

**INDEPENDENT REVIEW COMMITTEE ON HONG KONG'S  
FRANCHISED BUS SERVICE**

**INDEX OF BUNDLE FOR  
NEW LANTAO BUS COMPANY (1973) LIMITED (“NLB”)  
NLB -1 (SUBMISSIONS)**

<b>No</b>	<b>Document</b>	<b>Date</b>	<b>Page</b>
Letters from IRC to NLB requesting for written submission			
1.	Letters from IRC to NLB	28/03/2018	1-2
2.	Annex I to the Letter <i>“Terms of Reference”</i>	--	3
3.	Annex II to the Letter <i>“Specific Matters to be Addressed in the Submission”</i>	--	4-8
Reply Letter from NLB to IRC			
4.	Reply letter from NLB to IRC	24/04/2018	9
Written Submission from NLB to IRC			
5.	Written Submission from NLB to IRC <i>[The revised page 21-1 was received on 18/12/2018]</i>	04/2018	10 – 25
Letter from IRC to NLB requesting for further written submission			
6.	Letter from IRC to NLB	04/05/2018	26
7.	Annex to the Letter	--	27 – 29
Further Written Submission from NLB to IRC			
8.	Letter from NLB to IRC	17/05/2018	30
9.	Further Written Submission from NLB to IRC	--	31 – 35
Letter from IRC to NLB requesting for further information			
10.	Letter from IRC to NLB	14/06/2018	36
Letter from NLB to IRC providing further information			
11.	Letter from NLB to IRC	15/06/2018	37
12.	Annex to the Letter <i>“Application to Deploy Non-Franchised Buses to Run Franchised Bus Routes on Lantau Island”</i>	--	38 – 39
Letter from IRC to NLB requesting for further information after oral evidence hearing on 19 June 2018			
13.	Letter from IRC to NLB	20/06/2018	40

No	Document	Date	Page
14.	Annex to the Letter	--	41-45
Letter from NLB to IRC providing further information after oral evidence hearing on 19 June 2018			
15.	Letter from NLB to IRC	27/06/2018	46
16.	Item list of NLB's further supplemental information arising from hearing on 19 June 2018	--	47 – 52
Further letter from IRC to NLB			
17.	Further letter from IRC to NLB	29/06/2018	53 – 54
Reply letter from NLB to IRC			
18.	Reply letter from NLB to IRC	04/07/2018	55
19.	Annex to the Letter Extract of Forward Planning Programme (2019-2023) of NLB – Section on Bus Safety	--	56 – 65
Further letter from IRC to NLB			
20.	Further letter from IRC to NLB	05/07/2018	66 – 71
21.	Further letter from IRC to NLB	09/07/2018	72 – 73
Reply letter from NLB to IRC			
22.	Reply letter from NLB to IRC	11/07/2018	74
23.	Item list of NLB's further supplemental information arising from IRC's letter dated 5 July 2018	--	75 – 78
24.	Further reply letter from NLB to IRC	12/07/2018	79 – 80

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香港專營巴士服務  
獨立檢討委員會

香港金鐘道66號  
金鐘道政府合署21樓



Independent Review Committee on  
Hong Kong's Franchised Bus Service

21/F, Queensway Government Offices,  
66 Queensway, Hong Kong

本函檔號 Our Ref.: CSO/IRC-BUS/CR/7-45/5

電話號碼 Tel No.: (852) 2867 5324

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Mr WONG Leung-pak, Matthew, BBS  
Chairman & Managing Director, New Lantao Bus Co (1973) Ltd  
3/F, 8 Chong Fu Road  
Chai Wan  
Hong Kong

28 March 2018

Dear Mr Wong,

**Invitation for Written Submissions for Consideration by the  
Independent Review Committee on Hong Kong's Franchised Bus Service**

The Chief Executive announced on 13 March 2018 that an Independent Review Committee on Hong Kong's Franchised Bus Service (the Committee) had been set up, following the occurrence of the fatal incident on Tai Po Road on 10 February 2018 and other recent serious incidents involving franchised buses in Hong Kong. From the point of view of safety, the Committee is required to examine the operation and management of bus franchises and the related regulatory and monitoring system of franchised buses, so as to make recommendations to the Chief Executive of safety-related measures with a view to sustaining a safe and reliable franchised bus service. The terms of reference of the Committee are set out in Annex I to this letter.

The Committee commenced its work on 28 March 2018. The Committee will, from the point of safety, examine the operation and management of bus franchises under the current legislative, franchise and other contractual requirements, together with any guidelines and/or practices, and examine the present regulatory and monitoring system for franchised buses.

As instructed by the Chairman of the Committee, the Honourable Mr Justice Michael Lunn, I am writing to request your company to provide a written submission to the Committee on the abovementioned matters. Specifically, your company is invited to provide responses to address the issues and questions set out in Annex II to this letter, as well as any other issues and comments that your company wishes to raise.



I should be grateful if the submission of your company could reach the Secretariat of the Committee by 17 April 2018. Please send the submission by hard and soft copies to:

**By post:** Secretariat to the Independent Review Committee on Hong Kong's Franchised Bus Service, 21/F, Queensway Government Offices, 66 Queensway, Admiralty, Hong Kong (*with the envelope specifying the written submission is enclosed*); and

**Via email:** [secretariat@irc-bus.gov.hk](mailto:secretariat@irc-bus.gov.hk) (*with the email heading specifying the written submission is enclosed*)

The information provided in the written submission will be considered by the Committee in reviewing the matters it is directed to consider under the terms of reference of the Committee and in drawing up its recommendations. If necessary, the Committee may invite your company to provide supplementary written and/or oral submissions. Please also be advised that all submissions (including any annexes, appendices and attachments contained therein) will be treated as public information and, at the discretion of the Committee, may be published on the Committee's website.

Yours sincerely,



(CHAN Ping-fai, Peter)

Secretary, Independent Review Committee on  
Hong Kong's Franchised Bus Service

Encl.

**Independent Review Committee on Hong Kong's Franchised Bus Service  
Terms of Reference**

From the point of view of safety, in the light of the fatal accident on 10 February and other recent serious incidents involving franchised buses in Hong Kong:

- (a) to examine the operation and management of bus franchises under the current legislative, franchise and other contractual requirements;
- (b) to examine the present regulatory and monitoring system for franchised buses; and
- (c) in relation to the above, to make recommendations to the Chief Executive on safety-related measures with a view to sustaining a safe and reliable franchised bus service in Hong Kong.

Note:

Issues relating to the causes and liability of persons involved in the fatal accident on 10 February 2018 will be investigated by the Police and fall outside the Committee's terms of reference.

**Specific Matters to be Addressed in the Submission**

*Note: Please provide documents relevant to the issues and questions listed below. Where applicable, the documents should cover the period from 2012 to February 2018.*

**(1) The regulation and monitoring of your company's service**

- (a) Please identify and supply copies of:
  - (i) any guidelines, codes of practice and directions issued to your company by the Transport Department (TD);
  - (ii) any annual reports or similar documents setting out the corporate governance of the franchised bus operators (such as information on corporate structure, board directorship and organisational chart) as well as financial situation;
  - (iii) any codes of practice established by your company;
  - (iv) any codes of corporate and social responsibility published by your company.
- (b) Please indicate if your company has established a Passenger Liaison Group and, if so, please provide details of its rules and its composition and what, if any proposals it has made, indicating whether or not they have been implemented.
- (c) Please indicate if your company has conducted passenger opinion/satisfaction surveys and, if so, provide details of the results of those surveys, indicating whether or not any concerns expressed in those surveys have been addressed or proposals implemented.
- (d) Please identify all records of information that your company is required by TD to make/keep and make available for inspection and/or are submitted to TD by your company.
- (e) What are the ramifications on the earnings of bus drivers and on the finances of the franchised bus operators of the changes to the Guidelines on Bus Captain-Working Hours, Rest Times and Meal Breaks guidelines?

## **(2) Design, build and deployment of Buses**

- (a) How do the design and build of bus compartments, in respect of the following, conform to the stipulated safety requirements: driver's cabin, seats (including their anchoring and use of fire-resilient material), doors and windows, emergency exits, access to upper deck, seat belts (for both the driver and passengers) and seats located at vulnerable positions?
- (b) Are the design and build of buses required passing impact collision tests and tilting tests? If so, at what speeds?
- (c) Are electronic recording device e.g. tachographs/blackboxes and speed limiters installed on all buses? What information from these devices pertaining to monitoring the driving performance of bus captains is captured, and how is the collected information used to enhance driving safety? Are the buses equipped with forward-looking cameras that record and retain the progress of the vehicle?
- (d) Are there any plans to equip buses with new technological aids to enhance driving safety?
- (e) What are the criteria for determining the type(s) of vehicles (e.g. single-decked bus or double-decked bus) assigned to run a certain route? How are road and traffic conditions of such routes reflected in the consideration?

## **(3) Maintenance and inspection**

- (a) What are the stipulated requirements (either by TD or by your company) for annual and periodic maintenance schedule and inspection? For example, are there any requirements or guidelines on the list of items covered in inspection/ maintenance, frequency of periodic inspection/maintenance, staff deployed for each inspection/maintenance, system of recording results of the inspection/maintenance, system/procedures of follow-up actions arising from inspection/maintenance, etc?
- (b) Have the above requirements been strictly and fully complied with?
- (c) Are buses required to return to depot for inspection daily?
- (d) Is there any inspection before a bus starts its service each day?
- (e) Are some buses required to park overnight at bus termini and cannot undergo any inspection at depot and if yes, their number and reasons for not requiring their return to depot after termination of service each day?

#### **(4) Manpower and staff retention**

- (a) Does your company have adequate full-time bus captains to provide proper and efficient service? Is there a need for your company to continuously employ bus captains on a part-time basis to make up for the manpower shortfall and/or to augment the core staff complement to cover special events and absences? Please also furnish the number of bus captains on different employment terms and the extent to which the current staff complement can meet your operational requirements?
- (b) What are the problems encountered in recruiting and retaining bus captains? What are the demands and aspirations of bus captains with regard to staff retention, such as remuneration, working hours, rest time, working environment, etc?

#### **(5) Journey time**

- (a) Has journey time for each route at different times of the day been stipulated? If yes, how and at what level is it determined and has regard been made to road traffic conditions especially during traffic rush hours?
- (b) Has frontline staff (e.g. bus captains, terminal supervisors, etc.) been involved in the stipulation, and if yes, how and if no, why?
- (c) Is there any mechanism to verify periodically that the journey time is still accurate and relevant/realistic?

#### **(6) Rest time**

- (a) What is the stipulated rest time between trips and on what the basis is it determined? Is there any mechanism to verify the accuracy and completeness of any records kept on the rest time?
- (b) Will there be any compensation for rest time if the bus takes a longer journey time than stipulated due to traffic congestion?

#### **(7) Working hours**

- (a) Please set out the current working hour requirements and shift arrangements for bus captains.
- (b) Have any fatigue management measures been put in place, e.g. rotating shifts, allowing adequate rest time between trips, providing rest place at bus terminal, etc? Is there any mechanism to verify the accuracy and completeness of any records kept on the working hours by all drivers?

### **(8) Performance management**

- (a) What monitoring measures have been put in place to ensure proper driving behaviour of bus captains? Are there any systems/tools to monitor bus captains real time? For example, are black boxes or other systems/tools installed on buses feeding real time data on the speed of each bus back to bus headquarters? If yes, how are these data being monitored/handled?
- (b) Have the blackboxes, if installed, been checked at regular intervals? If yes, how frequent, by whom and whether any follow-up actions have been taken if irregularities are identified? If no, why not and does your company have any improvement measures in mind?
- (c) Are there inspectors on board (uniformed or non-uniformed) to check the performance of bus captains? If yes, how does this checking system work?

### **(9) Remuneration packages**

- (a) Please set out the remuneration packages of different categories of bus captains, full-time, part-time, or contract (if any).
- (b) How is overtime worked compensated and at what rate?
- (c) Is there any reward system for bus captains with good performance (and/or with low accident records)?

### **(10) Training and counselling**

- (a) What driving training is provided for newly recruited full-time and part-time bus captains before they are assigned to drive on a specific bus route? What are the details (e.g. duration, format, any assessment on the outcome of the training) and is there any difference between the training for full-time and part-time drivers?
- (b) Will driving enhancement training and safety awareness training be provided for in-service bus captains and those with high accident records and if yes, what are the details in terms of scope and frequency, and the effectiveness of the training?
- (c) Is there any customer services training provided to bus captains to equip them with relevant skills to handle difficult passengers?
- (d) Is there any counselling service provided to bus captains in need?



- (e) Is there any mechanism to identify bus routes that require more driving experience or training specific to that bus route? If yes, what are the details?

**(11) Background checks and penalties for traffic convictions**

- (a) Will background checks be conducted before hiring a bus captain? If yes, what is covered in these checks and how do these checks factor into the hiring or not of a bus captain?
- (b) What internal action (e.g. suspension of driving duties, warnings, dismissal, etc.) will be taken against bus captains convicted of contravention against traffic regulations (whether or not involving casualties)?



**NEW LANTAO BUS CO. (1973) LTD.**  
**新大嶼山巴士(一九七三)有限公司**

A subsidiary of KWON CHUNG BUS HOLDINGS LTD. 冠忠巴士集團有限公司附屬公司

**By Hand & Email**

Our ref.: NLB/L/0030/2018/TD

Your ref.: CSO/IRC-BUS/CR/7-45/5

24 April 2018

Secretariat to the Independent Review Committee  
on Hong Kong's Franchised Bus Service,  
21/F, Queensway Government Offices,  
66 Queensway,  
Admiralty, Hong Kong.

Attn.: Mr. Peter CHAN

Dear Sir,



**Invitation for Written Submissions for Consideration**  
**by the Independent Review Committee on Hong Kong's Franchised Bus Service**

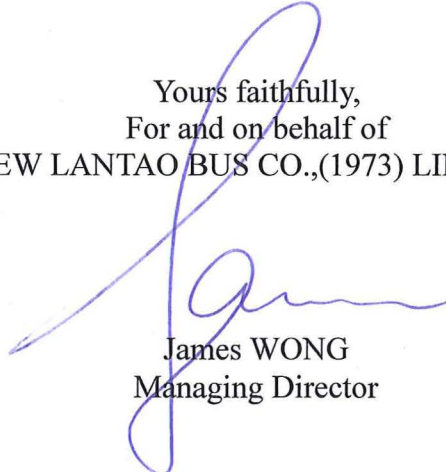
We are writing a reply to your letters dated 28 March 2018 and 13 April 2018 for the captioned subject.

Upon received request of captioned invitation, we hereby attached the written submission for your committee to review and considerations. We have made the best endeavors on completeness of information and records provided, otherwise, the committee can invite our company to provide supplement, either or both, in form of written or oral submissions, if necessary.

Should you have further enquiries, please feel free to contact undersign or Mr. Benny Chan at 2235 3122 or Mr. Billy Wong at 2856 8291.

Thank you for your attention.

Yours faithfully,  
For and on behalf of  
NEW LANTAO BUS CO.,(1973) LIMITED

  
James WONG  
Managing Director

Encl. 1 booklet (Written Submission with Annex)

**Written Submissions for Consideration by the  
Independent Review Committee on  
Hong Kong's Franchised Bus Service**

**Prepared by  
New Lantao Bus Company (1973) Limited**

**April 2018**

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**Written Submissions for Consideration**  
**by the Independent Review Committee on**  
**Hong Kong's Franchised Bus Service**

**Table of Content**

Introduction	1
(1) The regulation and monitoring of your company's service	2
(2) Design, build and deployment of Buses	3
(3) Maintenance and inspection	4
(4) Manpower and staff retention	5
(5) Journey time	7
(6) Rest time	8
(7) Working hours	8
(8) Remuneration packages	9
(9) Training and counselling	10
(10) Background checks and penalties for traffic convictions	11
Annex – Supplement of information	14

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## **Introduction**

In light of the fatal accident on Tai Po Road on 10 February 2018, the Chief Executive announced to set up an Independent Review Committee on Hong Kong's Franchised Bus Service on 13 March 2018, which will examine the present regulatory and monitoring system for franchised buses from view of operation, safety, management. Recommendation of safety related measure will be made to the Chief Executive of providing safe and reliable franchised bus service.

In this connection, New Lantao Bus Company (1973) Limited (NLB), one of the franchised bus operators in Hong Kong, is instructed by the Chairman of the Committee to provide a written submission of responses to address the issues and questions of above matters for their review and considerations.

Our response and information are provided in the following chapters in respected to the sequence of Annex II of your letter dated 28 March 2018. Supplementary information will be remarked and included in Annex of this submission.

Further information will provide subject to further request is received.

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## **(1) The regulation and monitoring of your company's service**

New Lantau Bus Company (1973) Limited (NLB) is one of the franchised bus operators in Hong Kong, provides public bus services on Lantau Island and between Shenzhen Bay Port & North-West New Territories. The management, daily operations and development are strictly regulated by Transport Department (TD) under Public Bus Service Ordinance (Cap 230) and Public Bus Service Regulation (Cap 230A).

Our Franchise and Franchise Commitment, which is the terms and conditions that NLB agreed to commit during the last franchise renewal negotiation, are listed in Annex 1.

Upon franchise requirement, a Fuller Disclosure, which is the information of accounts and operations of bus operator, will be published to the public within five months after the close of each account year. Together with management organization chart, board directorship, corporate governance and corporate & social responsibility (incur in Fuller Disclosure) are listed in Annex 2.

Passenger Liaison Group (PLG) meeting will be held every year to provide a communication channel for passengers and local communities of reflecting their views and comment on our daily service. Prior from year 2015, the meeting is in form of interview between our management and local communities or designated resident representatives. At the beginning of new franchise with effect from 1<sup>st</sup> March 2017, all PLG meetings are open to public and held at bus terminus which serving by our bus routes. Our customer service representatives will present in the location for enquiries and receiving comment from passengers during the meeting as well. The detailed PLG reports during on year 2017 and 2018 are listed in Annex 3.

