

# 上善若水

上善若水  
道是徑的似  
贊堂



水務署署長高贊覺教授。  
Professor William C G KO, Director of Water Supplies.

“我們會積極配合和落實「全面水質管理計劃」，致力以符合環保和可持續發展理念的方式提供穩定衛生的供水，讓香港市民維持健康和優質的生活。  
*Total Water Management Programme reinforces our ongoing commitment to provide a continuous and wholesome water supply to maintain the health and quality of life of the Hong Kong people in a sustainable and environmentally friendly manner.*”

## 嚴重急性呼吸系統綜合症

年內，香港和世界上多個地區所經歷的最嚴峻考驗，莫過於二零零三年年初爆發的嚴重急性呼吸系統綜合症（綜合症）。為迅速配合政府遏止疫症蔓延所採取的果斷有效措施，本署作出了很大努力，確保市民有源源不絕的供水作清潔及衛生用途。對於本署前線工作人員為抗禦綜合症所作出的貢獻，本人謹衷心致謝。

## 水是生命之源

這次發生綜合症的災難性事件，令我們深切體會到，清潔衛生的食水不但對我們的生活、社會福祉和香港經濟非常重要，更是我們每天賴以維生的生命之源。政府最近宣布推行「全面水質管理計劃」，以保護和節約地使用這種可再生但有限的資源，因此，我們會積極配合和落實這項計劃，致力以符合環保和可持續發展理念的方式提供穩定衛生的供水，讓香港市民維持健康和優質的生活。

## 效率及生產力

在全體員工全力支持下，我們超額完成在二零零二至零三年度節省高達10%基線開支的指標。在本署提高效率的工作上，「效率及生產力促進委員會」繼續擔當先導角色，年內共推出了10項新措施，其中包括應用現代科技、重組架構及把現有服務外判。至今為止所實行的95項措施，使我們過去3年在每年的基線開支方面，共累積節省了3.09億元（即10.3%）。

# 署長的話

## DIRECTOR'S MESSAGE

### SARS

One of the most challenging and testing tasks encountered during the year, not only in Hong Kong but widely elsewhere, was the sudden outbreak of SARS (severe acute respiratory syndrome) in early 2003. The WSD gave swift support to the government's decisive and effective actions in combating the spread of the new disease by ensuring that there was a continuous supply of water for cleaning and hygienic purposes. I wish to express my heartfelt gratitude to those staff at frontline operations for their contributions to the fight against SARS.

### WATER IS LIFE

The tragic events of the SARS outbreak underscore the fundamental importance of clean and wholesome water to our lives, to the well-being of the community as a whole, and to the economy. Indeed, it supports our daily lives from dawn to dusk all year round. To protect and conserve this renewable but limited resource, the government recently promulgated the Total Water Management Programme. This reinforces our ongoing commitment to provide a continuous and wholesome water supply to maintain the health and quality of life of the Hong Kong people in a sustainable and environmentally friendly manner.

### EFFICIENCY AND PRODUCTIVITY

With the total cooperation of all staff, we were able to exceed the ambitious efficiency target of reducing 10 per cent of our baseline expenditure by 2002/03. The Efficiency and Productivity Improvement Committee (EPIC) continues to be in the forefront of our efficiency improvement programmes. Ten new measures were introduced during the year, including the use of modern technologies, reorganization and outsourcing of existing services. Through the 95 measures taken so far, we have achieved cumulative annual saving of \$309 million (10.3 per cent) over the past three years.

### EXPENDITURE ENVELOPE

In line with the government's drive for further efficiency, we continue to embrace challenging cost saving targets. As from 2003/04, an Operating Expenditure Envelope plan has been introduced to reduce the resource allocation by a total of 4.8 per cent in four years to 2006/07. An initial deduction of 1.8 per cent, or \$97 million, has been made from the baseline of the 2003/04 allocation, and one additional per cent deductions will be made in each of the following three years. These targets have been incorporated in our overall strategy to continuously improve our service and productivity.

