

Property Management

物業管理





Property Management

物業管理

In the field of property management, the Housing Society has been active in many areas with a particular emphasis on quality and care both for our own estates and the wider community. In addition to looking after our residents with day-to-day property management services and making improvements to our rental estates, this year the Housing Society continues to implement and support a wide range of projects and incentives that improve the quality of living in the community. These include the launch of the Building Maintenance Grant Scheme for Elderly Owners (BMGSEO) and “Operation Building Bright” (OBB) to assist property owners of old buildings.

Currently, the Housing Society manages 33,149 domestic rental units in 20 rental estates, 98,837 square metres of non-domestic premises and 9,075 car parking spaces. Property management services are also provided to 23,515 units in 28 managed properties, and 15,828 units in contracts under the Tenants Purchase Scheme and Property Services Agent.

The scope of our property management activities includes day-to-day maintenance, improvement and rehabilitation of our estates and providing commercial outlets. To promote a safe, happy and healthy living, a culture of teamwork and open communication between frontline staff and management is in place to help us understand our residents' needs, ensure timely response to their concerns, and complete assignments on schedule through effective application of resources.

Safe Living

In view of the deteriorating economic environment during the year, the Housing Society Executive Committee decided for the 12th successive year to freeze the rents on residential units to avoid adding further financial burden to our residents. Despite the gesture which benefits about 100,000 residents but creates a deficit in our estate management accounts, the Housing Society will continue to carry out rehabilitation and improvement works on our estates to enhance the living quality of our tenants.

To help maintain our commitment to deliver high quality services, the Housing Society embraces a number of internationally-recognised quality property management systems, techniques and principles to help drive operational

房協的物業管理業務多元化發展，我們不但關懷轄下屋邨的居民，亦照顧廣大市民的需要，為他們提供優質服務。除了為屋邨提供日常物業管理服務及進行改善工程外，房協今年繼續推行及支持多個提升社區生活質素的項目及資助計劃，包括「長者維修自住物業津貼計劃」及「樓宇更新大行動」，協助舊樓業主維修居所。

現時，房協管理二十個出租屋邨共三萬三千一百四十九個住宅單位、九萬八千八百三十七平方米的非住宅物業，以及九千零七十五個車位。同時，我們亦為二十八個代管物業的二萬三千五百一十五個住宅單位，以及「租者置其屋」計劃和承辦物業管理服務的一萬五千八百二十八個住宅單位，提供物業管理服務。

在屋邨管理方面，房協的主要工作包括負責日常維修保養、進行改善及復修工程，以及提供商舖單位。前線同事與管理層一直保持坦誠溝通，讓我們了解住戶的需要和關注，有效地善用資源，並迅速作出回應，按時完成任務，為住戶締造安全、快樂及健康的居住環境。

安全居所

鑑於年內經濟環境轉壞，房協執行委員會決定連續第十二年凍結住宅單位的租金，以免加重住戶的經濟負擔。此舉讓大約十萬名住戶受惠，但卻對我們的屋邨管理賬目構成虧損。雖然如此，房協仍然致力為轄下屋邨進行復修及改善工程，務求提高住戶的生活質素。

房協恪守提供優質服務的承諾，採用多項國際認可優質物業管理系統、技術及原則，包括 ISO9001、14001、18001 認證及「五常法」系



The Housing Society was granted the “Best Property Services Agent (PRH) — Small Estate: Gold Award” by the Housing Authority in the “EMD Services Contractors Award”

房協於「屋邨管理服務承辦商大獎」中獲房委會頒發「最佳物業服務公司（公共屋邨）—小型公共屋邨組別金獎」

excellence. Examples of these performance control tools include ISO9001, 14001, 18001 certification and the 5-S system, which have been extensively implemented in our estates.

