

Chairman's Statement

主席報告



Mr David C Lee, BBS, JP
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Our goal of serving the Hong Kong community in terms of housing and in housing-related matters has not changed since our establishment almost 60 years ago. Over the years however, and certainly in the past few years, this role has evolved. Rather than simply building homes for those who need it and managing these properties – acting in effect as a landlord, albeit a caring one – we have taken on a greatly expanded role, stepping in where necessary not only to meet Hong Kong's housing needs, but also to improve the quality of housing and the housing environment for the community.

自成立約六十年以來，房協為香港社會提供住屋及相關服務的目標從未改變。但我們的角色卻隨著時代而轉變，近年的情況尤為顯著。今日，房協不單為有需要的市民興建居所及管理物業，做一個關懷租戶的業主；我們更進一步肩負更重大的責任，除了配合香港的房屋需要外，亦致力改善本港的住屋質素及居住環境。



Improving Housing for Society

During the year, we took a pioneering role towards improving housing for Hong Kong with the launch of our Building Management and Maintenance Scheme (BMMS). In view of the problems experienced in recent years, with building canopies collapsing, falling windows causing injuries to passing pedestrians as well as concrete from dilapidated buildings crashing down onto the street, one of our major focuses has been to drive the importance of building management and maintenance within the community. With a commitment of HK\$3 billion over the next 10 years, BMMS is translating this focus into action on a number of levels:

- First and foremost, we are helping to create a cleaner, safer and pleasanter living environment for everyone involved – owners, residents and the general community, with well-maintained buildings and surroundings.
- Secondly, we are working to foster a culture of responsibility among homeowners to manage and maintain their properties through educational, promotional and financial incentives.
- Thirdly, we can share our many years of experience and expertise in building management and maintenance with the community, contributing guidance, financial resources as well as a helping hand to those who are willing to take responsibility for their buildings but are not sure how, or do not have the resources, to proceed.

The implementation of this Scheme has given me a great deal of personal satisfaction. Not only have we taken the initiative to do something about Hong Kong's old and dilapidated buildings, it has given us an expanded role within the industry while also enhancing our profile within the community. More significantly, it is helping to change the culture among property owners as well as the appearance of buildings in Hong Kong. On a recent visit to Tsim Sha Tsui, I was delighted to see the number of

提升房屋質素

年內，房協積極改善本港的房屋質素，率先推出「樓宇管理維修綜合計劃」。有見及本港近年發生不少有關建築物的事故，如簷篷倒塌、窗框墮下傷及途人，以及失修樓宇石屎脫落，我們於是將推動社會關注樓宇的管理及維修問題訂為其中一個業務重點。未來十年，房協將為「樓宇管理維修綜合計劃」投放三十億元，於以下各個層面落實有關工作：

- 首先及首要的，是協助所有人，包括業主、住戶及普羅大眾，更有效地管理樓宇及四周環境，以締造更清潔、安全及舒適的居住環境。
- 其次是透過教育、推廣及資助，培養業主承擔管理及維修旗下物業的責任。
- 最後是與社會各界分享房協多年來在物業管理及維修方面累積的經驗及專長。對於願意承擔物業管理的責任，但卻缺乏相關知識或資源的業主，我們樂意襄助，為他們提供指引及財務支援。

這項計劃得以落實，為我個人帶來很大的滿足感。更重要的是，通過實施這項計劃，我們不但漸漸地使香港市民正視香港樓宇老化及失修的問題，改變業主管理與保養樓宇的心態，同時也更清晰地確立房協在業界的角色，提升我們在社會上的功能。值得一提的是，這項計劃對於更新本港建築物的外貌亦有重大貢獻。最近我途經尖沙咀，欣然發現區內多幢樓宇已經進行過翻新工程，環境煥然一新。我相

Chairman's Statement 主席報告



buildings being renovated, giving a facelift to the surrounding. I believe that people are now prepared to spend time and money on their buildings and looking forward, I hope that they will be prepared to take on even greater responsibilities for the preservation and care of their properties.

Urban Renewal is the second major focus of our activities. Here again, our resources, knowledge and expertise are able to make a significant contribution towards improved housing for the community. During the year, our strategic partnership with the Urban Renewal Authority (URA) gathered further momentum with two of our seven partnership projects proceeding to advanced stage of design and development and one even commencing demolition work. What is more exciting however, are the cordial relationships being established with the Government and our business partners, which in turn are paving the way for greater cooperation and collaboration in existing and new areas of activity.

