

“我們簽訂的3年期或以上的服務水平協議不斷增加，令營運基金得以在穩健的基礎上，繼續茁壯成長。”

烏雲背後總有光明一面，這句喻示危中有機的諺語，正是機電工程營運基金在金融海嘯中的體驗。除了政府撥款逾2億元進行各項節能計劃以刺激經濟外，多個大型基建項目的落實推行，也為營運基金增添商機，令營運基金在本年度錄得11.8%的穩健收入回報率。

工程項目與服務水平協議

在本報告年度，我們開展了一些廣為人知的大型基建項目，包括廣深港高速鐵路和啟德郵輪碼頭。我們為廣深港高速鐵路系統擔任獨立評審顧問，為啟德郵輪碼頭內部和前沿區管理機電設施的設計、供應、安裝、測試和校驗。此外，我們也為消防處潛水訓練中心的設計和建造、民航處的新總部大樓、用水效益標籤計劃，以及政府建築物和學校加裝節約用水器具的項目管理等主要項目，提供相關的工程和專業顧問服務。由於涉及的工程規模龐大，性質專門，這些項目正好為我們提供難得的機會，開拓新的專業知識和技術，並為日後帶來持續收入。年內，我們也繼續為民政事務總署的地區小型工程提供支援，這批工程遍及全港18區，範圍廣泛，包括照明和空調系統的改善，以至視聽器材和閉路電視系統的提升。

吳啟明太平紳士
Mr Ng Kai-ming, Helius, JP

機電工程署副署長/營運服務
Deputy Director/Trading Services, EMSD



“ With a growing number of long term SLAs we have signed lasting three years or more, we can enjoy a healthy level of stability on which we can build a platform for further growth. ”

Every cloud has a silver lining, so the saying goes, and that indeed was the Electrical and Mechanical Services Trading Fund's experience of the financial tsunami. Apart from the allocation of over \$200 million for energy saving projects as part of the Government's plans to boost the economy, the implementation of a number of mega infrastructure projects also spurred an increase in business opportunities for the Trading Fund, resulting in a very healthy rate of return on revenue of 11.8% for the year.

Projects and Service Level Agreements

Some of the renowned mega projects we commenced during the reporting period included the Guangzhou-Shenzhen-Hong Kong Express Rail Link, for which we are acting as an independent checker for the railway systems; and the Kai Tak Cruise Terminal, for which we are managing the implementation of the design, supply, installation, testing and commissioning of E&M facilities inside the terminal as well as on the apron. In addition, we have also been engaged in providing related engineering and professional advisory services for some major projects which included the design and build of the Fire Services Department Diving Training Centre, the new Civil Aviation Department Headquarters, the Water Efficiency Labelling Scheme and project management for the retrofitting of plumbing appurtenance with water saving devices in government buildings and schools. Due to the scale and specialist nature of the work involved, these projects have provided excellent opportunities for the development of new expertise and capabilities as well

as a source of sustained revenue for the coming years. We have also continued to support the district minor works programme for the Home Affairs Department. The works, which were spread across all 18 districts, ranged from improvement works for lighting and air-conditioning systems to upgrading of CCTV and audio-visual equipment.

I am also happy to report that we have secured further agreements with various government departments for the provision of E&M maintenance and engineering support and monitoring services. The major Service Level Agreements (SLAs) obtained during the year included the technical advisory services on testing and commissioning of E&M facilities at the Lo Wu Correctional Institution for the Correctional Services Department; operation, maintenance and emergency support services to additional sewage treatment facilities for the Drainage Services Department; and technical advisory and monitoring services with regard to the Management, Operation and Maintenance Contract of the Route 8 Tsing Sha Control Area for the Highways Department.

With the trust and support of our clients, we have once again renewed all the existing SLAs with our customers. Among these are the Hospital Authority, the Civil Aviation Department and the Highways Department. The willingness of some of our client departments to renew SLAs on longer terms is a reflection of successful partnership and they bode well for the sustainable future of the Trading Fund.



