

Public Housing –  
Growing from

Strength to Strength

公營房屋

繼往開來



## 公营房屋 继往开来 Public Housing – Growing from Strength to Strength

过去一年，香港社会对优质而可负担的房屋需求大增。房屋委员会（房委会）在确保一贯质素的同时，也肩负起推展多个范畴新工作的重任。有见及此，我们今年的年报，以「公营房屋 继往开来」为主题。

房委会精于规划、设计和兴建大型、可持续的公营房屋，实力毋庸置疑。去年，我们不仅增建新的公共租赁住房（公屋），设法加快供应，更负起推展新居者有其屋计划的使命。建屋工作方面，我们继续引入新科技、订立更高标准，并采用可持续的方法和物料。

房委会在管理和推展公屋社区生活方面，成绩有目共睹。我们致力令辖下所有屋邨畅通易达，又推出多项改善安全的措施，令公共屋邨环境更舒适，居民更便利。位于油塘的「大本型」是房委会至今最大型的零售项目，于2012年底开幕，标志着我们的工作更上层楼。

香港不断转变，房委会的角色更形重要。我们全力以赴，与时俱进，矢志建设更美好的香港。来年，我们定当克己力，继往开来，精益求精。

With the growth in demand for high quality, affordable housing in Hong Kong over the last year, the Housing Authority (HA) has been called upon to expand its activities across many areas – without compromising its core performance. To reflect this, we have adopted the theme “Public Housing – Growing from Strength to Strength” for this year’s Annual Report.

These strengths include our proven ability to plan, design and build sustainable public housing on a large scale. In the past year we have not only stepped up the production of new public rental housing (PRH) and explored new ways of expediting its supply, we have also taken on responsibility for the new Home Ownership Scheme. At the same time, we have continued to incorporate new technology, higher standards, and more sustainable methods and materials into our construction practices.

Elsewhere, we have successfully bolstered our strengths in managing and nurturing PRH community life. We have done this through a major drive to improve accessibility in all our estates, along with initiatives to improve safety and raise the comfort and convenience of PRH environments for every resident. One marker of the new levels we are attaining was the opening in late 2012 of our largest ever retail project for the community, Domain, in Yau Tong.

As Hong Kong continues to change, the role of the HA is becoming more prominent than ever. Our commitment to strong, positive growth across the board is a commitment to the betterment of Hong Kong. In the coming year, we will sustain our growth endeavours to the best of our abilities.





## 机构理想 Corporate Vision

### 理想

协助有住屋需要的低收入家庭入住能力可以负担的居所。

### 工作目标

- 以积极进取、体恤关怀的态度，提供市民所能负担的优质房屋，包括优良的管理、妥善的保养维修，以及其他有关房屋的服务，以切合顾客的需要。
- 本着开明的态度、公允持平的立场，提供服务及房屋资助，确保公屋资源得到合理的运用，符合成本效益。
- 继续建立一支能干尽责、讲求效率的工作队伍。

### 基本信念

关怀为本、顾客为本、创新为本、尽心为本。

### VISION

To help low-income families with housing need gain access to affordable housing.

### MISSION

- To provide affordable quality housing, management, maintenance and other housing related services to meet the needs of our customers in a proactive and caring manner.
- To ensure cost-effective and rational use of public resources in service delivery and allocation of housing assistance in an open and equitable manner.
- To maintain a competent, dedicated and performance-oriented team.

### CORE VALUES

Caring, Customer-focused, Creative, Committed.



# 香港房屋委员会 Hong Kong Housing Authority

香港房屋委员会（房委会）是于1973年4月根据《房屋条例》成立的法定机构，负责制定和推行公营房屋计划，以期达至政府的政策目标，为不能负担私人楼宇的低收入家庭解决住屋需要。

房委会负责规划、兴建、管理和维修保养各类公共租住房屋，包括出租公屋、中转房屋和临时收容中心。此外，房委会也拥有和经营一些分层工厂大厦，以及附属商业设施和其他非住宅设施。行政长官在2011/12年度《施政报告》中宣布，由房委会负责推展新居者有其屋计划。

截至2013年3月，房委会成员包括4名官方委员及26名非官方委员，全部由行政长官委任。

运输及房屋局局长获委任为房委会主席，房委会副主席则由房屋署署长担任。

房委会辖下设有六个常务小组委员会，并按需要设立附属小组委员会和专责小组委员会，负责制定和实施不同范畴的政策，并监督推行情况。房屋署是房委会的执行机构。运输及房屋局常任秘书长（房屋）同时兼任房屋署署长一职，掌管房屋署。

The Hong Kong Housing Authority (HA) is a statutory body established in April 1973 under the Housing Ordinance. It develops and implements a public housing programme which seeks to achieve the Government's policy objective of meeting the housing needs of low-income families that cannot afford private accommodation.

