



# Chairman's Statement 主席報告

The last financial year has been both challenging and eventful for the Housing Society for a number of reasons. First of all, riding on the success of our two existing Senior Citizen Residences (SEN) projects and with the full support of the Government, the Housing Society broke new ground with the announcement that we are to go ahead with the planning, design and development of two pioneering community-based elderly housing projects.

在過去的財政年度，房協面對種種挑戰，多項業務發展亦令我們經歷了繁忙而充實的一年。首先，承接著兩個成功的「長者安居樂」住屋項目，我們在政府的全力支持下，宣布著手規劃、設計及發展兩個以「社區為本」的長者房屋項目。





## Catering to the Needs

The two retirement housing projects, one at Tanner Hill in North Point and the other on Wetland Park Road in Tin Shui Wai, will be designed and constructed to meet the requirements of senior citizens who can afford a new style of living. As an organisation with a community-focused heart, particularly when it comes to providing housing and services for the elderly, the retirement housing initiative not only marks a new era for the Housing Society, but also a new development in the provision of quality housing for the ageing population of Hong Kong.

The two projects are firmly in line with the commitment of the Housing Society to develop housing schemes that cater to the changing needs of the community in both the way quality homes are provided and the services necessary to maintain a quality living.

From the response we have received so far, we are confident our purpose-built housing schemes will be enthusiastically received by the ageing community, as indicated by the waiting list for lease-for-life units in our two existing SEN projects. We are also encouraged by the Government's support and recognition of the need for the integration of health care and community support services to enable "ageing in place". In further support of our efforts to provide housing and care for the elderly, the Housing Society was especially honoured on the 24 March this year when the Chief Executive of the Hong Kong Special Administrative Region, the Honourable Donald Tsang, officiated the Tanner Hill Foundation Stone Laying Ceremony.

To meet the requirements of our target audience, the provisions and facilities in the new retirement housing projects will be different from the two existing SEN developments. When complete, our retirement housing projects will feature a high level of facilities and services designed to meet the aspirations of the more affluent elderly as they set higher expectations on the quality of retirement living.

However, in the absence of land premium concessions, the Housing Society, which is an independent not-for-profit organisation, will pay full-market value land premiums for the two sites. Consequently, this means the lease value to the economically viable elders aged 60 or above without income or asset restrictions will be commensurate with market rates.

## 迎合社會需要

兩個長者房屋項目分別位於北角丹拿山及天水圍濕地公園路，對象為有經濟能力的長者，以配合他們對生活質素的要求。房協一向盡心為社會作出貢獻，並特別關注長者對住屋及相關服務的需要，因此引進創新的長者房屋項目，不僅為房協的業務發展寫下新里程，更為香港不斷老化的人口開拓優質房屋的新領域。

這兩個房屋發展計劃，從提供優質住屋以至締造優質生活方面，均能迎合社會不斷轉變的需求，秉承房協的社會使命。

市場對目前兩個以終身租住模式推出的「長者安居樂」住屋計劃反應熱烈，輪候入住的長者不斷增加，反映優質長者房屋需求殷切。以綜合家居照顧模式提供長者居所，有助推動「原居安老」的概念，做法得到政府的支持和肯定，使我們大為鼓舞。今年三月二十四日舉行的「丹拿山長者居所」奠基典禮，我們很榮幸得到香港特別行政區行政長官曾蔭權先生親臨主禮，進一步確定我們在提供長者房屋及相關護理服務的努力。

因應目標對象的需要，新的長者房屋項目在設施及服務上，將有別於現有兩個「長者安居樂」住屋計劃。落成後，這類長者房屋將提供高質素的配套設施及服務，滿足有經濟能力的長者對退休生活的較高要求。

然而，由於沒有地價優惠，作為獨立非牟利機構的房協，須向政府繳付市值地價。因此，新計劃將以市值出租，不設入息或資產限制，對象為六十歲以上經濟能力較佳的退休人士。





Meeting the needs of the elderly with financial ability, the high-rise Tanner Hill Senior Residences project will integrate about 500 elderly residential units with a well-equipped “Elderly Hub”. By creating a cosmopolitan lifestyle, we aim to enable our senior residents to enjoy quality retirement living, and at the same time benefit the neighbourhood in promoting an “ageing in community” concept.

