



From quality housing to quality living. I believe this simple phrase aptly sums up many of the Housing Society's accomplishments of serving the people of Hong Kong over the last six decades through the provision of innovative housing, related services and community-focused projects. The Housing Society has come a long way during the last sixty years, and in many ways our journey mirrors the development of Hong Kong. A journey of growth, reinvention and maturity matched with sophistication and growing expectations.

從優質房屋到優質生活 — 這句話總結了房協本著社群為本的原則，透過提供創新的房屋及相關項目，服務香港市民六十載。房協六十年來不斷發展，亦同時印證了香港的演進。隨著社會環境越趨複雜，市民對房屋的要求不斷提高，房協憑著創新思維從成長走向成熟。





Completing sixty years of community-focused service also represents the cultural significance of a new and vibrant lifecycle, which in this case means the Housing Society is well placed and willing to continue playing a pivotal role in addressing the housing and various wider community needs of Hong Kong.

Sharing our Experience and Expertise

As someone that usually prefers not to dwell too much on the past, I believe it is worth making an exception and mentioning of a few of the accomplishments and experiences that have helped to shape the not-for-profit Housing Society into the organisation it has become today. Over the years, the Housing Society has developed various housing schemes that have catered to the changing needs of the community both in the way quality homes are provided and the services necessary to maintain a quality living environment.

For example, we built the first low-rental housing estate in Hong Kong in 1952 called Sheung Li Uk in Sham Shui Po. This pioneering project for the needy is now no longer in existence as 40 years later in 1992, we redeveloped it into Cronin Garden. In the beginning, our objective was simply to provide decent shelter for the low-income group who found themselves homeless after the Pacific war, and later house many of the migrants that arrived in Hong Kong from the Mainland.

Indeed, over the years the Housing Society has been acting like a “Housing Laboratory”, in the sense that we tried out innovative housing schemes on a pilot basis. We were appointed by the Government in 1998 to implement the Home Starter Loan Scheme. And within the five years of the scheme period, we helped over 33,000 families and individuals buy their first-time property with low-interest loans amounting to HK\$14.8 billion. In response to a Government invitation, in 1993 the Housing Society also introduced the Sandwich Class Housing Scheme (SCHS) that saw nearly 9,000 purpose-built units constructed for purchase by middle-income earners who were ineligible for other schemes.

完成六十年服務社群的使命，同時亦代表一個新的甲子循環再生。房協已作好準備，繼續因應香港社會的房屋需要，發揮重要的功能。

分享經驗及專長

我不是特別喜歡緬懷過去，但我認為房協的一些重要里程碑卻值得一提，藉此了解這個非牟利機構如何憑過去的經驗和成績，為今天的發展奠下基礎。多年來，房協推出了不同的房屋計劃，配合社會不斷轉變的需要，提供優質房屋及相關服務之餘，亦優化市民的居住環境。

其中一個例子是我們於一九五二年在深水埗興建了全港第一個廉租屋邨—上李屋。初時，房協的目標只是為太平洋戰爭後無家可歸的低收入人士提供安身之所，以及其後安置眾多的內地移民。上李屋於一九九二年改建成樂年花園，為這個具有四十年歷史的先導項目畫上句號。

多年來，房協著實扮演了「房屋實驗室」的角色，不斷推陳出新，發展多項房屋試驗計劃。一九九八年，我們獲政府委任推行「首次置業貸款計劃」。在為期五年的計劃中，我們為超過三萬三千個家庭及個人提供低息貸款，協助他們首次置業，貸款總額達一百四十八億元。此外，房協於一九九三年接受政府邀請，推出「夾心階層住屋計劃」（「夾屋」），興建近九千個單位，供未能符合其他資助房屋計劃的中等收入人士購買。



Today, acting as a highly active social enterprise, the Housing Society operates a three-pronged business that places emphases not only on quality housing, but also quality living. Apart from the major undertaking that requires looking after more than 100,000 tenants in 20 housing estates under the banner of low-cost rental housing, as a not-for-profit organisation with a social mission, the Housing Society is also a pioneer in providing purpose-built affordable housing for the elderly. Our community focus also includes supporting private owners in the maintenance and management of their properties through our Building Management and Maintenance Scheme (BMMS). Also benefiting the wider community, the Housing Society has been active in carrying out urban redevelopment and city revitalisation projects. These urban renewal initiatives serve the purpose of upgrading the neighbourhood of the older areas and enhance the living environment for the local residents.