### PERFORMANCE

Despite all difficulties and changes in the year, we achieved high customer satisfaction with our service and excellent standards of performance as demonstrated by the regular customer opinion survey and key performance indicators. The number of customer accounts grew by 2.4 per cent to 2.55 million while the number of civil servant staff strength in April 2003 was further decreased to 4 932, a reduction of 3 per cent on the previous year.

### ACQWS

Since its establishment in 2000, the Advisory Committee on the Quality of Water Supplies (ACQWS) has played a key role in the monitoring of our water quality, thereby contributing to a greater public awareness and confidence in our works. Led by Mr Kenneth H. Fang, the Chairman, a delegation of ACQWS made a third visit to the Guangdong Province in October 2002 for an overview of progress of the Dongshen Water Supply Improvement Works project and the pollution control measures taken. I am deeply grateful for the ACQWS members' valuable contributions and efforts.

## 署長的話 DIRECTOR'S MESSAGE



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

### 營運開支封套

我們響應政府進一步提高效率的努力，繼續接受挑戰，爭取達到更高的節流目標。政府由二零零三至零四年度起推行「營運開支封套」計劃，把截至二零零六至零七年度為止的未來4年的撥款，合共削減4.8%。為此，本署二零零三至零四年度的基線撥款已初步削減了1.8%（即9,700萬元），而在餘下的3年，每年亦會再削減1%。我們已把這些目標，納入本署持續提高服務水平和生產力的整體策略內。

### 工作表現

雖然年內面對不少困難和轉變，本署仍能夠維持卓越的服務和工作表現，使客戶深感滿意，這從我們定期進行的客戶意見調查結果及主要工作表現指標可見一斑。此外，客戶數目續有2.4%的增長，至255萬個。在二零零三年四月，本署的公務員員工人數再減至4 932人，較去年人數減少了3%。

### 水質事務諮詢委員會

「水質事務諮詢委員會」自二零零零年

成立以來，在監察本港水質方面一直擔當重要角色，加強了公眾對本署工作的認識和信心。二零零二年十月，委員會主席方鏗先生率領代表團第三度前往廣東省，親身考察東深供水改造工程及控制污染措施的進展。對於委員會在年內作出的寶貴貢獻和努力，我謹此衷心致謝。

### 自來水水質

本署供應的食水水質完全符合「世界衛生組織」所訂指引，是全球水質最佳的

## TAP WATER QUALITY

The quality of fresh water supplied by WSD is fully in conformity with the World Health Organization (WHO) guidelines, and is one of the best standard in the world. However, due to the inadequate maintenance of the internal plumbing systems in their buildings, some of our customers are plagued by the problem of discolouration of the water at their taps. With the endorsement of the ACQWS, we began the first stage of an action plan in early 2002 to educate the public, our customers, on how to deal with this and thus restore their full confidence in the quality of water. As an essential component of the programme to promote good maintenance of plumbing in buildings, the voluntary Fresh Water Plumbing Quality Maintenance Recognition Scheme launched in July 2002 has been a great success with an encouraging public response. A certificate, which is valid for one year, is awarded to recognize a building as complying with the Scheme. A total of 192 certificates have been issued at the end of March 2003. At present, the number of certificate awarded has reached 475 benefiting nearly 110 000 customers.

## DONGJIANG WATER

The completion of the first section of the closed aqueduct on January 18, 2003 was an important milestone for the improvement of the quality of Dongjiang water. As the major component of the Dongshen Water Supply Improvement Works Scheme,



the first section of the closed aqueduct is designed to bypass 70 per cent of the pollution. Since then, there has already been marked improvement in the raw water quality. The whole closed aqueduct was commissioned on June 28, 2003 and the further improvement in water quality had, as expected, boosted the public confidence in Dongjiang water quality.

## COVERAGE AND CONSUMPTION

Piped fresh water now reaches nearly all the people (99.9 per cent) of Hong Kong. While 20 per cent of them continue to use fresh water for flushing, about 80 per cent of the population receives sea water for flushing. For the rest of the small

number of people in the remotest areas, potable water has been supplied to six more villages. Work is in progress to bring potable water to 18 more remote villages. Due to the debate in the community over the justification and value of these projects, the plans and programme for water supply to the remaining 19 villages are being reviewed.

