

# 署長的話



水務署署長  
高贊覺先生。  
*Mr. William C.G. KO*  
Director of  
Water Supplies.

“我衷心地向大家保證，我們必會秉承以往推動本署向前邁進的克盡厥職和群策群力精神，實踐提供「卓越服務」的抱負。

I assure you that we shall pursue our vision of 'excellence of service' with the same unflinching dedication and team spirit which are the driving force of the Water Supplies Department.”

# DIRECTOR'S MESSAGE

## OUR WATER SUPPLY — PAST AND FUTURE

Last year we celebrated 150 Years of Water Supply in Hong Kong. Activities held to mark the event offered the opportunity to draw a good deal of public attention to the importance of water supply, which is so vital to their daily lives.

We began with only a few wells supplying a small number of people. Today, we provide some 6.8 million people with quality water supply services using the latest technology, equipment and facilities.

Many challenges were met in the course of our work, and solutions found for them through foresight, ingenuity and design skill of our predecessors. As we reflect on the past, we are also aware that there will be new challenges in the changing patterns of demand in Hong Kong's dynamic social and economic environment.

I am pleased to present my first report as the Director of Water Supplies (DWS) and assure you that we shall pursue our vision of 'excellence of service' with the same unflinching dedication and team spirit which are the driving force of the Water Supplies Department (WSD).

In furthering this goal, we have embarked on a number of new initiatives while dealing urgently with some matters of current concern.

## ADVISORY COMMITTEE

Formed in April 2000, the Advisory Committee on the Quality of Water Supplies (ACQWS) continues to play a key role in advising us on the water quality and supply issues. With the expiration of the first two-year term of the Advisory Committee in March 2002, four members retired and six new members were added, expanding the Committee from 15 to 17 members and widening its public representation. Mr Kenneth H Fang, Chairman of the Hong Kong Productivity Council, was re-appointed Chairman of the Committee, and I, as DWS, was also re-appointed Vice-Chairman. I wish to express my admiration to all Committee members for their great contribution in the past two years.

## TAP WATER QUALITY

The fresh water supplied by WSD fully complies with the guidelines set out by the World Health Organization (WHO), but there are some customers who face the problem of discoloured water. This problem, we have found results mainly from poor maintenance of internal plumbing systems in buildings, and we are giving it immediate attention.



水務署高層管理人員。  
WSD Senior Management Team.

## 供水服務－過去與未來

去年為慶祝香港供水150周年舉辦的各項活動，讓我們可以藉此機會喚起廣大市民對與日常生活息息相關的食水的關注。

昔日，我們僅以幾口水井為少數居民開始供水。時至今日，透過使用最新的科技、設備和裝置，我們已能為680萬市民提供優質的供水服務。

在工作的過程中，我們著實遇到不少挑戰。然而，憑藉前輩們高瞻遠矚的眼光、創新的意念和高超的設計技術，問題總能一一迎刃而解。以此為鑑，面對香港瞬息萬變的社會和經濟環境，我們深明為了應付不斷轉變的需求，定必要面對新的挑戰。

在我首次以水務署署長身分發表年報之際，我衷心地向大家保證，我們必會秉承以往推動本署向前邁進的克盡厥職和群策群力精神，實踐提供「卓越服務」的抱負。

為邁向這個目標，我們在迅速處理刻下備受關注的事項之餘，亦著手推行多項新措施。

## 諮詢委員會

成立於二零零零年四月的水質事務諮詢委員會，繼續在水質及供水事務上擔當重要的諮詢角色。該會首屆兩年任期已於二零零二年三月屆滿，其中有4名委員卸任，另有6名新任委員加入，令委員會成員由15名增至17名，俾能擴大公眾代表層面。香港生產力促進局主席方鏗先生再度獲委為該會主席，而我以水務署署長身分繼續獲委為副主席。我謹此就水質事務諮詢會全體委員在過去兩年所作出的重大貢獻，表示讚賞。

With the endorsement of ACQWS, an action plan has been drawn up to help remedy the situation and restore full public confidence in the high quality of water from their taps. This entails collective effort on the part of customers with the help and support of WSD. The entire programme is designed to improve the conditions of plumbing in buildings and raise customers' awareness of the need for proper maintenance of piping and water tanks. On the advice of ACQWS, the first stage of the programme, which essentially focuses on publicity and public education, commenced in early 2002. To encourage building owners or their agents to take good care of the plumbing systems in their buildings, a voluntary Fresh Water Plumbing Quality Maintenance Recognition Scheme will be launched in July 2002.

