

# 優質為尚

quality



# 工作回顧 review of operations

*The parameters may change – but **quality remains our objective.***

環境因素或會有變，但我們對**優質**的追求始終如一。

**In a year** that has witnessed major changes in the housing scene, the Hong Kong Housing Society has pushed forward with its goal of planning, producing and managing quality housing across the spectrum of its business interests. In its housing developments and on its rental estates, at construction sites and in the design of niche market developments, the objective still is to achieve customer satisfaction by building and managing quality housing assets.

**在香港**房屋市場經歷重大轉變的一年，房屋協會繼續努力實踐策劃、建設及管理各類優質居所的目標。無論在建屋項目、出租屋邨、建築地盤，以至針對特定市場的房屋設計方面，房協均秉持一貫宗旨，致力建設及管理優質的房屋，務使客戶稱心滿意。

## Planning and Development

*Our Achievement: All 496 units at Cayman Rise in Kennedy Town were sold at full market values.*

### SALES AND MARKETING

The Society has been a long-term partner of the Government in housing development. In line with the Government's moratorium on sales of subsidized flats announced in September 2001, together with a freeze on the identification and allocation of land for further subsidized developments, the Society has adjusted its plan for both selling flats and acquiring sites for new community housing.

The original sales target for the financial year ending 31 March 2002 of 3,153 flats was revised to 753 flats after the moratorium announcement. Of this figure, 751 were sold by year-end.

For the first time, the Society used real estate agents to assist in the sale of the remaining flats built under the Sandwich Class Housing Scheme. This strategy proved effective both in terms of market intelligence gathering and sales results. Prior to the introduction of the moratorium, the Society sold 237 flats under the Scheme, for a total of HK\$455.5 million. At Verbena Heights in Tseung Kwan O, we sold 18 flats for HK\$16.1 million under the Flat-For-Sale Scheme. Plans to sell 472 flats at Kai Tak Garden Phase 2, a Flat-For-Sale Scheme development, were shelved as a result of the moratorium. The sale of 2,650 units at two completed developments at Ma On Shan and

## 籌劃 及發展

*我們達致的：位於堅尼地城的加惠臺以市價全數售出四百九十六個單位。*

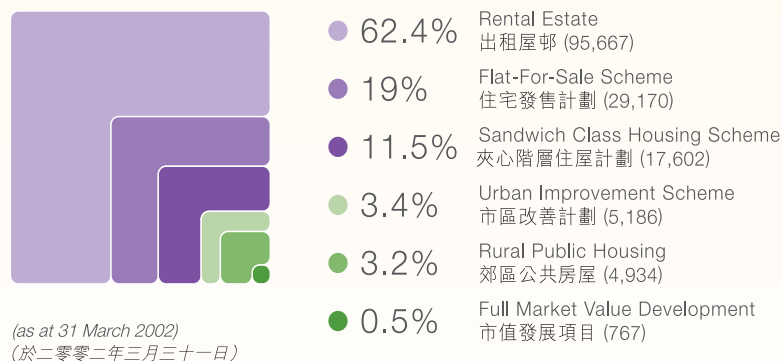
### 銷售及市場推廣

房協向來是政府在房屋發展方面的長期合作夥伴。為配合香港特區政府於二零零一年九月宣布暫停出售資助房屋，並停止物色和分配資助房屋用地，房協的單位出售及獲取建屋用地的計劃亦相應作出調整。

在政府宣布上述措施後，房協將截至二零零二年三月三十一日止財政年度內銷售三千一百五十三個單位的原定目標更改為七百五十三個單位，其中七百五十一個已於年底前售出。

年內，房協首次委托物業代理協助銷售「夾心階層住屋計劃」的剩餘單位。這個策略除了有利掌握市場情報外，亦更有效地提高銷售成績。在政府宣布停售居屋之前，房協的「夾心階層住屋計劃」共售出二百三十七個單位，套現港幣四億五千五百五十萬元。此外，房協售出將軍澳茵怡花園的十八個「住宅發售計劃」單位，套現港幣一千六百一十萬元。由於政府停售居屋，房協將暫停出售「住宅發售計劃」項目之啟德花園第二期的四百七十二個單位。此外，馬鞍山及將軍澳兩個已落成樓盤的二千六百五十個單位亦延遲出售，有待商議補付地價，以取消原屬「夾心階層住屋計劃」的轉售限制，並轉為私人物業以市價開售。

Population of the Housing Society  
房協住戶人口總數



Tseung Kwan O were deferred pending negotiations on the additional land premium to remove the Sandwich Class Housing Scheme resale restrictions and be converted into private developments for sale at full market values.

Cayman Rise in Kennedy Town, a private property converted from the Sandwich Class Housing Scheme, was well received by the market with all 496 units sold on their first day of offer. This quality development attracted buyers principally from the Western District who were looking to upgrade their living standards yet remain within their established local community. Sale proceeds from Cayman Rise totaled HK\$1.25 billion. In addition, 2,061 sq. ft. of accommodation was handed back to Government, to be used for an Elderly Centre, the cost of which was subsidized by the Society.

## LAND ACQUISITION

With the moratorium continuing to impact on land acquisition plans, several sites due for imminent development were put on hold while the Society negotiates alternative end uses with the Government. Negotiations for some of these sites could conclude over the coming year with alternative housing schemes and lower acquisition costs. These negotiations have involved sites at Ma On Shan, Fanling, Hung Shui Kiu and Tseung Kwan O. Like other developers, we have felt it more prudent to hold back on major land acquisition until we see the direction the market takes through to the end of 2002.

Although the project at Hung Shui Kiu itself is not now proceeding, the planning and design input into a proposed large-scale housing development broke new ground in terms of environmental features and community design and the involvement of academics from the schools of architecture at the University of Hong Kong and the Chinese University of Hong Kong. Teams from the universities and the Housing Society worked together to develop environmentally innovative housing models that will set benchmarks for the future. The design was recognized with a Merit Award as part of the Outstanding Green Projects Awards sponsored by the Leisure and Cultural Services Department and related professional institutions.

