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運輸署
Transport Department

Safe 安全
Efficient
高效率
可靠
Reliable
Environmentally
環保
Friendly

全心全意
以誠待人

PUTTING
OUR HEARTS INTO IT

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運輸署
Transport Department

全心全意
以誠待人

PUTTING
OUR HEARTS INTO IT





我們的夢想 Our Dreams

全心全意以誠待人
Putting our Hearts into It

心靈價值
Giving Psychic Income

用心聆聽
Listening with our Hearts



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長的話

Commissioner's Message

社會期望

雖然我們在2004-05年度須面對約3.6%的資源削減，並且在未來數個年度會有更大的減幅，但香港市民對政府積極回應市民訴求的期望繼續增長。我們會利用資訊科技全面改善我們的服務，例如事故管理、牌照事務，以及為乘客提供資訊。

我們亦會進一步發展與相關利益機構和人士的溝通渠道，以及聽取他們的需要，一如我們過去透過良好的溝通，在主要新鐵路啟用後成功重整公共交通服務，以及順利推行行人專用區計劃。

嚴重急性呼吸系統綜合症

2003年，嚴重急性呼吸系統綜合症在香港爆發，嚴重影響了本港公共交通的乘客量。運輸署與各運輸業界同心協力，制訂並實施多項衛生措施，並尋求方法，以盡量減輕疫症對他們的業務所造成的財政影響。在這段十分困難的時期，各運輸行業仍能為本港提供優良的服務。

我亦想感謝所有同事，在這段期間放下個人的憂慮，一如以往地緊守崗位，為香港市民提供服務。

夢想成真

我們進一步發展部門的管理綱領，實踐「夢想成真」概念，並且展開新的「細心聆聽」活動。這個全面的綱領日後必定會進一步發展，在同事進行的各項事情上給予支持與指引。

感謝

若非各同事和工作夥伴共同努力，我們便永遠沒法取得任何成就。我們在2003年遇到不尋常的挑戰，包括嚴重急性呼吸系統綜合症及在資源方面的持續壓力。我想感謝大家在面對各項挑戰下，繼續在工作上達到最高標準。這一年我們的確將許多夢想變為事實。



運輸署署長
霍文

Community Expectations

Hong Kong's expectations for responsive administration continue to grow, even as we face reduction in resources of some 3.6% in 2004-05, with more to come. We will use information technology to improve our services across the board, for example in incident management, licensing, and providing information to the traveling public.

We will also further develop our channels to communicate with stakeholders, and to listen to their needs, as we did successfully through the rationalization of public transport services after the opening of major new railways, and the introduction of pedestrianization schemes.

SARS

During 2003, Hong Kong experienced the outbreak of SARS. This had a major impact on public transport patronage. The Department worked with all the transport trades to develop and implement hygiene measures, and to find ways to minimize the adverse financial impact on their businesses. Hong Kong was indeed well served by the trades through this very difficult time.

I would also like to thank colleagues for their commitment when, despite any personal concerns, all provided service as usual for the people of Hong Kong.

Making Dreams Come True

We have further developed our management framework, formalizing the concept of "Making Dreams Come True", and introducing a new programme of "Listening With Our Hearts". This comprehensive framework will surely be further developed in the future, to support and guide colleagues in their endeavours.

Thank you

As ever, nothing can be achieved unless colleagues and our partners work together. 2003 presented extraordinary challenges, including SARS and the continuing pressure on resources. I would like to thank all for their continued commitment to the highest standards of work, in the face of all challenges. Truly, we have made many dreams come true this year.

Robert Footman
Commissioner

本署署徽

Our Logo



本署署徽以運輸署「運」字及英文字標T作骨幹，揉合了道路、鐵路和海浪的形態，象徵運輸署規劃和監管海陸交通的工作範圍。標誌上冠以圓點構成人的象形，突顯署方上下一心，目標一致，也表現出運輸署以人為本的信念，和積極服務市民的使命。



The Transport Department Logo is created with the Chinese character "Wun" and letter T incorporating elements of the highway, railway and wave, symbolizing the key role of the Department as the planner and regulator of land and sea transport in Hong Kong. Completing the logo with a dot to form the human figure emphasizes unity of purpose and common objective among staff; this also reflects the Department's mission to serve the community and that we value people.

我們的抱負
Our Vision

使命 Mission

及信 Values

抱負

我們會提供世界上最優良的運輸系統，以安全、可靠、高效率、環保及令使用者與營辦商同感滿意為尚。

Vision

We will provide the world's best transport system which is safe, reliable, efficient, environmentally friendly and satisfying to both users and operators.

使命

我們會在一
• 規劃、監管、服務及管理各方面追求卓越成就。
• 與政府有關部門、運輸服務營辦商及市民的工作往還中，採取積極主動的態度。

Mission

We will
• excel in our key roles of planner, regulator, service provider and manager.
• take the initiative with our partners - in Government, among transport operators and the public.

信念

我們會—
• 發揮潛能，各盡所長
• 公平開放，細意關懷
• 承擔責任
• 積極進取
• 力求至善

Values

We will
• bring out the best in people
• be fair, open and caring
• take responsibility
• be proactive
• strive for excellence

Our Strategies

繼在1998年訂立了本署的「抱負、使命及信念」後，我們在2000年根據這些「抱負、使命及信念」制訂了四項策略，並在各層面的工作上付諸實行。這四項策略是：

提高效益

根據這項策略，我們着重透過提高工作效率及適當分配資源，進行重要的工作。

創新

根據這項策略，我們致力發展新意念、重組業務流程，並善用資訊科技。

夥伴關係

透過這項策略，我們致力加強與各界人士的夥伴關係：運輸服務營辦商、政界人士、傳媒、學者、專業機構、與運輸服務有關的顧問公司及商會、政府各有關部門及決策局、特別利益團體、海外機構，以及最重要的一般市民。

發揮團隊優勢

根據這項策略，我們致力建立一種有以下特色的部門文化：互相合作、良好溝通、不斷學習和改善、一流的培訓、適當的嘉許及細意關懷。

我們在2003年採取了這些策略，使我們朝着提供世界上最優良的運輸系統這個目標邁進一步。



Having formulated the Department's Vision, Mission and Values in 1998, we developed the VMV in the year 2000 to create four strategies, which we have subsequently embedded into our work at all levels. The four strategies are :

Managing for Results,

in which we focus on delivering our priorities through enhanced productivity and appropriate allocation of resources.

Innovation,

through which we seek to develop new ideas, reengineer our business processes and make best use of IT.

Partnership,

whereby we strive to forge partnerships with the various transport operators, the politicians, the media, the academics, the professional institutions, transport related consultancy firms and associations, the various Government Departments and Bureaux, special interest groups, overseas organisations and most importantly the general public.

Teaming up for Excellence,

in which we seek to build a departmental culture characterised by team work, good communication, continuous learning and improvement, world class training, appropriate recognition and caring.

These strategies have served us well through 2003, allowing us to progress a little closer to achieving the world's best transport system.

