

運輸署工作報告

Transport Department in Action

Safe 安全
Efficient 高效率
Environmentally 可靠
Friendly 環保



4. 公共交通服務規劃

- 完成為龍運巴士有限公司及城巴有限公司(下稱機場及北大嶼山巴士網絡)、新世界第一巴士服務有限公司及山頂康樂有限公司的專營權續期；
- 為香港迪士尼主題公園進行公共運輸服務規劃；
- 審議5間專營巴士公司2003至2007年及2004至2008年的未來發展計劃；
- 在廣泛諮詢立法會交通事務委員會、有關的區議會/辦事委員會及地區諮詢會後，聯同有關鐵路公司及行駁鐵道及西鐵沿線走廊的巴士及專線小巴的營辦商，制訂全面的運輸計劃；
- 就即將展開的鐵路工程，包括東鐵支線、九龍南環線、竹篙灣鐵路、上水至落馬洲支線及沙田至中環線，提供公共運輸規劃方面的意見；以及
- 就來往港島至西貢的兩條過海旅遊路線繼續營辦商。

5. 研究

我們完成了2002年交通習慣調查，進行調查時隨機抽取30,000戶家庭，以便收集以下資料：家庭成員的經濟資料及交通方面的數據、擁有及使用汽車的情況、影響他們選擇步行及使用自動人行道的因素、使用單車的行數、交通傾向、新科技如交通資訊的發布對交通模式的影响，以及轉乘不同交通工具的情況。在2002年交通習慣調查下的其他統計調查中，我們收集的資料數據包括時間值、對步行、等候及轉乘不同交通工具所感到的不方便、殘疾人士的運輸需求及需要、以及遊客的交通習慣。

- 繼續進行2003年貨車行程特性調查；
- 繼續進行使用單車研究；
- 完成有關四個大型屋宇發展用地的交通影響評估研究；以及
- 完成有關為付來自深港西部通道的預期交通增長而可在屯門實施的交通管理措施及道路改善計劃的研究。

6. 道路安全

- 繼續實踐我們使道路交通系統更安全全面的抱負；
- 舉辦「香港道路安全願景」公開創作比賽；
- 製作學校交通安全教材套；
- 完成最新版《道路使用者守則》的草擬工作，以供在2004年推出；
- 在新增35個地盤裝置偵測自動攝錄機外箱；
- 在新增20個地盤裝置紅燈攝影機系統；
- 展開重整主要幹線攝影機系統的工作及編訂主要幹線的出口編號；
- 就有關改善沙田區方向指示標誌的試驗計劃展開設計工作；
- 就獅子山隧道自動收費車輛行車線的新道路標記及標誌進行試驗；
- 因應在7月10日發生的意外慘劇，開始就屯門公路進行道路安全檢討；
- 完成元朗區交通意外地區研究；
- 完成有關彌敦道及其連接道路網的交通意外研究；以及
- 開始在彌敦道實施安全改善計劃。

7. 行人專用區計劃

- 擴大旺角的每日部分時間(周日下午4時後以及星期日及公眾假期正午12時後)行人專用區計劃的範圍，將柏路街、鼓油街及西洋菜南街的路段包括在內；
- 計劃對銅鑼灣白沙道及德輔道附近的現有行人專用區作出同樣擴展；
- 擴大福華街及桂林街路段下路燈在星期六、日及公眾假期的部分時間封路範圍；
- 在南京街實施全日封路；
- 在怡和街近百德新街設置新的行人過路處，以舒緩現時崇光百貨公司對開過路處的行人需求；
- 在介乎紀利治街與士頓街之間的百德新街的西面行人路進行擴闊工程；
- 擴闊莊士敦道(介乎大和街與石水渠街之間)的西面行人路至電車軌；
- 完成昭隆街全日行人專用區的環境美化工程；
- 完成在利園山道、山東街、廣東道、赤柱市場道及赤柱新街的擴闊行人路及環境美化工程；
- 完成將元朗新街在星期六、日及公眾假期由上午8時至晚上8時劃為永久行人專用區的第一期改善工程；
- 完成石塘咀新康街及新功街的景景及街道美化工程；以及
- 完成顧問進修工作，以便在2004年1月展開有關改善整個尖沙咀行人環境及行人通道的研究工作。

8. 道路改善工程

- 完成興建連旺角火車站及地鐵站的旺角行人天橋系統；
- 完成設置在怡和街近百德新街交界的行人過路處；
- 完成興建橫跨干諾道中近畢打街交界的行人天橋；
- 完成興建由西九龍公路行線往油麻地的新建接路；
- 完成興建位於九龍公園徑與北京道交界橫過九龍公園徑的隧道；
- 完成興建城南道與太子道西東行線的连接路；
- 完成在海底隧道收費廣場南行巴士站加建巴士停車灣的工程；
- 改善電車徑的上落客貨設施；
- 將東涌道介乎壩尾與龍井頭之間的路段擴闊為雙線車路，並在該路完成5項局部改善工程項目；
- 擴闊介乎巴頭與錦田市之間的錦田公路；
- 改善西貢打鐵廠路；以及
- 改善紅磡道/大環道、沙咀道/大河道、馬會道/揸管埔路、揸管埔路/百和路、保健路/粉錦公路、寶蓮路/寶石路、古洞/粉錦公路、寶石路/影園路、汀角路/兩連路、大埔太和路/完善路、大埔太和路/汀角路及汀角路/完善路各路路口。

9. 交通管理計劃

- 在新運路上火車站外及重華路與常寧路的交界處設置控制行人過路處；
- 在獅子山隧道收費廣場設置自動收費車道；
- 在屯門杯運路實施交通管理計劃，以便在該處進行西鐵、天水圍輕鐵支線及高架輕鐵路軌的興建工程；
- 限制車輛由大嶼山連接路駛往灣仔；
- 改善大水圍18組交通燈系統；
- 在屯門公路西行近通往大環道連通的支路實施交通改善措施；
- 改善黃埔碼頭南面的交通流量；
- 在加士基道天橋安裝中央縱向護欄及防撞欄，以改善道路安全；
- 在亞答街近西芹菜街以一條寬闊的行人過路處把數個接近的路口連接起來；
- 在新填地街近京坊悅加設交通燈控制的過路處，以改善道路安全；
- 在美孚加設一條新行人徑；
- 在九龍公園徑及北京道交界加設行人指示標誌；
- 在大環道及紅磡道交界設置交通燈控制的過路處；
- 在童軍徑設置旅遊巴士上落客貨設施及行人過路設施；
- 在東鐵紅磡站加設旅遊巴士上落客貨停車灣；
- 在譚公廟設立專線小巴站；
- 准許車輛從中環民祥街東行掉頭西行，以改善民祥街及民福街交界的交通情況；
- 更改柏立街與街口的交通輔助設施，以便車輛可從機場路站出口駛往林士街天橋的上行斜路；
- 禁止車輛從紅棉路北行掉頭南行，以及重新開放金鐘東行的交通，以增加並改善紅棉路/夏慤道交界的容車量；
- 把介乎打道與干諾道中間的一段廢廠街，由單程南行改為雙程行車，以舒緩打道的交通量；
- 在開平道進行交通改道，以及更改交通燈號，以便盡量增加橫過道的交通吞吐量、減少希慎道及新會道車輛爭路的情況，以及改善橫過道的行人過路情況；
- 完成杏花邨康樂道的交通管理計劃，以舒緩現有的士、專線小巴及巴士使用同一停車處所造成的交通擠塞情況，以及改善行人安全；以及
- 完成西灣河龍景的交通管理計劃，以縮窄行車道及在韓國國際學校附近設置斑馬線。