由「夾心階層住屋計劃」轉為私人物業的堅尼地城加惠臺錄得極佳銷情，於推出首日即售出全數四百九十六個單位，這個優質發展項目的買家主要是區內有意改善居住環境，但又不想遷離西區的居民。加惠臺的售樓收入為港幣十二億五千萬元。此外，房協又將二千零六十一平方呎的樓面面積交回政府作長者中心，並資助其建築費用。

## 土地收購

由於收地計劃亦受政府停售居屋影響，房協已暫停數個本來即將動工的地盤，並與政府洽商更改土地用途的事宜，預計部份地盤的洽商可於來年完成，屆時房協或會發展其他房屋計劃，而地價亦將會較低。現時正在商討的土地分別位於馬鞍山、粉嶺、洪水橋和將軍澳等地。為審慎起見，房協像其他發展商一樣暫停購入大型地皮，並觀察市場於二零零二年底前的發展情況。

雖然洪水橋的大型建屋項目暫時擱置，但其策劃及設計卻開創先河，包括環保特色和社區設計，並且獲得香港大學和香港中文大學的建築系學者參與有關工作。兩家大學的工作小組與房協合作，設計出充滿環保創意的房屋模型，為未來的建屋項目訂立參考標準，更因此在康樂及文化事務署及有關專業組織贊助的「傑出綠化工程獎」中榮獲優異獎。

# 顧客為本

customer



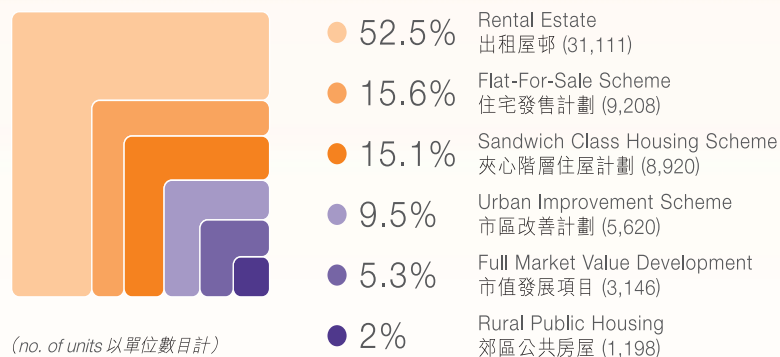
## SENIOR CITIZENS HOUSING

The Society's initiative for specialist integrated housing for Hong Kong's middle class elderly has continued. Mock-up flats with all special design features and fittings built in the Society's Prosperous Garden attracted wide spread community interest. The pilot schemes, now being built in Tseung Kwan O and Jordan Valley, have been designed to facilitate a comfortable and safe lifestyle for their occupants. Design features include handrails, non-slip surfaces, emergency alarms, electric cookers and heater lamps in the bathrooms. The developments also contain support facilities such as care and attention services, polyclinics, swimming pools, rehabilitation and physiotherapy rooms, libraries, hobby rooms and multi-purpose halls. All the special design, fittings and support facilities are aimed to meet the changing needs of the elderly at different stages in their lives, ensuring healthy ageing.

The Elderly Commission and the Housing Panel of the Legislative Council have reviewed the scheme and given their views on the operational framework. Attendees, including health and welfare groups, at an international housing conference organized, in part, to promote the pilot projects in October 2001, also supported the concept.

### Developments Completed

已落成之發展項目



### 長者房屋

房協為香港中產長者興建的綜合住屋進展良好。在駿發花園內設立的示範單位展示特別的設計和設施，引起了廣大市民的興趣。房協正在將軍澳和佐敦谷興建的「長者安居樂」住屋計劃試驗項目，旨在為長者住客提供舒適安全的居住環境，並設有扶手、防滑地磚、緊急警鐘、電飯煲及浴室電暖燈。此外，屋苑內還提供其他支援設施，例如護理服務、綜合醫務所、游泳池、康復中心和物理治療室、圖書館、興趣室及多用途大堂等。所有特別的設計、裝置和支援設施均顧及長者在不同階段的各種需要，讓他們頤享天年、原地安老。

安老事務委員會和立法會房屋事務委員會已就「長者安居樂」住屋計劃的運作模式作出討論及提供意見。在二零零一年十月，這個計劃亦透過一個國際房屋會議得到推廣，與會者（包括衛生及福利機構的代表）均對計劃的概念表示認同。



The Society is committed to providing quality housing to the people of Hong Kong.

房協致力為市民提供優質居所。



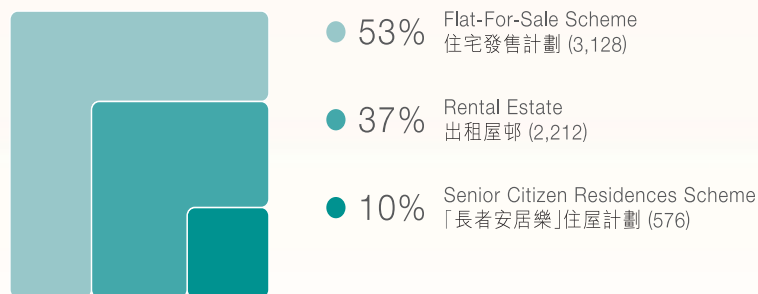
## URBAN RENEWAL AND REDEVELOPMENT

We have continued to maintain a dialogue with the Urban Renewal Authority (URA) to determine the role we can play in its housing redevelopment program. Under a preliminary Memorandum of Understanding, signed in November 2001, the Society will start reserving vacant units in its rental estates for the URA as rehousing flats. It is planned that a more detailed memorandum will be signed later this year before the Society begins to allocate rehousing flats to the URA.

Detailed studies involving planning, acquisition, evaluation, compensation and rehousing issues have formed the basis of ongoing discussions with the URA over prospective large-scale redevelopment projects. We have continued to assess conservation projects as part of our initiative to protect Hong Kong's heritage. This is another area of potential partnership with the URA.