During the year, over 80 items of major improvement works have been carried out in our estates to enhance safety and improve the living environment. For instance, at Kwun Tong Garden Estate, fire services installations were upgraded and slope remedial works were completed. Works were also carried out to improve the lightning protection system and lift landings at Lok Man Sun Chuen. At the same time, the facades at Clague Garden Estate were repaired.

For our excellence in security service and property management, the Housing Society estates won a total of 20 awards from the Hong Kong Police on satisfactory security management during the year. Maintaining a winning streak of four consecutive years, Jubilant Place was honoured the “Star Managed Property” and “Outstanding Managed Property” by the Police.

To highlight the importance of safety, staff of the Housing Society also take pleasure in introducing innovative ways to promote the culture of occupational safety and health in our estate offices. Jat Min Chuen is just one prime example, where a number of safety tools were invented and a 5S Museum was established. With the 5S system in place and undivided attention to safety, the Jat Min Chuen Estate Office attained a zero accident record in 2008 and also earned the Bronze Award for Good Housekeeping Plan presented by the Occupational Safety and Health Council in February 2009.



The Housing Society provides quality property management services to the residents

房協為居民提供優質的物業管理服務

統，在轄下屋邨廣泛推行，以提升運作效率及服務質素。

我們的屋邨在過去一年進行了八十多項大型改善工程，以提高安全標準及改善居住環境，其中的例子包括提升觀塘花園大廈的消防設備及進行斜坡修葺工程、改善樂民新村的避雷系統及升降機等候處和為祈德尊新邨維修外牆。

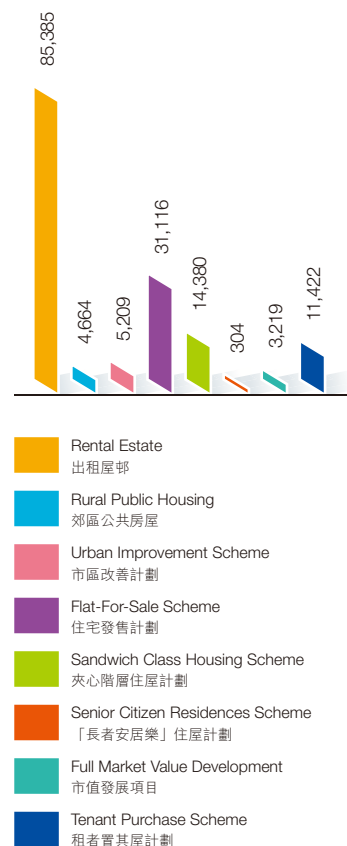
房協在提供優質保安服務及物業管理方面取得佳績。今年我們獲得合共二十個由香港警務處頒發的優秀保安管理獎項，欣榮花園更因連續第四年獲頒發「最佳管理物業獎」而奪得「星級管理物業獎」的榮譽。

為強調安全的重要，屋邨辦事處以創新手法推廣職業安全及健康。以乙明邨為例，房協員工透過設計多款安全工具及成立「五常法」展覽館，提升工作場所的安全意識。事實上，乙明邨一直致力推動職業安全，並積極推行「五常法」系統，令屋邨辦事處於二零零八年錄得「零意外」記錄，並於二零零九年二月獲得職業安全健康局頒發「良好工作場所整理推廣計劃」銅獎。

Population of Properties Managed by the Housing Society

房協管理物業的住戶人口

(as at 31 March 2009)
(截至二零零九年三月三十一日止)





Celebrating the Olympic Games with the residents in Cho Yiu Chuen
與祖堯邨居民共迎奧運



More shops are brought into Lai Tak Plaza after renovation
翻新後的勵德坊引入更多商戶

Happy Living

We also endeavour to create a supportive community and a happy living environment based on the needs of our residents and society. Mindful of the need for two-way communication, we regularly organise meetings, home visits and tea parties for our residents, and operate a customer service hotline to encourage and promote meaningful dialogue. The overall customers' satisfaction rate revealed from our annual survey for 2008/2009 is 86.15 per cent.

