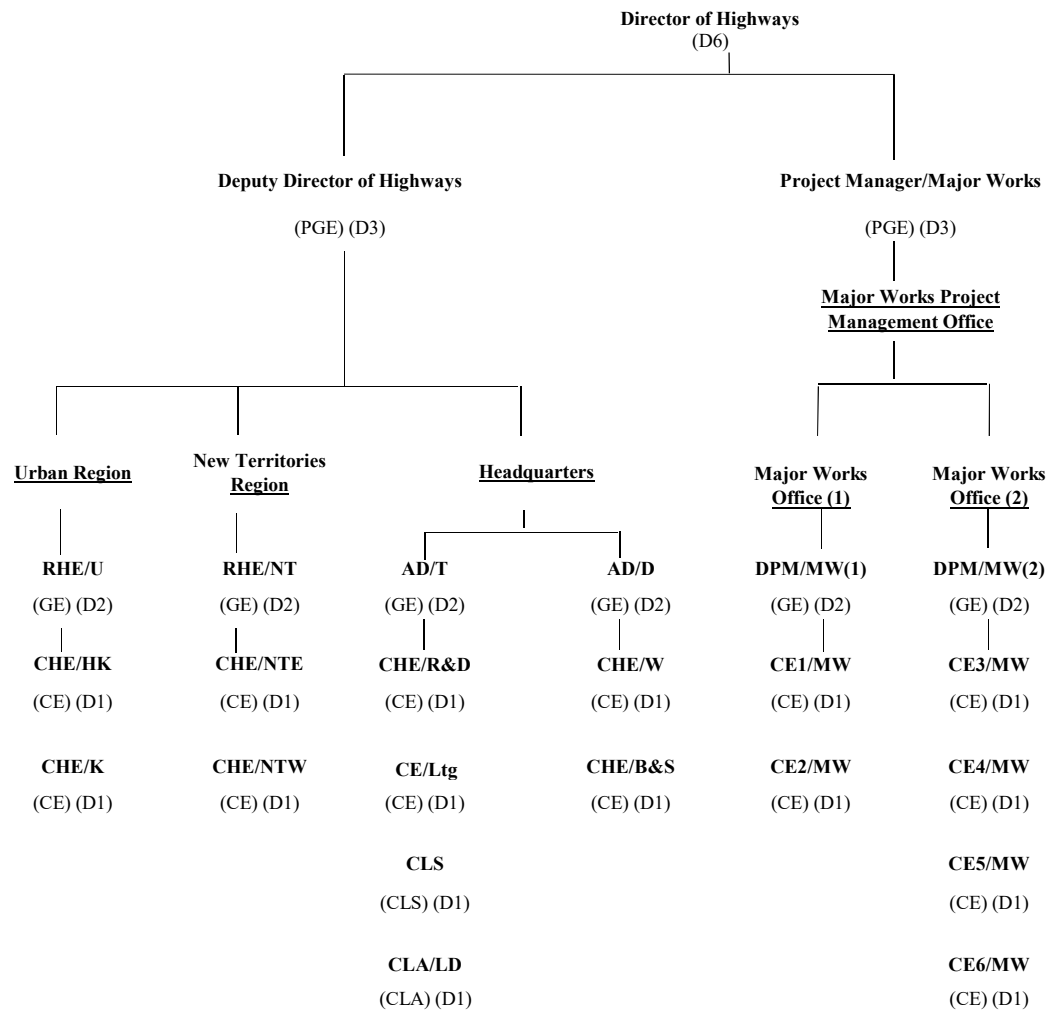
Notes

- (a) Existing permanent directorate posts proposed to be re-deployed to the proposed Railways Department.
- (b) Existing supernumerary directorate post proposed to be converted to permanent post and re-deployed to the proposed Railways Department.
- (c) Proposed supernumerary directorate post to be created under Highways Department and re-deployed to the proposed Railways Department (under separate staffing proposal).