此外，我們在全港各地實施了下列的整體措施：

- 把下午繁忙時間的禁止停車限制時段由下午4時至晚上7時縮短為下午5時至晚上7時；
- 推行一項試驗計劃，放寬士在繁忙時間及上午7時至晚上7時的禁止停車限制；以及
- 放寬全港多條行車路段的上午7時至午夜12時禁止停車限制。

10. 跨界交通服務

車輛

- 策劃興建落馬洲與皇崗之間的新跨境橋；
- 策劃在落馬洲管制站加設車輛檢查亭；



- 策劃改善新田交通；
- 策劃舒緩新田迴旋處擠塞情況的交通管理計劃；
- 完成落馬洲管制站餘下的改善工程；
- 完成在新田公共運輸交匯處加設一條巴士線；
- 策劃興建沙頭角港深之間的新跨境橋；以及
- 進行有關邊境禁區的檢討工作。

旅客

- 策劃及安排加強黃巴士與過境接駁交通工具的服務並進行監察，以配合落馬洲進行24小時客運通關服務；
- 由2003年3月20日起，在延長通關時段內實施准許的士與專線小巴駛入落馬洲管制站的試驗計劃，並在其後進行檢討；
- 與過境巴士業界人士及黃巴士營辦商定期舉行會議，以策劃及改善服務，應付「內地個人遊計劃」帶來的需求；
- 與麥拔巴士營辦商、過境巴士營辦商及其他政府部門保持密切聯絡，以確保管制站運作維持暢順，尤其在節日及長假期時為然；
- 展開一項小型工程計劃，以改善新田黃巴士總站的乘客設施；
- 就陸路邊境通道的公共運輸服務及設施的規劃進行檢討；
- 在九龍塘(連之站)公共運輸交匯處增設多個位置設置實體街過境巴士總站設施；以及
- 就改善現有及日後的公共交通過境陸路邊境提供規劃方面的意見。

規管

11. 鐵路服務

- 根據2000年6月30日所簽訂的營運協議，監察地鐵公司提供鐵路服務的表現；
- 就西鐵的服務要求與九廣鐵路達成協議，並開始根據另行簽訂的營運協議監察該條新鐵路的服務表現；
- 監察有關地鐵及西鐵列車服務安排的變動；
- 進行7項有關地鐵與巴士和專線小巴之間的服務協調計劃；
- 進行9項有關西鐵/東鐵與巴士和專線小巴的轉乘計劃；
- 進行53項新的鐵路接駁服務，以加強公共交通工具之間的協調和推廣使用鐵路服務；
- 審議地鐵公司提出的推廣安排；以及
- 完成有關地鐵在2002年服務表現的檢討以及為2003年訂立服務表現要求。

12. 專營巴士服務

- 繼續重整中環、灣仔、銅鑼灣及尖沙咀的巴士服務，以減少駛經這些地區的巴士架次及舒緩擠塞情況。在尖沙咀，一條巴士路線被取消，另一條巴士線進行重整，使駛經彌敦道的巴士每日減少130架次。在中環及灣仔，有12條巴士路線重整，另一條路線改道不駛經中環，使駛經的巴士每日減少約250架次。在銅鑼灣，有3條巴士線重整，另有3條路線改道不駛經怡和街，使駛經的巴士每日減少430架次。在譚公廟設立專線小巴站；
- 准許車輛從中環民祥街東行掉頭西行，以改善民祥街及民福街交界的交通情況；
- 更改柏立街與街口的交通輔助設施，以便車輛可從機場路站出口駛往林士街天橋的上行斜路；
- 禁止車輛從紅棉路北行掉頭南行，以及重新開放金鐘東行的交通，以增加並改善紅棉路/夏慤道交界的容車量；
- 把介乎打道與干諾道中間的一段廢廠街，由單程南行改為雙程行車，以舒緩打道的交通量；
- 在開平道進行交通改道，以及更改交通燈號，以便盡量增加橫過道的交通吞吐量、減少希慎道及新會道車輛爭路的情況，以及改善橫過道的行人過路情況；
- 完成杏花邨康樂道的交通管理計劃，以舒緩現有的士、專線小巴及巴士使用同一停車處所造成的交通擠塞情況，以及改善行人安全；以及
- 完成西灣河龍景的交通管理計劃，以縮窄行車道及在韓國國際學校附近設置斑馬線。

13. 公共小巴服務

- 免費向14,000名公共小巴司機發出公共小巴司機證；
- 制訂試驗計劃，協助在新界西北部經營的公共小巴司機轉為營辦行走3號幹線的專線小巴路線；
- 協助交通諮詢委員會工作小組完成有關專線小巴營辦商甄選準則及計分制度的檢討；
- 宣傳「公共小巴服務標準」，讓公共小巴司機遵行；

- 每兩4個月出版公共小巴通訊，以加強公共小巴業及政府之間的溝通；
- 舉辦「公共小巴車輛檢驗及維修」工作坊，以提升公共小巴營辦商有關車輛維修保養方面的知識；
- 委任3間駕駛改進學校提供「公共小巴司機訓練課程」；
- 在所有行走通宵路線的專線小巴完成安裝車速顯示器；
- 繼續促進提供車內設施，包括電子收費系統、乘客下車電鈴、乘客熱線、車速顯示器及點字車輪登記號碼牌；
- 鼓勵營辦商為司機提供制服；
- 開始修訂法例，把小巴的最高總重量由4.0噸放寬至5.5噸，以便在車上安裝改善安全及服務質素的設施，包括較安全的座位連安全帶；
- 完成3項專線小巴路線組合甄選營辦商的工作；以及
- 繼續與營辦商合作，藉著推行專線小巴路線的服務調整措施，以提高效率及令人滿意的服務。

14. 的士服務

- 繼續與優質的士服務督導委員會、的士商會及其他商業機構合作，舉辦和推行一系列的優質的士服務計劃；
- 繼續編製上客及落客點，以方便的士經營。在年底時，全港共劃設了148個的士上落客點及51個的士落客點；
- 實施一項臨時計劃，全面放寬的士在繁忙時間及上午7時至晚上7時的不准停車限制區；
- 在葵馬日於快活谷馬場劃設特定的士站，方便的士上落客；
- 推行一項試驗計劃，准許市區及新界的士每日午夜12時至上午6時30分進入落馬洲管制站營運；
- 在機場及落馬洲管制站向乘客派發的士車資單張，方便乘客及遊客使用的士服務；
- 完成多項有關的士經營財政調查及的士服務水平的調查；
- 進行有關西鐵通車前後的調查，以監察西鐵啟用後對的士業所造成的影響；
- 協助推行政府租用的士計劃，以租用的士作公務用途；
- 就職業訓練局為全職的士司機制訂技能提升訓練課程，向其提供支援；
- 在九龍火車站的士站加設兩個乘客資訊電子顯示屏，傳遞與的士有關的有用資訊和提供有關優質服務標準的資料；
- 出版了兩期的士通訊；以及
- 舉行的士司機嘉許計劃頒獎典禮，表揚12位優質的士司機及約1200位車不拾遺的優質的士司機的良好行為。

