For Discussion **EC(2022-23)4**
on 18 May 2022

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 186 – TRANSPORT DEPARTMENT
Subhead 000 Operational expenses

Members are invited to recommend to the Finance Committee the creation of the following supernumerary post in the Transport Department with immediate effect upon approval of the Finance Committee up to 31 March 2026 –

1 Government Engineer
(D2) ($179,350 - $196,050)

PROBLEM

The Transport Department (TD) needs dedicated staffing support at the directorate level to lead the conduct of the Traffic and Transport Strategy Study (TTSS) in formulating a forward-looking Transport Strategy Blueprint with a planning horizon up to 2050, with a view to supporting Hong Kong's sustainable development and strengthening the competitiveness of Hong Kong.

PROPOSAL

2. We propose to create one supernumerary Government Engineer (GE) (D2) post (designated as Assistant Commissioner/Task Force) in TD with immediate effect upon approval of the Finance Committee (FC) for a duration of about four years up to 31 March 2026.

/**JUSTIFICATION** …..

JUSTIFICATION

Importance of the TTSS

3. With a view to complementing the different stages of economic and social development, the Government had carried out three Comprehensive Transport Studies (CTSs) in the past, and each CTS had developed a holistic transport strategy for Hong Kong in a timely manner. The transport strategies formulated based on the results of the third CTS by the Government still apply today. The background and the scope of the three CTSs conducted in the past are at Enclosure 1.

Encl. 1

4. In recent years, the vast and rapid socio-economic changes in Hong Kong, on the Mainland and across the globe have brought new challenges and unique opportunities to Hong Kong's traffic and transport system. At the same time, the ageing population, the changing travel patterns of the public and the increasing saturation of transport space in the city centre have all posed graver challenges for Hong Kong to further improve its transport services. Against this background, the Chief Executive announced in the 2020 Policy Address that the Government would carry out a comprehensive TTSS to map out a forward-looking Transport Strategy Blueprint with a planning horizon up to 2050.

5. Indeed, although Hong Kong's efficient public transport system fulfils about 90% of the public's travel demand every day, we still have to deal with the pressure on road-based traffic brought by private cars. Private cars have a far lower carrying capacity than mass transport services but occupy nearly 70% of road space of some major roads during peak periods and add burden on the road network. With the rapid development of the city, land resources have now become more precious in Hong Kong, and the room for transport development in the city centre has become saturated. Coupled with escalating labour and material costs, the construction costs of transport infrastructure have become higher. We can no longer solely rely on the expansion of road network to satisfy transport demand. On the public transport front, it is also increasingly difficult for operators to strike a balance between providing affordable and good quality transport services and maintaining stable profits.

6. Therefore, the TTSS cannot merely focus on the provision of more transport infrastructure and the conventional public transport operation regimes to meet the transport demands of future development. Instead, we have to seek breakthroughs on top of the existing transport strategy and to introduce innovative technologies and modes of operation to the transport system. We also have to keep abreast of the times to ensure that Hong Kong is capable of establishing a safe,

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reliable, environmentally friendly and efficient traffic and transport system. The TTSS will therefore cover a wide spectrum of forward-looking traffic and transport domains and issues. In order to take forward the TTSS effectively, it is necessary to have adequate manpower and expertise to provide input and support to the study.

7. Following the completion of the population census last year, TD will conduct the territory-wide Travel Characteristics Survey this year. This survey is conducted roughly once every decade. Through interviewing more than 30 000 households, we can obtain the latest data for updating the transport model developed in the third CTS (CTS Model), thereby enhancing the robustness of traffic forecasts to be adopted in the TTSS. In addition, with the Northern Metropolis Development Strategy mapping out a new planning arrangement for Hong Kong, launching the high-level TTSS with a planning horizon up to 2050 at this juncture can focus our attention on examining how to meet new transport development and demand, so as to strengthen Hong Kong's competiveness.

8. By and large, the TTSS will revolve around people-centric transport services with the aim of formulating strategies to enhance transport service efficiency, safety, convenience, sustainability and comfort, and to cater for the different travel needs of the public in their daily lives. Improved public transport services will also foster the flow of both people and goods within the Guangdong- Hong Kong-Macao Greater Bay Area (GBA), establishing a high-density and liveable city while supporting the sustainable development of Hong Kong.

Scope and Progress of the TTSS

9. The TTSS covers a wide and comprehensive range of traffic and transport issues. With years of prosperity and development, Hong Kong has already established a very mature traffic and transport network with a very high utilisation rate. When formulating a transport strategy, in addition to reviewing the existing legal, regulatory and institutional frameworks, we will have to conduct transport modelling and surveys, analyse transport network performance, carry out technical assessments of transport infrastructure, programme and calibrate computer models, formulate pilot schemes and site trials, and conduct financial assessments and sensitivity analyses of recommendations, etc.

10. With a view to utilising resources more effectively and optimising results, the TTSS, apart from reviewing those transport issues of concern to society as a whole and new domains, will proactively coordinate, complement and consolidate the findings and recommendations of various transport-related studies completed or in progress. It will set out a forward-looking and long-term traffic and transport strategy that will make good use of new technologies.

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11. TD had already awarded the consultancy contract for the TTSS in December 2021. In parallel with conducting the TTSS, we will carry out the territory-wide Travel Characteristics Survey in the second half of this year with a view to commencing in 2023 the updating of the CTS Model for traffic forecasting purposes based on the survey results. Our target is to release preliminary recommendations of the TTSS starting from the second half of 2023, and to promulgate in 2025 a Transport Strategy Blueprint with a planning horizon up to 2050.

12. The TTSS will also undertake topical studies on a number of individual subjects, such as Transport Interchange Hubs (TIHs), enhancement of personalised and point-to-point transport service quality, and smart motorway management. We hope to inform the public of the preliminary proposals of these topical studies and solicit their views at an early stage. This will allow TD to roll out trials or pilot schemes on these subjects before the completion of the whole TTSS so that we may seize the opportunity to integrate the more mature transport development concepts into the planning of New Development Areas (NDAs). To strive for an early achievement of our target, TD, with its existing staff resources, has already expedited the TTSS within a few months upon commencement of the study, and began exploring some of the relatively new or important subjects. Encls. 2 & 3 Details regarding the scope and latest progress of the TTSS are at Enclosures 2 and 3 respectively.