Passenger Satisfaction Survey (PSS) is conducted annually, with co-operation of local higher education institution (IVE) which provide support of survey methodology, data collection, data manipulate, analysis and reporting. Since our service coverage is in small scale and mainly restricted on Lantau Island, the survey is conduct through face-to-face interview at major bus terminus of our network. The detailed results and reports of PSS are listed in Annex 4.

Multiple records of information, such as route ridership, route occupancy, operating / lost trip, bus breakdown rate, manpower status, vehicle inventory, etc., are reporting to TD continuously for service level monitoring and incident investigation purpose. A computer connecting to our company network is placed in TD office, as such the TD officials can retrieve relevant information up-to-date at anytime. The list of reports required by TD is listed in Annex 5.

A series of discussion with TD in related to revise Guidelines on Bus Captain-Working Hours, Rest Times and Meal Breaks was kick-off since late-2017 and formulated by February 2018. We target all driving duties will comply the new guidelines by 1<sup>st</sup> quarter of 2019. The detail analysis of revised guideline upon latest amendment is listed in Annex 6.



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## (2) Design, build and deployment of Buses

All NLB licensed buses, both pre-owned buses and new buses are common bus model used in Hong Kong. During the vehicle procurement process, we requested vehicles suppliers to supply vehicles must comply standard and requirement of Hong Kong Road Traffic Ordinance, Road Traffic (Construction and Maintenance of Vehicles) Regulations and Franchise commitment given by TD. When new vehicles arrive, the supplier will send it to TD of proceeding “Type Approval” procedure to prove the design, construction and structure is roadworthy. The bus safety features is listed in Annex 7.

Refer to existing arrangement, either pre-owned or new build buses, has performed tilting test during “Type Approval” procedure when they first register in Hong Kong. We have no special request to supplier of both pre-own vehicle and new bus neither conduct collision test nor provide collision test report for our assessment.

Under TD’s regulations and franchise commitment, all our buses (130 licensed buses as on March 2018) are installed electronic recording device and speed limiters. The recording device which called “Electronic Data Logger” (or so called “Black Box”) will record geographic location, speed, brake force, gear and vehicle orientation on every second during bus in operations. This information will send to our backend computing network of our company and retrievable at designed computer in occasion to incident investigation. At present, a random selected 50 trips of Black Box data will be retrieved every month and this random check report will send to TD for their record.

In addition, 11 buses (as on April 2018, Air-conditioned double decker) of our fleet equipped with on-board video recording system which record video image from 8 cameras which located inside and outside the buses, the details are as follows:

Camera Location	Video Capture Area
1. Saloon mirror of lower deck	Lower deck saloon
2. Rear wall at back of driving console	Bus Front with Entrance Door
3. Ceiling of exit door	Luggage Rack
4. Ceiling of exit door	Exit Doorway and Exit Door
5. Near left external mirror	Left side of the bus face to rear
6. Near right external mirror	Right side of the bus face to rear
7. Ceiling of staircase	Staircase
8. Bus front of upper deck	Upper deck saloon

The live and recorded video can be retrieved remotely at designed computer in our office when the bus main switch is on. In normal situation, the video files will be kept in on-board storage device for about 10 days, subject to bus operating hours.

Through our in-house information technology team, we planned to develop an exceptional report system of using “on-bus” Black Box data log to generate reports actively to spot any bus captain with potential hazard of their driving habit.

There are multiple factors to determine bus type deployment in designated route, include passenger capacity, operation efficiency, mechanical limitation, TD requirement etc.

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Over 50% of our fleet is coach type buses which is high floor to tackle road constraint in Lantau South area, especially on Keung Shan Road, Shum Wat Road and Tai O Road where the road profile and height clearance are not ideal for low-floor double deck bus operations.

Recently, to cater continuous growth of passengers demand in Tung Chung Town and Shenzhen Bay network, double deck low floor bus is utilized to serve our passenger demand with better operation efficiency. As per existing fleet constituent, about 15% vehicle is double deck low floor buses.

Rest of our fleet of about 35% vehicle is single deck low floor bus, which purchase at earlier time upon new development of Tung Chung Town and commencement of Shenzhen Bay Port between 1990s and 2000s. Through bus scrapping and replacement programme, this type of buses will be replaced by new double deck low floor bus in the coming years.

### **(3) Maintenance and inspection**

All buses of NLB will arrange to conduct annual inspection, called Certificate of Roadworthiness Examination (COR), which is a mandatory requirement for renew vehicle licence and comply with traffic regulations. TD will send Motor Vehicle Examiner to our Siu Ho Wan Depot of conducting the said examination, and Certificate of Roadworthiness (COR) will be issued when the inspected vehicles are satisfy of its condition and roadworthiness.

Apart from COR, monthly inspection (MI) will be conducted in monthly bases which our bus will recall to depot as well for periodic check. The inspection and after repairs are covered the following area:

1. Any operational defects on the electrical system including lighting system, windscreen wiping system, air conditioning system; as well as electronic control and warning system;
2. Any defects on driver and passenger seats, seat belt operation, all rearview mirrors fixation and operation;
3. Brake efficiency test by rolling tester;
4. Tire wear, tire pressure and tire operating condition;
5. Steering system operation condition. Example: ball joints and steering mechanism etc.
6. Any loosening on the fixations of components on the chassis and bus body;
7. Any leakage of operational fluid and air in the vehicle components, example:

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- compressed air for air brake system;
  - lubrication oil for engine and cooling fan drive, gearbox, retarder and final drive;
  - coolant for engine and cooling systems; and
  - brake fluid for hydraulic brake system (if any) etc.

The bus examination items of MI and COR as listed in Annex 8.

All the checking above is conducted by registered technician, with appropriated training and job supervising system. The records of bus maintenance, include parts, consumables, responsible personnel, job hours, etc., are recorded and stored in our company's network of "Workshop Maintenance System".

Since COR Examination is a mandatory requirement of bus licence renewal, the inspection schedule and inspections items are strictly and fully complied with the requirement and regulated by TD.

Refer to bus maintenance schedule, our buses will return to our depot / workshop once a month for monthly inspection and maintenance. From view of operation efficiency, depot area restriction, limitation of depot throughput, manpower allocation, mechanical durability, etc., it is not essential to arrange bus return to depot everyday for mechanical check.

At normal circumstance, the instrument panel of dashboard will emit respective warning signal if vehicle system detect any abnormal situation. Bus captain can refer to the warning signal and take respective action instantly, include ask for mechanical support or recall to depot for further checking.

As usual, our bus captain will conduct simple check (i.e. simple brake test, tire conditions, bus body condition, instrument warning signal, etc.) to prove the bus is fit for service before they operate every day.

After a daily operation, our buses will be arrange to refuel and bus body wash at depot area. Due to the space availability restriction, limited number of bus will park at depot and most of our buses, about 78%, will park at designated parking site or bus terminus until next operating day. From view of operation efficiency and depot area restriction, it is not necessary to arrange all buses park at depot overnight.

#### **(4) Manpower and staff retention**

Our manpower is almost be maintained in reasonable level in recent years. Meanwhile, we are continuing to recruit new bus captain to cater conventional turnover due to retirement, resign, separate or other reasons. The shortfall of manpower will occur at 2<sup>nd</sup> half of 2018 due to additional manpower requirement of operating new bus routes, e.g. Hong Kong Port of the Hong Kong – Zhuhai – Macao Bridge and additional services of serving Tung Chung Town. The detail of our manpower status is listed below:

Yearly Average	Scheduled No. of Bus Captains (FTE) requirement	Available No. of Bus Captains			Surplus (+) / Shortage (-) of Bus Captains (FTE)
		Full Time	Part Time	Total (FTE)	
2012	145	134	13	137	-8
2013	145	133	18	139	-6
2014	149	138	21	145	-4
2015	151	145	26	153	+2
2016	154	152	45	167	+13
2017	162	165	53	183	+21
2018 (until Feb)	184	173	50	191	+7

(\*Remark: To quantify full time and part time bus captain requirement in same measurement, Full Time Equivalent (FTE) ratio is adapted. Agreed with TD, the FTE ratio of “3” is used in NLB, that means 3 part time bus captain workload is equal to 1 full time bus captain workload.)

To cater Saturday, Sunday and Public Holiday upsurge passenger demand in our network, agreed with TD, we hire at least 30 non-franchised bus with bus captain from our contractor on every weekends, and this surplus of bus is almost 25% extra of our fleet. During special event and occasion, such as summer holiday and suspension of Ngong Ping Cable Car service, we can grant a right from TD to hire extra non-franchised buses.

This operations arrangement is already proved as effective measure under the situation of great passenger demand contrast between weekdays and weekend from view of better resources utilization.

It is a challenging task of bus captain recruitment in Hong Kong, especially after the effective of minimum wage regulations, which boost up wages level of jobs which require lower technique and knowledge, compare with bus captain working conditions require shift duty, somehow the reporting location is remote from downtown, require passenger handing technique and possess of driving license.

The job requirement of bus captain is demanding and working conditions are dynamic, which regarded as less attractive job. To enhance job attractiveness and retain existing bus captain, a part from wages and welfare package adjustment, our company is developing some measures, include but not limited to the following items of enhancing their job satisfaction:

1. Convenience of report duty – arrange bus parking location near bus captain’s correspondence or resident location as best as possible to reduce travel time when bus captain sign-on or sign-off from work.

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2. Freedom of date of annual leave selection – allow bus captain to select the date for annual leave by their own preference when manpower is available.
  3. Career path – opening of outbound management staff (i.e. regulator, patrol inspector, operations controller) for bus captain apply to develop their career in bus industry when their working ability is viable.
  4. Upgrading device and streamline procedure – adapt new technology and design in “on-bus” device (i.e. automatic bus stop announcement system, active rear axle steering system ) and daily operation procedure (i.e. bus captain daily record by means of mobile app) to reduce manual procedure and promote ease of workload.
  5. Job training enhancement – input extra resource and utilize technology to provide additional training session in order promote working ability and job confidence.
  6. Communication channel – office management team will visit terminus for direct communication to outbound staff with non-fixed schedule, provide opportunity to express their views and comment on their daily work.

During the years, we are actively resourcing manpower from different means, such as joining career day organized by Labour Department and local charity communities, job referral award scheme, provide more convenient way for enquiry and application through email and mobile app, etc. Together with employment condition improvement as mentioned in previous paragraph, we believe these measures can strengthen our manpower resourcing status and maintain our service level in effective way.

## **(5) Journey time**

Journey time of each route is determined by multiple factors include actual bus travel time, headway of timetable and manpower availability. Since our bus operations within Lantau Island and North-West New Territories, where are not often be affected by traffic congestion and road incident, such that our planning of journey time adapt a simple practices with less variant among the entire operating day. This arrangement is regarded as effective as our lost trip rate usually maintain in low level as 0.43% (2017 figure).

The effectiveness of planned journey time is reflected by our operation record and lost trip rate record. The trip record include departure time, vehicle registration mark, bus captain name are recorded by terminus regulator in our online-base computer system. And the lost trip rate record is closely monitor by TD as well to ensure our service is operated in appropriate and effective manner.

Terminus regulators have right to regulate any departures which cannot comply with our scheduled time table (i.e. extended journey time due to traffic incident, bus breakdown,

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adverse weather condition, etc.) to minimize occurrence of lost trips and maintain our service in reasonable service level.

We have a regular channel provide to frontline staff of reflecting operations discrepancy, include the occurrence of insufficient journey time, to operation team and further verification will conduct as soon as possible. The journey time will be revised subject to time table design and resources availability.

## **(6) Rest time**

Rest time between trips is determined by multiple factors include actual bus travel time, headway of timetable and manpower availability. Since there is a great contrast of service level in different routes under our operations, the rest time between trips would be vary by routes and different period on the same operating day.

To provide operations flexibility due to limited resource of our operations, we have no strict rule to stipulate rest time from view of each bus trips. However, the entire bus duties among our operations are complied with “Guideline on Bus Captain Working Hours, Rest Times and Meal Breaks” which established by TD. The guideline already restrict bus operator to arrange

Refer to our existing arrangement, any situation (include traffic congestion, etc.) which cause time penalty of bus captain short rest break in a consecutive driving duty (Guideline (3)), rest time compensation will be given to the concern bus captain.

In addition, our regulators have right to adjust the departure time which allow bus captain delay to operate next trip with sanitary purpose if the bus captain request.

## **(7) Working hours**

Our bus captain driving duties are complied with “Guideline on Bus Captain Working Hours, Rest Times and Meal Breaks” which, established by TD, already restrict working hour requirement and shift arrangement for bus captains. At the same time, TD require our company to report bus captain working hours arrangement, include actual and schedule total working hours, average working hours per driver, etc. with information in monthly reporting bases. Any discrepancy and irregularity are require explanation to TD with reasonable cause and remedial measures, otherwise warning letter will be issued.

Refer to our existing arrangement, most of our bus captains are working on fix duty which no necessary to change shift during their service. A limited number of bus captains of about 6 (4.4% of NLB full time bus captain) are designated for leave reserve and spare purpose, and those duties are in shift pattern with restriction of bus captain working guideline as mentioned above.



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In our major service hub such as Tung Chung Town Centre Bus Terminus, Mui Wo Ferry Pier Bus Terminus, Ngong Ping Bus Terminus and Yuen Long Station Bus Terminus, driver rest facilities are provided such as air-conditioned indoor environment with seats and sanitary facilities in the said locations, which allow our bus captain to have better environment for short break after each trips.

At the same time, any departure time adjustment will be recorded by terminus regulator with reasons of adjustment (i.e. late return of bus cause by traffic congestion, that said any actual working hours information will be recorded. And these information can cross check with our scheduled working hours for spotting the discrepancy and identify the reasons behind.

## **(8) Performance management**

All licensed buses are installed Electronic Data Logging system (so called “Black Box”) which record geographic location, speed, brake force, gear and vehicle orientation on every second during bus in operations. These data will also feedback to our company computing network when bus operates, that said we can use this function to monitor our bus captain in real-time situation. However, the data retrieval and performance monitoring are manual process, we conduct real-time monitoring when complaint and incident are reported for investigation.

In-bus close circuit TV video may also be retrieved in real-time to monitor the bus captain or passenger situation in restricted to emergency and security purpose.

As per commencement of 2<sup>nd</sup> generation Black Box system in late-2017, it provides lowest level of raw data of its data log. Additional application such as generation of exceptional report of vehicle speed at certain location is not included. We are now developing our in-house software to provide such information for bus captain performance monitoring purpose. At present, we will check and consolidate the raw data from data log manually upon traffic incident and passenger complaint investigation.

Secret check of bus captain performance by means of “Mystery Passenger” is conducted in monthly basis. A member of non-uniformed office staff will conduct a ride check on a random selected date, and the staff will check the items on our provided check-list to review service quality from view of general passenger. The ride check report will follow-up by operations team and consider to take any discipline actions on concerned bus captain if necessary. A sample check list for “Mystery Passenger” to record is listed in Annex 9.

## (9) Remuneration packages

Refer to our existing bus captain salary arrangement, there are 3 types of bus captain serving for NLB, the constituent of salary by each bus captain type are listed below:

Salary Constituent	Lantau Group			Shenzhen Bay Group
	Full Time	Part Time (Daily terms)	Part Time (Hourly terms)	Full Time
1. Basic salary	\$6,400 <sup>(1)</sup> (monthly, 9 hours duty per working day)	\$565 (per weekday, minimum 9 hours) OR \$625 (per weekend, minimum 9 hours) OR \$675 (per Sunday & PH, minimum 9 hours)	\$76 (hourly salary, minimum 2 hours)	\$6,000 <sup>(2)</sup> (monthly, 12 hours duty per working day)
2. Duty allowance	\$230 (per working day)	N/A	N/A	\$240 (per working day)
3. Safety bonus	\$1,700 (monthly)	\$30 (daily)	N/A	\$2,200 (monthly)
4. Attendance bonus	\$750 (monthly)	N/A	N/A	\$750 (monthly)
5. Saturday, Sunday, Public Holiday bonus	\$200 (per working day)	N/A	N/A	N/A
6. Rest day work allowance	\$625 (per working day)	N/A	N/A	\$645 (per working day)
7. Over time allowance (from 1 <sup>st</sup> to 4 <sup>th</sup> hour) (after 4 <sup>th</sup> hour)	\$73 \$146	(Average hourly rate, divided by 9 hours, respect to day type)	N/A	\$73
8. Shuttle allowance	N/A	N/A	N/A	\$90 (per working day)
9. Cleaning bonus	N/A	N/A	N/A	\$1,000 (monthly)

\* Remark: Basic salary is subject to length of service of bus captain as below:

Length of Service of Full Time Bus Captain	*Basic Salary	
	Lantau Group <sup>(1)</sup>	Shenzhen Bay Group <sup>(2)</sup>
Less than 1 year (0-12 months)	\$6,400	\$6,200
1-3 years (13-48 months)	\$6,700	\$6,400
4-6 years (49-84 months)	\$6,900	\$6,600
7-9 years (85-120 months)	\$7,100	\$6,800
10 years or above (121 months above)	\$7,400	\$7,000

## (9) Remuneration packages

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7. Over time allowance (from 1 <sup>st</sup> to 4 <sup>th</sup> hour) (after 4 <sup>th</sup> hour)	\$73 \$146	(Average hourly rate, divided by 9 hours, respect to day type)	N/A	\$73
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9. Cleaning bonus	N/A	N/A	N/A	\$1,000 (monthly)

\* Remark: Basic salary is subject to length of service of bus captain as below:

Length of Service of Full Time Bus Captain	*Basic Salary	
	Lantau Group <sup>(1)</sup>	Shenzhen Bay Group <sup>(2)</sup>
Less than 1 year (0-3 months)	\$6,400	\$6,000
Less than 1 year (4-12 months)		\$6,200
1-3 years (13-48 months)	\$6,700	\$6,400
4-6 years (49-84 months)	\$6,900	\$6,600
7-9 years (85-120 months)	\$7,100	\$6,800
10 years or above (121 months above)	\$7,400	\$7,000

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The overtime work is defined as working hours beyond their basic duty working time (9 hours), and the overtime rate of Full Time bus captain is fixed as \$73 in 1<sup>st</sup> to 4<sup>th</sup> hour, and hourly rate of \$146 after 4<sup>th</sup> hour. The overtime rate of Part Time bus captain (Daily Terms) is fixed as \$73 hourly as well.