我欣然向大家報告，營運基金與各政府部門進一步續簽訂更多服務協議，提供機電維修與工程支援及監察服務。年內簽訂的主要服務水平協議，包括為懲教署的羅湖懲教所，提供機電設施測試和校驗的技術諮詢服務；為渠務署的新增污水處理設施，提供操作、維修保養及緊急支援服務；以及就路政署八號幹線青沙管制區的管理、操作與維修保養合約，提供技術諮詢及監察服務。

我們得到客戶的信賴和支持，年內所有服務水平協議均再獲續訂，涉及的客戶部門包括醫院管理局、民航處及路政署等。客戶部門樂意續訂較長期的服務水平協議，顯示營運基金與客戶成功建立良好的伙伴關係，有利營運基金日後持續穩健發展。

不斷求進

為提供更佳和更能切合客戶需要的服務，我們於2010年4月進行內部架構重組，把所有的發展及支援事務歸由企業支援及業務發展科集中管理，以增強營運基金的企業支援；而兩個工程服務科則專注處理本身的核心業務，為客戶提供優良的工程策劃、操作及維修保養服務。

重新分配各策略業務單位的職責後，促進了工程策劃人員與維修保養團隊的溝通，讓我們可迅速回應客戶的要求，並針對客戶的需要，提供高效率的服務。

此外，我們也着手對營運基金的運作、外判服務及內部技能發展的策略進行詳細檢討，以令人手安排及資本運用更具成效，讓營運基金持續健康發展。

業務流程的成效和效率，也是我們能否持續進步的關鍵。年內，我們提升了企業管理電腦系統的效能，藉以優化監察工程進度的工作。此外，我們檢討並改善了物料管理系統，提高物料採購、分配及儲存工作的效率。另一方面，工程管理是我們的核心理業務之一，我們已進行全面檢討，以更新、簡化和劃一各項工程管理程序，並會在2010年年中發布新的工程管理手冊。

科技應用

我們響應政府的環保政策，已為採購工作制訂符合環保要求的規格，並於2010年3月成立工作小組，在各工程項目推廣使用環保物料和環保科技。工作小組會就環保科技進行試驗，確保能妥善應用新科技，令客戶和公眾得益。

政府致力提高能源效益，推動我們引進各項環保科技，為客戶節省成本，並為香港締造更美好的環境。其中一個例子，是在東九龍政府合署和土地審裁處裝設使用無油離心式壓縮機的製冷機。這類製冷機利用磁懸浮軸承和可變速驅動器，提升能源效益。此外，我們也為上水已婚警察宿舍更換具電力再生功能的新升降機，有助減少建築物的能源消耗量。其他推展環保科技的措施包括：為食物環境衛生署採購環保垃圾收集車；為各客戶部門採購電動



Continuous Improvement

To deliver better and more responsive services to our clients, we carried out an internal restructuring in April 2010. By centralising all development and support functions under our Corporate Support and Business Development Branch, we have strengthened our corporate support, while leaving the two engineering services branches to focus on their core business operations in providing quality project, operation and maintenance services to our clients.

The re-shuffling of responsibilities among the strategic business units has also fostered communications between the project and maintenance teams, thus enabling us to swiftly respond to customer requests and efficiently provide customer-centric services.

Furthermore, we have started to critically review our operation, outsourcing and internal skill development strategies in order to better utilise our manpower and capital as well as sustain a healthy development of the Trading Fund.

The effectiveness and efficiency of business processes are also vital for our continuous improvement. In the year, we have upgraded our corporate computer system to facilitate better monitoring of work progress. We have also reviewed and enhanced our store management system for higher efficiency in procurement, distribution and storage. On the other hand, project management is one of our core business areas and we have conducted a thorough review to update, streamline and standardise our project administration procedures. A new Project Administration Handbook will be launched in mid 2010.

Application of Technologies

In support of the Government's green initiatives, we have developed specifications for green procurement. A working group was set up in March 2010 to promote the use of green materials and green technology in our projects. The working group will also conduct trials on green technology to ensure that new technology can be adopted effectively to benefit our clients and the public.

The Government's drive for energy efficiency has given us the impetus to introduce a range of green technologies that will achieve cost savings for our clients and contribute towards a better environment for Hong Kong. An example is the installation of chillers with oil-less centrifugal compressor at the Kowloon East Government Offices and the Lands Tribunal. This kind of chillers uses magnetic bearings and variable speed drive to achieve better energy efficiency. Moreover, the replacement of old lifts at the Sheung Shui Police Married Quarters with new lifts having power regenerative features helps the building to reduce energy consumption. Other initiatives on green technology include the procurement of environmentally friendly refuse collection vehicles for the Food and Environmental Hygiene Department, the procurement of electric vehicles for various client departments, the design and build of the Waste Electrical and Electronic Equipment Recycling Centre in Tuen Mun EcoPark Phase II and the improvement works at the Kowloon Bay Pilot Composting Plant.



