



上一節所述「年內的重要事項」，是選自同事在2001年整年來所進行的多項工作。我們相當成功地達成了本署的目標，對自己的成就亦感到十分自豪。在「運輸署的工作」這一節，我們會全面列出本署所從事的各項工作。為了強調我們的工作與本署的抱負、使命及信念互相配合，我們將本節劃分為規劃、規管、服務、管理及發揮潛能，各盡所長這數個項目，並在這些主要項目下，將我們的工作按職能細分為25項重點工作。



The "Highlights of the Year", as described in the previous section, were chosen from an extensive array of tasks pursued by our colleagues throughout 2001. We have accomplished a considerable amount of success in pursuing our goals and we are proud of our achievements. In this "TD in Action" section we provide a comprehensive list of the many activities in which we have been involved. In order to emphasize the alignment with our VMV, the section is divided under the headings of Planning, Regulation, Services, Management and Bringing Out the Best in People. Within these overall categories our work has been further sub-divided, on a functional basis, into 25 Action Areas.

在路面鋪設氣流輸送管，量度車流數據。  
Laying of pneumatic tubes to measure traffic flow.

## 1. 運輸與環境

本港市民對生活在一個健康清潔環境的期望越來越高。運輸署致力透過鼓勵採用各種更環保的交通工具、減少機動車輛排放廢氣、以更環保的方式規劃運輸基建，以及推行行人專用區計劃及其他交通措施，盡量減輕交通對附近居民造成的不良影響，從而滿足市民在這方面的期望。

在策略性的層面，我們根據第三次整體運輸研究所訂定的準則，進行了首次環境評估。在2001年，我們特別着重的其他環保工作包括：

- 鼓勵巴士公司轉用超低含硫柴油；
- 監察為超過2 000部巴士加裝催化轉換器的工作；
- 協助的士改用石油氣車輛；
- 就於夜間禁止重型車輛在部分道路上行走的可行性進行研究；
- 透過實施更多行人優先計劃，改善行人環境；以及
- 就修訂香港規劃標準與準則提出建議，鼓勵使用單車這種環保的交通工具。

## 1. Transport and the Environment

TD is committed to meeting the ever growing expectations of our society, to live in a healthy and clean environment, by encouraging more environmentally friendly modes of transport, reducing the pollution from motor vehicles, planning our transport infrastructure in a more environmentally friendly manner and implementing pedestrianization schemes and other traffic management measures which can minimize the detrimental effect of traffic on nearby residents.

At the strategic level we conducted our first strategic environmental assessment using the framework established in the Third Comprehensive Transport Study (CTS-3). We have been particularly active in other environmental areas. In 2001, we have :

- encouraged bus companies to switch to Ultra Low Sulphur Diesel;
- monitored the retrofitting of catalytic converters to over 2 000 buses;
- facilitated the conversion of taxis to LPG;
- conducted studies on the feasibility of banning heavy vehicles on some roads during night time;
- improved conditions for pedestrians through the introduction of more pedestrian priority schemes; and
- recommended amendments to the Hong Kong Planning Standards and Guidelines to encourage cycling as an environmentally friendly form of transport.



石油氣的士使用加氣站設施。  
Taxis making use of LPG filling stations.



銅鑼灣百德新街行人專區。  
The pedestrian scheme at Paterson Street, Causeway Bay.

## 2. 運輸規劃

我們在2001年的工作，是致力在土地用途及運輸規劃方面作更佳的協調、全面考慮本港境內境外的急劇轉變情況，以及更着重環保。我們的規劃工作包括策略性規劃以致地區規劃。年內的重點工作包括：

- 在主要公路工程項目檢討系統內進行首次檢討，評估一些特定工程計劃（包括中九龍幹線、西岸公路、七號幹線及十號幹線）的最新興建需要、工程範疇及實施時間。第二輪檢討已經展開，並會於2002年完成；
- 就本港未來的運輸系統完成首次策略性環境監察及審核檢討；
- 完成檢討香港規劃標準與準則內有關更有效合併土地用途規劃與運輸規劃的內容；
- 繼續為主要發展計劃，包括香港迪士尼公園、馬灣及北大嶼山計劃，進行道路及公共運輸規劃的工作；
- 策劃及實施落馬洲跨界通道及連接路的改善措施；以及
- 更新及改良10個地區交通模型。

### 策略性環境監察及審核

- 第三次整體運輸研究所建議進行的每年檢討。首次檢討於2001年進行。
- 評估由交通造成的車輛廢氣及噪音，以及監察實施空氣污染及噪音紓緩措施的進展。
- 2000年的全港環境狀況比1997年度時有所改善。
- 預計直至2011年，改善的趨勢將會持續。
- 第三次整體運輸研究所建議的大部分紓緩措施的推行進展良好。

### Strategic Environmental Monitoring and Auditing

- An annual review recommended in CTS-3 and first conducted in 2001.
- Assesses vehicle emissions and noise generated by traffic and monitors progress of air and noise mitigation measures.
- Territory wide environmental conditions in year 2000 are better than in 1997.
- The improved trend is expected to continue through to 2011.
- Most mitigation measures recommended in CTS-3 are progressing well.

## 2. Transport Planning

Our work during 2001 has sought to establish better coordination of land use and transport planning parameters, to take full account of the rapidly changing situation within and external to Hong Kong, and give greater emphasis to environmental considerations. Our planning has ranged from strategic to local aspect. In 2001, we have :

- carried out the first review, within the Strategic Highway Project Review System to assess the updated need, scope and timing of selected projects including Central Kowloon Route, Western Coast Road, Route 7 and Route 10. The second round of the review commenced and would be completed in 2002;
- completed the first review of the Strategic Environmental Monitoring and Auditing for our future transport system;



為迪士尼公園進行運輸規劃，把這片填海土地變成四通八達的世界級主題公園。

Transport planning for Disneyland Park to turn this reclaimed land into a world-class theme park with good accessibility.

- completed the review on better integration of land use and transport planning in the Hong Kong Planning Standards and Guidelines;
- continued with the planning of road and public transport for major developments including Hong Kong Disneyland Park, Ma Wan and North Lantau;
- planned and implemented improvements to Lok Ma Chau Vehicular Crossing and its approach road; and
- updated and enhanced 10 Base District Traffic Models.

### 3. 主要運輸基礎設施及發展

我們的目標，是更完善地規劃和實施本港運輸基礎設施網絡（尤其是鐵路）的擴展及改善工作。我們希望藉此主動與署內及署外的夥伴合作，積極管理和實施這些運輸基礎設施工程，務求達至最高質素。年內，我們繼續推行主要鐵路及道路運輸基礎設施，包括進行下列工作：

- 為地鐵將軍澳支線、鰂魚涌紓緩乘客擠塞工程、九廣鐵路西鐵第一期、馬鞍山鐵路及尖沙咀支線提供有關運輸方面的意見，使各項計劃得以如期實施；
- 為上水至落馬洲延線、九龍南環線、港島線延線及沙田至中環鐵路提供規劃方面的意見；
- 為西鐵、馬鞍山鐵路及將軍澳支線鐵路走廊沿線的18個車站物業發展計劃提供交通及運輸方面的意見；
- 為位於西鐵、馬鞍山鐵路及將軍澳支線17個車站的公共交通轉車處進行規劃工作，為乘客提供更方便、安全及舒適的轉車設施；
- 就一系列主要道路工程計劃持續進行的工程需要評估和規劃工作，提供專業意見。有關的道路工程計劃包括七號幹線（堅尼地城至香港仔）、九號幹線（青衣至沙田）、十號幹線（北大嶼山至藍地）、后海灣連接路、深港西部通道及十一號幹線（西九龍至將軍澳）；以及
- 在青衣北岸公路修築期間，提供交通及運輸方面的意見，並且就這條重要連接道路的啟用進行策劃工作。



隔音屏障減少汽車對附近居民的噪音滋擾。  
Noise barrier to reduce nuisance to nearby residents.



青衣北岸公路的可變訊息高架標誌。  
An overhead variable message sign at Tsing Yi North Coastal Road.

### 3. Major Transport Infrastructure and Development

Our objectives are to better plan for and implement the expansion and improvement of our transport infrastructure network, with emphasis on railway. In doing so, we aim to take the initiative with our internal and external partners and act proactively in managing and delivering these transport infrastructure projects to the highest quality. During the year we continued to push ahead with major rail and road based transport infrastructure. In 2001, we have :

- provided the transport related input to facilitate the timely implementation of MTRC's Tseung Kwan O Extension (TKE), and Quarry Bay Relief Works, KCRC's West Rail (WR) Phase I, Ma On Shan Rail Link (MOS) and Tsim Sha Tsui Extension;
- provided input to the planning of Sheung Shui to Lok Ma Chau Spur Lines, Kowloon Southern Link (KSL), Island Line Extension (ILE) and Sha Tin to Central Link;
- provided traffic and transport input to 18 station-related property development projects along the WR, MOS and TKE railway corridors;
- planned public transport interchanges at 17 railway stations of WR, MOS and TKE to enhance mode change with greater passenger convenience, safety and comfort;
- provided professional input to the continuing assessment of the need for and the planning of a number of strategic road projects including Route 7 (Kennedy Town to Aberdeen), Route 9 (Tsing Yi to Sha Tin), Route 10 (North Lantau to Lam Tei), Deep Bay Link, Shenzhen Western Corridor, and Route 11 (West Kowloon to Tseung Kwan O); and
- provided traffic and transport input during the construction of the Tsing Yi North Coastal Road, and contributed to the planning for the opening of this important road link.