An extra safety bonus of \$450 will be offered to full time bus captain at each year quarter, subject to those Safety bonus has not be deducted during the same service period.

## **(10) Training and counselling**

After applicant pass their medical check, traffic conviction record and driving test, a 5 days of Induction Training will be offered before put on duty to serve passengers. Since we accept applicant with bus driving licence (class 4, 5, 9, 10, 17) only and they are already eligible to drive bus.

Newly recruited bus captains receive a series of training courses which focus on handling a bus, awareness and safe driving techniques, road regulations, bus parking, bus types, and familiarization with bus routes and emergency incident handling, as well as customer service skills. The detail of training schedule for newly recruited bus captain is listed in Annex 10. Same training content and duration will be provided for bus captain of both full-time and part-time employment condition. Newly recruited bus captain must complete the captioned a series of training courses and pass our driving instructor driving assessment before put on duty to serve passengers. Extended days of training session may consider, subject to driving instructor assessment if necessary.

Under our operations, the bus routes go via Lantau South (include Tung Chung Road, Lantau South Road, Keng Shan Road, Sham Wat Road, Ngong Ping Road, Tai O Road, etc.) are regarded as experienced route.

Since the roadway at South Lantau (road sections at south of Shek Mun Kap roundabout) is closed road, general drivers are not allow drive into the area unless they have applied closed road permit from TD. A part from local registered vehicles and permit for buses, TD offered 25 quotas of Lantau Island closed road permit open for public application that the majority are less familiarized with Lantau South by their own means.

At the same time, the road conditions are narrow and hilly in Lantau South, additional road training is required. In our conventional arrangement, subject to driving history of new entry bus captain and driving instructor recommendation, at least additional 1 day of driving training will be offered for road familiarization in Lantau South.

Refer to our training schedule, Refresher Training will be provided to all bus captains for every 3 years which aim to enhance their passenger service level and safety awareness.

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Customer services training is included in both Induction Training and Refresher Training. The content is included but not limited to handling passengers in different occasion with case study, passenger with disabilities, etc.

Bus captains who are involved in serious traffic accidents will be suspended from driving duty and referred to receive professional counselling service. Ancillary Training will also be arranged for them. To prevent similar traffic accidents from recurring, Ancillary Training course includes defensive driving concepts, case studies, experience sharing and assessment.

Counselling service is provided by means of 24 hours hotline, provided by “Vital Employee Service Consultancy” (a service agency under management of “Christian Family Service Centre”). The sector is regarded as an experienced counselling service provider of provide counselling and critical incident stress management in Hong Kong. Every NLB employee can use this counseling service free of charge individually.

For those bus captain who suspicious from mentally attention, due to family issue, work relationships, witness of disaster, etc., our management will refer the personnel to the said counselling service for further assist.

## **(11) Background checks and penalties for traffic convictions**

Refer to our existing bus captain employment procedure, the applicants after passing our interview and past employment verification, they are requested to conduct medical check and submit traffic conviction history records for application considerations.

The medical check, which includes chest examination, eyesight, hearing, diabetes, blood pressure, blood and urine tests, will conducted at designated clinic and laboratory, and the results to be certified by a doctor to ensure the condition of applicant is fitness to carry out driving duty. On the other hand, annual medical check is also apply on all of our existing bus captains who aged 50 or above for the same purpose.

The provision of traffic conviction history record is by means of presenting “Certificate of Traffic Conviction Records”, “Certificate of No Recorded Traffic Conviction” and “Driving-offence Points Record” which they can apply from office of Central Traffic Prosecutions Division of Hong Kong Police.

If applicant is found 8 points or more is deducted in last 2 years, our management will go in details of their offence type and may not consider their job application. For any suspicious application of their employment history, further information will seek from their former employer to make sure the information provided by applicants is true and complete.

In the case of certificate shows offense of dangerous driving, drink driving, drug driving, race or trial of speed, application will not be considered in principle.



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Meanwhile, we request all bus captains and any staff with driving duty, no matter they are full time staff or not, to compulsory declare their driving-offence point record annually and report to company when their point records are changed. A random cross-check will be conducted to make sure the information provided by staff is true and complete.

For bus captain convict any traffic offences or involves in any traffic incident during their service, the following discipline action, when charged, will be taken:

<b>Offence</b>	<b>Discipline action</b>
1. Fail to comply with traffic sign, excess speed limit, fail to comply with traffic signal	Written warning, forced to attend in-house Ancillary Training when same level of offence is convicted again within 3 months
2. Drive under influence of drink or drug	Suspension of service from incident date to at least 3 days, with written warning
3. Traffic accident causing injuries	Suspension of service for 7 days and forced to attend in-house Ancillary Training
4. Traffic accident causing death and / or serious damage to any properties	Dismissal

Appeal procedure will provide to bus captain who have counter evidence or judgment of not guilty of concerned case.

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## **Annex (Supplement of information)**

Annex 1	Franchise, Franchise Commitment
Annex 2	Fuller Disclosure, Organisation Structure, Board Directorship, Corporate Governance, Corporate Social Responsibility
Annex 3	Passenger Liaison Group Meeting Reports
Annex 4	Passengers' Satisfaction Survey Reports
Annex 5	Information and Records List to TD
Annex 6	Bus Captain Guideline Changing Assessment
Annex 7	Bus Safety Features and Standard List
Annex 8	Bus COR and MI Check List
Annex 9	Mystery Passenger Check List
Annex 10	Bus Captain Training Schedule

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香港專營巴士服務  
獨立檢討委員會

香港金鐘道 66 號  
金鐘道政府合署 21 樓

本函檔號 Our Ref.: CSO/IRC-BUS/CR/7-45/5  
來函檔號 Your Ref.: NLB/L/0030/2018/TD



Independent Review Committee on  
Hong Kong's Franchised Bus Service

21/F, Queensway Government Offices,  
66 Queensway, Hong Kong

電話號碼 Tel No.: (852) 2867 5324  
傳真號碼 Fax No.: (852) 3104 0254

4 May 2018

Mr James Wong  
Managing Director  
New Lantao Bus Co (1973) Ltd  
3/F, 8 Chong Fu Road,  
Chai Wan  
Hong Kong  
(Fax: 2984 8812)

Dear Mr WONG,

**Written Submissions for Consideration by the  
Independent Review Committee on Hong Kong's Franchised Bus Service**

The Committee thanks you for the helpful submissions, together with the accompanying annexures, received by the Committee on 24 April 2018. However, the Committee seeks further detailed information in respect of some of the matters addressed in those submissions and invites you to provide further written responses to the issues raised and questions posed in Annex.

I should be grateful if that information could reach the Secretariat of the Committee by 18 May 2018.

Yours sincerely,

(CHAN Ping-fai, Peter)  
Secretary, Independent Review Committee on  
Hong Kong's Franchised Bus Service

Encl

## Annex

1. In the table set out in paragraph 4 of the written submissions, addressing the topic of “Manpower and staff retention”, it is stated that in 2017 New Lantao Bus Company (1973) Ltd (“NLB”) employed 165 full-time bus captains and 53 part-time bus captains.
2. Please confirm, if it is the case, that NLB describe a bus captain as “part-time” if he is employed other than as a full-time bus captain. If not, how does NLB determine a bus captain to be a part-time employee?
3. (a) Please provide details of the information, if any, required of part-time bus captains at the time of their recruitment and/or whilst employed as part-time bus captains of the nature of any other employment that they may have or may enter into whilst employed as a part-time bus captain of NLB.  
  
(b) If that information is required, are records compiled of the information? If so, please provide copy samples of such documents. If so, if the part-time bus captain’s other employment is that as a driver of a motor vehicle, what, if any, information is obtained and recorded as to the hours worked in that employment? If such records are made, please provide copy samples of such documents. If that information is obtained what, if any, steps are taken to ensure that a part-time bus captain has the requisite off-duty break between successive duty shifts? If any of the above records are compiled, are any of them made available to the TD? If so, please describe how that is done and, if done in writing, please provide copy samples of such documents.
4. In paragraph 6 of your written submissions, under the heading “Rest Time”, it is stated that:

“To provide operations flexibility due to limited resources of our operations, we have no strict rule to stipulate rest time from view of each bus trips. However, the entire bus duty among our operations are complied with “Guideline on Bus Captain Working Hours, Rest Times and Meal Breaks” which established by TD.”
5. Please provide copy sample documents of NLB’s records and records provided to TD illustrating how NLB complied with those guidelines.
6. In paragraph 8 of your written submissions, under the heading “Performance Management”, it is stated that:

“All licensed buses are installed Electronic Data Logging system (so-called “Black Box”) which record geographic location, speed, brake force, gear and vehicle orientation on every second during bus in operations. These data will also feedback to our company competing network when bus operates, that said we can use this function to monitor our bus captain in real time situation. However, the data retrieval and performance monitoring are manual process, we conduct real-time monitoring when complaint and incident are reported for investigation.”

7. (a) Please confirm, if it is the case, that the TD requires NLB to install a “black box” system in its buses. If so, how was that requirement articulated? If it was in writing please provide a copy of the document.
- (b) Please provide a detailed description of the data retrieval process and the resulting performance monitoring. Please provide copy sample documents illustrating those processes. Is the resulting information provided to the TD and, if so, is it provided in written form? If so, please provide copy sample documents of such reports to the TD.

8. It is asserted elsewhere in paragraph 8 of the written submissions that:

“As per commencement of second-generation Black Box system in late-2017, it provides lowest level of raw data of its data log. Additional application such as generation of exceptional report of vehicle speed at certain location is not included. We are now developing our in-house software to provide such information for bus captain performance monitoring purpose. At present, we will check and consolidate the raw data from data log manually upon traffic incidents and passenger complaints investigation.”

9. Please confirm, if it is the case, that the Electronic Data Logging system provides data to permit NLB to “monitor our bus captain in real-time situation”, but that is not done at present by NLB because NLB does not have the appropriate software to do so. If not, please explain why the data are not used to monitor the performance of bus captains in real-time.

10. In paragraph 10 of the submissions, under the heading “Training and counselling”, it stated that:

“Under our operations, the bus routes go via Lantau South (include Tung Chun Road, Lantau South Road, Keng Shan Road, Sham Wat Road, Ngong Ping Road, Tai O Road etc.) are regarded as experienced route.”

11. Please provide details of what is meant by the phrase “experienced route”. Does NLB operate a system where only particular bus captains are deployed to drive buses on an “experienced route”? If so, please provide details of how such a route is designated and how it is determined to deploy a particular bus captain on such a route. Are records made of the designation of such routes and the identification of bus captains who may be deployed to drive on those routes? If so, please supply sample copy documents.

12. Subsequently in paragraph 10 of the submissions, it is stated that:

“Customer services training is included in both induction training and refresher training. Content is included but not limited to handling passengers in different occasion with case study, passengers with disabilities, etc.”

13. Please provide details of the training that is given to bus captains in “handling passengers in different occasion with case study”. In the recruitment and in the induction and refresher training of bus captains is any assessment made of the abilities of a particular bus captain to respond to stressful situations, including dealing with difficult and abusive passengers? If so, how is that assessment made?

14. Having stated that all NLB employees have access to “...counselling and critical incident stress management”, paragraph 10 of the submissions concludes with the statement that:

“For those bus captain who suspicious from mentally attention, due to family issue, work relationships, witness of disaster, etc, our management will refer the personnel to the said counselling service for further assist.”

15. Please provide details of how management assesses that a particular bus captain requires such assistance. Is the issue addressed in any of NLB’s Codes of Practice, Human Resources Manuals or elsewhere? If so, please provide copies of such documents. Are there records compiled by NLB of the identification of such bus captains, their referral for counselling and any follow-up action? If so, please provide sample copy documents.

- End -



**NEW LANTAO BUS CO. (1973) LTD.**  
**新大嶼山巴士(一九七三)有限公司**

A subsidiary of KWONG CHUNG BUS HOLDINGS LTD. 冠忠巴士集團有限公司附屬公司

**By Post & Email**

Our ref.: NLB/L/0037/2018/TD

Your ref.: CSO/IRC-BUS/CR/7-45/5

17 May 2018

Secretariat to the Independent Review Committee  
on Hong Kong's Franchised Bus Service,  
21/F, Queensway Government Offices,  
66 Queensway,  
Admiralty, Hong Kong.

Attn.: Mr. Peter CHAN

Dear Sir,

**Written Submissions for Consideration by the  
Independent Review Committee on Hong Kong's Franchised Bus Service**

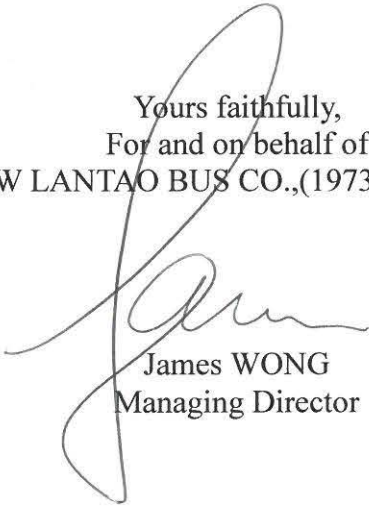
We are writing a reply to your letters dated 4 May 2018 for the captioned subject.

Upon received further request of detailed information, we have prepared our input in the attached table with respective supporting documents at Annex section as well. Nevertheless, we have made the best endeavors on completeness of information and records provided, otherwise, the committee can invite our company to provide further supplement, either or both, in form of written or oral submissions, if necessary.

Should you have further enquiries, please feel free to contact undersign or Mr. Benny Chan at 2235 3122 or Mr. Billy Wong at 2856 8291.

Thank you for your attention.

Yours faithfully,  
For and on behalf of  
NEW LANTAO BUS CO.,(1973) LIMITED

  
James WONG  
Managing Director

Encl. 25 Pages (with Annex)



**Item list of NLB further supplement of information in respect to Annex of IRC  
w itten request with letter dated 4 May 2018**

IRC enquiries	NLB input
<p>Para 2 – Please confirm, if it is the case, that NLB describe a bus captain as “part-time” if he is employed other than as a full-time bus captain. If not, how does NLB determine a bus captain to be a part-time employee?</p>	<p>Refer to our existing employment arrangement, no matter he/she is employed other than as full time bus captain in other companies or not, they are regarded as part-time bus captain in our company.</p> <p>Generally speaking, part-time bus captain can work as more freedom of working days but with less welfare entitlement and different salary structure, while full time bus captain require higher attendance requirement with more welfare entitlement and different salary structure. When applicants apply our bus captain vacancy and they are unemployed at the moment, they have freedom to choose employment terms either part-time or full-time employment subject to their own decision.</p>
<p>Para 3 (a) – Please provide details of the information, if any, required of part-time bus captain at the time of their recruitment and/or whilst employed as part-time bus captains of the nature of any other employment that they may have or many enter into whilst employed as a part-time bus captain of NLB.</p>	<p>At the time of bus captain recruitment, we require the applicant to submit their past and existing employment background in the application form for our considerations. You can refer to page 2 of job application form in Annex 1 of the attachment.</p>
<p>Para 3 (b) – If that information is required, are records compiled of the information? If so, please provide copy samples of such documents. If so, if the part-time bus captain’s other employments is that as a driver of a motor vehicle, what, if any, information is obtained and recorded as to the hours worked in that employment? If such records are made, please provide copy samples of such documents. If that information is obtained what, if any, steps are taken to ensure that a part-time bus captain has the requisite off-duty break between successive duty shifts? If any of the above records are compiled, are any of them made available to the TD? If so, please describe how that is done and, if done in writing , please provide copy samples of such documents.</p>	<p>We require applicant to submit their past and existing employment information in the application form for our considerations. During the recruitment process, we will explain to applicant, no matter he/she apply for part-time or full-time bus captain vacancy, their working arrangement is regulated by the “Guidelines of bus captain working hours, rest time and meal breaks” and verbally convey to part-time bus captain applicant that they have to ensure sufficient rest time and separation time from other external employment.</p> <p>Meanwhile, TD closely monitor the staff management status, include new employ, turnover, retirement of bus captain number in monthly bases but not necessary to submit detail information of bus captain’s other employment for record or examination.</p>

**Item list of NLB further supplement of information in respect to Annex of IRC  
written request with letter dated 4 May 2018**

IRC enquiries	NLB input
<p>Para 5 – Provide sample documents of records and records provided to TD illustrating our bus captain’s duty rest time arrangement complied with the guidelines.</p>	<p>At present, there are 3 types of bus captain working and rest time checking reports has provided to TD, 1) Monthly Report on Scheduled and Actual Compliance with Guidelines on Bus Captains’ Working Hours, Rest Times and Meal Breaks, 2) An ad-hoc base On-board survey to check NLB's driver rest time, and 3) An ad-hoc base Survey on Franchised Bus Captains' Working Hours (Guidelines B &amp; D). Please refer to Annex 2A, 2B &amp; 2C of the attachment for the sample of these report form respectively. Other than monthly report, rest of the reports are conducted base on the survey date and/or driver staff number provided by TD and NLB require to provide respective driving duty information accordingly.</p>
<p>Para 7 (a) – Please confirm TD requires NLB to install a “black box” system in our buses, and provide a copy of the document of showing its requirement.</p>	<p>Transport Department has issued a requirement of electronic data recording device at year 2003 which mention the basic requirement of information to be provided by “black box” system and the system is to be a mandatory requirement in all new buses when it first register in Hong Kong since 1<sup>st</sup> July 2004. Please refer to Annex 3 in the attachment for a copy of said TD requirement. At present, all licensed buses under NLB are already installed black box system.</p>
<p>Para 7 (b) – Please provide a detailed description of the data retrieval process and the resulting performance monitoring. Please provide copy sample documents illustrating those processes. If the information provided to the TD, please provide copy sample documents of the report to TD</p>	<p>The black box data is presented by a map interface showing the bus location with respective latitude, longitude, speed and orientation information. Our staff can access this information through a computer interface in company, by inputting registration mark and incident time period (date, time, minutes, seconds). Once the information is retrieved, a screen capture will be saved and provide to TD through email when necessary. Please refer to Annex 4 for sample of black box data. Meanwhile, NLB is required to submit a monthly report in related to bus safety, which include routine and ad-hoc check of black box data. Please refer to Annex 5 for sample of the monthly report of bus safety items.</p>