In 2002, the average daily consumption of fresh water amounted to some 2.6 million cubic metres and that of sea water was 0.64 per day. Due to the outbreak of SARS, there has been a sharp rise in fresh water consumption from March to June 2003. As a result, we expect domestic consumption in 2003 to be slightly higher than our original forecast.

## 署長的話 DIRECTOR'S MESSAGE

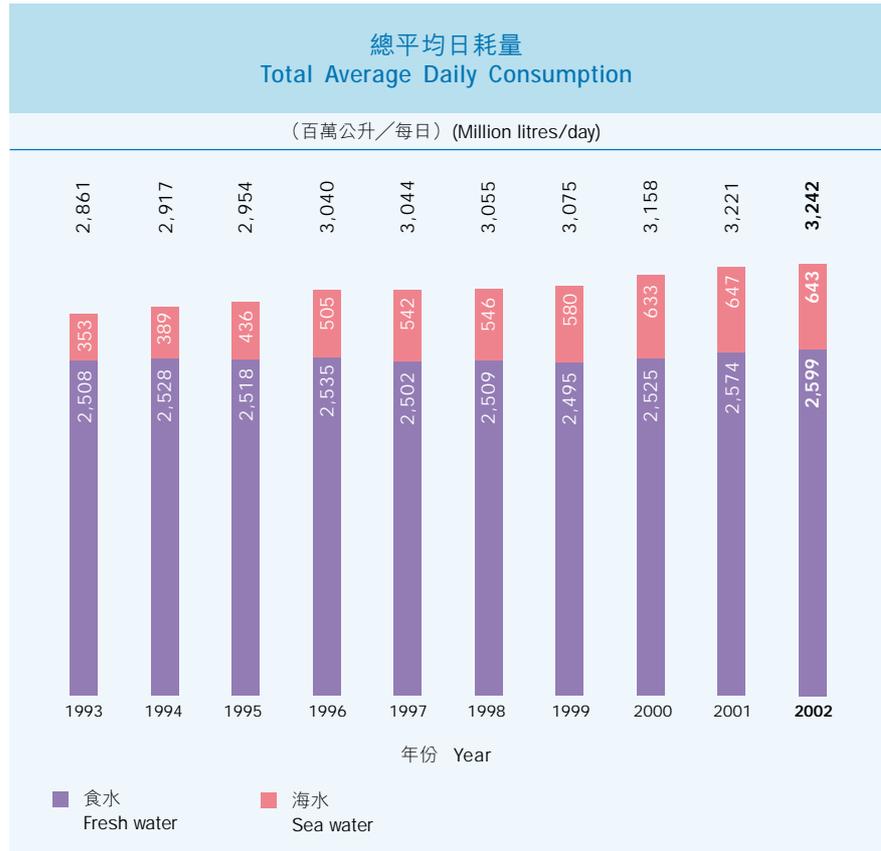
地區之一。然而，由於部分樓宇內部水管系統保養欠妥善，仍有些客戶受到食水變黃的問題困擾。經「水質事務諮詢委員會」同意後，我們在二零零二年年年初展開一項行動計劃的第一階段，推行公眾教育，務求令客戶對水質完全恢復信心。我們在二零零二年七月推出自願性質的「食水系統優質維修認可計劃」，作為推廣妥善維修樓宇水管系統的一項主要活動，這項計劃非常成功，獲得公眾大力支持。符合計劃規定的樓宇會獲頒認可證書，有效期為一年。截至二零零三年三月底，所發出的證書共達192張，而現時更增至約475張，受惠客戶接近11萬個。

### 東江供水

密封式輸水管道的第一段在二零零三年一月十八日宣告建成，成為改善東江水水質的重要里程碑。這一段管道是東深供水改造工程的主要部分，可避開沿途七成的污染物，自落成啟用以來，原水水質已大為改善。密封式輸水管道已在二零零三年六月二十八日全面啟用，一如所料，水質經進一步改善後，公眾對東江供水的信心亦顯著增加。