The Society also reviewed the redevelopment potential of its older housing estates. Comprehensive studies have been conducted and discussions held with the Housing Authority on rehousing issues, with good progress made. These studies and discussions have helped us work towards a final strategy for higher standards of accommodation in developments planned for tomorrow's needs.

Flat Production from 2002/2003 to 2006/2007  
二零零二／二零零三年度至二零零六／二零零七年度之樓宇供應量



(no. of units 以單位數目計)

## 市區重建

我們繼續與市區重建局保持溝通，以探討房協在其重建計劃中可擔當的角色。根據一項於二零零一年十一月簽訂的初步諒解備忘錄，房協將開始在其轄下屋邨預留空置單位供市區重建局作安置之用。根據計劃，房協將於今年稍後簽署一份更詳盡的諒解備忘錄，預備為市區重建局分配安置單位。

房協一直與市區重建局洽談大型重建項目的合作，並為此進行詳細研究工作，範圍包括策劃、收購、評估、賠償和安置等事宜。為保護香港的文物，我們繼續研究保存歷史建築物，並可能在這方面與市區重建局合作。

此外，房協亦檢討轄下舊屋邨的重建潛力，包括進行詳細研究以及與房屋委員會商討安置事宜，在這方面取得了良好進展。房協根據這些研究和討論結果，將於來年制訂策略，因應未來需要提供更佳的房屋。



1 Hollywood Terrace won the Merit Award (Residential Buildings Category) in the "Hong Kong Institute of Architects Annual Awards 2001".

2 & 3 Lai Tak Tsuen and Tivoli Garden have been awarded ISO9001: 2000 accreditation for their quality management services.

1 荷李活華庭於香港建築師學會二零零一年度年獎中，榮獲住宅建築項目優異獎。

2及3 勵德邨及宏福花園的管理服務率先獲得ISO9001：2000的品質認證。

## Construction and Project Management

*Our Achievement: By implementing quality initiatives at design and construction phases, we are ensuring that the housing we build precisely meets the needs of today's market place.*

### CONSTRUCTION MILESTONES

During the year, we completed Kai Tak Garden Phase II on schedule and within budget. This development provides 472 units of Flat-For-Sale housing. The topping-out of the superstructure of our 1,152-unit development at Tuen Mun was achieved in October 2001 and fitting out and landscaping works for this development were scheduled to finish in the third quarter of 2002. Work has commenced on the superstructure of the two senior citizens housing projects at Tseung Kwan O and Jordan Valley.

At Tanner Hill, where we are redeveloping an old Housing Society estate of 590 units into three 40-storey residential towers, project consultants have prepared a revised layout and associated cost plan to cover the possible conversion of this development from subsidized housing to a private development.

In January, we began foundation and site formation work on the Kwun Lung Lau redevelopment. This 10-year project will see the existing seven towers demolished and replaced with residential towers containing 3,000 units of housing, along with car parks, shops, landscaped gardens and other communal amenities. A Value Management Workshop involving staff, consultants and contractors earlier in the year met to refine the original proposal for the complex site formation and foundation works. As a result, appreciable savings were achieved in terms of both program and costs.

## 建築 及工程項目管理

我們達致的：在設計及施工階段實行品質管理措施，確保所興建的房屋切合今日市場的需要。

### 建築里程碑

年內，房協在符合開支預算下，如期完成啟德花園第二期工程，提供四百七十二個「住宅發售計劃」單位。此外，房協在屯門一個提供一千一百五十二個單位的項目已於二零零一年十月平頂，其內部裝修和園景工程亦預計於二零零二年第三季完成。位於將軍澳和佐敦谷的兩個「長者安居樂」住屋計劃項目亦已展開上蓋工程。

此外，房協轄下丹拿山一個有五百九十個單位的舊屋邨正在進行重建，將興建三幢樓高四十層的住宅大樓。建築顧問已修訂規劃圖和提供有關的成本計劃，以備該項目可能由資助房屋轉為私人發展物業。

觀龍樓重建項目已於一月展開地基及地盤平整工程。此項目為期十年，將現有七幢大廈拆卸，在原址興建設有三千個單位的住宅大廈，並附設停車場、商店、園林和其他社區設施。一個由房協職員、建築顧問和承建商共同參與的價值管理工作坊於年初進行討論，將原先建議的複雜地盤平整和地基工程調整，因而節省了大量時間和費用。

# talent 人才為基



## QUALITY INITIATIVES

The Society has become a recognized industry-wide benchmark in terms of quality project management. Initiatives in terms of partnering and the introduction of the 5-S management approach to quality management on construction sites have brought tremendous success. Projects have been constructed to schedule, within budget and with a sense of team effort by all parties involved. Various Hong Kong organizations have officially recognized the Society's partnering philosophy and the resulting achievements during the year.

The 5-S Management System which advocates “structurise, systemize, sanitize, standardize and self-discipline” was implemented on three construction sites during the year to enhance site safety, environmental awareness and productivity. All three sites went on to obtain 5-S certification from the Hong Kong 5-S Association. This same system is being applied in-house to enhance safety, quality and efficiency across all project works.

A Project Quality Management Manual has been compiled in the year. It sets out a framework and refers to the key activities of a development project from inception through design and construction to handover and occupation by end-users, being a guideline to the in-house project teams for development of quality initiatives, management of project quality and enhancement of quality assurance for all projects of the Society.

In addition, the Society has continued to produce Quality Field Practices videos which feature construction methods and techniques relevant to various work trades. All site workers are required to view relevant videos before commencing work on a Housing Society site. 16 of the planned 33 videos in this program have been completed and copies are now being used by other sectors of the construction industry as well as academic institutions.