**Item list of NLB further supplement of information in respect to Annex of IRC  
written request with letter dated 4 May 2018**

IRC enquiries	NLB input
<p>Para 9 – Please confirm the black box system permitted to monitor bus captain driving habit in real-time situation but we have no appropriate software to do so. Explain why the data are not used to monitor the performance of bus captains in real-time.</p>	<p>Refer to our existing black box system, it can record multiple bus operations information, which includes geographical location, speed, orientation, gear, door, bell push, etc. by every second. To record and manipulate all these large number of data, it is require heavy capital investment of data transmission, data storage system and sophisticated software to do so. At the time being, is it not a mandatory requirement for franchise bus operator to perform real-time bus captain performance monitoring by black box system, and the utilisation of technology to perform real-time bus captain monitoring is subject to each operator’s operations needs and financial affordability.</p>
<p>Para 11 – Please provide detail meaning of “experienced route”. Does NLB operate a system where only particular bus captains are deployed to drive buses on an “experienced route”? Please provide details of how such a route is designated and how it is determined to deploy a particular bus captain on such a route. Are records made of the designation of such routes and the identification of bus captains who may be deployed to drive on those routes? Please supply sample copy documents.</p>	<p>Experience route means the road conditions with narrow carriageways and with lots of bends in Lantau South, such as routes to Tai O (Routes 1, 11 and N1), Ngong Ping (Route 1R, 2, 21 and 23), Pui O (Route 3R), Shek Pik (Route 11A) and Mui Wo Ferry Pier (Route 3M, 4, A35 and N35).</p> <p>We have require additional two days Lantau South road training for bus captain. Lantau South route training required the bus captains to have behind-the-wheel practice with instructor-to-trainee ratio at 1:2 or 1:3. Bus captains focus on handling a bus, awareness and safe driving techniques, and familiarization with bus routes.</p> <p>After completing Lantau South road training, the performance of bus captain will be assessed by our driving instructor. If the performance is not satisfactory, further road training day will be provided. After passing the assessment, they are then assigned to the routes that they have been trained.</p>

**Item list of NLB further supplement of information in respect to Annex of IRC  
written request with letter dated 4 May 2018**

IRC enquiries	NLB input
<p>Para 13 – Please provide details of the training that is given to bus captains in “handling passengers in different occasion with case study” In the recruitment and in the induction and refresher training of bus captains is any assessment made of the abilities of a particular bus captain to respond to stressful situations, including dealing with difficult and abusive passengers? If so, how is the assessment made?</p>	<p>We had assigned bus captain to attend the following course:</p> <ol style="list-style-type: none"> <li>1. Foundation Certificate in Incident Handling and Occupational Safety &amp; Health (Part-time)</li> <li>2. The Vital Employee Service Consultancy (Vital) of the Agency provided the course 「讓衝突軟著陸」- 優質溝通及管理投訴.</li> </ol> <p>In addition to these external training for Bus Captain, the classroom training covers customer service skill to respond to stressful situations, including dealing with difficult and abusive passengers.</p>
<p>Para 15 – Please provide details of how management assesses that a particular bus captain requires counselling service assistance. Is the issue addressed in any of NLB’s Codes of Practice, Human Resources Manuals or elsewhere? If so, please provide copies of such documents. Are there records compiled by NLB of the identification of such bus captains, their referral for counselling and any follow-up action? If so, please provide sample copy documents.</p>	<p>At the moment, our outbound management staff, includes regulators and inspectors, are work closely with bus captains, they can spot bus captains who are potentially require mental assistance from their experience and local intelligence. The case will be reported to office management staff and the bus captain will be advised to contact our designated counselling service hotline as well. We have no formal report to record the case but a monthly summary report will be provided by counselling service provider, which recorded a total number of our employee who called to counselling hotline service. Our company cannot gain details of employee name, dialog content, counselling nature etc., due to the reasons of protection of personal privacy.</p>

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## **Annex (Supplement of information)**

Annex 1	Application Form
Annex 2A	Monthly Report on Scheduled and Actual Compliance with Guidelines on Bus Captains' Working Hours, Rest Times and Meal Breaks
Annex 2B	On-board survey to check NLB's driver rest time
Annex 2C	Survey on Franchised Bus Captains' Working Hours (Guidelines B & D)
Annex 3	TD Requirements for Black Box System
Annex 4	Black Box Data Retrieval Interface
Annex 5	Monthly Report on Monitoring Measures relating to Bus Safety

香港專營巴士服務  
獨立檢討委員會

香港金鐘道66號  
金鐘道政府合署21樓



Independent Review Committee on  
Hong Kong's Franchised Bus Service

21/F, Queensway Government Offices,  
66 Queensway, Hong Kong

本函檔號 Our Ref.: CSO/IRC-BUS/CR/7-45/5  
來函檔號 Your Ref.: NLB/L/0041/2018/TD

電話號碼 Tel No.: (852) 2867 5324  
傳真號碼 Fax No.: (852) 3104 0254

14 June 2018

Mr James WONG  
Managing Director  
New Lantao Bus Company (1973) Limited  
3/F, 8 Chong Fu Road  
Chai Wan, Hong Kong  
(Fax: 2984 8812)

Dear Mr WONG,

**Written Submissions for Consideration by the  
Independent Review Committee on Hong Kong's Franchised Bus Service**

The Committee thanks you for agreeing to attend the hearing on 19 June 2018. The Committee notes the following from your submission of 24 April 2018 (NLB Bundle, page 17; internal pagination page 6):

“To cater Saturday, Sunday and Public Holiday upsurge passenger demand in our network, agreed with TD, we hire at least 30 non-franchised bus with bus captain from our contractor on every weekends, and this surplus of bus is almost 25% extra of our fleet. During special event and occasion, such as summer holiday and suspension of Ngong Ping Cable Car service, we can grant a right from TD to hire extra non-franchised buses.”

Please confirm if the agreement from the TD on the use of non-franchised buses for the provision of franchised bus services on Saturdays, Sundays and public holidays is provided in writing or given orally. If in writing, please provide a copy of the document(s) showing the approval. If made orally, please describe the details of the circumstances under which the agreement was given, including the date and from whom the agreement was received from the TD.

I should be grateful if you could advise the Committee on the above **before the commencement of the hearing on 19 June 2018.**

Yours sincerely,

(CHAN Ping-fai, Peter)  
Secretary, Independent Review Committee on  
Hong Kong's Franchised Bus Service



**NEW LANTAO BUS Co.(1973) LTD.**  
**新大嶼山巴士(一九七三)有限公司**

A subsidiary of KWOON CHUNG BUS HOLDINGS LTD. 冠忠巴士集團有限公司附屬公司

**By Post & Email**

Our ref.: NLB/L/0045/2018/IRC

Your ref.: CSO/IRC-BUS/CR/7-45/5

15 June 2018

Secretariat to the Independent Review Committee  
on Hong Kong's Franchised Bus Service,  
21/F, Queensway Government Offices,  
66 Queensway,  
Admiralty, Hong Kong.

Attn.: Mr. Peter CHAN

Dear Sir,

**Written Submissions for Consideration by the  
Independent Review Committee on Hong Kong's Franchised Bus Service**

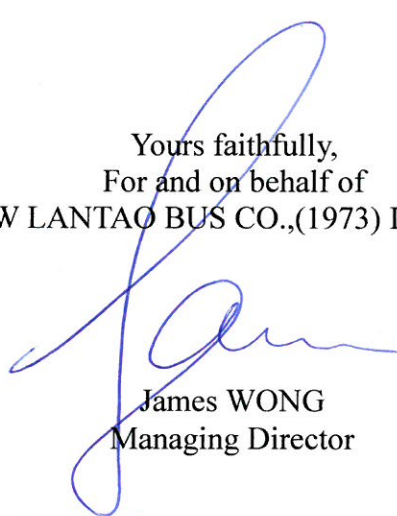
We are writing a reply to your letter dated 14 June 2018 for the captioned subject.

Our company has gained approval from TD to allow hiring of non-franchised buses to provide franchised bus services on Saturdays, Sundays and public Holidays. Attached, please find an approval letter of TD for this non-franchised bus deployment on the designated dates. This non-franchised bus operation under NLB shall fulfill a series of requirement as marked in the letter as well, and the application will be applied by half year basis. We understand there should be an initial approval document from TD which issued over the past 20 years, we are searching this document by different means and will submit to your committee for reference, if available.

Should you have further enquiries, please feel free to contact undersign or Mr. Benny Chan at 2235 3122 or Mr. Billy Wong at 2856 8291.

Thank you for your attention.

Yours faithfully,  
For and on behalf of  
NEW LANTAO BUS CO.,(1973) LIMITED

  
James WONG  
Managing Director

Encl. 2 Pages





運輸署

Transport Department

Ref: TDNR 77/63 - 1  
Your Ref.: NFB/20170722  
Tel: 2399 2547  
Fax: 2381 3799

By Fax : 2984 8812

Mr Joe SUM  
License Division Assistant Officer  
New Lantau Bus Co. (1973) Ltd.  
Shop D, G/F, Silver Centre,  
Silvermine Bay, Lantau.

19 December 2017

Dear Sir,

**Application to Deploy Non-Franchised Buses to Run Franchised Bus Routes  
on Lantau Island**

I refer to your letter of 4 Dec 2017 and have no objection to your application for deployment of a maximum of:

- 
- (1) **80** non-franchised buses on every Sunday and Public Holidays from 1 January 2018 to 30 June 2018 inclusively; suspension period of Ngong Ping 360 (falling within the period from 1 January 2018 to 30 June 2018 inclusively) for providing contingency service; and special days during Chinese New Year on 20, 21, 22, 23, 26, 27, 28 February, 1 March and 2 March 2018; and
- 
- (2) **50** non-franchised buses on every Saturday from 1 January 2018 to 30 June 2018 inclusively; special days during Ching Ming and Easter Holidays on 3, 4 and 6 April 2018; and special days during Labour Festival Holidays on 30 April 2018;

to run franchised bus services on Lantau Island to cater for the increase in passenger demand. The vehicle registration marks of the buses concerned are listed in the attachment to this letter. The relevant revenue shall be included in the franchised account. Operation of the buses should be subject to the following conditions:

- (a) the buses must be below six years of age;
- (b) the same franchised bus maintenance standard must be adopted for the hired buses;
- (c) the buses must attend spot check as franchised buses when requested by Transport Department. This department will issue Vehicle Examination Order to the buses concerned by facsimile and they must attend examination within 24 hours as specified in the order. A contact person of the hired buses' company should be nominated to handle this special arrangement. Any buses failing to attend the spot check will be removed from the approval list;
- (d) the buses must be equipped with similar on-vehicle facilities such as, coin collection box, route destination display etc. for operating franchised service;
- (e) the buses must be covered by necessary insurance in accordance with the Motor Vehicles Insurance (Third Party Risks) Ordinance, Cap 272. You must ensure that your company bears no responsibilities on indemnity in the hiring contract in case there are accidents involving the buses; and
- (f) non-part-time drivers should be arranged to operate the Tung Chung Road bus routes. They must have been given proper and adequate training by your company.

If you accept the above conditions, please apply to our Licensing Office for necessary amendment of the Passenger Service Licenses of the buses concerned.

Yours faithfully,

(YK MOK)

for Commissioner for Transport

市區(九龍)及新界分區辦事處  
Urban (Kln.) & NT Regional Offices  
九龍聯運街三十號旺角政府合署七樓及八樓  
7th & 8th Floors, Mong Kok Government Offices, 30 Luen Wan Street, Kowloon.  
圖文傳真 Fax No.: 2381 3799 (新界區) (INTRO) 2397 8046 (九龍市區) (U(K)RO)  
網址 Web Site: <http://www.td.gov.hk>



Vehicle Registration Marks of non-franchised buses to operate franchised bus service80 non-franchised buses on

- (a) every Sunday and Public Holidays from 1 January 2018 to 30 June 2018 inclusively;  
 (b) suspension period of Ngong Ping 360 (falling within the period from 1 January 2018 to 30 June 2018 inclusively); and  
 (c) special days during Chinese New Year on 20, 21, 22, 23, 26, 27, 28 February, 1 March and 2 March 2018

1.	LT991	2.	NG991	3.	RH6146	4.	RJ5055	5.	RJ8660
6.	RL5057	7.	RN4945	8.	RP2917	9.	RP6855	10.	RP7540
11.	RR3396	12.	RR9282	13.	SR7393	14.	SR9698	15.	SS4176
16.	SS4236	17.	SS482	18.	SU2689	19.	TD7245	20.	TD7376
21.	TF7002	22.	TG3605	23.	TH9071	24.	TJ8535	25.	TN4782
26.	TN5104	27.	TN5428	28.	TN5602	29.	TN6530	30.	TN6651
31.	TN6904	32.	TN7187	33.	TN7311	34.	TN7877	35.	TS681
36.	TU3353	37.	TV475	38.	UE6285	39.	UG5257	40.	UG5463
41.	UG6130	42.	UG6341	43.	UH3693	44.	UH4701	45.	UH6880
46.	UH7818	47.	UH7821	48.	UH7910	49.	UJ2483	50.	UJ6258
51.	UK1065	52.	UK4143	53.	UK4950	54.	UK5748	55.	UK5828
56.	UM6745	57.	UM7145	58.	UM7229	59.	UM8050	60.	UM8219
61.	UM9195	62.	UN1040	63.	UN4204	64.	UN4813	65.	UN5480
66.	UN923	67.	UP1108	68.	UP5980	69.	UP927	70.	US9766
71.	UU6967	72.	UY3201	73.	UY7073	74.	UZ3096	75.	UZ4869
76.	UZ8825	77.	VB1779	78.	VB4221	79.	VB4720	80.	VC5641

50 non-franchised buses on

- (a) every Saturday from 1 January 2018 to 30 June 2018 inclusively;  
 (b) special days during Ching Ming and Easter Holidays on 3, 4 and 6 April 2018; and  
 (c) special days during Labour Festival Holidays on 30 April 2018.

1.	NG991	2.	RH6146	3.	RJ8660	4.	RL5057	5.	RN4945
6.	RP2917	7.	RP6855	8.	RP7540	9.	SR9698	10.	SS4176
11.	SS4236	12.	SS482	13.	SU2689	14.	TD7245	15.	TD7376
16.	TN4782	17.	TN5104	18.	TN5428	19.	TN6530	20.	TN6651
21.	TN6904	22.	TN7187	23.	TN7311	24.	TN7877	25.	UG6341
26.	UH7821	27.	UK1065	28.	UK4143	29.	UK4950	30.	UK5748
31.	UK5828	32.	UK6745	33.	UM7145	34.	UM7229	35.	UM8050
36.	UM8219	37.	UM9195	38.	UN1040	39.	UN4204	40.	UN4813
41.	UN5480	42.	UN923	43.	UP1108	44.	UP5980	45.	UP927
46.	US9766	47.	UY3201	48.	UZ4869	49.	UZ8825	50.	VB4221

香港專營巴士服務  
獨立檢討委員會

香港金鐘道 66 號  
金鐘道政府合署 21 樓

本函檔號 Our Ref.: CSO/IRC-BUS/CR/7-45/5  
來函檔號 Your Ref.: NLB/L/0030/2018/TD



Independent Review Committee on  
Hong Kong's Franchised Bus Service

21/E, Queensway Government Offices,  
66 Queensway, Hong Kong

電話號碼 Tel No.: (852) 2867 5324  
傳真號碼 Fax No.: (852) 3104 0254

20 June 2018

Mr James WONG  
Managing Director  
New Lantao Bus Company (1973) Limited  
3/F, 8 Chong Fu Road  
Chai Wan, Hong Kong  
(Fax: 2984 8812)

**BY FAX & BY POST**

Dear Mr WONG,

**Independent Review Committee on Hong Kong's Franchised Bus Service**

Thanks for attending the hearing on 20 June 2018 and giving oral evidence to the Committee in respect of safety-related matters pertaining to the franchised bus service of New Lantao Bus Company (1973) Limited.

As requested by this Committee at the above hearing, I should be grateful if you would provide us with further information on those matters as set out in the Annex by **27 June 2018**.

Yours sincerely,

(CHAN Ping-fai, Peter)  
Secretary, Independent Review Committee on  
Hong Kong's Franchised Bus Service

Encl

**Further information to be provided by NLB**  
**Arising from hearing on 19 June 2018**

1. A number of retired full-time bus captains are said to have been employed by NLB as part-time bus captains. Please provide the number and percentage of full-time bus captains whom NLB have employed as part-time drivers after their retirement. [Transcript p.8]
2. It was stated that a new form had been created in June 2018 for part-time bus captains to declare, at regular intervals, their work details, principal employment and/or their respective working hour(s). Please provide a sample of this newly designed form. [Transcript pp.9-12]
3. It was said that NLB had recently began (possibly from the beginning of 2018) a *new* system to check the driving history (including points deducted from driving offences) of its bus captains. Please provide: [Transcript pp.17-20, 33-34 and 42]
  - a. Details of this *new* system, and when it was first implemented;
  - b. Whether this new system of checking the driving history also applies to existing bus captains (full-time and/or part-time) on a regular basis, and if so, what is the frequency of such checking;
  - c. Whether this new system of checking the driving history also applies to drivers of non-franchised buses who are driving for NLB purposes on a regular basis, and if so, what is the frequency of such checking;
  - d. ***Prior to*** the implementation of this new system, had NLB checked the driving offence points of its bus captains (full-time/part-time/non-franchised bus drivers) at all? If such checking had been performed, please provide details of the *old* system.

