





Chairman's Statement 主席報告

It is most people's dream to have a safe and comfortable home. For almost 60 years, the Housing Society has been helping people realise their dreams by serving the needs of the Hong Kong community in housing and related services. Driven by a social mission, we have worked with the Government, various organisations and the community at large to introduce new housing initiatives and services that have improved the lives of multiple thousands of Hong Kong residents. This strong motivation provides us with the impetus to expand frontiers as we look for new ways to improve our services and introduce innovative concepts that meet the housing requirements of an increasingly expectant and sophisticated community.

大多數人都夢想有一個安全舒適的居所。近六十年以來，房協為香港社會提供住屋及相關服務，協助市民實現他們的夢想。秉承著社會使命，我們與政府、不同機構以至整體社會合作，引進嶄新的房屋計劃及服務，為數以萬計香港市民改善生活質素。隨著社會越趨複雜，對房屋的要求亦不斷提高，這份強烈的使命感推動我們開拓新的領域及作出新嘗試，提升服務，並引進創新概念，以配合社會的需求。

Contributing with a Heart

I believe our conscientious endeavours are emphasised by the contribution the Housing Society makes to the community in the form of affordable housing, including special consideration to providing quality housing for the elderly. We also provide financial and technical support to building owners who need help to maintain their properties. Our commitment to improve building maintenance awareness through a number of innovative programmes and our urban renewal initiatives are examples of our contribution with a heart to the community. In addition, we continue to take extensive steps to share our housing management expertise and technology know-how with the housing industry and others who stand to benefit from our almost six decades of experience. We are pleased to see that the various types of assistance the Housing Society provides have been well received by the Government and the public.

It is my intention that this annual report not only serves to provide an account of the Housing Society's activities that have taken place during the year, but also acts as a platform to share our commitments for the future. Our accomplishments over the past year give us pride, but it is the present and future that fill us with excitement, anticipation and ambition. I believe our annual report is a milestone by which we can measure how much has been achieved, and at the same time provide the opportunity to highlight the steps we intend to make to shape and improve onward momentum.

Among our on-going key activities, we can say with some degree of satisfaction and confidence that our Building Management and Maintenance Scheme (BMMS) is operating on a firm footing and achieving its objectives. Our BMMS efforts have made significant headway in demonstrating the benefits of proper building care. Since the launch of the scheme in 2005, there is clear evidence the HK\$3 billion project has led to significant improvements in dealing with the problem of unsafe and dilapidated private buildings. As an extension of the initiative, the BMMS Community serves as a conduit for participating residents to share information and experience about proper management and maintenance with other property owners.



盡心服務 回饋社會

房協致力為香港市民提供可負擔的住屋，包括特別為長者提供優質居所，盡心為社會作出貢獻。我們也為有需要的業主提供財務及技術支援，協助他們維修和保養其物業。我們積極透過多項創新的計劃，提高市民對保養樓宇的意識，並參與市區重建，盡心為社會服務。此外，憑藉近六十年的經驗，我們繼續廣與業內及其他人士分享房屋管理經驗及知識，令大家受惠。我們很高興看見政府及市民大眾認許房協所提供的各樣協助。

我希望此年報不單報導房協在過去一年的活動，也希望以此平台分享我們對未來的承諾。我們為過去一年的成績感到驕傲，而現況及前景更讓我們充滿動力、憧憬及信心。我相信年報是一個里程碑，在檢討成績的同時，亦勾劃出房協的未來路向和進程。

在現有的主要業務當中，我們的「樓宇管理維修綜合計劃」運作暢順，亦達到預期目標，成績令人滿意。此項三十億元的計劃自二零零五年推出以來，改善不安全及失修的私人樓宇，成效顯著，令公眾認識妥善保養樓宇的好處。此外，我們亦成立了「房協樓管先鋒隊」，為參與計劃的居民提供渠道，與其他業主分享有關妥善管理及維修的資料和經驗。



Despite the progress we have made in promoting building management and maintenance, the building neglect problem will be further aggravated as our building stock continues to age. To address the issue of neglect and provide a long-term solution to urban decay, the Government has announced plans to implement a Mandatory Building Inspection Scheme (MBIS). To encourage building owners to maintain good standards in the management and maintenance of their buildings, a Voluntary Building Classification Scheme (VBCS) is also in the pipeline. The VBCS aims to bring market forces into play by giving a good rating and thus positive recognition to buildings with sound management and maintenance. It is proposed that buildings accredited with good ratings under the VBCS could be exempted from the mandatory scheme.