## 品質管理措施

在優質項目管理方面，房協已奠定業內公認的典範。為達至優質的建築地盤管理，房協引進了夥伴合作策略和「五常法」管理系統，成效顯著。工程項目不但符合時間和開支預算，而且體現了參與者的團隊合作精神。房協的夥伴合作理念及於年內所取得的成就，獲得香港多個機構的認同。

「五常法」管理系統提倡「常組織」、「常整頓」、「常清潔」、「常規範」和「常自律」五大原則。年內，房協於三個地盤實施「五常法」管理系統，以提升地盤的安全水平、環保意識和生產力。這三個地盤取得了香港五常法協會頒發的「五常法」證書。房協並於內部推行「五常法」系統，以全面提升項目工程的安全水平、質素和效率。

房協亦於年內制訂了一套項目質素管理系統手冊，內容涵蓋工程項目中，從策劃、設計、建築，以至收樓及住客入伙等各主要事項，作為工程部同事對房協品質管理、工程質素管理及加強品質保證的內部指引。

此外，房協繼續製作「優質工序」短片，介紹建造業不同工種的施工方法和技巧，並要求房協地盤的所有工人在施工前觀看有關的短片。房協計劃製作三十三套短片，其中十六套已經完成，並為其他建築公司和學術機構採用作參考和教材。

## Property and Estate Management

*Our Achievement: We have leveraged our 50 years of experience managing our own rental estates and extend our portfolio to encompass eight Housing Authority estates. Our aim is to extend our professional estate management services to more Hong Kong people.*

### RENTAL OPERATIONS

The Society has 32,000 residential rental units, 102,000 square meter non-domestic premises and 7,700 car park spaces under management. The challenges of managing both the domestic and commercial portfolios during difficult economic times had continued. This year, the rents of all domestic units had been frozen for the fourth consecutive year. To further assist the domestic rental tenants, a one-month rent waiver was granted to tenants in December 2001. Income limits for rental estates applicants were revised in July 2001 and January 2002 following the recommendations of the Ad Hoc Committee on Income Limits of Rental Estates formed during the year.

Rental income for the year totaled HK\$830 million and average occupancy rates stood at 99 per cent for domestic units and 94 per cent for shops. A rent re-assessment exercise for commercial tenants was also conducted as a relief measure. Commercial tenants applying for rent reassessments were granted an average reduction in rent of around 8 per cent. Rent levels have generally remained close to market levels.

### PROPERTY MANAGEMENT SERVICES

The Society has continued to operate professional management services for its portfolio of 56,100 units which include 24,100 privately-owned units that were developed by the Society. During the year, we successfully extended this service to eight Housing Authority estates through the securement of three Private Sector Involvement (PSI) Scheme contracts, augmenting the managed portfolio to 81,000 units by the end of the year.

## 物業 及屋邨管理

我們達致的：憑藉五十年來管理出租屋邨的經驗，將服務範圍擴展至房屋委員會轄下八個屋邨。我們的目標是為更多香港市民提供專業的屋邨管理服務。

### 租務工作

房協現時管理三萬二千個出租住宅單位、十萬零二千平方米非住宅物業和七千七百個出租車位。在經濟不景下，房協繼續面對管理住宅及商用物業的挑戰。截至今年，房協已連續第四年凍結住宅租戶的租金。為了進一步減輕住宅租戶的負擔，房協於二零零一年十二月豁免租金一個月。按年內成立的「出租屋邨入息限額專責小組委員會」的建議，出租屋邨申請人的入息限額已先後於二零零一年七月及二零零二年一月作出調整。

年內房協的租金收入共達港幣八億三千萬元，住宅單位的平均入住率為百分之九十九，而商舖出租率為百分之九十四。為了紓緩商戶的財政壓力，去年亦容許商戶申請重估租值。申請重估租金的商戶，其租金平均獲百分之八的減幅。整體租金保持於接近市價的水平。

### 物業管理服務

房協繼續為其管理的五萬六千一百個單位(包括二萬四千一百個由房協發展的私人住宅單位)提供專業管理服務。年內，我們成功投得房屋委員會「私營機構參與屋邨管理及維修保養服務」計劃的三個管理合約，將專業管理服務擴展至房委會八個屋邨，使房協管理的住宅單位數目於去年底增至八萬一千個。

## CUSTOMER SERVICE

The Society is constantly upgrading services within its estates. Over the past year, it has implemented a comprehensive integrated property management system to replace the in-house developed modular system. This will be introduced to estates in a phased launch throughout 2002 and 2003 to improve both tenancy operations and customer services. It will enable more effective monitoring of the performance of each estate in terms of financial achievement, operational efficiency and tenants' services. Information will be centralized and repair and maintenance orders can be quickly issued and acted upon. The system will also enable better customer interaction and service. A 24-hour hotline service center has also been established as an additional service.

Home portals have been introduced on eight properties. Owners, residents and tenants can go online to read notices and book facilities. This system will be expanded to cover more properties managed by the Housing Society by the end of 2002, bringing us closer to our customers in terms of service.

To monitor service satisfaction levels among residents, 13 customer surveys were carried out on estates and properties managed by the Housing Society during the year. An overall satisfaction rate of 78 per cent was achieved. Customer service training programs already in place have been enhanced and specific programs have been developed for front line staff to assist them to handle queries, complaints and requests with confidence and efficiency.

The Society has developed a reputation over the decades for the care and concern it offers its tenants. In line with this mission, it has continued to expand the care line service offered to elderly tenants. This offers an automatic telephone connection to one of three emergencies stand-by centers.

