

署長的話 Director's Statement



“ 水是人類賴以生存的重要珍貴資源。由於預計用水需求量將會持續增加，我們必需有探索其他供水來源的動力，亦需要與周邊地區緊密合作，處理區域事宜。

Water is a precious and essential resource needed for human survival. Projections point towards a growing demand for water in the future, necessitating a drive to find alternative sources and a need for true regional co-operation across existing watersheds.

馬利德工程師

Ir MA Lee Tak

水務署署長 *Director of Water Supplies*

持續供水

去年，水務署取得卓越成就，在提供優質服務和整體表現方面均獲得佳績。我們亦以區域和全球角度出發，進行長期性的規劃。水務署為本港 99.99% 的市民提供源源不絕且充足可靠的用水。此供水服務為優質而低成本的服務，滿足及時有超越市民的需要。本港全年的食水耗用量為 9.51 億立方米，創過去 5 年的新低。我們亦為約 80% 的市民提供鹹水沖廁，從而節省珍貴的淡水資源。每年鹹水耗用量達 2.71 億立方米。

香港一直依賴毗鄰廣東省東江供應原水，以滿足七至八成的每日平均淡水用量。二零零七年本港集水區的雨水收集量降至年均水平的 77%，我們從廣東輸入的水量比往常增加，以確保源源不斷的供水。

我們與廣東省訂立的供水協議將於二零零八年屆滿，雙方現正就新協議進行協商。本人深信粵港兩地政府機關的緊密合作關係，將可確保新協議繼續滿足香港現時及未來的用水需求。

現有協議訂有彈性機制，容許我們根據本港集水量的多寡調節每日東江水的供應量，從而妥善控制水塘儲水量，減少浪費。

專注品質

我們是擁有最多客戶的香港公用事業提供者，客戶數目亦正穩步增長。追求「品質」和對客戶的「關懷」一直是我們的工作動力，而我們在營運過程中一直秉持原則，以達到這兩項工作要點。我們採納的品質管理是一套綜合品質管理系統，管理範圍包括從原水收集、食水處理以至為客戶供水和分配等所有供水系統內的工作。



Maintaining Supplies

The past year has been one of success with the Water Supplies Department achieving excellent results in terms of both quality service delivery and overall performance. At the same time, we have applied a regional and global perspective to long term planning. The Department has maintained a reliable, uninterrupted and adequate supply of water to 99.99 per cent of the city's population. We have continued to distribute high quality but low cost water supplies across Hong Kong, meeting, and often surpassing, public expectations. Annual consumption was 951 million cubic metres, the lowest annual figure recorded over the past five years. At the same time we have accrued savings on valuable fresh water by providing a supply of salt water for flushing to about 80 per cent of the population. The annual consumption of salt water has reached 271 million cubic metres.

Hong Kong continues to rely on the supply of raw water from the Dongjiang River in neighbouring Guangdong Province to meet, on average, between 70 and 80 per cent of its daily requirements. However, because rainfall in Hong Kong's domestic catchments in 2007 fell to just 77 per cent of an average year, our intake from Guangdong has been higher than normal to ensure our supplies remain uninterrupted.

The current water supply agreement with Guangdong ends in 2008 and negotiations are currently underway on a new agreement. I am confident that the close relationship between the Guangdong and Hong Kong authorities will ensure that the new agreement will continue to satisfy Hong Kong's requirements, meeting existing demands and catering for new ones.

The flexibility allowed in the current agreement means that we can link the daily supply rate from Dongjiang to fluctuations in the levels of our own catchment yields. This in turn enables us to optimise reservoir storage levels and minimise wastage.

Focus on Quality

We have the largest customer base of all utility providers in Hong Kong and that base is growing at a steady rate. The terms 'quality' and 'care' have been our key drivers. Applied to the fundamentals of our business, we have delivered on both counts. Quality management systems have been enhanced. These systems govern all water supply work, ranging from raw water collection to water treatment and the distribution of water to customers. This integrated quality management system was awarded ISO 9001:2000 certification in early 2008.

由左至右：

吳孟冬工程師 – 助理署長／發展

錢柱森工程師 – 助理署長／客戶服務

鄒志偉工程師太平紳士 – 助理署長／機械及電機

黃惠芬女士 – 部門秘書

馬利德工程師太平紳士 – 水務署署長

陳光為工程師太平紳士 – 水務署副署長

楊淑貞女士 – 助理署長／財務及資訊科技

張秉能工程師 – 助理署長／運作

吳志豪工程師 – 助理署長／設計及建設

From Left to Right:

Ir Bobby M T NG, Assistant Director/Development

Ir C S CHIN, Assistant Director/Customer Services

Ir David C W CHAU, Assistant Director/Mechanical & Electrical

Ms Stella W F WONG, Departmental Secretary

Ir L T MA, JP, Director of Water Supplies

Ir K W CHAN, JP, Deputy Director of Water Supplies

Ms Agnes S C YEUNG, Assistant Director/Finance and Information Technology

Ir P N CHEUNG, Assistant Director/Operations

Ir C H NG, Assistant Director/New Works



這套系統正不斷完備，並於二零零八年初獲得ISO 9001:2000認證。

經濟持續向好，加上人口增長，將會帶動未來用水需求上升。我們首要的任務之一是保證營運及發展的可持續性。此舉在氣候變化所造成的後果日益明顯及社會公認保護環境刻不容緩之際，尤其重要。