Legend

PGE -	Principal Government Engineer	RHE/NT -	Regional Highway Engineer/New Territories	CHE/NTW -	Chief Highway Engineer/New Territories West
GE -	Government Engineer	DPM/MW -	Deputy Project Manager/Major Works	CHE/R&D -	Chief Highway Engineer/Research and Development
CE -	Chief Engineer	CE/MW -	Chief Engineer/Major Works	CHE/W -	Chief Highway Engineer/Works
GE/RD -	Government Engineer/Railway Development	CE/RD -	Chief Engineer/Railway Development	CHE/B&S -	Chief Highway Engineer/Bridges & Structures
AD/T -	Assistant Director/Technical	CHE/HK -	Chief Highway Engineer/Hong Kong	CE/Ltg -	Chief Engineer/Lighting
AD/D -	Assistant Director/Development	CHE/K -	Chief Highway Engineer/Kowloon	CLS -	Chief Land Surveyor
RHE/U -	Regional Highway Engineer/Urban	CHE/NTE -	Chief Highway Engineer/New Territories East	CLA -	Chief Landscape Architect
				CLA/LD -	Chief Landscape Architect/Landscape Division

Proposed Organisation Chart of Highways Department



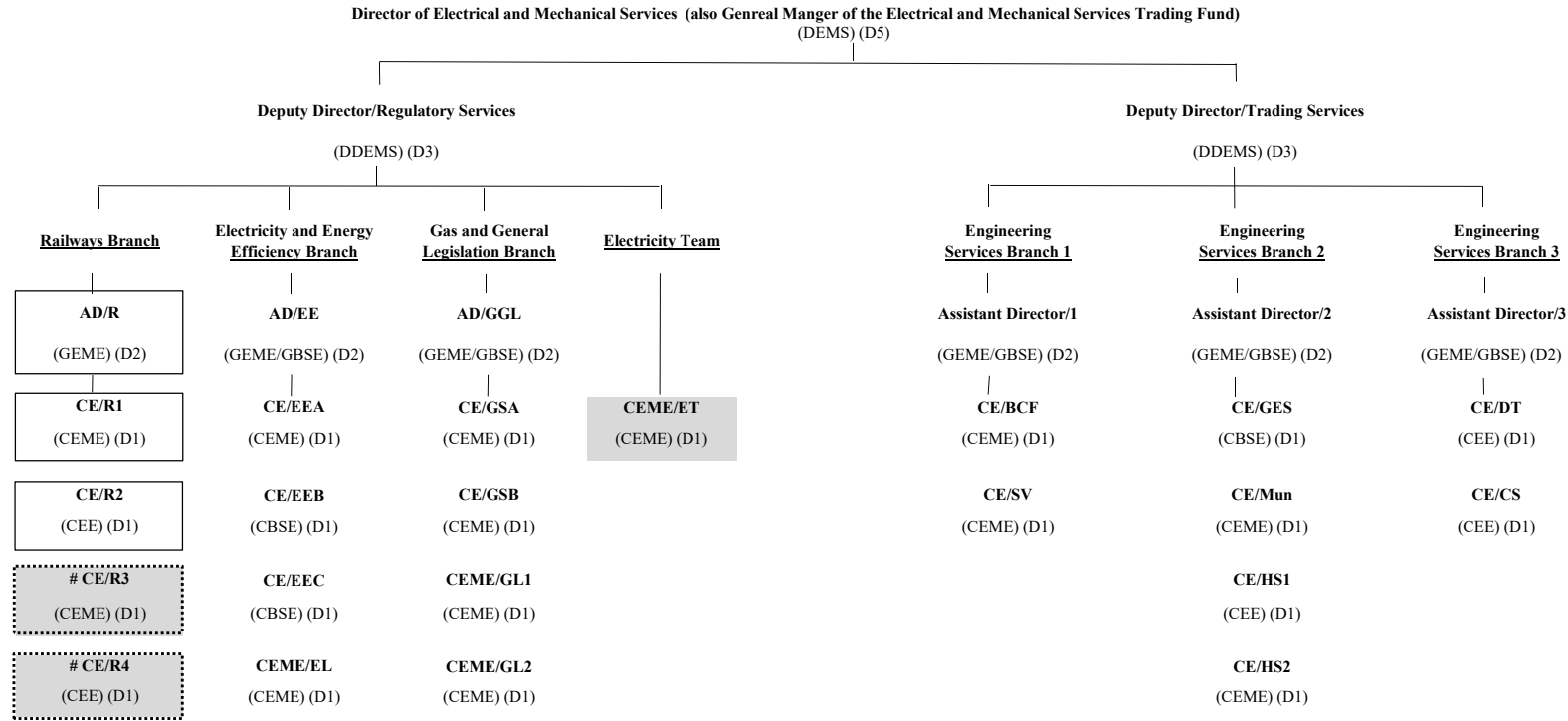
Legend

PGE - Principal Government Engineer
 GE - Government Engineer
 CE - Chief Engineer
 AD/T - Assistant Director/Technical
 AD/D - Assistant Director/Development
 RHE/U - Regional Highway Engineer/Urban

