

# 署長序言

## Director's Statement



在面對公共開支預算嚴重緊拙的情況下，2002年對我們來說，是需要認真檢討所有工作和計劃的一年。二十多年以來，為滿足社會對各項公共服務的高度期望，公共開支亦持續及穩定地增長。由九十年代開始，人口日益膨脹、市區急速發展、市民對政府服務的訴求亦不斷提高，渠務署跟其他政府部門一樣亦需相應地擴充。隨著擴充了的基礎設施，本署的經常性開支在過去數年來亦按比例而大幅增加。

年內，我們嚴格檢討了工作的緩急次序、工作程序和資源需求，以期在減少經常開支的同時，亦能在未來幾年繼續提供已承諾的所有服務。在這方面我們固然要努力，但我仍很欣慰地告訴大家，在過去一年，我們已制定了可有效令部門達致所需節省目標的計劃。我有信心，只要管方和員工一如以往通力合作，我們必定能推展這些計劃。

透過在主要工作範疇實施品質管理系統，我們進一步加強為顧客提供優質的服務。經過過去三年多以來各職系和職級同事努力不懈的工作，我們終於在2002年10月成功取得 ISO9001:2000 的集團證書。隨着 ISO9001 品質管理系統如常運作，我們將可有系統地持續改善我們的服務。

我亦很高興向大家匯報，我們在這年進一步減少新界區的水浸風險，並取得穩定而良好的成效。最近完成的錦田和上水主要防洪工程計劃的效能，已在2003年5月一場暴雨中充分表現出來。這次暴雨引致的水浸範圍不太廣，只限於局部排水不良的地方，而非像工程完成前所看到的廣泛嚴重水浸情況。雖然水浸情況已有重大改善，但我們仍會繼續努力，盡早完成計劃中所餘下的防洪工程，以提高新界地方的防洪水平。在西九龍，我們在實施非常富挑戰性的大型排水改善計劃方面，亦取得良好進展。我們的目標是在2004年完成最關鍵部分，令旺角的水浸風險大幅減少。

「淨化海港計劃」第I階段的所有污水處理設施在2001年年底成功啟用後，我們已看到維多利亞港的水質有明顯改善。我非常高興向大家匯報，「淨化海港計劃」所有設施自啟用以來一直運作順利，而且極有效率。這個現處理維港兩岸約三百萬居民所產生的污水的系統已被實證極具成本效益。年內，我們進行了大量的詳細研究工作，以評估國際專家小組對這計劃餘下階段所提出的各個建議方案。由於餘下階段的工程所費不菲，而這項計劃對保護維港免受污染卻非常重要，因此，我們將會就可行的方案全面諮詢公眾和有關團體，以期在進一步推展計劃前取得社會各界共識。

來年，我們會繼續致力實施各項減省成本的措施，並同時提高我們的工作效益，以維持各項對社會提供的核心服務。要達致這個目標，一定會遇上不少困難，但我深信，只要我們有決心並發揮團隊精神，我們必定能排除困難，取得預期的果效。

最後，我要多謝各位員工，沒有他們的努力和盡忠職守，我們實難以取得去年的佳績。此外，我亦要在此多謝所有同業伙伴和權益方不斷給予我們支持和鼓勵。



張達燭  
渠務署署長

2002 may best be described as a year of sober review of all our activities and plans in the face of serious budgetary constraints on public expenditure. For over two decades, public expenditure has been growing steadily upwards to meet the high expectation of the community in every sector of public service. Like many other Government departments, DSD has expanded substantially in the 90's to cope with the demands of a rising population, fast urban development and a higher standard of service. As a result, our recurrent expenditure has increased significantly over the years in proportion to the expansion of infrastructure under our management.

During the year, we have critically reviewed our priorities, our work processes and our resource requirements with the aim of reducing recurrent expenditure while continuing to deliver all the essential services which the department has committed to provide in the coming years. I am pleased to report that while these efforts must continue, we have achieved a great deal in the past year in drawing up plans for delivering the savings required of the department. I am confident that we will be able to take forward these plans with the good cooperation between the staff and management as we have done in the past.

Our commitment to delivering quality service to our customers is now further reinforced through the implementation of quality management system in all key activities of the department. We have successfully obtained the ISO9001:2000 corporate certificate in October 2002 after more than 3 years of persistent effort by our staff in all ranks and grades. With the ISO9001 quality management system in place, we will be able to pursue continuous improvement of our service systematically.

I am also pleased to report that good steady progress was made during the year in reducing further the risk of flooding in New Territories. The beneficial effect of the major flood prevention projects completed recently in Kam Tin and Sheung Shui was well demonstrated during a very severe rainstorm in May 2003. In this event, flooding was small scale and confined to several areas with poor local drainage rather than the serious widespread flooding witnessed in similar rainstorm events before completion of the projects. Despite the significant improvements already made, we are keeping up our efforts to complete as early as possible the remaining flood prevention works in the programme so as to afford a good standard of flood protection to the communities in NT. Good progress was also achieved in implementing the very challenging large scale drainage improvement scheme in West Kowloon and we are on target to completing in 2004 the most critical components which would reduce substantially the flood risk in Mongkok.

Following the successful commissioning of all the sewage treatment facilities under the Harbour Area Treatment Scheme (HATS) Stage I at the end of 2001, we have seen remarkable improvement of the water quality in the Victoria Harbour. I am particularly pleased to report that all the HATS facilities have been functioning smoothly and efficiently since commissioning and the scheme as a whole has proved to be very cost-effective in treating the sewage flow from 3 million residents around the Harbour. During the year, a lot of detailed investigation work has been carried out to assess the options suggested by an International Review Panel on the further stages of HATS. In view of the very substantial resources that will be required to implement these further stages and the importance of the scheme in protecting the Harbour from pollution, we plan to consult the public and all stakeholders fully on the options available and aim to build consensus in the community before taking the plans forward.

In the coming year, our energy will continue to be applied to implement the various cost reduction measures, and at the same time raise productivity to maintain all core services to the community. Achieving this objective will not be without difficulties. But I strongly believe that with determination and team effort we will succeed in overcoming the obstacles and delivering the expected results.

Lastly, I wish to thank all our staff for their hard work and dedication, without which the good progress achieved in the past year would not be possible. I am also deeply grateful to all our industry partners and stakeholders for their continuing support and encouragement.



Raymond T K Cheung  
Director of Drainage Services