建於新設天水圍朗天路天橋上的西鐵高架路。  
West Rail viaduct above a newly-completed flyover over Long Tin Road at Tin Shui Wai.

#### 4. 研究

本署繼續進行與運輸有關的研究，以改善本港的運輸系統和滿足市民對改善環境的期望。我們在2001年的工作包括：

- 繼續進行屯門及元朗區域交通研究；
- 展開2002年交通習慣研究；
- 展開有關六個大型房屋發展用地的交通影響評估研究；
- 策劃另外兩個大型房屋發展用地的交通影響評估研究；
- 完成有關其他公共交通服務與新建鐵路的協調問題的研究；
- 完成在本港引入無軌電車系統的可行性研究；
- 展開有關非專營巴士營辦情況的研究；以及
- 繼續進行第二次泊車需求研究；



運輸規劃研究報告。  
Planning study reports.

#### 4. Studies

TD continues to carry out transport-related studies with a view to improving our transport system and addressing public aspirations for a better environment. In 2001, we have:

- continued the Tuen Mun and Yuen Long District Traffic Study;
- commenced the 2002 Travel Characteristics Study;
- commenced traffic impact assessment studies for six major housing sites;
- planned traffic impact assessment studies for an additional two major housing sites;
- completed the Study on the Co-ordination of Other Public Transport Services with the New Railways;
- completed the feasibility study on Introducing Trolley Bus System in Hong Kong;
- commenced the Study on Non-franchised Bus Operation; and
- continued the Second Parking Demand Study.



本署人員收集汽車流量數據。  
Our colleagues collecting valuable traffic data.

## 5. 道路安全

年內，我們繼續監察本港所有引致有人受傷的交通意外，並設法推行各種補救措施，解決交通黑點或某些類別司機或車輛發生交通意外比率偏高的問題。此外，就我們的標準及法例規定進行分析，也是本署持續進行的工作，目的是為市民提供安全的交通環境。在2001年，我們的主要工作包括：

- 在26個地點進行裝置偵速自動攝影機及衝紅燈攝影機系統；
- 禁止駕駛人士在駕駛時使用手提電訊設備；



禁止在駕駛時使用手提電訊設備。  
Ban on hand-held telecommunication equipment while driving.

- 計劃修訂法例強制駕駛人士在黑暗時使用車頭燈；
- 計劃修訂法例規定駕駛人士正確地使用危險警告燈；
- 就服食藥物後駕駛的問題進行檢討；
- 展開荃灣及九龍城區的交通意外地區研究；
- 完成有關車速限制的全面檢討；
- 檢討交通標誌及道路標記的設計標準、設置及維修保養工作；
- 就促進學校車輛安全的措施展開檢討；
- 建議把後座乘客須佩戴安全帶的規定擴展至適用於公共小型巴士；以及
- 展開顧問研究，全面檢討本港的路線指示標誌。

## 5. Road Safety

We continue to monitor all injury accidents which occur in the Territory and seek to implement remedial measures to address problems at black spot locations, or where particular groups of drivers or categories of vehicles incur high traffic accident rates. The analysis of our standards and legislative provisions is also an on-going task with a view to providing a safe transport environment in which our citizens can operate. In 2001, we have:

- installed automated speed enforcement and red light camera system housings at 26 locations;
- implemented the ban on use of hand-held telecommunication equipments by drivers while driving;
- planned law revision for compulsory use of vehicle headlamps during the hours of darkness by drivers;
- planned law revision for more appropriate use of hazard warning lights by drivers;
- commenced a review on drug driving;
- commenced area studies of traffic accidents in Tsuen Wan and Kowloon City Districts;
- completed a comprehensive review on speed limits;
- reviewed design standards, installation and maintenance of traffic signs and road markings;



新設計的道路標記預先提醒司機五十公里的時速限制。  
Newly designed road markings to forewarn motorists of 50km/hour speed limit.

- commenced a review on measures to enhance safety of school transport vehicles;
- proposed to extend the rear seat belts requirement to public light buses; and
- commissioned a consultancy study to carry out a comprehensive review of directional signing in Hong Kong.

## 6. 行人專用區計劃

隨着在銅鑼灣、尖沙咀及旺角的行人專用區計劃獲得成功，我們繼續致力改善本港行人環境。我們在銅鑼灣、尖沙咀、旺角、中環、灣仔、佐敦、深水埗、上水及赤柱正實施行人專用區計劃，以及進行街道美化工程。我們會在2002年研究在其他合適地方實施行人專用區計劃。我們在2001年的工作包括：

- 完成在中環、灣仔、佐敦及深水埗的行人專用區研究，以及有關這些計劃的諮詢工作；
- 進行研究，檢討在銅鑼灣、尖沙咀及旺角實施的行人專用區計劃的表現；
- 策劃在佐敦、深水埗、中環及灣仔實施行人專用區計劃；
- 在昭隆街、戲院里及百德新街實施全日行人專用區；
- 在蘭桂坊一帶、駱克道、東角道、記利佐治街、鴨寮街、福華街、赤柱及石湖墟實施部分時間行人專用區；以及
- 在蘭芳道、富明街、白沙道和花園街實施減低交通流量措施，以及在奶路臣街實施共用路面措施。



經美化的漢口道悠閒式街道。  
A beautified Hankow Road with traffic calming measures.

## 6. Pedestrian Schemes

With the success of the pedestrian schemes in Causeway Bay, Tsim Sha Tsui and Mong Kok, we continue our commitment to the enhancement of the pedestrian environment in Hong Kong. Pedestrian schemes are being implemented and street beautification works are on-going in Causeway Bay, Tsim Sha Tsui, Mong Kok, Central, Wan Chai, Jordan, Sham Shui Po, Sheung Shui and Stanley. We shall undertake studies for other suitable areas for pedestrian schemes in 2002. In 2001, we have:

- completed the pedestrian studies and consultations of the schemes in Central, Wan Chai, Jordan and Sham Shui Po;
- carried out studies to review the performance of the implemented schemes in Causeway Bay, Tsim Sha Tsui and Mong Kok;
- planned for pedestrian schemes in Jordan, Sham Shui Po, Central and Wan Chai;
- introduced full-time pedestrianization at Chiu Lung Street, Theatre Lane and Paterson Street;
- introduced part-time pedestrianization at Lan Kwai Fong area, Lockhart Road, East Point Road, Great George Street, Apliu Street, Fuk Wa Street, Stanley and Shek Wu Hui; and
- introduced traffic calming measures at Lan Fong Road, Foo Ming Street, Pak Sha Road and Fa Yuen Street, as well as shared surface at Nelson Street.

## 7. 道路改善工程

我們繼續改善本港的道路網系統，以紓緩交通擠塞和改善道路安全。除了投資加建或興建新的運輸基建工程項目外，我們亦進行較小型的道路改善工程。在2001年，這方面的工作包括：

- 改善域多利道與大口環道的交界處；
- 在海底隧道收費廣場設立多一條自動繳費車道；
- 擴闊佛光街；
- 擴闊根德道附近的歌和老街；
- 改善通往九龍塘區的道路；
- 完成橫跨界限街近基堤道的行人天橋的建築工程；
- 擴闊源禾路與沙田鄉事會路的交界處；
- 改善黃泥頭公共交通總站的設計；
- 擴闊將軍澳隧道公路近其與寶康路交界處，以提供一條左轉車道；
- 完成馬鞍山77區及將軍澳調景嶺的區內道路；
- 擴闊大埔廣福路；
- 改善大嶼山東涌道；
- 擴闊元朗新田交匯處的支路；
- 擴闊連接落馬洲管制站南行車輛停候處的支路；以及
- 改善天水圍輕鐵道路交匯處。



擴闊後的元朗新田交匯處支路。  
Widened slip road at San Tin Interchange, Yuen Long.

## 7. Road Improvements

We continue to improve our road network system to ease traffic congestion and improve road safety. Apart from investing in additional and new transport infrastructure projects, we also undertake smaller scale road improvement works. In 2001, we have:

- improved junction at Victoria Road and Sandy Bay Road;
- implemented an additional auto-toll lane at Cross Harbour Tunnel toll plaza;
- widened Fat Kwong Street;
- widened Cornwall Street near Kent Road;
- improved road access to Kowloon Tong area;
- completed construction of a footbridge across Boundary Street near Embankment Road;
- widened the junction at Yuen Wo Road and Sha Tin Rural Committee Road;
- improved the layout of the Public Transport Terminus at Wong Nai Tau;
- widened Tseung Kwan O Tunnel Road near its junction with Po Hong Road to provide a left turning lane;
- completed local roads in Area 77 in Ma On Shan and Tiu Keng Leng in Tseung Kwan O;
- widened Kwong Fuk Road, Tai Po;
- improved Tung Chung Road, Lantau;
- widened the slip road at San Tin Interchange, Yuen Long;



經改善的大嶼山東涌道。  
Improved Tung Chung Road, Lantau.