## **DONGJIANG WATER**

Even though there has been a lot of work done to protect the quality of Dongjiang water in the last few years, the matter remains one of the primary concerns of the public. In response to this, a delegation of ACQWS made a second visit to Guangdong Province in September 2001 to have a first-hand overview of the progress of the "Dongshen Water Supply Improvement Works" project. The delegation was highly impressed with the strong commitment and tremendous efforts made by the Guangdong authorities to combat pollution and improve raw water quality. Being the major component of the project, the first stage of the closed aqueduct is scheduled for completion by the end of 2002. The expected improvement in water quality will help to further ease public concern.

## **COVERAGE AND CONSUMPTION**

Nearly all the people in Hong Kong (99.9 per cent) are now supplied with piped fresh water. About 80 per cent of the population receives sea water for flushing. In 2001, the average daily consumption of fresh water was about 2.57 million cubic metres while sea water used for flushing came to 0.65 million cubic metres a day. Domestic fresh water consumption rose steadily in the year in line with population growth whilst industrial use of water continued to decline.

## **PERFORMANCE**

WSD continued to achieve a very high standard of performance during the year as shown by the key performance indicators in the next chapter. The number of civil servant staff strength in April 2002 was brought down to some 5 085, a decrease of 9 per cent compared with last year while the number of customer accounts grew 2 per cent to 2.49 million.

## **MAJOR WORKS**

Construction of the Tai Po Water Treatment Works, which has an ultimate daily capacity of 1.2 million cubic metres, is being carried out in stages. The first stage of the treatment works with a capacity of 250 000 cubic metres per day will come on stream in 2003.

Work continues also on the replacement and rehabilitation of the first 350 kilometres of water mains. It started in December 2000 and will be completed by 2008.

## **CHARGE CONCESSIONS**

In view of the current adverse economic situation, water and sewage charges payable by registered customers will be reduced for one year. In the long term, however, it is our intention to bring the water charges closer to production costs. With heavy subsidy by the government, Hong Kong people pay less for water than any other places in relation to their household expenditure.



## 食水水質

本署供應的食水完全符合世界衛生組織所訂的指引，但仍有些客戶遇到食水變黃的問題。我們發覺這個問題主要是樓宇內的供水系統保養欠善所致，本署會即時著手解決。

經水質事務諮詢委員會的同意，我們制定了一套需要客戶和本署通力合作的行動計劃，以改善上述情況並完全恢復市民對優質自來水的信心。整項計劃旨在改善樓宇供水系統的狀況，並加深客戶對喉管和貯水箱須予妥善維修的意識。基於水質事務諮詢委員會所提供的意見，以宣傳和公眾教育為主的首階段計劃已於本年初展開，而一項自願性「食水系統優質維修認可計劃」亦會於本年七月推行，旨在鼓勵業主或其代理妥善維修樓宇內的供水系統。

## 東江供水

過去幾年，儘管各方面採取了多項措施以保護東江水水質，但有關問題仍為市民最關注的事項之一。為此，水質事務諮詢委員會代表團在二零零一年九月再度前往廣東省，親身視察「東深供水改造工程」計劃的進度。廣東省當局在對抗污染和改善原水水質所作出的堅定承諾和重大努力，給代表團留下深刻印象。作為該工程主要組成項目的密封式輸水管道，首階段預計於二零零二年年年底落成。我們期望改善水質後，有助進一步解除市民的憂慮。

## 供水範圍及用水量

現在差不多全港市民(99.9%)均獲自來水供應。全港約八成人口獲供應海水沖廁。在二零零一年，食水的每日平均用量約為257萬立方米，而作沖廁用途的海水則為每日65萬立方米。年內，住宅食水用量因人口增加而有穩定的增長，工業用水量則繼續下降。

## 工作表現

年內，本署持續有高水平的工作表現，有關佳績會於下章的主要工作表現指標上顯示。本署公務員的員工數目已減至5 085人，較去年人數減少9%，而用戶數目則增加了2%，至249萬個。

