

customer 顧客為本



Serve and satisfy the expectations of our customers 滿足客戶的要求和期望

SITUATIONS MAY KEEP CHANGING,
YET OUR MISSION REMAINS THE SAME.

Satisfying the housing needs of a community as diverse as Hong Kong is an evolving challenge. Half a century ago, our founding members created the mission to provide affordable and quality housing through innovative schemes, either in association with the Government or in our own right. Today, we are still committed to fulfilling this mission either in association with the Government or in our own right. However, the financial catchment within which we operate and the sectors of the community that we target, are changing.

環境不斷變遷，服務宗旨如一。在香港這個多元化社會，應付房屋需求是一項與時並進的挑戰。在半個世紀前，我們的創會委員訂下了服務宗旨：運用本身資源或與政府合作，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。時至今日，我們仍以相同的理念，致力實踐這個服務宗旨。然而，無論是我們運作所依的財政規範或服務的社會階層，均不停轉變。

Planning and Development

The backlog that has accrued in the supply of public and private sector housing in Hong Kong over the past year has had a significant effect on our current sale program and the planning of future developments. Some projects were delayed pending the formation of the Urban Renewal Authority. Others were the subjects of discussions with the Government over their future use and the related modifications of land premiums.

Marketing and Sales

In terms of sales, buying sentiment continued to remain weak throughout the year. To support a sensitive residential marketplace, the Government announced measures in mid 2000 which included a postponement on the sale of Home Ownership Scheme units until 2002, the conversion of 16,000 HOS flats into rental units over the coming four years and a reduction in target figures for future housing production. In line with this, the sale of 1,000 Sandwich Class Housing Scheme units was deferred.

Eligible applicants under the Sandwich Class Housing Scheme (SCHS) purchased 606 flats offered at five developments across the SAR between May and August 2000. Completed flats were fitted out as show homes for applicants during the viewing period. The result is regarded as satisfactory, given the prevailing market conditions.

Our developments at Highland Park, Marina Habitat and Cascades had an average take up rate in the market of 25%. This rate was a direct reflection of the availability of other residential units within similar price range. At 31 March 2001, 391 out of 1,067 units had been sold.

At The Pinnacle in Tseung Kwan O, first launched in 1997, we have 645 units that remain to be sold. The opening of the MTR's Tseung Kwan O extension should provide a sales stimulus to this development.

We have formulated marketing plans for the sale of our developments in Kennedy Town, Ma On Shan and Tseung Kwan O. All were originally developed as part of the Government's Sandwich Class Housing Scheme and the removal of the resale restrictions will widen the potential market for these units. The Cayman Rise in Kennedy Town is the only development of its kind in that part of Hong Kong Island and the sale potential of its 496 units is promising. At Ma On Shan, our 1,124 units are located along the waterfront and will be released in a phased sales program with similar promise. At Tseung Kwan O where there is an ample supply of sale flats, we will release only a limited number of our 1,526 units at any given time.

籌劃及發展

在過去一年，香港公營及私人房屋市場積壓的待售單位，對房協的銷售計劃及未來的發展規劃均帶來影響。在市區重建局籌組期間，房協押後進行部分發展項目，並就其他發展項目的未來用途及有關的補地價修訂，與政府進行磋商。

市場推廣及銷售

在售樓方面，年內市民的置業意欲持續疲弱。為了穩定敏感的住宅市場，政府在二零零零年中宣佈推出多項措施，包括延遲出售「居者有其屋」單位至二零零二年、在未來四年把一萬六千個「居者有其屋」單位轉為出租單位，並調減未來的建屋目標。為配合這些措施，房協也延遲推出一千個「夾心階層住屋計劃」單位。

在二零零零年五至八月期間，合資格的「夾心階層住屋計劃」申請者共購入六百零六個單位，分別屬於五個不同項目。我們於現樓設置示範單位，供申請人參觀。在當前市道情況下，有此銷情已算理想。

我們的浩景臺、悅海華庭及欣圖軒的平均出售率為百分之二十五，反映市場上價格相若的樓盤所帶來的競爭。截至二零零一年三月三十一日，這些發展項目的一千零六十七個單位，已售出其中三百九十一個。

位於將軍澳的疊翠軒在一九九七年推出，現時有六百四十五個單位尚未售出。地鐵將軍澳支線的通車，將會刺激這個項目的銷情。

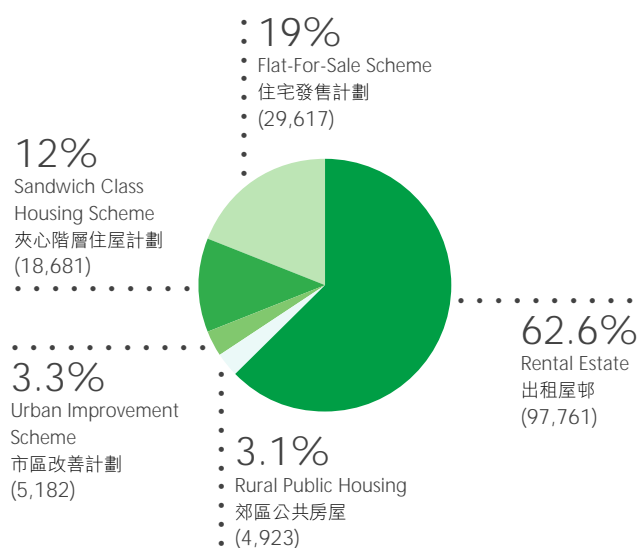
Senior Citizens Housing

Land grants for the two pilot projects under Senior Citizen Residences (SEN) Scheme have been awarded in Tseung Kwan O and Jordan Valley. The innovative, non-profit making scheme will provide 567 self-contained flats. The architectural design, finalized and tested at two trial flats, reflects specific design details for elderly occupants, including handrails, non-slip tiles, emergency alarms and easy-to-use shower cubicles. Each SEN development will contain support facilities such as rehabilitation and physiotherapy rooms, libraries, hobby rooms and multi-purpose halls. Senior citizens who meet the eligibility criteria will occupy the units under a "lease-for-life" tenure.