在2003年，柴油的士轉換為石油氣的士的計劃有進一步進展，向石油氣的士提供現金資助的計劃已於2003年12月31日結束。在年底時，本港共有18,066部石油氣的士在道路上行駛，佔全港的士總數的99.6%；並有46個石油氣加油站為日益增多的石油氣的士提供加油服務，足以應付全港石油氣的士的需求。

15. 渡輪服務

- 進行3次招標工作，以甄選新營辦商經營渡輪服務，包括天星小輪所開辦的馬港觀光遊服務；
- 處理8宗渡輪牌照展期申請；
- 實施節省成本措施及重整服務的建議，從而改善營辦商的財政狀況；
- 鼓勵營辦商推廣在碼頭及船隻上刊登廣告，以增加船費以外的收入；
- 監察新世界第一渡輪服務有限公司推行該公司承諾的服務改善計劃，包括購置新的雙體船及翻新舊有船隻和碼頭設施；
- 統籌及監察碼頭設施的維修保養工作；
- 監察中環碼頭翻新計劃的進度；
- 在坪洲及梅窩碼頭安裝電子螢幕顯示屏，並會在2004年在中環碼頭安裝顯示屏；
- 與專營巴士公司就道路及乘客安全問題展開檢討，有關檢討預計於2004年初完成；以及
- 對5間專營巴士公司進行每年服務表現評核，並向交通諮詢委員會報告。

16. 非專營巴士服務

- 繼續加強與非專營公共巴士業界代表的溝通；
- 與業界緊密合作，協助改善其營運環境，以及改進對非專營巴士服務的規管及管理制工作；
- 協助交通諮詢委員會工作小組完成有關專線小巴營辦商甄選準則及計分制度的檢討；
- 宣傳「公共小巴服務標準」，讓公共小巴司機遵行；

- 繼續為非專營巴士營辦商出版每季通訊；以及
- 在交通諮詢委員會轄下成立一個工作小組，就業界事宜進行檢討。

服務提供

17. 牌照服務

- 批出將第三代車輛牌照及駕駛執照綜合資料電腦系統提升為第四代系統的合約，以改善牌照服務及顧客服務；
- 在《2003年收入條例》頒布後，共向4,506部符合資格的車輛完成過渡首次登記稅的手續；
- 繼續推廣透過公共服務電子化計劃的資訊站及互聯網提供牌照服務；
- 將顧客服務中心試設計劃擴展至九龍牌照事務處、觀塘牌照事務處及沙田牌照事務處；
- 繼續實施特別安排，成功避免在財政預算案公布前及當日出現以往常見的人龍候辦牌照服務的情況；以及
- 就換領封閉道路通行許可證手續進行業務流程重整研究，以及免除發出封閉道路通行許可證過道的程序，以簡化工序。

18. 為殘疾人士提供的服務

- 完成「司機接載殘疾人士泊車證明書」試驗計劃，並將該計劃擴展至一些私人物業發展商、房屋署及香港房屋協會的停車場，共發出約90張泊車證明書；
- 裝設凹紋引線導引港往灣仔東碼頭以及連接長沙灣地鐵站與為視障人士服務的香港視障服務中心；
- 提供超過2,200個附有凹紋警告膠條的新下斜路緣；
- 批出有關供電及安裝電子響號交通燈的合約；
- 完成一項減少銅鑼灣交通標誌以造成危險駕駛情況的試驗計劃；
- 就裝設凹紋引線導引連接巴士總站與分區醫院、眼科診療所及視障人士經常前往的中心/辦事處制訂指引；
- 透過互聯網發布有關殘疾駕駛者停車位地點的訊息；
- 參與「無障礙城市定向挑戰賽」籌款活動；
- 重整九龍城的康康巴士接駁服務，以改善其效率；
- 調配兩輛新康康巴士在西九龍及新界提供專線服務；
- 鼓勵的士安裝能以廣東話、普通話及英語向視障乘客說出「歡迎」、「多謝」、「請扣上安全帶」，以及的士車輪登記號碼及車費數目等信息的發聲的士咪碟。超過8,200部的士已安裝這種咪碟；
- 鼓勵各巴士公司在巴士車廂內裝置點字及凸字車牌；以及
- 鼓勵在公共小巴車門旁邊的座位裝置點字車牌。

19. 駕駛考試

- 執行發出173個第一組別私人駕駛教師執照的工作。迄今已發出的150個執照；
- 由2003年10月20日開始將駕駛考試中的筆試部分電腦化；以及
- 展開為所有駕駛考試中心進行裝修的工程計劃；

20. 車輛安全及規管

- 在各主要驗車中心安裝車輛預約情況顯示器，以提供有關可預約的驗車站的資料；
- 在九龍灣驗車中心使用低壓式動力機抽樣為柴油車輛進行荷載壓力測試；
- 密切監察23個指定驗車中心及新九龍灣驗車中心的承辦商的服務表現，以維持這些中心的驗車標準；
- 密切監察專營巴士公司的巴士維修保養及安全標準；
- 參與由其機構(例如保安局及九廣鐵路)舉行的緊急事故演習；以及
- 為新系統(例如西鐵及馬灣)制訂新的應變計劃，並修訂原有的各項應變計劃以配合不斷轉變的交通情況。

21. 管理合約

- 就多項運輸基建及設施批出3份管理合約。有關的基建及設施包括柯士甸過境巴士總站、上水轉乘停車場及設於街上的停車收費錶；以及
- 關於把以易泊卡操作的停車收費錶更換為以八達通操作的收費錶的工作，我們批出一份有關負責泊車費結算工作的服務供應商合約，並且協助政府物料供應處完成有關供應、運送及安裝以八達通卡操作的停車收費錶的採購合約。

22. 公眾資訊

- 透過製作一系列政府宣傳短片及聲帶在電視及收音機上廣播，加強宣傳運輸署的訊息；
- 推行電腦化筆試計劃；
- 贊助一套由國際影星龍騰沙演功夫師傅的30秒電視特別宣傳短片，以提高司機對正確駕駛行為的意識；
- 推行培訓行政系統，以節省處理培訓申請及記錄的時間及資源；以及
- 推行文件管理系統和電子記錄系統，以及在各個辦公室安裝活動式檔案架，以改善記錄存檔系統。