Need for creating a supernumerary GE (D2) post in TD

13. The findings and recommendations of the TTSS are of the utmost importance to and have profound implications for the long-term development strategy of Hong Kong. In order to formulate and take forward the policies and initiatives of the TTSS, TD has to liaise and cooperate closely with other government bureaux/departments and carry out extensive consultations with the Legislative Council, stakeholders and members of the public. To this end, we need to create one supernumerary post of GE (D2) with immediate effect upon approval of the FC up to 31 March 2026, which should be filled by a seasoned officer to head a dedicated team of engineering professionals and transport officers, and provide professional input on transport planning and traffic engineering. The proposed GE (D2) post will provide the necessary steer, oversee the TTSS and lead the dedicated TTSS team in proposing strategies, overcoming difficulties and enhancing efficiency to achieve desirable results.

14. The recommendations of the TTSS are expected to materialise in future projects such as the NDAs. In addition, the recommendations to be proposed under the TTSS will dovetail with the policy objectives set out in the "Hong Kong

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Roadmap on Popularisation of Electric Vehicles", the "Clean Air Plan for Hong Kong 2035" and "Hong Kong's Climate Action Plan 2050", as well as to tie in with the development of the GBA. As such, apart from steering and overseeing the delivery of the TTSS, providing guidance on the study methodology, and leading the development of transport strategies and initiatives in harmony with NDA projects and policy objectives, the proposed GE (D2) post will need to frequently convene crucial high-level meetings with various government bureaux/departments in the course of the study. To establish a solid basis to support the innovative ideas proposed under the TTSS (such as enhancing cross-boundary transport facilities and services for seamless connection and the introduction of smart motorway facilities in road projects), the proposed GE (D2) post will play a pivotal role in steering and facilitating discussions at these meetings to reach a general consensus in an orderly manner. On that score, the proposed GE (D2) post will have to work in unison with various government bureaux/departments on the proposed amendments to the legal, regulatory and institutional frameworks.

15. Furthermore, some initiatives to be pursued under the TTSS (such as housing new generation TIHs in NDAs and at new and existing strategic roads, and developing innovative green and active transport modes) will entail early planning for reservation of the land required. Being an experienced professional, the proposed GE (D2) post will steer the formulation of such schemes and discern the possible land requirements to resolve conflicting issues at an early stage with the relevant parties, including but not limited to government bureaux/departments, transport operators and statutory bodies relating to planning and land use. Equipped with sophisticated finesse in handling controversial issues delicately, the proposed GE (D2) post will need to carry out extensive negotiation, liaison and coordination to ensure complementarity between the relevant transport arrangements and land planning.

16. Apart from the above duties, it is vital for the proposed GE (D2) post to assume the role of an open-minded, flexible, adaptive and responsible leader, and to adopt a people-centric angle in supervising the dedicated TTSS team (as detailed in paragraph 21 below) in developing a robust and forward-looking strategy. The proposed GE (D2) post will also lead the consultations on topical studies, engage stakeholders in the process and solicit views from the Legislative Council and the public.

17. The various major tasks under the TTSS will be carried out on the basis of traffic engineering analyses and assessments. The transport development concepts to be put forward, such as TIHs and smart motorway construction and management, mainly fall within the domain of traffic engineering. In addition, the TTSS will necessitate coordination with other ongoing studies, such as the "Strategic Studies on Railways and Major Roads beyond 2030" and the study on

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congestion charging. Since all these studies are in the domain of engineering technology, it would be more effective for an officer of the Engineer Grade with rich experience in practising engineering to lead the dedicated TTSS team for better coordination and communication.

18. Before the finalisation of the Transport Strategy Blueprint in 2025, TD will have to engage stakeholders on a regular basis to gauge public views on the draft blueprint. As the whole TTSS is expected to be completed upon the promulgation of the final Transport Strategy Blueprint by the end of 2025, the duration of the proposed GE (D2) post is about four years (i.e. until 31 March 2026).

19. During the course of the TTSS, the proposed GE (D2) post should oversee the overall conduct of the TTSS and lead the dedicated TTSS team to ensure that the two key milestones of the study, namely, the release of preliminary recommendations of the TTSS starting from the second half of 2023 for soliciting views from the community and the promulgation of the Transport Strategy Blueprint by the end of 2025 (as mentioned in paragraph 11 above), are achieved in a timely manner.

20. The job description of the proposed GE (D2) post, to be designated as Assistant Commissioner/Task Force, is at Enclosure 4.

Encl. 4

Non-directorate Support

21. The TTSS is a high-level and large-scale territory-wide study which covers many aspects of traffic and transport matters, and encompasses a broad spectrum of environmental and socio-economic affairs. It is necessary for the TTSS to incorporate and take into due consideration the progress and recommendations of various major transport-related studies conducted by the Government, consolidate findings and implementation plans, and formulate appropriate policies and measures, with a view to creating synergy and enhancing the benefits brought by individual transport strategies or initiatives. The above tasks necessitate the dedicated efforts of a team with professional knowledge and technical experience. In this connection, TD will create a total of eight non-directorate posts (including one Senior Engineer, two Engineers/Assistant Engineers, one Senior Technical Officer (Traffic), one Technical Officer (Traffic)/Technical Officer Trainee (Traffic), one Chief Transport Officer and two Senior Transport Officers) until 31 March 2026 to provide support to the proposed supernumerary GE (D2) post and to form a dedicated team to take charge of the work related to the TTSS. The proposed organisation chart of the dedicated TTSS team is at Enclosure 5.

Encl. 5

/**ALTERNATIVES** …..

ALTERNATIVES CONSIDERED

22. We have critically examined the possibility of redeploying other officers of the same rank (i.e. D2) in TD to take on the work of the proposed GE (D2) post. Currently, there are eight posts of the same rank in TD, including seven Assistant Commissioner posts (four of them are filled by officers of the Transport Officer Grade and three of them are filled by officers of the Engineer Grade) and one Safety Director post. The seven incumbent Assistant Commissioners are already fully engaged in their respective regular work schedules and projects, and the open recruitment of the Safety Director post is underway. In order to take forward the TTSS, the relevant duties have been temporarily taken up on a part-time basis by Assistant Commissioner/Planning, who has already been over-stretched. Owing to the tremendous workload arising from the TTSS and the increasing daily business of TD, it is not operationally feasible for these officers of the same rank to take up the new tasks of the TTSS continuously without adversely affecting the discharge of their current duties. The major duties of these posts are detailed at Enclosure 6.