The HA plans, builds, manages and maintains different types of public housing, including rental housing, interim housing and transit centres. In addition, the HA owns and operates a number of flatted factories and ancillary commercial and other non-domestic facilities. As announced by the Chief Executive in his 2011/12 Policy Address, the HA has been tasked to implement the New Home Ownership Scheme.

As at March 2013, the HA has 4 official members and 26 non-official members. Appointments are made by the Chief Executive.

The Secretary for Transport and Housing was appointed Chairman of the HA. The Director of Housing serves as the Vice-chairman.

Six standing committees have been formed under the HA to formulate, administer and oversee policies in specified areas. Sub-committees and ad hoc committees are also formed on a need basis. The Housing Department acts as the HA's executive arm and is headed by the Permanent Secretary for Transport and Housing (Housing), who also assumes the office of Director of Housing.

# 目录 Contents

04 2012/13 年度大事纪要  
Major Developments

06 主席的话  
Chairman's Message

11 业务回顾  
Business Review



12 与时俱进 回应需求  
Growing to Meet New Needs

20 拓建未来 优质生活  
Building for Better Living

34 促进和谐 美好家园  
Fostering a Family Spirit

50 凝聚社区 共创活力  
Creating Thriving Communities

58 用心服务 贯彻理想  
Serving with Care and Vision

70 财务回顾  
Financial Review

74 房屋委员会及其小组委员会  
Housing Authority and its Committees

91 附录  
Appendices

# 2012/13 年度大事纪要

## Major Developments

04

### 2012.04

房屋委员会（房委会）宣布，计划由2013/14 年度开始，分期重建深水埗白田邨较旧部分（八座住宅大厦和一个商场），又批准为受该邨

第一、第二、第三及第十二座清拆影响的住户和商户，提供安置及相关安排。

The Housing Authority (HA) announced plans to redevelop in phases the older portion of Pak Tin Estate in Sham Shui Po (comprising eight residential blocks and a commercial centre), starting from 2013/14. It also approved the rehousing and related arrangements for domestic and commercial tenants affected by the clearance of Blocks 1, 2, 3 and 12 at the estate.



### 2012.05

房委会资助房屋小组委员会通过第二次公共租赁住房（公屋）租金的检讨结果，由2012年9月起把公屋租金上调一成。有鉴于此，房委会决定发挥「共同承担」的精神，在2012年9月豁免公屋租金一个月。

The HA's Subsidised Housing Committee (SHC) endorsed the outcome of the second public rental housing (PRH) rent review and adjusted PRH rents upwards by 10% with effect from September 2012. In the face of the rent increase, the HA adopted an approach of "sharing the burden", granting all PRH tenants a rent waiver of one month for September 2012.

### 2012.07

张炳良教授以运输及房屋局局长的身分，出任房委会主席。

Professor Anthony Cheung Bing-leung assumed the chairmanship of the HA in his capacity as Secretary for Transport and Housing.

### 2012.07

为减轻经济下行对市民的影响，《二零一二至一三财政年度财政预算案》公布多项纾缓措施，其中一项是政府为公屋租户代缴2012年7月和8月的租金。

As part of the relief measures announced in the 2012-13 Budget, the Government paid the rent on behalf of PRH tenants for July and August 2012, in a move to ease the impact of the economic downturn on the community.

### 2012.08

张炳良教授在牛头角上邨主持香港特别行政区成立15周年的活动，与公屋居民一同庆贺。活动展出一幅由约160幅小型画作组成的「万人画」，以「和谐社会」为题，象征公屋居民与房委会人员和衷共济，协力同心。

Professor Cheung officiated at a ceremony at Upper Ngau Tau Kok Estate to celebrate the 15th anniversary of the establishment of the Hong Kong Special Administrative Region together with PRH residents. On display was a giant painting, an amalgamation of some 160 smaller works of art with a theme of "harmonious community", which demonstrated the joint efforts of PRH residents and HA staff.

### 2012.09

资助房屋小组委员会通过出售832个剩餘居者有其屋计划（居屋）单位及相关销售详情，以及日后居屋单位的销售安排。委员会亦通过实施临时计划的安排，扩展居屋第二市场至白表买家，配额每年5 000个。

The SHC endorsed the sale of the 832 remaining Surplus Home Ownership Scheme (HOS) flats and the sales details, along with the arrangements for the sale of future HOS flats. The SHC also endorsed the arrangements for implementing the interim scheme to extend the HOS Secondary Market to White Form (WF) Buyers, with an annual quota of 5 000.

### 2012.11

有关扩展居屋第二市场至白表买家的临时计划，小组委员会通过申请人的入息及资产限额；计划的配额为每年5 000个。

The SHC approved the income and asset limits for applicants for the interim scheme to extend the HOS Secondary Market to WF buyers, with an annual quota of 5 000.