To further enhance social cohesion among our estate communities by encouraging networking, the Housing Society Community (HSC) plays a pivotal role in fostering social interaction and harmony. Established in 2003, currently the membership of HSC has reached 39,000.

This year, the HSC organised more than 540 activities including environmental education programmes, workshops, exhibitions and volunteer activities. The HSC also undertook to organise 35 special community building programmes, particularly to celebrate the 60th Anniversary of the Housing Society and the Beijing Olympic Games.

With an aim to promote community support, we launched the "Neighbours Assisting Neighbours Scheme" in Yue Kwong Chuen and Ming Wah Dai Ha during the year to build up a supportive network for the elderly and the needy. Sponsored by the Community Investment and Inclusion Fund, service teams were formed to provide childcare and household repair services and make regular visits to the needy living on the estates. Quickly embracing the community support concept, more than 3,250 residents of the two estates and 228 volunteers have participated in the activities of this programme.

As an organisation that rides on the benefits of modern technology, the HS Care website of the Housing Society is another tool that provides residents with barrier-free on-line information and promotes neighbourhood fraternity. We were delighted that our website struck gold in the Web Care Awards e-Inclusion Campaign organised by the Internet Professional Association in October 2008. Furthermore, commendations were presented to Ming Wah

快樂生活

因應住戶需要及社會期望，房協致力為居民建立互助社區，營造和諧快樂的居住環境。我們明白雙向溝通的重要，因此定期與住戶會面、進行家訪及舉辦茶敘活動，並設立客戶服務熱線，鼓勵住戶表達意見。二零零八／二零零九年進行的年度顧客意見調查顯示，整體滿意率達百分之八十六點一五。

「房協之友」於二零零三年成立，透過這個網絡進一步加強居民的連繫及推動鄰舍守望，促進社區和諧。目前，「房協之友」會員數目已達三萬九千名。

今年，「房協之友」舉辦了五百四十多項活動，包括與環保相關的教育計劃、工作坊、展覽及義工服務。我們並以慶祝房協六十周年及北京奧運會為主題，舉行了三十五項活動，以加強社區凝聚力。

為推廣鄰里互助網絡，我們年內分別在漁光村和明華大廈推出「鄰舍守望相助計劃」，為長者及有需要人士建立支援網絡。透過社區投資共享基金的資助，義工服務團隊定期探訪有需要的人士，為他們提供托兒及家居維修服務，並定期進行家訪。這個融入「和諧社區」概念的計劃吸引兩個屋邨合共超過三千二百五十名住戶及二百二十八名義工參加。

房協一向善用先進科技。我們的「愛心關懷網」是一個為住戶提供無障礙網上資訊及促進鄰舍守望的平台。我們很高興「愛心關懷網」於二零零八年十月於由互聯網專業協會舉辦的「無障礙優異網站比賽」中奪得金獎。另外，我們轄下明華大廈、晴碧花園及樂民新村亦獲得社會福利署嘉許



Residents in Lok Man Sun Chuen planting at the green nursery
樂民新村居民於環保花園栽種植物



Housing Society estates received awards in the Power Smart Contest
房協屋邨於「知慳惜電」節能比賽中奪得佳績

Dai Ha, Sunshine Grove and Lok Man Sun Chuen by the Social Welfare Department as “Caring Estates”, while Jat Min Chuen and Lai Tak Tsuen were presented with the “Gold Award for Voluntary Service” and “Leading Caring Estates”.

為「愛心屋苑」，而乙明邨及勵德邨則獲「義務工作嘉許金獎」及「卓越愛心屋苑」的榮譽。

Healthy Living

The Housing Society also places high priority in creating a healthy living environment for our tenants through incorporating health concept in our revitalisation projects, enhancing energy efficiency and greening the environment of our estates.