Encl. 6

23. All other divisions in TD are also heavily preoccupied with various traffic and transport duties, and do not have any spare capacity to take up the additional tasks stemming from the TTSS. There is neither spare capacity nor room for redeployment within TD's establishment to shoulder the additional workload arising from the aforementioned significant and complex tasks. Therefore, creating one supernumerary GE (D2) post to lead the dedicated TTSS team is the only viable option to ensure that the TTSS can proceed smoothly and the findings and other recommendations of the host of topical studies can materialise in time for implementation.

24. We have also explored whether the proposed GE (D2) post could be filled by professional staff other than Engineers. However, having regard to the considerations detailed in paragraph 17 above, we consider that an officer of the Engineer Grade with rich experience in engineering would be more appropriate to take forward the TTSS.

25. The existing and proposed organisation charts of TD are at Enclosures 7 and 8 respectively.

Encls.7 & 8

FINANCIAL IMPLICATIONS

26. The creation of the proposed supernumerary post of GE (D2) for a duration of about four years will bring about a notional annual salary cost at mid-point of $2,283,600. The full annual average staff cost, including salaries and staff on-cost, is about $3,202,000.

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27. Moreover, the creation of the eight non-directorate posts for a duration of about four years will bring about a notional annual salary cost at mid-point of $7,853,790 and the full annual average staff cost, including salaries and staff on-cost, is about $10,686,000. We have included adequate provision in the 2022-23 Estimates to meet the required staff cost, and will reflect the required resources in the Estimates of the relevant subsequent years.

PUBLIC CONSULTATION

28. At the Legislative Council Panel on Transport (the Panel) meeting held on 19 October 2021, the Government briefed Members on the concepts and objectives of the TTSS. Subsequently, the Government also consulted the Panel on the above staffing proposal on 8 April 2022. During the latter Panel meeting, a few Members inquired about the filling of the proposed GE (D2) post by officers from other professional grades and the possibility of having existing staff to take up the tasks of TTSS. Relevant justifications are included in paragraphs 17, 22 and 23 above. Members generally agreed with the pressing need to take forward the TTSS and acknowledged its complexity, and unanimously supported the submission of the above staffing proposal to the Establishment Subcommittee for consideration.

ESTABLISHMENT CHANGES

29. The establishment changes in TD for the past two years are as follows –

Establishment (Note)	**Number of posts**			
	Existing (as at 1 May 2022)	**As at 1 April 2022**	**As at 1 April 2021**	**As at 1 April 2020**
A	32+(4)#	32+(4)	32+(1)	32+(1)
B	452	452	446	415
C	1 415	1 415	1 402	1 364
Total	**1 899+(4)**	**1 899+(4)**	**1 880+(1)**	**1 811+(1)**

Note –

A – ranks in the directorate pay scale or equivalent

B – non-directorate ranks, the maximum pay point of which is above MPS point 33 or equivalent

C – non-directorate ranks, the maximum pay point of which is at or below MPS point 33 or equivalent

( ) – number of supernumerary directorate posts

– as at 1 May 2022, there is an unfilled Safety Director post in TD

CIVIL SERVICE BUREAU COMMENTS

30. The Civil Service Bureau supports the proposed creation of one supernumerary post of GE (D2) in TD for about four years up to 31 March 2026. The grading and ranking of the proposed post are considered appropriate having regard to the level and scope of the responsibilities involved and the professional input required.

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

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

Transport and Housing Bureau
May 2022

Background and Scope of the Past Three Comprehensive Transport Studies

As early as the 1970s, in view of the new town developments in the New Territories, the Government conducted the first Comprehensive Transport Study (CTS) which mainly encompassed the study on the construction of the Mass Transit Railway, the provision of roads to connect new towns and urban areas, and the electrification of the Kowloon-Canton Railway. Later in the 1980s, in response to the need to construct an airport at Chek Lap Kok and promote port development, the Government carried out the second CTS. In the early days after Hong Kong's reunification, in view of the population growth in Hong Kong and the upsurge in demand for cross-boundary traffic, the Government conducted the third CTS which laid down Hong Kong's transport strategy comprising the five "betters", i.e. (i) better integration of transport and land use planning; (ii) better use of railways as the backbone of the passenger transport system; (iii) provision of better public transport services and facilities; (iv) better use of advanced technologies in traffic management; and (v) formulation of better environmental protection transport measures. These five strategies remain applicable today.

2. Over the past 20 years, the Government has all along been implementing the development framework and infrastructure development programme under the aforementioned five strategies through the staged deployment of resources. To this end, the Government completed a number of individual studies on specific issues, including "Railway Development Strategy 2000", "Railway Development Strategy 2014", and the "Public Transport Strategy Study" in 2017, and has commenced a host of topical studies[1] in order to formulate transport strategies in a timely manner for the early implementation of relevant projects. Various transport infrastructure facilities[2] had commenced construction as planned and had been commissioned in succession. Benefitting from these transport infrastructure facilities, Hong Kong's public transport services are not only convenient but also very efficient. At present, about 90% of the total passenger boardings were made through public transport in Hong Kong every day, and such an outstanding performance of Hong Kong's public transport system had garnered international acclaim[3].

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[1] Including the "Strategic Studies on Railways and Major Roads beyond 2030", and other studies relating to congestion charging, walkability, free-flow tolling systems, etc.

[2] For example, the Hong Kong Section of Guangzhou-Shenzhen-Hong Kong Express Rail Link, Central-Wan Chai Bypass, Tuen Ma Line, Tuen Mun – Chek Lap Kok Tunnel, etc.

[3] The report by the consultants, McKinsey & Company, issued in July 2021 states that Hong Kong's transport system was ranked first in 25 international metropolises in terms of sustainable development.

Enclosure 2 to EC(2022-23)4

Scope of the Traffic and Transport Strategy Study

The scope of the Traffic and Transport Strategy Study can be categorised into the following four key directions –

Direction 1: To optimise the use of limited road space, enhance the efficiency of road space and shorten journey time, in order to augment the resilience of the transport system in handling incidents.

Direction 2: To provide people-centric and efficient public transport services to enhance the public's travel experience and encourage the use of public transport services, in a bid to reduce the number of vehicles entering the busy road sections of the city centre.

Direction 3: To advocate green and active transport as healthy lifestyles to enhance the public's quality of life and accomplish carbon neutrality and associated policies.