The Housing Society has earmarked a total of \$4 billion (including its earlier commitment with respect to the BMMS) to support the implementation of the two schemes. Internally, we have been gearing the Housing Society towards meeting these challenges by developing and implementing key strategies to tackle this long-standing and complex issue.

Sharing our Experience and Expertise

As a community-focused organisation, the Housing Society is always prepared to use its know-how and experience, wherever possible and feasible, to make a positive difference. For example, to improve the urban environment we have completed the first phase of the city revitalisation project in Sham Shui Po. Together with District Councils and District Offices, we are now working on similar projects in other districts. With the completion of these revitalisation projects, I believe the overall living environment in Hong Kong could be improved.

雖然我們在促進樓宇管理及保養方面取得一定進展，但隨著本港的樓宇老化，樓宇失修問題會進一步惡化。為樓宇失修及市區老化提供長遠解決方案，政府準備推行「強制驗樓計劃」；而「自願樓宇評級計劃」亦正在籌劃之中，鼓勵業主維持良好的大廈管理及維修。「自願樓宇評級計劃」旨在引入市場力量，透過為樓宇評級，嘉許管理及保養完善的大廈；並建議獲得良好評級的樓宇可豁免強制驗樓。

連同早前承諾推行的「樓宇管理維修綜合計劃」，房協已為這兩項計劃撥出共四十億元。為迎接這些挑戰，房協內部已制訂多項重點策略，以應付此長期而複雜的問題。

分享經驗及知識

作為一個關注社群的機構，房協經常作好準備，盡量利用我們的知識及經驗，為社區帶來正面的改變。例如我們已完成了深水埗區的第一期市區活化項目，以改善市區環境。我們正與區議會及民政事務處合作，在其他地區推行類似項目。這些活化項目完成後，我相信香港的整體居住環境會得到改善。

The Hong Kong Housing Society Academy (HS Academy) is another pioneering initiative that continues to generate positive benefits. In addition to establishing a strong working relationship with the local tertiary institutions, the HS Academy has been able to enhance the standards of professionalism within the industry by way of seminars and workshops. It also continues to build on the links established with some Mainland tertiary institutions. These relationships foster knowledge sharing through exchange visits, study tours and seminars.

During the past year, the Housing Society has received numerous awards and been publicly applauded by various institutions and Government departments. It is a source of pride that awards and recognition have not only been presented for our core housing activities, but also for our contribution to the community and our environmental performance. This year, we published our first corporate environmental report to review the environmental performance of the Housing Society in a more comprehensive manner.

Housing Needs of the Elderly

With a keen concern for the housing needs of the elderly, the Housing Society does not just provide accommodation – we also actively strive to improve the quality of life of senior citizens in the retirement community. With Hong Kong's population projected to remain on an ageing trend, providing suitable housing for the elderly could become an even bigger challenge. Hong Kong's elderly population is projected to double in the next 30 years. This extraordinary demographic shift will create increasing pressure to meet the housing needs of older people.

We are looking at various ways to expand affordable housing opportunities for middle-income singles or couples who require or choose a residential community environment providing amenities and features associated with the needs and lifestyles of the elderly, and to improve the range and coordination of housing/

「香港房屋協會專業發展中心」(專業發展中心)是房協另一項創新計劃，效果良好。專業發展中心與本地的專上學院已建立緊密的合作關係，並透過研討會及工作坊，提升業界的專業水平。此外，專業發展中心繼續與內地的專上學院建立聯繫，透過交流探訪、學習團及研討會，促進知識的分享。

年內，房協獲得不少獎項，並得到多個團體及政府部門的讚許。除了我們的核心房屋業務外，我們對社會及環境的貢獻亦同樣得到獎勵和嘉許，使我們感到鼓舞。今年，我們出版了第一份企業環保報告，全面檢討房協在環保方面的表現。

長者的住屋需要

房協關注長者的住屋需要，不單只提供居所，更致力改善退休社群的生活質素。面對香港人口不斷老化，為長者提供合適居所的挑戰更形艱巨。本港的長者數目預計在未來三十年內將倍增，這個重大的人口結構轉變，將加強對長者住屋的供應壓力。

我們正研究不同方案，配合長者生活模式及需要而設計特別的設施和居住環境，為中等收入夫婦或單身人士提供更多可負擔的房屋計劃；並研究改善及協調不同的房屋及服務組合。目前，我們正努力研究不同方案，盡力協助有財政困難的長者業主維修他們的居所。





service combinations. At the same time, we are looking at various options to assist elderly property owners who lack available financial resources in renovating their homes.