23. 智能運輸系統

- 繼續推廣智能運輸系統策略；
- 進行時間顯示系統投入運作；
- 更換香港仔隧道交通燈及監察系統；
- 就規劃及設計八達通、深港西部通道、后海灣幹線及其他主要道路工程計劃的交通燈及監察系統提供專業意見；
- 在主要道路網及通往邊境通道的道路裝設的閉路電視攝影機投入運作；
- 就實施大埔及北區區域交通控制系統及閉路電視監察系統批出有關合約；
- 完成港島區域交通控制系統及閉路電視監察系統更換工程的设计工作；
- 完成建設交通控制中心，當中設有緊急事故交通諮詢中心、新界區域交通控制系統、主要公路交通管理及監察系統及青馬管制區系統；以及
- 批出實施運輸監察系統合約，該系統設有可收集、處理、分析及發布綜合運輸及交通資訊的中央數據庫，為公共交通工具的乘客及駕駛人士提供路線檢索功能的公共運輸資訊服務，以及供私營機構發展增值服務(例如車輛導航、車隊管理及個人化資訊服務)的智能道路網。

24. 運輸事故管理

- 平均每月處理約110宗交通及運輸事故；
- 年內啟動緊急事故交通協調中心共75次，以應付重大事故/特別活動，包括：
 - 自然災害；
 - 颱風及強烈季候風吹襲期間；
 - 公共交通服務受阻；
 - 重大交通事故所引致的廣泛地區擠塞；
 - 西鐵啟用及輕鐵服務伸展至天水圍北部；
 - 24小時開放落馬洲環境管制站；
 - 新學年開始；
 - 各團體的抗議行動；以及
 - 節日活動
- 為有關機構舉行緊急事故演習，以使其熟悉處理特別事故的程序；
- 參與由其機構(例如保安局及九廣鐵路)舉行的緊急事故演習；以及
- 為新系統(例如西鐵及馬灣)制訂新的應變計劃，並修訂原有的各項應變計劃以配合不斷轉變的交通情況。

25. 資源管理

- 繼續精簡程序及廢除多餘的工序；
- 重組部門主任秘書處，以精簡程序及節省資源；
- 繼續在各分部進行持續改善委員會，讓所有層面的同事參與，以保持部門持續作出改善的動力；
- 繼續就發牌工作進行業務流程重整研究；

- 委託顧問公司提升車輛牌照及駕駛執照綜合資料電腦系統，使車輛牌照及駕駛執照的發牌工作進一步自動化；
- 推行電腦化筆試計劃；
- 透過修訂筆試程序及採用自動化引線，精簡簽發封閉道路通行許可證的工作流程；
- 推行培訓行政系統，以節省處理培訓申請及記錄的時間及資源；以及
- 推行文件管理系統和電子記錄系統，以及在各個辦公室安裝活動式檔案架，以改善記錄存檔系統。

發揮潛能，各盡所長

26. 人力資源管理

- 舉行前線體驗感測周，署長和數位高級人員分別在車輛安全及標準部、香港牌照事務處、交通控制部、駕駛事務處、新界分區辦事處及交通工程(九龍)前線身體驗前線人員的工作情況；
- 繼續為工程師、運輸主任、技術主任(交通)、技術主任(土木工程)及汽車檢驗主任職系設立評核委員會，並將評核委員會的制度擴展至運輸監察職系，以改善工作表現管理制度；
- 推行第二輪自願退休計劃，讓同事以自願方式離職；
- 制訂直至2006-07年的人力計劃，減少部門編制以達到政府的目標；
- 繼續與有關職系代表定期舉行協商委員會會議，與員工保持溝通；
- 翻新現有的辦公室，為員工提供更好的工作環境；
- 舉辦職員周年晚宴；
- 繼續推行學長計劃，透過分享專業學習精神；
- 繼續透過聘請專業人士提供24小時轉接電話熱線服務，以照顧同事的心理康復，並舉辦一系列個人發展工作坊；
- 舉辦兩次「開心之旅」心臟健康推廣活動；
- 展開一系列與健康有關的活動，例如邀請一位營養師兼中醫師和一位物理治療師分別為同事主持「食物健康新知識」及「護理頸部及背部」運動，從而向同事推廣健康的生活方式；
- 在嚴重急性呼吸系統綜合症爆發期間，提升辦公室、公共地方及洗手間的清潔標準以改善衛生情況，張貼有關健康的告示，提供防護用品，制訂應變計劃以及舉行嚴重急性呼吸系統綜合症講座；
- 舉辦心靈價值卡設計比賽及推行心靈價值卡計劃，鼓勵同事互相為對方值得嘉許的行動表示感謝；
- 繼續進行團隊嘉許獎勵計劃，對團隊為服務社會所付出的努力予以嘉許；
- 透過致力籌劃及舉辦各項活動，推行「全心意、以誠待人」運動；以及
- 進行第五次員工意見調查(提供供人手填寫的版本及內聯網版)，以及制訂各分部的行動計劃。

27. 訓練

- 在香港展覽中心舉辦4個「心靈價值齊互動」部門工作坊，參與的同事超過1,180名；
- 舉辦7個有關傳授技巧及表達技巧的工作坊，參與的專業人員約90名；
- 為9個分部共360名同事舉辦13次建立團隊精神的活動；
- 為所有運輸監察及牌照主任舉辦9個有關溝通、員工士氣和其他人力資源事務的工作坊；
- 為運輸主任、工程師及技術主任(交通)舉辦周年研討會，出席的同事約420名；
- 為專業及技術人員舉辦25次經驗交流會；
- 參與由其機構(例如保安局及九廣鐵路)舉行的緊急事故演習；以及
- 為新系統(例如西鐵及馬灣)制訂新的應變計劃，並修訂原有的各項應變計劃以配合不斷轉變的交通情況。





In this leaflet, we provide a comprehensive list of the many activities in which Transport Department have been involved in 2003. To emphasize the alignment with our vision, mission and values, our work has been divided under the headings of Planning, Regulation, Services, Management and Bringing out the Best in People. Within the broad categories, the work has been further divided into 27 Action Areas.

Planning

1. Transport planning

- completed the third Strategic Highway Project Review to assess the need, scope and timing of a number of major highway projects including Route 4, Route 10, Central Kowloon Route, and Western Coast Road;
- reviewed the traffic and transport infrastructure for the Northwest New Territories to cope with major developments and the rapidly growing demands for cross boundary travel;
- provided input to the preliminary assessment of the newly proposed Hong Kong - Zhuhai - Macao Bridge; and
- carried out transport planning for South Lantau to take account of the future widening of Tung Chung Road and the provision of Tung Chung - Ngong Ping Cable Car.

2. Transport and the Environment

- conducted the third Strategic Environmental Monitoring, Auditing and Review for our future transport system;
- encouraged the conversion of diesel light buses to LPG or electric models - over 640 diesel light buses (about 10% of the fleet) have been converted;
- encouraged the conversion of diesel taxis to LPG - over 18,000 diesel taxis (about 99% of the fleet) have been converted;
- improved conditions for pedestrians through the introduction of more pedestrian priority schemes;
- monitored the completion of retrofitting all Euro I franchised buses with diesel catalysts or continuous regenerating traps by first quarter of 2004;
- encouraged the franchised bus companies to retrofit all Euro II or above buses with continuous regenerating traps by end 2005;
- encouraged the franchised bus companies to deploy Euro II or above buses on selected busy corridors;
- carried out the upgrading of ventilation plants at 5 public transport interchanges to improve air quality;
- completed air quality surveys at 15 covered public transport interchanges and took action to improve the air quality of 7 covered public transport interchanges; and
- rationalized bus services in Central, Wan Chai, Causeway Bay and Tsim Sha Tsui to reduce bus trips and relieve congestion.