4. At bundle NLB-1/p.37, it is stated that initial approval for the use of non-franchised buses by NLB had been obtained from the Transport Department (“TD”) *“over the past 20 years”*. Please provide the documentation relating to the **initial** approval by the TD. [Transcript p.24]
5. It was stated that NLB would hire non-franchised buses from one single supplier, Kwoon Chung Motors Co Ltd. (KCM). Please provide a sample contract signed between NLB and KCM. [Transcript pp.23, 30 and 45]
6. It was stated that NLB had recently applied to the TD for renewal of its approval for the use of non-franchised buses. Please provide: [Transcript p.35]
  - a. A copy of NLB’s application letter to the TD; and
  - b. A copy of TD’s approval letter when received by NLB.
7. It was stated that KCM would notify NLB when speed limiters and black boxes were installed in the non-franchised buses hired from KCM. Please provide a copy of the notification given by KCM to NLB with respect to such installations. [Transcript pp.36-37]
8. It is stated that, in respect of non-franchised bus drivers hired by NLB to drive for NLB purposes, *“when it comes to recruitment, we have adopted certain measures to ensure that they are qualified bus captains”*. Please provide details (including sample documentation where appropriate) of such measures, including measures relating to the previous driving records of such drivers [Transcript p.38].
9. In respect of the system of random checks on black boxes to monitor NLB’s drivers’ performance, it was stated that *“For non-franchised buses, I believe that we use the same approach, but I have to go back to ask my colleagues as to random checks are conducted on their 80 buses during Saturdays and*

*Sundays, because I can't give you a definite answer right now...". Please provide the details in respect of this random checking with supporting documentation where appropriate. [Transcript, p.39]*

10. Please provide the formal documentation (if any) in respect of the medical check-up of non-franchised bus drivers driving for NLB purposes. [Transcript pp.46-47]
11. Regarding NLB's applications to provide more rest and toilet facilities for bus captains, please provide: [Transcript pp.62-63]
  - a. An example of the documentation illustrating applications made by NLB to build facilities for its drivers;
  - b. An example of the documentation illustrating a successful application;
  - c. An example of the documentation illustrating an unsuccessful application;
  - d. The range of time it took for the applications to progress to the stage of approval or rejection by the relevant authorities; and
  - e. The ratio of successful/unsuccessful applications.
12. It was stated that NLB had applied for the building of toilets at or near the bus terminus at Yat Tung Estate. Please provide the details and documentation in respect of this application (and the approval/rejection of this application if that had already been given). [Transcript pp.64-65]
13. Please provide a copy of the relevant materials in relation to the "accident black spot analysis" referred to at bundle NLB-2/p.467. [Transcript p.72]
14. Please provide copies of the reports provided to NLB by the bus manufacturers in respect of the two road tests of new double-decker buses performed in

November 2016 and June 2017 (bundle DC-1, pp.266/275). [Transcript pp.76-78]

15. Please provide a copy of the report (once available) in respect of an intended road test in the near future for the new double-decker bus recently received by NLB. [Transcript p.80]
16. In respect of the statement made by a NLB representative (Mr Wong Wah) at a meeting of the Traffic and Transport Committee of the Islands District Council held on 18 May 2015 (see bundle DC-1, p.214, para 90) that “*the entire Keng Shan Rd has about 30 spots that needed improvements*”, please provide details of the interactions between NLB and the TD (if any) on this matter, with supporting documentation where appropriate. Additionally, please provide details as to whether any of these spots fell within the “blackspot analysis” referred to in NLB’s training materials (see bundle NLB-2, p.467). [Transcript pp.91-94]
17. It was stated that the current remuneration package as set out in bundle NLB-1 p.21 is due to be adjusted “*in around July or August*”. Please provide details of the new remuneration package once that adjustment is completed. [Transcript pp.103-104]
18. Please provide a copy of the most recent annual system report conducted in compliance with clause 34 of NLB’s franchise agreement, which was said to have been conducted by a local accountancy firm “*Tony Yau & Company*”. [Transcript p.146]
19. Please provide details of the “*established system in place to deal with accidents, regardless of the size of the accident*”, together with supporting documentation of such system where appropriate. [Transcript p.147]

20. In respect of the routes operated by NLB that require “special shifts”, please provide the following details: [Transcript pp.150-151]
- a. The total number of routes that are operated by NLB;
  - b. The total number of routes that require special shifts;
  - c. In respect of the special shifts (which require a three-hour rest break), the location at which these bus captains are provided with rest facilities, and the details of those facilities; and
  - d. If NLB had attempted to improve the facilities located at these rest facilities but failed to do so, the details of such attempts/application(s) and the related documentation.
21. It was stated that the expenses incurred by NLB in the hiring of non-franchised buses would be booked under the item “*other expenses*” in its income statement as appears in NLB’s “*Fuller Disclosure of Financial and Operational Data & Corporate Social Responsibility*” (see, for example, bundle NLB-2, p.182). Please provide the amount incurred by NLB in the hiring of non-franchised buses for the 5 financial years ending between 31 March 2014 and 31 March 2018. [Transcript p.152]



**NEW LANTAO BUS CO. (1973) LTD.**  
**新大嶼山巴士(一九七三)有限公司**

A subsidiary of KWONG CHUNG BUS HOLDINGS LTD. 冠忠巴士集團有限公司附屬公司

**By Post & Email**

Our ref.: NLB/L/0045/2018/IRC  
Your ref.: CSO/IRC-BUS/CR/7-45/5

27 June 2018

Secretariat to the Independent Review Committee  
on Hong Kong's Franchised Bus Service,  
21/F, Queensway Government Offices,  
66 Queensway,  
Admiralty, Hong Kong.

Attn.: Mr. Peter CHAN

Dear Sir,

**Independent Review Committee on Hong Kong's Franchised Bus Service**

We are writing a reply to your letters dated 20 June 2018 for the captioned subject.

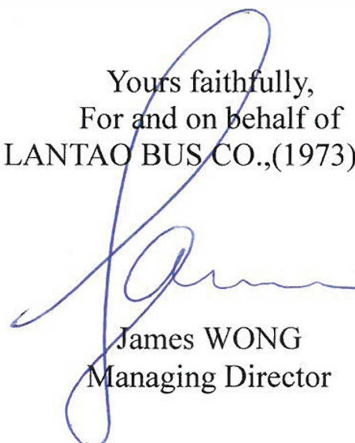
Upon our attendance of giving oral evidence to the committee at the hearing session on 19 June 2018, we received further request of detailed information. In this connection, we have prepared our input in the attached table with respective supporting documents at Annex section for your easy reference.

Nevertheless, we have made the best endeavors on completeness of information and records provided, otherwise, the committee can further request supplementary information in form of written document, if necessary.

Should you have further enquiries, please feel free to contact undersign or Mr. Benny Chan at 2235 3122 or Mr. Billy Wong at 2856 8291.

Thank you for your attention.

Yours faithfully,  
For and on behalf of  
NEW LANTAO BUS CO., (1973) LIMITED



James WONG  
Managing Director

Encl. 54 Pages (with Annex)



**Item list of NLB further supplement of information arising from hearing on 19 June 2018  
(written request with letter dated 20 June 2018)**

IRC enquiries	NLB input
1. Provide a number of retired full-time bus captains are said to have been employed by NLB as part-time bus captain.	Refer to existing bus captain employment arrangement, there is only one bus captains who are retired from full-time bus captain position and employed by NLB now as part-time bus captain. This type of part-time bus captain is less than 0.01% among our bus captain pool.
2. Provide a sample of newly design form for part-time bus captain declaration.	Please refer to Annex 1 of our last version of part time bus captain declaration form. We planned to amend current job application form and the sample of new application form is attached as well. The new form will be introduced by year 2019.
3. Provide information of new system to check driving history of bus captains.	<p>For the new driving history check system is effective from 1 June 2018, which require all our bus driver (both full time and part time) to declare their past driving offence record history in yearly basis. At the same time, the driver must inform the company at once when their driving offence status is changed, e.g. commit new driving offence and cause point deduction, attend driving improvement course and make point resumption.</p> <p>This new checking system will apply to non-franchised bus captain in coming July 2018.</p> <p>Prior to the new system above, NLB only require new applicant submit driving offence record when they apply our bus captain (include full time, part time, and non-franchise) vacancy.</p>
4. Provide the documentation related the initial approval by TD of approval NLB for the use of non-franchised buses.	Up to present moment, we have no updated information from TD in related to our initial approval allow NLB make use of non-franchised buses to operate franchised bus route issued by about 20 years ago.
5. Provide a sample contract signed between NLB and KCM (Kwoon Chung Motors Co Ltd.) of hire non-franchised buses.	Please refer to Annex 2 of a sample contract signed between NLB and KCM according to hire non-franchised buses. This contract amount is also notify to financial section of Transport and Housing Bureau of the Government.
6. Provide application letter to TD and approval letter from TD for the use of non-franchised buses.	Please refer to Annex 3 of our last application letter to TD and received approval letter from TD for the use of non-franchised buses in NLB.

**Item list of NLB further supplement of information arising from hearing on 19 June 2018  
(written request with letter dated 20 June 2018)**

IRC enquiries	NLB input
7. Provide a copy of the notification give by KCM to NLB with installation of speed limiter and black boxes in non-franchised buses.	Please refer to Annex 4 of black box installation and commissioning form of non-franchised buses. Our contractor KCM will share this report to NLB when a designated non-franchised bus has completed the black box installation. NLB has right to access these installation records when necessary. For speed limiter, all vehicles from contractor already installed this device before license in Hong Kong.
8. Provide details of recruitment measures to ensure qualified bus captain is recruited in respect of non-franchised bus drivers hired by NLB.	<p>Similar to NLB recruitment process, the applicant of non-franchised bus driver require to pass medical check and driving offence record check.</p> <p>The medical requirement is the same as franchise bus (NLB) which include chest examination, eyesight, hearing, diabetes, blood pressure, blood and urine tests. For person at the age of 50, 54, 57 or 60 or above, they are also required to undergo an electrocardiogram as part of the health check. Those medical check items are agreed by TD since August 2013.</p> <p>For driving offence record check, we will examine applicant's record any suspension of driving license. If suspension is happen before, NLB will not consider his duty to work for our franchised bus routes. We have no minimal requirement of traffic point of deduction, and review the nature of his / her offence of seeking further information for considerations.</p>
9. Provide details of black box system of random checks to monitor NLB's drivers' performance, include non-franchised bus captain who hired for operate franchised routes.	At present, NLB staff can access non-franchised bus's black box system in our black box control computer interface. Since the random check is base on bus operating trips in a specific date of checking, it would be lower chance to pick non-franchised bus data as the non-franchised bus operate at Saturdays, Sundays, Public Holidays or other designated dates.
10. Provide formal document in respect of the medical check-up of non-franchised bus drivers for NLB.	As per our reply to point number 8 above, when the contractor recruiting non-franchised bus driver, they will require to visit a designated clinic to conduct the check. A medical report will be issued by clinic and then send to the contractor office for reference and record. That said, those applicant pass the medical check is equivalent to fulfil the same medical requirement apply in franchised bus driver. NLB has right to access these medical records when necessary.

**Item list of NLB further supplement of information arising from hearing on 19 June 2018  
(written request with letter dated 20 June 2018)**

IRC enquiries	NLB input
11. Provide more details of NLB when apply for rest room and toilet facilities for bus captain.	<p>As per existing arrangement, NLB will first contact to Transport Department verbally and touch base the feasibility, size requirement, or other constraint, etc., before go through the written application process.</p> <p>Please refer to Annex 5 of our sample of application letter to TD of apply to place the minor facilities (e.g. regulator kiosk, driver rest kiosk, portable toilet). The same format of letter is adapted when the premises owner is other government departments or statutory bodies. Refer to recent application record (for last 3 years), we do not receive any written approval documents according to our submitted application.</p> <p>The time range for entire application is vary from 1 year to more than 2 years. Our recent case of applying a regulator kiosk in Tin Yiu Estate, Tin Shui Wai (January 2017) to Lands Department, a year of time has been spent of receiving “confirmation” of our kiosk dimension, and the application is still under their consideration. TD has held a special meeting on application progress for the placement of minor facilities at bus termini and PTI on 21 December 2017. In the meeting, all franchised bus operators are invited and, by each application, to find the progress and bottle-neck why the application is being delay, TD will try to be a co-ordinator to speed up the application process. But since the first meeting has been held, no follow-up meeting is called for reviewing the application progress again.</p> <p>We understand the application for placing portable toilet at Yat Tung Estate is unsuccessful. Please refer to Annex 6 of our list of kiosk / toilet location of application status and successful rate.</p>
12. Provide detailed document of apply toilet facilities at or near the bus terminus at Yat Tung Estate.	Refer to our previous reply in respect to point number 11 above. The application of placing portable toilet in Yat Tung Estate adapt the same workflow by verbal negotiation at initial stage. Through the negotiation process, NLB receive negative feedback from Link REIT and Housing Department (HD) of putting portable toilet in the location near the terminus. Our bus captains are forced to use public toilet inside a shopping mall nearby, and require extra walking distance (total walking time more than 5 minutes). Beside, the opening hour of this toilet is restricted by shopping mall opening hours. As a result, our bus captain cannot use toilet when they work at overnight period when the mall is closed.

**Item list of NLB further supplement of information arising from hearing on 19 June 2018  
(written request with letter dated 20 June 2018)**

IRC enquiries	NLB input
	<p>After the co-ordination with TD, HD offer an alternative measures to allow NLB bus captain make use of HD staff toilet at a designated housing block nearby.</p> <p>Please refer to Annex 7 for TD letter in related to toilet facilitate arrangement in Yat Tung Estate.</p>
13. Provide a copy of material in related to “Accident black spot analysis”.	Please refer to Annex 8 for “Accident black spot analysis”.
14. Provide copy of reports by bus manufacturers to NLB in respect of the two road test of new double-decker buses performed in November 2016 and June 2017.	Please refer to Annex 9 for road test report in occasion to November 2016 and June 2017 respectively.
15. Provide a copy of report in respect of intended road test for the new double-decker bus recently received by NLB.	NLB is arranging road test for new double-decker on Tung Chung Road and South Lantau Road. Once the new bus arrive Hong Kong and the testing procedures are ready, NLB can conduct the test not later than August 2018. A copy of report will send to IRC for reference and information when ready.
16. Provide details of the interactions between NLB and TD in related to Keng Shan Road road condition, provide supporting of blackspot and training material.	<p>We understand the speech, as mentioned in the DC meeting minutes, is made by our retired staff who was in senior position of NLB at that time. From our interpretation, he would like to pin point there is a significant number of location on Keng Shan Road is require to improve. Refer to our record, we have no formal and completed record of exact location, cha</p> <p>Please refer to Annex 8 for a copy of black spot information.</p>
17. Provide details of the new remuneration package once that adjustment is completed.	NLB has kick-off the salary adjustment negotiation process on 6 June 2018 between our management and bus captain union. The second round of negotiation will be held at 4 July 2018. The new remuneration package information will send to IRC for reference and information when the package of this year adjustment is agreed and finalised.

**Item list of NLB further supplement of information arising from hearing on 19 June 2018  
(written request with letter dated 20 June 2018)**

IRC enquiries	NLB input															
18. Provide a copy of the most recent annual system report conducted in compliance with clause 34 of NLB’s franchise agreement.	Please refer to Annex 10 for a copy of the most recent annual system report.															
19. Provide supporting documents of accident handling system regarded to the size of accident.	Please refer to Annex 11 for our standard procedure of accident handling system in NLB.															
20. Provide details of special shift in view of duty number, rest arrangement during the rest break and provision of rest facilities.	<p>At present, there are 24 routes operated by NLB and 9 routes inside require special shift arrangement.</p> <p>Since our bus captains are mainly living near their sign-on / sing-off location, if bus captains required to perform special shift duty, they most likely return to their home for take rest without difficulties. We have no special facilities provide to bus captain for such special shift resting purpose, but basic facilities, such as microwave oven, refrigerator, distilled water supply, table, seating bench, air-conditioned room in major bus terminus are providing for staff meal break.</p> <p>We are attempting to provide basic facilities in location of Tin Yiu Estate bus terminus as mentioned in point number 11, and pending for Lands Department approval.</p>															
21. Provide details amount incurred by NLB in the hiring of non-franchised buses under the item of “other expense” in our income statement.	<p>Please find the following amount incurred by NLB in the hiring of non-franchised bus in respective year.</p> <table><tr><th>Financial Year</th><th>Other Expenses</th><th>Amount of hire non-franchised buses</th></tr><tr><td>2014/15</td><td>\$34,045,000</td><td>\$21,657,350</td></tr><tr><td>2015/16</td><td>\$34,270,000</td><td>\$23,173,750</td></tr><tr><td>2016/17</td><td>\$35,203,000</td><td>\$24,386,200</td></tr><tr><td>2017/18*</td><td>N/A</td><td>N/A</td></tr></table> <p><i>* The information is under preparation and not yet been finalised</i></p>	Financial Year	Other Expenses	Amount of hire non-franchised buses	2014/15	\$34,045,000	\$21,657,350	2015/16	\$34,270,000	\$23,173,750	2016/17	\$35,203,000	\$24,386,200	2017/18*	N/A	N/A
Financial Year	Other Expenses	Amount of hire non-franchised buses														
2014/15	\$34,045,000	\$21,657,350														
2015/16	\$34,270,000	\$23,173,750														
2016/17	\$35,203,000	\$24,386,200														
2017/18*	N/A	N/A														

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## **Annex (Supplement of information)**

Annex 1	Part time bus captain declaration form
Annex 2	Service contract of hiring non-franchised buses
Annex 3	Application and approval letter of using non-franchised buses
Annex 4	Bus equipment installation form
Annex 5	Sample of application letter to TD
Annex 6	Kiosk / toilet list under NLB management
Annex 7	TD letter in related to toilet arrangement in Yat Tung Estate
Annex 8	Accident black spot analysis
Annex 9	Road test report
Annex 10	Annual system report
Annex 11	Standard procedure of accident handling

香港專營巴士服務  
獨立檢討委員會

香港金鐘道66號  
金鐘道政府合署21樓

本函檔號 Our Ref.: CSO/IRC-BUS/CR/7-45/5  
來函檔號 Your Ref.: NLB/L/0030/2018/TD



Independent Review Committee on  
Hong Kong's Franchised Bus Service

21/F, Queensway Government Offices,  
66 Queensway, Hong Kong

電話號碼 Tel No.: (852) 2867 5324  
傳真號碼 Fax No.: (852) 3104 0254

29 June 2018

Mr James WONG  
Managing Director  
New Lantao Bus Company (1973) Limited  
3/F, 8 Chong Fu Road  
Chai Wan, Hong Kong  
(Fax: 2984 8812)

**BY FAX & BY POST**

Dear Mr WONG,

**Independent Review Committee on Hong Kong's Franchised Bus Service**

The Committee thanks you for your further written submission of 27 June 2018 providing further information on matters discussed at the hearing on 19 June 2018. While the Committee is reviewing your submission, there is further information that the Committee would like to request your company to provide.