## 2012.12



位于九龙油塘的「大本型」正式开幕。「大本型」是房委会辖下最大型的商场，楼高八层，楼面总面积约45 000平方米，设有六大主题购物区，共150间店铺。在「大本型」开幕前，所有铺位已几乎全数租出。

The HA's largest shopping centre, "Domain", in Yau Tong, Kowloon, was officially opened. Domain has eight storeys and covers a total gross floor area of around 45 000 square metres, comprising six themed zones and 150 shops. Almost 100% of the retail areas had been leased prior to opening.

## 2013.01

扩展居屋第二市场至白表买家临时计划接受申请。Applications were invited for the interim scheme to extend the HOS Secondary Market to WF buyers.

## 2013.02

资助房屋小组委员会通过轮候册入息限额检讨机制的优化措施，引入政府统计处的劳工收入统计调查所得的名义工资指数，以此作为入息因素。优化措施可令公屋目标群组的收入变动，更快反映在轮候册入息限额之内，同时亦可保留行之有效、以开支为计算基础的检讨机制。The SHC endorsed a refinement to the review mechanism of the Waiting List (WL) income limits. The refinement introduced the nominal wage index as the income factor, obtained from the Labour Earnings Survey conducted by the Census and Statistics Department. This will enable income changes in the PRH target group to be reflected in the WL income limits earlier than before, while still maintaining the well-functioning expenditure-led mechanism for reviewing WL income limits.

## 2013.02

资助房屋小组委员会通过剩餘居屋单位第7期核准白表申请人的入息和资产限额，以及售价和销售安排。

The SHC approved the income and asset limits for White Form applicants along with the selling prices and sales arrangements for the sale of Surplus HOS flats under Phase 7.

扩展居屋第二市场至白表买家临时计划进行搅珠，决定分配5 000个名额的优先次序。

Ballots were drawn for the interim scheme for extending the HOS Secondary Market to WF Buyers to set the priority of allocating the quota of 5 000.



## 2013.03

资助房屋小组委员会按照经优化的机制，检讨并通过2013/14年度公屋轮候册的入息和资产限额。与2012/13年度相比，入息和资产限额平均分别上升6.0%和4.2%。

The SHC reviewed and endorsed the WL income and asset limits for PRH for 2013/14 in accordance with the refined mechanism. There was an average increase of 6.0% and 4.2% respectively as compared with the income and asset limits for 2012/13.

资助房屋小组委员会和商业楼宇小组委员会分别通过决议，房委会由2013年4月开始，将财政司司长在财政预算案提出的2013/14年度差饷宽免，转惠予其住宅租户和非住宅租户。Approvals were given by the SHC and the Commercial Properties Committee for the HA to pass on the rates concession, as announced in the Financial Secretary's Budget Speech, to its domestic and non-domestic tenants starting from April 2013.

## 2012/13年度的年报 以「**公营房屋 继往开来**」 为主题。



多年来，房屋委员会（房委会）的工作和责任与日俱增，既要配合政府的政策，亦要回应社会的诉求，更往往面对种种新挑战和未能预计的变数。为此，我们专心矢志、灵活面对，并采用新科技和可持续的作业方式，务求把工作做得更好，精益求精。

我们的目标是以公共租住房屋（公屋）及居者有其屋计划（居屋）的模式，提供优质的公营房屋，配合本港人口的需要。之前订定的建屋目标，是每年兴建约15 000个公屋单位，并在2016/17年度起的四年内兴建约17 000个居屋单位。这个任务殊不简单，当中涉及众多复杂环节，既要觅得土地，又要取得区议会、城市规划委员会及政府监管机构的支持和通过。除了这些前期工作外，我们还须根据严格规例及指引，详细设计和规划各个用地。值得欣喜的是2012/13年度的建屋目标已达到，并把一般公屋申请人的轮候时间平均维持在三年以下，合乎既定目标。

我们深明社会人士要求增加公营房屋的供应。未来十年的公共房屋计划，因应行政长官《二零一三年施政报告》的宣示，已作出扩充，以回应社会低收入群组的住屋需要。在首五年（2012/13至2016/17年度），我们会透过提前完成两个公屋项目，使公屋的建屋量由原定约75 000个单位的目标增至约79 000个。至于第二个五年

（2017/18至2021/22年度），当局已批地兴建至少10万个公屋单位。我要坦言这个数目并不足够，我们将继续与相关政府部门及各方通力合作，以求增加建屋量。

公营房屋的需求极为殷切，我们必须设法精简和加快建屋的流程。为此，我们简化步骤，务求在质素和安全兼备的情况下，把部分以往需时七年的项目，缩短至五年竣工。我们也定当继续尽力把步骤进一步精简，但以不影响质素及施工安全为前提。