To ensure that Hong Kong is well prepared to meet future accommodation needs of the elderly, the Housing Society believes that now is the time to prepare a definitive plan that maps out the future housing requirements for the elderly. A policy that clearly defines the areas of responsibility undertaken by Government and other housing service providers including the Housing Society would provide a long-term housing policy for the retirement community.

I believe our philosophy has in many cases provided a window for Government and NGOs to witness a new approach in providing housing and related care services to the elderly. For example, the Housing Society's two Senior Citizen Residences (SEN) estates, located at Jolly Place in Tseung Kwan O and Cheerful Court in Jordan Valley, are the first purpose-built, lease-for-life housing schemes for the elderly in Hong Kong.

The waiting lists now in place for the two elderly estates are telling of the demand for such housing projects. The Housing Society is prepared to continue to cater to the housing needs of this sector of the community, with further land provided by the Government or in joint ventures with NGOs which share the same vision and have the land available for such a purpose.

Sustainable Development

While the scope of our on-going commitments remains on a sound financial footing, it is important to point out that as a self-financing independent body, the Housing Society is not an organisation with an endless reservoir of liquid assets. We are required to pay land premiums at one-third of the market values for the sites to build rental estates to the Government. We have also committed to a number of social projects for which we offer financial subsidies and loans to people in need.

為確保香港能應付長者未來的住屋需求，房協認為當前應制訂詳細計劃，為未來長者的房屋需要做好準備。這項計劃應清楚列明政府及其他房屋服務供應機構，包括房協的負責範疇，作為長遠的長者房屋政策。

我相信我們的理念，在多方面已向政府及非政府機構顯示提供長者房屋及有關護理服務的新方法。例如房協位於將軍澳的樂頤居和佐敦谷的彩頤居兩個「長者安居樂」屋苑，就是香港首個推出專為退休社群而設的終身租住房屋。

這兩個長者屋苑的輪候冊，顯示市場對此類屋苑的需求。房協希望得到政府撥地，繼續興建長者房屋，或與有共同信念及土地可供發展此類用途的非政府機構合作，以配合長者市民對住屋的需求。

持續發展

雖然我們的財政穩健，足以應付目前的發展需要，但作為一個自負盈虧的獨立機構，房協的流動資產並非源源不絕。我們須向政府支付三分之一市值地價興建出租屋邨；我們亦推行多個回饋社會的計劃，為有需要的人士提供財政資助及貸款。



To improve and enhance the quality of rental estates, in the past few years we have spent more than HK\$700 million on improvements. In addition, for the 10th year in a row we have frozen our domestic rents. At the same time, the February rents for all residents of domestic units were waived, helping to reduce their financial burden.

Prudent use and control of our financial resources enables the Housing Society to maintain sustainable operations, but we must take every measure to avoid becoming complacent. Ahead of us lie many challenges, some of which are beyond our control. One example is the impact of inflation.

It can sound clichéd to say that people are our best asset. However, I believe it is the situation with the Housing Society that our people really are one of our finest assets. The very nature of our activities makes us a people-orientated organisation, and I am proud to say we have staff who on a continuous daily basis live up to the challenges of providing quality housing and people-related services. I also wish to thank our Members, Supervisory Board and Executive Committee for their hard work and commitment, and look forward to continuing working with them as we forge ahead to make further housing and social contributions to the community.

過去數年，我們已耗資逾七億元以改善及提升轄下出租屋邨的質素。此外，我們已經連續十年凍結屋邨租金，今年並豁免所有住戶二月份的租金，以減輕他們的財政負擔。

房協審慎運用及控制財政資源，使我們能持續運作，但我們不能安於現狀，前面仍有種種挑戰，其中一些更是我們控制範圍以外，如通脹而帶來的影響。

「人才是最寶貴的資產」這句話有點老生常談，但事實上房協的員工確是我們其中最珍貴的資產。房協的業務性質令我們要以員工為本，他們能面對挑戰，日以繼夜提供優質及以客為本的服務，使我感到驕傲。我衷心感謝委員、監事會和執行委員會的努力及承擔，並期望在大家的共同努力下，繼續為社會作出更多的房屋貢獻。

A handwritten signature in black ink, reading 'Yeung Ka-sing'.

Mr Yeung Ka-sing SBS, MBE, JP
Chairman

A handwritten signature in black ink, reading '楊家聲'.

楊家聲
主席