The pilot developments are expected to be ready for occupation by 2003. From an operational perspective, the Housing Society is working with the Sheung Kung Hui Welfare Council and the Haven of Hope Christian Service, who will oversee all operational aspects of the developments and provide the necessary services required to enable senior residents to enjoy "healthy aging".

Population of the Housing Society (as at 31 March 2001)

房協住戶人口總數 (於二零零一年三月三十一日)



我們已為堅尼地城、馬鞍山及將軍澳的發展項目制訂市場推廣計劃。這些原本是政府「夾心階層住屋計劃」的項目，在取消轉售限制後，其銷售對象將會擴闊。位於港島堅尼地城的加惠臺更是區內唯一的同類項目，其四百九十六個單位的銷情預計不錯。在馬鞍山的發展項目坐落海傍，其一千一百二十四個單位將分期發售，相信銷情亦會同樣理想。由於將軍澳區的住宅供應充裕，我們將每次限量推出其一千五百二十六個單位。

長者房屋

政府已在將軍澳及佐敦谷撥出土地，讓房協進行「長者安居樂」房屋計劃下的兩個試驗項目。這個創新、非牟利的房屋計劃將會提供五百六十七個獨立單位。建築設計工作已經完成，並已在兩個試驗單位進行試驗。這些單位的设计充分考慮到長者住戶的需要，設有扶手、防滑地磚、緊急警鐘，及使用方便的淋浴間等。「長者安居樂」房屋計劃的發展項目均會提供支援設施，例如康復及物理治療室、圖書館、興趣室及多用途大堂。合資格的長者將以「終身租用」的方式入住。

上述試驗項目預計可於二零零三年入伙。在運作方面，房協正安排聖公會教區福利協會及基督教靈實協會，為兩個發展項目提供管理工作以及所需服務，讓長者頤養天年。



Mixed Development Scheme

The Government's Mixed Development Scheme has continued to evolve with two pilot projects at Ap Lei Chau and West Kowloon set to provide a total of 2,700 units of private and public sector housing. The concept, initiated by the Government, aims at encouraging developers to participate in public housing projects. While the development is the key responsibility of successful private sector tendering companies, 30% of the homes built will be sold, through the Housing Society, to applicants who have met eligibility criteria similar to those under the Housing Authority's Home Ownership Scheme. The remaining 70% of the units will be sold by the developers as private sector housing. Tenders for the two projects have been awarded to a consortium formed by Amoy Properties and a Korean construction company, and Sun Hung Kai Properties. The developments are expected to be completed by 2003 and 2004 respectively.

We are monitoring progress of the two developments and looking after the Housing Society's interests during the planning, design and construction stages at both developments.

Urban Redevelopment

The redevelopment plans for Hong Kong's older urban areas has stepped up with the formation of the Urban Renewal Authority, which replaces the Land Development Corporation, and the streamlining of procedures for urban renewal schemes. Urban renewal is critical to Hong Kong's future development, in light of the community's concern about protecting the natural environment and improving the urban environment.

Over the past year, the Housing Society has completed comprehensive studies of possible urban renewal projects in selected areas of North Point, Wanchai and Shamshuipo. These studies have covered both financial evaluations in terms of project and rehousing costs and revenue as well as implementation programs. The requirements for rehousing people who are currently living in those areas have also been addressed.

At the same time, the Society is looking at the conservation of old buildings, particularly those which have been designated as historical buildings by Government's Antiquities and Monuments Office. The Housing Society will find new uses for these buildings as part of the conservation projects.

混合發展建屋計劃

由政府推行的「混合發展建屋計劃」，已在鴨脷洲及西九龍進行兩個試點項目，共提供二千七百個私營及公營住宅單位。這個由政府倡導的計劃，旨在鼓勵私人發展商參與興建公共房屋，投得的私人發展商主要負責發展事宜，其中百分之三十的落成單位將透過房協售予合資格的申請人，而申請資格與房屋委員會的「居者有其屋」計劃相若。至於其餘百分之七十的單位，則由發展商自行以私人樓宇形式安排發售。由淘大置業和一家韓國建築公司組成的財團及新鴻基地產已投得上述兩個試點的發展項目，預計將分別於二零零三年及二零零四年落成。

我們正密切監察兩個發展項目的進度，並會在策劃、設計及建築過程中，保障房協在這兩個發展項目中的權益。

市區重建

隨著市區重建局成立並取代土地發展公司，及當局簡化了市區重建計劃的手續，香港舊區的重建步伐已經加快。由於香港市民日益關注環保及改善市區環境，市區重建對香港的未來發展委實重要。