3. Major Transport Infrastructure and Development

- facilitated and co-ordinated the service readiness for the opening of KCRC's West Rail (WR) Phase 1 and Light Rail Tin Shui Wai Extension;
- provided the transport related input to the on-going construction of Ma On Shan (MOS) Rail Link, Tsim Sha Tsui Extension and Sheung Shui to Lok Ma Chau Spur Line;
- provided input to the planning and design of Sha Tin to Central Link, Kowloon Southern Link and Island Line Extensions;
- provided traffic and transport input to 14 station-related property development projects along the WR and MOS railway corridors including supporting facilities such as park and ride car parks;
- supported the implementation of public transport interchanges at 10 railway stations of WR and MOS to enhance mode change with greater passenger convenience, safety and comfort;
- provided traffic and transport input to facilitate the implementation of major road projects including Deep Bay Link, Shenzhen Western Corridor, Route 8, Island Eastern Corridor Improvement, Fo Tan Road Widening, Trunk Roads T3 & T7, Sai Sha Road Widening, and Tolo Highway Widening; and



- provided traffic and transport input to the design and implementation of transport facilities for the Hong Kong Disneyland Theme Park including new road projects, the Penny's Bay Rail Link and public transport interchanges.

4. Public Transport Services Planning

- completed franchise renewals for Long Win Bus Company Limited, Citybus Limited (for their Airport and North Lantau bus networks), New World First Bus Services Ltd and the Peak Tramways Company Limited;
- carried out public transport service planning for the Hong Kong Disneyland Theme Park;
- processed the forward planning programmes for 2003-2007 and 2004-2008 of the five franchised bus companies;
- developed a comprehensive transport plan in conjunction with concerned rail, bus and green minibus operators along the light rail and West Rail corridor after extensive consultations with the Legislative Council Panel on Transport, the concerned District Councils / Rural Committees and area consultation fora;
- provided public transport planning input to upcoming railway projects including East Rail Extensions, Kowloon Southern Link, Penny's Bay Link, Sheung Shui to Lok Ma Chau Spur Line and Sha Tin Central Link; and
- selected operators for 2 cross-harbour recreation routes between Hong Kong Island and Sai Kung.

5. Studies

- completed the Travel Characteristics Study 2002 involving about 30,000 randomly selected households to gather information on: socio-economic data and travel data of household members; car availability and usage; factors affecting walking and use of travellers; cycling trips; travel propensity; effect of new technology, transport telematics and dissemination of transport information on travel patterns; and interchange between transport modes. In other surveys of the TCS 2002, we collected data on the value of time; perceived inconvenience in walking, waiting and transfer between transport modes; transport demand and needs of people with disabilities; and travel characteristics of tourists.
- continued work on the Survey on Goods Vehicle Trip Characteristics 2003;
- continued with the Cycling Study;
- completed traffic impact assessment studies for four major housing sites; and
- completed a study to examine possible traffic management measures and road improvements in Tuen Mun to cope with the anticipated traffic growth from the Shenzhen Western Corridor.

6. Road Safety

- continued to develop our vision of making our road transport system forever safer;
- launched an open competition for the Hong Kong Road Safety Vision;
- produced a teaching kit on school transport safety;
- completed drafting of the updated Road Users' Code for introduction in 2004;
- installed the automated speed enforcement camera system housings at 35 more locations;
- installed the red light camera system at 20 more locations;
- initiated the rationalization of the route numbering system and provision of exit numbers on the strategic route network;
- commenced design of a trial scheme for directional sign improvement in Sha Tin District;
- carried out a trial at Lion Rock Tunnel on new road markings and signs for tunnel auto-pilot lanes;
- started a road safety review on Tuen Mun Road, following the tragic accident on July 10th;
- completed an area study of traffic accidents in Yuen Long;
- completed a traffic accident study on Nathan Road and the adjoining road network; and
- commenced implementation of safety improvements along Nathan Road.

7. Pedestrian Schemes

- extended the daily part-time (after 4 pm on weekdays and after 12 noon on Sundays and Public Holidays) pedestrianization scheme in Mong Kok to include Nelson Street, Soy Street and the remaining sections of Sai Yeung Choi Street South;
- planned for similar extensions to existing pedestrianized areas around Pak Sha Road and Paterson Street in Causeway Bay;
- extended the part-time closure of the remaining sections of Fuk Wa Street and Kweilin Street on Saturdays, Sundays and Public Holidays;
- implemented full-time closure at NanKing Street;
- provided a new pedestrian crossing at Yee Wo Street near Paterson Street to relieve the pedestrian demand at the existing crossing outside Sogo;
- carried out footpath widening to the west of Paterson Street between Great George Street and Kingstons Street;
- extended the southern footpath at Johnston Road (between Tai Wo Street and Stone Nullah Lane) to the tram tracks;

- completed landscape works at the full-time pedestrian Chi Lung Street;
- completed the footpath widening and landscape works at Lee Garden Road, Shan Tung Street, Canton Road, Stanley Market Street and Stanley New Street;
- completed the Stage 1 improvement works for the permanent pedestrianization of Yuen Long New Street between 8 am and 8 pm on Saturdays, Sundays and Public Holidays;
- completed the streetscape and street beautification works at San Hong Street and San Kung Street in Shek Wu Hui; and
- completed the selection of consultants to commence a study in January 2004 to improve the pedestrian environment and linkages in the whole of Tsim Sha Tsui.

8. Road Improvements

- completed the Mong Kok Road footbridge system connecting the Mong Kok KCR and MTR stations;
- completed a pedestrian crossing on Yee Wo Street near the junction with Paterson Street;
- completed a footbridge across Connaught Road Central near the junction with Pedder Street;
- completed a new slip road from West Kowloon Highway southbound to Yau Ma Tei;
- completed a subway across Kowloon Park Drive at the junction with Peking Road;
- completed the connection of South Wall Road with Prince Edward Road West eastbound;
- completed construction of additional laybys at the southbound bus bay at Cross Harbour Tunnel toll plaza;
- improved the loading/unloading facilities in Scout Path;
- widened the section of Tung Chung Road between Pa Mei and Lung Tseng Tau into a two-lane carriageway and completed 5 localized improvement items on this road;
- widened Kam Tin Road between Au Tau and Kam Tin Town;
- improved Ta Ho Tun Road in Sai Kung; and
- improved the road junctions at Hung Hom Road/Tai Wan Road, Sha Tsui Road/Tai Ho Road, Jockey Club Road/So Kwun Po Road, So Kwun Po Road/Pak Wo Road, Po Kin Road/Fan Kam Road, Po Wan Road/Po Shek Wu Road, Castle Peak Road/(Kwu Tung)/Fan Kam Road, Po Shek Wu Road/Choi Yuen Road, Ting Kok Road/Nam Wan Road, Tai Po Tai Wo Road/Yuen Shin Road, Tai Po Tai Wo Road/Ting Kok Road and Ting Kok Road/Yuen Shin Road.

