PROJECT INTEGRATED MANAGEMENT SYSTEM (PIMS)

HUNG SHUI KIU STATION

PROJECT EXECUTION PLAN
[*PIMS/HSK/PEP-001/A2*]

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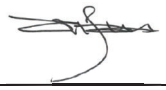
ORIGINATOR	Chief Design Manager – HSK	George Tung	
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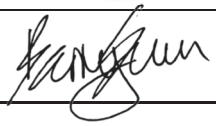
APPROVER	General Manager-New Territories (Projects)	Barry Sum	

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1 Introduction

1.1 Scope

1.1.1 This Project Execution Plan (PEP) applies to Hung Shui Kiu Station (HSK) project.

1.1.2 This PEP has been developed for Preliminary Design/ Reference Design Stage / Advance Protection Works Construction Stage and shall be further updated upon commencement of Construction Stage of the HSK Main Works.

1.2 Objectives

1.2.1 This PEP is the principal management tool for the General Manager (GM) / Project Manager (PM) to manage the project. It has been developed in accordance with PIMS/PJM/INS-001 Project Execution Plan, and will be reviewed and updated quarterly if applicable. This frequency can be extended to half yearly or other time intervals at the discretion of the GM. Generally, the PEP should be updated and re-issued at the commencement of each project lifecycle stage.

1.2.2 The purpose of this PEP is to:

- Provide a summary of the project scope, objectives, key milestones and organisation as a reference point for all personnel;
- Document key project activities, assumptions, risks and interfaces relevant to the specific project stage;
- Set out how the General Manager (GM) /Project Manager (PM) will address the key management themes addressed in PIMS/PIM/PRO-001 Project Management Procedure: leadership, partnering, team, interface coordination, management of change, communications, etc.
- Define how PIMS and wider MTRCL requirements for management of the HSK are to be implemented in line with the Project Integrated Management System (PIMS) Policy (PIMS/POL-001); and
- Summarise any specific project strategies and approaches that have been agreed, with references to related project specific management plans that have been developed where appropriate.

PIMS/PJM/INS-001 Project Execution Plan

PIMS/PRI/POL-001 Project Integrated Management System (PIMS) Policy

1.3 Ownership and Application

1.3.1 This PEP is owned and controlled by PM-TME&HSK, which would be of ongoing development to reflect the Project Management requirements relevant to each stage of the project lifecycle.

1.3.2 Responsibility for application of this PEP is delegated by GM-NT(P) to PM-TME&HSK assigned to HSK.

1.4 Interfaces

1.4.1 This section outlines who needs to be engaged with in relation to Project Management requirements for HSK.

1.4.2 Internal Interfaces

The main internal interfaces in relation to Project Management processes for HSK include, but are not limited to the following:

WHO	HOW and WHY
Capital Works Technical Management Committee (CWTMC)	Manages and reviews development of Project Definition Documents (PDDs) for use on Capital Works projects and defines the associated technical audit requirements to verify compliance of individual Projects with the appropriate PDDs.
Project Management Team	Ensures the project is delivered according to the PDD requirements and within the specific time and budget through the day-to-day First Line of Defence ("1LoD") activities.
Enabling Functions	Includes CWBU Technical, PMO, Commercial Management, Chief of Staff and Safety Management Departments. Provide support to Project Management Team to ensure the project is delivered according to the PDD requirements to expect quality level and within the specific time and budget through the day-to-day support, review, and audit activities. Develop best practices and processes and provide governance on their respective expert areas. Specific resources may be allocated to support the PMT as required by the project scope.

1.4.3 External Interfaces

The main external interfaces in relation to Project Management processes for HSK include, but are not limited to the following:

WHO	HOW and WHY
Buildings Department (BD)	The Buildings Department (BD) is a department of the Hong Kong Government responsible for building codes, building safety, and inspection. It was founded in 1993 and is now subordinate to the Development Bureau. According to building regulation, MTRCL will conduct IoE audit and the audit report will be submitted to BD for review and record.