在過去一年，房協於北角、灣仔及深水埗某些地點進行市區重建項目的全面研究。研究內容包括建築和安置成本及物業收入的財務評估，以及推行重建計劃的方案，而區內市民的安置問題亦在考慮之列。

同時，我們亦正研究保存古舊的建築物，特別是被政府古物古蹟辦事處列為歷史建築的物業。為保存此類歷史古物，房協將為古舊建築物開闢新用途。



Redeveloping Rental Estates

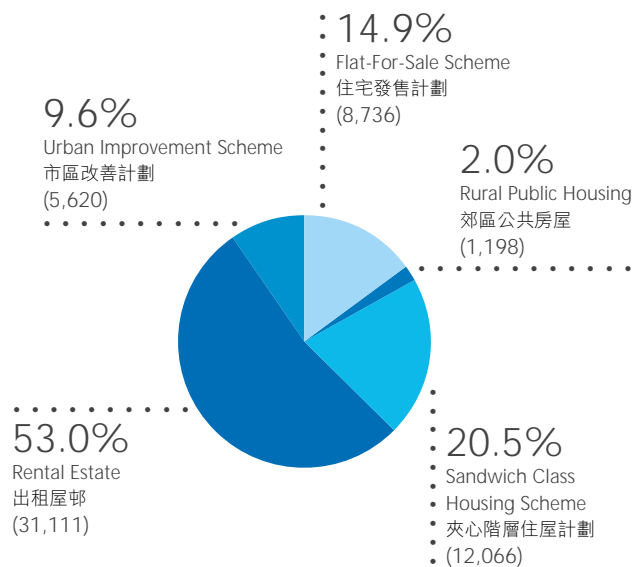
A detailed study into the redevelopment of four older estates in Tsuen Wan, Aberdeen, Shaukeiwan and Ma Tau Wai was completed during the year. Potential rehousing sites have been identified for tenants and a medium term redevelopment strategy will be finalized over the coming year. Estates are prioritized for redevelopment depending on the age and condition of buildings and the redevelopment potential of the sites. The Society needs to clarify rehousing issues in particular before moving the study closer towards implementation.

重建出租屋邨

年內，房協詳盡地研究了在荃灣、香港仔、筲箕灣及馬頭圍的四個舊型屋邨的重建工作。我們已物色到可安置租戶的適當地點，並將於來年制訂中期重建策略。房協是根據屋邨的樓齡、樓宇狀況及重建價值編訂重建的優先次序。經過研究階段後，房協需要先解決安置問題，才進一步推行有關計劃。

Developments Completed (no. of units)

已落成之發展項目 (以單位數目計)



Construction and Project Management

Implementing quality initiatives and ensuring that the housing we build precisely meets the needs of today's marketplace remains a high priority for our project teams.

Construction Milestones

Two major housing projects were completed during the past financial year and, as at 31 March 2001, we had six projects under various stages of construction at a total estimated cost of HK\$3,540 million.

The six projects under construction will produce 2,656 units under the Flats-For-Sale Scheme, 856 rental units and 567 units for the Senior Citizen Residences pilot housing projects. We are continuing to upgrade existing estates and to cover the future guarantees and extended warranties that are in place on newer developments.

Construction costs in Hong Kong have dropped significantly since the fourth quarter of 1997 and in the procurement of new contracts we have observed declining tender prices due to a more competitive environment. During the year, our contract management team reacted promptly and effectively to resolve disputes over construction contracts and to protect the contractual interests of the Housing Society.

Estate Redevelopment

After four years of meticulous planning, the phased demolition and rebuilding of Housing Society estates at Kwun Lung Lau and Tanner Hill have begun. The construction work at Kwun Lung Lau will be carried out over 10 years. During that time, all six existing towers will be demolished and replaced with residential towers, some of which will be as high as 50 storeys. When completed in 2009, Kwun Lung Lau will have almost 3,000 units of housing, car parks, shops, landscaped gardens and other communal amenities.

At Tanner Hill, 590 existing units are being redeveloped into three 40-storey residential towers with over 1,000 units in total. Tanner Hill redevelopment is expected to be completed by 2004.

Tenants in both estates are being rehoused as close as possible to their current homes.

建築及工程項目管理

推行優質計劃，確保建成的房屋吻合今日的市場需要，仍然是房協工程部門的首要目標。

建築里程碑

兩個大型建屋項目已於上一個財政年度完成。截至二零零一年三月三十一日，房協共有六個處於不同建築階段的發展項目，總支出約為三十五億四千萬港元。

六個施工中的項目將提供二千六百五十六個「住宅發售計劃」單位、八百五十六個出租單位，以及五百六十七個「長者安居樂」試驗計劃單位。我們將繼續提升現有屋邨的質素，並為較新的發展項目提供維修保養及延長保修期。

自一九九七年第四季以來，本港的建築成本大幅下降，而由於競爭加劇，新合約的投標價格亦相應下調。年內，我們的合約管理小組迅速、有效地解決了有關建築合約的爭議，保障了房協的合約權益。

屋邨重建

經過四年悉心籌劃，我們展開了觀龍樓及丹拿山兩個屋邨的分期拆卸及重建工程。觀龍樓的重建工程為期十年，將現時六幢樓宇全部拆卸，並在原址興建新的住宅大廈，部分大廈樓高達五十層。在二零零九年竣工後，觀龍樓將會提供約三千個住宅單位，還有停車場、商店、園林及其他社區設施。

丹拿山方面，五百九十個現有單位已經拆卸，將重建為三幢樓高四十層的住宅大廈，提供超過一千個單位。此項重建工程預期於二零零四年竣工。

我們正將這兩個屋邨的住戶盡量安置在接近原區的地點。

優質為尚 quality



Provide quality products and services 提供優質的產品及服務

Maintaining Quality

Quality assurance and management have been integral aspects of our project work and we have steadily built a culture of quality that stretches from project design through to construction. Our consultant architects and engineers have followed our specifications and checklists for design, technical reviews and working drawings. We have collaborated with various associations and unions, including the Hong Kong Construction Association and the Hong Kong Construction Industry Employees General Union, to produce a series of videos that focus on construction procedures and site practices based on quality standards we expect to be adhered to on all of our sites.

