





“ Property Management has all along been one of our key competences, and in the light of changes in our operating environment, will increasingly become a vital part of our work. The setting up of Property Management Advisory Centres underscores our renewed commitment to this role.

物業管理一直是我們強項之一；隨著營運環境的轉變，它將會成為我們工作中更重要的部分。物業管理諮詢中心的設立，引證了我們對這角色的進一步肯定。

”

## Property Management 物業管理





*We care for our residents and visit the elderly tenants from time to time*

我們關懷住戶，並經常探訪長者居民

### Portfolio and Rental Operations

The Housing Society's property management portfolio remained constant during the year under review – 32,474 domestic units in 20 rental estates, 24,396 units in 29 managed properties, 95,451 square metres of non-domestic premises, and 8,578 car park spaces. The Housing Society also managed 24,789 units in 8 estates under Housing Authority's **Private Sector Involvement (PSI)** contracts.

A gross rental income of \$870.1 million was achieved. However, the net rental and management income of \$879.6 million fell short of expectation by \$10.5 million. This was attributable to the rates concessions of \$14.6 million granted by the Government which were passed on to the tenants, and rent relief totalling \$9.7 million granted to commercial tenants affected by SARS.

Our operating expenditures were tightly controlled, enabling us to achieve savings in

staff costs, utilities expenses, and lower expenses in major improvement works to the rental estates.

On the whole, taking account of both commercial and domestic portfolios, property management operations reported a surplus. The return on assets was 2.7% for the rental units, 4.8% for commercial properties, and 3.3% overall. PSI operations also booked a small surplus.

Despite signs of economic recovery, the Housing Society has decided to continue to **freeze rents** for another year from April 2004 to March 2005. Rates were included in the rents of all domestic retail units and to further help relieve the financial burden of the tenants, a **deposit-refund scheme** has been implemented in October 2003. This is the seventh consecutive year the Housing Society has frozen its domestic rents, benefiting nearly 100,000 residents of some 32,000 households.

### 管理範圍及租務工作

我們的物業管理項目於年內維持不變，包括二十個出租屋邨共三萬二千四百七十四個住宅單位、二十九個代管物業共二萬四千三百九十六個單位、九萬五千四百五十一平方米非住宅物業，以及八千五百七十八個車位。我們亦在房屋委員會的「**私營機構參與屋邨管理及維修保養服務**」合約下，管理八個屋邨共二萬四千七百八十九個單位。

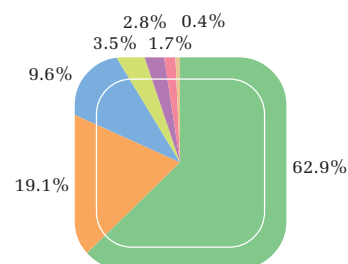
我們的租務總收入為八億七千零十萬元。不過，淨租務及管理收入則只有八億七千九百六十萬元，較目標少一千零五十萬元。這是因為我們獲政府減免的一千四百六十萬元差餉，全數回饋租戶，並為受非典型肺炎影響的商戶提供共九百七十萬元的租金優惠。

透過嚴謹監控，我們成功減低營運開支，主要包括節省員工成本、公用開支以及屋邨改善工程的支出。

整體來說，連同商業及住宅項目，我們的物業管理營運錄得盈餘。出租單位的資產回報率為百分之二點七，商舖為百分之四點八，整體則為百分之三點三。「私營機構參與屋邨管理及維修保養服務」計劃的營運亦有微利。

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

(as at 31 March 2004)  
(截至二零零四年三月三十一日止)



● Rental Estate  
出租屋邨 (93,543)

● Flat-For-Sale Scheme  
住宅發售計劃 (28,458)

● Sandwich Class Housing Scheme  
夾心階層住屋計劃 (14,228)

● Urban Improvement Scheme  
市區改善計劃 (5,193)

● Rural Public Housing  
郊區公共房屋 (4,113)

● Full Market Value Development  
市值發展項目 (2,593)

● Senior Citizen Residences Scheme  
「長者安居樂」住屋計劃 (529)



Our quality service is duly recognised in the 2003 Best Property Management Award organised by the Housing Authority

在房屋委員會舉辦的2003最佳物業管理獎中，我們的優質服務得到嘉許

### Quality Customer Service

Our dedication to quality and customer service excellence is reflected in the many awards we received in the year and the numerous commendations from residents through letters and even on the radio.

One of our major computer application systems, the **Integrated Property Management System (IPMS)**, went into full swing in March 2004 following its launch in three phases since 2001, using the First Housing software. It has greatly enhanced the efficiency of our frontline operations and customer services, and improved our communication with the residents.