RHE/NT - Regional Highway Engineer/New Territories
 DPM/MW - Deputy Project Manager/Major Works
 CE/MW - Chief Engineer/Major Works
 CHE/HK - Chief Highway Engineer/Hong Kong
 CHE/K - Chief Highway Engineer/Kowloon
 CHE/NTE - Chief Highway Engineer/New Territories East
 CHE/NTW - Chief Highway Engineer/New Territories West

CHE/R&D - Chief Highway Engineer/Research and Development
 CHE/W - Chief Highway Engineer/Works
 CHE/B&S - Chief Highway Engineer/Bridges & Structures
 CE/Ltg - Chief Engineer/Lighting
 CLS - Chief Land Surveyor
 CLA - Chief Landscape Architect
 CLA/LD - Chief Landscape Architect/Landscape Division

Existing Organisation Chart of Electrical and Mechanical Services Department



Notes

- (a) Existing permanent directorate posts proposed to be re-deployed to the proposed Railways Department
- (b) Existing directorate post on attachment to the Environment Bureau
- (c) Proposed supernumerary directorate posts to be created under Electrical and Mechanical Services Department and re-deployed to the proposed Railways Department (under separate staffing proposal).

Legend

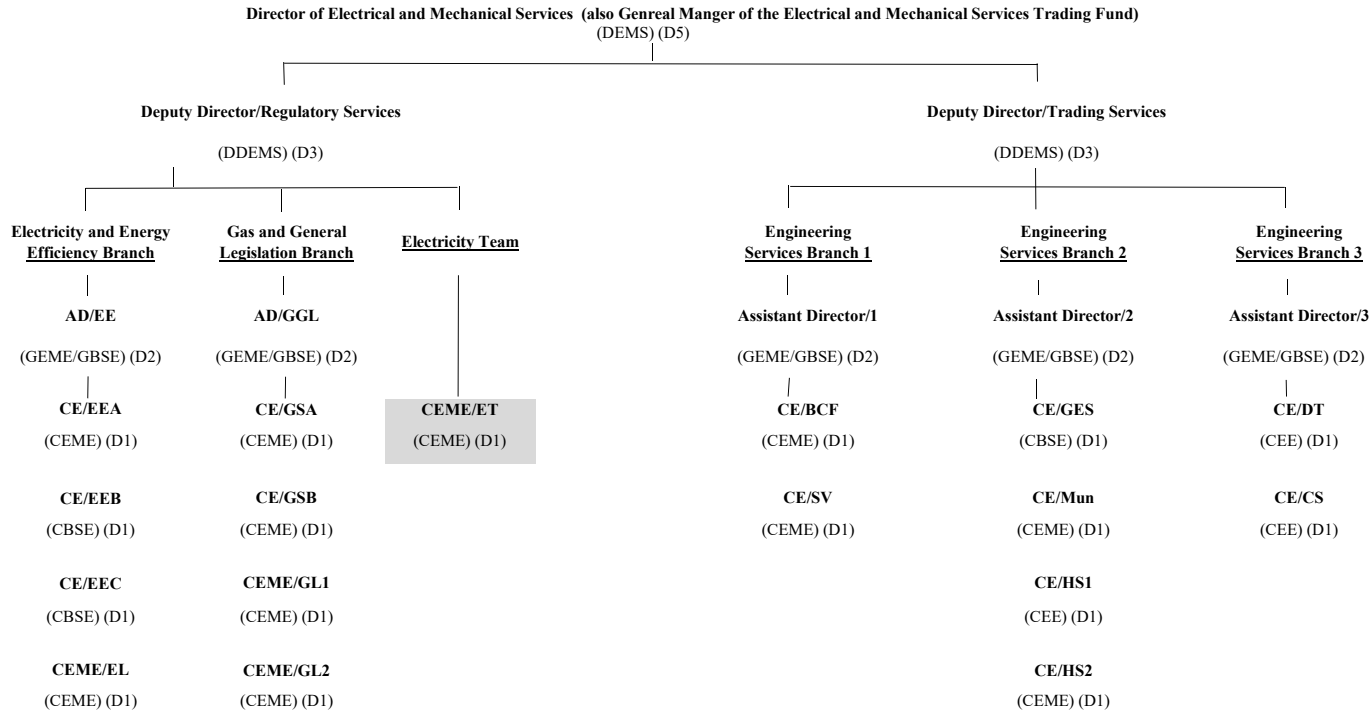
DEMS - Director of Electrical and Mechanical Services
 DDEMS - Deputy Director of Electrical and Mechanical Services
 GEME - Government Electrical and Mechanical Engineer
 GBSE - Government Building Services Engineer
 AD/R - Assistant Director/Railways
 AD/EE - Assistant Director/Electricity and Energy Efficiency
 AD/GGL - Assistant Director/Gas and General Legislation