### 供水範圍及用水量

現在差不多全港市民(99.9%)均獲得自來水供應，當中兩成人口仍以淡水沖廁，而約八成人口則獲供應海水沖廁。至於其餘居於偏遠地區的少數人口，再有6條鄉村現已獲食水供應。本署現正進行工程，向另外18條偏遠村



落供應食水。鑑於社會上對這類工程的需要和價值曾有討論，我們正檢討餘下19條鄉村的供水計劃和時間表。

在二零零二年，食水的每日平均用量約為260萬立方米，沖廁用海水的每日平均用量則為64萬立方米。由於爆發綜合症的關係，食水用量在二零零三年三月至六月急劇上升，因此，我們預料二零零三年的住宅用水量，將略高於我們原先所作的預測。

### 水費寬減及水費

為期一年的水費及排污費特別寬減計劃在二零零三年三月底結束後，政府

為減輕綜合症對經濟的影響，又在二零零三年八月開始推行為期4個月的額外寬減計劃。年內，政府對水費的補貼額創新高，達到47億元。長遠來說，應對補貼水費的政策進行檢討，才可保證食水供應有可持續性的發展。

### 新資訊科技系統

我們明白，資訊科技對本署繼續提高效率和服務水平極為重要，因此已按照資訊系統策略計劃，投放大量資源設置多功能的新資訊科技系統，在二零零三年二月批出價值1.85億元的「客戶服務及發單系統」的合約。這標誌著本署資訊

## CONCESSIONS AND WATER TARIFF

After the expiry of the one-year special concession in water and sewage charges at the end of March 2003, the government introduced an additional 4-month concession commencing from August 2003 to ease the financial impact due to SARS. As a result, there has been an all-time high government subsidy on water supply last year, which was \$4.7 billion. In the long term, the policy on subsidy on water tariff should be reviewed to ensure the sustainability of water supply.

## NEW IT SYSTEM

Recognizing the important role of Information Technology (IT) in our continuous improvement in efficiency and services, we have made huge investment on new and powerful IT systems in accordance with our Information System Strategy Plan. A milestone of our IT system development was reached in February 2003 when the contract for the \$185 million Customer Care and Billing System (CCBS) was awarded for completion by the end of 2004. This coupled with the introduction of other major IT systems in the coming few years will surely cement our position as an efficient and customer-focused water utility.

## NEW CORPORATE STRUCTURE AND CULTURE

We are acutely aware that the development of both the organizational structure and culture is the fundamental building block for transforming into a customer-focused water utility. As a result, a new corporate structure with principal focus on delivery of excellent customer services was introduced in September 2002. A new Customer Services Branch was formed to oversee all customer service functions. This ties in well with the implementation of the new CCBS. To offer innovative solutions to our service delivery, we have reengineered our business processes and reviewed our policies and procedures for provision of customer services in conjunction with the system design of CCBS.

As winning staff's support and understanding is central to any successful launch of organizational and cultural changes, significant emphasis has been placed on fostering open and frank staff communications in the new Customer Services Branch. This included holding change management workshops and open discussion forums, and setting up a voluntary informal staff club. The encouraging support for the changes has provided a solid foundation for our search for further innovations.

## MAJOR WORKS PROGRESS

The first stage of the Tai Po Water Treatment Works with a daily capacity of 250 000 cubic metres has been in service since June 2003. If the demand goes up, the daily capacity of this treatment works can be upgraded to 1.2 million cubic metres. As part of the massive 20-year programme of replacing or rehabilitating some 3 000 kilometres of water mains, work is progressing as scheduled on the replacement/rehabilitation of the first 350 kilometres of water mains started in December 2000 for completion in 2008.

## PILOT SCHEMES

As an integral part of the government's Total Water Management Programme to promote greater water efficiency, we have launched a pilot plant study on sea water desalination using reverse osmosis technology to formulate the long-term development strategy of sea water desalination in Hong Kong. Another essential element of the Programme is the pilot scheme on reuse of treated sewage effluent. The proposed tertiary Ngong Ping Sewage Treatment Plant is under construction and will be commissioned in 2005 to supply treated sewage effluent for flushing and possibly landscape irrigation at the cable car terminal and the public toilets at Ngong Ping.