## 8. 交通管理計劃

我們實施交通管理計劃，包括實施交通燈號、管制車輛通行、管制行車線、限制上落客貨、為建築工程而實施交通改道，以及長期更改行車方向，以便更妥善管理運輸設施。這些措施以具成本效益的方法，改善現有道路網的效率、成效及安全。在2001年內，我們在下列地點實施了大型交通管理計劃：

- 在金鐘東巴士總站將交通方向由西行改為東行；
- 落馬洲過境通道、十八鄉交匯處、汀九橋及元朗市南；
- 在青衣及青馬管制區實施交通管理計劃，以配合青衣北岸公路的啟用；
- 在瑪麗醫院附近實施交通管理計劃，以便興建薄扶林道及沙宣道交匯處；
- 在黃竹坑實施交通管理計劃，以便興建黃竹坑道天橋；
- 在尖沙咀實施交通管理計劃，以便興建行人隧道；
- 為興建地鐵將軍澳支線、東鐵支線、九龍塘地鐵及東鐵地下車站大堂、西鐵及高架輕鐵路軌，在各項新鐵路工程附近實施交通管理計劃；以及
- 在各合適地點放寬不准停車限制，准許的士上落乘客。

## 8. Traffic Management Schemes

We have implemented traffic management schemes, ranging from traffic signals, control of entries, control of traffic lanes, restrictions on loading and unloading, traffic diversion for construction works, to long-term re-routing of traffic for better management of transport facilities. All of these measures provide a cost-effective way of improving the efficiency, effectiveness and safety of our existing road network. During the year 2001, we have implemented major traffic management schemes at the following locations:

- in Admiralty East Bus Terminus to reroute traffic from westbound to eastbound direction;
- at Lok Ma Chau Crossing, Shap Pat Heung Interchange, Ting Kau Bridge and Yuen Long Town South;
- in Tsing Yi and Tsing Ma Control Area for the opening of Tsing Yi North Coastal Road;
- near Queen Mary Hospital for the construction of Pok Fu Lam Road and Sassoon Road Interchange;
- in Wong Chuk Hang for the construction of Wong Chuk Hang Road Flyover;
- in Tsim Sha Tsui for the construction of pedestrian subways;
- in the vicinity of new railway works for the construction of MTR Tseung Kwan O Extension, East Rail Extension, Kowloon Tong MTR and East Rail underground concourse, West Rail and elevated LRT Tracks; and



新的士上落乘客點。  
New drop-off/pick-up points for taxis.

## 9. 鐵路服務

地鐵和九廣鐵路每日分別接載乘客2 105 000及801 000人次。我們致力確保鐵路這種最環保的集體運輸工具繼續擴展，真正成為本港運輸系統的骨幹。在2001年，我們進行了下列工作：

- 自2000年6月30日簽訂營運合約後，根據營運合約的條文，監察地鐵公司提供鐵路服務的表現；
- 監察有關火車服務安排的轉變；
- 就地鐵與巴士服務之間的協調事宜進行試驗計劃；
- 推行14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；
- 與地鐵公司開始商討有關將於2002年開始通車的地鐵將軍澳支線的服務表現要求；
- 監察北角轉車處的啟用；以及
- 考慮地鐵公司建議的推廣安排。



鐵路接駁服務推廣鐵路的使用。  
Railway feeder services promoting the use of rail service.

## 9. Railway Services

Everyday the MTR and KCR carry 2 105 000 and 801 000 passengers respectively. We are committed to ensuring that the railways, as the most environmentally form of mass transport, continue to grow and to truly provide the backbone for Hong Kong's transport system. In 2001, we have:

- monitored the performance of the railway services provided by MTRCL against the Operating Agreement since signing the agreement on June 30, 2000;
- monitored changes in train service arrangements;
- implemented a trial scheme on inter-modal coordination between MTR and bus;
- introduced 14 new railway feeder services to enhance inter-modal co-ordination and promote the use of rail service;
- started discussion with MTRCL about the performance requirements for MTR Tseung Kwan O extension which will be commissioned in 2002;
- monitored the opening of North Point interchange; and
- processed promotional arrangements initiated by MTRCL.



新啟用的地鐵北角轉車處。  
The new MTR North Point interchange.

## 10. 專營巴士服務

本港的專營巴士服務每日載客4 233 000人次。這些高效率的集體運輸工具，在鐵路不能到達的路線為乘客提供十分重要的服務，並會繼續為鐵路系統擔當輔助的角色。我們致力保持這個運輸系統的平衡和協調，從而為公共交通工具乘客提供安全、可靠及高質素的服務。我們每季進行乘客滿意程度調查，以便蒐集有關表現方面的意見，包括舒適程度、服務的方便程度、提供服務資料及員工態度和駕駛行為等。我們現正因應各項調查所得的結果制訂計劃，以改善巴士的資訊、總站和對環境的影響。在2001年，我們推行的其他措施包括：

- 在觀塘、金鐘、灣仔、銅鑼灣、北區、大埔、機場貨物裝卸區及東區海底隧道的收費廣場推行巴士轉乘計劃；
- 完成有關在港島區及九龍區繁忙通道的巴士服務的全面調查；
- 重整中環、銅鑼灣及尖沙咀的巴士服務，以減少駛經這些地區的巴士數目及避免駛經擠塞地區；



重整尖沙咀巴士服務後，天星碼頭巴士總站的行人路得以擴闊及美化。  
Widened and beautified pavement at Star Ferry Bus Terminus after rationalization of bus service in the area.

- 在港島及九龍重整擠塞地區的專營巴士站；
- 計劃為九個公共交通轉車站改良通風設備，以改善空氣質素；
- 與巴士公司及工程部門制訂在公共交通轉車站推行的改善措施；
- 審議九巴建議在沙田市中心(新城市廣場)公共交通轉車站進行樓宇改善工程；

### 重整巴士服務

- 尖沙咀有15條巴士線進行重整，使有關巴士不駛經梳士巴利道至天星碼頭巴士總站一段，因而令駛經該段道路的巴士每日減少約1 000架次。
- 巴士總站旁的行人路加以擴闊，改善行人流動的情況，作為輔助措施。
- 在中環，有兩條巴士線被取消，另有八條路線被修訂。
- 在銅鑼灣，有13條路線的班次獲得重組，因而可減少約150次巴士車程。
- 在中環、灣仔及銅鑼灣的巴士站獲得重整，因而令在繁忙巴士通道的巴士停站次數每日減少 3 700次。

## 10. Franchised Bus Services

Franchised bus services in Hong Kong account for 4 233 000 passenger trips everyday.

These efficient mass carriers provide an essential service on routes where railways are not possible and will continue to play a complementary role to the rail system. We are committed to this balanced and well co-ordinated transport system, to provide a safe, reliable and high quality service to public transport users. We have carried out quarterly passenger satisfaction surveys to collect opinions on performance aspects concerning comfort, convenience of service, provision of service information and staff attitude and driving behaviour. In response to the surveys, we are developing plans to improve information, termini and the environmental impact of buses. In 2001, we have :

- implemented bus-bus interchange schemes at Kwun Tong, Admiralty, Wan Chai, Causeway Bay, North District, Tai Po, Airport Cargo Area and at the toll plaza of Eastern Harbour Crossing;
- completed a comprehensive survey on bus services along busy corridors on Hong Kong Island and in Kowloon;
- rationalized bus services in Central, Causeway Bay and Tsim Sha Tsui to reduce bus trips and avoid congested spots;
- rationalized franchised bus stops in congested areas in Hong Kong and Kowloon;
- planned the upgrading of ventilation plants at nine public transport interchanges to improve air quality;
- established with bus companies and works departments improvement measures to be introduced to PTIs;



專營巴士為市民服務。  
Franchised buses serving the public.

### Bus Service Rationalization

- In Tsim Sha Tsui, 15 bus routes were rationalized to omit the section of Salisbury Road to Star Ferry Bus Terminus, thereby removing some 1 000 bus trips daily.
- As a complementary measure the footpath adjacent to the terminus was widened to enhance pedestrian movement.
- In Central two bus routes were cancelled and eight routes revised.
- In Causeway Bay, the frequency of 13 routes was reshuffled resulting in the removal of about 150 bus trips.
- Bus stops in Central, Wan Chai and Causeway Bay were rationalized to remove 3 700 bus stoppings per day along the busy bus corridors.

- 審議巴士公司的未來發展計劃(2002年至2006年)；
- 鼓勵巴士公司採用2x2的座位安排、低地台設計及改良的空調系統；
- 鼓勵巴士公司應用資訊科技，以改善為乘客提供資訊的設施；
- 鼓勵巴士公司在2002年制訂計劃，利用全球衛星定位系統改善車隊管理的工作；
- 在港島柴灣東部提供地點，供城巴興建永久巴士車廠；
- 為巴士營辦商舉辦道路安全研討會及環保研討會；
- 與巴士公司作出安排，聯合推行巴士安全運動；
- 開始審議新世界第一巴士服務公司及城巴有限公司的專營權續期申請；以及
- 協助巴士公司在大型巴士總站(例如美孚、天星碼頭、藍田、藍灣半島及交易廣場)設立顧客服務中心。
- processed the physical upgrading works at Shatin Central (New Town Plaza) public transport interchange initiated by KMB;
- processed the forward planning programmes (2002 to 2006) of the franchised bus companies;
- encouraged bus companies to introduce 2x2 seating layouts, low-floor design and enhanced air-conditioning systems;
- encouraged bus companies to enhance provision of passenger information through application of IT;
- encouraged bus companies to develop a program for enhancing fleet management by Global Positioning System in 2002;
- obtained a site for Citybus to construct a permanent bus depot in Chai Wan East on Hong Kong Island;
- organized a Road Safety Forum and Environmental Forum among bus operators;
- arranged with the bus companies to jointly launch the Bus Safety Campaign;
- commenced processing of application for renewal of franchise of New World First Bus Service Limited and Citybus Limited; and
- facilitated bus companies to set up customer service centres at major bus termini such as Mei Foo, Star Ferry, Lam Tin, Island Resort and Exchange Square.



巴士安全運動主禮嘉賓為道路安全電視宣傳片主持首播儀式。  
The premiere of the media message officially launched at the Bus Safety Campaign.