用心
聆聽



Putting our Hearts into it
全心全意
以誠待人



心靈
價值
Listening with
our Hearts

Giving Psychic
Income

願望樹 Making Dreams Come True

「運輸署夢想樹」在2003年誕生，它象徵我們努力建立一種文化，讓同事以「全心全意・以誠待人」的精神實踐運輸署的抱負－提供世界上最優良的運輸系統。

樹上的果子全都是我們大大小小的夢想，幫助我們實踐抱負。這些夢想啟發和鼓勵我們致力滿足社會的真正需要。

果子必須有健康的樹幹和強壯的樹根支持才能夠生長和成熟。樹幹和樹根代表鼓勵同事悉力以赴的人力資源策略。樹幹就是「全心全意・以誠待人」運動，是本署長期的承諾。樹根代表各項輔助活動，由2003年起，這些活動均環繞「心靈價值」的主題，而由2004年開始，「用心聆聽」的主題亦包括在內。

「運輸署願望樹」的概念可能較為抽象，只有透過不斷進行實際的活動這個概念才能發揮真正的意義。下文各段闡述我們在2003年的主要活動。



2003 witnessed the birth of "The TD Dream Tree", a symbol of our efforts to build a culture that enables our colleagues to put their hearts into realizing our vision of providing the world's best transport system.

The fruits of the tree are all our dreams, both big and small, that will contribute to achieving our vision. Dreams inspire and sustain us in striving to meet the real needs of the community.

The fruit can only grow and ripen when sustained by a healthy trunk and strong roots. The trunk and roots represent the human resource strategies that encourage our colleagues to do their best. The trunk is our "Putting our Hearts into It" initiative, which is an on-going commitment in the Department. The roots represent supporting initiatives, which since 2003 have been based around "Psychic Income" and from 2004 will also include "Listening with our Hearts".

Whilst the whole "TD Dream Tree" concept may be quite abstract, it can only survive through the pursuit of real initiatives on a continuing basis. The following paragraphs describe the major initiatives during 2003.



- ④ 我們在一月推出每季的署長錄影講話，讓同事知道部門取得的最新成績，並為參與的同事提供心靈價值。
 - ④ The Commissioner's Quarterly Video Brief was launched in January to keep colleagues updated about new achievements and to give psychic income to those colleagues involved.
- ④ 透過在一月舉辦的團隊嘉許獎勵計劃，我們繼續分享同事服務社會、實踐運輸署的策略和發揮「全心全意・以誠待人」精神的經驗。
 - ④ Through the Team Recognition Awards in January, we continued to share examples of our colleagues in action, serving the community, living up to the TD Strategies and practising the spirit of "Putting our Hearts into It".
- ④ 我們於三月至十一月期間在香港展覽中心舉辦了四個「心靈價值齊互獻」工作坊。超過1 180名同事參與，學習如何給予以及獲取心靈價值。
 - ④ Four workshops on "Psychic Income in Action" were convened at the Hong Kong Exhibition Centre, between March and November. Over 1,180 colleagues participated and learned how to give and get psychic income.
- ④ 前線體驗暨感謝周在六月舉行，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、駕駛事務組、新界分區辦事處及交通工程（九龍）部親身體驗前線人員的工作情況。
 - ④ The Appreciation Week was launched in June whereby the Commissioner and senior officers experienced first hand the works of frontline colleagues 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.
- ④ 心靈價值卡設計比賽在九月舉辦，三款得獎作品獲印製成心靈價值卡，連同心靈價值小熊夾，用以對同事值得嘉許的行動表示感謝。
 - ④ A Psychic Income Card Design Competition was launched in September and three award-winning entries were turned into Psychic Income Cards. The cards, together with Psychic Income Bear Clips, are used to recognize worthy actions of fellow colleagues.
- ④ 慈善大使探訪老人院以及為香港盲人輔導會錄製發聲書本。
 - ④ The Charity Ambassadors paid visits to the Home for the Elderly and helped in recording books for the HK Society for the Blind.
- ④ 我們繼續支持社會福利署在十月舉辦的2003年傳心傳意之「全城送暖新里程」。各同事及其家人創造了編織678條圍巾的記錄，為有需要的人帶來溫暖。
 - ④ We continued to support the Campaign Evergreen - Scarf-knitting Programme 2003 organized by Social Welfare Department in October. A record 678 scarves were knitted by colleagues and family members to bring warmth to the needy.
- ④ 慈善大使在10月參與「挑戰12小時越野馬拉松賽」，為苗圃行動籌得10,130元善款。
 - ④ The Charity Ambassadors participated in the Challenging 12 Hours Marathon in October and raised \$10,130 for Sower's Action.
- ④ 為了使各同事擁有強健體格，我們繼續推行健康生活系列，與醫院管理局及香港基督教服務處舉辦各項與健康有關的計劃及講座。我們邀請了一位營養師兼中醫師與大家分享有用的「食物食療新知識」，以及邀請一位物理治療師指導我們進行實用的「護理頸部及背部」運動。
 - ④ To help colleagues have a healthy body, we continued the Healthy Lifestyle Series through health-related programmes and seminars with the Hospital Authority and Hong Kong Christian Service. We engaged a nutritionist cum Chinese herbalist to share useful tips on food and nutrition, and a physiotherapist to coach us on pragmatic exercises for better neck and back care.
- ④ 除了透過海報、橫額及文具作出宣傳外，各同事亦熱心參與，協助宣揚「全心全意・以誠待人」的精神。
 - ④ Apart from posters, banners and stationery, fellow colleagues all helped to publicize the spirit of "Putting our Hearts into It" through their enthusiastic participation.

別活動

Special Events



1月27日 — 作出公共交通安排，以配合落馬洲／皇崗管制站實施24小時通關。

2月20至25日 — 運輸署參與公務員事務局舉行的2002至03年度傑出顧客服務展覽。展覽的目的是在提供公共服務方面推廣以客為本的文化。

3月20日 — 於延長通關時段在落馬洲管制站實施的士及專線小巴試驗計劃。

3月27至31日 — 舉行一連串由香港醫學會的醫生主持的健康講座，提高同事的預防嚴重急性呼吸系統綜合症意識。

4月1日 — 運輸署署長主持為對抗嚴重急性呼吸系統綜合症而舉行的全港清潔非專營巴士及學校私家小巴行動的開展儀式。

4月1日 — 運輸署的車輛檢驗部改名為車輛安全及標準部，以便更貼切反映該分部的主要工作範圍。

6月1日 — 批予龍運巴士有限公司及城巴有限公司的機場及北大嶼山巴士網絡的10年新專營權開始生效。

6月9日 — 就實施運輸資訊系統所批出的合約開始生效。

6月21日 — 裝設在告士打道東行線稅務大樓外的首個行車時間顯示系統啟用。

January 27 - Public transport arrangements were made to tie in with the implementation of 24-hour passenger clearance at the Lok Ma Chau/Huanggang Control Point.

February 20 - 25 - TD participated in the Exhibition on Civil Service Outstanding Customer Service 2002 - 03. The objective is to promote our customer-focused culture in the delivery of public services.

March 20 - Implementation of the Taxi & GMB Trial Schemes at Lok Ma Chau Control Point during the extended hours of operation.

March 27 - 31 - A series of health talks, delivered by doctors from the Hong Kong Medical Association, were held to promote colleagues' awareness on prevention of SARS.

April 1 - The Commissioner for Transport officiated at the launching of a SARS related cleansing campaign of non-franchised buses and school private light buses.