In a similar manner, the low-rise Wetland Park Road project will provide a tranquil environment comprising various facilities including about 400 housing units for the elderly, a wellness centre, a kindergarten, a guesthouse with also training and recreation facilities. The intention is to develop a resort-type project to promote “ageing in place”, enhance social harmony, create job opportunities and at the same time provide a boost to the local economy.

As the retirement housing concept at full land premium is a new business initiative of the Housing Society, a Special Committee on Elderly Housing, chaired by Mr Marco Wu, Vice-Chairman of the Housing Society, has been appointed by the Executive Committee to focus on matters relating to the development of the two retirement housing projects.

To enable the Housing Society to obtain a global perspective on elderly housing developments, a delegation visited Tokyo in December last year. During the visit, committee members were able to visit elderly housing projects and see first hand the different levels of care and service provided. Valuable insights were also gained from a similar visit to Australia during the early part of this year to study different models of retirement living. The Special Committee on Elderly Housing has also benefited from visits and discussions with providers of elderly housing facilities on the Chinese mainland.

Seeking to understand better the needs and expectations of the target group, the Housing Society invited the Asia-Pacific Institute of Ageing Studies of the Lingnan University to hold two focus group sessions in early 2009. Senior citizens with higher affordability were invited to share their views on the design and facilities of the projects. The information collected will certainly provide valuable reference for the development of our two retirement housing projects.

「丹拿山長者居所」為高樓式建築，將結合五百個長者單位及配套设施完備的「長者中心」，為長者住戶締造大都會式的優質生活模式，讓他們享受優質的退休生活之餘，亦可惠及鄰近社區，達致「社區安老」的目的。

位於濕地公園路的项目亦以類似性質發展，為低層式住宅項目，約有四百個單位，為長者提供寧靜清幽的居住環境，配套设施包括保健中心、幼稚園、培訓及康樂設施，以及一家旅舍。計劃發展為度假式休閒退休項目，推廣「原居安老」概念之餘，亦藉此促進社區和諧、增加就業機會，同時推動地區的經濟發展。

以市值發展的長者房屋項目乃房協的嶄新業務計劃，因此執行委員會委任房協副主席鄺滿海先生擔任長者房屋特別委員會主席，集中處理兩個項目的發展事宜。

為擴闊對長者房屋發展的國際視野，房協的考察團於去年十二月訪問東京。行程中，委員會成員除參觀長者房屋外，亦藉此了解各項目所提供的不同程度護理及相關服務。此外，房協亦於今年初組團訪問澳洲，研究不同模式的退休住屋項目，汲取寶貴經驗。長者房屋特別委員會亦到過中國內地考察長者住屋設施，並與有關服務提供者交流經驗，獲益良多。

為更深入了解目標對象的需要及期望，房協邀請嶺南大學亞太老年學研究中心於二零零九年年初舉行兩次焦點小組討論，邀請有較高經濟能力的長者參與，就兩個退休房屋項目的設計及設施提供寶貴意見，讓我們在發展項目時作參考。





We are also pleased that piling work has begun on our Shau Kei Wan mixed development project that will provide housing for elderly residents to live independently while their families also live in the same building. The concept of elderly residents living in units on the lower level of the building while their families live in the upper levels is new for Hong Kong and part of the “Housing Laboratory” initiative of the Housing Society to promote “ageing in place” and harmonious living. The development of the project is expected to synchronise with the Tanner Hill Senior Residences so that elderly residents in this mixed development can benefit from the full range of facilities and services available there.

The announcement of our retirement housing projects took place during the 60<sup>th</sup> Anniversary Year of the Housing Society, and at a time when we were able to look back over six decades and celebrate some of our other pioneering achievements. Taking the opportunity of our 60<sup>th</sup> Anniversary, we changed our corporate logo to give a more distinct identity of a non-government organisation and its commitment as defined by our mission to provide quality living for the people.