乘客登上專營巴士。  
Passengers boarding a franchised bus.



## 11. 公共小巴服務

公共小巴為公共運輸系統提供輔助服務，每日接載乘客逾160萬人次。專線小巴專為乘客量不多，不足以開辦高載客量的公共交通工具的地區，或因有違經濟效益或受地形限制而不宜開辦巴士服務的地區，提供服務。紅色小巴則行走非固定路線，為願意支付較高車費的乘客提供更靈活和較方便的服務。在2001年，我們舉辦了一系列優質公共小巴計劃，目的是提供安全、優質及環保的公共小巴服務。已完成的主要工作包括：

- 完成有關採用替代燃料小巴的試驗計劃；
- 成立專責優質公共小巴服務事宜督導委員會，成員包括各公共小巴商會的代表；
- 完成有關公共小巴車輛設計的檢討，以兼備安全及優質服務的設施；
- 進行公共小巴乘客滿意程度調查；
- 印製和派發第一期公共小巴通訊；
- 展開有關在所有通宵專線小巴內安裝車速顯示器的計劃，以促進安全；
- 鼓勵營辦商為司機提供制服；
- 鼓勵營辦商安裝八達通收費機及下車電鈴，以便改善車上設施；
- 鼓勵營辦商展示公司及交通投訴組熱線及司機名牌，以便改善與乘客之間的溝通；
- 完成就開辦專線小巴路線組合而進行的營辦商甄選工作；以及
- 繼續與營辦商合作，藉着推行專線小巴路線的服務調整措施，來提供高效率及令人滿意的服務。



## 11. PLB Services

本署與小巴業界攜手推廣「停車熄匙」運動。  
TD joins hands with PLB trade in promoting "Wait Green Engine off" campaign.

PLBs provide supplementary services in the public transport system, carrying over 1.6 million passengers every day. Green minibuses (GMB) serve areas where patronage does not justify the provision of high capacity modes, or where bus services are not economical or are constrained by the road terrain. Red minibuses (RMB) operate on non-scheduled routes to provide a more flexible and relatively more convenient service for people who are prepared to pay higher fares. In the year 2001, a series of quality PLB projects aimed at enhancing safe, quality, and environmentally friendly PLB services have been organized. In 2001, we have:

- completed a trial of alternative fuel light buses;
- set up the Ad hoc Quality Public Light Bus Services Steering Committee with representatives of PLB associations;
- completed a review on vehicle design of PLBs to accommodate safety and quality service features;
- conducted a PLB Passenger Satisfaction Survey;
- published and distributed the first issue of the PLB newsletter;
- started a programme for installation of speed display units on all overnight GMBs to enhance safety;
- encouraged operators to provide drivers with uniforms;
- encouraged operators to improve the facilities on board by installing Octopus processors and call bells;
- encouraged operators to improve communications with passengers by displaying company and TCU hotlines and drivers' name plates;
- completed an operator selection exercise for GMB route packages; and
- continued to work with operators for providing efficient and satisfactory services by implementing service adjustment measures on GMB routes.

專責優質公共小巴服務事宜督導委員會致力提供優質小巴服務。  
The Ad hoc Quality Public Light Bus Services Steering Committee is committed to providing quality PLB services.

## 12. 的士服務

在2001年，我們繼續致力推行多項措施，以協助改善的士業的經營環境，以便為每日130萬名乘客提供優質的士服務。為加強的士提供個人化點到點服務的角色，運輸署成功與有關部門及的士業緊密合作，放寬了約700個的士限制區。我們在繁忙道路上劃設的士專用的上落客點。直至目前為止，我們已劃設了12個的士上落客點及25個的士落客點。此外，我們亦展開了一項試驗計劃，就是租用的士以協助運輸署人員執行職務，作為資源增值計劃的措施之一。這項計劃廣受的士業界歡迎，他們認為這是一項有助的士業務的積極措施。

在的士服務質素及提供服務方面，我們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緊密合作，舉辦和推行一系列優質的士服務計劃。已完成的主要工作包括：



中環天星小輪碼頭的士站的電子顯示屏為乘客提供有用資料。  
The LED panel at Star Ferry Pier taxi stand, Central provides passengers with useful information.

- 在1月舉行優質的士服務研討會，與亞洲其他城市的的士營辦商及管理當局交流有關改善的士服務質素的意見；
- 在7月推出的士司機嘉許計劃，為乘客提供一個長期及固定的渠道，以表揚和嘉許優質的士司機；
- 在12月設立一條24小時的士失物報失專用熱線；
- 完成的士經營財政調查及的士服務水平調查；
- 出版共四期的士服務通訊和修訂「香港的士服務指南」，並製作「的士司機職業英語及普通話課程」的光碟；
- 完成有關實施強制性的士司機職前訓練課程的建議草案；
- 策劃於2002年進行一項新的的士乘客意見調查，以更新1999年的調查結果；
- 在運輸署推行租用的士以協助執行職務的試驗計劃；以及
- 發出和派發給所有的士司機的公開信，以激勵士氣。

在2001年，柴油的士轉換為石油氣的士的進展良好。在年底，共約14 100部石油氣的士在路面行駛，約佔全港的士總數的78%，另有21個石油氣加氣站為日漸增加的石油氣的士提供加氣服務，足以應付全港石油氣的士的需求。



署長派發公開信及「香港的士服務指南」予的士司機。  
Our Commissioner distributing an open letter and the "Guide to Taxi Services in Hong Kong" to taxi drivers.

## 12. Taxi Services

In 2001, we continued to put our hearts into implementing a number of measures to help improve the operating environment of the taxi trade to facilitate provision of quality taxi services to 1.3 million passengers everyday. To strengthen the taxi's role in providing personalized point-to-point services, Transport Department worked closely and successfully with relevant departments and the taxi trade to relax clearway restrictions for taxis at about 700 locations. We have designated dedicated pick-up and drop-off points for taxis on busy roads. So far, we have designated 12 taxi pick-up and drop-off points and 25 taxi drop-off points. As one of our Enhanced Productivity Programme initiatives, we also embarked on a trial scheme to hire taxis to assist Transport Department staff in discharging their official duties. The scheme is well received by the taxi trade as a positive helping business measure.

On taxi service quality and delivery, Transport Department continued to cooperate closely with the Quality Taxi Services Steering Committee, taxi associations and other commercial institutions to organize and to launch a series of quality taxi service projects. In 2001, we have :

- held a Quality Taxi Services Forum in January to facilitate exchange of ideas on different means to improve the quality of taxi services among taxi operators and regulators from different Asian cities;
- launched a Taxi Driver Commendation Scheme in July to provide an on-going and permanent channel for taxi passengers to show their appreciation and give their commendation to quality taxi drivers;
- launched a dedicated 24-hour hotline for recovery of lost property on taxis in December;
- completed surveys on the operating finances of taxis and the level of taxi services;
- published four issues of Taxi newsletters and updated the booklet "Guide to Taxi Services in Hong Kong" and the CD on "Workplace English and Putonghua Programme for Taxi Drivers";
- completed the draft proposal to introduce mandatory pre-service taxi driver training programme;
- planned for a new taxi passenger opinion survey, to be carried out in 2002, to update the results of the 1999 survey;
- launched the trial scheme in Transport Department on hiring of taxis for duty travel; and
- issued and distributed an open letter to all taxi drivers to boost morale.

The conversion of diesel taxis to liquefied petroleum gas (LPG) taxis showed much progress in 2001. At year end, 14 100 LPG taxis were operating on the roads, representing 78% of the whole fleet. 21 LPG stations were operated to provide refilling service to the increasing number of LPG taxis. The capacity is adequate to serve the entire taxi fleet.



石油氣的士有助保護環境。  
Environmentally-friendly LPG taxis.



本署編製的士季刊，加強與業界溝通。  
Newsletters strengthening communications with taxi drivers.



新雙體船投入服務。  
A new catamaran in service.

### 13. 渡輪服務

渡輪雖然是一種輔助交通工具，但在服務離島居民方面卻擔當重要的角色。在2001年，專營及持牌渡輪每日載客量達15萬人次。因應市民對改善渡輪服務的期望，我們繼續與渡輪營辦商及政府有關部門緊密合作。年內，有四艘全新的400座位雙體船投入離島渡輪服務。我們在2001年的主要工作包括：

- 監察新世界第一渡輪推行已承諾的改善服務計劃，包括購置新的雙體船、翻新舊有船隻及碼頭設施，以及在碼頭安裝新的電子螢幕顯示屏；
- 監察有關改善洗手間設施和維修碼頭結構及設備的進度；
- 與有關營辦商商討中環碼頭的搬遷事宜，以便第三期中區填海計劃順利進行；
- 進行兩次招標工作，以甄選新營辦商經營渡輪服務；
- 完成水上運輸未來發展的顧問研究，並跟進該項研究的結果；
- 就牌照續期完成對持牌渡輪營辦商的表現評估；
- 實施節省成本措施，從而改善營辦商的財政狀況；
- 展開碼頭翻新計劃；
- 策劃於2002年進行另一次渡輪乘客滿意程度調查，以更新2000年的調查結果；
- 協助營辦商推出「香港離島一日通」（方便遊客到離島遊覽的一日套票），以推廣本港的旅遊業；
- 以及
- 鼓勵營辦商推廣在碼頭及船隻上刊登廣告，以增加非船費的收入。

### 13. Ferry Services

Although ferries are a supplementary mode of transport, they play an essential role in serving outlying islands. The franchised and licensed ferry services in total carried 150 000 passengers per day in 2001. To meet public expectations for improvements in ferry services, we continued to work closely with ferry operators and relevant government departments. During the year four new 400-seat catamarans have been put into outlying islands service. In 2001, we have :

- monitored New World First Ferry Services Ltd. to implement its committed service improvement programme, which included the procurement of new catamarans, renovation of the older vessels and ferry pier facilities and installation of new LED displays at ferry piers;
- monitored the progress in upgrading of toilet facilities and maintenance of pier structures and facilities;
- negotiated with relevant operators on the relocation of piers in Central to facilitate the successful implementation of the Central Reclamation Phase III project;
- conducted two ferry tender exercises to select new operators for ferry services;
- completed the consultancy study on Future Development of Waterborne Transport and followed up the results of the said consultancy study;
- completed the performance assessment of licensed ferry operators for extension of licences;
- implemented cost-saving measures to improve operators' financial position;
- commissioned a pier refurbishment programme;
- planned for another ferry passenger satisfaction survey, to be carried out in 2002, to update the findings of the survey conducted in year 2000;
- assisted the operators in the introduction of "Island Hopping Pass" which is a one-day pass for tourists visiting outlying islands to promote tourism in Hong Kong; and
- encouraged operators to promote advertising on piers and vessels to generate additional non-fare box revenue.