9. Traffic Management Schemes

- installed pedestrian signal crossings at San Wan Road outside Sheung Shui KCR Station and at Chung Wa Road junction with Sheung Ning Road;
- implemented auto-toll lane markings at Lion Rock Tunnel Toll Plaza;
- implemented traffic management schemes to facilitate construction of West Rail, Tin Shui Wai Light Rail Extension and the elevated LRT tracks at Pui To Road in Tuen Mun;
- regulated vehicle access from Lantau Link to Ma Wan;
- improved 18 signal systems in Tin Shui Wai;
- implemented traffic enhancement measures on westbound Tuen Mun Road near the slip road leading to Tai Lam Tunnel;
- improved the traffic flow at Container Port Road South;
- installed central profile barriers and crash cushion to improve road safety at Gascoigne Road Flyover;
- combined closely spaced junctions with wide pedestrian crossing at Argyle Street near Sai Yeung Choi Street;
- added signalized crossing to improve road safety at Reclamation Street near Public Square Street;
- added a new footpath in Mei Foo;
- added pedestrian directional signs at junction of Kowloon Park Drive and Peking Road;
- installed a signalized crossing at junction of Tai Wan Road and Hung Hom Road;
- provided loading and unloading facilities for coaches as well as pedestrian crossing facilities at Scout Path;
- provided additional coach loading and unloading bays in East Rail Hung Hom Station;
- provided a GMB stop on Tam Kung Road;
- provided a U-turn from Man Cheung Street eastbound to westbound to improve the junction of Man Cheung Street and Man Yiu Street, Central;
- modified the traffic aids at the exit of Jubilee Street underpass to allow traffic to access Rumsey street Flyover up-ramp at the exit from the Airport Railway Station;
- banned the U-turn from Cotton Tree Drive northbound to southbound and reprovided the movement at Queensway eastbound to increase and enhance the capacity

- of the junctions of Cotton Tree Drive/Harcourt Road;
- re-routed Ice House Street between Chater Road and Connaught Road Central from 1-way south bound to 2-way traffic to relieve traffic loading on Pedder Street;
- re-routed Ho Ping Road and modified the traffic signals to maximize throughput along Leighton Road, reduce vehicle conflicts at Lysan Avenue and Sun Wai Road, and to enhance pedestrian crossing in Leighton Road;
- completed a traffic management scheme at Shing Tai Road, Heng Fa Chuen to ease traffic congestion caused by taxis, GMBs and buses using the same layby, and to enhance pedestrian safety; and
- completed the traffic management scheme at Lei King Wan, Sai Wan Ho, to narrow down the carriageway and install a zebra crossing near the Korean International School.

In addition, for the territory as a whole, we have

- shortened the evening peak hour No Stopping Restriction period from 4 pm - 7 pm to 5 pm - 7 pm;
- carried out a trial scheme to relax peak hour and 7 am - 7 pm No Stopping Restriction for taxis; and
- relaxed 7 am to 12 midnight No Stopping Restriction on various sections of carriageway in the territory.

10. Cross Boundary Transport Services

For Vehicles

- planned a new boundary bridge between Lok Ma Chau (LMC) and Huanggang;
- planned additional vehicle kiosks at the LMC Control Point;
- planned improvements to San Tin Interchange;
- planned a traffic management scheme for the relief of the San Tin roundabout;
- completed the remaining phase of improvements to the LMC Control Point;
- completed a bus lane at the exit of the San Tin Public Transport Interchange;
- planned a new boundary bridge between Sha Tau Kok and Shatoujiao; and
- carried out a review of the Frontier Closed Area.

For Passengers

- planned, arranged and monitored the enhanced services of the yellow bus and the connecting overnight feeders to tie in with the implementation of the 24-hour passenger clearance at Lok Ma Chau;
- implemented the taxi and GMB trial schemes at Lok Ma Chau Control Point during the extended hours on 20 March 2003 and conducted subsequent reviews;
- held regular meetings with the cross boundary coach trade and the yellow bus operators for service planning and improvements for meeting demands arising from Mainland Individual Visitors Scheme;
- liaised closely with the shuttle bus operators, coach operators and other government departments to ensure smooth operations at control points especially during festivals and long holidays;
- started a minor works project to improve the passenger facilities of the yellow bus terminus at San Tin;
- reviewed the planning for public transport services and facilities at land boundary crossing points;
- identified off-street terminating facilities at Kowloon Tong (Tat Chee Avenue) Public Transport Interchange for cross boundary coaches; and
- provided planning inputs for improvements to existing and future public transport land crossings.

Regulation

11. Railway Services

- monitored the performance of the railway services provided by MTRCL under the Operating Agreement signed on 30 June 2000;
- agreed with KCRC on the service requirements for West Rail and started to monitor the performance of this new railway under a separate Operating Agreement;
- noted changes in train service arrangements of MTRCL and West Rail;
- implemented 7 schemes on inter-modal coordination between MTR and bus and green minibuses;
- implemented 9 schemes on inter-modal coordination between WR/ER and bus and green minibuses;
- introduced 53 new railway feeder services to enhance inter-modal coordination and promote the use of rail service;
- processed promotional arrangements initiated by MTRCL; and
- completed a review of MTRCL's service performance in 2002 and established performance requirements for 2003.

12. Franchised Bus Services

- continued to rationalize bus services in Central, Wan Chai, Causeway Bay and Tsim Sha Tsui to reduce bus trips and reduce congestion. In Tsim Sha Tsui, 1 bus route was cancelled and 1 bus route was rationalized removing 130 bus trips daily

- from Nathan Road. In Central and Wan Chai, 12 bus routes were rationalized and 1 route was diverted from Central reducing about 250 bus trips daily. In Causeway Bay, 3 bus routes were rationalized and 3 bus routes were diverted from Yee Wo Street reducing 430 bus trips daily;
- facilitated the implementation of bus fare reduction schemes for four franchised bus companies, viz. Kowloon Motor Bus, Citybus, New World First Bus and Long Win Bus. Additional concession on elderly fares was provided by New Lantau Bus Co. (1973) Ltd. ;

- continued to rationalize bus stops in busy corridors in the urban area. In 2003, a total of 200 bus stoppings were removed making a total reduction of 4,500 bus stoppings per peak hour since 1999;
- implemented 24 bus-interchange schemes in the Territory to provide passengers with a wider choice of services at concessionary fares and to enhance efficient use of bus resources;
- completed comprehensive surveys on bus services along busy corridors;
- carried out physical upgrading works at Tin Hau MTR PTI and design work at five other interchanges;
- reviewed with franchised bus companies the progress of trials on the application of a Global Positioning System in bus tracking and fleet management;
- organised a Road Safety Forum and Environmental Forum and Road Safety Seminars among bus operators and Government departments.
- commenced a review with franchised bus companies on road and passenger safety for completion in early 2004; and
- conducted annual performance assessments on 5 franchised bus companies and reported to Transport Advisory Committee.