As an extension of the BMMS programme, the Housing Society has signed a Memorandum of Understanding with the Development Bureau to act as the executive arm to administer a HK\$1 billion Building Maintenance Grant Scheme for Elderly Owners. The scheme will allow eligible elderly self-occupied property owners to make sure their apartments are safe and provide a comfortable quality living environment.

As most of our rental estates are over 20 years old, the Housing Society has to put in resources constantly to carry out rehabilitation and improvement works to enhance the living quality of our residents. We must not forget that a large number of our tenants have been with us for as long as 40 years and have come to a stage in life where they need facilities such as elevators. We consider it of utmost importance that we carry out rehabilitation and improvement works that meet the needs and aspirations of our ageing tenant population and the expectations of the wider community.

時至今日，房協作為積極的社會企業，採取了三管齊下的業務策略，在提供優質房屋之餘，亦為市民締造優質的生活。房協除了為轄下二十個出租屋邨逾十萬名居民提供可負擔的居所外，作為一家肩負社會責任的非牟利機構，我們率先為長者提供切合他們需要及負擔能力的房屋。同時，我們服務社群的工作包括透過「樓宇管理維修綜合計劃」，協助私人樓宇業主維修及管理物業。此外，房協亦積極參與市區重建及活化項目，為舊區帶來新貌，並提升市民的居住環境，惠及廣大社群。

此外，作為「樓宇管理維修綜合計劃」的延展，房協與發展局簽訂了合作備忘錄，負責管理及執行十億元的「長者維修自住物業津貼計劃」。此計劃為居於自置物業的合資格長者提供財政資助，以協助他們維修家居及改善樓宇安全。

房協大部分屋邨的樓齡已逾二十年，因此須投放資源進行復修及改善工程，以提升居民的生活質素。我們知道有不少居民與房協共處長達四十年，他們已步入另一個人生階段，對設施的需求亦有所不同，如升降機設施就是其中一個例子。在進行復修及改善工程時，我們非常注重照顧日漸年長的居民所需，並符合社會大眾的期望。

房屋是優質生活的重要一環，房協因此興建專為長者而設的居所，並在出租屋邨內推出措



As housing plays a vital role in the quality of living, the Housing Society has provided purpose-built accommodation for senior citizens, and implemented priority schemes in the rental estates to encourage families to live with their elderly parents. However, these may not be enough to satisfy the rising aspirations of Hong Kong people. The housing needs of Hong Kong are changing in scope and housing for the elderly forms an important part of that change. As demonstrated by the Senior Citizen Residences (SEN) Scheme of the Housing Society, housing for the elderly is no longer the simple provision of shelter, but also an integration of health care and community support services to enable ageing in place. The waiting list now in place for our first two purpose-built, lease-for-life housing schemes is a good indication of the demand for such housing projects.

Following the successful launch of SEN, the Housing Society has embarked on the planning of more innovative housing models for the elderly. We are currently working closely with the Government, seeking further land suitable for this purpose. This concept has been given a further welcome boost by the Chief Executive, the Honourable Donald Tsang when he announced in his October policy address last year that it was necessary to continue the comprehensive home care approach by expanding the scheme. The Housing Society will propose new plans and locations for the elderly housing scheme on Hong Kong Island. We have in fact submitted to the Government a proposal to develop an “Elderly Hub” at our Tanner Hill site. Aimed at middle-class elderly, this will ensure that elderly people on Hong Kong Island will have access to quality purpose-built housing in addition to the pilot projects in Kowloon.

Besides, to help boost the economic development in Tin Shui Wai, we have submitted another proposal to the Government on an innovative “Integrated Retirement Community” in the area. Aiming to enhance family harmony and caring culture, the project is also expected to create job opportunities and stimulate local economy.