營辦商已在碼頭安裝電子螢幕顯示屏。  
New LED panel at ferry pier.

#### 14. 非專營巴士服務

非專營巴士服務主要包括遊覽服務、酒店服務、僱員巴士服務、學生服務、屋邨巴士服務及國際客運服務。隨着鐵路成為本港公共交通的骨幹，非專營巴士繼續提供輔助服務。在2001年，我們繼續對屋邨巴士服務實施規管及管制措施，以及與業界保持密切聯繫，以改善其營運環境。

#### 14. Non-Franchised Bus Services

Non-franchised bus services include mainly Tour Services, Hotel Services, Employees' Services, Student Services, Residents' Services and International Passenger Services. With rail as the backbone of the public transport system in Hong Kong, non-franchised bus services continue to provide a supplementary service. In the year 2001, we continued the regulation and control measures on Residents' Services and maintained close liaison with the trade for improvement to the operating environment.

遊覽巴士及學生巴士是非專營巴士服務的一部分。  
Tour Buses and School Buses are part of the non-franchised bus services.



## 15. 為殘疾人士提供的服務

我們了解社會上有部分人士行動較為不便，為協助他們融入社會，本署致力提供各項方便他們往來的設施。我們與代表殘疾人士的組織及公共交通營辦商緊密合作，使殘疾人士更容易使用公共交通服務。在2001年，我們在這方面的主要工作包括：

- 檢討就五種可根據環境聲浪調校音量的電子發聲交通燈號所進行的試驗計劃。這項試驗計劃亦設置觸覺震動組件燈號，以協助視障人士橫過馬路；
- 在超過440個過路處設置下斜路緣，方便輪椅使用者；
- 把下斜路緣的高度修訂為15毫米，並在新的下斜路緣加設凹凸紋警告條；
- 調查全港行人過路處的下斜路緣數目；
- 對所有新的石油氣的士實行一項新的續牌條款，規定必須在車內安裝點字和摸讀字車輛登記號碼牌；
- 批准使用能向視障乘客以廣東話、普通話或英語說出「歡迎」、「多謝」、「請扣上安全帶」，的士車輛登記號碼及車資等信息的發聲的士咪錶；
- 購置多一部復康巴士，以擴展電話預約服務；
- 更新《運輸策劃及設計手冊》內有關「殘疾人士設施」的章節；
- 鼓勵輕便鐵路使用由輕鐵列車向月台乘客廣播路線和目的地的系統；
- 鼓勵九廣鐵路在火車站月台提供活動月台板，方便輪椅使用者；
- 鼓勵專線小巴營辦商推行「提供殘疾乘客優先座位」的措施；以及
- 鼓勵新渡輪向殘疾乘客提供半價優惠。



復康巴士服務為殘疾人士提供方便他們往來的設施。  
The rehabus service enhancing mobility of people with disabilities.

## 15. Services for People with Disabilities

We appreciate that some members of our community cannot move around as freely and easily as most. To facilitate their integration into the community, Transport Department is committed to provide facilities to enhance their mobility. We work closely with the associations representing people with disabilities and public transport operators to make public transport services more accessible. In 2001, we have :

- reviewed the trial of five different types of electronic audible traffic signals which could adjust the output volume according to the ambient noise and provided tactile vibrating unit to help people with visual impairment to cross a road;
- provided dropped kerbs at more than 440 crossings to facilitate wheelchair users;
- revised the height of dropped kerbs to 15mm and provided tactile warning strip on the new dropped kerb;  
survey on the number of dropped kerbs at pedestrian crossings across the whole territory;
- imposed a new licence renewal condition for all new LPG taxis to be installed with Braille and tactile registration number plates;
- type-approved new model of taximeter 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;
- purchased one additional rehabus to expand dial-a-ride services;
- updated the chapter in Transport Planning & Design Manual on "Facilities for People with Disabilities";
- encouraged LRT to introduce public announcement system which could announce route number and destination of the light rail vehicles to waiting passengers on platform;
- encouraged KCRC to provide portable gangplank at railway station platforms to facilitate wheelchair passengers;
- encouraged GMB operators to introduce "priority seat for passengers with disabilities";  
and
- encouraged NWFF to offer half-fare concession to passengers with disabilities.



電子發聲交通燈號有助視障人士橫過馬路。  
Electronic audible traffic signals helping visually impaired people to cross the road.

## 16. 牌照服務

本署的四個牌照事務處是我們與市民直接接觸的地方。我們充分明白須確保這些事務處能提供最優質的服務。在2001年內，我們不斷改善這方面的服務。各項改善措施包括：

- 除互聯網外，透過公共服務電子化計劃的資訊站，為部分牌照服務實行公共服務電子化計劃；
- 就將駕駛執照納入智能式身分證的各個方案，進行詳細研究；
- 就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，以改善牌照服務的事宜，獲批撥款及成立一個工作小組；以及
- 就牌照服務進行業務流程重整研究，以及制訂多項措施，以進一步改善服務。



牌照組同事待客以誠。  
Our colleague from licensing offices helping a customer.

### 車輛牌照及駕駛執照綜合資料電腦系統

- 財務委員會已通過撥款1.1億元，把用以處理有關司機及車輛登記和發牌事宜的現有舊電腦系統(第三代車輛牌照及駕駛執照綜合資料系統)，提升至採用開放式標準及以網絡為本的第四代系統。
- 新系統(第四代車輛牌照及駕駛執照綜合資料系統)會提高我們的顧客服務質素：能全面處理中文數據、能與多個系統即時交換數據以便迅速發出牌照，以及能全日24小時運作，以支持公共服務電子化。
- 新系統可迅速編製管理資料，並能有彈性及快速地配合顧客的新要求。
- 新系統提供合用的科技基礎設施，以便我們重整牌照服務的業務運作流程，並支援私營機構參與提供這些服務。
- 我們已成立一支工作小組，負責推行提升系統的計劃。
- 第四代車輛牌照及駕駛執照綜合資料系統將可於2004年年底投入運作。

## 16. Licensing Services

Our four licensing offices provide major points of contact between TD and the public. We are well aware of the need to ensure that the services we provide at these offices are of the best quality possible. We have continued to improve on these services and improvements. In 2001, we have :

- launched Electronic Service Delivery for selected licensing services through ESD kiosks in addition to the internet;
- conducted a detailed study on the options of incorporating driving licence into smart ID card;
- obtained funding approval and established a project team for upgrading the VALID III computer system to VALID IV, to improve the delivery of licensing services; and
- conducted a business process re-engineering study on licensing operation and identified a number of initiatives to further improve the services.



公共服務電子化計劃的資訊站令市民生活更加方便。  
ESD kiosk making life easier for the public.

### Vehicle and Drivers Licensing Integrated Data (VALID) Project

- Finance Committee has approved the upgrading of the existing aging computer system for registration and licensing of drivers and vehicles (VALID III) to an open-standard web-based VALID IV system at a cost of \$110M.
- The new system (VALID IV) will raise our customer service standards: fully bilingual with full Chinese data processing capability, able to support real time data exchange for prompt issue of licences, and able to provide round the clock operation to support electronic service delivery.
- The new system will enable prompt compilation of management information, and will provide flexibility for rapid changes in applications to meet new customer requirements over time.
- The new system will also provide opportunities for business process re-engineering of licensing services and a technology infrastructure capable of supporting private sector participation in the delivery of such services.
- A project team has been established to take forward the up grading project.
- VALID IV will be ready by end 2004.

考牌主任向駕駛考生解釋程序。  
Our Driving Examiner explaining procedures  
to a candidate.



## 17. 駕駛考試

通過提供駕駛考試服務，我們致力確保駕駛人士能達致所需的高水準駕駛技術。我們亦監察指定駕駛學校的運作、實施新駕駛教師執照分組計劃，以及處理殘疾司機的申請。在2001年，我們為改善這方面服務而持續進行的工作包括：

- 進一步制訂有關「駕駛改善計劃」的建議；
- 為駕駛考試重考生提供駕駛考試網上排期及電話申請快期重考服務；以及
- 將駕駛考試程序電腦化，藉以提高效率。

## 17. Driving Tests

Through providing the driving test service, we are committed to ensuring that the necessary high standard of driving skills is maintained. We also monitor the operation of the designated driving schools, implement the new grouping of driving instructor's licence scheme and process applications from disabled drivers. In 2001, we have:

- further developed proposals on the "Driver Improvement Scheme";
- introduced the facility for repeat applications for driving test appointment through the Internet and for early test appointments by telephone; and
- computerized driving test procedures to enhance efficiency.