### Serving the Community

In June last year, the Housing Society was pleased to resume the sale of the first batch of 438 remaining units of the Sandwich Class Housing Scheme (SCHS). During the three-week application period, the Housing Society received a total of 1,947 applications for the SCHS units in Highland Park in Kwai Chung, Cascades in Ho Man Tin and Marina Habitat in Ap Lei Chau – an over-subscription of four times by eligible subscribers. However, due to the negative market sentiments caused by the global financial crisis, we were not able to dispose of all the units, but will keep a close watch on the market and resume the sale in line with the schedule of the Government.

In addition to our major undertaking that involves looking after more than 100,000 tenants in 20 housing estates, the Housing Society is also pleased to fulfil other housing-related roles that benefit the wider community. For example, riding on our successful Building Management and Maintenance Scheme (BMMS), which supports private owners in the maintenance and management of their properties, the Housing Society was delighted to be invited by the Government to implement a new HK\$1 billion Building Maintenance Grant Scheme for Elderly Owners.

我們亦喜見筲箕灣混合發展計劃已展開地基工程，該計劃包括低層的長者住屋部分及建於上層的私人住宅單位。長者住戶既可享有獨立的居住空間，亦能與家人同住一座大廈，互相照應，以達至「長幼共融」。這類混合發展模式的項目在香港仍屬新概念，亦是房協作為「房屋實驗室」，在推廣「原居安老」及和諧生活的一項新嘗試。預期該計劃將與「丹拿山長者居所」項目互相配合，長者住戶因而亦可受惠於該處提供的各項設施及服務。

在房協慶祝六十周年之際，我們宣佈推出這些長者住屋新項目，令我們在回顧過去的同時，亦不忘以新思維作出新貢獻。我們亦藉著六十周年的機會，重新設計企業標誌，凸顯房協作為非政府機構的形象，以及履行使命為市民提供優質生活。

### 盡心服務社群

去年六月，房協很高興能夠恢復發售「夾心階層住屋計劃」（「夾屋」）首批餘下四百三十八個單位，分別位於葵涌浩景臺、何文田欣圖軒及鴨脷洲悅海華庭。在三星期的申請期內，房協共收到一千九百四十七份合資格的申請，錄得四倍超額認購。然而，由於環球金融危機導致市場氣氛疲弱，因此未能全數售出單位，但我們將密切注意市場情況，並按政府的时间表恢復出售剩餘單位。

房協除了為轄下二十個出租屋邨逾十萬名居民提供居所外，亦樂於肩負其他與房屋相關的使命，藉此惠及廣大社群，其中例子是我們成功推行「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。房協亦很高興獲政府委託，推行十億港元的「長者維修自住物業津貼計劃」。





The scheme, which provides subsidies up to HK\$40,000 to elderly owner-occupiers aged 60 and above, has been made available to allow owners that meet certain criteria to repair and maintain their buildings and improve building safety. The scheme has proved to be popular among the elderly home owners and close to 5,000 applications have been received within the first 12 months.

Once again, expanding our trusted partner relationship with the Government, the Housing Society was pleased to be invited earlier this year to join hands with the Development Bureau and Urban Renewal Authority to launch the “Operation Building Bright” project. The two-year campaign carries several strategic aims. Besides providing subsidies and one-stop technical assistance to owners of dilapidated buildings, including old buildings without Owners’ Corporations, to carry out repair works, the Operation is also steered towards creating about 10,000 jobs in the construction industry, and at the same time improving building safety and the cityscape.

## Managing our Resources

At the end of the year, we again had no choice but continued with a rent freeze on all domestic rental units for the 12<sup>th</sup> consecutive year to relieve the financial burden of our residents. While the rent freeze was of course welcomed by tenants, to some extent this does create a financial burden for the Housing Society as we begin to feel the pressure exerted on reserve funds for future maintenance and repair works of these old rental estates. Like any other responsible organisation, it is important we keep a close watch on our liquid assets to ensure a sustainable future.

Ideally, we would like to see the rentals of the units in our estates adjusted in small manageable increments, rather than at some time in the future imposing a sizeable rent increase that may be less welcome. As we take measures to prudently manage the rising costs we plan for future projects, the Housing Society management strives to seek alternative, cost-effective ways to carry out repair and maintenance works while at all times maintaining the best possible delivery of services to our tenants.