In the process of upgrading the commercial facilities of Cho Yiu Chuen and Lai Tak Tsuen, the themes of healthy lifestyle and speciality cuisine have been adopted to attract quality businesses which give more shopping convenience and healthy options to the residents. The extensive revitalisation works on commercial premises at Lai Tak Tsuen and Cho Yiu Chuen (Phase I) were completed earlier this year.

In an effort to make a positive difference, the Housing Society continues to promote environmental protection in our housing estates and properties. Installation of high-efficiency lifts at Cho Yiu Chuen and Kwun Tong Garden Estate was completed in November 2008 with an anticipated energy saving of 15 per cent.

In 2008/09, a wide range of greening initiatives were introduced in our estates including the establishment of 11 green nurseries, the organisation of 157 environmental activities, the completion of green roofing works at Chun Seen Mei Chuen and the installation of Food Waste Eliminator in Jat Min Chuen. To provide residents with the pleasure of nature, thousands of seasonal flowers and shrubs were planted in various estates.

During the year, our estates have received a total of 372 management services certificates and awards in various areas including ISO, energy efficiency, water quality, environmental protection, occupational safety and security services. These awards recognise and exemplify our quality services and caring philosophy.

健康環境

房協在進行屋邨翻新時，亦重點加入健康元素，以提高能源效益及綠化屋邨環境，為租戶建立一個健康的居住環境。

在改善祖堯邨及勵德邨商業設施時，我們特別以健康生活及特式美食為主題，引入優質商戶加盟，方便住戶購物之餘，亦給予他們更多健康選擇。勵德邨及祖堯邨（第一期）商場的大規模翻新工程已於上半年度完成。

房協一向積極參與環保工作，並於轄下屋邨及物業推廣環保信息。我們為祖堯邨及觀塘花園大廈安裝的高效率升降機就是其中一個例子，有關工程已於二零零八年十一月完成，預期可達到百分之十五節能效益。

於二零零八／零九年度，我們在屋邨廣泛推行綠化措施，包括設立十一個環保花園及籌辦一百五十七項環保活動。我們亦已完成位於真善美村的綠化天台工程，以及在乙明邨裝設食物廢料處理器。為了讓住戶更接近大自然，我們特別於邨內栽種大量花卉和灌木，綠化居住環境。

年內，房協的屋邨合共獲頒三百七十二個不同管理服務證書及獎項，包括ISO、能源效益、水質、環保、職業安全及保安服務等範疇，表揚房協在提供優質服務的努力之餘，亦顯示我們關懷社群的理念。



BMMS encourages owners to maintain their buildings
「樓宇管理維修綜合計劃」鼓勵業主進行大廈維修



Financial Secretary Mr John Tsang (middle) accompanied by the Chief Executive Officer and Executive Director Mr Wong Kit-loong (left) to visit an elderly owner benefited from BMGSEO

房協行政總裁兼執行總幹事黃傑龍先生(左)陪同財政司司長曾俊華先生(中)探訪受惠於「長者維修自住物業津貼計劃」的長者業主

Assisting Owners of Old Buildings

Hong Kong faces a serious problem of urban decay. Since the Housing Society launched a HK\$4 billion Building Management and Maintenance Scheme (BMMS) in 2005, good headway has been made to help rectify the neglect and decay of old buildings that pose a safety hazard.

Up to 2008/09, the Housing Society has provided financial and technical assistance to about 185,000 flats in more than 3,800 buildings and facilitated the formation of more than 900 Owners' Corporations. The comprehensive scheme assists owners in need to carry out necessary maintenance for their buildings, including the repair of damaged drain pipes, loose window frames and building defects that could pose a risk of injury to the public or damage to the properties.

Positive feedback from the subsidy recipients and the community indicates the success of the Housing Society in demonstrating the benefits of proper building care. The media have also carried positive stories of how building maintenance helps to improve the living environment, raise property values and reduce building insurance premiums.

Always looking for ways to enhance the BMMS and cater to the changing needs of the community, the Housing Society constantly makes revisions and expands the coverage of the scheme. For example, in September last year, we announced another round of enhancements to boost the incentives.