### 駕駛改善計劃

- 駕駛改善計劃的目的，是透過更正面及教育的方式糾正司機的不良駕駛態度及行為。
- 法院獲授權指令觸犯可被記五分或以上交通罪行的司機參加駕駛改善計劃的課程。
- 司機可以自願性質參加課程。
- 司機若能完成課程且表現令人滿意，並取得課程證書，可獲從其違例駕駛記分記錄中扣減三分（每兩年最多扣減一次）。
- 私營機構會提供該等課程，並受業務守則規管。

### Driver Improvement Scheme (DIS)

- DIS is intended to rectify problematic driving attitude and behaviour by a more positive and educational approach.
- The court is empowered to direct a driver who has committed a scheduled traffic offence with five or more driving offence points (DOPs) to attend a DIS course.
- Drivers could join the DIS course voluntarily.
- A driver who has satisfactorily completed the DIS course and obtained a course certificate would have three DOPs deducted (maximum once every two years).
- Private operators would provide DIS courses. They will be regulated by means of a code of practice.

## 18. 車輛檢驗

我們的目標，是確保所有在本港道路上行駛的車輛均安全、性能良好和較少對環境造成污染。為達到這個目標，所有新車必須通過類型評定程序，才獲發牌照行駛。而所有客運車輛及貨車必須每年接受車輛檢驗，確保其道路性能符合標準；車齡六年或以上的私家車亦須每年接受車輛檢驗。去年，我們繼續特別注重環保方面的措施，並且竭力改善車輛檢驗服務。我們的工作包括：

- 為離島的鄉村車輛提供每年檢驗；
- 根據公共服務電子化計劃，提供網上車輛檢驗預約服務；
- 為23個指定驗車中心策劃車輛檢驗預約系統的電腦化工作；
- 最先在九龍灣驗車中心採用底盤式測功機，對某幾類車輛進行黑煙測試，並計劃將這項測試擴展至土瓜灣驗車中心；
- 對輕型貨車安裝微粒收集器的效果進行監察；
- 從車輛技術及規管架構的角度，研究採用替代燃料車輛的可行性；
- 對柴油車輛加裝催化轉換器的情況進行監察；以及
- 繼續檢討有關車輛構造、設備及修維的現行規管架構，以促進車輛安全。

## 18. Vehicle Examination

It is our objective to ensure that all vehicles operating on Hong Kong's roads are safe, efficient and less-polluting. To achieve this, all new vehicles are subject to type approval procedures before they can be licensed for use; all passenger service vehicles and goods vehicles are subject to annual vehicle examination on their roadworthiness standards and private cars of six years or older are subject to annual vehicle examinations. In the past year we have continued to pay particular attention to environmental initiatives, and great efforts have been spent on improving the vehicle examination services. In 2001, we have :

- provided annual examination for the village vehicles on outlying islands;
- provided internet vehicle examination appointment booking service under the Electronic Service Delivery Scheme;
- planned the computerization of the vehicle examination appointment systems for 23 Designated Car Testing Centres;
- conducted smoke tests using chassis dynamometers, initially at the Kowloon Bay Vehicle Examination Centre, for certain types of vehicles and planned to extend this test to To Kwa Wan Vehicle Examination Centre;
- monitored the effectiveness of installation of particulate traps on light goods vehicles;
- examined the feasibility of alternative fuelled vehicles from vehicle technology and regulatory framework points of view;
- monitored the introduction of catalytic converters on diesel vehicles; and
- continued the review of the existing regulatory framework on vehicle construction, equipment and maintenance to enhance vehicle safety.



九龍灣驗車中心使用底盤式測功機進行黑煙測試。  
Smoke test using chassis dynamometer at the Kowloon Bay Vehicle Examination Centre.



定期檢驗巴士，確保其道路性能良好。  
Regular bus inspection ensuring road worthiness.



車輛檢驗  
Another vehicle examination underway

## 19. 管理合約

大部分運輸基礎建設及設施均透過公開招標外判，由私營機構根據管理合約，負責管理、運作及維修的事宜。此舉除可利用私營機構的專才和經驗外，亦有助減省部門提供各項服務的人手。我們密切監察這些管理承辦商的表現，以確保所提供的服務能滿足不斷轉變的需求和市民不斷提升的期望。目前，我們批出了13份合約，負責多層停車場、路旁停車收費錶、青馬管制區、政府隧道、中環至半山扶手電梯及行人道系統、驗車中心、過境巴士總站及公共運輸交匯處的管理工作。截至2001年年底，我們順利完成的工作包括：

- 就多項運輸基建及設施批出六份管理合約，包括13個多層停車場、青馬管制區、東涌地鐵沿線的兩個公共運輸交匯處、中環至半山扶手電梯及行人道系統，以及路旁停車收費錶；
- 就海底隧道的管理、營運及維修保養合約延長合約的有效期；
- 完成有關停車收費錶接受電子錢、智醒錢及八達通卡的試驗計劃；以及
- 就14個公共運輸交匯處的管理、潔淨及維修保養工作進行招標。

### 19. Management Contracts

Many of our transport infrastructures and facilities are contracted out, through an open tender process, to the private sector to manage, operate and maintain under management contracts.

Apart from tapping the expertise and experience of the private sector, contracting out can help reduce the staff size of the Department in providing the various services. We closely monitor the performance of these management contractors to ensure that the services meet the changing demand and growing public expectation. At present, 13 contracts are awarded to cover the management of multi-storey car parks, on-street parking meters, Tsing Ma Control Area, Government tunnels, Central to Mid-levels escalator and walkway system, vehicle examination centre, cross-boundary coach terminus and public transport interchanges (PTIs). By the end of 2001, we have successfully

- awarded six management contracts for various transport infrastructure and facilities, including 13 multi-storey car parks, Tsing Ma Control Area, two PTIs along the MTR Tung Chung Line, Central to Mid-levels escalator and walkway system and on-street parking meters;
- extended the contract for management, operation and maintenance of Cross Harbour Tunnel;
- \* completed the trial on use of Mondex, Visacash and Octopus for parking meters; and
- \* invited tenders for the management, cleansing and maintenance of 14 PTIs.



青馬管制區人員在控制室監察交通。  
Staff at the control room of Tsing Ma Control Area monitoring traffic.



管理公司人員密切監察進出海底隧道的交通。  
Traffic condition of Cross Harbour Tunnel being closely monitored.

## 20. 公眾資訊

我們透過各種途徑向公眾傳遞資訊。除透過電子及印刷媒介發布資訊外，我們亦會透過舉辦展覽和印製海報、單張、小冊子及刊物，向市民傳達有關本署一些主要工作範圍的資訊。運輸署年報及運輸資料年報是本署出版的兩本主要刊物，向希望全面了解本署工作的市民，提供所需的資料。此外，我們亦致力透過互聯網，提供更快更全面的資訊。在2001年，我們在發布公眾資訊方面的工作重點概述如下：

- 在荃灣沙咀道球場舉辦2001交通運輸安全同樂日；
- 在全港超過14個地點舉辦巡迴展覽，推廣行人環境改善計劃；
- 在香港大學舉行展覽；
- 參與呼籲駕車人士「停車熄匙」的運動；
- 改善運輸署網頁的設計，使網頁易於使用，以及加強網頁的內容；
- 署長繼續透過運輸署網站，向不同特定對象（例如駕車人士）發出公開信，以爭取他們支持運輸署的工作，並請他們提出建議；
- 在運輸署的網站上設立交通通告網頁，以便更有效地發布與交通有關的資訊；以及
- 繼續通過互聯網提供更多運輸署的單張和刊物供市民下載。



本署網頁不時更新，讓公眾獲取最新資料。  
Our homepage is updated frequently to assist the public.

## 20. Public Information

Information is provided to the public through various channels. Apart from disseminating information through the electronic and printed media, we also reach out to individual citizens to inform them about some of the essential work areas of the Department through organizing exhibitions, production of posters, leaflets, pamphlets and publications. The Transport Department Annual Report and the Annual Transport Digest are the two major publications providing the necessary information required by the public who want an overview of the work done by the Department. Efforts are also being made to provide more timely and comprehensive information through the Internet. In 2001, we have :

- staged the Transport Day 2001 at Sha Tsui Road Playground, Tsuen Wan;
- staged a roving exhibition at more than 14 locations over the territory to promote the pedestrian schemes;
- staged an exhibition at the University of Hong Kong;
- participated in the campaign to appeal to motorists to switch off idling engines;
- improved the presentation of the TD Homepage to make it more user-friendly and enhanced its content;
- continued the issue of open letters from the Commissioner via the TD website, addressing different target groups such as motorists, to seek their support for TD's work and to invite suggestions;
- developed a traffic notice page on TD's web site to disseminate more effectively traffic related information; and
- continued to make more TD leaflets and publications available for the public to download through the Internet.



無論處理正面或負面消息，新聞及公共關係組均擔當重要角色。  
Whether good or bad news, the role of IPRU is most important.

本署人員確保交通燈控制箱正常運作，以提供有效率的交通管理系統。  
Our colleague ensuring that a traffic controller is functioning properly to provide an efficient traffic management system.