Electrical and Mechanical Services Department (EMSD)	The Electrical and Mechanical Services Department is a Hong Kong Government department responsible for inspection and enforcement of operation and safety of many electricity and gas installations; railways and trams; lifts and escalators; amusement rides; working platforms on building sites, and many other diverse areas. The department has two main branches: Regulatory Services and Trading Services. The department falls under the purview of the Development Bureau. The system assurance audits can provide assurance for relevant inspection by EMSD.
Environmental Protection Department (EPD)	The department of the Hong Kong Special Administrative Region Government entrusted to deal with all regulatory environmental issues arising as a result of existing or proposed infrastructure development. The environmental audits shall be conducted to fulfill the regulations under EPD.
Fire Services Department (FSD)	Hong Kong Fire Services Department (HKFSD) of the Government of Hong Kong is an emergency service responsible for fire-fighting and rescue on land and sea. It also provides an emergency ambulance service for the sick and the injured, and gives fire protection advice to the public. The system assurance audits can provide assurance for FS inspection by FSD.
Geotechnical Engineering Office (GEO)	The Geotechnical Engineering Office (GEO) is responsible for a wide range of geotechnical engineering activities related to the safe and economic utilization and development of land. It is one of seven constituent offices of the Civil Engineering and Development Department of the Government of the Hong Kong Special Administrative Region. The 1LoD activities such as settlement monitoring by Project Management Team and technical audits to assure the design meeting the PDDs and statutory requirements on Geotechnical aspect.
Labour Department (LD)	Labour Department is a department of the Hong Kong Government responsible for labour dispute mechanisms, employment, occupational health and safety and workforce participation. The F&IU audits shall be conducted to fulfill the regulation under LD.

Railway Development Office- Highways Department (RDO/HyD)	The Railway Development Office - Highways Department is responsible for implementation of railway projects and planning Hong Kong's future railway expansion to support the continued population growth and economic development of the Territory.

2 Project Overview

2.1 Project Objectives

2.1.1 HSK is one of the seven recommended railway schemes in the Railway Development Strategy 2014; a new railway station located between Tin Shui Wai Station and Siu Hong Station along the existing Tuen Ma Line (TML). HSK will be designed as a significant transport facility serving the new population in the future Hung Shui Kiu / Ha Tsuen New Development Area (HSK/HT NDA). Also, future cross-boundary rail link between HSK/HT NDA and Qianhai with space reserved adjacent to the HSK is being planned for the future and the interface will be considered in the HSK design.

2.2 Project Scope

2.2.1 The HSK project comprise construction of a new station, and associated modification of existing TML viaduct, E&M services, Emergency Access Point no. 25 and Tin Shui Wai Feeder Station. HSK is envisaged to be a two-level station with at-grade concourse and elevated side-platforms for 8-car train sets of retrofitted building around the existing TML double track viaduct.

2.3 Key Project Milestones

2.3.1 Key project milestones are summarised below and no delay is identified at the start of Reference Design.

- Submit ERR to EPD
- VEP issuance by EPD
- Works commencement of Advance Works Contracts
- Railway Scheme Gazetted by TLB
- Complete Reference Design by C1801
- Railway Scheme Authorised by ExCo
- Finalise Project Agreement with Government
- Government Land Available for Construction
- Works commencement of Contract 1801 Main Works for Hung Shui Kiu Station

The below project milestone has been achieved:

- Preliminary Design by C1801 completed
- ERR submitted and EPD granted VEP for HSK Main Works
- Advance Works Contracts commenced (Contracts 1831, 1832A, 1832B, NH001, NH002 & NH003)
- Government published the Railway Scheme Gazettal
- Reference Design by C1801 substantially completed

2.3.2 Project programmes as of Reference Design stage are attached as **Appendix 4**.

2.4 Project Stage Overview

2.4.1 In the Preliminary Design stage, the aim was to develop an initial scheme and design options to derive the Preferred Scheme using value engineering techniques. Following this the focus was on the development, delivery and integration of the various input to deliver the Preliminary Design Report. A set of Project Definition Documents (PDDs) was established to provide definition of, and agreement to, a set of performance requirements and objectives for HSK project.

2.4.2 The public consultations, pre-consultation of statutory submissions and gazettal process have been conducted in the Preliminary Design stage to fix a scheme for subsequent Reference Design. The project scope, cost, programme and contract strategy of the works were also established.

2.4.3 The Reference Design stage would involve verification of the findings of the Preliminary Design, further development for obtaining all statutory approvals-in-principle or endorsements related to design, as well as preparation of tender documents providing the Design and Build contractor with details to carry out the Detailed Design, to execute his duties and to construct the Works. The management and maintenance parties for all permanent works would be identified and agreed with relevant stakeholders, maintenance and management agents on the demarcation.