## 大型工程

大埔濾水廠建造工程現正分階段進行。在二零零三年，濾水廠初期啟用時的日產量為25萬立方米，而最終可達120萬立方米。

此外，更換及修復首階段350公里水管的工程仍在施工。整項工程始於二零零零年十二月，預計於二零零八年完成。

## 寬減收費

鑑於目前經濟不景，註冊客戶應繳納的水費及排污費將寬減一年。然而，長遠而言，把水費與生產成本拉近是我們的最終目標。由於政府的龐大補貼，香港市民所付水費佔住戶開支的比率均較其他地方為少。

## 提高效率

由於水務署在不斷提高工作效率方面取得成果，政府決定本署應在現行架構下繼續如常運作，直至二零零四年再作檢討。此外，獲得各級員工全力支持、致力推動資源增值計劃的效率及生產力促進委員會，亦提出更多資源增值的新建議，當中包括使用新的技術、設備和材料，以及精簡工序等。我堅信在全體員工的支持下，在二零零三年年底將可達致每年節省開支3億元(即10%)的目標。

總平均日耗量 Total Average Daily Consumption				客戶數目 (截至2002年3月31日止) Number of Accounts (as at March 31, 2002)	
(百萬公升/每日) (Million liters/day)					
年份 Year	食水 Fresh water	海水 Sea water		年份 Year	
2001	2,574	647	3,221	2002	2,486,195
2000	2,525	633	3,158	2001	2,434,498
1999	2,495	580	3,075	2000	2,343,148
1998	2,509	546	3,055	1999	2,264,925
1997	2,502	542	3,044	1998	2,200,137
1996	2,535	505	3,040	1997	2,158,716
1995	2,518	436	2,954	1996	2,118,845
1994	2,528	389	2,917	1995	2,075,186
1993	2,508	353	2,861	1994	2,023,132
1992	2,430	347	2,777	1993	1,954,697

## EFFICIENCY GAINS

Noting the success of WSD on-going efficiency improvement, the government has decided that we should continue to operate under the present structure subject to a further review in 2004. Meanwhile, our Efficiency and Productivity Improvement Committee (EPIC), which is the driving force behind the programme – fully supported by staff at all levels – has come up with many more new initiatives including the use of new technologies, equipment and materials and streamlining work procedures. I firmly believe that with the full support of all staff, the target savings of \$300 million or ten per cent by the end of 2003 will be achieved.

## CUSTOMER SATISFACTION

We are very pleased with the continued high customer satisfaction with our services as expressed in regular customer opinion surveys carried out. This reinforces our commitment to continuous improvements in customer services and operational efficiency.

## NEW SYSTEM AND STRUCTURE

We have invited tenders for the comprehensive Customer Care and Billing System (CCBS), which integrates a number of features within a one-stop shop concept. Apart from all the billing and collection functions, it will handle such tasks as service applications and processing, customer complaints, and service order processing. When the system is fully commissioned in 2004, it will make a quantum leap in the provision of customer services and productivity improvements.

To strengthen our customer-focused culture and implement the CCBS, we will reorganize our corporate structure on September 1, 2002 by creating a Customer Services Branch bringing all customer service functions under one Assistant Director. The restructure will also include the re-grouping of the existing five operation regions into four regions.

## 客戶滿意程度

我們定期進行的意見調查顯示，客戶對本署服務的高度滿意程度保持不變，令我們感到十分欣慰。這項結果增強了我們對持續改善客戶服務及運作效率的決心。

## 新系統及架構

我們已就綜合客戶服務及發單系統進行招標。這個以一站式概念結合多項功能的系統，除了提供所有發單及收費服務外，更會處理如供水申請、客戶投訴與工作定單等事宜。當有關系統在二零零四年全面應用時，我們於提供客戶服務及提高生產力方面，將會躍進一大步。

為了加強我們以客為本的文化與推行客戶服務及發單系統，我們會在二零零二年九月一日重組本署架構，成立一個客戶服務科，把所有客戶服務工作由一名助理署長掌管，並把現時5個運作分區重組為4個分區。

## 海內外的好評

為表揚本署在提供優質客戶服務及公共關係方面的成就，我們年內再次獲頒多項國際及本地獎項。在國際方面，介紹水務署工作的影碟贏得國際水務協會頒發的視聽組別二零零一年公共關係大獎。本地方面，我們為慶祝香港供水150年舉辦的活動，榮獲國際著名公關雜誌《PR Week》所頒發的公共機構組別公關大獎。