鑑於香港有可能面對氣候變化和降雨量不足等不穩定因素，我們已著手推行全面水資源管理策略，務求防患於未然。此舉亦有助促進香港與珠江三角洲集水區其他省市的良好合作夥伴關係，在地區用水需求快速增長的同時，繼續維持穩定的食水供應。當我們建議的策略全面實施後，用水需求和供水服務將會是綜合各界努力、多方面著手和以可持續發展模式妥為管理。年內，我們亦會進一步推廣「大廈優質食水認可計劃」，鼓勵業主和發展商妥善保養大廈的供水系統，並將透過公眾教育及推廣活動，示範慳水裝置和方法，鼓勵市民節約用水。

力求創新

水務署深知必須不斷專注發展創新技術，從而發掘其他供水來源。用薄膜技術除去海水中的鹽份以生產食水的海水化淡技術，對保證香港供水量和增加珠江三角洲供水量，極具潛能。優化的水處理技術，亦同樣有助提高循環用水的可行性。海水化淡和再造水的成本對這等技術是否確切可行具有決定性的影響。我們未來數年的目標，就是要與本港的專家和專上院校共同努力，致力改進海水化淡及再造水技術，並研究如何應用目前在本港及世界各地研發的創新技術。

本人鼓勵員工勇於創新，尋找新方法解決當前的問題，積極主動改善供水服務。我們需要發揮創意，才能繼續以環保有效的方式為市民供水。

Buoyant economic conditions and the associated population increase will lead to a rise in future demand for water. An important priority for us has been the need to ensure that our business and its subsequent growth are sustainable. This has become even more crucial in a period where the outcomes of climate change are becoming clear and society accepts there is no room for complacency when it comes to protecting our environment.

We have begun work on a Total Water Management Strategy, a tool that is needed to better prepare Hong Kong for potential uncertainties such as climate change and low rainfall. This will also help enhance Hong Kong's role as a good partner of other municipalities within the Pearl River Delta watershed, promoting sustainable use of water in the light of the rapid growth in regional demand. The strategy we are proposing, when fully implemented, will proactively manage demand and supply in an integrated, multi-sectoral and sustainable manner. During the year, we enhanced our Quality Water Recognition Scheme for Buildings which encourages owners and developers to properly maintain their own water plumbing systems. We also targeted customers by raising the profile of water conservation through public education programmes and promotions highlighting water saving devices and practices.

Seeking Innovation

The Department is aware that it must constantly focus on technological developments that facilitate the use of alternative supplies of water. Desalination by membrane technology – the process of removing salt from sea water to produce potable water – is a technology that is potentially important in terms of both securing Hong Kong's water supplies and contributing to supplies across the Pearl River Delta. Similarly improved water treatment technologies are making water recycling an increasingly viable option. The cost of desalination and reclaimed water is significant in determining the feasibility of their use. Our objective over the coming years is to work with various experts and tertiary institutions in Hong Kong to enhance such processes and look at the application of technological innovations that are being tried out and tested locally and elsewhere in the world.

I have encouraged staff to find new ways to creatively solve existing problems and to proactively improve our supply situation. Creativity is critical if we are to maintain an environmentally friendly and efficient supply of water.

去年，我們繼續保養及提升現有的供水基礎設施，並在有需要時在適當地點建設新設備。現時，本港的食水及鹹水管超過7 800公里，大部分鋪設在地底，其中大部分水管已沿用超過30年。我們的水管更換及修復工程正如期進行，此項目計劃以15年時間，更換3 000公里的老化水管。這個造價190億港元的項目，第三期將於二零零八年九月動工，我們亦已委聘顧問展開第四期工程的勘探及設計工作。

與此同時，我們正在籌劃擴建大埔濾水廠及重置沙田濾水廠，而新界西北區的鹹水供應系統設計方案亦已就緒。

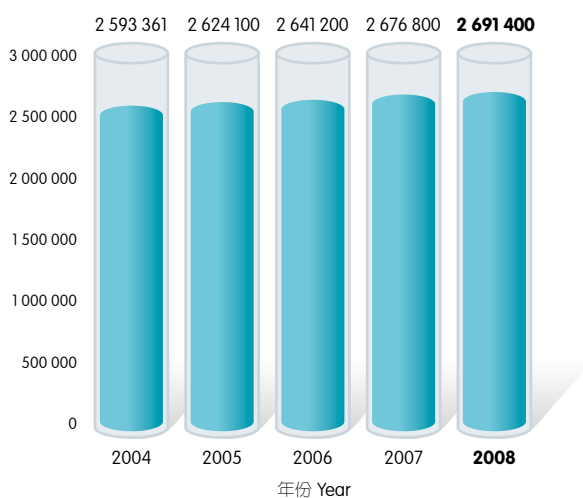
在善用現有設備的同時，我們亦要和國際上最佳實務慣例作出比對。我們於二零零八年首次參加澳洲水務協會與國際水務協會共同倡議資產管理基準參照計劃資產管理基準參照計劃。透過這個計劃，我們對本身的能力、目前的工作模式及資產管理策略的成效作出重要的評估。我們會繼續發掘及採納合