We note from the evidence of the Transport Department on 8 May 2018 that franchised bus operators "are expected to provide an FPP comprising the route development programme as well as other operational aspects to the Transport Department by the end of June of each year", where "FPP" refers to the Forward Programme Plan (*lines 16 to 19, page 2 of the transcript of the said hearing attached as Annex to this letter*). At that hearing, with your consent, the Transport Department provided the Committee with an extract of the Forward Programme Plan 2018-2022 relating to Bus Safety. In those circumstances, please provide a copy of the section on Bus Safety of the Forward Programme Plan for 2019-2023 that your company is going to or has already submitted to the Transport Department by the above stated deadline of end of June 2018.

The Committee would be very grateful for your reply in writing within the next 7 days. Should you have any queries, please feel free to contact me or Mr Justin TO at 2867 4612.

Yours sincerely,

(CHAN Ping-fai, Peter)  
Secretary, Independent Review Committee on  
Hong Kong's Franchised Bus Service

Encl



Page 1	Page 3
<p>1 Tuesday, 8 May 2018</p> <p>2 (10.00 am)</p> <p>3 CHAIRMAN: Good morning.</p> <p>4 Ms Chan, might I invite you to resume your seats at</p> <p>5 the table.</p> <p>6 EVIDENCE FROM THE TRANSPORT DEPARTMENT: MS MABLE CHAN,</p> <p>7 MS AMY LEE, MS RACHEL KWAN, MS MACELLA LEE,</p> <p>8 MR REGINALD YK CHAN, MR TONY YAU</p> <p>9 CHAIRMAN: Overnight, the Transport Department has provided</p> <p>10 the committee with material relating to the forward</p> <p>11 planning documents that the various bus companies have</p> <p>12 provided to the Transport Department on bus safety.</p> <p>13 I think at the outset we ought to afford you</p> <p>14 an opportunity -- and I do -- if you wish to make some</p> <p>15 statement about those documents. Otherwise, I will ask</p> <p>16 Mr Duncan to pursue it in examination.</p> <p>17 MS MABLE CHAN: Good morning. Thank you very much,</p> <p>18 Chairman, for giving me this opportunity. I would just</p> <p>19 like to say a very few words on that.</p> <p>20 CHAIRMAN: Please do.</p> <p>21 Further opening statement by MS MABLE CHAN</p> <p>22 MS MABLE CHAN: Actually, I thank the chairman for raising</p> <p>23 this and giving us the opportunity to have a go with the</p> <p>24 bus operators last night, because I do appreciate that</p> <p>25 the request came from the IRC secretariat for sight of</p>	<p>1 their own analysis, and we expect the bus operators to</p> <p>2 propose improvement measures and we expect them to</p> <p>3 include in that programme the implementation timetable</p> <p>4 for the various improvement measures.</p> <p>5 Apart from this forward planning process, we also</p> <p>6 conduct an annual performance assessment by the end of</p> <p>7 each year. That exercise, we will take into account</p> <p>8 nine indicators, of which two are related to safety. As</p> <p>9 I replied to the senior counsel during yesterday's oral</p> <p>10 session, we also maintain an independent database on the</p> <p>11 overall territory-wide accident statistics, in which</p> <p>12 there is also analysis of accident statistics in respect</p> <p>13 of each franchised bus operator. We will also conduct</p> <p>14 independent analysis of the accidents by its nature, by</p> <p>15 its contributing factor, in order to conduct our annual</p> <p>16 performance assessment of each franchised bus operator.</p> <p>17 This assessment is done annually based on independent</p> <p>18 data from the database, independent of the forward</p> <p>19 planning exercise. So the two run in parallel. And the</p> <p>20 annual performance assessment report will also be</p> <p>21 submitted to the Transport Advisory Committee for</p> <p>22 discussion and reference.</p> <p>23 Thank you, Chairman.</p> <p>24 CHAIRMAN: Thank you.</p> <p>25 Mr Duncan.</p>
Page 2	Page 4
<p>1 the whole FPP, but on the basis of the document</p> <p>2 containing commercial value, that's why we did not</p> <p>3 disclose it at the outset, but also noting that it</p> <p>4 comprises an important chapter on bus safety which does</p> <p>5 not comprise commercial value, we actually took the</p> <p>6 opportunity to run it past the bus operators last night</p> <p>7 and we managed to provide the IRC secretariat with</p> <p>8 copies.</p> <p>9 In fact, I would like to say a few words, that the</p> <p>10 forward planning programme is part of the statutory</p> <p>11 requirement that the bus operators would have to submit</p> <p>12 for discussion and agreement with the Transport</p> <p>13 Department.</p> <p>14 It is part of the two-pronged process which the</p> <p>15 Transport Department monitor and regulate the bus</p> <p>16 operators. The bus operators are expected to provide</p> <p>17 an FPP comprising the route development programme as</p> <p>18 well as other operational aspects to the Transport</p> <p>19 Department by the end of June of each year.</p> <p>20 It is since 2003 that the Transport Department has</p> <p>21 required the bus operators to include a dedicated</p> <p>22 chapter on bus safety, and since then that chapter forms</p> <p>23 part of the programme and serves as a planning tool for</p> <p>24 the Transport Department to discuss and monitor the</p> <p>25 accident statistics of each franchised bus operator in</p>	<p>1 Examination by MR DUNCAN (continued)</p> <p>2 MR DUNCAN: Thank you, Chairman.</p> <p>3 Good morning, Ms Chan, and ladies and gentlemen.</p> <p>4 Thank you again for your homework last evening. What</p> <p>5 I would like to do is just note the documents which have</p> <p>6 been provided overnight, first of all, and then ask you</p> <p>7 a couple of questions about those.</p> <p>8 With regard to the forward planning programmes, the</p> <p>9 safety parts of that, I will have questions on those</p> <p>10 later this morning. So I won't spend any time on those</p> <p>11 at the moment.</p> <p>12 You have also, via your submission overnight,</p> <p>13 provided us with a number of other matters that were</p> <p>14 raised during the evidence yesterday, and for those</p> <p>15 I thank you.</p> <p>16 There is just one of those matters referred to in</p> <p>17 your submission that I would like to ask you a little</p> <p>18 bit about. If you could turn to paragraph 8 of the</p> <p>19 overnight supplementary written submission, there is</p> <p>20 reference there to the Working Group on Enhancement of</p> <p>21 Safety of Franchised Buses. The committee has been</p> <p>22 informed that that group was formed after the Tai Po</p> <p>23 accident in February of this year, and contains as its</p> <p>24 membership, amongst others, representatives of bus</p> <p>25 companies.</p>





**NEW LANTAO BUS CO. (1973) LTD.**  
**新大嶼山巴士(一九七三)有限公司**

A subsidiary of KWONG CHUNG BUS HOLDINGS LTD. 冠忠巴士集團有限公司附屬公司

**By Post & Email**

Our ref.: NLB/L/0049/2018/IRC

Your ref.: CSO/IRC-BUS/CR/7-45/5

4 July 2018

Secretariat to the Independent Review Committee  
on Hong Kong's Franchised Bus Service,  
21/F, Queensway Government Offices,  
66 Queensway,  
Admiralty, Hong Kong.

Attn.: Mr. Peter CHAN

Dear Sir,

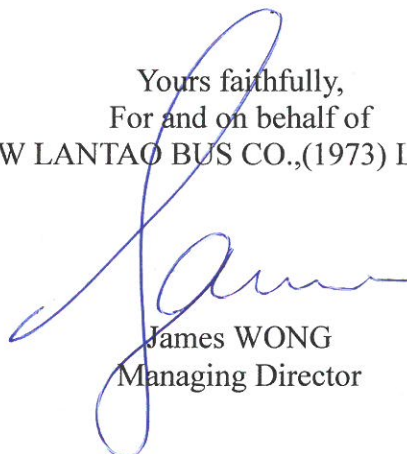
**Independent Review Committee on Hong Kong's Franchised Bus Service**

We are writing a reply to your letters dated 29 June 2018 for the captioned subject.

Attached please find our submitted chapter of "Bus Safety" in our Forward Planning Programme 2019-2023. The said FPP proposal, which complied the franchise requirement, has been sent to Transport Department on 29 June 2018. Should you have further enquiries, please feel free to contact undersign or Mr. Benny Chan at 2235 3122 or Mr. Billy Wong at 2856 8291.

Thank you for your attention.

Yours faithfully,  
For and on behalf of  
NEW LANTAO BUS CO.,(1973) LIMITED



James WONG  
Managing Director

Encl. 10 Pages

## Section D – Bus Safety

The accident involvement rate of NLB, by number of accident per million vehicle-kilometres, from 2016 was 1.60 compared with 2.69 in 2017. As franchised buses are mass carriers, continued improvement in reducing accident rate is necessary.

### A. Number of Non-Collision Franchised Bus Accidents Involving Passenger Casualty from 2014 to 2017

Year	Number of Non-collision Franchised Bus Accidents involving passenger casualty	Percentage over all accidents involving franchised buses	No. of accidents involving passengers losing balance in stairway (No. of casualty) (i)	No. of accidents involving passenger injured by door (No. of casualty) (ii)	No. of accidents involving passenger losing balance elsewhere except only on stairway (No. of casualty) (iii)
2014	13	61.9%	0	2(2)	11(13)
2015	7	31.8%	0	2(2)	13(14)
2016	5	35.7%	0	3(3)	1(1)
2017	13	54.0%	0	1(1)	14(26)

### B. Proposed Effective Measures to Further Lower the Accident Involvement Rate

- (i) Set up Bus Captain Training School
  - NLB set up Bus Captain Training School after approve SIX restrictive driving licence (RDIs) from TD in Q4 2018. It can enhance bus captain driving skills
- (ii) Increase training days
  - NLB can recruit new bus captain applicant without bus driving license after approve SIX restrictive driving licence and provide 18 days driving training for this applicant. Moreover, we increase THREE training days to new bus captain applicant with bus driving license from schedule 6 days training increasing to 9 days training.
- (iii) All bus captains must attend a full day refresher training before the end of 2019
  - In order to enhance bus captain awareness of safety and positive driving attitude, all NLB bus captain including full time, part time and contractor driver must be attend a full day refresher training before the end of 2019.

- (iv) Increase on-the-wheel training hours
  - NLB set 1:2 instructor to bus captain trainee ratio for driving training including new bus captain induction training, route training and bus type training. It can increase training hours for each bus captain receiving on-the-wheel training.
- (v) Introduce a “Buddy Bus Captain” scheme
  - As an assistant measure to newly recruited bus captains, NLB introduce a “Buddy Bus Captain” scheme in Q4 2018 under which experienced bus captain would be arranged to accompany the new bus captain in his first few revenue trips and to give advice to him when necessary.
- (vi) Introduce a bus simulator “virtual reality” (VR) system into training structure
  - NLB launched bus simulator “virtual reality” (VR) system into training structure in Q4 2018. This VR system can build to show route 38 routing environment and surrounds from Yat Tung Estate to Tung Chung MTR Station (Circular).
  - Bus captains under training are provided with realistic images of the operating environment. They can ever feel the interaction between the vehicle and the road surface, and hear the sounds generated inside and outside the cabin. Driver’s cabin include real-sized driving seat, steering wheel, accelerator and brake. The training will focus on improving the bus captain’s driving behavior and raising their awareness and reactions.
- (vii) Additional two days route training at Lantau South road
  - NLB have require additional two days Lantau South road training for bus captains. Bus captains focus on handling a bus, awareness and safe driving techniques, and familiarization with bus routes.
  - After completing Lantau South road training, the performance of bus captain will be assessed by driving instructor. If the performance is not satisfactory, further road training day will be provided. After passing the assessment, bus captain are then assigned to the routes that they have been trained.
- (viii) There was no difference in the training arrangements between full-time bus captains and part-time bus captains.
- (ix) Operation and Service Department should take disciplinary actions against BCs with problems of speeding, abrupt acceleration, harsh braking and other poor performance within 14 working days.

### C. Bus Safety Analysis

The attached are analysis of the bus accidents record of NLB:

- (a) Analysis of types/ causes of accidents for the past 2 calendar years (2013-2015), relationship of accidents rates with different factors, including –
  - (i) driver age
  - (ii) length of service of bus captain
  - (iii) length of driving hours before accident happened
  - (iv) experience of bus captains on the route
  - (v) experience of bus captains on the bus model operated
  - (vi) the number of routes which a bus captain operates in one shift
  - (vii) the number of buses a bus captain operates in one shift
- (b) Upon a meeting with TD to discuss and further deliberate of providing analysis on traffic accidents related to non-driver factors on 14 June 2018, the analysis with updated parameter (e.g. casualties by standing / seating / seatbelt / non-seatbelt, route, district, bus model / type, vehicle age, total mileage, etc.) is agreed to provide after the submission of this FPP, and subject further negotiation with TD.
- (c) Target for reduction of accident involvement rate per million km yearly for the coming five years (2018-2023)
- (d) Programmes planned in the next two years to reduce common types/causes of accidents
  - (i) Data captured by black-boxes installed on buses is uploaded to our server for generation of reports to monitor the driving behaviour of bus captains. We will be able to monitor the driving behaviour of bus captains in real-time and take immediate action as appropriate
  - (ii) "Mystery Riders" checks are conducted regularly by our plain-clothed driving instructors both on a random sampling basis and on a targeted basis to monitor and audit the performance of bus captains. Disciplinary action or remedial training will be arranged if necessary; and
  - (iii) Regular alcoholic breathalyser tests are conducted on bus captains on a random sampling basis at bus captain sign-on points and at major bus termini to ensure they do not drive under the influence of alcohol. The target number of tests annually is about 50% of the total number of bus captains. Disciplinary action will be taken according to the internal guidelines.

Enhancement of bus captain training programmes.

Awareness programme on traffic safety

Health awareness, including medical examination for drivers who are aged 50 or above and continuous monitoring

- (e) Programmes/plans in the next two years to enhance the safety of the elderly and persons with disabilities

Awareness training for drivers to pay more attention to passengers who are elderly and/or with disabilities

- (f) Plan for automation of monitoring bus captain driving behaviour through data captured in black boxes or similar devices

Retrieval of data from black box is usually conducted after a traffic accident; these data, which are electronic in nature, would require special analysis.

Analysis results could be put forward for prevention studies to avoid accidents of similar nature.

Specialist's support would be required for retrieval, analysis and recommendations.

- (g) Public programmes/plans in the next two years to enhance passenger safety

Through Passenger Liaison Group meetings, concept and messages on passenger safety could be conveyed to the publics.

More on board notices could be installed in bus compartments for passengers' information in this regard; similar notices can be posted at terminals.

Awareness training for drivers to pay attention to passengers while boarding, and ensure that standees are holding onto the handrails properly.

- (h) Programmes/plan in the next two years to enhance bus captain training

1. NLB provide the following driving training to newly recruited bus captains on a 1 : 2 instructor to bus captain trainee ratio

- (i) 18 days induction training for full-time bus captains without bus driving licences

- All newly recruited BC candidates should be subject to the same standard of training i.e. phase 1 of training to meet the standard of passing 17 ( public bus (franchised)) driving test conducted by TD; and phase 2 of training to meet the standard required by NLB including safe driving techniques, emotional control, customer service and route training.
- New recruits that only possess driving licenses 1 & 2, should undergo both Phase 1 and Phase 2 of training.
- Additional driving training of at least 7 days if the trainee does not pass the TD driving examination; and
- Phase 1 training should be conduct 9 days and Phase 2 training will conduct another 9 days

- (ii) 9 days induction training for full-time bus captains with bus driving licences

- Those who have already possessed driving license 10 or 17, and passed NLB pre-course driving assessment, are allowed to join Phase 2. In case he/she failed the pre-course driving assessment, he/she has to start from Phase 1.
- Induction training include classroom training (PSDC) which covers defensive driving concept, emergency handling procedures, customer service skill, company policies & procedures, and EQ management. This will enhance their driving skills and enable them to familiarize themselves with the bus types and bus routes to which they will be assigned.
- After completing the induction training, the performance of newly recruited bus captains, both full-time and part-time, will be assessed by our driving instructors. If the performance is not satisfactory, further training will be provided. After passing the assessment, they are then assigned to the routes that they have been trained.

## 2. The following trainings are offered to in-service bus captains

### (i) Refresher training

- NLB provide refresher training to in-service all bus captains including full time, part time and contractor driver.
- NLB pledged to the TD that the refresher training should be provided to every in-service full-time bus captain at least once every 3 years.
- ONE day classroom training is provided and the course contents include defensive driving concept, emergency handling procedure, customer services, EQ management and traffic accident analysis.

### (ii) Remedial training

- NLB requires both full-time and part-time bus captains to report their driving offence points to the Companies. Bus captains who have incurred 8 or more points (either in a work or personal context) are required to attend a one day remedial training course,
- The one day remedial training course involves: (i) classroom training on defensive driving concept, driving offence cases and proper driving attitude; (ii) a driving assessment conducted by driving instructors, and a subsequent debriefing for each bus captain whereby the driving instructor points out observations of improper driving behaviour (if any); and (iii) a written driving test and a subsequent session to review the bus captains' wrong answers to the questions in the test.

### (iii) Route training and Bus type training

- Each BC is required to receive formal route training / bus type training delivered by driving instructor ( "DI" ) in the ratio of 1:2 before he/she is deployed to drive a new route / new bus type.

- (i) Programmes of improvements of amenity facilities at bus termini

Major bus termini of NLB are located at Yuen Long West Rail Station, Shenzhen Bay Port, Mui Wo, Tung Chung Town Centre, Tai O and Ngong Ping.