To encourage owners of smaller buildings to repair and maintain their properties, through the Building Maintenance Incentive Scheme under BMMS, the Housing Society has increased the subsidy for buildings with less than 50 residential units. Under the new measure, the subsidy for buildings with less than 20 units has been increased to 30 per cent of the maintenance cost, up to a ceiling of HK\$150,000. For buildings comprising 21 to 49 units, the maximum subsidy has also been lifted to 20 per cent of the total repair cost, up to HK\$150,000.

協助舊樓業主

面對日益嚴重的市區老化問題，房協於二零零五年推出「樓宇管理維修綜合計劃」，合共動用港幣四十億元，協助改善日久失修及樓宇安全問題。

直至二零零八／零九年度為止，房協已經為超過三千八百幢大廈約十八萬五千個單位提供財務及技術支援，並協助成立超過九百個業主立案法團。這項全面的計劃鼓勵業主承擔大廈維修保養的責任，包括處理可能對公眾或樓宇安全構成威脅的問題，如喉管損毀、窗框不穩及其他紕漏等。

這項計劃廣為受助人士及社區歡迎，確認房協在推動妥善維修及保養樓宇的努力，加上傳媒的正面報道，亦有助宣揚有關信息，從而協助舊樓業主改善居住環境、提高物業價值及減低樓宇的保險費用。

房協經常檢討及提升「樓宇管理維修綜合計劃」的內容，並透過修訂及擴大涵蓋範圍，令計劃更切合社會所需。就如去年九月，我們宣布新一輪放寬措施，目的是鼓勵更多業主利用這項計劃。

為鼓勵小型樓宇業主進行大廈維修保養，房協將「樓宇管理維修綜合計劃」中的「樓宇維修資助計劃」，調高了對五十個住宅單位以下大廈的資助。在新措施下，單位數目少於二十個的小型樓宇，資助金額提升至工程總額三成，上限為港幣十五萬元；而單位數目由二十至四十九個的樓宇，亦可獲維修總額兩成，最多港幣十五萬元。



Representatives of Ka Wing Building expressed gratitude to the Housing Society
嘉榮大廈代表向房協致謝



Property owners participated actively in the BMMS Community Forum
業主踴躍參與「房協樓管先鋒隊經驗分享會」

In line with the upward revision of rateable values by the Government, the Housing Society has relaxed the rateable value limits for the application of the Building Maintenance Incentive Scheme and the Home Renovation Loan Scheme. With this enhancement in place, the number of eligible properties aged over 20 years has been increased to about 623,000 units, covering 80 per cent of all Hong Kong residential buildings.

Adding further scope and riding on the experience of implementing and administering building-related subsidy schemes, in May 2008, the Housing Society accepted the invitation of the Government to launch and operate a HK\$1 billion Building Maintenance Grant Scheme for Elderly Owners (BMGSEO) to assist the elderly in need to carry out maintenance works for their self-occupied properties.

Drawing on the extensive reach of our Property Management Advisory Centres (PMACs), the Housing Society is ideally positioned to promote the scheme and provide a one-stop process to handle the applications and award grants. Eligible elderly owners are able to apply for the grant up to a maximum of HK\$40,000 over a period of five years. The scheme, on the one hand, can help to reduce the financial burden on the elderly owners who wish to carry out building maintenance works, and on the other hand, can benefit the wider community by improving the safety standards of buildings. The grant can also be used to repay outstanding loans under the various building maintenance schemes administered by the Buildings Department, the Urban Renewal Authority and the Housing Society.

Encouragingly, up to March 2009, more than 4,200 applications have been received and half of these have been approved in principle.

With dual objectives to benefit more building owners and to help the construction sector generate jobs, the Housing Society in conjunction with the Development Bureau and Urban Renewal Authority launched a two-year "Operation Building Bright" (OBB) campaign with an initial funding of HK\$1 billion in March 2009.