Direction 4: To embrace opportunities to enhance transport connectivity with other cities in the Guangdong-Hong Kong-Macao Greater Bay Area (GBA) with the objective of creating the Hong Kong-Shenzhen one-hour cross-boundary commuting network, and to establish better cross-boundary facilities for seamless connection to the transport network in the GBA.

Progress of the Traffic and Transport Strategy Study (TTSS)

To strive for an early achievement of our target, the Transport Department (TD), under the existing staff resources, has already expedited TTSS within a few months upon commencement of the study, and began exploring some of the relatively new or important subjects. The preliminary study progress is reported in the ensuing paragraphs.

Enhancement of transport services in tandem with land and transport infrastructure development

2. The TTSS will holistically review Hong Kong's transport layout, focusing on exploring proposals for enhancing complementarity among various transport modes and services so as to facilitate transport development in districts across the territory and improve transport connectivity between Hong Kong and other cities in the Guangdong-Hong Kong-Macao Greater Bay Area (GBA). Based on the recommendations on the large-scale transport infrastructure layout put forward in the ongoing "Strategic Studies on Railways and Major Roads beyond 2030", the TTSS will study various measures to enhance transport services in order to appropriately coordinate, complement and consolidate development strategies. The TTSS will also examine the provision of a more robust system of cross-boundary facilities and seamless transport network connections to facilitate cross-boundary trade, work, residence, study, travel and access to daily services for Hong Kong residents and persons travelling between other GBA cities and Hong Kong.

3. As regards the Northern Metropolis, to leverage the advantages and development momentum of its neighbouring GBA cities (especially Shenzhen), TD is studying the feasibility of constructing a new generation of Transport Interchange Hubs (TIHs) at strategic locations such as Hung Shui Kiu and San Tin which will be linked with Shenzhen by cross-boundary railways. This will serve to integrate and optimise cross-boundary as well as local transport services for the public to enjoy the experience of efficient and comfortable seamless connectivity. In addition, the TTSS will explore promoting a new generation of green mass transport mode in the Northern Metropolis to support the railway system. It will also study the relevant support facilities for bicycles and electric mobility devices, with the aim of reducing citizens' reliance on private cars or public transport for short-haul trips, thus building a more liveable environment and enhancing connectivity within the entire Northern Metropolis.

/*TIHs …..*

TIHs

4. One of the objectives of the TTSS is to provide people-centric transport services and foster collaboration, complementarity and integration among various public transport modes. The provision of new generation TIHs is one of the key strategies for achieving this goal. New generation TIHs will enhance passengers' travel experience through the provision of walkability facilities and improved passenger waiting and interchange facilities and environment. Park-and-ride services will be made available at TIHs as far as possible to encourage people to use public transport services to help reduce the number of private cars entering busy road sections in urban areas, thereby improving the overall traffic efficiency, capacity and convenience. Increases in public transport patronage will also help enhance the operational sustainability of public transport services, and improve the resilience of the overall transport system in the long run. Under the TTSS, TD is now contemplating a preliminary layout of new generation TIHs, taking into account various factors including their strategic locations in different districts, development potential, and the public's travel patterns and interchange needs.

5. To achieve the best layout and cost-effectiveness, based on the planning progress of the New Development Areas, TD will engage in active discussion with relevant government departments on the details of reservation of land and provision of transport facilities and services at each TIH in a bid to incorporate the provision of new generation TIHs into key development proposals during the formulation process. We believe that with the provision of quality public transport interchange services and enhanced community connectivity, we can better cater for the travel needs of the public and increase the willingness of commuters to switch from private cars to public transport, thereby containing the number of vehicles on roads and alleviating traffic congestion more effectively.

Enhancing personalised and point-to-point transport service quality

6. Taxis play an indispensable role of providing personalised and point-to-point transport services in an efficient and well-developed public transport services system. The community has concerns about the overall quality of taxi services and the conduct of some taxi drivers, and there is an increasing demand for high quality taxi services. Effective enhancement of taxi service quality and promotion of long-term healthy development of the taxi service industry have become key topics of discussion. In view of these concerns, the TTSS has launched a topical study on enhancing personalised and point-to-point transport service quality. The topical study will review the current taxi operation and regulatory framework with a view to formulating appropriate proposals for enhancing taxi service quality. We will make reference to overseas and the Mainland's experience

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of relevant regulatory and operation regime of taxis while exploring in depth the introduction of a fleet management concept and associated regulatory requirements and operation arrangement, in order to set out a new direction for improving the taxi service industry, and continually enhance taxi management and service quality.

7. Looking ahead, personalised and point-to-point transport services have to embrace the opportunity of the rapid development of information technology, new energy vehicles, autonomous driving technology, etc. to achieve breakthroughs in the existing service regime, so that they can better cater for the daily travel needs of the public. In the longer term, we will explore using a one-stop information technology platform to provide mobility-on-demand transport booking services and coordinate arrangements for trials with various stakeholders. We will also follow the development trends of new energy vehicles and autonomous driving technologies to map out the major direction and policy for the application of these technologies to personalised and point-to-point transport services as a whole in the future, drawing up a proposed roadmap for long-term development.

Smart Motorway Management

8. We can hardly meet the growth in traffic demand solely by road expansion. TD will adopt a new road management mindset and explore how to tap into technology and big data development for the better utilisation of limited road space and the enhancement of road network carrying efficiency. One of the measures is to introduce advanced smart motorway facilities. For example, we are studying the use of big data for real-time traffic analysis of the road network in order to provide more pertinent traffic information and divert road traffic, or respond to contingencies as necessary. We will also explore the popularisation of autonomous driving and "vehicle-to-everything" to realise various interaction and information transfer between vehicles and road facilities, thereby paving the way for the implementation of more flexible and intelligent traffic management in the future.

9. To ensure complementarity among future infrastructure facilities, TD must maintain close liaison with the responsible parties involved in various development and road projects to facilitate incorporating the design of smart motorway facilities into the projects in a timely manner. TD is conducting a topical study on technical standards and specifications. TD will make reference to the latest developments and experience overseas and at the same time place a great emphasis on the transport connectivity with other cities in the GBA, so as to provide a basis for the future application of autonomous driving and "vehicle-to-everything" technologies. Besides, TD will apply the smart motorway concept in the real setting, and identify suitable road sections in Hong Kong for relevant trials so as to collect data and evaluate its effectiveness.

