

署長的工作回顧 Director's Review

“ 我們又度過了一個忙碌的年頭。年內，我們在多個工作領域都取得卓越的成績。

特別值得一提的是，本署借助自動化及高效能的設備，成功提升了生產力，並透過提高員工的工作效率，達到節省成本的目標。我們亦繼續致力保護環境，善用天然資源。

We have had another busy year – one of the marked achievements in several areas of work.

Notably, we have been able to increase productivity, through automation and use of effective equipment; we have achieved cost savings through enhanced staff efficiency; and, we are keeping our commitment to work in harmony with our environment. ”



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

本港的供水

我們一直以來的首要目標，不單是要確保食水從濾水廠輸出的一刻，而是直至由用戶水龍頭流出為止，均保持在最純淨可靠、適宜飲用的狀況。

如果用戶的內部水管系統出現問題，以致發生食水變黃等情況，我們會盡力協助他們解決。事實上，

這是我們近期特別注重的範疇，而我們更有幸得到水質事務諮詢委員會在這方面全力給予支持。該委員會由方鏗太平紳士擔任主席，其另一項主要職責是監察輸港及本地原水的水質。

在供水服務方面，除了極少數居於偏遠地區的市民外，本港99.9%的市民已獲得自來水供應。然而，我

Water in our community

Uppermost in our minds is the resolve, always, to ensure that the water we supply is of the highest potable purity, not only when it emerges from our treatment works, but also as it comes off the taps of customers.

Where there may be a problem with the internal plumbing system of users, resulting, for instance, in discolouration of the water, we help deal with it as far as possible. Indeed, this is one particular area to which we have more recently been devoting special attention. In this, we are fortunate to have the full support of the Advisory Committee on the Quality of Water Supplies, chaired by Mr Kenneth Fang, GBS, JP, which has the responsibility also of monitoring the quality of our raw water supply.

In terms of supply, piped fresh water now reaches nearly all the people – 99.9 per cent – except for the small number who live in remote areas; but effort continues, where feasible, to provide it to more people.

The average daily consumption of fresh water was 2.67 million cubic metres with a sharp rise from the months of March to June due to the outbreak of SARS during the year.

Sea water is now supplied for some 80 per cent of the population for

toilet flushing purposes, averaging 0.66 million cubic metres daily.

Dongjiang water

Since operations began on the Dongjiang-Shenzhen closed aqueduct system in June 2003, the supply of raw water from Dongjiang to Hong Kong now bypasses all pollution sources along the Shima River and the Quanlan River. We are encouraged by the gradual increase of public confidence in the quality of Dongjiang water as a result of our efforts to tackle with the problem. We will continue to hold meetings regularly with the Guangdong authorities on matters of quality, quantity and cost.

Cost savings

By enhancing operational efficiency, we have been able to

bring about further cost savings for the year 2004/05 on top of the \$97 million savings in 2003/04. These savings, resulting from the adoption of a number of new initiatives raised by our Review of Organisational Structure and Efficiency (ROSE and detailed elsewhere), amounted to some \$110 million, nearly four per cent of operating expenditure (excluding the cost of Dongjiang water).

Staff concerns

Our work is only as good as what we put into it.

The highly favourable response to the surveys we regularly carry out through independent firms consistently shows that we provide what our customers, the people of Hong Kong, expect of us, and rightly so.



▲ 環境運輸及工務局局長廖秀冬博士及環境運輸及工務局常任秘書長(工務)盧耀楨先生在大埔濾水廠主持啟用典禮。

Dr S. Liao, Secretary for the Environment, Transport & Works, with Mr Y.C. Lo, Permanent Secretary for the Environment, Transport & Works (Works) officiating at the opening ceremony of Tai Po Water Treatment Works.