CEME - Chief Electrical and Mechanical Engineer
 CEE - Chief Electronics Engineer
 CBSE - Chief Building Services Engineer
 CE/R - Chief Engineer/Railways
 CE/EE - Chief Engineer/Energy Efficiency
 CEME/EL - Chief Electricity and Mechanical Engineer/Electricity Legislation

CE/GS - Chief Engineer/Gas Standards
 CEME/GL - Chief Electricity and Mechanical Engineer/General Legislation
 CEME/ET - Chief Engineer and Mechanical Engineer/Electricity Team
 CE/BCF - Chief Engineer/Boundary Crossing Facilities and Transport Services

CE/SV - Chief Engineer/Security and Vehicle Services
 CE/GES - Chief Engineer/General Engineering Services
 CE/Mun - Chief Engineer/Municipal
 CE/HS - Chief Engineer/Health Sector
 CE/DT - Chief Engineer/Digitalisation and Technology
 CE/CS - Chief Engineer/Corporate Services

Proposed Organisation Chart of Electrical and Mechanical Services Department



Notes

- (a) Existing directorate post on attachment to the Environment Bureau

Legend

DEMS - Director of Electrical and Mechanical Services
 DDEMS - Deputy Director of Electrical and Mechanical Services
 GEME - Government Electrical and Mechanical Engineer
 GBSE - Government Building Services Engineer
 AD/EE - Assistant Director/Electricity and Energy Efficiency
 AD/GGL - Assistant Director/Gas and General Legislation

CEME - Chief Electrical and Mechanical Engineer
 CEE - Chief Electronics Engineer
 CBSE - Chief Building Services Engineer
 CE/EE - Chief Engineer/Energy Efficiency
 CEME/EL - Chief Electricity and Mechanical Engineer/Electricity Legislation

CE/GS - Chief Engineer/Gas Standards
 CEME/GL - Chief Electrical and Mechanical Engineer/General Legislation
 CEME/ET - Chief Engineer and Mechanical Engineer/Electricity Team
 CE/BCF - Chief Engineer/Boundary Crossing Facilities and Transport Services

CE/SV - Chief Engineer/Security and Vehicle Services
 CE/GES - Chief Engineer/General Engineering Services
 CE/Mun - Chief Engineer/Municipal
 CE/HS - Chief Engineer/Health Sector
 CE/DT - Chief Engineer/Digitalisation and Technology
 CE/CS - Chief Engineer/Corporate Services

Job Description

Director of Railways

Rank : Director of Railways (D5)

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

MAJOR DUTIES AND RESPONSIBILITIES

1. To lead and direct subordinates in the planning and implementation of railway projects and the monitoring of safety aspects of operating railways, including public consultation with the Legislative Council and reporting progress and situations to them;
2. To oversee the implementation of railway projects in accordance with the project agreement(s) and entrustment agreement(s) signed between the Government and the railway corporation, and monitor the railway corporation on the adoption of appropriate strategy, procedures and programme on the engineering and financial aspects;
3. To oversee coordination among other government departments/bureaux and resolve interfacing matters arising from railway projects with other development projects to facilitate the smooth progress of railway projects;
4. To oversee investigation into railway incidents and ensure the adoption of appropriate safety practices by the railway corporation; and
5. To lead and direct subordinates in assessing and approving new railways and major railway modifications, and following up the railway corporation's improvement measures.

Job Description

Deputy Director of Railways (Regulation)

Rank : Deputy Director of Electrical and Mechanical Services (D3)

Report to : Director of Railways (D of R)

MAJOR DUTIES AND RESPONSIBILITIES

1. To formulate policies, govern and steer the implementation of railway safety regulatory regime covering railway projects and operating railways;
2. To certify the safe and sound assessment of new railways or extensions, and major modifications before open for public use;
3. To chair the Project Safety Review Committee for railway projects attended by railway corporation, relevant government bureaux/departments and other relevant parties, for approving the safety submissions from railway corporation, and recommending necessary actions to ensure that critical railway safety issues are properly addressed in various project stages throughout the whole project life cycle;
4. To participate in the review committee for implementation of the Safety Performance Monitoring System and advise the D of R on regulatory actions to be taken under the Safety Performance Monitoring System;
5. To enforce the safety management provisions under the Operating Agreement covering comprehensive and direct assessment of operating railways, audits, inspections, accident and incident investigation, Project Safety Review, and Safety Performance Monitoring System;
6. To liaise with senior management of railway corporation to provide guidance and recommendations on railway safety matters, and to steer and monitor the railway corporation to take positive actions in ensuring railway safety;
7. To assist the D of R in preparing submissions to Legislative Council (LegCo) on railway safety matters, and to attend LegCo meetings as required;

8. To provide the Transport and Housing Bureau and D of R with professional advice and technical support on issues relating to railway safety; and
9. To assist the D of R in housekeeping the Railway Regulation Office as well as the administration of the Railways Department.