The **Quality Enhancement Team (QET)** Scheme, introduced in 2002 to encourage staff to explore and propose quality

enhancement initiatives, received overwhelming response from the frontline staff. As at March 2004, there were altogether 20 QETs, with 167 members. A total of 25 quality enhancement proposals were made last year, resulting in significant enhancement in our service quality.

In late 2003, three estates and managed properties of the Housing Society, namely Cho Yiu Chuen, Serenity Place and Upper Ngau Tau Kok Estate, were accredited by the **5-S Association**, endorsing the quality of our work processes. This followed the success of Lok Man Sun Chuen, Cayman Rise, Hollywood Terrace and Lakeside Garden in gaining this accreditation in 2002. 5-S is an acronym for: Structurise, Systematise, Sanitise, Standardise and Self-discipline.



Seven of our properties obtain 5-S accreditation during the year  
年內，我們管理的其中七個物業獲得五常法認證

雖然經濟有復甦跡象，但房協仍決定繼續凍結租金一年，由二零零四年四月至二零零五年三月。所有住宅單位的租金已包括差餉，而為了進一步減輕租戶的經濟負擔，我們於二零零三年十月實施了**按金退還計劃**。這是房協連續第七年凍結住宅租金，惠及三萬二千多個家庭的近十萬個居民。

### 優質顧客服務

我們一直致力提高品質及顧客服務水平，因而在年內屢獲獎項，並得到住戶透過書信甚至在電台節目中讚賞。

我們應用「First Housing」軟件的**綜合物業管理系統**，於二零零一年起分三個階段推出，並於二零零四年三月全面投入服務，是我們其中一個主要的電腦應用系統。它大大提高了我們前線運作的效率，使我們更有效地提供顧客服務及與住戶溝通。

「卓越圈」計劃於二零零二年推出，旨在鼓勵員工探索及建議如何提昇品質，獲得前線員工踴躍參與。截至二零零四年三月，我們成立了二十個卓越圈，共一百六十七位成員，並收到二十五項品質提昇建議，大大提高我們的服務質素。

二零零三年底，房協的三個屋邨 — 祖堯邨、怡心園及牛頭角上邨 — 獲得**五常法協會**認證，顯示我們工作程序達到優質水平。在二零零二年，樂民新





Close to 30,000 residents have joined the “Housing Society Community”

近三萬名居民已登記成為「房協之友」會員

### Enviably Accolades

The Housing Society's focus on customer, care, quality and teamwork paid off. We won the **Best Property Management Award** (Property Service Companies) for the large, medium and small estate-banding categories in the Best Property Management Award 2003 organised by the Housing Authority. The winning estates were Tung Tau (II) Estate, Shun On Estate and Ma Tau Wai Estate respectively.

Ma Tau Wai Estate went on in early 2004 to win the Championship in the **Green Property Management Award 2004** jointly organised by the Housing Department, Friends of the Earth (HK), Green Power and the Conservancy Association – under the category of Property Services Company / Management Buy-out Company / Property Management Agent. On the same occasion, our Lei Yue Mun Estate also won the Merit Award.

### Promoting Neighbourhood Care

We launched the “**Housing Society Community**” (HSC) Scheme in mid-2003 in a bid to build an amicable and caring community through the provision of value-added services to the residents.

The Launching Ceremony of the HSC was held on 14 June 2003 at Prosperous Garden in Yau Ma Tei. As a prelude to this launch, a series of programmes were broadcast on Commercial Radio 1, running for 28 weeks from April 2003 through September 2003. They included “HS Heroic Stories”, “Parents Club”, “Smart Tips for the Elderly”, “Book Reports” and “Writers’ Beloved Books”, encouraging everyone to love their families and neighbours.

All residents of the Housing Society's rental estates and managed properties are eligible to join the HSC at no cost. By the end of June 2004, over 28,000 residents in Housing Society estates have registered as members, and close to 13,000 have taken part in the activities organised.

Apart from collaborating with Dah Sing Bank to issue a credit card, the scheme offers to members a range of privileges, including travel packages, shopping and dining discounts, integrated home services, information and purchase discounts offered by iCare, self-enhancement courses, and a mobile exhibition centre and library. A special website [www.hscare.com](http://www.hscare.com) has been developed as an additional channel of communication.