I am also very proud of our Sham Shui Po Revitalisation Scheme, yet another pioneering activity, which seeks to improve the area's MTR exits while creating a pleasant and attractive environment for residents and visitors alike. Together with the second phase of the programme which will focus on the creation of "Theme Streets", we are in discussion with the relevant authorities for the possible revitalisation of further locations throughout Hong Kong. This initiative typifies our commitment to benefit both housing and the quality of life in Hong Kong, as we plough some of the financial resources gleaned over the years back into the community.

Rounding out these activities, preservation schemes too have a role to play. Our "Blue House" project in Wanchai, currently in its planning stage and carried out once again in partnership with the URA, is one such scheme. It aims to renew, rehabilitate and rejuvenate the area while preserving its historic value and special architectural design. Plans for the area also seek to maintain its historical roots and cultural heritage in the tea and medical service trades.

信市民現時已較願意為自己的物業投入更多時間及金錢。展望未來，我期望業主們能在物業的保育及保養方面，承擔更大的責任。

市區重建是我們第二個業務重點。在這方面，房協的豐富資源、知識及經驗，再一次發揮重大作用，改善社會的住屋。過去一年，房協與市區重建局(市建局)加強了策略性夥伴的合作關係，在七個合作項目裏，其中兩個的設計已近完成，當中一個更開始了清拆工作。最令人振奮的是，房協與政府及業務夥伴之間成功建立了良好的合作關係，為現在及未來的新項目，打下了良好的合作基礎。

深水埗活化項目的成績，也讓我深感自豪。這計劃是房協的另一項新猷，透過更新工程，改善區內地鐵站出口的範圍，為居民及遊客締建一個舒適而具吸引力的環境。項目第二階段的重點，是於區內設立「主題街道」。我們現正以這項工程的兩個階段的規劃為藍本，與相關部門商討於香港其他地區推展這類更新工程的可行性。為進行這項計劃，房協會將部分累積的財政資源回饋社會，實現我們矢志提升香港房屋及市民生活水準的承諾。

保育工作亦是市區重建的其中一環。我們位於灣仔的「藍屋」項目正是一例。這是房協與市建局合作的另一個項目，現已進入規劃階段，目的是透過翻新及復修工程，為建築物注入活力；但同時保存其歷史價值及獨特的建築風格。該區的規劃亦希望能保存區內茶藝及中藥的傳統文化。



Quality Living for the Elderly

In providing housing for Hong Kong's community and fulfilling our role as Hong Kong's housing "social worker", the concepts of "quality" and "care" have always formed the bedrock of our activities. These guiding principles have been particularly relevant in our services to the elderly. We owe our senior citizens a debt of gratitude – it has been their hard work and toil that have established the foundations of Hong Kong's success. As they get older, we believe that it is society's responsibility to ensure that they can live comfortably and healthily without the need to worry about the future.

With the growing number of elderly people in Hong Kong – the projection is that there will be more than two million 60-year-olds and over within the next two decades – we feel that it is imperative that Hong Kong establishes a housing framework for this growing group of citizens. Working in conjunction with a non-government organisation, we took the initiative to propose to the Government on housing for the elderly together with a range of related facilities. Our hope is that we will be able to work in partnership and collaboration with the Government in the formulation of housing policies for the elderly.

Within the Housing Society, our two Senior Citizen Residences (SEN) projects continue to grow in popularity. Jolly Place and Cheerful Court were purposely built with the forward-looking concept of "aging in place" in mind, creating a user-friendly environment for elderly occupants. The first of these residences, Jolly Place is full with a waiting list while Cheerful Court is also filled up.