Job Description

Chief Engineer / Project Safety Review

Rank : Chief Engineer (D1)

Report to : Deputy Director of Railways (Regulation)

MAJOR DUTIES AND RESPONSIBILITIES

1. To lead and provide guidance for the effective operation of the Project Safety Review (PSR) Division;
2. To formulate strategies and administer the effective implementation of the PSR process ensuring robust safety assurance of railway projects and long term operational railway safety;
3. To formulate safety audit plans and maintain hazard logs identified in the PSR process for monitoring railway projects throughout the whole project life cycle;
4. To assess and review the safety submissions of railway projects and conduct project safety audits throughout various project stages;
5. To oversee and review the effectiveness of the PSR process;
6. To perform the regulatory role of Railway Inspector regarding the safety checking on the compliance of railway corporation's design and construction works with relevant standards, requirements and procedures;
7. To manage technical and quality audits, site inspections, sample testing of materials etc., on top of the checking conducted by project teams and Project Supervision Monitoring and Checking Consultants, to provide an additional level of quality assurance on new railway projects; and
8. To provide the Transport and Housing Bureau with professional advice and technical support on issues relating to the PSR process and railway projects.

Job Description

Deputy Director of Railways (Development)

**[Existing permanent post in Highways Department/Railway Development Office
to be transferred to the proposed Railways Department]**

Rank : Principal Government Engineer (D3)

Report to : Director of Railways (D of R)

MAJOR DUTIES AND RESPONSIBILITIES

1. To oversee the planning and implementation of railway projects;
2. To manage the project agreement(s) and entrustment agreement(s) signed between the Government and railway corporation for delivery of railway projects;
3. To oversee coordination among other government departments/bureaux and resolve interfacing matters arising from railway projects with other development projects to facilitate the smooth progress of railway projects;
4. To assist the D of R in housekeeping the Railway Development Office as well as the finance and accounting issues of the Railways Department;
5. To assist the D of R in preparing submissions to Legislative Council (LegCo) on railway project planning and implementation matters, and to attend LegCo meetings as required; and
6. To provide the Transport and Housing Bureau and D of R with professional advice and technical support on issues relating to railway project planning and implementation matters.

Job Description

Assistant Director of Railways (Development) 1

**[Existing permanent post in Highways Department/Railway Development Office
to be transferred to the proposed Railways Department]**

Rank : Government Engineer (D2)

Report to : Deputy Director of Railways (Development) (DD of R(D))

MAJOR DUTIES AND RESPONSIBILITIES

1. To assist DD of R(D) in overseeing the planning and implementation of railway projects;
2. To negotiate with railway corporation on project agreement(s) and/or entrustment agreement(s) and manage such agreement(s) for new railway projects as appropriate;
3. To assist DD of R(D) in managing coordination among other government departments/bureaux and resolve interfacing matters arising from railway projects with other development projects to facilitate the smooth progress of railway projects;
4. To secure necessary resources and/or funding for new railway projects as appropriate;
5. To assist DD of R(D) in preparing submissions to Legislative Council (LegCo) on railway project planning and implementation matters and to attend LegCo meetings as required; and
6. To assist DD of R(D) in housekeeping the Railway Development Branch 1.

Job Description

Assistant Director of Railways (Development) 2

**[Existing permanent post in Highways Department/Railway Development Office
to be transferred to the proposed Railways Department]**

Rank : Government Engineer (D2)

Report to : Deputy Director of Railways (Development) (DD of R(D))

MAJOR DUTIES AND RESPONSIBILITIES

1. To assist DD of R(D) in overseeing the planning and implementation of railway projects;
2. To negotiate with railway corporation on project agreement(s) and/or entrustment agreement(s) and manage such agreement(s) for new railway projects as appropriate;
3. To assist DD of R(D) in managing coordination among other government departments/bureaux and resolve interfacing matters arising from railway projects with other development projects to facilitate the smooth progress of railway projects;
4. To secure necessary resources and/or funding for new railway projects as appropriate;
5. To assist DD of R(D) in preparing submissions to Legislative Council (LegCo) on railway project planning and implementation matters and to attend LegCo meetings as required; and
6. To assist DD of R(D) in housekeeping the Railway Development Branch 2.