除了加快发展新公屋项目外，我们更研究在不影响居住环境的前提下，尽量增加公屋项目的地积比率。2012年我们宣布计划重建深水埗白田邨较旧部分；计划完成后，单位数目可望净增2 150个。未来数年，房委会将继续严格检视高龄公共屋邨的重建潜力，增加整体房屋供应。

2011年底，政府宣布复建居屋，并提出由房委会兴建新居屋和处理相关申请及销售程序。「继往开来」在这方面更为切题，皆因房委会肩负推展居屋的责任，必须在工作效率、资源规划及人力管理各方面，继往开来，精益求精。房委会员工专业实干、矢志求成，首批共2 100个新居屋单位可望于2016/17年度落成，并于2014年底预售。

至于其馀预期在2017年前落成的15 000个居屋单位，工程进度理想。我们正物色土地，以供其后每年平均兴建约5 000个居屋单位。

建屋无疑是大家关注的焦点，然而，社会大众对居住环境全面改善的期望亦不容忽视。事实上，房委会在这方面的工 作从没松懈。举例来说，我们推出多项新措施，提升我们在现有公共屋邨的服务水平。当中持续提供无障碍设施，涵盖那些建于斜坡上的公共屋邨，务使长者和残疾人士在邨内通行无阻。我们并动用2.5亿元推行计划，增建全新的升降机及自动梯，除更新旧有的，又加建新的行人道和扶手，移除障碍，令长幼伤健人士皆能家居出入方便。

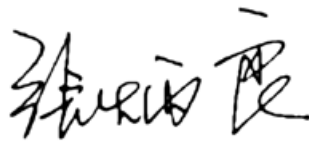
房委会不仅负责兴建和管理房屋，更致力建设社区，提供多元服务和康乐设施。其中最为瞩目的 是2012年12月正式开幕的「大本型」，此乃房委会辖下最新、最大型的零售商场，已成为油塘区的聚脚点，不单为该区公屋居民和邻近坊众提供各式各样的零售设施，还融入重要的社区设施，又为鼓励本地小商户创业而作特别安排。此外，「大本型」的建筑在可持续发展和环保方面，均达至超卓的水平，充分体现房委会精益求精的文化。

其实，「继往开来」同样适用于形容房委会在过去数十年与时俱进的发展。值得一提的，是两个重要的纪念日子不久将至：一是香港公营房屋发展60周年，二是房委会成立40周年。我们趁此回顾过去逾半世纪公营房屋的演变，并就其屡创新猷和发展成果予以肯定。为此，房委会在2013/14年度安排多项活动，让本港市民加深了解我们的功能，明白房委会的工作规模庞大、任重道远。期盼来年的公众教育和社区参与活动，让市民知悉我们为香港社会所做的种种工作，了解个中价值。政府行将制订的《长远房屋策略》，将对房委会带来新任务及新挑战，我们会整装待发。

作为主席，得与一群尽心尽力的人士合作，实在荣幸之至。篇幅所限，未能一一道谢；但我仍想在此衷心感谢房委会各委员的协力，使我们得以继往开来，精益求精。我要特别感谢刚离任的委员林翠莲女士、梁继昌议员、陈健波议员和李启光先生，他们在各方面贡献良多，我深表谢意。同时欢迎新任委员刘诗韵女士、温文仪先生、程腾欢博士、邝君尚教授和苏晴女士，期望他们为房委会的工作添增新活力。

房委会的工作成绩斐然，实有赖属下小组委员会和附属小组委员会各委员的努力。各委员会的主席领导有方，在此衷心致谢——计有建筑小组委员会主席林云峯教授、商业楼宇小组委员会主席蔡涯棉先生、财务小组委员会暨资金管理附属小组委员会主席苏伟文教授、资助房屋小组委员会主席黄远辉先生、投标小组委员会主席李慧贤女士、以及审计附属小组委员会主席王永祥先生。

最后，我要感谢房委会的执行部门——房屋署各管理人员和员工。年内，房委会的工作成为各方焦点，而房屋署员工服务超卓，在推行房委会的工作计划上全力以赴。来年我们踏进重要的里程碑，我深信凭藉房委会过去的表现和承担，我们定能继续取信于香港市民；40年前授予房委会的使命，我们会一直不负所托、坚持不懈。



主席  
张炳良教授

# Chairman's Message

08

## The theme of the Annual Report for 2012/13 is “Public Housing – Growing from Strength to Strength”.

The nature of the work and responsibilities of the Housing Authority (HA) have grown and become more complex with each year that passes. Not only have we constantly had to adjust to Government policies and the expectations of the community, we have also regularly found ourselves facing new challenges and unexpected events. These experiences have prompted us to approach our work in a highly focused and flexible manner, while always being ready to embrace new technologies and sustainability initiatives.