A Quality Steering Group was established during the year. Part of its task will be to oversee the monitoring and implementation of quality plans and programs. Various seminars focusing on quality management issues and featuring guest speakers already experienced in quality issues were held throughout the year.

Designing Intelligent Homes

The Housing Society is constantly looking at ways to improve home design in terms of better building and environmental practices. We encourage our consultants to be innovative and forward thinking in looking at the direction of design trends and the demands of a new generation of homeowners.

Hung Shui Kiu is a new town which is being planned by Government with a major emphasis on environmental friendliness and sustainability. In considering the preliminary feasibility of a proposed large-scale housing project in this new town, we have expanded our search for innovative design concepts from professors and students of the departments of architecture at the University of Hong Kong and the Chinese University of Hong Kong. Groups of students, together with the Society, have jointly developed some initial project design concepts focusing on environmental, cultural and community aspects. The design concepts, which won a Merit Award from the Outstanding Green Project Awards 2000 sponsored by the Leisure and Cultural Services Department and other relevant professional institutions, will become the reference point in the detailed design for the development scheme.

保持優質

貫徹優質保證及管理，一直是房協發展項目方面的重要一環。從項目設計以至建築的每個環節，我們逐步建立優質的文化。在設計、技術審核及施工圖則方面，我們的顧問建築師及工程師均遵從我們所訂的規格及各項要求。此外，我們還與各商會及工會合作，包括香港建造商會及香港建造業總工會，製作一系列有關建築工序及地盤運作的錄影片，說明房協對這些工序所要求的質量標準。

年內，我們成立了品質策導小組，其中一項任務，是督導優質計劃及項目的監察及推行工作。此外，我們在年內舉辦了多項以優質管理為主題的講座，邀請在這方面的資深人士擔任主講嘉賓。

設計智能住宅

房協不斷研究改善住宅設計的方法，以建造更理想的樓宇及配合環保概念。我們鼓勵建築顧問以創意和遠見，研究設計趨勢的發展以及新一代置業人士的要求。

洪水橋是政府規劃的一個新市鎮，以環保及可持續發展作為設計重點。在初步考慮該市鎮內一個大型發展項目是否可行時，我們邀請香港大學及中文大學建築系的教授及學生提供創新的設計意念。房協與這些學生合作，共同構思出一些以環境、文化及社區為主的初步設計意念，並贏得由康樂及文化事務署及其他有關專業組織贊助的「二零零零年傑出綠化工程獎」的優異獎。這些構思將成為該發展項目詳細設計的參考。



Property and Estate Management

The Housing Society currently manages and services 53,347 flats on its own rental estates and in ownership developments where it performs key management roles. These estates and developments boast close to 100 per cent occupancy.

Residential Property Management

The past financial year was challenging in financial terms for estate management teams. For the third consecutive year, rents on all domestic units were frozen. This, together with the slow recovery of the retail and car park business, enforced stringent budgetary controls.

Despite the financial constraints, we have continued to provide quality levels of service throughout our estates. More than HK\$118 million has been spent on major improvements and repairs. In addition, we have funded a strong customer relations program, through financing mutual aid committees on each estate to organize community activities and maintaining clear channels of communications with the various resident associations.

We also subsidize subscriptions to careline services for more than 900 elderly people. This is proving an effective alert tool for use by elderly tenants should they need medical or community assistance.

Providing quality services remains our priority on our estates and at the 27 sales properties which we manage. Over the past year we have prepared for the implementation of ISO 9001 – 2000 version with a focus on making continual improvements to the properties and ensuring that the services we provide are meeting the expectations of our customers. Regular customer surveys give us accurate feedback on our work. Our aim is to obtain full quality accreditation by the end of 2001.

Value added services introduced include Intranet Solution as a home portal which enables owners and tenants to book club facilities or enhance better communication on management issues within their properties. This service has been introduced on one estate and is now being extended with the objective of gradually covering more estates. The Society has also continuously installed broadband facilities on its estates aiming to introduce new technology to its customers.