April 1 - Our Vehicle Examination Division was renamed as the Vehicle Safety and Standards Division to better describe their main work areas.

June 1 - Commencement of the new 10-year franchises for Long Win Bus Company Ltd. (LW) and Citybus Ltd. (CTB) for their Airport and North Lantau bus networks.

June 9 - Contract for the implementation of the Transport Information System commenced.

June 21 - The first journey time indicator at Gloucester Road eastbound outside the Revenue Tower was switched on.

6月23日 — 周大福企業與Stagecoach Group達成商業協議，完成對城巴有限公司的收購。

6月27日 — 運輸署署長主持車輛牌照及駕駛執照綜合資料電腦系統的啟用儀式。

6月29日 — 首批使用八達通卡的停車收費錶啟用，在大約1 700個收費錶停車位安裝了約900個新的雙泊位收費錶。全面的環境測試有待完成，運輸署在2004／05年會繼續分階段更換使用易泊卡的收費表。

7月8日 — 推出一種新的持牌渡輪服務 —「海港遊覽服務」，為遊客提供每小時一班的遊覽服務。遊客可在4個停靠景點(中環、灣仔、紅磡及北角)上船／登岸。

7月9日 — 環境運輸及工務局局長廖秀冬博士向同事頒發嘉許狀，表揚他們在對抗嚴重急性呼吸系統綜合症方面的貢獻。

7月10日 — 屯門公路發生嚴重交通意外，涉及一輛貨櫃車及一部巴士，造成21死亡及20人受傷。事後政府委任獨立委員會進行研究，並就防止類似車禍發生的安全措施提出建議。

8月1日 — 批予新世界第一巴士服務有限公司的10年新專營權開始生效。



June 23 - Chow Tai Fook Enterprises Ltd. and Stagecoach Group reached a commercial agreement and completed the acquisition of Citybus Ltd.

June 27 - The Commissioner for Transport officiated at the kick-off ceremony of the Vehicles and Drivers Licensing Integrated Data Project.

June 29 - The first batch of Octopus card operated parking meters was launched. With some 900 new dual-bay parking meters installed at about 1,700 metered parking spaces. Pending completion of full environmental tests, TD will continue to replace the e-Park card operated meters in phases in 2004-05.

July 8 - A new licensed ferry service, 'Harbour Tour Service', providing an hourly service to tourists was introduced. Tourists can hop on and off at four calling points, in Central, Wan Chai, Hung Hom and North Point

July 9 - Certificates to recognize colleagues' contribution in fighting against SARS were presented by Dr. Sarah Liao, Secretary for the Environment, Transport and Works.

July 10 - A tragic accident on Tuen Mun Road, involving a container vehicle and a bus, resulted in 21 fatalities and 20 injuries. An Independent Panel was appointed to examine and make recommendations on safety measures to prevent similar catastrophes.

August 1 - Commencement of the new 10-year franchises for New World First Bus Services Ltd. (NWFB)



8月5日 — 國際影星成龍在運輸署製作的30秒宣傳短片中扮演功夫師傅，以提高市民對正確駕駛行為的意識。

8月10日 — 運輸署的青馬通信中心及緊急事故交通協調中心遷往運輸署總部大樓的新交通控制中心。

8月27日 — 新大嶼山巴士(1973)有限公司予長者車費提供額外優惠。

9月9日 — 運輸署獲得2003年申訴專員嘉許獎大獎，以表揚本署積極支持申訴專員的投訴調查工作。

10月1日 — 本港4間專營巴士公司(九巴、城巴、新巴及龍運)實施為期一年的寬減車費計劃。

10月20日 — 就駕駛考試推行電腦化筆試計劃。

10月24日 — 舉行運輸署2003年周年晚宴，主題為「用心聆聽」，出席人數超過300人。

11月4日 — 行政會議通過延長山頂纜車有限公司的經營權，由2004年1月1日起繼續經營及營辦纜車服務，為期10年。

11月21日 — 運輸署獲美國建築師學會香港分會嘉獎，表揚署方透過成功推廣及實施行人專用區計劃改善市區環境方面的成績。

11月23日 — 運輸署參與由地球之友在維多利亞公園舉辦的第四屆太陽能車大賽，為參賽車輛提供檢驗服務，以確保安全。

12月7日 — 九廣鐵路輕鐵天水圍北支線啟用。

12月20日 — 九廣鐵路西鐵啟用。

August 5 - International star Jackie Chan acted as a kung fu master in TD's 30-second video production to promote awareness of proper driving behaviour.

August 10 - TD's Tsing Ma Communication Centre and the Emergency Transport Coordination Centre were relocated to the new Traffic Control Centre at our HQ's Building.

August 27 - Additional concession on elderly fares was provided by New Lantao Bus Co. (1973) Co. Ltd.

September 9 - TD received the Ombudsman's Grand Award for 2003, recognizing our positive and supporting stance towards their investigations.

October 1 - One-year fare reduction schemes by four franchised bus companies, KMB, CTB, NWFB and LW, were introduced.

October 20 - The computerized written driving test service was introduced.

October 24 - Our Annual Dinner 2003, with a theme of "Listening with our Hearts", was held with over 300 participants.

November 4 - ExCo endorsed the extension of operating rights for the Peak Tramways Co. Ltd. to run and operate the Tramway for another 10 years starting from 1 January 2004.

November 21 - TD received the American Institute of Architects Hong Kong Citation in recognition of its achievement in enhancing the urban environment by successfully promoting and implementing pedestrianized districts.

November 23 - TD participated in the 4th Solar Cart Race, organized by Friends of the Earth at Victoria Park, by providing cart inspection services to ensure safety.

December 7 - KCRC's LRT extension to Tin Shui Wai opened to the public.

December 20 - KCRC's West Rail opened to the public.

年內的重要事項

Highlights of the Year



在本署的「抱負、使命及信念」中，「使命」的首句是「在規劃、監管、服務及管理各方面追求卓越成就」，而「信念」的首句是「發揮潛能，各盡所長」。我們在整年的工作與本署的「抱負、使命及信念」互相配合，而在本報告的這一章，我們將年內的重要事項分為五個範疇，即「規劃」、「監管」、「服務」、「管理」及「發揮潛能，各盡所長」。在這5個主要範疇下，有關工作再進一步細分為27項重點工作。

The first Mission Statement, forming part of our VMV, is to "excel in our key roles of planner, regulator, service provider and manager", whilst the first of our VMV values is "Bringing out the Best in People". Our work throughout the year has been aligned with our VMV and in this section of the report we group the highlights of the year under the headings of "Planning", "Regulation", "Services", "Management"- and "Bringing out the Best in People". Within these broad categories, the work has been further divided into 27 Action Areas.