## 客戶服務

房協不斷提高屋邨的服務水平。在過去一年，房協開始採用全面的綜合物業管理系統，以代替內部設計的組合系統。並計劃於二零零二年至二零零三年間，將此系統分期引進各個屋邨，以提升租務運作和客戶服務。在實施新系統後，我們可更有效地監察每個屋邨的表現，包括財務管理、營運效率和租戶服務。除了方便集中處理資訊外，新系統亦更有助迅速地發出和執行維修及保養指令，加強客戶聯繫和服務。此外，並增設二十四小時熱線服務中心。

房協在八個住宅物業推出家居入門網站，方便業主、住戶和租戶在網上瀏覽通告和預訂設施。此系統將於二零零二年底擴展至房協管理的其他物業，藉此拉近我們與客戶的距離，方便提供服務。

為了監察住戶對我們服務的滿意水平，我們於年內對房協管理的屋邨和物業進行了十三項意見調查，結果顯示住戶的整體滿意程度達百分之七十八。此外，房協還加強現有的客戶服務培訓計劃，為前線僱員舉辦特定的培訓課程，增強他們對處理客戶查詢、投訴和要求的信心和效率。

數十年來，房協以關懷租戶而備受讚譽。為貫徹這個服務使命，房協繼續擴展為長者租戶而設的關懷熱線服務，並提供三個緊急服務中心的自動接駁功能。

## BUSINESS DEVELOPMENT

In a competitive bidding exercise, the Society successfully secured three Housing Authority PSI Scheme contracts for the management of 24,900 units on eight Housing Authority estates. These contracts herald a new direction for the Housing Society and increase its management portfolio to 81,000 units. It is also a recognition of the Society's expertise and experience in managing public rental units. The Society has significantly increased staff numbers in its property management division during the year and employed almost 200 additional staff members, mostly from Housing Authority, to help cope with the new workload.

## COMMUNITY SERVICES

The importance of building strong communities is part of our ethos. During the year, more than 70 large-scale community and environmental protection activities were organized for residents of our estates to promote a better neighborhood spirit, arouse environmental awareness and foster care of elderly tenants.

## QUALITY AND LIFESTYLE INITIATIVES

During the year, we obtained ISO9001: 2000 accreditation for property management services on two of our estates. This is an international recognition of the quality assurance efforts we implemented on behalf of our customers.

Various forms of energy management measures have been introduced on four rental estates and at one managed property. These pilot projects already indicate a 17–24% saving on energy consumption for lighting systems that serve carpark areas, communal corridors and staircases. These measures will be extended to other suitable properties over the coming year.

We have continued our fire services system improvements to enhance the safety of residents. Over the past year, HK\$18 million has been spent as part of an upgrade program focusing on fire services equipment in 10 buildings.

## 業務發展

房協通過競投，成功取得房屋委員會三項管理合約，管理房委會八個屋邨共二萬四千九百個單位，使房協管理的住宅單位數目增至八萬一千個，除了標誌房協開拓業務的新方向外，亦確定房協在管理公屋出租單位方面的專長和經驗。年內，為了應付新增的工作量，房協已將物業管理部門的人手大幅增加，於年內聘用了近二百名新員工，其中大部份是前房委會職員。

## 社區服務

房協其中一個經營原則是建立精誠團結的社區。在過去一年，房協為住戶舉辦了超過七十項大型社區活動和環保活動，以宣揚睦鄰精神、加強環保意識，並向長者表達關懷。

## 優質生活

年內，房協轄下兩個屋邨的物業管理服務榮獲 ISO9001：2000 認證，反映房協為客戶提供的優質服務已達到國際認可的標準。

房協在四個出租屋邨和一個代管屋苑引進多項能源管理措施。這些試驗計劃已將停車場範圍、公眾走廊和梯間的照明系統的能源消耗量減少百分之十七至二十四。房協將於來年把這些措施擴展至其他適合的物業。

為加強保障居民的安全，房協繼續改善消防系統，去年共動用港幣一千八百萬元，提升十幢大廈的消防設備。

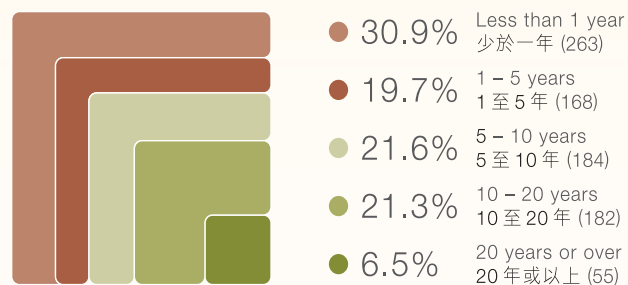
## Corporate Services

*Our Achievement: We have improved levels of competency across all disciplines and services and introduced a reward system that encourages staff to focus on the deliverables.*

### TEAM BUILDING

At the Housing Society, we employ quality people and apply quality processes to our work. We have launched a comprehensive corporate-wide program to disseminate our vision, mission and core values to staff. The tools used to achieve this included an experiential training program "From Mission to Actions" organized for all staff. The off-site training program contained a strong team-building element that encouraged staff to work together. To further emphasize our focus on quality products and services, we have undertaken cross-divisional training schemes that tie in with the 5-S management technique and Work Improvement Team (WIT) ideals that were adopted initially by individual divisions. Other training programs during the year focused on stress management and service level management.

Staff's Years of Service  
員工服務年期



(as at 31 March 2002)  
(於二零零二年三月三十一日)

## 企業事務

*我們達致的：已全面提高各部門和服務單位的技能，並引進一個鼓勵員工力求成效的獎勵制度。*

### 建立團隊精神

房協聘用優秀人才，並採用優質工作程序。我們為所有員工推行一項培訓活動，讓他們認識房協的機構目標、宗旨和信念。房協透過不同形式，包括為全體員工而設的「活出信念」體驗培訓計劃，舉辦這個戶外培訓，旨在鼓勵員工緊密合作，發揮團隊精神。為進一步加強員工對優質產品和服務的認知，房協推出跨部門培訓計劃，與初期由個別部門推行的「五常法」管理技巧和工作改善小組理念相輔相成。至於年內推行的其他培訓計劃，則以壓力處理和服務水平管理為主。

# 資源為用

prudence



## STAFFING

Our overall staff headcount increased to 852 by year-end. The award of Housing Authority property management contracts to the Housing Society accounted for the increase. New staff employed as part of the PSI Scheme contracts were integrated into the Housing Society team through an intensive training program, which covered corporate assimilation, operations, team building and ethical issues. A total of 880 training man-days involving 36 classes were conducted for new recruits to ensure a smooth transition within a very short handover period.