配合政府調高應課差餉租值，房協亦放寬了對申請「樓宇維修資助計劃」及「家居維修貸款計劃」的應課差餉租值限額。樓齡二十年以上而又合資格申請的物業數目因而增加至約六十二萬三千個單位，佔全港所有住宅大廈的八成。

憑著我們在推行樓宇資助計劃所累積的經驗，房協於二零零八年五月獲政府委託推行一項港幣十億元的「長者維修自住物業津貼計劃」，資助有需要為其自住物業進行維修的長者業主。

此外，房協的「物業管理諮詢中心」覆蓋範圍廣泛，有助我們推出這項新計劃，由處理申請至審批津貼，提供「一站式」的服務。合資格的長者業主可於五年內獲最多港幣四萬元津貼。這項計劃一方面有助減輕擬為大廈進行維修保養工程的長者業主的財務負擔，亦可改善整體樓宇安全。這項資助更可用以償還屋宇署、市區重建局及房協推行的各項大廈維修計劃尚餘貸款。

截至二零零九年三月為止，我們已收到超過四千二百份申請，反應令人鼓舞，其中半數已獲原則上批准。

房協於二零零九年三月聯同發展局及市區重建局，推出一項為期兩年的「樓宇更新大行動」，初步撥款港幣十億元，以達到惠及更多大廈業主及協助建造業創造職位的雙重目標。



TV publicity of the BMMS
「樓宇管理維修綜合計劃」宣傳片



The 10th PMAC was opened in Central
第十個「物業管理諮詢中心」於中區設立

As part of the specific aim of the Government to preserve jobs, the OBB campaign has been designed to provide subsidies and one-stop technical assistance to owners of about 1,000 old buildings to carry out repair works. The campaign, for which the Housing Society has made a HK\$150 million funding provision, also aims to encourage the owners of old buildings to arrive at a quick decision to carry out maintenance works.

One of the most outstanding features of the extensive OBB campaign is the ability to produce quick benefits. In order to see immediate results, the Operation is building-based, which is a breakthrough in building maintenance incentive schemes. No income means test is required for owners of eligible buildings under the Operation. Another characteristic is that the scheme targets owners having difficulties in organising building maintenance, such as buildings without Owners' Corporations, and those with repair orders issued by the Buildings Department.

To promote this important message of property management and building maintenance to the wider community, the Housing Society continues to support and contribute to the activities of the BMMS Community which provides a platform for owners to share their experiences. Highlighting the interest in the BMMS, a BMMS Community Forum held in November 2008 brought together about 130 BMMS Community members who enthusiastically exchanged views on property management and maintenance.

Enhancing the exposure and awareness of the BMMS, the Housing Society launched a new television commercial in early October featuring artiste Myolie Wu. The light-hearted presentation and eye-catching computer animation has been designed to appeal to a broad audience highlighting the need for comprehensive building management and maintenance. Advancing the importance of building safety in the wider community, the Housing Society, together with the Buildings Department and Urban Renewal Authority, held the fourth Building Safety Carnival at Victoria Park in October last year.

作為政府保就業的其中一項措施，「樓宇更新大行動」的目標是向約一千幢舊樓業主提供資助及一站式技術支援，以便他們進行大廈維修。房協已撥出港幣一億五千萬，期望這項計劃能夠鼓勵舊樓業主加快落實維修工程的決定。

大行動的最大特色是「規模大、效益快」。為達致「快」的目的，行動以「樓宇為本」。符合資格的樓宇，業主無須接受入息或資產審查都會獲得資助，是樓宇維修資助計劃的一項突破。大行動的另一特點是針對業主難於組織維修的問題，例如無法成立業主立案法團，以及屋宇署已發出法定維修命令的樓宇。