## 署長的話 DIRECTOR'S MESSAGE

科技系統的發展邁進新里程。這套系統將於二零零四年年底完成，連同在未來數年推行的其他主要資訊科技系統，定必有助鞏固我們作為效率超卓、以客為本的水務機構的地位。

### 新組織架構及文化

我們深知，推動組織架構及服務文化的發展，是本署提供以客為本服務的基石。為此，我們在二零零二年九月制訂了新的組織架構，以提供優質客戶服務作為重點，成立了新的「客戶服務科」，負責所有客戶服務事宜。這些安排正好配合「客戶服務及發單系統」的推行。為了提供創新的服務方式，我們亦重整業務運作流程，並在「客戶服務及發單系統」的設計期間，一併檢討提供客戶服務的政策及程序。

要成功推行組織架構及組織文化變革，必須取得員工的支持和諒解，因此，我們新成立的「客戶服務科」非常著重與員工坦誠溝通。為達到這個目標，我們舉辦了變革管理工作坊、公開論壇，並設立自願參與的非正式員工聯誼會。員工積極支持變革措施，令我們倍添信心，繼續探索和推行更多創新方案。

### 大型工程的進度

大埔濾水廠第一期已經建成，並於二零零三年六月投入服務。該濾水廠日產量為25萬立方米，日後若用水需求增加，日產量最終可增至120萬立方米。在20年內更換或修復大約3 000

公里水管的龐大工程計劃的首階段工程，是更換或修復350公里長的水管，現正如期進行。該項工程在二零零零年十二月動工，預計於二零零八年完成。

### 試驗計劃

我們已展開了利用逆滲透技術進行海水化淡的試驗廠研究，以便制定本港海水化淡的長遠發展策略。這項研究是政府推行的「全面水質管理計劃」其中一項主要工作，而循環再用經處理廢水的試驗計劃，則是這套管理計劃的另一項主要工作。擬建的昂坪三級污水處理廠的建造工程已經展開，預計會在二零零五年啟用，屆時可向昂坪的吊車站和公廁提供經處理的廢水，作沖廁或花木灌溉用途。

### 第三屆世界水論壇

我能夠代表政府，出席二零零三年三月在「日本」[京都]舉行的第三屆世界水論壇部長級會議，感到非常榮幸。這次會議提供了彌足珍貴的機會，讓我與世界各地的高級官員會晤，探討全球食水供應的最新發展。隨着氣候變化對水資源造成長遠影響的問題日益受到關注，多個國家已在供水水源多元化方面付出不少努力，研究可持續發展的資源(例如海水化淡、廢水循環再用等)的開發事宜，以及通過節約用水、減少供水網絡漏失食水等方法，增加用水的效益。這再次證明，我們在處理水資源發展問題上已採取了正確的策略。

### 前瞻

毫無疑問，本署在未來的歲月裏將面對更多嚴峻的考驗，尤其在節流方面問題更形迫切。然而，我相信本署在過去數年所取得的進展和作出的改善，已為我們奠定穩固基礎，足以應付未來的種種挑戰。此外，我們亦會繼續集中與廣東省當局磋商原水水價及彈性供水量事宜，並致力簡化工序、進一步改善水質及按照國際上的最佳做法，減少供水網絡滲漏的情況。

### 員工的努力

過去一年，各種艱巨的挑戰和重大轉變不斷湧現，而本署各級員工均秉承優良傳統，竭盡所能，全力應付，並取得優異成績。對於員工年內的出色表現及貢獻，本人深表謝意。憑着員工的鼎力支持和專業精神，我們才能夠在過去一百五十多年來，一直為市民提供高效率 and 富創意的供水服務，贏得良好的聲譽。我深信員工定會本著一貫堅毅不屈、熱誠投入的精神，不斷提供卓越服務，並繼續得到市民的全力支持。