本署計劃 Planning

1. 運輸規劃

我們根據每年的策略性公路工程檢討制度，嚴謹地檢討本港的運輸基建需要。該項工作採用最新收集所得的人口、發展、運輸及社會經濟資料，研究各項重要公路工程項目的興建需要、工程範疇及實施時間。在2003年，我們亦檢討了新界西北部的交通及運輸基建計劃，以應付深港西部通道及建議興建的港珠澳大橋的新跨境交通通道所造成交通需求激增的情況。這樣可確保我們這些主要工程項目能以最有效的方式並在最適當的時間規劃及實施。

2. 運輸與環境

我們與環境保護署緊密合作，負責進行第三輪的策略性環境監察、審查及檢討工作，以便就策略性公路工程及在策略性公路工程檢討中所訂立的政策對環境所造成的影響，進行監察及更新資料。該項工作顯示我們所推行的多項管制措施，包括轉換石油氣的士、巴士使用超低含硫柴油、安裝柴油催化轉換器或連續還原粒子過濾器、減少行走繁忙地區的巴士數目、適度重整巴士服務，以及根據國際所採用的標準實施嚴格的車輛廢氣排放

1. Transport Planning

Under our annual Strategic Highway Project Review (SHPR) System we critically review our transport infrastructure requirements. The exercise examines the need, scope and timing of strategic highway projects using the latest available demographic, developmental, transport and socio-economic data. In so doing, we ensure that our major highway projects will be planned and implemented in the most effective manner and within the most appropriate timeframe. In 2003, we also reviewed the traffic and transport infrastructure plan for the North West New Territories region to cope with the surge in traffic demands arising from the new boundary crossings at the Shenzhen Western Corridor and the proposed Hong Kong - Zhuhai - Macao Bridge.

2. Transport and the Environment

We worked closely with the Environmental Protection Department and undertook the third round of the Strategic Environmental Monitoring, Auditing and Review (SEMAR) exercise to monitor and update the environmental implications associated with the strategic highway programme and policies concluded in the SHPR. The exercise shows that the imposition of a host of control measures such as the conversion to LPG taxis, the use of ultra low sulphur diesel by buses, the installation of diesel catalytic converters or continuous regenerating traps, the reduction of buses in busy districts, the appropriate

標準，均對改善本港環境狀況大有幫助。策略性環境監察、審查及檢討顯示，2002年的車輛廢氣排放水平低於1997年的水平，就日後車輛廢氣排放所作預測也較第三次整體運輸研究所預期的水平為低，並預期在直至2016年的整個預測期內改善趨勢將會持續。

3. 主要的運輸基礎設施及發展

在2003年，一些我們較早前規劃的工程已進展至興建階段，除后海灣幹線及深港西部通道的工程外，八號幹線(青衣至沙田)多份合約的工程亦已展開。為使這些工程如期進行，我們提供了所需的交通及運輸意見。在2003年內，我們亦協助及監察九廣鐵路的西鐵及輕鐵天水圍支線啟用的準備工作，並繼續為其他多條鐵路的設計及興建提供意見。



rationalization of bus services and the imposition of more stringent vehicle emission standards in line with those adopted internationally, helps considerably in improving our environment. The SEMAR indicates that the vehicle emissions for 2002 are lower than the 1997 baseline level; the future forecast vehicle emissions are lower than those predicted in 1997; and the improvement trend is expected to continue throughout the forecasting period up to 2016.

3. Major Transport Infrastructure and Development

Some of our earlier planning work has progressed to the construction stage during 2003, with works commencing on several contracts for Route 8 (Tsing Yi to Sha Tin) in addition to Deep Bay Link and Shenzhen Western Corridor. We provided the necessary traffic and transport input to the process of delivering these projects on schedule. In 2003, we also facilitated and monitored the service readiness of the Kowloon Canton Railway Corporation's West Rail and Tin Shui Wai Light Rail Extension, and continued to provide input to the design and construction of several other railway lines.

4. 公共交通服務規劃

我們根據政府把發展鐵路作為本港運輸系統的骨幹這一政策，審慎規劃公共交通服務網絡，目的是透過具效率的措施，盡量促使市民更多使用鐵路，同時維持其他公共交通工具的經營前景。為配合九廣鐵路的輕鐵天水圍支線及西鐵啟用所帶來的轉變，我們加強／開辦了前往火車站的接駁服務、把與鐵路服務重疊的巴士路線合併，以及調整巴士及其他輔助交通工具的班次。至於即將展開的鐵路計劃，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，我們已開始就該等工程計劃提供公共運輸規劃方面的意見，以便能更妥善協調現有的公共交通及新鐵路服務。此外，就路面空間及巴士資源而言，長途巴士服務的效率較低，為減少對這類服務的需求，我們已成功鼓勵公共交通營辦商提供更多巴士轉乘巴士、巴士轉乘鐵路及專線小巴轉乘鐵路的車費優惠計劃。



4. Public Transport Services Planning

Under the Government's policy of developing railways as the backbone of Hong Kong's transport system, we have planned the public transport services network in a prudent manner with the aim of maximizing the utilization of railways and maintaining the viability of other public transport modes through efficiency measures. To cope with changes arising from completion of the Kowloon Canton Railway Corporation's LRT extension to Tin Shui Wai and West Rail, we have strengthened / introduced feeder links to the railway stations, amalgamated bus routes duplicating railway services and adjusted the frequency of bus and other complementary transport modes. For upcoming railway projects such as the East Rail Extensions, Kowloon Southern Link, Penny's Bay rail link, Sheung Shui to Lok Ma Chau Spur Line and Shatin Central Link, we have started to provide public transport planning input to the projects with a view to achieving better co-ordination of existing public transport services with the new railways. Also, to reduce the demand for long-haul bus services which are considered less efficient in terms of utilization of road space and bus resources, we have successfully encouraged public transport operators to introduce additional bus-bus, bus-rail and green minibus-rail interchange schemes with fare concessions.

5 . 研究

在2003年，我們完成了有關香港居民交通習慣的全面調查，包括向大約30 000個住戶進行訪問調查，以蒐集有關經濟及交通方面的數據；並向殘疾人士及遊客進行專題小組調查。此外，我們就貨車的行程特性所進行的實地調查亦已完成。所有交通習慣數據將會在進行預測的過程中應用，使我們能就市民乘搭交通工具及貨運的需要作更完善的規劃。

6 . 道路安全

在2003年，我們繼續實踐使道路交通系統更趨安全的抱負。我們舉辦了一項比賽，邀請市民建議合適的道路安全願景。我們會於2004年選出優勝的參賽作品，並會舉辦另一項道路安全標誌創作比賽，以配合獲選出的願景。我們其後會利用有關的願景及標誌，鼓勵市民參與，同心協力使香港的道路更趨安全。此外，我們亦會在屯門公路交通意外慘劇中汲取教訓，研究其引發的道路安全問題，以盡量避免類似意外再次發生。

5 . Studies

In 2003, we completed a comprehensive survey on the travel characteristics of the people in Hong Kong. This included household interview surveys involving about 30,000 households to gather information on socio-economic and travel data; and focus group surveys for people with disabilities and tourists. We also completed the survey fieldwork on the characteristics of goodsvehicle movement. All the travel characteristics information will be fed into our transport forecasting process, so that we can better plan for the needs of both the traveling public and the movement of goods.

6 . Road Safety

In 2003, we continued to develop our vision of making our road transport system forever safer. We organized a competition in which the public were invited to suggest a suitable vision. In 2004, we will choose the winning entry and launch another competition for a symbol to accompany the chosen vision. We will then use the vision and symbol to involve the community in a joint effort to achieve a safer Hong Kong. We also assessed the road safety implications of the tragic Tuen Mun Road accident with a view to avoiding, as far as possible, a similar accident reoccurring.