## 21. 智能運輸系統

為確保本港的運輸系統能有效、可靠及安全地運作，實施智能運輸系統是至為重要的。在2001年，我們執行的主要工作包括：

- 為實施運輸資訊系統籌備招標工作；
- 完成交通管理及資訊中心的初步可行性研究；
- 為設立一間交通控制中心在2003年年底前啟用取得批准；
- 更換香港仔隧道的交通控制及監察系統；
- 為裝設行車時間顯示系統籌備招標工作；
- 在主要道路網、通往邊境通道的道路及各主要公共運輸交匯處裝設閉路電視攝影機；
- 推廣智能運輸系統策略；
- 完成青衣北岸公路的交通控制及監察系統的安裝工程；
- 為大埔及北區區域交通控制系統及閉路電視監察系統擴展工程籌備招標工作；
- 展開屯門及元朗區區域交通控制系統及閉路電視監察系統擴展工程的詳細設計工作；
- 展開港島區域交通控制系統及閉路電視監察系統更換工程的詳細設計工作；以及
- 將餘下650幅輔助交通設備圖數碼化。

### 運輸資訊系統

- 預計完成日期為2003年。
- 運輸資訊系統是收集、處理及發布廣泛運輸資訊的中央數據庫。
- 該系統會提供兩項主要的對外服務，即公共交通資訊服務及智能道路網。
- 這兩個系統均為互聯網上服務，協助公共交通使用者及駕車人士在出發前計劃行程。公共交通資訊服務會根據最短路程、最低費用或最少轉車次數，提供多項公共交通工具的選擇。智能道路網所提供的資料，包括最新的交通限制、交通輔助設施資料記錄及當時路面情況。
- 公眾可免費使用公共交通資訊服務及智能道路網。
- 私營服務提供者亦可使用有關資訊，發展其他智能運輸系統應用項目，例如車隊管理系統、汽車導向系統及個人化資訊服務。
- 運輸資訊系統會與其他政府部門及營辦商的選定系統連接，以便就雙方所涉及的事務交換資料，以及讓雙方能作出更完善的管理及更佳規劃。

### 交通管理及資訊中心

- 計劃啟用日期為2007年。
- 該中心將協調全港的交通及事故管理。
- 該中心將直接控制現有及日後的區域交通控制系統和交通管理及監察設施。
- 該中心的主要職責包括：
  - a. 就任何事故作為運輸署的第一聯絡站，並與公共運輸、隧道及橋樑營辦商，以及其他政府部門作出協調，以確保就緊急事故作出迅速回應；
  - b. 控制交通燈號、操作主要道路網上的交通管制及監察設施、協調隧道及橋樑營辦商的運作，以及與運輸資訊系統交換即時交通資料；以及
  - c. 向傳媒／公眾提供有關資訊。

運輸資訊系統可提供個人化資訊。  
Personalized information made possible  
through the Transport Information System.



## 21. Intelligent Transport Systems

The implementation of Intelligent Transport Systems is vital to ensuring that our transport system operates efficiently, reliably and safely. In 2001, we have :

- prepared for tender for the implementation of the Transport Information System;
- completed the Preliminary Project Feasibility Study for the Traffic Management and Information Centre;
- obtained endorsement for the commissioning of a Traffic Control Centre by end of 2003;
- replaced the traffic control and surveillance system of the Aberdeen Tunnel;
- prepared for tender for the provision of Journey Time Indication System;
- installed CCTV cameras on the Strategic Road Network, on roads leading to the boundary crossings and at major public transport interchanges;
- promoted the Intelligent Transport Systems Strategy;
- completed the Traffic Control and Surveillance System for the Tsing Yi North Coastal Road;
- prepared for tender for the expansion of Area Traffic Control (ATC) and CCTV systems for Tai Po & North District;
- commenced the detailed design for the expansion of ATC and CCTV systems for the Tuen Mun & Yuen Long Districts;
- commenced the detailed design for the renewal of the Hong Kong ATC and CCTV systems; and
- digitized the remaining 650 traffic aids drawings.

### The Transport Information System

- The scheduled completion date is 2003.
- TIS is a centralised data warehouse for the collection, processing and dissemination of comprehensive transport information.
- It will provide two main external services, namely, a Public Transport Information Service (PTIS) and an Intelligent Road Network (IRN).
- Both systems are Internet-based services to assist public transport users and motorists to make pre-trip planning. The PTIS provides various options of travelling on public transport modes based on least distance, least cost or least transfers. The IRN includes up-to-date traffic restrictions, traffic aids inventory and current road status.
- Both the PTIS and IRN will be made available to the public free of charge.
- Private service providers could also make use of the information for development of other intelligent transport system (ITS) application such as fleet management systems, car navigation and personalized information services.
- TIS will be linked with selected systems of other government departments and operators to facilitate sharing of data of common interest and to enable better management and planning operations.

### Traffic Management and Information Centre

- Programmed commissioning date is 2007.
- It will coordinate territory-wide traffic and incident management.
- It will direct control of the existing and future ATC systems and Traffic Control and Surveillance (TCS) facilities.
- Its major functions are:
  - a. to serve as TD's first contact point for any incident and to coordinate with public transport, tunnel and bridge operators and other departments so as to ensure swift response to emergencies;
  - b. to control traffic signals, operate TCS facilities on the Strategic Road Network (SRN), coordinate operations of tunnel and bridge operators, and exchange real-time traffic information with TIS; and
  - c. to provide information to the media/public.

專責人員全日監察各主要道路的交通情況。  
Traffic conditions on major roads are closely monitored round-the-clock.



## 22. 運輸事故管理

本署設有一隊專責人員，負責處理緊急交通及運輸事故，大大減少了就緊急事故作出反應的時間，尤其是在繁忙時間及假期期間。此外，當發生嚴重道路／鐵路事故時，我們在安排緊急交通服務及向市民發布資訊方面的效率亦大有改善。我們在2001年完成的工作包括：

- 平均每月處理約130宗交通及運輸事故；
- 年內啟動緊急事故交通協調中心共55次，以監察嚴重道路／鐵路事故、自然災害及特別活動；
- 年內舉行了兩次與颱風及來往香港國際機場陸路交通受阻有關的緊急事故演習；
- 改善向市民發布資訊的形式，通過本署的網址、政府的綜合電話查詢中心、流動電話及傳呼機，向市民發布資訊；以及
- 就交通及運輸緊急事故及特別活動，更新／制訂應變計劃。

## 22. Transport Incident Management

The establishment of a dedicated team of staff to deal with emergency transport and traffic incidents proved to be very effective in reducing the response time in handling emergency incidents, especially during peak periods and holidays. Further, the efficiency in the arrangement of emergency transport services during serious road/rail incidents and information dissemination to public have been greatly improved. In 2001, we have :

- handled on average about 130 traffic and transport incidents per month;
- activated the emergency transport co-ordination centre 55 times during the year to monitor serious road/rail incidents, natural disasters and special events;
- organized two emergency exercises on transport incidents related to typhoon and transport disruptions on land links to the Airport at Chek Lap Kok;
- improved information dissemination to the public through TD's website, Government's Integrated Call Centre, mobile phones and pagers; and
- updated/developed contingency plans for traffic and transport emergencies and special events.



本署在九月初開學日啟動緊急事故交通協調中心，動員甚眾。  
A strong-team TD staff manning the emergency transport co-ordination centre on the first school day in September.

### 23. 資源管理

在2001年內，我們繼續改善向公眾提供服務的水平，同時亦繼續致力根據資源增值計劃，節省5%的營運開支。為求達到這個目標，我們已採取下列措施：

- 採用整筆撥款的方式，使資源調配方面可以有更大的彈性；
- 把多項調查工作外判予私營機構承辦，包括每年交通統計、的士服務水平調查、跨境交通調查及行車時間調查，因此可將約40名員工調往處理其他更為迫切的工作，或讓其自願退休；
- 推行自願退休計劃；
- 招聘非公務員合約員工，並定期檢討他們的整套聘用條件，以緊貼勞工市場趨勢；
- 重整辦公室地方用途；
- 進行重整業務運作流程檢討；以及
- 在駕駛事務組推行自動化及其他措施，讓人手可減省至適當數目，而有關人員職級亦可相應調低。



### 23. Resource Management

During the year 2001, we continued to improve the level of service provided to the public while remaining committed to delivering the 5% savings in operating expenditure under the Enhanced Productivity Programme. We have undertaken the following initiatives to achieve this objective:

- adopted the one-line vote system allowing more flexibility in the deployment of resources;
- contracted out to the private sector, a number of surveys including the Annual Traffic Census, the Level of Taxi Service Survey, the Cross Boundary Traffic Survey and the Car Journey Time Survey, thereby enabling around 40 staff to be released to other more urgent tasks or on voluntary retirement;
- implemented the Voluntary Retirement Scheme;
- conducted recruitment of non-civil service contract staff and regularly reviewed their employment packages to peg at the labour market trend;
- rationalized the use of office accommodation;
- conducted business process re-engineering reviews; and
- implemented automation and other measures in Driving Services Section which enabled a right-sizing and downgrading of personnel.

首長級人員會議討論資源增值及提高服務質素的方案。  
Meeting of senior directorate staff to discuss enhancement of productivity and quality services.