為了讓更多人掌握物業管理及大廈維修的資訊，房協積極推動「房協樓管先鋒隊」的活動，為舊樓業主提供分享經驗的平台。「先鋒隊」於二零零八年十一月舉行的「房協樓管先鋒隊經驗分享會」，吸引約一百三十名成員參加，交流有關樓宇管理維修的心得。

為了增加公眾對「樓宇管理維修綜合計劃」的認識，房協於十月初推出新一輯的電視宣傳短片，由藝人胡杏兒演出。這短片採用輕鬆手法及吸引的動畫，引發觀眾對全面樓宇管理及維修的關注。房協於去年十月亦聯同屋宇署及市區重建局在維多利亞公園舉行了第四屆「樓宇安全嘉年華」，提升市民大眾對樓宇安全的意識。

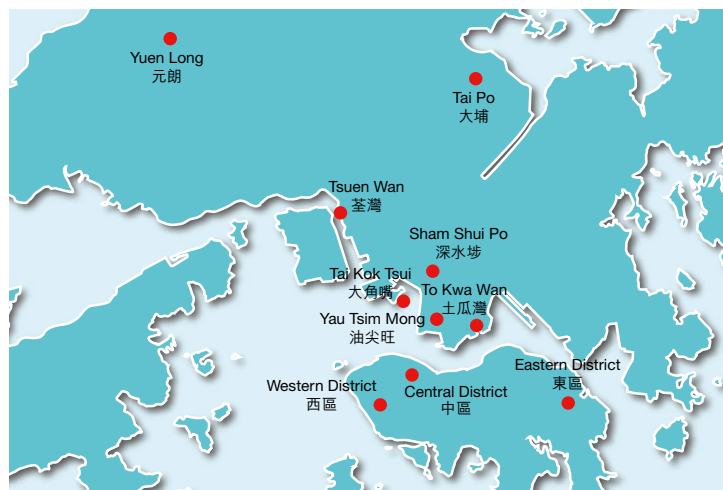


To reach out to more owners of old buildings, the Housing Society established the 10th Property Management Advisory Centre in Central where those seeking assistance related to building management and maintenance can obtain free one-stop professional advice, technical support and referral help from building, legal, accounting and property management experts.

Also, believing that every effort should be made to uphold best practices and integrity in building management and maintenance, in May 2008, the Housing Society together with the Independent Commission Against Corruption, the Home Affairs Department and the 18 District Councils, jointly rolled out an Integrity and Quality Building Management and Maintenance Campaign to reinforce a territory-wide anti-corruption effort through public education.

Location Map of Property Management Advisory Centres

「物業管理諮詢中心」位置圖



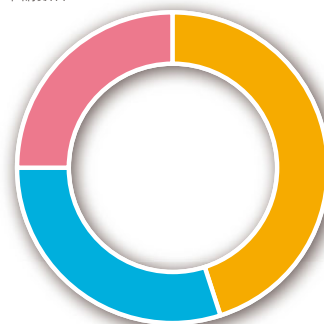
為接觸更多舊樓業主，房協於中環設立了第十個「物業管理諮詢中心」，提供免費一站式專業顧問服務、技術支援，以及由樓宇、法律、會計及物業管理專家轉介的服務。

此外，房協認為誠信對大廈管理及維修極為重要，因此我們於二零零八年五月與廉政公署、民政事務總署及十八區區議會合作，推出「優質管理誠信維修」推廣活動，透過社區教育加強這方面的防貪工作。

BMMS Applications 「樓宇管理維修綜合計劃」的申請

(as at 31 March 2009)
(截至二零零九年三月三十一日止)

No. of Applications
申請數目



■ Building Maintenance Incentive Scheme*	1,971 (46%)
樓宇維修資助計劃	
■ Building Management Incentive Scheme	1,257 (30%)
樓宇管理資助計劃	
■ Home Renovation Loan Scheme	1,005 (24%)
家居維修貸款計劃	

* Buildings receiving technical assistance are included
包括接受技術支援的樓宇