車輛：為屯門環保園第二期的廢電器電子產品回收中心，管理有關的設計及建造工程；以及為九龍灣廚餘試驗處理設施進行改善工程。

除引進環保科技外，我們亦引入其他範疇的新科技，提升公眾的生活質素。例如安裝新一代的衝紅燈攝影機系統，除了可拍攝衝紅燈車輛的數碼照片外，亦可攝錄有關的數碼影像，加強執法效力。另一個例子是行車時間顯示系統的更新及擴展工程，該系統透過路旁交通監察器和影像偵察器取得的數據，配合使用交通模型運算法則和專業地理信息系統，讓駕駛人士能夠掌握充份資料，根據最新的交通情況選定行車路線。

我們的員工時刻留意各項新科技的發展，學習最新的知識和技術，並會積極把握合適機會，應用嶄新科技以提升客戶的設施，讓客戶可提供更優質的公共服務，最終令市民大眾受惠。

員工

員工是我們最寶貴的資源。我們因應員工的不同需要，制訂合適的培訓計劃，例如舉辦有關鐵路工程及郵輪碼頭機電設施的課程，以及溝通和危機管理等軟技術課程。我們並編製顧客服務小冊子，就如何提升客戶服務技巧為前線員工提供指引。為鼓勵員工運用創意思維，改善工作及業務流程，從而提升效率和服務質素，我們舉辦了最佳改善個案比賽，接獲各工作改善小組和業務流程改善小組提交共52份建議。

工作安全一直是我們首要關注的事項。我們不斷為員工提供安全訓練，嚴密監督各項工程，令意外率較2008/09年度減少了25%，在過去10年間更下降逾70%，成績令人鼓舞。

為向員工傳達工作與家庭生活必須取得平衡的理念，我們舉辦了兩場題為「管理壓力、平衡生活」及「工作與家庭生活共融」的研討會。我們也鼓勵員工與家人一起參加各項體育及社區活動，包括龍舟競渡、支持藍天計劃的文娛活動，以及與仁愛堂合作為有需要的家庭提供義工服務等。員工都熱心響應，踴躍參與。

我們去年進行了員工意見調查，以評估員工的滿意度，了解他們的需要及期望。我們會根據員工的回應，制訂改善措施，提升員工的滿意度、士氣和競爭力。

客戶

客戶的意見對我們提升服務質素至為重要。我謹此感謝各位客戶踴躍參與本年較早前進行的客戶意見調查。在是次調查中，整體客戶滿意度得分仍然保持在2008年上次調查的高水平。我們會仔細研究收到的每一項建議，制訂相應措施，落實改善計劃。



Apart from green technology application, we have also employed new technologies of other domains to improve the quality of life for our community. One example is the installation of the new generation of Red Light Camera System, which in addition to capturing digital pictures, also captures digital video of red light jumping vehicles, enabling effective law enforcement. Another example is the renovation and expansion of the Journey Time Indication System (JTIS). Using traffic modelling algorithms and geographic information system with data provided by roadside sensors and image processing detectors, the JTIS allows drivers to make an informed decision on the route to be taken based on the latest traffic condition.

Our staff are constantly monitoring emerging technologies and equip themselves with new knowledge and skills. They also pro-actively identify appropriate opportunities to apply the latest technologies to enhance our clients' facilities. This will ultimately benefit the community as clients will be better equipped to provide public services with higher quality.

Our Staff

Staff is our most valuable resource. Training tailored to the specific needs of different personnel was conducted, such as railway engineering and cruise terminal E&M facilities as well as soft skills in communication and crisis management. A customer service booklet was launched to offer guidelines for frontline staff to enhance their customer service skills. To encourage staff's innovative

thinking in work and process improvement to enhance workflow efficiency and service quality, a Best Improvement Project Competition was organised, which attracted 52 submissions from Works Improvement and Business Process Improvement Teams.

Safety at work has always been our top priority. Through continuous safety training and close supervision of works, we have been able to reduce our accident rate by 25% from 2008/09, in line with an encouraging downward trend which has seen the accident rate dropping by more than 70% over the past decade.