Job Description of the Proposed Assistant Commissioner/Task Force

Rank : Government Engineer (D2)

Responsible to : Deputy Commissioner/Planning and Technical Services (DC/PTS) (D3)

Main Duties and Responsibilities –

Assistant Commissioner/Task Force will head the Traffic and Transport Strategy Study (TTSS) team and steer, advise on and coordinate all matters relating to the TTSS and report directly to DC/PTS. The main duties and responsibilities include –

1. To oversee the overall conduct of the TTSS, including giving guidance on the methodology of conducting the study and monitoring progress to ensure the fulfilment of various study objectives in a timely manner;

2. To lead the development of various transport strategies and initiatives under the four key directions of the TTSS (i.e. to optimise the use of limited road space, to provide people-centric and efficient public transport services, to advocate green and active transport as healthy lifestyles, and to enhance the transport connectivity with other cities in the Guangdong-Hong Kong-Macao Greater Bay Area (GBA));

3. To provide guidance on the formulation of transport policies and legal, regulatory and institutional frameworks for new initiatives (such as setting up a common platform for facilitating the promotion of mobility-on-demand for transport services);

4. To formulate a territory-wide strategy for implementing new generation Transport Interchange Hubs, including setting out design requirements, standards and the level of provision of park-and-ride service and other ancillary facilities;

5. To develop strategies for encouraging better coordination and healthy competition among various public transport modes with railways as the backbone of the passenger transport system;

/6. …..

6. To maintain close liaison with the Environment Bureau and the Environmental Protection Department, and set out complementary transport strategies and initiatives to tie in with Hong Kong's target of achieving carbon neutrality before 2050;

7. To plan and take forward transport policies on fostering closer ties and integration with other cities in the GBA;

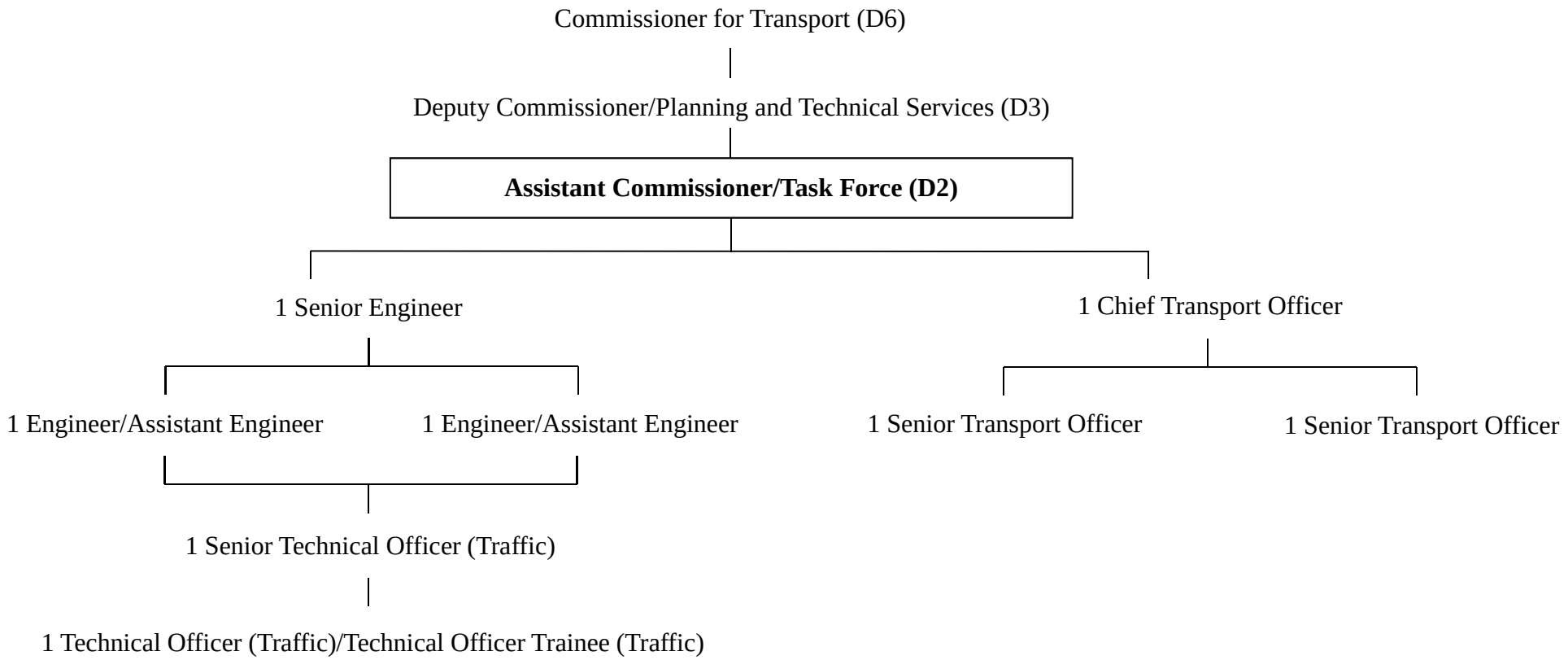
8. To hold meetings with the upper echelons of other government bureaux/departments to resolve controversial interfacing issues;

9. To formulate a robust and adaptive public consultation strategy for conducting stakeholder engagement on various topical studies and draft Transport Strategy Blueprint;

10. To oversee stakeholder engagement sessions, seek views from the Legislative Council and Transport Advisory Committee members, academics, associations and professional institutions, and respond to public queries; and

11. To promulgate the Transport Strategy Blueprint, taking into account the findings of the trials and pilot schemes rolled out during the course of the study and stakeholders' views.

Proposed Organisation Chart of the Traffic and Transport Strategy Study Team, Transport Department



Legend

Proposed supernumerary directorate post for creation

Enclosure 6 to EC(2022-23)4

Major Duties and Responsibilities of Incumbent Assistant Commissioners and Safety Director of the Transport Department (TD)

Currently, TD has eight posts at D2 rank, including seven Assistant Commissioners and one Safety Director[1]. These officers are fully engaged in their respective duties. The details are as follows –

2. **Assistant Commissioner/Bus and Railway** (AC/BR) heads the Bus and Railway Branch. With the directorate support of four Principal Transport Officer (PTOs) (D1)[2], AC/BR oversees the planning, development and regulation of franchised bus services, planning and policy matters of non-franchised bus services and public transport interchanges, planning and finance of tram services and monitoring and regulation of existing railway services (including heavy rail, Light Rail and Guangzhou-Shenzhen-Hong Kong Express Rail Link); maintains a coordinated network of public transport services along rail corridors; and provides transport input on the planning and implementation of new railways/strategic highway projects, etc. AC/BR has to monitor the financial performance of the bus companies and Hong Kong Tramways and handle bus and tram fare increase applications. In the coming few years, AC/BR will be heavily engaged in overseeing the planning of new bus service networks and associated bus facilities to meet the transport needs in New Development Areas such as Kai Tak, Hung Shui Kiu and Yuen Long South, as well as reviewing and re-organising the public transport network in association with the extension of East Rail Line to Admiralty. AC/BR also has to lead the franchise renewal exercises of New World First Bus Services Limited, Long Win Bus Company Limited and Citybus Limited (Franchise for Airport and North Lantau Bus Network) in 2023.