Our mission is to meet the needs of the population by providing quality public housing in the form of both Public Rental Housing (PRH) and subsidised Home Ownership Scheme (HOS) units. Our original target involves a production of approximately 15 000 new PRH flats a year, along with about 17 000 HOS units over the four years starting from 2016/17. This is a considerable task given the complexities involved in acquiring land and gaining support and approval from District Councils, the Town Planning Board and Government regulators. Beyond these preliminaries, we also must carry out detailed design and planning work for each site, according to stringent regulations and guidelines. I am pleased to report that in 2012/13 we were able to maintain the average waiting time for general PRH applicants within the target, which is below three years.

We are fully aware of the demand from the community for an increase in the supply of public housing. As announced by the Chief Executive in his 2013 Policy Address, the coming 10-year Public Housing Programme has been extended to address the housing needs of those on low incomes. For the first five years, from 2012/13 to 2016/17, we have been able to increase our PRH production target from around 75 000 flats to around 79 000 flats by advancing the completion of two PRH projects. For the second five years, from 2017/18 to 2021/22, land has been secured to produce at least 100 000 flats. Despite these advances, I must say frankly that this is not enough. We will continue to work with other departments and bodies to increase our production.

The urgent need for public housing means that we must look closely at ways to streamline and fast-track the development process wherever possible. So far, we have been able to refine our processes so that certain projects that once took seven years can now be completed in five, without compromising quality or safety. We will continue to further streamline the flat production process as far as possible, while of course maintaining the quality and safety of our construction work at the highest standards.

Apart from expediting the development of new PRH programmes, we are also exploring ways of increasing the plot ratio of existing PRH projects without compromising their living environments. In 2012, we announced plans to redevelop the older portion of Pak Tin Estate in Sham Shui Po; once the project is completed, we anticipate a net gain of 2 150 flats. In the future, the HA will continue to critically review the redevelopment potential of aged PRH estates for the purpose of increasing the overall housing supply.

In late 2011, the Government announced the resumption of the HOS, and asked the HA to take over responsibility for constructing the new HOS blocks and handling the application and sales processes. “Growing from Strength to Strength” is particularly relevant here, as taking on HOS responsibilities has required the HA to step up several notches in terms of efficiency, resource planning and manpower management. Thanks to the professionalism and commitment of HA staff, we expect the first batch of 2 100 new HOS units to be completed in 2016/17, and pre-sales to take place by the end of 2014. Work is also progressing well on the remaining 15 000 units to be completed by 2017, and further sites are currently being identified with the aim of producing an average of around 5 000 HOS units each year thereafter.

The emphasis so far has inevitably been on construction, but we have not overlooked community expectations for enhancements to the existing living environment. The HA has continued to work hard in this aspect. For example, we have implemented new initiatives to enhance the levels of service we

provide in existing PRH estates. Our barrier-free initiatives have continued, whereby we are opening up access to every part of our PRH estates, some of which are built on steep hillsides and prove challenging to the elderly and those who are not fully able-bodied. Through our \$250 million campaign to add new lifts and escalators, modernise old ones, install new pedestrian walkways and handrails, and remove obstacles to mobility, we are working to make our PRH estates user-friendly for people of all ages and abilities.

The HA does far more than just construct and manage housing. We build communities, which involves providing all the services and amenities they require to function well. A major example of this, and an achievement highlighted in this report, was the official opening in December 2012 of the HA’s newest and biggest retail shopping mall, Domain. Built as a community hub in Yau Tong, Domain not only provides an excellent array of retail facilities for the many local PRH residents and others living in the vicinity, it also incorporates valuable community facilities and offers special arrangements to encourage local small businesses. To top it all, Domain has been built to exceptional standards of sustainability and environmental friendliness; it is indeed a showcase of the strengths of today’s HA.

In fact, “Growing from Strength to Strength” applies equally to the steady progress we have been making over an entire generation and more. Let me mention two very significant anniversaries in this context: the 60th anniversary of the launch of Hong Kong’s public housing programme, and the establishment of the HA 40 years ago. We see this as an ideal time to

## Chairman's Message

10

take stock and appropriately recognise the progress made over more than half a century of innovation and development in public housing. To do this, we have arranged an array of activities in 2013/14 that will bring many opportunities for the Hong Kong public to better understand our functions and gain a clearer sense of the sheer scale and commitment involved. My hope is that our public education and engagement activities over the coming year will bring home the scope and the value of the work we do to every resident of Hong Kong. The Government will formulate a Long Term Housing Strategy, bringing new tasks and new challenges to us. We are fully ready for these.

As Chairman, I have been privileged to work with a group of remarkably dedicated people over the past year. There is not enough space here to thank each one individually, but I would like to record my sincere thanks to the HA members who have helped us grow from strength to strength on so many fronts. I especially wish to thank those members recently retired for their valuable efforts. They include Ms Lam Chui-lin, the Hon Kenneth Leung Kai-cheong, the Hon Chan Kin-por, and Mr Peter Lee Kai-kwong. At the same time we have welcomed a number of new members who will bring in new vitality. They are Ms Serena Lau Sze-wan, Mr Wan Man-yee, Dr Stephen Ching Tang-foon, Prof Kuang Jun-shang, and Ms So Ching.