### 24. 人力資源管理

人力資源管理是一套經策劃的方法，用以有效管理員工，以改善其服務表現。人力資源管理的目標是建立一種較開放、靈活及關懷員工的管理方式，令員工熱衷工作和致力支持部門達成使命。由於我們的抱負是提供世界一流的運輸系統，而使命是在各方面追求卓越成就和在與各界的工作往還中採取積極主動的態度，我們十分重視建立一套運輸署的文化 — 使同事都能公平開放、細意關懷、承擔責任、積極進取、力求至善和竭盡全力。為達致這個目標，在2001年內，我們已：

- 為運輸主任職系成立預備評核委員會，以便劃一評級標準；
- 為運輸主任職系設計一套以才能為本的招聘面試評核指引；
- 繼續推行學長計劃，以推廣學習及分享的精神；
- 進行第三次員工意見調查，並制訂各分部的行動計劃；
- 繼續聘請專業人士提供24小時輔導熱線服務和舉辦一系列個人發展工作坊；
- 為員工舉辦每年一次的「開心之旅」活動，以推廣心臟健康；
- 展開一系列與健康有關的活動，例如講座、研討會、健康檢查及午餐錄影節目欣賞會，從而向同事推廣健康的身體及生活方式；
- 添置新的辦公地方，並翻新現有的辦公室，為員工提供更佳的工作環境；
- 舉辦職員周年晚宴；
- 推行感謝卡計劃及團隊嘉許獎勵計劃，對個人及團隊所付出的努力予以嘉許；
- 制訂「品行及紀律指引」，以推廣廉潔的公務員操守；以及
- 通過致力舉辦各項活動，推行「全心全意·以誠待人」運動。

#### 感謝卡計劃

- 在6月推行的感謝卡計劃使同事在感到其他人對他們、他們所屬的組別、他們的顧客或社會作出幫助時，可給予適時的嘉許／感謝。
- 嘉許的對象可以是任何人，同事可將感謝卡送給下屬、同職級的人員或上司。
- 我們使用慈善機構所印製的感謝卡，並為聯合國兒童基金及兒童心臟基金籌得共\$72,600的善款。
- 同事對此項計劃的意見都是正面的，他們都感到欣慰和驚喜，而且特別珍惜卡中所寫的感謝語句。

上下一心，支持「感謝卡計劃」。  
The TD family fully supports the Thank You Card Scheme.



## 24. Human Resource Management

Human Resource Management is a planned approach to managing people effectively to enhance performance. It aims to establish a more open, flexible and caring management style so that staff will be motivated to give of their best to support the department's missions. With the vision of providing a world class transport system, and the missions of excelling in our roles and taking the initiatives with our partners, we see the importance of developing the TD Culture where people are fair, open, caring, taking responsibility, proactive, striving for excellence, and doing their best. To achieve this we have during the year 2001:

- introduced the Pre-assessment Panel for Transport Officer grade to align rating standard;
- designed an Assessment Toolkit for Competence-based Recruitment Interview for the TO grade;
- continued the mentor scheme to foster the spirit of learning and sharing;
- conducted the 3rd Staff Perception Survey and formulated divisional action plans;
- continued to engage professionals in running the 24-hour hotline counselling service and a series of personal development workshops;
- organised Heart Health at Work Programme for staff on an annual basis;
- initiated a series of health related activities like talks, seminars, health tests, and video lunches to promote the well-being and lifestyle of colleagues;
- acquired new office accommodation and renovated existing offices for better working environment;
- held an Annual Staff Dinner;
- implemented the Thank You Card Scheme and the Team Recognition Award to recognize individual and team efforts;
- created a Guide on Conduct and Discipline for promoting civil service integrity; and
- contributed towards "Putting our Hearts into It" campaign through our dedicated efforts in organizing events.

### Thank You Card Scheme

- The Thank You Card Scheme which was introduced in June empowered colleagues to provide just-in-time recognition/appreciation when they felt others had helped them, their team, their customers, the community.
- The recognition covered a 360\* spectrum with cards being given to subordinates, peers and bosses.
- Cards from charitable organizations were used. A total of \$72,600 was raised for UNICEF & the Children's Heart Foundation.
- Feedback has been positive and colleagues felt grateful and happily surprised. They particularly treasured the words of appreciation conveyed in cards received.

在過去三年，我們每年都向運輸署內所有職員進行調查，讓他們有機會就部門、工作、上司、培訓機會、與部門的溝通，以及其他對他們在本署的職務有影響的問題表達意見。該項調查包括十個這類項目，每個項目包括大約十條問題。我們根據調查所得結果，找出須改善之處及表現出色的地方，以便制定我們日後的策略。

除十個具體項目外，我們亦請同事表示是否同意以下三個整體評語，藉此向運輸署給予評分：

- ◆ 我感到在運輸署工作時士氣高昂
- ◆ 我的工作給予我極大的滿足感
- ◆ 我感到備受運輸署的重視

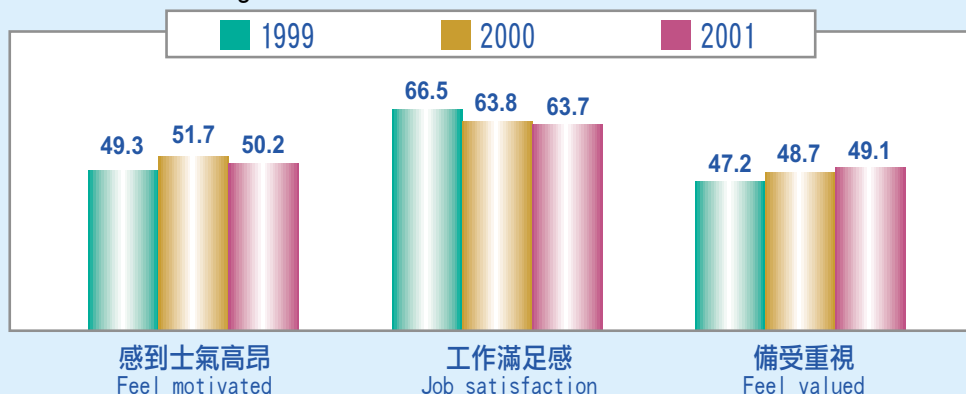
下表顯示在過去三年同事對這三項評語作出正面回應的百分比：

Over the last three years we have carried out an annual survey of all TD's staff to give them the opportunity to say how they feel about the Department, their job, their bosses, their training opportunities, communication within the Department and other factors affecting their role in TD. The survey included 10 such topics and around 10 questions within each topic. The results have been used to identify those items which need improvement as well as those which we already do well, to help map out our strategy for the future.

In addition to the 10 specific topics, staff were also asked to rate TD in terms of whether they agree with three general statements:

- ◆ I feel motivated to do my best for Transport Department
- ◆ My work gives me a high level of job satisfaction
- ◆ I feel valued by Transport Department

The percentage of positive responses to these statements for the last three years is shown in the following table :





首長級人員在職員周年晚宴上祝酒。  
Senior directorate staff proposing a toast at Annual Staff Dinner.

從表面上看來，這三年以來的評分一直維持在頗為平穩的水平。但事實上，我們發現一些職系在某些項目的評分有顯著的進步。不過由於其他項目的評分下滑，因而把這方面的成績掩蓋。我們曾面對多項公務員改革措施（例如資源增值計劃及自願退休計劃）所帶來的種種挑戰，並會繼續撥出時間及資源，以聽取同事的意見，並致力解決同事所關注的問題，嘗試取得更高分數。只有確保員工士氣高昂、工作有效率、有成效及感到愉快，才可達致我們提供世界上最優良的運輸系統的目標。

On the face of it, the scores have remained quite constant over the three year period. Some marked improvements were actually seen in some grades. However, the effect was disguised because of a drop in other areas. We have undergone challenging times in terms of various civil service wide initiatives like the Enhanced Productivity Programme and Voluntary Retirement Scheme. We will continue to dedicate our time and effort to listening to and addressing the concerns of colleagues and attempt to improve the scores. It is only by ensuring that staff are well motivated, efficient, effective and happy, that we can realize our objective of providing the world's best transport system.



台下濟濟一堂，台上表演精彩 — 職員周年晚宴 2001。  
Harmonious staff relations witnessed in Annual Staff Dinner 2001.



團隊訓練不但培育團隊精神，更令員工樂在其中。  
Our colleagues building team spirit while having fun.



## 25. 訓練

要能夠成為一支以客為本、反應迅速、專業及樂於承擔的工作隊伍，以滿足服務要求和迎接未來的挑戰，學習是十分重要的。在2001年，為了促進個人及組織學習的風氣，我們採取了下列行動：

- 為部門所有分部擬備和推行團隊學習計劃；
- 為員工舉辦建立團隊精神活動，以提高團隊效能；
- 推行個人發展計劃架構，以鼓勵個人學習；
- 在旺角政府合署設立學習資源中心，以便員工自學；
- 為首長級人員及高級專業人員舉辦領導才能發展計劃；
- 為技術主任(交通)、運輸監督及運輸督察職系進行培訓需要研究；
- 授予各管理人員有關訓練及發展的權力及責任；以及
- 推廣和實行政府為全體公務員而設的資助公務員自學計劃。



為新同事舉辦的就職課程，  
是漫長學習的第一步。  
Induction programmes mark the  
beginning of the learning process  
in TD.

## 25. Training

Learning is important to bring about a customer focused, responsive, professional and committed workforce to meet service requirements and challenges ahead. To foster individual and organizational learning in 2001, the following actions were taken:

- prepared and implemented team learning plans for all divisions in the Department;
- organized teambuilding programmes for staff to enhance team effectiveness;
- introduced personal development plan framework to foster individual ownership of learning;
- set up a learning resource centre at Mong Kok Government Offices to facilitate self learning;
- organized leadership development programme for all directorates and senior professional officers;
- conducted training needs studies for Technical Officer (Traffic), Transport Controller and Transport Inspectorate grades;
- empowered line managers with authorities and responsibilities on training and development; and
- promoted and implemented the service-wide Training Incentives Scheme.