### 高贊覺

水務署署長

二零零三年六月三十日

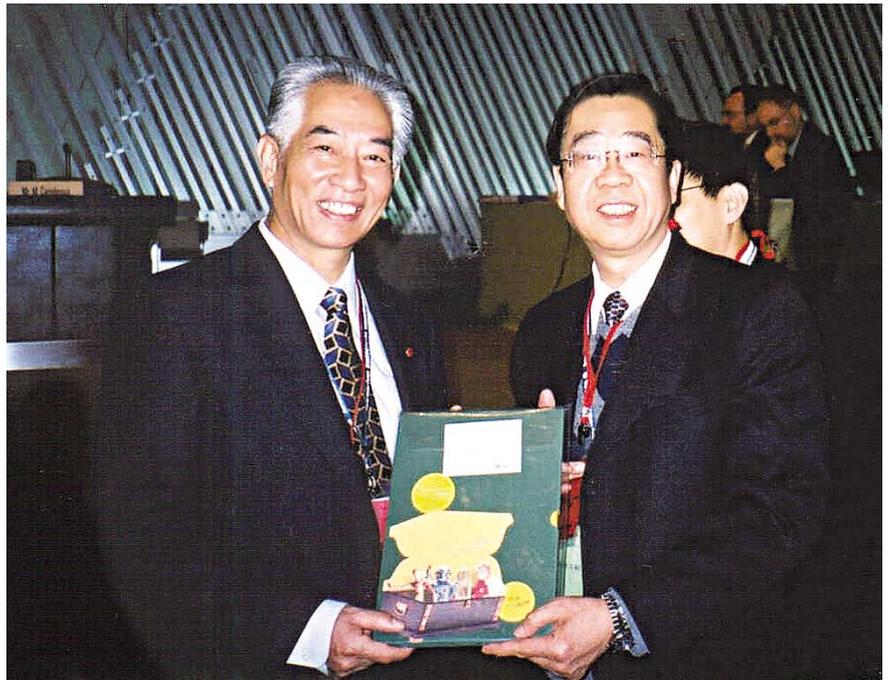
## 3<sup>RD</sup> WORLD WATER FORUM

I was privileged to represent the government at the Ministerial Conference of the 3rd World Water Forum held in Kyoto, Japan in March 2003.

It gave me a great and unique opportunity to meet senior officials from all over the world and gain an insight into the latest development of the global water scene. With the growing concern over the long-term effects of climate change on water resources, substantial efforts have been made by many countries in diversification of sources of water supply, exploring sustainable sources such as sea water desalination and effluent recycling, increasing water efficiency through water conservation and reduction of water loss through network leakage. This reaffirmed that we have been on the right track in addressing our water resource development.

## LOOKING AHEAD

Undoubtedly, WSD will face further significant challenges in the coming years in particular the increasing need for cost savings. I believe that the improvements and progress achieved in the past few years have provided the essential platform from which these challenges can be met. Continual focus will be placed on negotiation with the Guangdong authorities on raw water price and flexibility in water supply quantity. In



高贊覺署長於參加第三屆世界水論壇部長級會議期間致送紀念品給中國水利部汪恕誠部長。  
Director KO presenting a souvenir to Mr WANG Shucheng, Minister of Water Resources of PRC at the Ministerial Conference of the 3rd World Water Forum.

addition, we shall continue with our efforts in streamlining our work, further improvement in water quality and cutting down the network leakage in line with the international best practice.

## STAFF EFFORT

The past year has been one of many tough challenges and considerable changes, in which our staff at all levels, as always, have given their wholehearted efforts, and have produced excellent results. I am pleased to record my great appreciation of their excellent efforts and contributions in the year. Indeed their support and professionalism

have been the foundation on which we have sustained our reputation for efficiency and innovation in serving the public for the past some 150 years. With such dedication and commitment, I am sure they will continue to provide the highest level of services and be rewarded with the overwhelming support of the public.

**William C G KO**  
Director of Water Supplies  
June 30, 2003