邨、加惠臺、荷李活華庭及翠塘花園亦已得到相同認證。五常法的概念為：常組織、常整頓、常清潔、常規範及常自律。

### 屢獲殊榮

憑藉顧客為上、用心關懷、優質服務及群策群力的工作方針，我們於二零零三年底在房屋委員會的「**2003最佳物業管理獎**」中，囊括「最佳物業服務公司（屋邨）」的大、中及小型屋邨獎項。獲獎屋邨分別為東頭（二）邨、順安邨及馬頭圍邨。

馬頭圍邨在二零零四年初再度獲得「**環保物業管理獎2004**」（物業服務公司／員工自組公司／物業管理公司組別）冠軍。這獎項由房屋署、地球之友、綠色力量及長春社聯合主辦。同時，我們管理的鯉魚門邨亦獲得優異獎。

### 推廣鄰舍關懷

二零零三年中，我們推出了「**房協之友**」計劃，透過為居民提供增值服務，建立和睦共處、互相關懷的社區。

「房協之友」的成立典禮於二零零三年六月十四日在油麻地駿發花園舉行。在此之前，我們安排商業電台第一台由二零零三年四月至九月的二十八個星期中，廣播特備節目，包括「房協英雄傳」、「親親領袖－親子俱樂部」、「老友寶寶錦囊」、「好書有好報」及「寫書的人看的書」，鼓勵大眾愛護家人及鄰居。

房協所有出租屋邨及代管物業的居民都可以免費加入「房協之友」，而截至二零零四年六月，共有二萬八千多位房協居民已登記成為會員，其中近一萬三千位曾參與過「房協之友」的活動。

除了與大新銀行聯合推出一張信用卡外，「房協之友」計劃亦為會員提供一系列旅行套餐、購物及飲食優惠、綜合家居服務、「名氣佳」資訊及購物優惠、自我增值課程、流動展覽中心及圖書車。此外，我們亦特設網站[www.hscare.com](http://www.hscare.com)，以進一步加強溝通。



*The Property Management Advisory Centre in Sham Shui Po*

位於深水埗的物業管理諮詢中心

Following the launch, the Housing Society held five **Family Fun Days** between July and September 2003 at Cho Yiu Chuen, Jat Min Chuen, Lai Tak Tsuen, Ka Wai Chuen and Kwun Tong Garden Estate respectively.

The HSC also joined hands with Friends of the Earth to launch an **Old Books Re-use Campaign and Charity Sale** from 8 to 10 August 2003, with over 10,000 used books collected and nearly \$30,000 raised.

On 14 December 2003, over 200 HSC members joined the **Care for the Elderly Walkathon** organised by the Senior Citizen Home Safety Association to raise funds for the provision of the 24-hour “Personal Emergency Link” and “Elderly Ring Hotline” free services.

### New Initiatives

The Housing Society's first **Property Management Advisory Centre** was set up in



*Activities are held to promote environmental awareness and care for the elderly*

房協舉辦不同活動，推廣保護環境及關懷長者的訊息

Sham Shui Po on a pilot basis, in consultation with the Sham Shui Po District Office. Situated in Hai Tan Street, the Centre officially started operations in April 2004. We also consulted the Home Affairs Department, and obtained their endorsement, on our initiative to set a code of practice on building management and maintenance for the industry and owners of older buildings.

For the repair and maintenance of dilapidated buildings, pilot projects are being identified in Sham Shui Po, where we would endeavour to provide assistance to owners to conduct building repair and maintenance, and afterwards, proper management on a sustained basis. Initially, we target at the 13 blocks of buildings which had been served Repair Orders by the Buildings Department or were under the Coordinated Maintenance of Buildings Scheme.



「房協之友」成立後，房協於二零零三年七月至九月期間先後五次在祖堯邨、乙明邨、勵德邨、家維邨及觀塘花園大廈舉辦了**家庭同樂日**。

「房協之友」亦與地球之友於二零零三年八月八日至十日合辦**「舊書環保回收義賣大行動」**，共回收了一萬多本舊書，籌得近三萬元。

二零零三年十二月十四日，二百多位「房協之友」會員參加了由「長者安居服務協會」舉辦的**「同心展步獻長者」**步行籌款，資助該會為有經濟困難的長者免費提供二十四小時「一線通呼援服務」(平安鐘)及「耆安鈴」長者熱線服務。

### 再獻新猷

我們參考了深水埗政務處的意見，在該區以試驗性質設立了我們首個**物業管理諮詢中心**。這個諮詢中心位於海壇街，於二零零四年四月正式投入服務。我們亦諮詢了民政事務處的意見，並獲得他們的支持，為業界及舊樓業主擬訂一套有關樓宇管理及維修的守則。

有關破舊樓宇的維修及保養方面，我們正在深水埗物色一些試驗項目，希望為業主提供支援，協助他們進行維修及保養，並持續妥善管理樓宇。我們已初步選定十三幢大廈；它們均收到屋宇署的維修令，或被納入「屋宇維修統籌計劃」內。