The Chief Executive gave us the great honour of attending our 60th Anniversary Cocktail Reception and in his speech he said: “As a non-profit organisation, the

施，因應有長者的家庭的需要分配單位，鼓勵子女照顧年長父母。儘管如此，這些安排可能仍然未足夠。社會對房屋的要求不斷轉變，而長者房屋就是其中重要的一環。房協的「長者安居樂」住屋計劃正好說明了提供長者房屋，不單只是給予長者居所，更要配合健康護理及社區支援服務，以達到「原居安老」的目的。我們兩個長者住屋計劃的屋苑，以終身租住模式運作，現時的輪候名單正好反映社會對這類房屋項目的需求。

繼成功推出「長者安居樂」住屋計劃之後，房協已著手籌劃更多創新的長者房屋項目。我們正與政府保持緊密聯繫，以尋求合適的用地推行這些計劃。在去年十月的施政報告中，行政長官曾蔭權先生更宣布有需要進一步擴展以綜合家居照顧模式提供長者居所，房協會在港島就長者房屋計劃提出建議。我們甚至已向政府提交了於丹拿山興建「長者中心」的計劃書。繼九龍區的先導計劃，港島區的中等收入長者亦能享用這類優質房屋。

另外，為協助推動天水圍區的經濟發展，我們亦已向政府提交發展「綜合長者社區」的建議，提升區內家庭凝聚力和關懷文化之餘，亦希望藉此創造就業機會及刺激本土經濟。

房協十分榮幸得到行政長官蒞臨我們的六十周年慶祝酒會。他致辭時表示：「房協作為非牟利組織，一直憑自己的資源和累積多年的經驗，為有需要人士提供住屋及相關服務。多年

Housing Society has been serving those in need with housing and related services with its own resources and accrued experience. Over the years, the Housing Society has worked closely with the Government and in line with the Government's policy in implementing a number of initiatives for the well-being of the people."

With this endorsement and through relying on our experience and close co-operation with the Government and various NGOs, it is our hope to continue creating awareness of the need for innovation and to encourage the development of elderly housing. Even more, the Housing Society is ready and equipped to take up the challenge of bringing these ideas to fruition.

To ensure we deliver the highest standard of facilities and services, we regularly benchmark our activities against international best practices. For instance, the Property Management Division has achieved ISO 9001:2000 accreditation for all the estates across the board to provide a cleaner, safer and ultimately more comfortable living environment for our tenants. We also exchange ideas and experiences with overseas Government bodies and various organisations that also provide quality housing for the elderly. To improve and enhance the depth and strengths of the Housing Society, we ensure our staff have access to appropriate training programmes and career development opportunities. For example, a senior management member has attended a leadership programme at the prestigious Harvard Business School. Some are enrolled in our two-tier Accelerating Development Scheme which provided joint Executive Management Programmes delivered by leading universities.

Managing our Resources

We are delighted after a period of five years to be able to resume selling the remaining units of the Sandwich Class Housing Scheme (SCHS). Of the total 1,083 remaining SCHS units in stock, the units in Highland Park in Kwai Chung, The Cascades in Ho Man Tin and Marina Habitat in Ap Lei Chau were over-subscribed by several times by eligible subscribers. The prices were set with reference to the recent secondary market of the SCHS estates concerned and private properties in the same districts at a discount of around 20 per cent. The revenues raised by the sale of these units have provided a welcome boost to the liquid assets of the Housing Society that can be used to fund other social projects.

While the Housing Society manages its financial resources prudently, as a result of inflation, the cost of building management and maintenance have added a significant financial burden to our operations. Also, the decision to defer any rental increase as we have done for the last 11 consecutive years and provide one-month waiver of rent, coupled with a commitment to carry out various capital improvement works over the next five years, creates an additional financial burden. Although we anticipate a deficit in the management of our estates in the coming year, the Executive Committee still decided to continue to freeze the rents for another year to avoid adding financial burden to our residents.