Job Description

Chief Engineer/Railway Development 1-1

**[Existing permanent post in Highways Department/Railway Development Office
to be transferred to the proposed Railways Department]**

Rank : Chief Engineer (D1)

Report to : Assistant Director of Railways (Development) 1

MAJOR DUTIES AND RESPONSIBILITIES

1. To oversee the planning and implementation of new railway projects (such as Northern Link);
2. To perform monitoring for new railway projects including implementation of the enhanced monitoring and control measures;
3. To vet design, technical and financial submissions for new railway projects submitted by railway corporation;
4. To plan for Reprovisioning, Remedial and Improvement Works and Essential Public Infrastructure Works in association with new railway projects;
5. To liaise and coordinate with railway corporation and concerned bureaux and departments on details about the proposals and submissions for new railway projects;
6. To facilitate gazetting of the railway schemes under relevant ordinances and resolve objections where appropriate;
7. To facilitate the applications from railway corporation for necessary approvals to respective authorities under relevant ordinances where appropriate;
8. To prepare the project agreements under ownership approach or the entrustment agreements under concession approach for new railway projects as appropriate;
9. To evaluate different funding support options, negotiate with railway corporation and liaise with relevant bureaux and departments for Railway plus Property model for new railway projects where appropriate;

10. To prepare submissions to Legislative Council for proceeding to detailed planning and design stage and construction stage for new railway projects where appropriate;
11. To ensure the new railway projects are implemented according to the authorised schemes and the requirements of the project agreements or entrustment agreements where appropriate;
12. To arrange for and/or participate in various meetings in relation to the implementation of new railway projects, such as Site Liaison Group, Station and Transport Integration Committee, Safety and Security Coordinating Committee, Trackside Safety and Security Committee, Project Control Group, Steering Committee on Commissioning, etc.;
13. To oversee project management of Hung Hom Station and Admiralty Station under the Shatin Central Link (SCL) project and provide technical support to the financial assessment of the concession agreement for the SCL project; and
14. To monitor the costs of the essential public infrastructure works of the South Island Line (East) and Kwun Tong Line Extension projects, including claim assessment reviews submitted by MTR Corporation Limited.

Job Description

Chief Engineer/Railway Development 1-2

**[Existing permanent post in Highways Department/Railway Development Office
to be transferred to the proposed Railways Department]**

Rank : Chief Engineer (D1)

Report to : Assistant Director of Railways (Development) 1

MAJOR DUTIES AND RESPONSIBILITIES

1. To oversee the project management of the North South Corridor of the Shatin to Central Link (SCL) project (except 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;
2. To manage the consultancy for monitoring and verification of the construction of the SCL project;
3. To oversee the planning and implementation of new railway projects where appropriate;
4. To perform monitoring for new railway projects and implementation of the enhanced monitoring and control measures for new railway projects where appropriate; and
5. To prepare for briefing materials, information papers and situation reports and conduct regular reporting to relevant senior management and bureaux of the Government.

Job Description

Chief Engineer/Railway Development 1-3

[Existing supernumerary post in Highways Department/Railway Development Office to be converted to permanent post and transferred to the proposed Railways Department]

Rank : Chief Engineer (D1)

Report to : Assistant Director of Railways (Development) 1

MAJOR DUTIES AND RESPONSIBILITIES

1. To oversee the planning and implementation of new railway projects (such as Tuen Mun South Extension, Northern Link);
2. To perform monitoring for new railway projects including implementation of the enhanced monitoring and control measures;
3. To vet design, technical and financial submissions for new railway projects submitted by railway corporation;
4. To plan for Reprovisioning, Remedial and Improvement Works and Essential Public Infrastructure Works in association with new railway projects;
5. To liaise and coordinate with railway corporation and concerned bureaux and departments on details about the proposals and submissions for new railway projects;
6. To facilitate gazetting of the railway schemes under relevant ordinances and resolve objections where appropriate;
7. To facilitate the applications from railway corporation for necessary approvals to respective authorities under relevant ordinances where appropriate;
8. To prepare the project agreements under ownership approach or the entrustment agreements under concession approach for new railway projects as appropriate;
9. To evaluate different funding support options, negotiate with railway corporation and liaise with relevant bureaux and departments for Railway plus Property model for new railway projects where appropriate;