Much of the success at the HA is achieved by groups of dedicated individuals sitting on HA Committees and Sub-committees, and thanks are due in particular to the able Chairpersons of these bodies. They are Prof Bernard Vincent Lim Wan-fung, Chairman of the Building Committee; Mr Michael Choi Ngai-min, Chairman of the Commercial Properties Committee; Prof Raymond So Wai-man, Chairman of the Finance

Committee and Funds Management Sub-committee; Mr Stanley Wong Yuen-fai, Chairman of the Subsidised Housing Committee; Ms Angela Lee Wai-yin, Chairman of the Tender Committee; and Mr Winfield Wong Wing-cheung, Chairman of the Audit Sub-committee.

Finally, I must also thank the management and staff of the HA's executive arm, the Housing Department. In a year where much public attention has been focused on the work of the HA, they have demonstrated impeccable service standards in implementing our work plans. As we enter this significant milestone year, I am sure the commitment shown by the HA as a whole will continue to reassure the Hong Kong public that the mission passed to us 40 years ago remains in safe hands.



**Professor Anthony Cheung Bing-leung**  
Chairman



业务回顾

Business Review



与时俱进 回应需求

Growing to Meet  
New Needs

2012/13年度房屋委员会（房委会）与时俱进，采用崭新技术，精益求精。过去一年，政府因应社会上对公共租赁住房（公屋）的诉求，推出多项新政策和措施，房委会面对的环境亦随之改变。为回应中低收入家庭的置居诉求，房委会亦负责居者有其屋（居屋）计划，提供资助出售房屋单位。

与此同时，我们贯彻使命，为无法负担租住私人楼宇的低收入家庭提供公屋。于2013年3月底，房委会辖下有接近728 000个公屋单位，分布全港160多个公屋屋邨，为逾200万香港市民提供安居之所。房委会角色的重要性，由此可见。

## 我们的承诺

年内，我们修订以五年为期并逐年开展的公营房屋建设计划。因应社会对公屋的迫切需求，我们致力于首个五年期间进一步增加建屋量，把两个原属下一个五年期的公屋项目提前一年完成，令公屋单位数目在2012/13年度起的五年内，由约75 000个增至约79 000个。

我们的目标是维持轮候册一般申请者的平均轮候时间于三年左右，而长者一人申请者则维持在两年左右。2012/13年度内，我们共编配了15 551个单位予轮候册申请者；于2013年3月底，一般申请人的平均轮候时间为2.7年，长者一人申请者则为1.5年。

## 维持租金在可负担水平

将租金定于可负担水平，是房委会一贯的政策。在现行公屋租金调整机制下，租金根据公屋租户的整体家庭收入变动而调整，可加可减。



1

公屋租金检讨每两年进行一次，下次检讨将于2014年。于2013年3月底，已包括差饷、管理费及维修费在内的公屋单位租金介乎每月287元至3,877元不等，而公屋单位的平均月租为约1,540元。

我们的租金援助计划帮助租户应付短暂财困，视乎租户情况把租金宽免25%或50%。截至2013年3月底，接受租金援助的家庭约有12 500个。为确保所有公屋租户知悉这项援助，我们不时推广宣传，利用房屋资讯台、电台、海报，并广发单张及通讯，重点介绍有关计划。

1 房委会把轮候册一般申请者的平均轮候时间维持在三年左右。

## 和谐家庭

家庭和睦融洽是社会安定之本。房委会深明此理，制定多项促进公屋家庭和谐共融的计划，包括2009年推出的天伦乐优先配屋计划，鼓励年轻家庭成员照顾年长父母或受供养亲属。根据该计划，合格申请人的轮候公屋时间可缩短六个月。一般来说，申请获批准后，申请人可选择与年长父母或受供养亲属同住于轮候册上任何地区的一个单位，或轮候册上市区以外任何地区的两个相近的单位。天伦乐调迁计划则让居于不同区议会分区内的公屋租户的子女/年长父母申请调迁至同一或邻近屋邨，以便互相照顾。

14

其他促进家庭和谐的计划还有天伦乐合户计划和天伦乐加户计划。前者鼓励年轻租户与年长父母合并户籍，后者容许年长租户把一名子女及其家人加入现有公屋户籍。2012/13年度，约有4 710户受惠于上述各类天伦乐计划：受惠于天伦乐优先配屋计划、调迁计划、合户计划和加户计划的租户分别有2 050户、210户、80户和2 370户。

