

“The new frontier is not etched in stone, but is created through challenge and innovation.”

“嶄新領域並無固定軌跡，全賴發揮創意，克服挑戰，不斷開拓。”



Entering into a new era of change

Over the past few years, the economy of Hong Kong has remained in the doldrums. The property market has been hard hit and aspirations towards home ownership have weakened. As a main provider of public housing, the Housing Society rises to the great challenges of socio-economic changes. Seeking measures on how to provide appropriate and improved customer services has become an issue to be resolved by the Society in recent times.

In the financial year ending 31 March 2001, the Housing Society endeavoured to perform its existing tasks well. We also strengthened our governance structure, upgraded the quality of our projects and property management services, and reviewed our corporate vision, guiding principles and core values to prepare for the exploration of a new role.

Business Overview

Although the property market was persistently sluggish in the past year, the Housing Society managed to sell a total of 1,718 units through various aggressive sale programs. During the period, a number of long-planned projects have got off the ground, including the two projects in Tseung Kwan O and Jordan Valley under the Senior Citizen Residences (SEN) Scheme, the demolition works of Tanner Hill and Kwun Lung Lau redevelopment, the superstructure works of the two projects under the Flat-for-Sale Scheme in Tuen Mun Area 4C and Kai Tak Phase II. Last year, the operating surplus of the Society amounted to HK\$1.25 billion. As before, the surplus will be applied for new projects that society needs.

邁進變革新紀元

過去幾年香港經濟持續不景，房地產市場深受打擊，市民置業信心變得十分脆弱。房協作為公營房屋的一個主要提供者，面對著社會經濟變遷的重大挑戰，如何為市民提供更佳服務，是房協近年需要解決的問題。

在截至二零零一年三月三十一日的財政年度，房協一方面堅持做好原有的服務，還致力加強管治架構，提高工程和物業管理的服務質量，重新檢視機構的遠景目標、工作方針和信念，為探索房協的新角色做好準備。

業務概覽

儘管去年物業市場持續疲弱，房協仍然通過各種積極的營銷計劃，一共售出一千七百一十八個單位。期內多項籌備已久的工程陸續展開，包括在將軍澳和佐敦谷兩個「長者安居樂」計劃、丹拿山和觀龍樓重建拆卸工程、在屯門四丙區和啟德二期兩個住宅發售計劃的上蓋工程等等。去年房協的營運盈餘達港幣十二億五千萬元。一如既往，所有盈餘將用於發展社會所需的新項目上。

加強企業管治

為了加強問責性和提高營運效率，房協於二零零零年十二月會員週年大會，採納麥肯錫顧問公司的建議，成立兩級制的管治架構。新的管治架構經過詳細研究，參照了現代企業的最佳管治模式，並保留了房協由委員管治的獨特性。

新的架構包括設立新的監事會，負責制訂宗旨和訂立有關的工作方針；而執行委員會則精簡為十二人，負責制訂政策

Strengthening Corporate Governance

With an aim to enhance accountability and operational efficiency, the Housing Society adopted a two-tier governance structure, as recommended by McKinsey & Company, at its Annual General Meeting held in December 2000. The new governance structure has resulted from a study model based on the best practices in today's corporate governance. At the same time, we have retained the uniqueness of the Society as an independent not-for-profit organization governed by Members.

The new structure includes the formation of a Supervisory Board responsible for setting the Society's mission and guiding principles. The Executive Committee was reduced to 12 members who formulate strategies and monitor the performance of the Management. After streamlining, the other committees retained were the Audit Committee, the Nominating Committee and the Remuneration Committee.

Upon establishment, the Supervisory Board immediately reviewed the corporate vision and guiding principles. The vision of the Society is to be a world-class housing solution provider and innovator with leadership in quality, value for money and management. It is not only a manifestation of our ambition, but also a pledge of our services to the people of Hong Kong.

We have also plainly made "Customer, Quality, Talent and Prudence" our four new core values which will become the working motto of everyone in the Society.

Upgrading Service Quality

The Housing Society has always endeavoured to provide the best products and services, and hopes to promote this passion among the industry. Last year, we collaborated with the Hong Kong Construction Association Ltd and the Hong Kong Construction Industry Employees General Union in producing a video series on "Quality Field Practices". This has been well recognized and supported by the professional institutes within the industry. In the coming year, we will join hands with the industry to push this further forward.