Over the past year, we have continued to maintain and upgrade existing infrastructure and build new plant where and when necessary. There are more than 7 800 km of fresh and salt water mains, mostly running underground in Hong Kong. A substantial proportion of the water mains were laid more than 30 years ago. The water mains replacement and rehabilitation programme under which 3 000 km of aged watermains will be replaced over a 15-year period, is progressing on schedule. Stage 3 of the HK\$19 billion project will commence in September 2008 and we have also commissioned consultants to start investigation and design for the Stage 4 works.

At the same time, we are working on expanding the Tai Po Water Treatment Works, and reprovisioning the Sha Tin Water Treatment Works and have completed the detailed design for a salt water supply system to serve the North West New Territories.

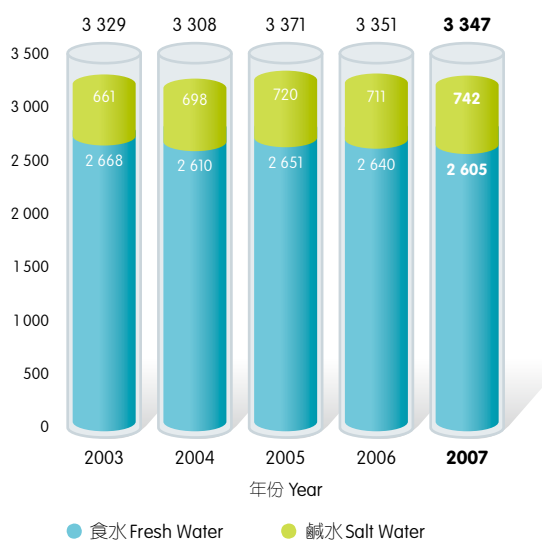
While we are confident that we are optimising the use of our assets, it is important that we benchmark our work against the best of international practices. By participating for the first time in the 2008 Asset Management Benchmarking Project, an initiative led by the Water Services Association of Australia and the International Water Association, we have made key judgements on our capability, current practices and

客戶數目 (截至3月31日)
Number of Accounts (as at 31 March)



總平均日耗水量
Total Average Daily Water Consumption

百萬公升/日 million litres per day





適的優質運作模式，例如無挖掘技術現已成為我們更換和修復水管計劃不可或缺的部分；署方推廣的自動化，亦有助瀘水廠非勞力密集型操作，促進工作效率。

年內進行的客戶意見調查顯示，我們的服務達致一流水平。儘管如此，我們絕對不能自滿。我們將一如既往，通過各種方式接觸客戶，了解他們對水務署工作表現的評價。透過了解客戶的期望，我們不斷將批評轉化為客戶對我們的正面了解，並以確切可行的方法，解決工作上的重重挑戰。

對於前任署長陳志超先生過去數年的努力，本人衷心致謝。本報告中提及的每項成就，全是本署所有員工、諮詢委員會和業務夥伴默默耕耘的成果。憑藉對本地、區內以至全球的透徹了解，他們以適時及符合成本效益的方式，為香港廣大市民提供優質的供水服務，這顯示出水務署重視「品質」和對客戶「關懷」的特質。正如每一滴水與生活息息相關，水務署員工和業務夥伴的點滴工作，都匯聚成為提升香港生活質素和改善環境的一份力量。

the effectiveness of our asset management strategy. We continue to identify and, where relevant, adopt industry-wide best practices. To name a few, no-dig technology is now integral to our replacement and rehabilitation programme for water mains; increased automation has resulted in less labour intensive operations and greater efficiencies at water treatment plants.

Customer service surveys undertaken throughout the year show that our service is regarded as first-rate. However we recognise there is no room for complacency and we continue to engage our customers in a number of forums to understand how our performance is perceived. By remaining aware of customer expectations, we continue to turn criticisms into positive understanding and apply practical solutions to work place challenges.

I would like to thank my predecessor Chan Chi Chiu for the work he has successfully concluded over the years. The achievements outlined in this Report reflect the commitments of our staff, our advisory committees and our business partners to ensuring that quality water supplies continue to be delivered across Hong Kong in a timely and cost effective manner and with a clear understanding of local, regional and global considerations. Our ethos is embedded in quality and care. Just as every droplet of water contributes to life, every contribution made by our staff and our partners will accumulate towards improving the lifestyle and environment for Hong Kong.



馬利德

水務署署長

二零零八年六月三十日

Ma Lee-tak

Director of Water Supplies

30 June 2008