3. **Assistant Commissioner/Administration and Licensing** (AC/AL) heads the Administration and Licensing Branch. With the directorate support of one Principal Executive Officer (D1) and two Chief Electrical and Mechanical Engineers (D1)[2], AC/AL oversees six divisions with core businesses covering the licensing of vehicles and drivers; examining and inspecting all vehicles in Hong Kong; overseeing the policy and operational matters on driving tests and monitoring designated driving schools and car testing centres, licensing of private and restricted driving instructors; steering on prosecution of traffic and transport

/offences …..

[1] The rank of the Safety Director is equivalent to D2. Open recruitment of expert equipped with traffic and bus safety knowledge to take up this post is underway.

[2] Including one PTO and one Chief Electrical and Mechanical Engineer under the Franchised Bus Safety Team who are currently reporting to AC/BR and AC/AL respectively pending the filling of the Safety Director post.

offences (including the Driving Offence Points System, non-compliance with Mandatory Attendance of Driving Improvement Courses and transport offences committed on government transport infrastructure), issuing passenger service licences in respect of public service vehicles and other licences, enforcement action against breaches of passenger service licence conditions; and managing the Vehicles and Drivers Licensing Integrated Data System and other e-business systems to support TD's core businesses of vehicle and driver licensing, training, testing and enforcement. To facilitate trials and development of autonomous vehicles in Hong Kong, AC/AL takes the leading and coordinating role of studying the regulatory and legal frameworks in TD. AC/AL is working on the drafting of necessary legislative amendments to facilitate full trials and use of autonomous vehicles on roads. AC/AL is also engaged fully in overseeing the development of e-licensing of vehicle and driving licences.

4. **Assistant Commissioner/Management and Paratransit** (AC/MP) heads the Management and Paratransit Branch. With the directorate support of two PTOs (D1), AC/MP oversees the management and operation of transport infrastructures and services, including government tunnels, bridges, Tsing Ma/Tsing Sha Control Areas, parking meters and government carparks, the selection of the contractors to manage, operate and maintain these infrastructures and the monitoring of the contractors' performance; as well as the overall operation of the Emergency Transport Coordination Centre for handling the traffic and transport incidents in the territory. AC/MP is also responsible for taking forward the policy and planning of ancillary public transport modes (e.g. taxi, ferry and public light bus services and related facilities), including formulating related regulatory measures for the services. The Disabled Transport Section, the Public Transport Fare Concession Scheme Section and the Public Transport Fare Subsidy Scheme (PTFSS) Section under AC/MP are responsible for transport services for persons with disabilities, the Government Public Transport Fare Concession Scheme for the Elderly and Eligible Persons with Disabilities, and PTFSS. In the coming few years, AC/MP has to oversee various new initiatives, including the implementation of free-flow tolling systems at all government tolled tunnels, the implementation of the Vessel Subsidy Scheme to replace the fleets of 11 ferry routes (involving some 47 new vessels), trials of hybrid vessels, and the implementation of incorporating suitable electronic payment means into the PTFSS.

5. **Assistant Commissioner/Urban** (AC/U) is the head of the Urban Regional Office. With the directorate support of two Chief Engineers (D1) and one PTO (D1), AC/U oversees the implementation of traffic management measures to respond to the latest situation in various urban districts. AC/U also has to oversee a number of large-scale development projects, including the Kai Tak Development, Energizing Kowloon East, West Kowloon Cultural District, Central Harbour Development, Wan Chai Development Phase II, expansion of the Hong Kong

/Convention …..

Convention and Exhibition Centre, large-scale housing projects at the ex-Anderson Road Quarry site, the ex-Cha Kwo Ling Kaolin Mine site and the ex-Tai Hom Village sites. On top of the above, AC/U is responsible for coordinating TD's input on land supply initiatives and overseeing their traffic impact assessment studies. AC/U also needs to handle matters relating to the operation of pedestrian improvement schemes, take forward new measures to promote the concept of "Walk in Hong Kong", assist with the planning and formulation of policies on a walkable city, and carry out studies on enhancing walkability in Hong Kong. Such studies include reviewing the pedestrian linkage between Wan Chai and Sheung Wan in Hong Kong Island North and the assessment mechanism for establishing hillside escalator links and elevator systems in a bid to meet the public aspirations for improving the overall pedestrian environment.

6. **Assistant Commissioner/New Territories** (AC/NT) heads the New Territories Regional Office. With the directorate support of two PTOs (D1) and two Chief Engineers (D1), AC/NT oversees the regulation and monitoring of public transport services and district traffic conditions, and the planning and implementation of traffic improvement schemes and public transport enhancement and rationalisation measures in the New Territories. Besides, AC/NT oversees the regulation of cross-boundary coach and hire-car services, and the planning and implementation of facilities and services for the new land boundary control points, especially the Hong Kong-Zhuhai-Macao Bridge and the recently commissioned Liantang/Heung Yuen Wai boundary control point as well as for the reconstruction of Huanggang Port. AC/NT also steers the management of the goods vehicle and cross-boundary coach trades. Similar to AC/U, AC/NT has to oversee a number of large-scale road infrastructure and housing development projects in the New Territories, including Trunk Road T4 and associated Improvement Works in Sha Tin, Hiram's Highway Improvement Stage 1 and Stage 2, widening of Tsuen Wan Road, Castle Peak Road and Tai Po Road (Shatin Section), road infrastructure works and traffic and transport facilities for housing developments in the New Territories.