們不會因此沾沾自喜，仍會不斷努力，在可行情況下，讓更多市民都獲得自來水供應。

年內，本港每日平均食水用量為267萬立方米，在三月至六月期間，用水量更因嚴重急性呼吸系統綜合症(SARS)爆發而飆升。

現時本港約有八成人口獲供應海水沖廁，平均每日海水用量為66萬立方米。

東江水

自東江－深圳密封式輸水管道系統

於二零零三年六月啟用後，供港的東江原水已不受司馬河及觀瀾河沿途的污染源所影響。我們為解決有關問題多番努力，結果令市民對東江水水質逐漸增加信心，實在感到鼓舞。我們會繼續與廣東省當局定期舉行會議，商討水質、供水量及水價事宜。

節省開支

透過提升運作效率，本署不但在二零零三至零四年度節省了9,700萬元開支，而且在二零零四至零五年度可再節省約1.1億元，佔運作開支(不包括東江水成本)的4%左右。本署能夠節省巨額開支，是由於我們實施「組

織架構及效率檢討」中提出的多項新猷，詳情在本報告其他章節載述。

員工的關注

我們相信一分耕耘，一分收穫。

我們委聘獨立公司定期進行客戶意見調查，每次的結果都顯示受訪者反應極佳，這足以證明我們的服務水平達到了客戶，亦即廣大香港市民應有的期望。

縱使如此，我們絕對不會自滿，仍會秉承一貫宗旨，再接再厲，爭取更佳成績。

▲ 水務署高層管理人員。
Senior Management Team.

Never complacent, however, we strive always to do better.

To sustain this level of service, we place a great deal of emphasis on the proper management of our human resources. No decisions of any matter of major importance that may affect their welfare are taken without the widest discussion among all sectors of staff, so as to reach a satisfactory solution for all concerned.

One such recent matter of broad concern has been the study by consultants on the feasibility of public private partnership for the re-provisioning of the Sha Tin Water Treatment Works and the related

services. We have held extensive discussions among staff on this, and have since set up a special consultative committee and have asked staff to submit comments for further consideration of all its implications, including the possible impact on job security. As always, our senior management are committed to maintaining a close dialogue with our staff on matters of concern to them.

Projects – now and beyond

As we embark on major tasks for replacement and rehabilitation of our underground water mains systems as well as surface assets, we are also

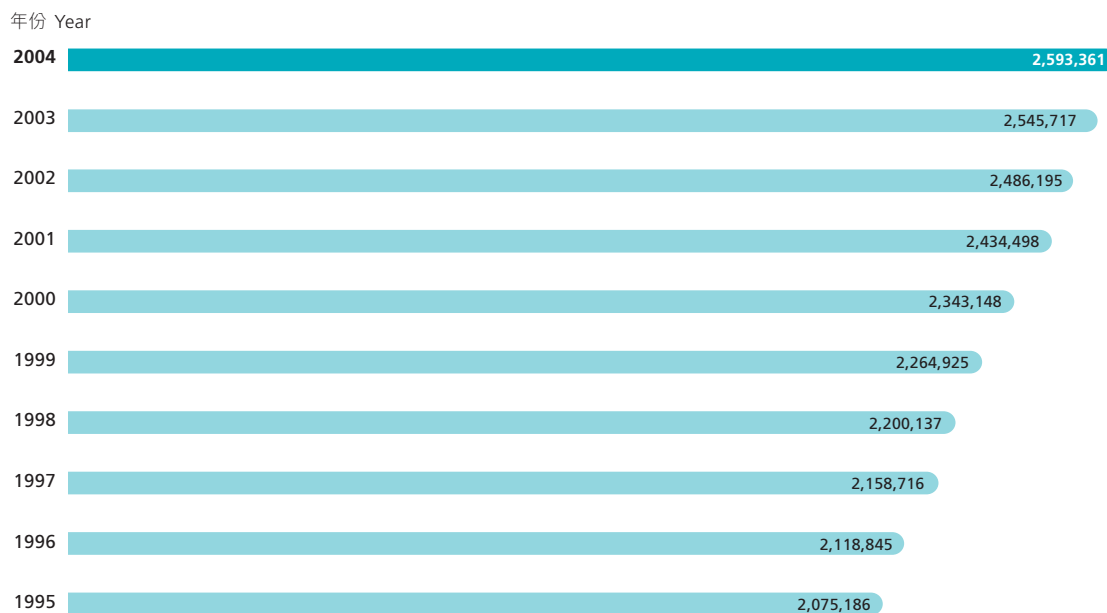
going ahead with the extensive projects that have been started recently or planned for the future.

To mention some: Stage One of the work on the Tai Po Water Treatment Works has been completed and in operation since June 2003.

We will construct a fresh water service reservoir at Ping Che by 2007, and study the need to double the treatment capacity at the Siu Ho Wan Water Treatment Works.