改善前 Before improvement



改善後 After improvement



7. 行人專用區計劃

我們繼續在本港各區，包括旺角，擴展行人專用區計劃，並計劃在其他地區，例如銅鑼灣，實施類似的擴展計劃。我們亦進行各項工程，進一步改善現有行人專用區的步行環境。至於規模較大的工作方面，我們與規劃署合作展開整體地區研究，以改善行人環境及為尖沙咀制訂其他城市設計措施。有關顧問已經選定，並在2004年1月開始進行研究。

8. 道路改善工程

我們的計劃實現的另一個例子是興建旺角道－洗衣街行人天橋系統，這是一項公私營機構合夥進行的工程計劃，該天橋系統於2003年1月順利投入服務並開放予市民使用。處於旺角其中一個最繁忙的購物區心臟地帶，這條長360米的有蓋高架行人道提供安全、舒適和方便的行人環境，並紓緩附近狹窄擠迫的街道的壓力。同時，它亦將旺角地鐵站及火車站連接起來。



7. Pedestrian Schemes

We continued to extend our pedestrianization schemes in various areas throughout the territory, including Mong Kok and plan for similar extensions in other areas such as Causeway Bay. We also carried out various works to further enhance the walking environment of existing pedestrianized areas. On a larger scale, we have joined hands with Planning Department to embark on a district wide study to improve the pedestrian environment and to formulate other urban design initiatives for Tsim Sha Tsui. Consultants have been selected to commence the study in January 2004.

8. Road Improvements

Another example of our planning coming to fruition is the Mong Kok Road-Sai Yee Street Footbridge System, a private-public partnership project, which was successfully commissioned and opened to the public in January 2003. Situated in the very heart of one of the busiest shopping areas in Mong Kok, this 360m long elevated covered walkway provides a safe, comfortable and convenient pedestrian environment and relieves pressure on the narrow, crowded streets in the vicinity. It also directly interconnects the Mong Kok MTR and KCR stations.

9. 交通管理計劃

我們在2003年進行多項交通管理計劃，其中大部分是就某個特定地點為解決某個特定問題而設的。此外，我們在全港各區放寬多項停車限制，方便駕駛人士上落客貨。我們將黃昏繁忙時間的禁止停車限制 時段由下午4時至下午7時縮短為下午5時至下午7時；又進行一項試驗計劃，放寬的士在繁忙時間及上午7時至下午7時時段的禁止停車限制；並且在放寬限制不會對交通順暢造成負面影響的情況下，在全港多個路段放寬上午7時至午夜12時的禁止停車限制。

10. 過境交通服務

為應付日益增加的過境交通量，我們已就邊境管制站的車輛及乘客制訂各項改善計劃，包括興建落馬洲與皇崗之間的新橋、改善新田交匯處、興建沙頭角港深之間的新橋以及改善落馬洲－皇崗過境穿梭巴士服務、過境巴士服務及管制站內的有關服務。

9. Traffic Management Schemes

We carried out numerous traffic management schemes in 2003, most of which were in a particular location and aimed at addressing a particular concern. In addition, for the territory as a whole, we have relaxed various stopping restrictions to assist motorists in picking up setting down and loading /unloading activities. 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 the 7 am to 12 midnight no stopping restriction on various sections of carriageway in the territory, where such relaxation would not adversely affect the smooth flow of traffic.

10. Cross Boundary Transport Services

To cope with the ever increasing volumes of cross boundary traffic we have planned various improvements for both vehicles and passengers at boundary crossing points, including a new bridge between Lok Ma Chau and Huanggang, improvements at San Tin Interchange, a new bridge between Sha Tau Kok and Shatoujiao and enhanced Lok Ma Chau - Huanggang cross boundary shuttle bus service, cross boundary coach services and related services at the control points.

規 管

Regulation

本港的公共交通工具每日接載乘客約達一千一百萬人次，佔所有交通工具的乘客總人次90%。作為一個公共交通監管機構，運輸署擔當重要的角色，確保盡可能向公眾提供最優質的服務。附錄II載有顯示各種公共交通工具接載乘客人次分布情況的圓形統計圖。在嚴重急性呼吸系統綜合症爆發期間，公共交通的乘客量受到嚴重影響，運輸署與各公共交通機構緊密合作，確保營辦商充分注意保持車輛清潔，以盡量減低所受到的影響。在2003年4月及5月當嚴重急性呼吸系統綜合症的影響最嚴重時，公共交通的乘客量較上一年同期下跌七分之一。

11. 鐵路服務

我們繼續監察香港地下鐵路公司的表現，以及根據與九廣鐵路公司另行簽訂的營運協議開始監察西鐵的表現水平。為了達到鼓勵乘客更多使用鐵路作為長程交通工具的長期運輸目標，鐵路營辦商為乘客提供了16項轉乘其他交通工具的優惠計劃。



Around 11 million trips per day, representing 90% of all passenger trips are made on public transport. Our role as public transport regulator is vital to ensure the best possible service to the traveling public. Appendix II provides a pie chart showing the distribution of trips between the various public transport modes. During the SARS period the patronage of public transport was adversely affected and TD worked closely with the various public transport operators to minimize the impact by ensuring that adequate attention was given to cleanliness of vehicles. In April and May 2003 when the effect of SARS was most severe, the public transport patronage dropped by one-seventh when compared with the same period in the previous year.

11. Railway Services

We continued to monitor the performance of the Mass Transit Railway Corporation Ltd. and started to monitor the performance standards of West Rail under a separate Operating Agreement with KCRC. As an on-going transport objective to encourage more use of railways for long haul journeys, 16 inter-modal concession schemes were offered to passengers by the railway operators.

12. Franchised Bus Services

In 2003, in recognition of the hardship faced by travelers as a result of the economic downturn, we facilitated the implementation of bus fare reduction schemes for four franchised bus companies, viz. Kowloon Motor Bus Co.Ltd., Citybus Ltd., New World First Bus Services Ltd. and Long Win Bus Company Ltd. An additional concession on elderly fares was provided by New

12. 專營巴士服務

在2003年，鑑於市民因經濟衰退所面對的困難，我們促使四間專營巴士公司，即九巴、城巴、新巴及龍運巴士實施巴士減價計劃；而新大嶼山巴士有限公司則提供額外的長者乘車優惠。同時，我們繼續重整巴士服務，減少非必要的路線，從而有助紓緩交通擠塞，特別是在中環、灣仔、銅鑼灣及尖沙咀各繁忙市區。在2003年，我們將每日的巴士架次進一步減少800次，巴士停站次數減少200次，巴士公司再實施多24項巴士轉乘計劃。本年7月在屯門公路發生導致21名乘客喪生的悲慘意外後，我們與巴士公司就有關乘客安全的各個方面進行了檢討。

13. 公共小巴服務

在2003年，我們制訂法例規定小巴裝設更安全的座位和安全帶，及規定通宵專線小巴安設及開動車速顯示器，並且委任3間駕駛改進學校提供「公共小巴司機培訓課程」，促進公共小巴安全運作。

14. 的士服務

在2003年，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。我們劃設更多的士上落客點方便的士營業。我們亦推行了一項試驗計劃，准許市區及新界的士每日在午夜12時至早上6時30分在落馬洲管制站營運；並實施一項臨時計劃，准許的士在所有繁忙時間及上午7時至晚上7時的不准停車限制區上落客。

Lantao Bus Co. Ltd. Also we continued to rationalise services in order to reduce non-essential routes and thereby help to relieve congestion, particularly in the busy urban areas of Central, Wan Chai, Causeway Bay and Tsim Sha Tsui. In 2003 we reduced the number of daily bus trips by a further 800, reduced the number of bus stoppings by 200 and the bus companies implemented a further 24 bus-bus interchange schemes. Following the tragic accident on Tuen Mun Road in July, in which 21 people were killed, we reviewed all aspects of passenger safety with the bus companies.