## 其他调迁计划

公屋租户往往随着岁月而增加家庭成员。为配合需要，让挤迫的租户申请调迁，年内我们继续推行调迁计划，先后于2012年8月和2013年1月推出纾缓挤迫调迁计划，约有520个家庭因而受惠，迁往较大单位。2013年3月底，界定为挤迫户（即每户人均居住面积少于室内楼面面积5.5平方米）的公屋家庭总数减至3 160个，占全体公屋租户总数仅0.45%。

改善居住空间调迁计划是另一纾缓居住空间不足的措施。年内我们接受了一轮申请。截至2013年3月底，共1 180户获调迁至较大单位。



1

## 遏止滥用公屋

为确保居于公屋单位的租户完全符合居住资格，房委会实施多项政策和措施，成效显著。举例来说，根据公屋住户资助政策、维护公屋资源合理分配政策及其他租约事务管理政策所递交的所有入息/资产申报，我们均一一审查，涉及的租约大概223 000份。上述审查工作是决定现有租户可获批资助额的重要一环。

此外，房委会持续推行计划，全面审查租户的入息和资产声明。计划每年审查约5 000个租户，包括一些随机抽选的和一些值得关注的个案。为遏止滥用公屋，房委会亦进行类似计划，每两年巡查公屋单位一次。年内详细审查约8 000个与住用情况有关的个案，以确保有限的公屋资源得以善用。我们又推出多项宣传计划和推广活动配合，让公屋租户清楚自己的责任所在。

## 为有需要人士觅新居

地政总署和屋宇署清拆寮屋及天台违例构筑物时，房委会往往须为其中亟待安置的居民另觅居所。年内我们处理了147宗有关政府清拆行动的安置申请。

## 管理居者有其屋计划

发展居者有其屋计划(居屋)已成为房委会房屋政策的常设部分。政府订下规划目标,在2016/17年度起四年内兴建共约17 000个居屋单位,其后每年平均兴建约5 000个居屋单位。

年内,首批六个新居屋项目的工作继续进行,规划和设计工作进展理想。规划大纲已获各相关地区规划会议通过,计划设计和工程预算亦于2012年6月22日获房委会建筑小组委员会通过;详细设计和招标工作现正进行。展开建筑工程所需的短期租约,已获各相关地区地政会议一一通过。这些项目的单位预计于2016/17年度落成,可望于2014年底预售。

为进一步回应香港市民迫切的置居需求,政府决定将以往建成的832个剩馀居屋单位全数出售。剩馀居屋单位和日后落成的居屋单位,均采用传统适用于居屋的执行安排办理,包括单位定价及补价方式、有住宅物业的限制、白表申请人入息和资产限额、按揭贷款保证和转售限制等安排。

为回应中低收入家庭在2016/17年度首批新居屋单位落成前的置居诉求,房委会推出一项临时计划,把居屋第二市场扩展至白表买家,配额每年5 000个;合格的白表申请人可在第二市场购买未缴付补价的居屋单位。



2

- 1 在屋邨举办活动,推广善用公屋资源的信息。
- 2 房委会负责发展居屋项目,以回应中低收入家庭的置居诉求。

## Growing to Meet New Needs

16

Throughout 2012/13, the Housing Authority (HA) has kept up with the times by embracing new skills and developing new strengths. In particular, the overall environment faced by the HA has been changing following new policies and initiatives introduced by the Government in response to the demand for public rental housing (PRH). To address the home ownership aspirations of low- to middle-income families, the HA has also been tasked with the responsibility of providing subsidised flats for sale under the Home Ownership Scheme (HOS).

At the same time, our traditional mission remains in place: providing PRH for low-income families who cannot afford private rental accommodation. The importance of this role is clearly indicated by the fact that, as at the end of March 2013, there were nearly 728 000 PRH units in more than 160 PRH estates under the HA across Hong Kong, providing accommodation to over 2 million Hong Kong people.

### Our commitment

Our rolling five-year Public Housing Construction Programme was adjusted during the year. In response to urgent demand for PRH from the community, we are striving to further increase production by advancing the completion of two PRH projects by one year, moving them forward from the second five-year period to the first five-year period. There will be an increase in PRH supply from around 75 000 flats to around 79 000 flats over the five-year period starting from 2012/13.



Our target is to maintain the average waiting time (AWT) for PRH at around three years for general applicants on the Waiting List (WL), and around two years for elderly one-person applicants. In 2012/13, we allocated a total of 15 551 PRH flats to WL applicants. As at the end of March 2013, the AWT was 2.7 years for general applicants, and 1.5 years for elderly one-person applicants.

## Keeping rents affordable

The HA has a longstanding policy that affirms its commitment to PRH affordability. Our existing PRH rent adjustment mechanism allows rents to be adjusted upwards or downwards according to changes in PRH tenants' overall household incomes. Rent reviews are conducted every two years, with the next review due to occur in 2014. As at the end of March 2013, PRH rents per flat ranged from \$287 to \$3,877 per month. PRH rents are inclusive of rates, management and maintenance costs. The average monthly rent per PRH flat was about \$1,540.