Later in 2004, we will have completed the major part of the first stage of the information system strategy plan. Roll-out of our new Customer Care and Billing System

客戶數目 (至2004年3月31日)
Number of Accounts (as at 31 March 2004)





為了維持這個服務水平，我們非常重視妥善的人力資源管理。如有任何可能影響員工福利的重大事宜，我們在作出決定前，都會廣泛徵詢各員工的意見，務求取得令有關各方都滿意的解決方法。

近期廣受員工關注的事，是顧問公司就採用「公私營機構夥伴合作」模式重建沙田濾水廠以及營辦相關服務而進行的可行性研究。我們與員工廣泛討論此事，並設立了一個專責諮詢委員會，邀請員工提出意見，讓當局進一步考慮此事的各種影響，包括可能對職業保障構成的影響。高層管理人員一如以往，致力與員工保持密切溝通，了解他們所關注的問題。

工程計劃 — 現在與未來

本署一方面進行大規模的地下水系統和地面資產更換及修復工程，另一方面也積極推展最近動工或規劃中的大型工程。

在這些工程當中，大埔濾水廠第一期工程已告完成，該濾水廠亦於去年六月投產。

我們將於二零零七年年末前在坪輦興建一座食水配水庫，另外會研究是否有需要把小蠔灣濾水廠的濾水量提高一倍。

在二零零四年稍後時間，我們會完成資訊系統策略計劃第一階段的主要工作。介時本署嶄新的「客戶服務及發單系統」將陸續推出投入服務。我們亦已就其他系統批出合約，以期令本署的世界級水務設施功能更臻完善。

為符合本港可持續發展的要求，我們現正研究，在本港開發海水化淡，作為除雨水之外另一種可靠的供水來源，是否合乎成本效益。

服務質素

本署繼續提供最優良的服務。我們在本地和國際上屢獲殊榮，便足以印證這一點，有關詳情載於本報告其他章節。不過，值得一提的是，我們獲香港生產力促進局頒發「2003香港服務業獎：生產力」獎。這個獎項不僅確認了本署提供的服務達世界級水平，也證明我們努力

不懈，銳意營造有利於持續提高生產力的環境。

鳴謝

本署取得驕人成績，實有賴全體員工悉力以赴，竭誠服務。一如既往，本人謹此向他們衷心致謝。本人深信在員工鼎力支持下，我們定可精益求精，再創高峯，與此同時，又能夠進一步提高生產力和成本效益。

此外，很多與本署合作的機構及其僱員主動撥出寶貴時間，協助我們完成任務，達致為市民提供優質服務的共同目標，本人亦謹此向他們深表謝意。



高贊覺

水務署署長

二零零四年六月三十日

▲ 饒宗頤教授大紫荊勳賢出席水務署總部接待處的翻新重用亮燈儀式中。

With Professor the Honourable JAO Tsung-I, GBM at the reopening of the Reception Lobby at WSD headquarters.

▲ 高署長和水質事務諮詢委員會主席方經太平紳士攝於第四次考察東江供水系統期間。

With Mr Kenneth Fang, GBS, JP of the Advisory Committee during the fourth visit to Dongjiang Water Supply System.

is scheduled to commence by then. We have also awarded contracts for other systems for the better functioning of our world-class water utility service.

To fulfil the requirements for the continued development of society, we are now looking into the cost effectiveness of desalination as an additional reliable resource to supplement our local supply of water from rainfall.

Service quality

We continue to provide top quality service. The many awards that we have received, both local and

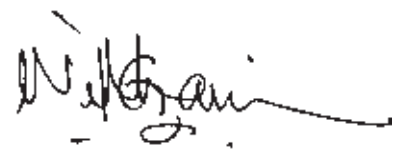
international, attest to that. Details of these can be found elsewhere in this report. But one award worthy of mention is the 2003 Hong Kong Award for Services: Productivity from the Hong Kong Productivity Council. This award not only recognises the world-class quality of services provided by the Department but also proves our determination to enrich the environment for continuous productivity improvement.

Appreciation

All this could only have been achieved by the total dedication of all staff, and I am, as usual, grateful to them for it. Given the

loyal support of staff, I am confident we will continue to do even better, while at the same time achieving greater productivity and more cost effectiveness.

I thank also the many other people – our partners from the business circles – who so willingly offer their valuable time to help with the common cause of serving the people well.



William C G KO
Director of Water Supplies
 June 30, 2004