13. Public Light Bus Services

In 2003, we promoted the safe operation of Public Light Buses with the introduction of legislation to require safer seats with seat belts, the requirement for overnight GMBs to install and operate Speed Display Units and the appointment of three driving improvement schools to provide the "Public Light Bus Driver Training Course".

14. Taxi Services

In 2003, we continued to join hands with the Quality Taxi Services Steering Committee, taxi associations and other commercial institutions to organize and launch a series of quality taxi service projects. We continued to provide pick-up and drop-off points to facilitate taxi operations. We also 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 and a temporary scheme to allow taxis to pick-up and drop-off at all peak hour and 7 am to 7 pm stopping restrictions.





服務提供 Services

15. 渡輪服務

我們繼續規管渡輪服務，共進行了3次渡輪招標工作及處理8宗渡輪牌照續期申請。我們重整中環的渡輪碼頭，以配合新增的服務（例如前往馬灣的渡輪服務）及正在該區進行的建築工程。

16. 非專營巴士服務

我們繼續就有關非專營巴士服務擔當管理的角色。非專營巴士服務在提供學童服務、遊覽服務等方面發揮重要功能。然而，這些服務的增長速度，特別是非法服務的激增，已引起各界關注。因此，交通諮詢委員會轄下已成立一個工作小組，以檢討非專營巴士服務在整個公共運輸系統中的角色。

15. Ferry Services

We continued to regulate the ferry services, conducting three ferry tender exercises and processing eight ferry service license extensions. We reorganized the ferry piers in Central to cater for additional services such as to Ma Wan and to cope with the on-going construction work in the area.

16. Non-franchised bus services

We continued to play a management role in relation to the non-franchised bus services, which fulfill an important function in catering for the needs of school trips, tourist trips etc. However, the rate of growth of such services is giving some cause for concern, particularly the proliferation of unauthorized services. Therefore, a Working Group, under the Transport Advisory Committee, was established to review the role of non-franchised bus services within the whole public transport system.

17. 牌照服務

在2003年，我們繼續在提升車輛牌照及駕駛執照綜合資料電腦系統方面取得進展，並批出合約，以便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。這將改善本署提供的牌照服務及一般顧客服務。

18. 為殘疾人士提供的服務

在「無障礙運輸」的概念下，我們對社會上殘疾人士的需要極為關注。在2003年，我們繼續提供凹凸紋引導徑及鋪設超過2,200個附有凹凸紋警告膠條的新下斜路緣。為了向視障人士提供更佳服務，我們批出合約，以便在全港所有交通燈控制的行人過路處裝設電子響號交通燈。電子響號交通燈可因應環境噪音水平調節輸出音量。當晚間環境相對寧靜時，電子響號交通燈會自動將輸出音量調節至較低水平，從而減低對附近居民的影響。截至2003年底，本署已在900個路口共裝設了約6,500組電子響號交通燈。



17. Licensing Services

In 2003, we continued to make progress in upgrading our "Vehicles and Drivers Licensing Integrated Data" (VALID) System with the award of the contract to upgrade VALID III to VALID IV. This will improve the delivery of licensing services and customer service in general.

18. Services for People with Disabilities

Under our "Transport for All" umbrella, we pay great attention to the needs of those people in our society with disabilities. In 2003, we continued to provide tactile guide paths and laid over 2,200 new dropped kerbs with tactile warning strips. To provide a better service to the visually impaired, we awarded a contract for electronic audible traffic signals (eATS) at all signalized pedestrian crossings in the territory. eATS has the capability to adjust its output sound volume in response to the ambient noise level. At night time, when the environment is relatively quiet, the eATS will automatically adjust its output to a lower level, thus reducing its impact to the nearby residents. At the end of 2003, a total of about 6,500 eATS units have been installed at 900 junctions.

19. 駕駛考試

為了改善向市民提供的服務，在2003年，我們以透過電腦化系統進行的筆試取代傳統利用紙筆以人手書寫的筆試。在新的安排下，考生完成考試後會立刻接到不會有人為錯誤的考試結果。同時，為確保有足夠的駕駛教師，我們重新發出173份第1組別私人駕駛教師執照，以補充自上一次（約30年前）發出該類執照後自然流失的人手。本署將於2004年進行有關檢討，以評估是否需要發出更多私人駕駛教師執照。

20. 車輛安全及規管

我們繼續改善服務，在各主要驗車中心裝置車輛預約情況顯示器，並開設一站式的車輛型號評定服務，令顧客更為方便。我們亦完成有關公共小巴上的安全帶及高背座位的法例草擬工作。

19. Driving Tests

With a view to improving our service to the public, we replaced the traditional pen-and-paper manual written driving test arrangement by a computerized system in 2003. Under the new arrangement, candidates will receive human error free results immediately at the end of their test. Also, in order to ensure an adequate supply of driving instructors, we re-issued a total of 173 Private Driving Instructor's (Group 1) Licences (PDIL), to compensate for the natural wastage since the previous issue about 30 years ago. A similar review will be conducted in 2004 to assess the need to further issue PDILs.

20. Vehicle Safety and Regulations

We continued to make our service more customer friendly by installing vehicle appointment status displays in major vehicle examination centres and introducing a one-stop shop service for vehicle type approval. We also completed drafting the legislation for seat belts and high back seats for public light buses.



21. 管理合約

我們繼續將運輸設施的管理工作外判予私人機構。在2003年，我們為有關柯士甸道過境巴士總站及路旁停車收費錶的兩份管理合約續期，並且批出兩份新合約，分別是關於上水附有泊車轉乘設施的停車場的管理工作及提供交收八達通停車收費錶收入的服務。

22. 公眾資訊

我們繼續播放不同主題的政府宣傳聲帶或短片，本年的重點是由成龍擔任主角的電視宣傳短片，目的是宣傳正確駕駛態度的意識。我們亦採取各種措施，通知新界西北的居民有關為配合西鐵通車而推行的公共交通重整計劃。

21. Management Contracts

We continued to outsource the management of transport facilities to private sector. In 2003, two management contracts for Austin Road Cross Boundary Coach Terminus and On-street Parking Meters were renewed and two new contracts for management of Sheung Shui Park and Ride car park and service commissions for settling octopus parking meters were granted.

22. Public Information

We continued to broadcast TV and radio APIs on various topics, with the highlight of the year being a TV promotional video starring Jackie Chan to promote awareness of proper driving behaviour. We also made great efforts to inform the residents of the North West New Territories about the public transport rationalization plan to handle the commissioning of the West Rail.