10. To prepare submissions to Legislative Council for proceeding to detailed planning and design stage and construction stage for new railway projects where appropriate;
11. To ensure the new railway projects are implemented according to the authorised schemes and the requirements of the project agreements or entrustment agreements where appropriate;
12. To arrange for and/or participate in various meetings in relation to the implementation of new railway projects, such as Site Liaison Group, Station and Transport Integration Committee, Safety and Security Coordinating Committee, Trackside Safety and Security Committee, Project Control Group, Steering Committee on Commissioning, etc.;
13. To oversee the project management of the East West Corridor of the Shatin to Central Link project which links up Ma On Shan Line with West Rail Line to form Tuen Ma Line;
14. To manage the consultancy studies for the Strategic Study on Railways beyond 2030 as well as the Feasibility Study on Segregating Light Rail and Other Road Users at Selected Busy Junctions;
15. To provide support to the planning of long term railway networks;
16. To manage the development and application of railway transport modelling and forecast techniques for new railway projects; and
17. To manage matters related to the implementation of station improvement works proposed by railway corporation.

Job Description

Chief Engineer/Railway Development 2-1

**[Existing permanent post in Highways Department/Railway Development Office
to be transferred to the proposed Railways Department]**

Rank : Chief Engineer (D1)

Report to : Assistant Director of Railways (Development) 2

MAJOR DUTIES AND RESPONSIBILITIES

1. To oversee the planning and implementation of new railway projects (such as East Kowloon Line, North Island Line and Siu Ho Wan Station);
2. To perform monitoring for new railway projects including implementation of the enhanced monitoring and control measures;
3. To vet design, technical and financial submissions for new railway projects submitted by railway corporation;
4. To plan for Reprovisioning, Remedial and Improvement Works and Essential Public Infrastructure Works in association with new railway projects;
5. To liaise and coordinate with railway corporation and concerned bureaux and departments on details about the proposals and submissions for new railway projects;
6. To facilitate gazetting of the railway schemes under relevant ordinances and resolve objections where appropriate;
7. To facilitate the applications from railway corporation for necessary approvals to respective authorities under relevant ordinances where appropriate;
8. To prepare the project agreements under ownership approach or the entrustment agreements under concession approach for new railway projects as appropriate;
9. To evaluate different funding support options, negotiate with railway corporation and liaise with relevant bureaux and departments for Railway plus Property model for new railway projects where appropriate;

10. To prepare submissions to Legislative Council for proceeding to detailed planning and design stage and construction stage for new railway projects where appropriate;
11. To ensure the new railway projects are implemented according to the authorised schemes and the requirements of the project agreements or entrustment agreements where appropriate;
12. To arrange for and/or participate in various meetings in relation to the implementation of new railway projects, such as Site Liaison Group, Station and Transport Integration Committee, Safety and Security Coordinating Committee, Trackside Safety and Security Committee, Project Control Group, Steering Committee on Commissioning, etc.;
13. To administer the entrustment agreements on the Hong Kong Section of the Guangzhou-Shenzhen-Hong Kong Express Rail Link project signed between the Government and the MTR Corporation Limited; and
14. To manage the consultancy study for reviewing the monitoring and control strategies for new railway projects.

Job Description

Chief Engineer/Railway Development 2-2

**[Existing permanent post in Highways Department/Railway Development Office
to be transferred to the proposed Railways Department]**

Rank : Chief Engineer (D1)

Report to : Assistant Director of Railways (Development) 2

MAJOR DUTIES AND RESPONSIBILITIES

1. To oversee the planning and implementation of new railway projects (such as Tung Chung Line Extension, Hung Shui Kiu Station and South Island Line (West));
2. To perform monitoring for new railway projects including implementation of the enhanced monitoring and control measures;
3. To vet design, technical and financial submissions for new railway projects submitted by railway corporation;
4. To plan for Reprovisioning, Remedial and Improvement Works and Essential Public Infrastructure Works in association with new railway projects;
5. To liaise and coordinate with railway corporation and concerned bureaux and departments on details about the proposals and submissions for new railway projects;
6. To facilitate gazetting of the railway schemes under relevant ordinances and resolve objections where appropriate;
7. To facilitate the applications from railway corporation for necessary approvals to respective authorities under relevant ordinances where appropriate;
8. To prepare the project agreements under ownership approach or the entrustment agreements under concession approach for new railway projects as appropriate;
9. To evaluate different funding support options, negotiate with railway corporation and liaise with relevant bureaux and departments for Railway plus Property model for new railway projects where appropriate;
10. To prepare submissions to Legislative Council for proceeding to detailed planning and design stage and construction stage for new railway projects where appropriate;

11. To ensure the new railway projects are implemented according to the authorised schemes and the requirements of the project agreements or entrustment agreements where appropriate;
12. To arrange for and/or participate in various meetings in relation to the implementation of new railway projects, such as Site Liaison Group, Station and Transport Integration Committee, Safety and Security Coordinating Committee, Trackside Safety and Security Committee, Project Control Group, Steering Committee on Commissioning, etc.; and
13. To manage district administration and railway route protection related matters.