此計劃為居於自置物業的長者而設，協助合資格業主維修家居及改善樓宇安全。六十歲或以上合資格的申請人，最多可獲四萬港元的資助。此計劃廣受長者業主歡迎，於首十二個月已收到近五千份申請。

此外，房協於今年較早時候獲邀與發展局及市區重建局攜手推行「樓宇更新大行動」，進一步加強與政府的夥伴關係。這項計劃為期兩年，並設定多項策略性宗旨，提供津貼及一站式技術支援，協助舊樓業主進行樓宇維修，當中包括沒有業主立案法團的舊樓及嚴重失修的樓宇。「樓宇更新大行動」的目標是在短期內創造約一萬個建造業職位，同時改善樓宇安全和美化市容。

## 審慎管理資源

去年底，房協連續第十二年凍結所有出租住宅單位租金，以紓緩居民的財政負擔。凍結租金當然受居民歡迎，然而此舉卻對房協帶來一定的財政負擔，對日後保養及維修這些舊屋邨的儲備構成壓力。作為負責任的機構，我們必須審慎管理流動資產，確保房協可持續發展。

我們認為如能於轄下屋邨作出少許的租金調整，相信必定較日後大幅度提升租金的做法較理想。我們已採取措施，審慎地管理日益增加的成本及計劃未來的項目。在繼續為居民提供優質服務的同時，房協管理層亦致力尋求以更具成本效益的方法，進行屋邨維修及保養。





Throughout the last financial year as well as the previous few years, we have been working exceedingly hard to resume the properties at the redevelopment sites in Sham Shui Po. I am glad that the last occupier in K22 was finally evicted by court bailiff in July 2009. We will proceed immediately with the redevelopment plan to turn the area into a street thoroughfare, setting a new example in urban as well as community renewal.

### Concluding Remarks

The contribution of the Housing Society to the Hong Kong community through our efforts to provide quality, affordable housing and other social projects would not be possible without the hard work, skills and dedication from our senior managers down to our highly-committed frontline staff. It is with a great sense of pride that our organisation continues to play a key role in the provision of housing and community services. We are prepared to accomplish even more as we move forward with our retirement housing projects – to deliver attractive homes for the elderly where I would enjoy living myself.

I wish to thank our members, Supervisory Board, Executive Committee and other standing committees for their commitment and unfaltering hard work and look forward to working with them as we enter an exciting new era.

I would also like to express my sincere appreciation for Miss Wong Lai-chun, our Chief Executive Officer and Executive Director who left us this year after 42 years of dedicated service. We wish her a happy retirement and look forward to her continuous contribution to the Housing Society as a member.

Since the inception of the Housing Society over 60 years ago, we have been serving the people of Hong Kong with a forward-thinking and caring attitude. While society keeps moving ahead, the Housing Society will sustain its development in tandem with society and carry on its social mission to provide quality living for the people.

**Yeung Ka-sing**  
Chairman

過去數年，房協一直積極爭取回收位於深水埗市區重建項目的業權。我們很高興法庭執達吏於二零零九年七月成功收回K22的最後一個佔用物業的管有權。我們將立刻進行有關項目的重建工作，將該區打造成為一個人流旺點，為市區重建及社區更新樹立新典範。

### 結語

房協秉承服務社群的使命，為香港市民提供優質及可負擔的房屋，並積極參與社會項目，有賴高層管理人員以及盡心盡力的前線員工的努力、專業及熱誠，我們始能實現這承諾。房協將繼續在房屋及社區服務方面發揮重要的功能，我們對此引以自豪，並已準備就緒，進一步落實退休房屋項目，為長者提供理想居所，而我本人亦同樣期待享受這項成果。

隨著房協踏進新的紀元，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熱誠及堅毅地辛勞工作，並期望與他們繼續攜手向前邁進。

同時，行政總裁兼執行總幹事王麗珍小姐盡心為房協服務四十二年後，在本年度正式榮休。我們對她多年來的竭誠服務深表謝意，祝願她退休生活愉快，並希望她繼續以委員的身分貢獻房協。

房協成立六十年以來，一直以創新思維及關懷的態度，為香港市民服務。隨著時代進步，房協將繼續緊貼社會脈搏持續發展，履行為市民提供優質生活的社會責任。

**楊家聲**  
主席