管理 Management

23. 智能運輸系統

在2003年8月，我們展開交通控制中心的工程。交通控制中心包括設有緊急事故交通協調中心、新界區域交通管制系統、策略性公路交通控制及監察系統，以及青馬管制區監察系統。在結合所有現有的閉路電視系統後，整項工程將於2004年年初完成。

行車時間顯示系統已開始實施，首批顯示器分別裝設於告士打道、堅拿道天橋及東區走廊，透過提供3條過海行車路線的行車時間，協助駕駛人士在3條路線之間作出選擇。

運輸資訊系統的合約已經展開。搜尋公共交通路線的服務將分兩期在2004年下半年及2005年首半年推行。在第一期，市民可透過點擊互聯網上地圖的起點及終點，獲取公共交通資訊，例如巴士及鐵路服務班次時間表、車站位置及路線詳情。這個系統在第二期會進一步提升，讓市民可按最低車費、最少轉車次數或最短車程搜尋最佳路線。駕駛人士亦可搜尋車程最短的駕駛路線。服務提供機構亦可令我們的資料更加完備，例如提供車內導向系統。

23. Intelligent Transport Systems

In August 2003, we implemented the Traffic Control Centre (TCC) project. The TCC accommodates the emergency transport co-ordination centre, the New Territories Area Traffic Control systems, the strategic highway traffic control and surveillance system and the monitoring system for the Tsing Ma Control Area. With the integration of all the existing CCTV systems, the whole project will be completed in early 2004.

The Journey Time Indicators at Gloucester Road, Canal Road Flyover and Island Eastern Corridor were implemented. The system assists motorists to choose between the three cross-harbour routes by providing the respective journey times.

The contract for the Transport Information System commenced. The public transport route searching service will be launched in two phases in the second half of 2004 and the first half of 2005. Under the first phase, the public can access public transport information such as buses' and railways' service schedules, locations of stops and routing details by clicking their origin and destination points on a map on the internet.



24. 運輸事故管理

我們繼續就這項日益重要的範疇發展技術，以滿足公眾越來越殷切的期望。在2003年，我們平均每月處理約110宗交通及運輸事故，並啟動緊急運輸協調中心共75次。此外，我們亦參與由其他機構(例如保安局及九廣鐵路)舉行的緊急事故演習。

25. 資源管理

我們繼續精簡程序、減省多餘的工序及進行業務流程重整，以提高我們的整體服務效率。從我們在2003至04年度削減1.8%的基線開支(即1,700萬元)，以及在2004至05年度進一步節省3.6%(即3,400萬元)，可反映這方面的成果。

The system will be further enhanced in the second phase to allow searching for optimum routes based on least cost, least interchange or least distance. Motorists can search for their shortest driving routes. Service providers will be able to add value to our data with, for example, in-vehicle navigation systems.

24. Transport Incident Management

We continued to develop our skills in this increasingly important area to satisfy the growing expectations of the traveling public. In 2003, we handled an average of about 110 traffic and transport incidents per month and activated the emergency transport coordination center on 75 occasions. We also participated in emergency exercises organized by other parties such as Security Bureau and KCRC.

25. Resource Management

We continued to streamline procedures, scrap non-value added work steps and carry out business process re-engineering in an effort to improve our overall efficiency. This is reflected through 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.

發揮潛能，各盡所長 Bringing out the Best in People

26. 人力資源管理

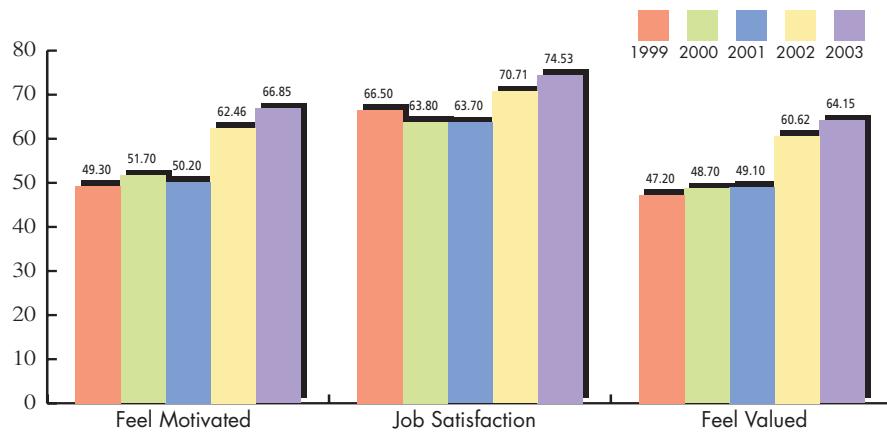
我們堅定相信，必須讓同事發揮潛能，各盡所長，才能向市民提供他們應得的優質服務。因此，在2003年，我們會繼續透過各項措施(當中部分已在上文提及)，致力進行人力資源管理及發展工作。

我們進行了第五次員工意見調查，以量度員工對於工作士氣、工作滿足感及備受重視這幾方面，以及涵蓋其他10個項目的多條問題的滿意程度。從下表所見，調查結果在過去5年均有進步，顯示我們在人力資源方面所付出的努力並無白費。

26. Human Resource Management

We firmly believe that only by bringing out the best in our colleagues, can we offer the quality of service to the public that they deserve. Therefore, in 2003, we continued to focus on human resource management and development through various initiatives, some of which have already been noted above.

We conducted the 5th Annual Staff Perception Survey to measure the level of staff satisfaction in the aspects of motivation, job satisfaction and feeling valued and on questions covering 10 other topics. The improved survey results over the last five years as shown in the following table, indicate that our human resource efforts have been worthwhile.



27. 訓練

我們繼續提供全面的優質培訓，以及向同事灌輸持續個人發展的文化。我們年內的重要事項之一，是舉辦4個「心靈價值齊互獻」工作坊，參加的同事超過1 180人。其他主要的工作包括為專業及技術人員舉辦25次經驗交流會、製作自學課程視像光碟、協助員工擬訂及管理個人發展計劃，以及提供超過300項學習資源項目。

27. Training

We continued to provide comprehensive good quality training and to inculcate a culture for continuous personal development amongst our colleagues. One of the highlights was a series of four departmental workshops on "Psychic Income in Action" with over 1,180 colleagues participating. Other major efforts included organizing 25 experience-sharing sessions among professional and technical officers, production of self-learning VCDs, facilitating staff in preparation and management of personal development plans, and provision of over 300 learning resource items.