物業及屋邨管理

房協現時為五萬三千三百四十七個住宅單位提供管理及維修服務，包括本身的出租屋邨以及由房協負責管理的出售屋苑。這些屋邨及屋苑的入住率接近百分之百。

住宅物業管理

在上一個財政年度，房協的屋邨管理隊伍面對財政的壓力。由於出租單位的租金連續第三年全面凍結，再加上商舖及停車場的租務市道復甦放緩，令我們不得不收緊財政預算。

儘管財政資源有限，但我們仍繼續致力在所有屋邨提供優質服務。我們動用了超過一億一千八百萬港元進行大型的改善及維修工程，並繼續撥款推行各項客戶關係計劃，包括資助每個屋邨的互助委員會舉辦社區活動，並與各居民組織維持良好的溝通渠道。

我們同時資助逾九百位長者租戶使用長者關懷熱線服務，讓他們在需要醫療或社區服務時可迅速獲得照顧。

我們繼續以提供優質服務作為管理轄下屋邨及二十七個出售物業的方針。去年，我們為爭取ISO（國際標準化組織）9001（二零零零年版）認證作好準備，致力持續改善轄下物業管理服務水準，並確保服務水平能達到客戶的期望。我們定期推行客戶意見調查，以準確掌握客戶對房協工作的評價，我們的目標是在二零零一年底前符合全面品質認證的水平。

我們新推出的增值服務，包括家居入門網站「內聯網」，方便業主及租戶預訂屋苑會所設施或查詢有關屋苑管理事項。此項服務已在一個屋苑內推出，並正在擴展之中，希望逐步伸延至其他屋苑。房協亦逐步於轄下屋苑裝設寬頻設施，致力為居民提供新科技服務。

Car Parks and Commercial Property

A program of revamping some of the commercial properties on housing estates is now underway. Last year, we initiated action to convert a wet market into a mega super store. Because it is critical that we obtain the right mix of commercial property within any residential estate, we look carefully at the interest of all tenants and aim for a mix of trade and services that precisely meets their needs.

We are continuing to place the management of our car parks in the hands of professional operators to better serve our customers as well as optimizing our investment in car parks. The operators ensure professional and efficient services and provide us with a steady guaranteed income.

Business Development

We have established a business unit to focus specifically on new estate and property management opportunities across Hong Kong. Business operations arising from public sector housing management were pursued. Competition in this area is fierce, but we are confident that we can apply our 50 plus years of property management experience and secure new business initiatives for the continued growth of the Housing Society.

停車場及商舖

房協屋邨的部分商舖已經展開翻新工程。去年，我們策劃將一個濕貨市場改建為綜合超級商場。為確保屋邨內有適當商舖組合，我們已詳細考慮所有租戶的利益，務求商戶行業及服務的組合切合他們的需要。

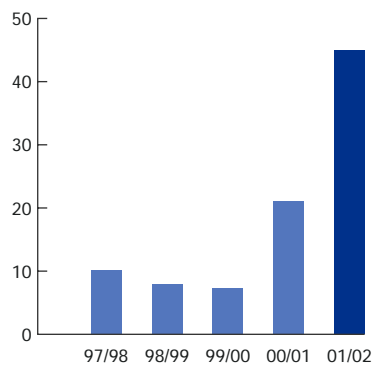
我們繼續委託專業營運公司管理轄下的停車場，為客戶提供更佳服務，並使在停車場方面的投資獲得最佳回報。這些營運公司確保客戶得到專業而高效率的服務，並為我們提供有保證的穩定收入。

業務發展

我們已成立一個業務小組，專注發展新落成屋苑及香港其他物業管理的業務機會。我們一直努力爭取公營房屋的管理合約。這方面的競爭雖然激烈，但憑著五十多年的物業管理經驗，我們有信心可獲得更多商機，繼續推動房協的發展。



Investment in Information Technology from
1997/1998 to 2001/2002 (HK\$ million)
一九九七／一九九八年度至二零零一／二零零二年度
之資訊科技投資（港幣百萬元）



Corporate Services

Our Corporate Services teams oversee information technology, human resources and corporate and office administration. All three are vital in providing efficient quality services that enable the Housing Society to fulfill its mission.

Information Technology

Across the spectrum of our property and related estate management work, we are constantly looking to introduce new services and to benchmark our standards in a quality context.

Major initiatives over the past year have focused on the implementation of an Enterprise Resource Planning (ERP) system that improves the flow of information and streamlines many operational procedures. The first phase of the system has been installed and was activated on 2 April 2001. It forms the foundation of a corporate-wide data warehouse which will improve business analytics and facilitate critical decision-making. The remainder of the system will be rolled out progressively over the coming year.

We have also identified an internationally recognized application system for integrated property management, known as First Housing. This will improve the efficiency of all aspects of our property management abilities and incorporate global practices into our operations and services. This software will be implemented by phases over the coming year. Both our Internet web site and Intranet services have been enhanced to upgrade communications to staff, Members and the general public.

企業事務

我們的企業事務部門負責資訊科技、人力資源，以及機構和辦公室行政等工作。這三方面的運作是提供高效率及優質服務的必要條件，有助房協實踐服務宗旨。

資訊科技

在物業及相關的屋邨管理工作的每個層面，我們均不斷推陳出新，並將本身服務的質量標準與其他機構比較。

去年，房協大型資訊科技計劃的重點是推行企業資源管理系統，藉以改善資訊流通，並精簡多項運作流程。該系統第一階段的設施已經安裝就緒，並於二零零一年四月二日投入運作，成為整個機構數據儲存庫的基礎，將會提升商業分析的水平，並有助作出關鍵性的決策。系統的其餘部分將於來年逐步推行。

我們亦已決定採用一個國際認可的綜合物業管理應用系統。該名為「First Housing」的系統，將全面提高物業管理的效率，並將世界水平的作業方式融入我們的營運與服務之中。該軟件將於來年分期安裝執行。此外，房協已提升互聯網網站及內聯網服務的功能，以加強與員工、委員及市民大眾的溝通。