In the property management arena, we have been taking a most positive attitude to persistently enhance our service quality and efficiency. Recently, our Lai Tak Tsuen and Tivoli Garden were awarded the ISO9001: 2000



和監察管理層的工作表現。其他小組委員會經精簡後，只保留了審核委員會、提名委員會和薪酬委員會。

監事會成立之後，立即對房協的遠景目標、工作原則和方針進行了檢討。房協的遠景目標是在解決住屋需求以及創新意念上，要達致世界水平；並在質素、物值及管理方面佔領導地位。這個目標不單顯示我們的抱負，還表達出我們為市民服務的承諾。我們明確提出「顧客為本」、「優質為尚」、「人才為基」及「資源為用」這四項新的工作信念。我深信這些信念將成為房協每一分子的座右銘。

提高服務質量

房協一向致力提供優質的房屋和服務，更希望在業內發揚這個理念。去年，我們與香港建造商會及香港建造業總工會合作，製作「優質工序」短片系列，並得到業內各專業團體的支持和認同。來年我們將繼續與業界合作，進一步推廣「優質工序」。

在物業管理方面，我們亦抱著精益求精的態度，不斷致力提高效率 and 服務質素。最近，房協轄下的勵德邨及宏福

accreditation by the Hong Kong Quality Assurance Agency, certifying our international standard in service quality. The Society will also be investing more resources in property management, including the installation of an advanced computer system, sourced in the United Kingdom, to further upgrade management efficiency and quality.

The Future

Recently, the Chief Secretary for Administration announced a moratorium on the sale of HOS flats, and that in the four years following the resumption of sale in July 2002, the number of units to be launched would be capped at 9,000 per year. This measure undoubtedly will impose certain impact on the business of the Society. It must be pointed out that over the past 53 years since the inception of the Society, the community has undergone incessant changes, yet the service mission of the Society remains unchanged, that is to provide quality and affordable housing for the people of Hong Kong through innovative housing programs. In fact, in a rapidly changing and diversified environment such as Hong Kong, helping to meet the housing demand of the people is always an on-going challenge. In the foreseeable future, we will pool our resources to focus on the expanding property management service, the SEN Scheme, the Home Starter Loan Scheme, and cooperate with the Urban Renewal Authority to undertake rehousing work.

The Team

The Members, Management and staff of the Housing Society have, throughout this past year of change, retained their dedication to the tasks at hand. They have been open to change and have proven that they can act with innovation and operate with a sense of vision. We are ready to adapt to the changing role in the years to come. I thank past and present Members and all staff for the commitment they have shown over the past year.

In our new Mission Statement, we advocate Customer, Quality, Talent and Prudence. These are not empty words. To our new Supervisory Board, our Executive Committee and our 600-plus staff, these are the core values that drive us to face the challenges ahead.



The Hon Chung Shui-ming
Chairman
October 2001

花園，便獲香港品質保證局頒發 ISO9001：2000 的認證，證明房協的服務質素達到國際水平。此外，房協將投入更多資源，包括由英國引進一套先進的物業管理電腦系統，以提升管理效率和質素。

業務展望

最近政務司司長宣布暫停出售居屋十個月，而在明年七月恢復出售居屋後的四個財政年度內，出售量將每年限於九千個。這個措施無可置疑對房協的業務有一定的影響。必須指出房協成立五十三年以來，社會環境不斷變遷，而房協服務宗旨始終如一，就是透過創新的房屋計劃為香港市民提供優質而可負擔的居所。事實上，在香港這個發展迅速和多元化的社會，協助滿足市民的房屋需求從來是一項與時並進的挑戰。在可見的將來，我們將集中資源做好日益擴展的物業管理服務、「長者安居樂」住屋計劃、首次置業貸款計劃，及與市區重建局合作，安置受市區重建影響的居民。

上下一心

在過去急速轉變的一年內，房協所有委員、管理層及員工繼續全情投入，並以開放態度迎接改革。這點證明房協每個成員在日常工作中能夠發揮創新意念，並不忘遠大的整體目標。我們為未來角色轉變已做好充分準備，對前任及現任委員及全體員工在過去一年的竭誠服務，本人謹此致以衷心謝意。

房協工作信念強調顧客為本、優質為尚、人才為基和資源為用。這些絕非空言，而是監事會、執行委員會及逾六百名員工的核心信念。房協將以無比信心迎接未來的挑戰。



主席
鍾瑞明
二零零一年十月