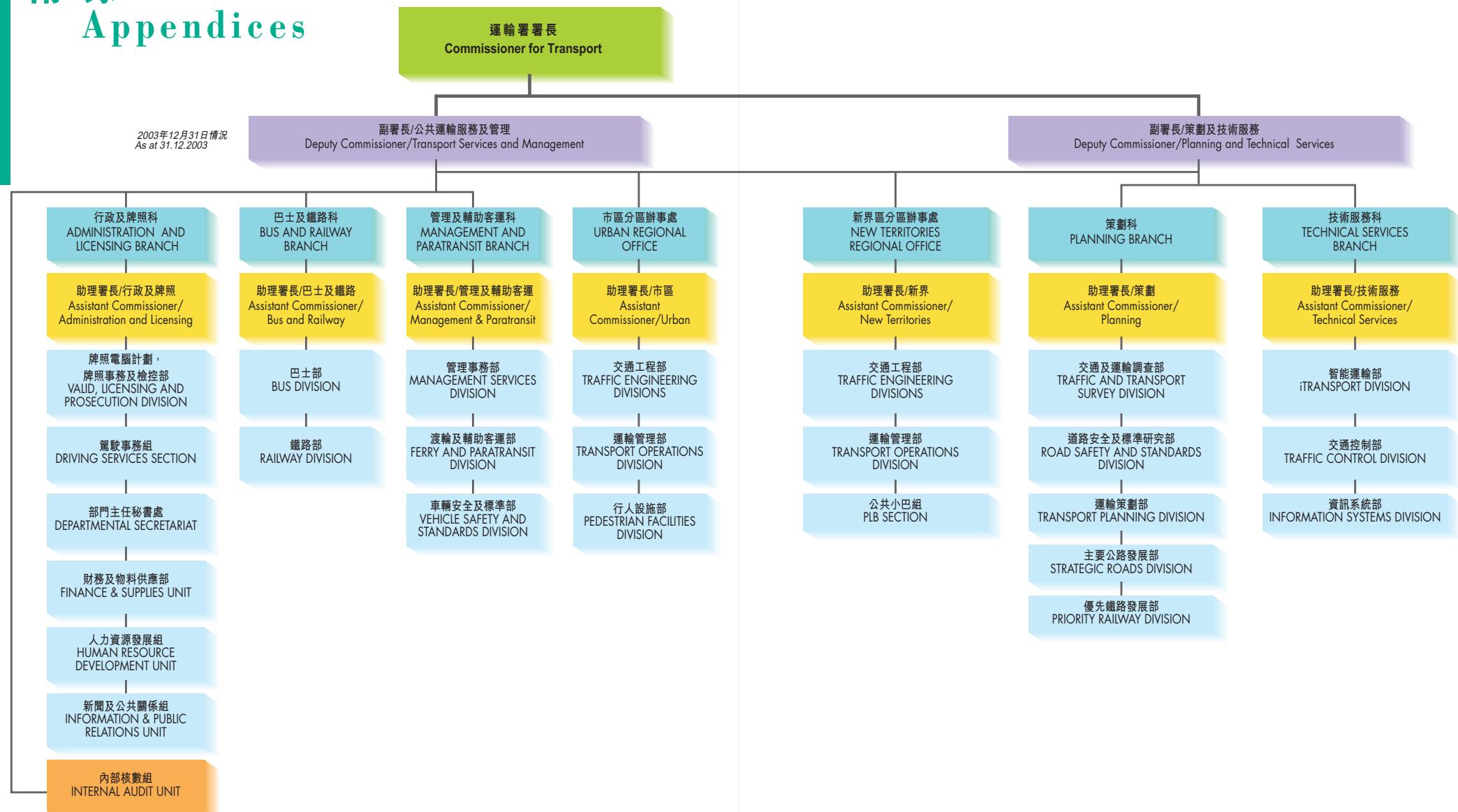


「年內的重要事項」已闡述了我們在2003年的一些主要成績。我們會在另一冊一同出版的刊物「2003年運輸署的工作」中更詳盡說明本署的工作。市民如有興趣更深入了解運輸署的工作，歡迎參閱這本刊物。

"Highlights of the Year" has described some of our major achievements in 2003. More details of our work are provided in a companion publication entitled "Transport Department in Action 2003". Readers who would like to know more detail about the work of the Transport Department are invited to read this companion document.

附 錄

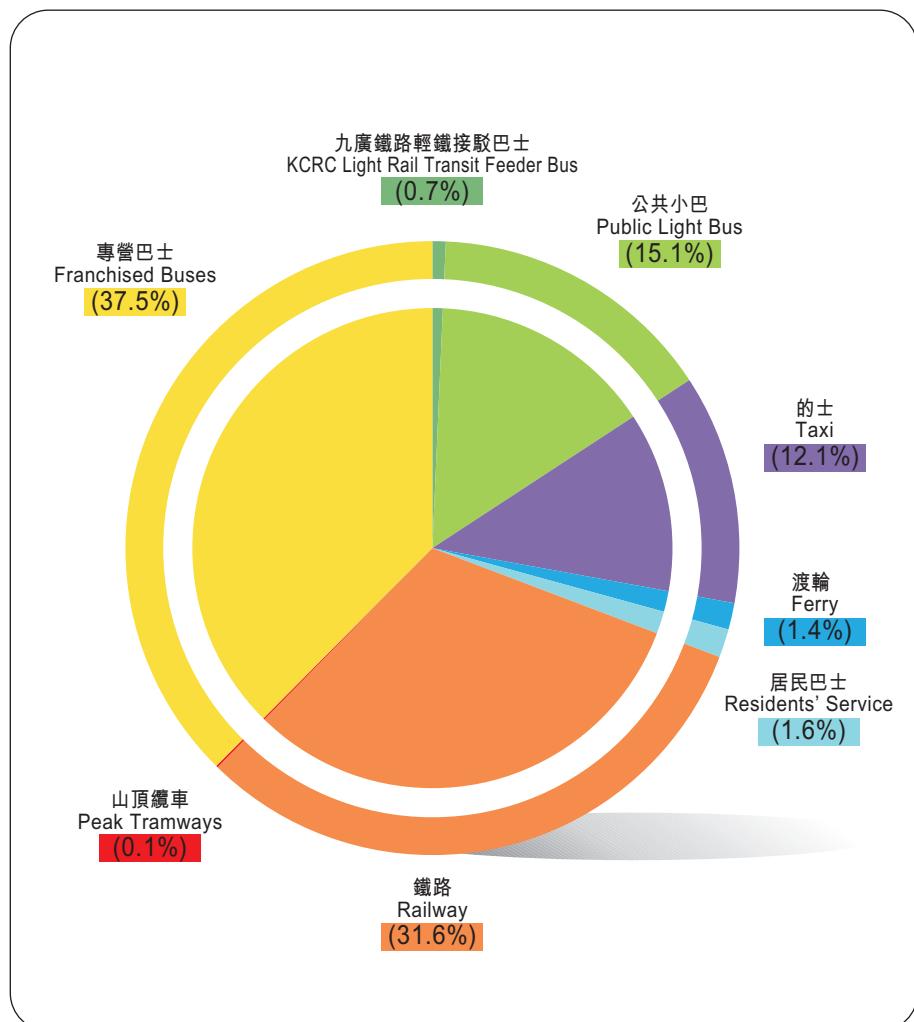
Appendices



II. 有關公共交通乘客的統計圖 II. PT passengers

按公共交通分類的平均每日乘客人次分佈

Distribution of Average Daily Public Transport Passenger by Mode



註 : (1) 鐵路包括地鐵、九廣鐵路東鐵、輕鐵及電車。

(2) 專營巴士包括九巴、城巴、新巴、龍運巴士及新大嶼山巴士。

Notes : (1) Railway includes MTR, KCR East Rail, Light Rail and HK Tramways.
(2) Franchised Bus includes KMB, Citybus, NWFB, LWB and NLB.