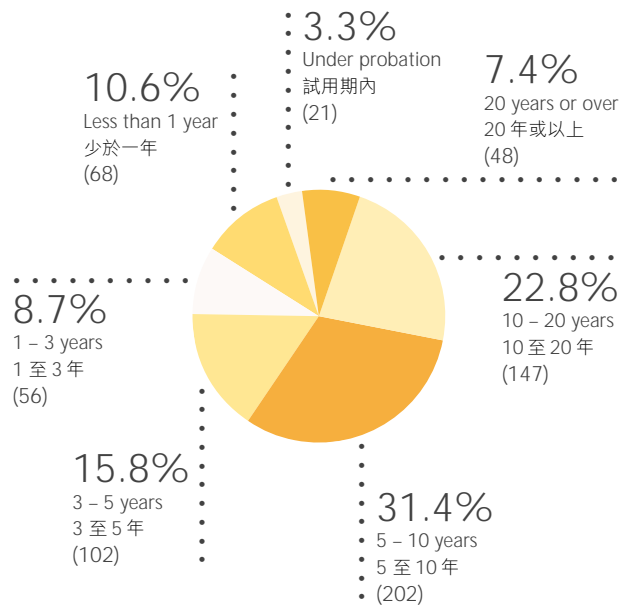
talent人才為基



Shape an attractive working environment for members and staff 為委員及員工締造良好的工作環境

Years of Service Analysis (as at 31 March 2001)

員工服務年期 (於二零零一年三月三十一日)



人力資源

房協重視並表揚各職級及崗位員工個人和團隊的貢獻，並會根據員工的表現及能力給予獎賞及報酬。房協將職員人數維持在六百四十四名的穩定水平，並致力締造一個積極進取的工作環境，強調平等就業機會、個人及專業發展、開明溝通、共同參與管理，及團隊合作。房協並根據有關法規及條例，在人力資源管理方面全面貫徹平等就業機會政策及實務守則。

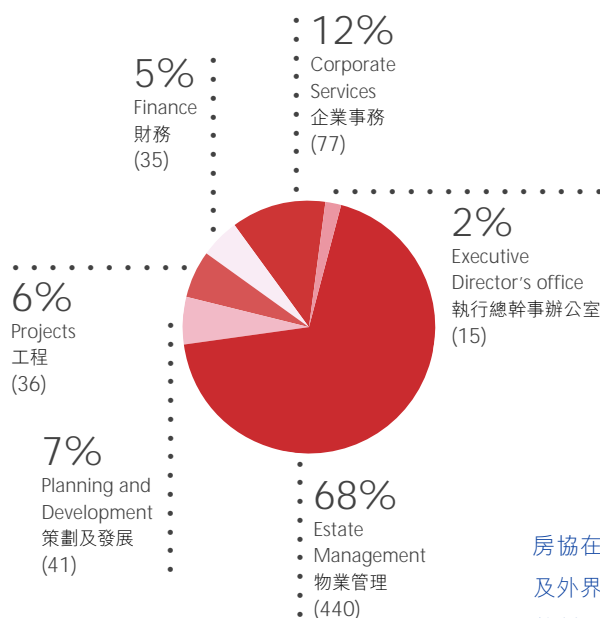
我們持續發展及維繫一支能幹、專業、技能全面而士氣高昂的工作隊伍。嚴謹而有效的培訓在這方面發揮了重要作用。房協在去年舉辦了一連串的培訓及發展計劃，以提升職員的工作能力，並加強「優質」的工作信念和自學文化。

Human Resources

The Housing Society values and recognizes the contribution of all employees and teams of employees, regardless of their level or position within the organization. Rewards and compensation are based on performance and merit. Staff numbers have remained steady at 644 and we have promoted and maintained a positive work environment in which equal employment opportunity, personal and professional development, open communication, participative management and teamwork are emphasized. Equal employment policies and practices are applied to all areas of human resource management in line with relevant laws and ordinances.

We continue to develop and retain a competent, professional, versatile and motivated workforce. Vigorous and effective training programs are critical to this goal. Over the past year, training and development programs have been continuously organized to elevate staff competencies. Our core value on "quality" was reinforced and our self-learning culture was strengthened.

Headcount by Division 各部門員工人數



Remarks:

1. Headcounts of different Divisions are in accordance with the current organization structure effective May 2000.
2. Finance Division includes Accounts and Finance.
3. Corporate Services Division includes IT, Administration and Human Resources.

註：

1. 各部門員工人數乃根據二零零零年五月起生效之公司架構。
2. 財務部包括會計及財務。
3. 企業事務部包括資訊科技、行政及人力資源。

房協在年內共安排二百六十九個內部及外界培訓課程。員工獲得的訓練日數創下新高，平均每人達三點五天。培訓計劃覆蓋百分之八十七的員工，房協更為新入職的客戶服務員工提供一個完善的培訓及發展計劃。為加強優質的重要性，房協舉辦了三個研討會，主題為「優質領先 — 人力、伙伴與產品」、「ISO 優質認證講座」及「企業均衡計分法」，標誌著房協發展的新紀元，並彰顯其對優質服務的堅定承諾。

為了推動自學文化，我們推行了多項措施，包括每兩個月進行一次新書推廣、引進十二個網上學習課程，及推出內聯網知識分享計劃。這些措施獲得員工空前熱烈的反應：圖書服務錄得四百七十四使用人次、一百零九位職員登記成為網上學習用戶，並有一千零一十人次上網學習。這些活動，加上一套完善的培訓及專業進修贊助政策，均提高了房協各部門員工的學習意欲。

A total of 269 in-house and external training programs were delivered and organized throughout the year. Training man-days reached a new high at an average of 3.5 man-days of training per staff member. Training programs covered 87% of our employees. A structured training and development plan was implemented for our Customer Service Officers. To reinforce the importance of quality, three seminars on "Quality First: People, Partnership & Product", "ISO appreciation" and "Balanced Scorecard" brought the Housing Society into a new era of development and illustrated its strong commitment to quality.