A variable compensation scheme was developed for a phased implementation to begin on 1 April 2002. This bonus system places a greater emphasis on pay for performance. The new scheme will be implemented initially for senior management but will be rolled out to all staff during the

## 員工編制

房協的員工總數於年底增至八百五十二人，主要是配合取得房委會物業管理合約後所需求的人手。房協透過一個密集式的培訓課程，使因應「私營機構參與屋邨管理及維修保養服務」計劃受聘的新員工能順利融入房協。該培訓課程的內容涵蓋企業融合、運作、團隊精神和專業操守等。為了確保在短短的期限內順利交接，房協為新員工舉辦了三十六個培訓班，共提供八百八十天訓練日數。

房協將由二零零二年四月一日起，分期實施浮薪制，加強薪酬與工作表現的關連。新制度率先在管理高層推行，其後會於二零零三／二零零四財政年

Headcount by Division  
各部門員工人數



(as at 31 March 2002)  
(於二零零二年三月三十一日)

- 76% Estate Management  
物業管理 (643)
- 10% Corporate Services  
企業事務 (85)
- 4% Planning and Development  
策劃及發展 (37)
- 4% Finance  
財務 (36)
- 4% Projects  
工程 (35)
- 2% Executive Director's Office  
執行總幹事辦公室 (16)

### Remarks:

1. Finance Division includes Accounts and Finance.
2. Corporate Services Division includes IT, Administration and Human Resources.

### 註：

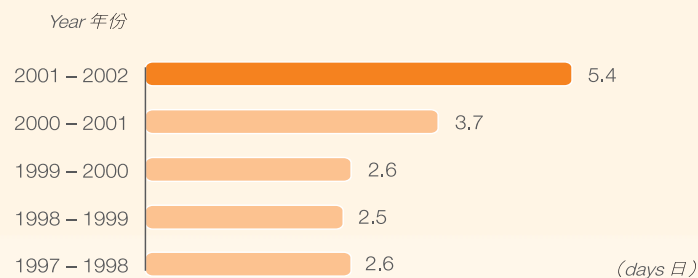
1. 財務部包括會計及財務。
2. 企業事務部包括資訊科技、行政及人力資源。



Various staff activities and training have been organized by the Society to enhance team spirit and service quality.

為加強員工的團隊合作精神及提升服務質素，房協經常為員工舉辦各項活動及培訓課程。

### Average Total Training Man-days 員工培訓平均日數



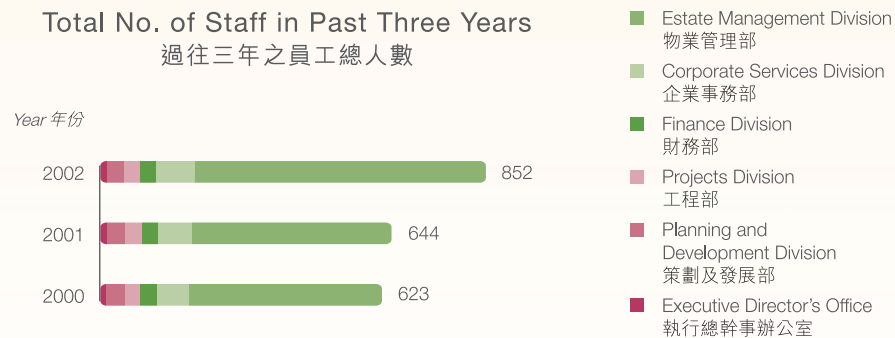
2003/2004 financial year. We are confident that this bonus scheme will drive performance through a closer alignment of corporate and individual objectives. At the same time, the annual leave policy was rationalized and the conversion went ahead smoothly.

All along, the Housing Society has maintained a professional and ethical staff force. The staff code of conduct was reviewed during the year, incorporating views from lawyers and representatives of the ICAC to update staff members on the current ethical practices.

度內擴展至所有員工。我們深信此獎勵制度可加強企業與個人目標的連繫，從而提高員工的工作表現。同時，房協亦順利修訂年假政策。

一直以來，房協擁有一支專業及具操守的員工隊伍。房協在年內檢討員工的行為守則，並參考律師和廉政專員公署的意見，讓員工認識目前的專業操守準則。

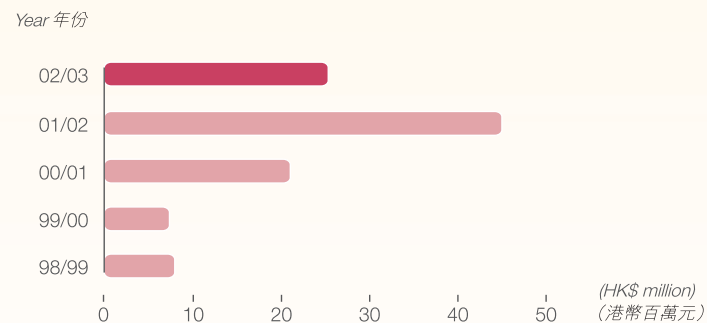
### Total No. of Staff in Past Three Years 過往三年之員工總人數



## INFORMATION TECHNOLOGY

A strategic review of information technology needs was undertaken and recommended changes implemented. To ensure that IT investments are made in accordance with business needs, IT Management Groups have been established to better coordinate resources. A corporate-wide Electronic Document Management System (EDMS) was implemented in Projects Division, Accounts and Administration Sections. Ultimately, the EDMS will be implemented in all Divisions and Sections in the coming year to enhance document integrity and control, facilitate on-line document access and enable greater sharing of information. Meanwhile, all six targeted modules of the Enterprise Resource Planning (ERP) system, which keeps track of financial information, went live in September 2001.