我們很高興在二零零一年度政府所舉辦的最佳服務承諾比賽中，分別奪得「最佳服務承諾內容」金獎和「最佳服務承諾」總決賽銅獎。至於客戶服務，我們在28個參與客戶服務獎勵計劃的政府決策局及部門中，獲得「卓越顧客服務獎」季軍。上述獎項不但不會使我們感到自滿，反而會鼓勵我們更努力地服務市民。

## 前瞻

展望未來，為支持政府進一步提高效率的承諾，本署的重點工作將是改革辦事方式和創新思維，並因應不斷轉變的環境重新編排工作的優先次序，提供物有所值的優質服務。此外，我們亦會與廣東省當局繼續磋商，以爭取合理的原水價格和更具彈性的供水量，並密切留意廢水循環再用和海水化淡等潛在水源的發展。

在處理供水網絡滲漏方面，我們會繼續擴大水壓管理計劃和採用最新的科技，務求減低流失的水量。此外，我們正透過推行未來數年內啟用的新資訊科技系統，提高服務的質素和效率。為貫徹力求公開的政策，我們會加強宣傳和教育工作，使本署的運作更具透明度。

## 鳴謝

際此經濟不景的艱難時期，我們仍能在提供具成本效益的優質服務方面取得良好進展，實有賴各級專心致志、熱誠投入的員工全力作出貢獻，以及各職員工會領袖的大力支持和諒解，我謹此衷心向他們致謝。此外，我還要向別具領導才能的前任署長傅立新先生致敬，他在加強管職溝通和鞏固員工關係方面，實在貢獻良多。

誠然，對公營部門而言，在未來的歲月裡，社會訴求會更多且更具挑戰性，但我深信以全體員工精誠團結的力量，我們的服務定能繼續不負客戶所望。



高贊覺

水務署署長

二零零二年六月三十日

## INTERNATIONAL AND LOCAL RECOGNITION

In recognition of our achievements in providing quality customer service and public relations, we once again gained a number of international and local awards during the year. On the international front, the video highlighting WSD's work was awarded the top prize of the Audio and Visual Category of the International Water Association (IWA) Public Relations Award 2001. Locally, our celebratory activities of the 150 Years of Water Supply in Hong Kong won a public relations award presented by the PR Week, a renowned international PR magazine.

We were also pleased to receive the Gold Award in the "Most Informative" Pledge and the Bronze Award in the "Best Overall" Pledge in the Performance Pledges Award 2001 organized by the government. For customer service, WSD was presented with the second runner-up prize of the Customer Service Excellence Award Scheme among the 28 entry government bureaux and departments. These awards, of course, give no reason for complacency, but encourage us to devote greater efforts to serve the public.

## A VIEW TO THE FUTURE

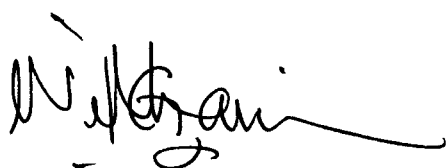
Looking to the future, in support of the government's pledge for further efficiency improvement, our prime focus is on delivering a value-for-money quality service by looking for new ways of doing things and innovative ideas and by re-setting our priorities in line with changing circumstances. We will continue our negotiation with the Guangdong authorities to secure a reasonable price of raw water and more flexibility in the water supply quantity. We will also keep a close watch on the development of potential water sources such as wastewater recycling and seawater desalination.

In dealing with the network leakage, we will keep on extending the pressure management scheme and adopting latest technology to cut down on the water loss. To increase our service quality and efficiency, we are also implementing new IT systems which will be in place within the next few years. In pursuit of our policy of public openness, we will step up publicity and education to make our operations more transparent.

## ACKNOWLEDGEMENTS

In these trying economic times, we are continuing to make good progress in the provision of cost-effective quality service. Our achievement is no doubt founded on the total contributions of our conscientious and dedicated staff at all levels and the unflinching support and understanding of the staff union leaders. I wish to extend my heartfelt thanks to all of them. I would also like to pay tribute to my immediate predecessor, Mr Hugh Phillipson, for his leadership and contribution to reinforcing the staff communication and relations.

Indeed, the years ahead will be even more demanding and challenging for the public sector, but I am fully confident that through the united efforts of all staff, we will continue to live up to the faith shown in our services by the customers.



William C G KO  
Director of Water Supplies  
June 30, 2002