Subject to approval of landowner of these locations, plans can be put forward for improvement of amenity facilities of these bus termini

- (j) Study on feasibility of installation of seat belts on

1. All seats

Requests have been set forth to suppliers of new buses

2. All seats on upper deck of all new buses

NLB is going to procure new double deck buses but will keep in view of this issue for suppliers' input, subject to any mandatory requirement from the authority

#### D. Safety Enhancement Targets

The following safety enhancement measures have been implemented:

- (a) Installation of "electronic black box" in 129 buses
- (b) Earlier Euro Models buses (except those "MAN" buses) have been installed with CRT. After the disposal and replacement programme of this year, there should be no Euro earlier model buses in our fleet.
- (c) All units of buses have been equipped with speed limiters.

#### E. Measures Taken in Accident Prevention

- (a) Programmes planned in the next two years to reduce accidents

Regular review of drivers' performance would be conducted by routine driving skill evaluation conducted by driving instructor. Plain-cloth driving instructors would be assigned to observe their driving performance for appraisal. There is also a system of safety bonus to encourage their adherence of company rules regarding driving safety.

- (b) Publicity Programmes in the next two years to enhance passenger safety

NLB has followed the lead from Transport Department and fellow public bus service operators in the promotion of passenger safety. In these programmes, NLB would participate actively in order to achieve the anticipated results.

## (c) Bus Captain Training

Any BC who is convicted of careless driving or has committed multiple traffic contraventions should be attend remedial training.

Operation Mangers/ Administration Manager will refer BCs who were convicted of careless driving or with poor driving record to BCTS for remedial training.

Any BC who has taken a consecutive period of leave for 30 days or more or has been cumulatively absent from work for 30 days in a 2 month period should attend a full day remedial training.

F. Review on Safety Arrangements to Enhance Road and Passenger Safety

Passenger safety includes consideration for their comfort and safety on board and at station. As NLB does now have double-deck buses, the problem of ascending and descending to/from upper floor has become a concern. There are other measures that NLB has made or is planning to take up, these include:

- Improvement in power steering systems – bus providers have been informed on the need of more efficient power steering systems for better manoeuvre on the road
- Anti-lock Braking System (“ABS”) to be installed
- Enhancement of materials for the bus floor to prevent slipping
- Improved lighting on board
- Handrails with better grips

In order to abide by the safety standard, NLB’s new buses would be equipped with the above facilities. All recently procured new low floor buses have been installed with these facilities. Any new vehicle added to the fleet would have the same standard installation, except when those vehicles are designated for routes that have to negotiate topography that does not encourage the use of super low floor buses.

NLB would continue to place priority in the procurement of pre-owned low floor buses from fellow bus operators. Though they are used buses, the facilities on board could abide by the standard of NLB as far as passenger safety is concerned.

New buses have been procured and delivered for Route B2, B2P and B2X and Route 38, to be equipped with facilities as specified above.

G. Specific Measure

## (a) Target for reduction of accident involvement rate

No. of buses involved in accidents per million vehicle-km operated in 2016: 1.60

## (b) Target for Reduction of Bus Accident Rate 2014-2023



Year	Accident Rate per Million Vehicle-Km
2014	1.35
2015	1.32
2016	1.32
2017	1.60
2018	1.60
2019	1.58
2020	1.58
2021	1.55
2022	1.55
2023	1.55

#### H. Working Hour and Rest Time Arrangement for Bus Captains

The following working hour, rest time and meal break arrangements for bus captains have been implemented upon the successful consensus between fellow franchised bus operators and Transport Department, as revised in February 2018 –

- (1) (a) Maximum duty hours in a shift should not exceed 12 hours, and driving hours therein should not exceed 10 hours.
- (b) Duty hours in a special shift duty arranged to cater for service demand in the morning and evening peaks may exceed 12 hours but maximum duty hours should not exceed 14 hours, and driving hours therein should not exceed 10 hours. A rest break of no less than 3 consecutive hours should be provided in the special shift.
- (2) The off-duty break between 2 successive shifts should not be less than 10 hours. The total off-duty breaks in 3 successive shifts, other than special shift duties, should not be less than 22 hours.
- (3) Bus captains should have a rest break of at least 40 minutes after 6 driving hours, and within that 6-hour duty, they should have short rest breaks totalling not less than 20 minutes, of which no less than 12 minutes should be within the first 4 hours of duty. The time bus captains spend at a terminal point preparing for the next departure and monitoring boarding of passengers should not be regarded as rest break/short rest break.
- (4) Bus captains working for 8 hours or above in a shift should have a meal break of no less than 1 hour.

It has been proposed that certain amendments be incorporated into the aforesaid guidelines, which NLB raised no serious objection, but subject to uniform consensus among fellow franchised bus operators.

**New Lantao Bus Co. (1973) Ltd.****Bus Accident Statistics 2016-2017**

	2016	2017	Average
Accident rate per licensed veh.	0.11	0.20	0.15
Accident rate per million veh-km	1.60	2.69	2.15
No. of accidents	14	24	19.0
No. of Licensed buses	124	123	124
Million vehicle-km operated	8,750,336	8,936,687	8,843,512

**Traffic Accident Involving Personal Injury per million km operated 2016-2017**

	2016	2017	Average
Accident rate per million veh-km	1.60	2.01	1.81
No. of accidents	14	18	16.0
Million vehicle-km operated	8,750,336	8,936,687	8,843,512

**Bus Accident Statistics 2016-2017**

	2016	2017	Average
Bus Accident rate per million veh-km operated	1.60	2.69	2.15
No. of buses involved traffic accidents	14	24	19.0
Million vehicle-km operated	8,750,336	8,936,687	8,843,512
Bus Accident rate per licensed vehicle	0.11	0.20	0.15
No. of Licensed buses	124	123	124

**Bus Accident Rate per Licensed Vehicle 2016-2017**

	2016	2017	Average
Bus Accident rate per licensed vehicle	0.11	0.20	0.15
No. of buses involved traffic accidents	14	24	19.0
No. of Licensed buses	124	123	124

**Bus Accident Rate per million km operated 2016-2017**

	2016	2017	Average
Bus Accident rate per million veh-km	1.60	2.69	2.15
No. of buses involved traffic accidents	14	24	19.0
Million vehicle-km operated	8,750,336	8,936,687	8,843,512

**New Lantao Bus Co. (1973) Ltd.**

**Driver involvement rate by age group in 2016**

	Age Group										Total
	Under 26	26-30	31-35	36-40	41-45	46-50	51-55	56-60	61-65	above 65	
Accident rate per bus captain	0.00%	0.00%	0.00%	0.00%	0.00%	10.34%	9.68%	10.81%	16.00%	0.00%	8.64%
No. of drivers involved	0	0	0	0	0	3	3	4	4	0	14
Total no. of drivers	1	5	5	11	17	29	31	37	25	1	162

**Accident Rate by bus captain length of service in 2016**

	0-6 months	6 months - 1 year	1-2 years	2-3 years	3-4 years	4-5 years	5-6 years	6-7 years	7-8 years	8-9 years	9-10 years	more than 10 years	Total
Accident rate per bus captain	16.67%	0.00%	21.43%	0.00%	11.11%	14.29%	28.57%	0.00%	0.00%	33.33%	0.00%	6.45%	8.64%
No. of drivers involved	2	0	3	0	1	1	2	0	0	1	0	4	14
Total no. of drivers	12	19	14	12	9	7	7	4	3	3	10	62	162

**Accident Rate by bus captain working hours before the accident happened in 2016**

	Working Hours											Total
	0-1 hours	1-2 hours	2-3 hours	3-4 hours	4-5 hours	5-6 hours	6-7 hours	7-8 hours	8-9 hours	9-10 hours	more than 10 hours	
Percentage of Accident rate	14.29%	21.43%	14.29%	14.29%	0.00%	0.00%	0.00%	28.57%	7.14%	0.00%	0.00%	100.00%
No. of drivers involved	2	3	2	2	0	0	0	4	1	0	0	14

**Driver involvement rate by age group in 2017**

	Age Group										Total
	Under 26	26-30	31-35	36-40	41-45	46-50	51-55	56-60	61-65	above 65	
Accident rate per bus captain	0.00%	0.00%	0.00%	9.09%	16.67%	25.00%	6.90%	12.82%	11.43%	0.00%	14.12%
No. of drivers involved	1	0	0	1	2	9	2	5	4	0	24
Total no. of drivers	0	1	4	11	12	36	29	39	35	3	170

**Accident Rate by bus captain length of service in 2017**

	0-6 months	6 months - 1 year	1-2 years	2-3 years	3-4 years	4-5 years	5-6 years	6-7 years	7-8 years	8-9 years	9-10 years	more than 10 years	Total
Accident rate per bus captain	25.00%	20.00%	20.00%	5.56%	9.09%	50.00%	0.00%	0.00%	33.33%	0.00%	0.00%	10.14%	14.12%
No. of drivers involved	4	2	5	1	1	3	0	0	1	0	0	7	24
Total no. of drivers	16	10	25	18	11	6	3	6	3	2	1	69	170

**Accident Rate by bus captain working hours before the accident happened in 2017**

	Working Hours											Total
	0-1 hours	1-2 hours	2-3 hours	3-4 hours	4-5 hours	5-6 hours	6-7 hours	7-8 hours	8-9 hours	9-10 hours	more than 10 hours	
Percentage of Accident rate	4.17%	16.67%	20.83%	4.17%	8.33%	16.67%	8.33%	8.33%	4.17%	4.17%	4.17%	100.00%
No. of drivers involved	1	4	5	1	2	4	2	2	1	1	1	24

**Accident Rate by experience of drivers on bus model operated in 2016-2017**

	0-6 months	6 months - 1 year	1-2 years	2-3 years	3-4 years	4-5 years	5-6 years	6-7 years	7-8 years	8-9 years	9-10 years	more than 10 years	Total	Total no. of drivers
2016	2	1	2	0	1	2	1	0	0	1	0	4	14	162
2017	4	3	4	1	1	3	0	1	0	0	0	7	24	170

**Accident Rate by experience of drivers on bus routes operated in 2016-2017**

	0-6 months	6 months - 1 year	1-2 years	2-3 years	3-4 years	4-5 years	5-6 years	6-7 years	7-8 years	8-9 years	9-10 years	more than 10 years	Total	Total no. of drivers
2016	9	2	3	1	0	1	2	1	2	0	0	1	22	162
2017	5	3	5	2	0	2	0	0	0	0	0	7	24	170

香港專營巴士服務  
獨立檢討委員會

香港金鐘道66號  
金鐘道政府合署21樓

本函檔號 Our Ref.: CSO/IRC-BUS/CR/7-45/5  
來函檔號 Your Ref.: NLB/L/0030/2018/TD



Independent Review Committee on  
Hong Kong's Franchised Bus Service

21/F, Queensway Government Offices,  
66 Queensway, Hong Kong

電話號碼 Tel No.: (852) 2867 5324  
傳真號碼 Fax No.: (852) 3104 0254

5 July 2018

Mr James WONG  
Managing Director  
New Lantao Bus Company (1973) Limited  
3/F, 8 Chong Fu Road  
Chai Wan, Hong Kong  
(Fax: 2984 8812)

**BY FAX & BY POST**

Dear Mr WONG,

**Independent Review Committee on Hong Kong's Franchised Bus Service**

The Committee thanks you for your letters dated 27 June and 4 July 2018.

2. In light of the evidence given by representatives of NLB at the hearing on 19 June 2018, together with the information supplied in the letters of 27 June and 4 July 2018, the Committee seeks your further assistance in respect of:

- (i) information obtained by NLB about the other employment of part-time bus captains employed by NLB;
- (ii) the Non-Franchised Bus Service Contract between NLB and Kwoon Chung Motors Company Limited ("KCM");
- (iii) the training of bus captains and the steps taken by NLB to set up a bus captain Training School; and
- (iv) proposed amendments to the revised February 2018 "Guidelines on Bus Captain's Working Hours, Rest Times and Meal Breaks".

*As to (i)*

3. At the hearing on 19 June 2018, Mr James Wong stated: [Transcript Day 5; 19 June 2018, page 2.]

"In recent months, we have implemented and will implement the following measures...

second, requiring the part-time bus captains to declare more information about their principal employment;"

4. In his evidence, Mr James Wong said: [Transcript Day 5, 19 June 2018, page 12.]

“At this stage, our plan is to ask the colleague to, starting from June-well, because they are part-time captains, they won’t come to work every day; they will have to furnish all the information to us.”

5. Then, there followed the following interchange with the Chairman: [Transcript Day 5, 19 June 2018, pages 13-14.]

“CHAIRMAN: Before you do that – are we to understand that this process has begun with you asking part-time bus captains to declare their principal employment and their working hours, that you’ve already started asking some bus captains, part-time ones, those questions?

MR JAMES WONG: Yes. Yes. We have begun doing that.

CHAIRMAN: Have any of these part-time bus captains declared that they do have other employment and have given you their working hours?

MR JAMES WONG: Yes, indeed, Chairman.

CHAIRMAN: Have any of them told you they have other employment involving driving?

MR JAMES WONG: Yes.

CHAIRMAN: Are you able to illustrate, by reference to one of the bus captains, what kind of employment and how much driving was involved in this other job?

MR JAMES WONG: Chairman, the initial information we have got – well, I hope that you would give us some time to collate the information. From the initial information we have received, there are part-time bus captains, according to them, that they are bus captains working for a hotel. According to the information supplied to the company, they work on average five days a week. Per working day, the average driving time is about eight hours. That is just an example.

CHAIRMAN: Can you give us some idea of how many of your part-time bus captains you have asked these questions of, so far?

MR JAMES WONG: There are 30 or so of them who have replied to us. It’s about 80 per cent of our part-time bus captains, those 30 or so bus captains.

CHAIRMAN: Thank you, Mr Wong.”

6. In the information supplied under cover of NLB's letter, dated 27 June 2018, in addressing the request of the Committee to be provided with a sample of the new form "...created in June 2018 for part-time bus captains to declare, regular intervals, their work details, principal employment and/or their respective working hours", NLB stated:

"Please refer to Annex 1 of our last version of part-time bus captain declaration form. We planned to amend current job application form and the sample of new application form is attached as well. The new form will be introduced by year 2019."

7. In light of Mr James Wong's evidence, quoted above:

- (a) Please confirm whether or not the form headed "Application for Employment", attached as Annex 1 to your submissions dated 17 May 2018, [NLB-1, page 31 and NLB-2, pages 469-472] is the form to which you refer at paragraph 2 of page 1 of your submissions dated 27 June 2018 as being a "part-time bus captain declaration form." Has that form been used by NLB since 1 June 2018 to obtain declarations from part-time bus captains in respect of their other employment and working hours. If so, please provide copies of samples of those declarations.
- (b) Please confirm whether or not the "new application form", referred to at paragraph 2 of page 1 of your submissions dated 27 June 2018, attached at Annex 1 of those submissions, and entitled "Job Declaration Form for Non-Full-Time Bus Captain" has been used to obtain declarations from part-time bus captains in respect of their other employment and working hours. If so, please provide copies of samples of those declarations.
- (c) If not, please describe how the information, about which Mr James Wong gave evidence, was obtained from those part-time bus captains? Was the information obtained in documentary form? If so, please provide copies of samples of such documents. If not, was the information obtained orally from the bus captains? If so please identify, by whom and when that information was obtained? Were documentary records made of that information? If so, please provide copies of samples of such documents.

8. In light of Mr James Wong's statement that the information obtained from the part-time bus captains was "initial information" and his request to be given time to "collate the information", please provide a copy of the collated information.

*As to (ii)*

9. In NLB's written submissions, dated 24 April 2018, it was stated: NLB-1; page 17, paragraph 4.]

"To cater Saturday, Sunday and public holiday upsurge passenger demand in our network, agreed with TD, we hire at least 30 non-franchised bus with bus captain from our contractor on every weekends..."

10. Attached to your letter of 27 June 2018, Annex 2, was a letter from NLB to KCM, dated 18 July 2016, which was headed “Non-Franchised Bus Service Contract”. The letter invited KCM to sign a duplicate of the letter as formal acceptance of the offer made in the letter for the “Rental for each bus per day” for stipulated hours on stipulated days for both the “Lantau Routes” and “Shenzhen Bay Port Routes”.

11. The letter stated that:

“Terms and conditions of the service will be those as contained in your tender.

Please also apply for the relevant permits from Transport Department for the said purpose.”

12. Please provide a copy of the terms and conditions of the service as stipulated in the tender.

13. If the contract between NLB and KCM for the provision of bus captains for the non-franchised buses hired from KCM is not stipulated in those terms and conditions, please identify that contract and provide a copy.

14. Please describe what, if any, information is provided by KCM to NLB in respect of the bus captains provided by KCM to drive the non-franchised buses hired from KCM and provide copies of samples of such documentation and/or records.

15. Please identify the nature of the “relevant permits” in respect of which KCM was required to make application to the Transport Department and provide sample copies of those documents.

*As to (iii)*

16. In the course of his evidence Mr Richard Lee said, in the context of NLB’s planned establishment of a Training School for bus captains: [Transcript Day 5, 19 June 2018, page 68.]

“Earlier on, we have applied to the Transport Department that we could have GP 2, that is the restricted instructor license for franchised buses. We’re waiting the TDs reply.”

17. Subsequently, Mr Richard LEE went on to say: [Transcript Day 5, 19 June 2018, page 69.]

“Of course, for the setting up of the school, we need other support measures, like parking training venue and also route training venues.”

18. In the context of setting up a Training School capable of training of bus captain recruits who hold driving licences other than bus driving licences, Mr James WONG said: [transcript Day 5, 19 June 2018, page 71.]

“...when we get the approval from the TD to set up the school, then we can help such drivers to sit for the bus driving licence exam.”

19. Please provide copies of the documentation of the application made to the Transport Department for “GP 2, that is the restricted instructor license for franchised buses.”

20. Is the “approval from the TD to set up the school”, about which Mr James WONG gave evidence, an application made in addition to the application in respect of the GP 2 license? If so, please describe that application and provide copies of the application and any replies from the TD.

21. What, if any, steps have been taken to provide “other support measures, like parking training venue and also route training venues”?