7. **Assistant Commissioner/Technical Services** (AC/TS), heads the Technical Services Branch. With the directorate support of four Chief Engineers (D1), AC/TS is responsible for formulating and implementing policies, standards and procedures in respect of information technology. These include promoting the smart mobility strategy, developing and implementing smart mobility initiatives, operating and maintaining the Area Traffic Control (ATC) and Closed Circuit Television (CCTV) systems, formulating and reviewing road safety policies and standards, conducting road safety researches, implementing road safety initiatives and road safety audit, as well as planning and formulating the incident management strategy and system. On smart mobility, AC/TS is overseeing the continuous

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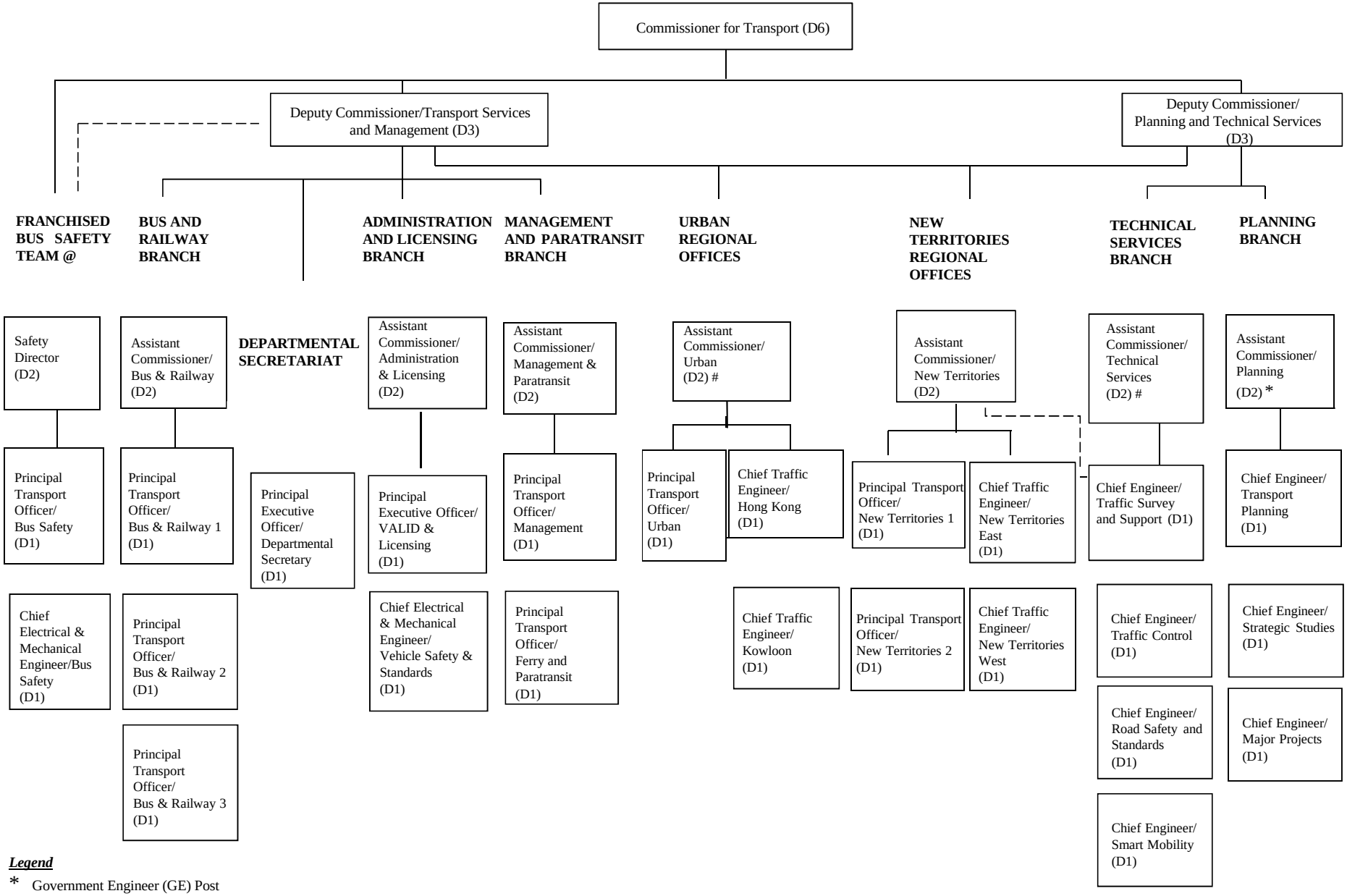
enhancement of the Transport Information System and TD's mobile application "HKeMobility" and the implementation of the pilot real-time adaptive traffic signal system, supervising the implementation of Smart Traffic Fund to promote the research and application of vehicle-related innovation and technology, and developing a traffic data analytics system in collaboration with the Office of the Government Chief Information Officer. On traffic management, apart from the supervision of the routine operation and maintenance of the ATC and CCTV systems as well as journey time indication systems and speed map panels, AC/TS oversees the pilot implementation of technological devices at signalised crossings to meet the demand of ageing population and enhanced electronic audible traffic signals for the visually impaired persons. In addition, AC/TS is tasked with supervising the implementation of speed enforcement cameras and red light cameras as well as the trials of average speed camera systems. AC/TS is also overseeing the implementation of various road safety improvement measures and the enhancement of TD's road safety management system. In particular, TD is implementing Road Safety Audit so as to further improve the current road safety management system by strengthening the performance evaluation and auditing work.

8. **Assistant Commissioner/Planning** (AC/P) heads the Planning Branch. With the directorate support of three Chief Engineers (D1), AC/P provides input and support in formulating macro transport management policies and strategies, directs the conduct of major and strategic transport planning studies (e.g. Strategic Studies on Major Roads beyond 2030, planning of the conduct of a territory-wide Travel Characteristics Survey, and enhancing the Comprehensive Transport Study Model), and oversees the planning and implementation of new strategic highway projects. As regards the implementation of major transport infrastructure (including new strategic roads and new rail links) and large-scale development projects, AC/P provides traffic engineering input and support throughout the design, construction and commissioning process. AC/P is also responsible for the formulation of cycling policy, including the improvement and upgrading of cycling infrastructure. In recent years, the Government has been pressing ahead with the policy of mitigating traffic congestion and increasing the provision of car parking spaces. Through multi-pronged approaches, AC/P is responsible for initiating more public vehicle park projects under the "single site, multiple use" principle, assisting with the planning and formulation of strategies for promoting automated parking systems, and implementing public vehicle park projects which are equipped with automated parking systems, as well as drawing up the toll strategy and hierarchy for tolled tunnels and roads by adopting the concept of congestion charging and the principle of "efficiency first".