Job Description

**Assistant Director of Railways (Regulation)
[Existing permanent post in Electrical and Mechanical Services
Department/Railways Branch to be transferred to the proposed Railways
Department]**

Rank : Government Electrical and Mechanical Engineer (D2)

Report to : Deputy Director of Railways (Regulation)

MAJOR DUTIES AND RESPONSIBILITIES

1. To lead the Railway Regulation Branch in executing the regulatory functions in accordance with the relevant ordinances, regulations and Operating Agreement;
2. To steer the regulation of safety preventive and corrective measures on railway operation of the MTR Corporation Limited;
3. To steer the investigations of serious railway accidents and follow up on the relevant improvement measures of the railway corporation;
4. To steer the safe and sound assessment for new railways and major alterations of operating railways;
5. To steer the implementation of comprehensive and direct assessment on the asset management system and safety management system of the entire railway network;
6. To oversee the safety aspects of asset replacement projects and major modification works in railway premises including high/low voltage power system replacement projects, closed-circuit television system and air-cooled chiller replacement projects;
7. To chair the inter-departmental coordinating committees on matters concerning railway safety and security; and
8. To attend meetings of the Legislative Council.

Job Description

**Chief Engineer/Railway Regulation 1
[Existing permanent post in Electrical and Mechanical Services
Department/Railways Branch to be transferred to the proposed Railways
Department]**

Rank : Chief Electrical and Mechanical Engineer (D1)

Report to : Assistant Director of Railways (Regulation)

MAJOR DUTIES AND RESPONSIBILITIES

1. To formulate policies and strategies concerning railway safety, and oversee the safe operation of the existing railway lines (including Kwun Tong Line, Tseung Kwan O Line and Light Rail Line) and tramway in accordance with relevant ordinances and their subsidiary legislation;
2. To oversee the investigations of railway incidents and follow up on the relevant improvement measures of the railway corporation, and provide guidance and advice on matters concerning railway safety and major modifications of the existing railway lines;
3. To oversee the safety preventive measures on railway operation of the MTR Corporation Limited;
4. To oversee the safety related matters of the railway projects;
5. To oversee the safety aspects of asset replacement projects and major modification works, as well as the building services systems in railway premises;
6. To chair some of the inter-departmental working groups on safety matters of railway projects and assist in inter-departmental coordination work on matters concerning railway safety and security;
7. To provide the Transport and Housing Bureau with professional advice and technical support on issues relating to railways and tramways matters; and
8. To attend meetings of the Legislative Council.

Job Description

**Chief Engineer/Railway Regulation 2
[Existing permanent post in Electrical and Mechanical Services
Department/Railways Branch to be transferred to the proposed Railways
Department]**

Rank : Chief Electronics Engineer (D1)

Report to : Assistant Director of Railways (Regulation)

MAJOR DUTIES AND RESPONSIBILITIES

1. To oversee the safe operation of the existing railway lines (including West Rail Line, Tuen Ma Line Phase 1, Airport Express Line, Tung Chung Line and Disneyland Resort Line) in accordance with the Mass Transit Railway Ordinance (Cap. 556);
2. To oversee the safe operations of the Automated People Mover (APM) system of the Airport in accordance with the Airport Authority (Automated People Mover) (Safety) Regulation (Cap. 483C) and APM system of the Three-Runway System Project with subsequent operation and maintenance, asset management and replacement of the existing APM system;
3. To oversee the investigations of railway incidents and follow up on the relevant improvement measures of the railway operator, and provide guidance and advice on matters concerning railway safety and major modifications of the existing railway lines;
4. To oversee the safety preventive measures on railway operation of the MTR Corporation Limited;
5. To oversee the safety related matters of the railway projects such as Tuen Ma Line (including the interface between systems, safety inspections, tests and trial-runs) and to continually oversee their safety performance after commencement of operation;
6. To chair some of the inter-departmental working groups on safety matters of railway projects and assist in inter-departmental coordination work on matters concerning railway safety and security;

7. To provide the Transport and Housing Bureau with professional advice and technical support on issues relating to railway matters; and
8. To attend meetings of the Legislative Council.