To help staff recognise the importance of striking a balance between work and family life, two seminars entitled "How to Cure Stress and Relieve Your Working Pressure" and "Work and Family Harmony" were held. We have also encouraged our staff together with their family members to participate in various sport and community activities which included dragon boat competitions, civic activities in support of the Action Blue Sky initiative and partnering with Yan Oi Tong to offer voluntary services for families in need. These activities have attracted high participation from our staff.

A survey was conducted last year to gauge our staff's level of satisfaction and to identify their needs and expectations. Staff's feedback will guide us to make improvement measures, with a view to enhancing staff satisfaction, morale and competitiveness.



我在此感謝客戶多年來的鼎力支持。能夠成為客戶值得信賴的伙伴，令我們深感自豪。我們定會悉力以赴，竭誠為客戶提供優質服務，以滿足公眾不斷提高的期望。

前景

我們與客戶就多個大型工程項目，例如啟德郵輪碼頭、廣深港高速鐵路和各項能源效益計劃等簽訂協議，使營運基金2009/10年度的收入回報相當理想。未來計劃發展的項目計有天水圍的新醫院、港珠澳大橋、蓮塘/香園圍口岸、西九文化區，中環灣仔繞道和東區走廊連接路等。不過，我們須注意到這些項目大多是政府為促進經濟發展而推行的一次性項目。

然而，由於我們成功留住各主要客戶，預期營運基金未來的業務表現持續平穩。我們簽訂的3年或以上的服務水平協議不斷增加，令營運基金得以在穩健的基礎上，繼續茁壯成長。未來預計為營運基金帶來可觀收入的3大範疇是：為推動低碳經濟而實施的各項環保計劃；因應客戶和場地設施需要，以項目評分方式有序地更換老化機電設備的工作；以及資訊和通訊科技服務，例如數據寄存方面的發展。

去年無疑是營運基金碩果豐收的一年，這美滿成績全賴各同事辛勤工作，竭力滿足客戶的需要。我們的團隊秉持營運基金的新抱負、使命及信念，致力提供以客為本的服務，並會作好準備，全力開拓新商機。營運基金的業務前景良好，雖然員工及設備成本不斷上升，加上通脹壓力，對營運基金的表現有所影響，但我們預期營運基金未來的收入回報將持續穩健。



吳啟明

機電工程署副署長/營運服務



Our Customers

Customer feedback is important for us to improve our services. I would like to thank our clients for their enthusiastic participation in the Customer Opinion Survey conducted earlier this year. The overall customer satisfaction score maintained at the same high level as our previous survey in 2008. Each and every suggestion received will be carefully studied and translated into appropriate measures for improvement actions.

We would also like to express our gratitude to our clients for their unfailing support over the years. We take pride to serve as a trusted E&M engineering service partner, dedicated to providing quality services for our clients to meet the rising public expectation.

Outlook

The return on revenue for 2009/10 was impressive given the signing of major projects like the Kai Tak Cruise Terminal, the Guangzhou-Shenzhen-Hong Kong Express Rail Link and energy efficiency projects. Potential projects in the pipeline include a new hospital in Tin Shui Wai, the Hong Kong-Zhuhai-Macao Bridge, the Liantang/Heung Yuen Wai Boundary Control Point, the West Kowloon Cultural District, and the Central-Wanchai Bypass and Island Eastern Corridor Link. However, we must be mindful that many of these projects are one-off projects from the Government to foster the economy.

Still, we expect our future business performance to be stable due to our successful retention of major clients. With a growing number of long term SLAs we have signed lasting three years or more, we can enjoy a healthy level of stability on which we can build a platform for further growth. Three areas in particular offer considerable revenue potential in the coming years: the drive towards a low-carbon economy, which will see the introduction of green initiatives; the application of the Replacement Prioritisation Model for client-based and venue-based asset replacement; and the development of ICT services such as data centre hosting.

Last year was undoubtedly a fruitful year for us, thanks to the hard work of our colleagues who strived to meet our clients' needs. With the new Vision, Mission and Values, our teams are committed to providing customer-focused services and will gear up for the pursuit of new business opportunities that lie ahead. The outlook for the Trading Fund is positive. Rising staff and equipment cost plus inflation will have an impact on our performance, nevertheless, we expect healthy and stable return for the coming years.

Helius K M Ng

Deputy Director/Trading Services, EMSD