提升長者生活質素

房協秉承「優質」及「關懷」的信念，為香港社會提供房屋，以體現房屋「社會工作者」的角色。我們為長者提供的服務，尤其突顯這些基本理念。香港今日的成就，是長者們畢生努力耕耘的成果，我們對此實在心存感激。當他們年紀漸長，我們相信社會有責任確保他們能享受舒適健康的生活，毋需再為未來擔憂。

香港的長者人數不斷增多，預期未來二十年，本港六十歲以上長者的人數將超逾二百萬。因此，為這個增長中的社群規劃房屋體制實在刻不容緩。房協期望可與政府合作，共同制訂長者的房屋政策，並已與一個非政府機構合作，向政府提交有關長者住屋及多項相關設施的建議。

房協「長者安居樂」住屋計劃的兩個屋苑愈來愈受到長者歡迎。「樂頤居」及「彩頤居」融合了具遠見的「原居安老」概念，特別為長者度身訂造，提供合適的居住環境。計劃的首個屋苑 – 「樂頤居」已全部租出，並有長者輪候入住；而「彩頤居」亦已住滿。



During the year, we took a major step forward in serving the needs of the elderly with the opening of our Elderly Resources Centre (ERC) in Yau Ma Tei. The first of its kind in the South East Asian region, it promotes the concept of “aging in place” within the community and provides advice and help on how the elderly can better look after themselves in their homes. The Centre also provides guidance and advice on health and other issues. In conjunction with the opening of the Centre, our “Universal Design” handbook was also published, providing guidelines on how homes can be made safer and more user-friendly for the aged, children and the handicapped.

Sharing our Experience and Expertise

With almost 60 years of experience in the industry, we have amassed a great deal of knowledge and expertise. While we have always taken an active role in sharing this knowledge, our activities in this direction gained form and structure with the establishment of our Hong Kong Housing Society Academy (HS Academy) in 2005.

The HS Academy consolidates all our educational activities under one roof and gives us a structured framework from which we can conduct our programmes, both in Hong Kong and on the Mainland. In the first year of its operations, I am delighted to report that we have established relations with 17 tertiary institutions in Hong Kong, organising programmes that both share our knowledge and experiences, while enhancing standards of professionalism within the industry. In addition to workshops and seminars, sponsorships, scholarships and bursaries, the Academy organised a summer internship programme for some 60 tertiary students while also helping to place a number of students upon their graduation within the housing industry.

On the Mainland, links were cemented with several tertiary institutions, including Tianjin, Tongji and Tsinghua University to foster knowledge and information exchange through visits and sponsorships, seminars and conferences. Diverse training materials were also made available to workers in the construction industry.

年內，我們開啟位於油麻地的「房協長者安居資源中心」，在配合長者住屋需要方面向前邁進一大步。中心是東南亞區內首個同類設施，宗旨是推廣「原居安老」概念，並教導及協助長者在家居內照顧自己。此外，中心亦就長者的健康及其他事宜提供指引及建議。同時，我們出版的「香港住宅通用設計指南」，提供為長者、兒童及有需要人士建造安全及合適住屋的指引。

分享經驗及專業知識

房協在業界具備近六十年的經驗，累積了豐富的專業知識。我們一向積極與業界分享經驗，並於二零零五年成立「香港房屋協會專業發展中心」，讓我們更有系統地推行這方面的活動。

專業發展中心融合房協轄下的各項教育工作，並提供有系統的體制，讓我們在香港及國內展開活動。在成立的第一年，專業發展中心已與本港十七所專上學院建立合作關係，舉辦分享專業知識及經驗的活動，以提高業界的專業水平，成績令人鼓舞。專業發展中心除了舉辦工作坊及研討會外，亦提供資助及獎／助學金，並為約六十名專上學生舉辦暑期實習課程，以及協助多名畢業生投身業界。

專業發展中心亦成功與國內多所著名大學，包括天津大學、同濟大學及清華大學達成緊密聯繫，透過參觀、資助及研討會等，促進業內的知識及資訊交流。此外，我們亦為國內的建築工人提供多種培訓教材。



Taking Pride in our Achievements

Revisiting our objectives during the year, we have come away with a renewed sense of purpose and commitment towards our building management and maintenance, urban renewal as well as our elderly housing activities. We are increasingly recognised as an effective partner both of the Government and other institutions in our housing initiatives, as well as a leader and innovator in the housing arena in Hong Kong.

This commitment to quality is reaping tremendous rewards for the Housing Society – in addition to the many operational awards we have received over the years for our management and maintenance activities, we are increasingly receiving awards for our quality management practices. A major source of pride was the winning of the Directors of the Year Awards in 2004 for our transparency and good corporate governance. In 2005/06, we consolidated this leadership with the APBEST (Asia Pacific Business Excellence Standards) Grand Award 2006. This international award recognises quality business practices and management excellence in organisations around the world. The winning of this award not only places us in the forefront of leading organisations in Hong Kong but also cements our quality reputation at a global level.