9. The **Safety Director** being recruited will head the Franchised Bus Safety Team. To be supported by one Chief Electrical and Mechanical Engineer (D1) and one PTO (D1)[2], the Safety Director will steer, advise and coordinate all

matters relating to the safety of franchised buses. The Safety Director is responsible for overseeing the accident trends and the safety performance of individual franchised bus operators, and advising franchised bus operators on safety enhancement measures. The Safety Director also needs to, in the light of the current operational and regulatory regime of franchised bus operations, explore and consider the feasibility of introducing new or overseas bus safety related initiatives/regulations/schemes/measures in respect of in-vehicle devices and technologies, bus captain training, fatigue management and working environment, safety performance management, and road safety and bus-friendly measures. The Safety Director has to maintain close liaison with relevant authorities/organisations in other jurisdictions. In addition, the Safety Director is charged with overseeing, coordinating and monitoring the implementation of actions and initiatives under the Committee on Enhancement of Franchised Bus Safety, and liaising closely with the safety directors of the franchised bus operators in monitoring their work progress and the effectiveness of the implementation of various schemes/measures. Besides, the Safety Director needs to carry out studies on the identification of fatigue and fatigue management of bus captains with a view to reviewing and improving the guidelines concerning working hour, health and well-being of bus captains in the unique operating environment in Hong Kong. In the light of the studies, the Safety Director will need to devise a suitable and continual fatigue management strategy and measures respectively at three levels, namely, the Government, franchised bus operators and individual bus captain levels, while strengthening measures to enhance TD's regulation of bus captain training. On the publicity front, the Safety Director will take charge of coordinating educational activities relating to franchised bus safety, and making recommendations on Hong Kong's participation in global benchmarking organisations/forums/institutions on city bus services.

Transport Department
Existing Organisation Chart of Directorate Officers



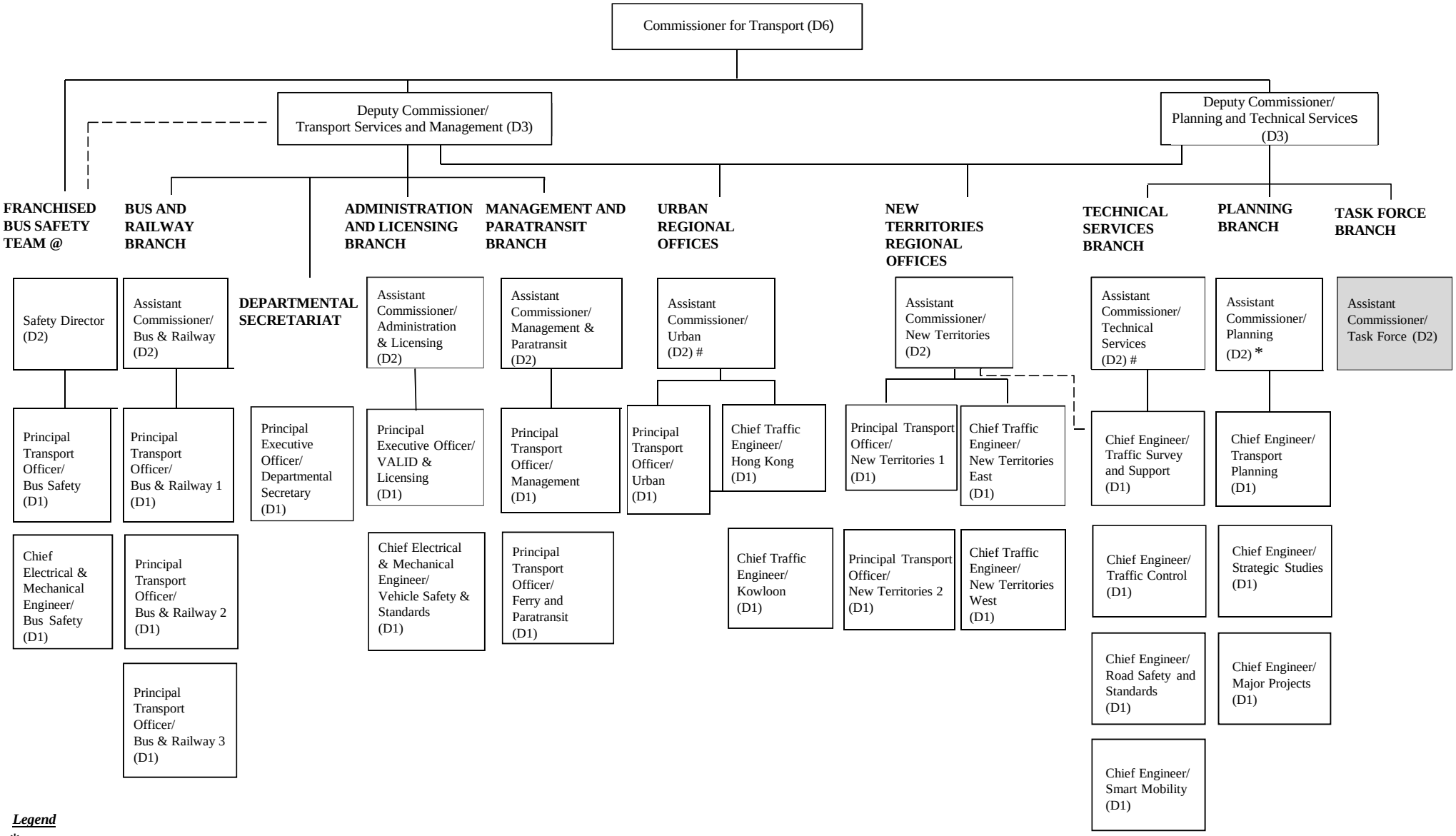
Legend

* Government Engineer (GE) Post

\# Supernumerary GE post held against Assistant Commissioner for Transport Post

@ Open recruitment of the post of Safety Director is underway. Principal Transport Officer/Bus Safety and Chief Electrical & Mechanical Engineer/Bus Safety are now respectively reporting to Assistant Commissioner/Bus & Railway and Assistant Commissioner/Administration & Licensing.

Transport Department
Organisation Chart of Directorate Officers
(after the proposed creation of supernumerary directorate post)



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Proposed supernumerary directorate post for creation shaded in grey