22. In the chapter “Bus Safety” of NLB’s Forward Planning Programme 2019-2023, attached to NLB’s letter to the Committee, dated 4 July 2018, reference is made to “set up Bus Captain Training School” in “Q4 2018”. [Paragraph B (i)]

23. On what basis, is it asserted that the Bus Captain Training School would be set up in the 4<sup>th</sup> quarter of 2018? In what premises is the Bus Captain Training School to be operated?

24. It is noted that in addressing the issue of NLB’s programme/plan in the forthcoming 2 years to “enhance bus captains training” NLB’s Forward Planning Programme, dated June 2017, NLB stated: [TD-1; page 237, paragraph C (g).]

“NLB may seek to cooperate with fellow franchised bus operators to achieve the above, by sending bus captains to the training programs offered by other operators, subject to mutual assistance and cooperation.”

25. Given that the proposal outlined there was not implemented, please provide details of the bus driving instructors employed by NLB in the 2 years up to 1 July 2018, including their qualifications, experience and the history of their employment by NLB, and how the current training for bus captains is conducted, including parking and route training in the absence of dedicated venues for such training purposes.

26. In the chapter “Bus Safety” of NLB’s Forward Planning Programme 2019-2023 it is asserted that NLB propose to “introduce a bus simulator “virtual reality”(VR) system into training structure” and to do so in “Q4 2018”. [Paragraph B (vi)]



27. Please identify the equipment to be used, including the manufacturer of the hardware and the maker of the software. How many bus simulators are to be used in training bus captains? For what reasons has it been determined by NLB to acquire and use a bus simulator now, and not in the past, in training bus captains?

*As to (iv)*

28. In the chapter “Bus Safety” of NLB’s Forward Planning Programme 2019-2023 reference was made to the revised February 2018 “Guidelines on Bus Captain’s Working Hours, Rest Times and Meal Breaks”. Having said that the guidelines were “implemented upon the successful consensus between fellow franchised bus operators and transport Department”, it was stated that: [Paragraph H]

“It has been proposed that certain amendments be incorporated into the aforesaid guidelines, which NLB raise no serious objection, but subject to uniform consensus among fellow franchised bus operators.”

29. Please describe the circumstances in which the proposed amendments were made, including when, to and by whom they were made. What are the proposed amendments? If they were made in writing, please supply copies of the documents? Does NLB have any objections to the proposed amendments? If so, what are those objections? If they were made in writing, please supply copies of the documents? Is there “uniform consensus among fellow franchised bus operators” in respect of the proposed amendments?

30. The Committee would be very grateful for your reply in writing within the next 7 days. Should you have any queries, please feel free to contact me or Mr Justin TO at 2867 4612.

31. The information provided in the written responses will be considered by the Committee in reviewing the matters it is directed to consider under the terms of reference of the Committee and in drawing up its recommendations. If necessary, the Committee may invite your company to provide supplementary written responses and/or oral evidence. Please also be advised that all written responses (including any annexes, appendices and attachments contained therein) will be treated as public information and, at the discretion of the Committee, may be published on the Committee’s website.

Yours sincerely,



(CHAN Ping-fai, Peter)  
Secretary, Independent Review Committee on  
Hong Kong’s Franchised Bus Service

香港專營巴士服務  
獨立檢討委員會

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Independent Review Committee on  
Hong Kong's Franchised Bus Service

21/F, Queensway Government Offices,  
66 Queensway, Hong Kong

本函檔號 Our Ref.: CSO/IRC-BUS/CR/7-45/5  
來函檔號 Your Ref.: NLB/L/0030/2018/TD

電話號碼 Tel No.: (852) 2867 5324  
傳真號碼 Fax No.: (852) 3104 0254

9 July 2018

Mr James WONG  
Managing Director  
New Lantao Bus Company (1973) Limited  
3/F, 8 Chong Fu Road  
Chai Wan, Hong Kong  
(Fax: 2984 8812)

**BY FAX & BY POST**

Dear Mr WONG,

**Independent Review Committee on Hong Kong's Franchised Bus Service**

Thank you for your letter, together with attached documents, dated 27 June 2018. The Committee seeks your assistance in respect of the matters identified below.

2. On 19 June 2018 Mr Timothy WONG, one of NLB's representatives at the hearing, said: [Transcript Day 5; 19 June 2018, page 118]

“For our long-term development, in 2016 we acquired the black box. Of course the black box has got important functions. At that time, under the new franchise agreement, we had to provide the ETA function. We looked at to suppliers and we chose our current supplier, called Openmatics. For the GPS of the suppliers as well as the raw data produced, they can be uploaded onto our server.”

3. Mr WONG went on to say of the installation of the equipment [Transcript Day 5; 19 June 2018, page 123]

“...it requires skilful professional technician to install this black box. It requires connection with the supplier, who are teams from Czech Republic.”

4. He went on to confirm that that was Openmatics.

5. Please identify the equipment, including applications and software, that was supplied by Openmatics to NLB commencing in 2016 to date, providing sample copies of documents describing that equipment.

6. Please describe over what period it was that Openmatics installed that equipment on NLB buses.

7. The Committee would be very grateful for your reply in writing on or before **noon, 13 July 2018**. The short time in which your response is requested is made necessary by the fact that the information that the Committee is seeking from you is relevant to evidence that the Committee will receive from witnesses on Saturday, 14 July 2018. Should you have any queries, please feel free to contact me or Mr Justin TO at 2867 4612.

8. The information provided in the written responses will be considered by the Committee in reviewing the matters it is directed to consider under the terms of reference of the Committee and in drawing up its recommendations. If necessary, the Committee may invite your company to provide supplementary written responses and/or oral evidence. Please also be advised that all written responses (including any annexes, appendices and attachments contained therein) will be treated as public information and, at the discretion of the Committee, may be published on the Committee's website.

Yours sincerely,



(CHAN Ping-fai, Peter)  
Secretary, Independent Review Committee on  
Hong Kong's Franchised Bus Service



**NEW LANTAO BUS CO. (1973) LTD.**  
**新大嶼山巴士(一九七三)有限公司**

A subsidiary of KWON CHUNG BUS HOLDINGS LTD. 冠忠巴士集團有限公司附屬公司

**By Post & Email**

Our ref.: NLB/L/0053/2018/IRC  
Your ref.: CSO/IRC-BUS/CR/7-45/5

11 July 2018

Secretariat to the Independent Review Committee  
on Hong Kong's Franchised Bus Service,  
21/F, Queensway Government Offices,  
66 Queensway,  
Admiralty, Hong Kong.

Attn.: Mr. Peter CHAN

Dear Sir,

**Independent Review Committee on Hong Kong's Franchised Bus Service**

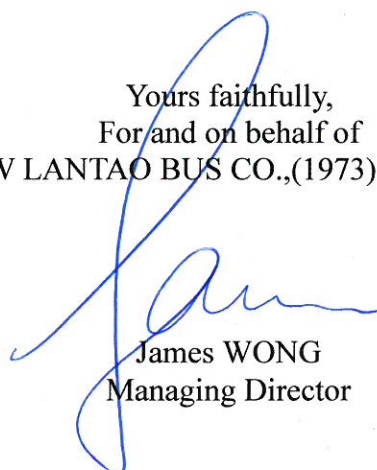
We are writing a reply to your letters dated 5 July 2018 for the captioned subject.

Upon received further request of detailed information, we have prepared our input in the attached table with respective supporting documents at Annex section as well. Nevertheless, we have made the best endeavors on completeness of information and records provided, otherwise, the committee can further request supplementary information in form of written document, if necessary.

Should you have further enquiries, please feel free to contact undersign or Mr. Benny Chan at 2235 3122 or Mr. Billy Wong at 2856 8291.

Thank you for your attention.

Yours faithfully,  
For and on behalf of  
NEW LANTAO BUS CO.,(1973) LIMITED



James WONG  
Managing Director

Encl. 40 Pages (with Annex)

## Item list of NLB further supplement of information arising from IRC letter dated 5 July 2018

IRC enquiries	NLB input
<p>1. Refer to para 7 in related to part-time bus captain declaration form and job application form.</p>	<p>Currently, the new entrant (either apply for part time or full time bus captain position) is require to fill the “Application Form” as mentioned in Annex 1 of our submissions dated 17 May 2018. When the entrant is applying for part time bus captain position, he / she also required to fill the “Part Time Bus Captain Declaration Form” as mentioned in Annex 1 of our submissions dated 27 June 2018. This “Part Time Bus Captain Declaration Form” is also used for existing part time bus captains to update their full time employment status, include working days pattern and daily working hours, if any changes they know.</p> <p>A sample of filled “Part Time Bus Captain Declaration Form” is attached in Annex 1 for your reference.</p> <p>We planned to use new “Application Form” and new “Part Time Bus Captain Declaration Form” with effect from 2019, the highlight of these amendments are listed below:</p> <ol style="list-style-type: none"> <li>1. New “Application Form” provides a clear section of either full time, part time or temporary post, that remarked of part time post applicant should also fill the “Part Time Bus Captain Declaration Form”.</li> <li>2. New “Part Time Bus Captain Declaration Form” can provide clearer information of part time bus captain of their current full time employment status.</li> </ol> <p>The sample of new “Application Form” and new “Part Time Bus Captain Declaration Form” is attached in Annex 2.</p>
<p>2. Refer to para 12, 13, 14 &amp; 15 in related to NLB and KCM service contract.</p>	<p>A copy of tender document which include the terms and conditions of the service requirement, non-franchised bus captains requirement, etc., is attached in Annex 3 for your reference.</p> <p>NLB has right to access the information, include year of service, discipline records, driving offence records, etc., of these non-franchised bus captains in KCM records. The sample of screen capture this record retrieval system is attached in Annex 4 for your reference.</p> <p>Since the roadway on South Lantau (include Tung Chung Road after Shek Mun Kap roundabout, South Lantau Road, Keng Shan Road, Sham Wat Road, Ngong Ping Road, Tai O Road, etc.) are within closed area, and the vehicles, include our hired non-franchised buses are required to apply “Closed Road Permit”. In this connection, NLB has submitted “Closed Road Permit” application for this non-franchised buses by half-year basis. The sample of application letter to TD is attached in Annex 5 for your reference.</p>

## Item list of NLB further supplement of information arising from IRC letter dated 5 July 2018

IRC enquiries	NLB input
<p>3. Refer to para 19, 20, 21, 22 &amp; 23 in related to setting up a Training School.</p>	<p>A copy of application letter to TD for apply GP 2 restricted instructor license for NLB is attached in Annex 6 for your reference.</p> <p>Actually, there is no necessary for application to TD when a franchised bus company to setup a training school of providing in-house training for their own bus captains. The structure of training school is established according to each franchised bus company of their own management, resources, venue, etc.</p> <p>For applying GP 2 restricted instructor license, NLB can arrange class 1, 2 driving license holder to learn driving bus by our in-house instructors, and arrange driving examination conducted by TD examiner. To fulfill the requirement of applying GP 2 license and bus driving examination, the franchised bus company should 1) provide their own venue for bus parking test, and 2) propose road test routeing.</p> <p>Upon our situation, the bus parking test will be held at the other bus company depot area, subject to other bus company consent and relevant government department approval. The road test routeing is preferable to use the routeing as other bus company is adapt so that to reduce TD assessment time. The classroom training will usually conducted at meeting room of our Mui Wo Depot, Lantau, and training room of our group parent company at Chai Wan, Hong Kong.</p> <p>At the same time, prior to receive TD's GP 2 approval formally, we already kick-off the internal recruitment process of driving instructor, who are already an experienced bus driver of NLB. Refer to current working progress schedule and co-ordination with TD, our first batch of GP 2 instructor can ready to provide bus driving learning class by 4Q 2018, subject to readiness of bus parking test venue as mentioned above.</p>
<p>4. Refer to para 25 in related to bus driving instructor's qualification, experience and the employment history.</p>	<p>At present, NLB has no GP 2 instructor and no bus driving learning class can provide. That said, we can only employ the person who already possess bus driving license.</p> <p>The existing bus driving instructor of NLB are office staff or front-line management staff (outbound inspectors), who's service period in bus industry and/or license holding period is over 10 years, and they all possess buses, medium goods vehicle and heavy goods vehicles driving licenses. During the same period, no traffic offence they involved at least on last 2 years and they are in good working record. The instructor will provide on-wheel training to bus driver at our present bus routeing and terminus area in Lantau.</p> <p>Since the learner are already possess bus driving license, TD has no requirement of training venue, routeing,</p>



## Item list of NLB further supplement of information arising from IRC letter dated 5 July 2018

	facilities requirement, etc., in this condition, and all these are subject to franchised bus company own arrangement.
5. Refer to para 26 & 27 in related to utilisation of bus simulator VR.	<p>The name of supplier of this VR simulator is “Xensory Lab Limited”, who take part in software development of this simulator project. The simulator is build base on a mockup bus driving console, which is a small casing with a driver seat, driving wheel and foot pedals inside. A number of motion sensors are installed in the console to detect the motion of learner. The learners will seat at the console and wear VR headset through the simulated driving process. From view of our scale of number of bus captain, NLB plan to use one set of simulator for bus captain training purpose.</p> <p>We experienced a certain occasion that cannot be simulated during the real driving situation, such as intrude of jay-walker, unexpected driving behavior of other drivers, etc.. Due to the bus captain safety issue. Through the VR simulator, we believe the technology can facilitate our management to assess bus captain ability to response on emergency situation so that provide respective training of prompting their safety awareness and technique to deal with traffic incident and minimize adverse impact to our passengers.</p>
<b>IRC enquiries</b>	<b>NLB input</b>
6. Refer to para 28 & 29 in related to new guidelines on bus captain’s working hours, rest times and meal breaks.	<p>After a serious traffic accident of Citybus at Sham Shui Po on 22 September 2017, TD has invited all franchised bus companies to review bus captain’s working hours, rest time and meal breaks guideline in response to public concern on long working hour of bus captain.</p> <p>TD requested all franchised bus operators to review and studies the feasibility of adjusting the guideline so that to optimize the guideline as far as possible. There are totally 3 rounds of meetings on 13 October 2017, 25 October 2017 &amp; 7 February 2018. During the discussion process, a number of scenario of different guideline options are simulated, so that each bus operations can estimate their shortage of bus captain and impact to salary change of bus captain under different guideline options and provide comment during the meeting according to their situations.</p> <p>NLB possess smallest number of bus captain and regarded the latest guideline is the optimal arrangement to our bus captain and bus operations.</p>

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## **Annex (Supplement of information)**

Annex 1	Sample of filled “Part Time Bus Captain Declaration Form”
Annex 2	New “Application Form” and new “ Part Time Bus Captain Declaration Form”
Annex 3	Tender document of hiring non-franchised bus to operate franchised bus service
Annex 4	Sample record of non-franchised bus captain
Annex 5	Sample of application letter to TD of Closed Road Permit
Annex 6	Application letter to TD of restrictive driving instructor licence





**NEW LANTAO BUS Co. (1973) LTD.**  
**新大嶼山巴士(一九七三)有限公司**

A subsidiary of KWOON CHUNG BUS HOLDINGS LTD. 冠忠巴士集團有限公司附屬公司

**By Post & Email**

Our ref.: NLB/L/0054/2018/IRC

Your ref.: CSO/IRC-BUS/CR/7-45/5

12 July 2018

Secretariat to the Independent Review Committee  
on Hong Kong's Franchised Bus Service,  
21/F, Queensway Government Offices,  
66 Queensway,  
Admiralty, Hong Kong.

Attn.: Mr. Peter CHAN

Dear Sir,

**Independent Review Committee on Hong Kong's Franchised Bus Service**

We are writing a reply to your letters dated 9 July 2018 for the captioned subject.

NLB is using ZF Openmatics (OM) black box system for Electronic Data Recorder (EDR) and Estimated Time of Arrival (ETA) purpose. During the entire installation and implementation process, only one model of "Bach Box" is used and no other models of OM black box we adapted.

The black box system is capable to record, by every second, of the following signal during bus in operations:

- GPS locations (Longitude and Latitude)
- Identification of on-bus unit (Box ID number or Vehicle Registration Mark)
- Actual date and time (Timestamp)
- Orientation of vehicle (Heading of the vehicle)
- Passenger door status (Open or Close)
- Bell information (Bell Push for Bus Stopping)
- Vehicle speed
- Foot brake state
- Parking brake switch
- Accelerator pedal position
- Transmission current gear
- Engine (Rotation per Minute)
- Bank angle (Bus Inclination)
- Engine Total Fuel Used
- High Resolution Vehicle Distance

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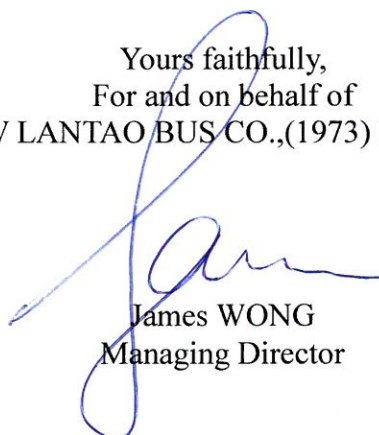
According to our service arrangement with Openmatics, they supply hardware of "Bach Box" and we able to download raw data which captured in our buses from their system sever. No other report interface or extended system (e.g. driver feedback systems, data application, etc.) is provided by the supplier. Our current bus monitoring, data record and reporting systems are developed by in-house IT team that base on those raw data captured from our black box. The system described above is the same system as mentioned in our 2<sup>nd</sup> submission (letter dated 17 May 2018), Page 2 of our input table and Annex 4 of the same submission.

Refer to our record, the first installation in NLB bus was done by Openmatics team at August 2015 for trial purpose, and afterward we hired a team of 4 technicians to complete installation project. The entire fleet (124 units at December 2017) retrofit with Openmatics black box is completed at early-June 2017. All the new buses will install same black box prior when they put in service at thereafter.

Should you have further enquiries, please feel free to contact undersign or Mr. Benny Chan at 2235 3122 or Mr. Billy Wong at 2856 8291.

Thank you for your attention.

Yours faithfully,  
For and on behalf of  
NEW LANTAO BUS CO.,(1973) LIMITED



James WONG  
Managing Director