Our “love and care” philosophy too continues to bear fruit. Having created a culture of serving our customers “with our hearts”, while also taking a positive attitude towards complaints so that each complaint can be seen as an opportunity for learning and improvement, we won the Ombudsman’s Grand Award 2006 for our caring customer services and handling of customer complaints. Though we have won the Ombudsman Award twice previously, this is the first time that we have won the Grand Award – an achievement to be truly proud of and an honour indeed for all our staff.

成績驕人

年內，我們重新檢討了房協的目標，決定保持既定的宗旨，繼續承擔在樓宇管理維修、市區重建及長者房屋等方面的工作。在房屋事務方面，我們愈來愈得到政府及本港其他機構的認同，成為他們的有效合作夥伴，並確認我們在房屋方面的領導地位及創新精神。

房協矢志追求卓越，取得極理想的回報。過去，我們除了在管理及維修工作方面獲得多個營運上的獎項外，在優質管理方面亦不斷獲得肯定。其中一個讓我們深以為傲的獎項，是憑著房協的高透明度及良好企業管治，榮獲二零零四年「傑出董事獎」。二零零五至零六年度，我們更進一步，贏得「二零零六年亞太卓越企業大獎」。這個國際性獎項，是頒發予全球各地具有優質業務系統及卓越管理的企業。是次獲獎，證明房協不但是本港的領先機構，在國際上亦享有良好的聲譽。

房協「愛心與關懷」的信念，繼續取得理想的成果。我們培養員工「以心待客」的文化；並且以正面的態度處理投訴，視每個投訴個案為學習和改進的機會。憑著關懷顧客的服務及積極處理客戶投訴的態度，我們獲頒發「二零零六年香港申訴專員嘉許獎大獎」。雖然房協以往已兩度獲頒申訴專員嘉許獎，但這是我們首次榮獲大獎，不但值得房協驕傲，也是所有員工的光榮。

Chairman's Statement 主席報告



Financially too it has been a rewarding year. With good financial management coupled with prudent fund investment initiatives, we have been able to bring in positive returns on our investments and consistently outperform the benchmarks. The net surplus realised from business operations and investment gains was HK\$651.6 million. Yet the new financial reporting standard promulgated by the Hong Kong Institute of Certified Public Accountants has a great deal of bearing on our financial results. The most significant impact was the inclusion of unrealised investment gains and the writing back of provisions for possible liabilities and asset valuations made in the previous years. Therefore the total net surplus for the year amounted to HK\$1,451 million. However, it must be noted that there may be considerable variations in these figures at the time when this Annual Report is released.

A Vote of Thanks

In conclusion, I would like to thank our Members for their on-going support, our Supervisory Board and Executive Committee for their counsel, encouragement and advice as well as our staff for their efforts and hard work over the past year. Without this tremendous commitment, strong sense of community and invaluable contribution to the Hong Kong Housing Society, our achievements would not have been possible. I look forward to this on-going commitment and support as we continue to scale ever greater heights in every aspect of Hong Kong's housing, housing-related services and urban renewal activities in the future.

David C Lee, BBS, JP
Chairman

至於財務成績方面，去年亦是理想的一年。房協的良好財務管理，加上謹慎的基金投資策略，讓我們在投資上取得理想的回報，成績持續超越指標。我們在業務營運及投資回報上已實現的淨盈餘總值為六億五千一百六十萬元。但由於遵從香港會計師公會頒佈了的新財務報告準則，因而在賬面上對房協財務報告有很大的影響。其中最大的影響是須把尚未實現的投資收入入賬，及回撥過去因負債及資產估值而作的撥備，令去年的總淨盈餘達十四億五千一百萬元。然而，當本年報公佈時，內裏刊載的數字可能已與當時的價值有相當大的差異。

致謝

最後，我在此對一直支持房協的各位委員，以及期內不斷提供指導、鼓勵及建議的監事會和執行委員會衷心致謝；亦向過往一年努力工作的員工深表謝意。只有憑著大家堅守信念，對服務社會的熱誠及盡心無私的貢獻，房協才能取得今日的成就。我期望各位繼續盡心盡力投入及支持房協，讓我們未來在香港房屋、房屋相關服務及市區重建的工作上，取得更輝煌的成績。

李頌熹
主席