Investment in Information Technology from  
1998/1999 to 2002/2003  
一九九八／一九九九年度至二零零二／二零零三年度  
之資訊科技投資



## 資訊科技

房協在年內對資訊科技需求進行策略性檢討，並落實改革建議。為了確保資訊科技投資能配合業務需要，房協成立資訊科技管理小組，以加強統籌資源運用。工程部、會計部及行政部已推行應用於整個機構的電子文件管理系統。此系統的應用範圍將於未來一年內擴展至所有部門，藉此令文件儲存更完整和易於控制、並提供網上文件的存取功能，加強資訊交流。與此同時，用以記錄財務資料的企業資源管理系統，所有六個目標組件均已於二零零一年九月投入運作。

## Environmental and Social Responsibilities

*Our Achievement: From a corporate perspective, we have operated our business with a social mission; from a community perspective, we continue to make a difference.*

A community spirit that lies at the basis of the Housing Society's philosophy permeates all levels of our work. In line with our Statement on Corporate Governance, we continue to strategise for the future, working within the realms of our Mission Statement and our core values. We are a provider of housing solutions and strive to be an innovator with leadership in quality, value for money and management.

### HOMES OF TOMORROW

The Society has continued the research and development necessary to ensure a continuous improvement in the types of homes it produces and the environment in which they are built. Increasingly, alternative design concepts, which incorporate green features, are being considered at the preliminary design stages of new housing projects. Specifications and standard provisions for flats are constantly upgraded to match the rising expectations of customers.

The INTEGER Pavilion at Tamar, which features the home of tomorrow, promotes green and intelligent building concepts. The Society is a founding sponsor of this 20,000 square foot exhibition and research facility which highlights new design and construction technologies available for housing development.

At a corporate level, we have continued to raise awareness of the need for Hong Kong to provide appropriate housing for the elderly. This year we organized the "Conference on Housing for the Elderly in the 21st Century: New Horizons", an international conference that called for innovative thinking to take care of our senior citizens. This drew speakers and participants from across Asia Pacific and stimulated considerable interest in our own pilot housing scheme.

## 環境 及社會責任

我們達致的：從企業角度來看，房協的營運是建基於社會使命；從社會角度來看，房協繼續發揮其獨特功能。

房協以服務社群為本的理念，貫徹於每個運作層面。我們根據企業管治報告，在合乎宗旨和信念的前題下，繼續制訂未來發展策略。房協致力解決住屋問題和不斷創新，並在質素、物值及管理方面佔領導地位。

### 明日家居

房協繼續進行研究和發展工作，以不斷改善所興建的住宅物業和四周環境。在新建屋項目的初期設計階段，房協引進糅合環保功能的設計概念。為滿足客戶日益提高的期望，房協還不斷提升居所的規格和標準設施。

房協是位於添馬艦「IN的家」的創辦機構之一。這個佔地二萬平方呎的展覽館及研究設施，透過展示明日家居，推廣環保和智能建築概念，並重點介紹房屋發展的嶄新設計和建築技術。

在企業層面，房協繼續宣揚為香港長者提供適合居所的需要。我們今年舉辦了「廿一世紀長者住屋展望」國際會議，鼓勵構思照顧長者需要的創新意念。該會議吸引了亞太區的講者和會眾，使房協的「長者安居樂」住屋試驗計劃備受注目。



- 1 Staff and residents of the Society often join tree-planting activities.
  - 2 The Society's estates have been sparing no efforts in organizing various programs for the elderly to promote healthy living.
  - 3 Tenants have been actively participated in various environmental activities organized by their estates.
  - 4 The Society's Corporate Volunteer Team conducted glaucoma-screening test for the elderly.
- 1 房協的員工與居民經常植樹護林。
  - 2 屋邨經常舉辦長者活動，推廣健康生活。
  - 3 屋邨積極響應環保活動，並鼓勵居民參與。
  - 4 房協「愛心隊」的義工為長者檢驗青光眼。

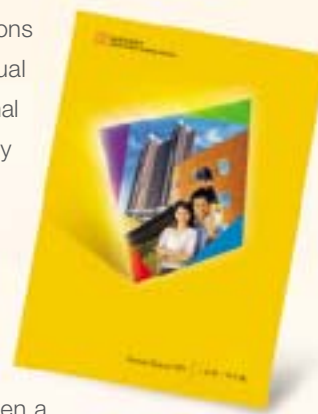
The Housing Society has always recognized the importance of environmental protection in all aspects of its work. With this in mind, it has worked to gain ISO14001 accreditation for its operations. This accreditation focuses on the production of environmentally friendly and sustainable housing by integrating relevant environmental principles and considerations into the planning, design, construction and maintenance of buildings.

### CONTRIBUTING TO THE COMMUNITY

As much as possible, we are open and transparent about our work. We use our informative website, newsletters, press releases and other communications tools to keep the public informed of our plans and our activities. Our Annual Report 2001 won the Silver Award in the Housing Category of the International ARC Awards for its clear presentation of corporate information, quality design and expression of financial data.

On both a professional and a community level, our staff overwhelmingly commit to high social and environmental ideals. Behind the scenes and largely unheralded, they have shown a true depth of commitment to the people who rely on the Society for housing. A voluntary service group, formed during the year by more than 5 per cent of our staff, has undertaken a range of activities including running eyesight checks and glaucoma screening programs for elderly tenants and participating in activity days for senior citizens and the underprivileged.

Full support has been rendered by both the Society's staff as well as tenants on environmental initiatives such as waste recycling programs, tree planting days, Green Power Hike and Green Day etc. The Society has also continued to enter a team in the charity fundraiser Hong Kong Trailwalker, sponsor the Community Chest in a number of its fund-raising programs and RTHK's new "V Mail" campaign that promotes care and concern for people through the transmission of video mails.