來，房協與政府的政策互相配合，保持緊密合作，參與落實多項與市民生活息息相關的措施。」

得到行政長官的認同，以及房協與政府和其他非政府機構的緊密合作，我們希望能繼續提升社會的意識，透過創新概念，鼓勵長者房屋的發展。房協已準備就緒迎接挑戰，並將意念實踐。

為確保在設施和服務方面都能達至最高水平，我們經常以國際最佳準則作為指標。例如，物業管理部轄下的屋邨已全部獲得ISO 9001:2000品質管理系統認證，致力為居民締造更綠化、更安全，以至更舒適的居住環境。我們同時亦與政府部門及不同機構就長者住屋的課題，交流意見及經驗。另外，我們更為員工提供合適的培訓課程，提升個人的發展機會，為房協注入動力。其中一名高級管理人員更參與了著名的哈佛商學院的一項領袖課程，而另外一些員工則透過房協的雙線「發展促進計劃」，完成了一些知名大學所提供的行政管理課程。

管理資源

經過五年的時間，我們很高興能再次發售「夾屋」餘下的單位。一千零八十三個餘下單位分別位於葵涌浩景台、何文田欣圖軒及鴨脷洲悅海華庭，錄得數倍超額認購。單位售價參考了其他「夾屋」及同區私人物業同期的二手市場價格，折讓率約兩成。出售這些單位所得的收入可增加房協的流動資產，用以發展其他社區項目。

儘管我們謹慎管理財政資源，但鑑於通脹因素，樓宇管理和維修開支對我們的營運做成了重大的財務負擔。此外，連續十一年的租金凍結、一個月的租金豁免、再加上承諾於未來五年進行的多項資本設備改善計劃，亦為我們構成額外的財政壓力。雖然我們預計來年在屋邨管理方面將錄得虧損，但執行委員會仍決定繼續凍結租金一年，以免增加居民的財政負擔。

因此，雖然在財務報表中，房協的資產值約為二百七十億港元，但實際上，逾一百七十六億



Therefore, though the financial statements of the Housing Society show net assets amounting to HK\$27 billion, in reality HK\$17.6 billion has already been earmarked for various projects and long term initiatives. Also, restricted covenants in the land grants prevent us from turning the majority of our fixed assets into liquid assets. The HK\$17.6 billion includes HK\$3.1 billion to complete committed urban redevelopment and city revitalisation projects, HK\$3.7 billion for projects related to housing for the elderly, HK\$2.8 billion for major works and the rehabilitation of existing Housing Society estates and HK\$4 billion for our BMMS and MBIS (Mandatory Building Inspection Scheme) initiatives. We have to also set aside another HK\$4 billion for the future redevelopment of our rental estates. In view of the ageing demographics of the Hong Kong society, we will consider undertaking more elderly housing projects besides the ones identified. At the same time, like any other responsible organisation, we must keep a close watch on our remaining liquid assets to ensure a sustainable future.

The enormous amount of hard work needed to maintain the standards we have set for the Housing Society and to manage the complexity of projects we undertake requires a wide range of skills and commitment. I am proud to say that everyone in our organisation, from senior managers to our highly-committed frontline staff, plays an integral role in our social-enterprise people-oriented activities. I wish to thank our Members, Supervisory Board, Executive Committee and other standing committees for their hard work and commitment, and look forward to continuing working with them as we continue to forge ahead. As Hong Kong society continues to evolve, the Housing Society will also continue to develop in a community-focused sustainable manner by making further housing and social contributions to the community.

港元已撥作多個項目及長遠計劃之用，加上批地契約條款已限制了我們將大部分固定資產轉為流動資產。這一百七十六億港元當中包括三十一億港元用作已承諾進行的市區重建和活化項目，三十七億港元用於長者房屋的相關項目，二十八億港元撥作房協現有屋邨的復修及大型改善工程，以及四十億用於「樓宇管理維修綜合計劃」和「強制驗樓計劃」。此外，我們亦將四十億港元預留作日後重建出租屋邨之用。鑑於香港人口不斷老化，除了現時已確定的項目外，我們亦考慮推展更多長者房屋計劃配合所需。同時，作為負責任的機構，我們必須審慎管理所餘的流動資產，確保房協可持續發展。

房協肩負艱巨的任務，為了致力維持既定的標準、滿足服務對象的期望和妥善管理各項繁複的工作，我們有賴員工多方面的技能及努力。房協內每一名成員，由高級管理人員，以至盡心盡力的前線員工，均在我們以人為本的社會企業使命中發揮著重要的功能，我對此引以自豪。在此我要感謝房協的委員、監事會、執行委員會及其他常設委員會各成員辛勞的工作及熱誠，希望能繼續與他們攜手向前，推動房協的發展。隨著香港社會的演變，房協將以社群為本的宗旨及可持續發展的模式，在房屋及社會方面作出更多貢獻。

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