2.4.4 At the Reference Design stage, the key interfaces and dependencies of the HSK include:

- HSK/HT NDA Project (including Iconic Footbridge)
- Hong Kong-Shenzhen Western Rail Link (HSWRL) (including a proposed underground station to Qianhai)
- Connection with R+P sites

2.4.5 The following is a summary of the latest project delivery risks at the Reference design Stage: -

- Project cost exceeds original cost estimation:
- Unable to meet Government expectation for HSK earlier opening than original plan
- Inadequate utilisation of agreed / planned NTH possession time allotted to TML
- Delay in Government interface works
- Delayed possession of works areas/ sites for main works
- Late confirmation of location and design of temporary Public Transport Interchange
- Potential service impact on TML due to significant operational interface works
- Delay of X22 tendering process

The project delivery risk would be reviewed on monthly basis.

2.4.6 Key stakeholders of the project are grouped into the following major categories:

- Internal: HKTS, Railway Protection
- Local community: Village representatives (Tin Sam Tsuen, Yick Yuen Tsuen, Lee Uk Tsuen, Sun Fung Wai, Wo Ping San Tsuen, Chung Uk Tsuen, San Uk Tsuen), local residents
- Interest groups and environmental: various green groups, NGOs
- Political: Ha Tsuen Rural Committee, Yuen Long District Council, Tuen Mun Rural Committee, Tuen Mun District Council, Legislative Council
- Government and statutory bodies
- General public (media)

2.5 Project Agreement

2.5.1 Negotiations with RDO/HyD on the Project Agreement for the financing, design, construction, pre-operation, operation and maintenance of the HSK project was kicked start in August 2023. Coordination with RDO/HyD is well underway.

2.6 Project Contract Strategies

2.6.1 Procurement process for Contract 1801 HSK main civil works shall be in accordance with Procurement Procedure P/P&CD/001 starting with an open prequalification exercise, follow with a competitive tender process based on a design and build contract approach. NEC4 Engineering and Construction Contract - Option C: Target Cost Contract with activity schedule under Secondary Option X22 for Early Contractor Involvement will be adopted.

2.6.2 To relieve the competition of non-traffic hours (NTH) possession and protect the programme in meeting the Government's earlier target station opening by Q3 2029, certain advance works being NTH oriented have been identified and would be required to be carried out prior to the execution of the Project Agreement, including the relocation of OHL overlap, E&M systemwide cables diversion, modification of emergency walkway and upper portion of viaduct parapet cutting.

2.6.3 List of Contracts for HSK

- Contract 1830 - Ground Investigation for Hung Shui Kiu Station
- Contract 1831 – A&A Works for Tuen Ma Line Protection near EAP25
- Contract 1832A - Supply of OHL Proprietary Products for Overlap Relocation for TML Protection Works Near EAP25

- Contract 1832B - Supply of OHL Equipment and Wires for Overlap Relocation for TML Protection Works Near EAP25
- NH001 – Radio modification (By OPjD)
- NH002 – MCS modification for OHL overlap relocation (By OPjD)
- NH003 – OHL overlap relocation implementation (By IMD)
- Contract 1801 – Hung Shui Kiu Station

2.6.4 List of bundling E&M work contracts related to HSK

- Contract 1520 – Trackwork and Overhead Line (OHL)
- Contract 1551# – Rolling Stocks
- Contract 1552# - Signalling System
- Contract 1254 – Platform Screen Doors and Automatic Platform Gate
- Contract 1555 – Power Supply System and Trackside Auxiliaries
- Contract 1257 – Lifts
- Contract 1258 – Escalators
- Contract 1259 – Main Control System
- Contract 1260 – Communication System
- Contract 1261 – Radio System
- Contract 1262 – Automatic Fare Collection System
- Contract 1263 – Security Access Management System
- Contract 1567# - Universal Integrated Training System (Cab Simulator)
- Contract 1269 – Personal Mobile Communication System

2.6.5 Riding on the existing procurement strategy to bundle systemwide contracts across projects, the HSK systemwide scope in 2.6.4 (except the ones marked with a " # ") will be undertaken as part of Contract 1801 by novating the relevant systemwide works and managing these works as domestic sub-contractors under Contract 1801.

2.7 Project Organisation

2.7.1 The latest Project Management Team Organisation Charts for the HSK project management team and the main consultancy team are attached as **Appendix 5**.