房協在各運作層面均重視環保。在這前題下，房協致力為其業務爭取ISO14001認證。認證工作的重點是將環保原則和因素融入建築物的規劃、設計、建築及維修過程中，從而建造符合環保和可持續發展的住宅。

### 貢獻社區

房協盡力確保業務運作公開而具透明度，並利用資訊網站、刊物、新聞稿和其他通訊工具，讓公眾掌握我們的計劃和活動。我們的二零零一年年報，更因為企業資料清晰、版面設計優異和財務數據編列出色而榮獲ARC國際年報比賽房屋組別銀獎。

在專業和社會層面，房協員工熱心實踐崇高的服務及環保理想。他們在背後默默耕耘，竭誠為依賴房協提供居所的市民服務。房協在年內成立了一支佔員工總數逾百分之五的義工隊，積極為社區服務，包括為年長租戶檢驗視力和青光眼，並參與為長者及有需要人士舉辦的活動等。

房協各類環保活動均獲得員工及住戶的全力支持，例如廢物回收計劃、植樹日、綠色力量環島行和公益綠「識」日等。此外，房協繼續派隊參加毅行者慈善籌款比賽，並參與公益金多項慈善活動。房協還贊助香港電台舉辦的嶄新「信是有情V郵件」計劃，透過影像郵件的傳送，推廣關懷別人的訊息。

We have also been supporting seminars and conferences on subjects pertaining to the housing and building industry. During the year, we have sponsored the International Symposium of Project Management organized by the Hong Kong Polytechnic University and the International Conference on Re-engineering Construction organized by the Asia Pacific Building & Construction Management Journal.

In the academic arena, the Society continued to promote excellence in housing management training through the Father Cronin Memorial Awards presented annually to the top graduates from the part-time degree course in Master of Housing Management conducted by the University of Hong Kong.

## Looking to the Future

*Picture this: A new business model in terms of housing for the elderly; new relationships with other housing providers across Hong Kong. The Housing Society sees its future in innovation and partnerships.*

At the time of preparing this Annual Report, new directions of business were dependent to a large extent on Government's long-term strategy on housing and prospective opportunities in urban renewal. While deflation and unemployment remain at current levels, the property market in Hong Kong is generally expected to remain stable. The Housing Society enters the new financial year with just under 5,000 flats to be sold.

Our ability to sell existing subsidized flats that have been held over because of the moratorium will depend on the type and amount of public or private ownership housing the Government plans to release in the future. In the coming year, we will only be able to launch a small portion of our completed stock from the Flat-For-Sale Scheme. We will still need to discuss with the Government the number

房協一直支持與房屋及建築業有關的研討會和會議。年內，我們贊助香港理工大學舉辦的「項目管理」國際會議和亞太建築與管理學報舉辦的「Re-engineering Construction」國際會議。

在學術活動方面，房協繼續為香港大學房屋管理學碩士兼讀課程的優異畢業生頒發一年一度的「樂年神父紀念獎」，以推廣優質的房屋管理培訓。

## 放眼 未來

*以嶄新模式發展長者住屋、與香港其他房屋機構建立新的合作關係……放眼未來，房協將致力創新、締結夥伴作為發展方向。*

編製本年報之時，房協的新業務發展很大程度上取決於香港特區政府的長遠房屋策略，以及在市區重建方面的發展機會。由於通縮及失業問題持續，預期香港整體物業市場將會保持平穩。踏入新的財政年度，房協待售的單位少於五千個。

房協如何出售現有曾停售的資助房屋，將視乎政府日後計劃推出的公共或私營房屋的類型和數量。在未來一年，我們只能出售「住宅發售計劃」下的少部份現樓單位。我們仍須繼續與政府商討未來數年所推出的住宅數量，並研究以最符合大眾利益的

of apartments that can be placed on the market in the years that follow and find ways to best dispose of the other subsidized stock already available and in the pipeline in the interest of the community. However, we will proceed with the sale of Mountain Shore and Serenity Place which have been converted into private properties.

On the positive side, by early 2003 we should be ready to invite applications for the 576 units being built under the Senior Citizen Residences Scheme. Indications are that the housing model we are developing is successfully tapping the needs of a niche market. We anticipate that there will be more than three times the number of applications for the limited number of apartments that will be available in the first two developments.

As far as our managed property is concerned, we will attempt to maintain rents for both domestic and commercial properties at around current levels. We will also continue to seek further management contracts in both the public and private sector, with our teams of talented and professional management staff.

The Society's clear insistence on quality across all of its assets will remain a high priority. New computer applications will be implemented; existing systems will be enhanced and additional training programs to increase our quality processes and services will be introduced.

The potential partnership role we can play with the Urban Renewal Authority will be an important factor over the coming years. Whether we are assisting with project implementation, site clearances and rehousing, or acting as project manager and property manager, there is a strong potential for a relationship that is both complementary and beneficial.

It is this ability to innovate and to seal sound business partnerships that will drive our future.

方式，出售其他已落成或施工中的資助住宅單位。然而，我們將計劃出售已轉為私人物業的曉峯灣畔及怡沁園。

在好的一面來說，房協「長者安居樂」住屋計劃的五百七十六個單位預計可於二零零三年初開始接受申請。各界的意見顯示，我們所發展的長者住屋模式正能配合社會在這方面的特別需要。因此，我們預計「長者安居樂」住屋計劃首兩個項目的有限單位，可獲超額三倍的申請。

在代管物業方面，房協計劃將住宅及商業物業的租金維持在現有水平，並有賴我們能幹及專業的管理人員，繼續爭取公營房屋及私人物業的管理合約。

房協將繼續恪守優質為尚的信念，為轄下所有物業提供服務。我們將推出新的電腦系統、提升現有系統的功能，並加強優質工作程序和服務方面的培訓計劃。

在未來數年，房協與市區重建局的合作，將成為我們發展的一項重要因素。無論是協助項目發展、清拆及安置，或是擔任項目管理及物業經理，房協均有很大可能與市區重建局建立互補互惠的合作關係。

發揮創新能力、建立成功的業務夥伴關係，將成為推動我們未來發展的力量。