Various initiatives were introduced to further develop our culture of self-learning. They include bi-monthly library promotions, 12 e-learning courses and intranet knowledge-sharing practices. As a result, new learning records were set with 474 library calls, 109 registered e-learning users and 1,010 learning transactions. These initiatives, together with well-established tuition and professional membership reimbursement policies, raised the learning ambitions of staff across the Society.

The Environment and Social Responsibilities

From staff to tenants, architects to contractors and school children to senior citizens, our environmental initiatives over the past 12 months have literally involved every sector of the community with whom we work.

Environmental initiatives and concerns lie at the heart of many of our policies. Careful urban renewal will release some of the pressure on land supply without compromising the natural environment of Hong Kong. The Housing Society fully supports the Government's moves in this direction.

But at the same time, we are concentrating increasingly on environmental care in both our existing developments and in the design and construction of future developments.

The Housing Society is a key supporter of INTEGER principles, which include ideas on construction innovation, sustainable materials, "green" technology, intelligent systems and the layout, orientation, shape and appearance of a residence. The Hong Kong Housing Society is a founder member of the INTEGER Hong Kong pavilion which is being built on the Tamar site showcasing intelligent and green housing. Open to the public for promotion and education, it includes two demonstration flats, a lift lobby, sky garden and demonstrates how intelligent and green concepts can be applied to Hong Kong's high-density, high-temperature and high-humidity environment.

With the support and encouragement of the Society, our residents have actively participated in the Waste Recycling Campaign organized by the Environmental Campaign Committee, the Housing Society and other organizations since 1997. Remarkable results have been achieved over the past year. More than 3 million kilograms of waste paper, 50,000 kilograms of aluminium cans and 20,000 kilograms of plastic bottles were collected from our 37 rental estates and managed properties, and recycled during the year.

環境及社會責任

在過去十二個月，我們的環保推廣計劃深入社會每個階層，由員工至租戶、建築師至承建商，及由學童至長者，皆參與其中。

房協在制訂許多政策時，均考慮到環保因素。謹慎策劃市區重建，既可紓緩房協在尋覓發展用地方面的部分壓力，亦有助保護本港的自然環境，故房協全力支持政府在市區重建方面的措施。

此外，我們亦日益重視在現有發展項目以及未來發展項目的設計及建築中，加入環保元素。

房協積極支持「IN的家」構思，其中涵蓋創新的建築意念、環保材料、綠色科技、智能系統，以至住宅的佈局、座向、形態與外觀等。房協並參與創立正在添馬艦興建的智能及環保家居展覽館。該展覽館將開放予市民參觀，以作宣傳及教育用途。展覽館包括兩個示範單位、電梯大堂與空中花園，以展示如何將智能與環保概念應用於本港稠密、炎熱及潮濕的環境中。

在房協的支持和鼓勵下，房協屬下屋邨居民自一九九七年起積極參與由環保運動委員會、房協及其他機構合辦的廢物分類回收運動，並在去年取得佳績。房協轄下三十七個屋邨及代管物業一共收集了超過三百萬公斤的廢紙、五萬公斤的鋁罐和二萬公斤的膠樽，並將廢物循環再造。



The Society also collaborated with Friends of the Earth and Radio Television Hong Kong to promote a sense of environmental protection among residents through a five-month environmental awareness campaign. Pop singers and television artists supported the program to encourage residents to cultivate green habits. A report card system was introduced with residents recording environmental action they had undertaken during the campaign. An environmental action day was held at Verbena Heights in Tsung Kwan O, and Housing Society staff and tenants continued to take part in tree-planting exercises around Hong Kong in addition to their participation in a Corporate Afforestation Programme at Tai Tam Country Park.

The Society and its staff also show their commitment to the community by participating in charity functions, community activities, senior citizens day celebrations and other environmental campaigns. A staff volunteer team was formed in 1998 aiming to provide volunteer service to those in need. For the third consecutive year, we entered a team in the charity fundraiser, Hong Kong Trailwalk and participated in various Community Chest Activities including the Corporate Challenge Half Marathon, Sowers Action Fund Raising Walk, Skip Lunch and Dress Casual Days. Our Corporate and Employee Contribution program was recognized by the Community Chest with a Bronze Award.

In the academic area, the Society sponsored a conference on “Housing Policy & Practice in the Asia-Pacific: Convergence and Divergence” organized by the Hong Kong Housing Research Network.

Our social responsibility also includes ensuring that our business operations are adequately transparent and any complaints about the Society, whether referred to us by the media, the Ombudsman or members of the public, receive a clear and concise response. Communication channels with the local media have been kept open and through corporate newsletters, a regularly-updated web site, media releases and organized visits, our role as a significant housing provider continues to be widely recognized.