13. Public Light Bus (PLB) Services

- issued PLB driver plates to 14,000 PLB drivers free of charge;
- developed a trial scheme for facilitating PLB drivers operating in Northwest New Territories for conversion into GMB routes on Route 3;
- assisted the TAC Working Group in completing a review of the selection criteria and marking scheme for GMB operators selection;
- promulgated the "Public Light Bus Service Standards" for compliance by PLB drivers;
- published PLB newsletters once every four months to enhance communications among the PLB trade and the Government;
- completed a workshop on "Vehicle Examination and Maintenance of Public Light Buses" to enhance PLB operators' knowledge on vehicle maintenance;
- appointed three driving improvement schools to provide the "Public Light Bus Driver Training Course";
- completed installation of speed display units on all overnight GMB routes;
- continued to promote and facilitate the provision of in-vehicle facilities including electronic payment systems, passenger call bells, passenger hotlines, speed display units and Braille vehicle registration number plates;
- encouraged operators to provide drivers with uniforms;
- started legislative amendments to relax the maximum gross vehicle weight of light buses from 4.0 tonnes to 5.5 tonnes to accommodate on-board safety and service quality facilities, including safer seats with seat belts;
- completed 3 operator selection exercises for GMB route packages; and
- continued to work with operators in providing efficient and satisfactory services by implementing service adjustment measures on GMB routes.

14. Taxi services

- continued to join hands with the Quality Taxi Services Steering Committee (QTSSC), taxi associations and other commercial institutions to organize and to launch a series of quality taxi service projects;
- continued to provide pick-up and drop-off points to facilitate taxi operation. At year-end, a total of 148 taxi pick-up and drop-off points and 51 taxi drop-off points had been designated in the territory;
- implemented a temporary scheme to relax all peak hour and 7am to 7pm no stopping restrictions for taxis;
- introduced a dedicated taxi stand at Happy Valley Racecourse on race days to facilitate picking up and setting down of passengers;
- launched a trial scheme to allow urban and New Territories taxis to operate at Lok Ma Chau Control Point from 12 midnight to 6.30 am daily;
- distributed taxi fare flyers to facilitate passengers and tourists to make use of taxi services at the Airport and Lok Ma Chau Control Point;
- completed various taxi surveys on the operating finances of taxis and the level of taxi services;
- commissioned a "before and after" survey to monitor the impact on taxi business of the opening of West Rail;
- assisted the launching of a Government hiring scheme to hire taxis for duty purposes;
- supported the Vocational Training Council in developing a skills upgrading training programme for in-service taxi drivers;

- installed two additional LED Passenger Information Display Panels at the taxi stand in Kowloon KCR Station to disseminate useful taxi information and quality services standards;
- published two issues of taxi newsletters; and
- launched a Taxi Driver Commendation Scheme Prize Presentation Ceremony to commend the good conduct of 12 quality taxi drivers and some 1,200 merit taxi drivers.

The conversion of diesel taxis to liquefied petroleum gas (LPG) taxis progressed further in 2003 with the completion of the cash grant scheme for LPG taxis on 31 December 2003. At year end, 18,066 LPG taxis were operating on the roads, representing 99.6% of the whole fleet. 46 LPG stations were operated to provide refuelling service to the increasing number of LPG taxis. The capacity is adequate to serve the entire taxi fleet.

15. Ferry Services

- conducted three ferry tender exercises to select new operators for ferry services including a new Harbour Tour Service operated by the Star Ferry;
- processed 8 ferry service licence extensions;
- implemented cost-saving measures and rationalization proposals to improve operators' financial position;
- encouraged operators to promote advertising on piers and vessels to generate additional non-fare box revenue;
- monitored New World First Ferry Services Ltd. to implement its committed service improvement programme, which included the procurement of new catamarans, and renovation of the older vessels and ferry pier facilities;
- coordinated and oversaw the maintenance works of pier facilities;
- monitored the progress of implementation of the pier refurbishment programme in Central;
- installed LED displays at ferry piers in Peng Chau and Mui Wo and will install displays at ferry piers in Central in 2004;
- arranged for commencement of a new Central Pier No. 2 for operating ferry services to Ma Wan;
- relocated piers in Central to facilitate the successful implementation of the Central Reclamation Phase II project; and
- followed up the results of the ferry passenger opinion survey and the monitoring survey, completed in 2002.

16. Non-Franchised Public Bus Services

- continued to strengthen communication with representatives of the non-franchised public bus trade;
- worked closely with the trade to help improve the operating environment and improve on the regulation and control of this mode of service;
- continued to publish a quarterly newsletter for operators; and
- established a working group under the Transport Advisory Committee to carry out a review of the trade.

Services

17. Licensing Services

- awarded the contract for upgrading the VALID III computer system to VALID IV to improve delivery of licensing services and customer service;
- completed refund of First Registration Tax for a total of 4,506 eligible vehicles following enactment of Revenue Ordinance 2003;
- continued to promote the licensing service through Electronic Service Delivery Kiosks and the internet;
- extended the Customer Service Officer Scheme to Kowloon Licensing Office, Kwun Tong Licensing Office and Shatin Licensing Office;
- continued with special arrangements which successfully avoided the usual extremely long queue for licensing services immediately prior to and on Budget day; and
- conducted a business process-reengineering study on the renewal procedures for closed road permits and dispensed with the issue of closed road permit notices to streamline working procedures.

18. Services for People with Disabilities

- completed the trial scheme of "Parking Certificate for Drivers Who Carry People with Disabilities" and expanded the scheme to car parks of some private property developers, Housing Department and Housing Society. About 90 Parking Certificates have been issued;

- provided tactile guide paths leading to the Wan Chai East Ferry Pier and connecting Cheung Sha Wan MTR Station with Retina Hong Kong serving the visually impaired persons;
- provided over 2,200 new dropped kerbs with tactile warning strips;
- awarded a contract for the supply and installation of electronic audible traffic signals;
- completed the pilot scheme to reduce sign clutter in Causeway Bay;
- formulated guidelines in providing tactile guide paths connecting bus termini with regional hospitals, eye clinics and centres/offices frequently visited by the visually impaired;
- disseminated information on the location of parking spaces for disabled drivers through the Internet;
- participated in the fund raising "Barrier-free City Orienteering Competition";
- rationalized the Rehabus Kowloon City feeder service to improve its efficiency;
- deployed two new rehabuses to the scheduled route service at Kowloon West and New Territories;
- encouraged the installation of talking taximeters which can announce "welcome", "thank you", "please wear your seat belt" messages, taxi registration number and fares in Cantonese, Putonghua or English to passengers with visual impairment. Over 8,200 taxis have been installed with the meters;
- encouraged bus operators to install braille and tactile registration number plates inside the bus compartment; and
- encouraged installation of braille and registration plates at the entrance seat in public light buses.

19. Driving Tests

- conducted an exercise to issue 173 Group 1 private driving instructors' licences and about 150 have so far been issued;
- computerized the written driving test service which was introduced on 20 October 2003; and
- started a project to refurbish all driving test centres.

20. Vehicle Safety and Regulations

- installed Vehicle Appointment Status Displays in major vehicle examination centres to provide information on the available examination slots;
- carried out random on load smoke tests on diesel vehicles using a chassis dynamometer at Kowloon Bay Vehicle Examination Centre;
- closely monitored the 23 Designated Car Testing Centres and New Kowloon Bay Vehicle Examination Centre contractors to upkeep their examination standards;
- closely monitored the franchised bus companies on their bus maintenance and safety standards;
- introduced a one-stop shop service for vehicle type approval, to facilitate the trade applications;
- revised the present vehicle lighting regulations in Road Traffic (Construction and Maintenance of Vehicles) Regulations to enhance vehicle safety and be in line with international standards; and
- completed drafting legislation for seat belts and high back seats for public light buses.