房協並和地球之友及香港電台合作，在屋邨推行為期五個月的環保推廣運動，以提高居民的環保意識。流行歌星及電視藝員均亦應邀參予，鼓勵住戶養成環保習慣。房協在活動期間推出綠色行動記錄咭，方便住戶記錄日常生活中的環保行為。此外，更於將軍澳茵怡花園舉辦「環保家庭大檢閱」活動，而房協的員工及租戶亦繼續參與全港各區的植樹活動，包括在大潭郊野公園所舉辦的「企業植林計劃」。

房協及其員工熱心服務社群，於年內參與多項慈善及社區活動、長者日慶祝及環保等活動。我們於一九九八年成立一支「房協愛心隊」，為有需要人士提供義工服務。房協已是第三年派隊參加毅行者慈善籌款活動，並參加了公益金多個慈善活動，包括公益慈善半馬拉松、苗圃行動步行籌款、公益行善「折」食日及便服日等。此外，我們的「商業及僱員募捐計劃」獲得公益金的銅獎嘉許。

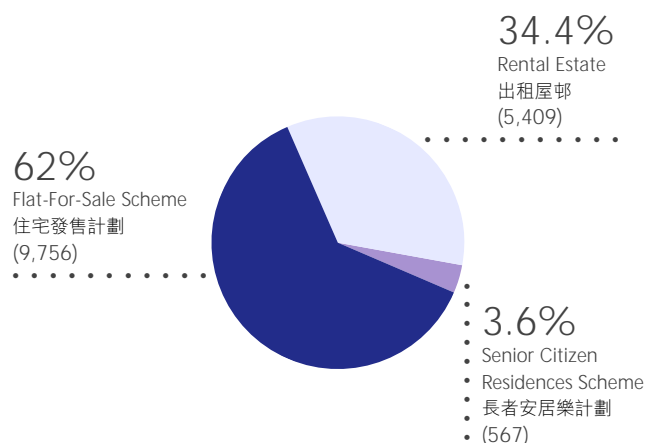
在學術活動方面，房協贊助由香港房屋研究網絡所舉辦的「亞太房屋政策及施政」研討會。

房協所承擔的社會責任，亦包括確保業務運作充份透明。房協對收到的投訴，無論是來自傳媒、申訴專員公署的轉介或是公眾人士的直接呈達，均會作出清晰明確的回應。除了保持與本地傳媒的公開溝通渠道外，我們還透過出版房協通訊刊物、定期更新網站資料、發放新聞稿以及參觀活動，繼續使房協作為主要房屋機構的地位獲得廣泛認同。

Flat Production from 2001/2002 to 2009/2010 (no. of units)

二零零一／二零零二年度至二零零九／二零一零年度之

樓宇供應量 (以單位數目計)



The Future

Our future lies in specific and individual markets – in the area of urban renewal, conservation, mixed development housing; for niche groups of people such as the elderly, and lower income earners; in new property management areas. We will continue to provide housing for those in need, but we will increasingly operate in the context of these specific markets. As an organization, we are prepared for this new era. We have the corporate structure in place and the expertise amongst our team of senior managers and on-the-ground staff.

Our future, to a large extent, also depends on Government policies on housing. Later this year, the direction of these policies, and therefore the role which we will play, will become clear. Meanwhile, we remain committed to the strategic policies now in place and the projects that we have underway.

Over the coming year, we expect to have another 1,624 flats completed.

We plan to market 2,280 units in the coming year. We will study the redevelopment potential of four rental estates and hope to partner the Urban Renewal Authority on three re-housing sites. We will also continue to look at the feasibility of implementing further private sector participation projects.

To attain and maintain our reputation for reliability and quality, we will continue to enhance our property management systems and the way we manage information to ensure that we provide services, as and when required.

Our new corporate structure places greater responsibility and accountability with our Members. As a result, communications and working relationships between Members and the Executive and senior management of the Housing Society will become stronger. The expertise of our Members in their specific fields will become a critical source of inspiration and information in our future projects.

展望未來

我們的未來發展將集中於特定及個別市場，當中包括市區重建、保存歷史建築、混合發展建屋計劃等範疇；長者及低收入人士等特殊社會階層，以及物業管理的新領域。我們仍將繼續為有需要的人士提供住屋，但同時亦將加強配合特定市場的需要。作為一家獨立機構，我們已作好準備迎接這個新紀元的來臨。我們已建立企業架構，並擁有一班具有專業才能的高層管理人員及支援員工。

房協的未來，在很大程度上，亦要視乎政府的房屋政策。今年稍後，這些政策的方向以至我們將發揮的功能將趨於明朗。目前，我們仍致力貫徹現有的策略方針，並繼續發展項目。

在未來一年，我們預計有一千六百二十四個單位落成，並計劃於來年在市場上推出二千二百八十個單位。我們將研究四個出租屋邨的重建潛力，並希望與市區重建局合作安排三個安置地點。此外，我們亦會繼續研究進行私人機構參建項目是否可行。

為維持優質可靠的信譽，我們將繼續提升物業管理系統及資訊管理的水平，確保服務能夠配合市場及顧客的需要。

我們的新企業架構令房協委員承擔更大的責任及問責性。因此，委員與執行委員會及高層行政職員之間的溝通及合作關係將會加強。各委員憑著本業的專長，將能為我們未來的發展項目提供寶貴意見，並帶來重大啟迪。

prudence

資源為用



Maintain prudent principles 堅守審慎的營運原則