21. Management Contracts

- awarded 3 management contracts for various transport infrastructure and facilities, including the Austin Road Cross Boundary Coach Terminus, the Sheung Shui Park and Ride Carpark and the on-street parking meters; and
- in connection with the replacement of e-Park card operated parking meters with Octopus card operated meters, we awarded a service provider contract for clearance and settlement of parking fees and assisted GSD in completing the procurement contract for the supply, delivery and installation of Octopus card operated meters.

22. Public Information

- strengthened the publicity of TD messages through TV and radio broadcasts by production of a series of APis;
- sponsored a special TV promotional 30-second video, with international actor Jackie Chan cast as a kung fu master, to promote the awareness of drivers of proper driving behaviour;
- launched a series of publicity programmes to demonstrate TD's concern and participation in combating SARS;
- co-ordinated efforts in the department to publicise the importance of hygiene for different transport mode operators in the fight against SARS;
- informed North West New Territories residents about the public transport rationalization plan to handle the commissioning of the West Rail;
- enriched the content of the TD Homepage;

Management

23. Intelligent Transport Systems

- continued to promote the Intelligent Transport Systems Strategy;
- commissioned the Journey Time Indication System;
- replaced the traffic control and surveillance system of the Aberdeen Tunnel;
- provided professional input for the planning and design of traffic control and surveillance systems for Route 8, Shenzhen Western Corridor, Deep Bay Link and other major road projects;
- commissioned CCTV cameras on the Strategic Road Network and roads leading to the boundary crossings;
- awarded the contracts for the implementation of the Area Traffic Control (ATC) and CCTV System for the Tai Po and North Districts;
- completed the design for the renewal of the Hong Kong ATC and CCTV systems;
- completed construction of the Traffic Control Centre, which combines the emergency transport coordination center, the NT area traffic control systems, the strategic highway traffic control and surveillance system and the Tsim Ma Control Area system; and
- awarded the contract for the implementation of the Transport Information System, which comprises a central data warehouse to facilitate the collection, processing, analysis and dissemination of comprehensive transport and traffic information; a Public Transport Information Service to provide route searching functions for public transport passengers and motorists; and an Intelligent Road Network for the development of value-added services by the private sector such as car navigation, fleet management and personalized information service.

24. Transport Incident Management

- handled an average of about 110 traffic and transport incidents per month;
- activated the emergency transport coordination centre 75 times during the year to handle major incidents/special events including:
 - natural disasters;
 - typhoon and strong monsoon wind periods;
 - public transport service disruptions;
 - major traffic accidents leading to widespread congestion;
 - opening of West Rail and extension of Light Rail Transit into Tin Shui Wai North;
 - 24 hour opening of Lok Ma Chau Crossing Point;
 - commencement of new school year;
 - protest actions by various groups; and
 - festival events
- organized emergency exercises for parties concerned to familiarise with the procedures in handling special incidents;
- participated in emergency exercises organized by other parties such as Security Bureau and KCRC; and
- developed new contingency plans for different transport mode operators for emergency services such as West Rail and Ma Wan, and updated contingency plans to meet changing traffic situations.

25. Resource Management

- continued to streamline procedures and scrap non value-added work steps;
- re-organized the Departmental Secretariat to streamline procedures and save resources;
- continued the operation of Continuous Improvement Teams in various divisions to involve colleagues of all levels in sustaining the momentum of continuous improvement within the department;
- continued to conduct business process re-engineering studies on licensing operations;

- achieved a reduction in our baseline expenditure of 1.8%, or \$17 million, in 2003-04 and a further efficiency saving of 3.6%, or \$34 million, in 2004-05;
- commissioned a consultant to upgrade the Vehicles And Drivers Licensing Integrated Data (VALID) system to further automate vehicle and driver licensing activities;
- launched the computerization of the written driving test;
- streamlined the workflow of issue of Closed Road Permits by revising the renewal procedures and automation of printing;
- implemented the Training Administration System to save time and resources in handling training applications and records; and
- improved the records filing system by introducing the Document Management System, e-records system and installation of mobile racks in various offices.

Bringing out the Best in People

26. Human Resource Management

- launched the Appreciation Week where the Commissioner and senior officers earned first hand experience as frontline staff in Vehicle Safety and Standards Division, Hong Kong Licensing Office, Traffic Control Division, Driving Services Section, New Territories Regional Office and Traffic Engineering Kowloon Division;
- continued to improve the performance management system by running Assessment Panels for the grades of Engineer, Transport Officer, Technical Officer (Traffic), Technical Officer (Civil) and Motor Vehicle Examiner and extending it to the Transport Inspector grade;
- implemented the Second Voluntary Retirement Scheme to enable departure of staff on a voluntary basis;
- formulated the manpower plan for the years up to 2006-07 to reduce the establishment of the department to meet the Government's target;
- continued to maintain communication with staff by holding regular Consultative Committee meetings with respective grade representatives;
- renovated existing offices for better working environment;
- held an Annual Staff Dinner;
- continued the mentor scheme to foster the spirit of learning through sharing;
- continued to take care of the psychological well being of colleagues through engaging professionals in running the 24-hour hotline counselling service and a series of personal development workshops;
- conducted two Heart Health at Work Programmes;
- initiated a series of health-related activities like food and nutrition, exercises for better neck and back care through engaging professional nutritionist cum Chinese herbalist and physiotherapist respectively to promote a healthy lifestyle;
- during the period of SARS, enhanced cleansing standard at office areas, public areas and toilets for better hygiene, put up health notices, arranged protective gear, drew up contingency plans and arranged SARS seminars;
- launched and implemented the Psychic Income Card Design Competition and Scheme to involve colleagues in recognizing each other's work;
- continued the Train Recognition Award to recognize team efforts in serving the community;
- contributed towards our "Putting our Hearts into It" campaign through our dedicated efforts in initiating and organizing events; and
- conducted the 5th Staff Perception Survey with both manual and intranet version, and formulated divisional action plans.

27. Training

- organized four departmental workshops on "Psychic Income in Action" at the Hong Kong Exhibition Centre with the participation of over 1,180 colleagues;
- conducted 7 workshops on media skills and presentation skills, with some 90 professionals attending;
- organized 13 teambuilding sessions for 360 colleagues in 9 divisions;
- conducted 9 workshops on communications, staff morale and other HR concerns for all Transport Inspectors and Driving Examiners;
- held Annual Seminars for Transport Officers, Engineers and Technical Officers (Traffic), with some 420 colleagues attending;
- organized 25 experience sharing sessions among professional and technical staff;
- produced self learning VCDs and provided over 300 other learning resource items;
- conducted training needs studies for the Vehicle Tester and Traffic Assistant Grades;
- held a directorate retreat to explore departmental strategies to deal with challenges; and
- on average, each colleague attended 5 days of training during the year.