Our Rent Assistance Scheme provides help to tenants suffering from temporary financial hardship, giving them a rent reduction of either 25% or 50% depending on their individual circumstances. At the end of March 2013, around 12 500 families were benefiting from this scheme. To ensure all our PRH tenants are aware of this financial assistance, we publicised the scheme throughout the year, featuring it prominently in broadcasts on the Housing Channel and on the radio, in posters, as well as in widely distributed information leaflets and newsletters.

## Harmonious families

Strong families underpin a stable society, and the HA has recognised this by developing various schemes to foster closer and more harmonious family life in PRH estates. One of these is the Harmonious Families Priority Scheme, introduced in 2009. This scheme encourages younger family members to take care of their elderly parents or dependent relatives by awarding eligible applicants a six-month waiting time credit. Those approved under the scheme generally have the option of living under one roof in any of the WL Districts across Hong Kong, or



17

being allocated two flats close to each other in any non-Urban WL District. The Harmonious Families Transfer Scheme, on the other hand, allows PRH tenants to apply for transfer to the same or nearby estates of their offspring / elderly parents residing in a different District Council constituency for mutual care.

Other family-focused schemes under the “harmonious families” theme include the Harmonious Families Amalgamation Scheme and the Harmonious Families Addition Scheme. The former encourages younger families to merge their tenancy with that of their elderly parents, while the latter enables elderly tenants to add one of their children and his or her family to their existing PRH tenancy. In 2012/13, around 4 710 households benefited from these schemes; 2 050 under the Priority Scheme, 210 under the Transfer Scheme, 80 under the Harmonious Amalgamation Scheme, and 2 370 under the Harmonious Families Addition Scheme.

- 1 Our vision is to help low-income families with housing needs gain access to affordable housing. Picture shows Lower Ngau Tau Kok Estate.
- 2 Younger family members are encouraged to live together with or closer to their elderly parents to enjoy harmonious family life.

### Other transfer schemes

Because the family sizes of many PRH tenants grow over time, we also operate schemes to relieve overcrowding. We continued with our Territory-wide Overcrowding Relief Transfer Scheme during the year, carrying out two exercises in August 2012 and January 2013. Around 520 families benefited from the opportunity of moving to larger accommodation in the year. The total number of PRH households classified as “overcrowded” (i.e. with an average living space of less than 5.5 square metres of internal floor area per person) thus fell to around 3 160 by the end of March 2013, representing just 0.45% of all PRH households.

Another scheme that helps relieve pressure of space is our Living Space Improvement Transfer Scheme. We conducted one exercise under this scheme during the year, under which a total of 1 180 households were rehoused to larger flats by the end of March 2013.

### Curbing tenancy abuse

The HA has a number of effective policies and procedures in place to ensure that those living in its PRH flats are fully entitled to this privilege. For example, we conduct vetting of all income/asset declarations submitted under the Housing Subsidy Policy, the Policy on Safeguarding Rational Allocation of Public Housing Resources, and other tenancy management policies. This involves some 223 000 tenancies, and the vetting is an important part in the process of ascertaining the amount of subsidy that individual sitting tenants are entitled to receive.

We also run an ongoing programme that involves making comprehensive checks into income and asset declarations. The programme covers around 5 000 tenants each year, made up of some who are randomly selected and others where concerns have been raised. A similar programme to protect

against tenancy abuse involves biennial inspections of flats. During the year, HA staff looked closely at around 8 000 occupancy-related cases to ensure the rational allocation of limited public housing resources. This work was backed up by a series of publicity programmes and outreach activities, all designed to make PRH tenants fully aware of their responsibilities.

### Finding new homes for those in need

On occasions when the Lands Department and the Buildings Department conduct exercises to clear squatter housing and illegal rooftop structures, the HA is often required to step in to provide the occupants of these structures with urgently-needed replacement accommodation. During the year we handled 147 applications for rehousing following such government clearance activities.

### Managing the Home Ownership Scheme

The development of HOS is now firmly part of our housing policy. The Government has set a planning target involving the construction of some 17 000 HOS flats over the four years starting from 2016/17, with an annual construction average of around 5 000 thereafter.

During the year, we continued work on the first batch of six HOS projects. Planning and design work remained on schedule, with the planning briefs gaining approval from the respective District Planning Conferences. Scheme designs and project budgets were approved by the HA’s Building Committee on 22 June 2012, and detailed design and tender work put in motion. All Short Term Tenancies required for commencement of construction work have been approved by the respective District Lands Conferences. These flats are expected to be completed in 2016/17, and should be available for pre-sale by the end of 2014.

In a further response to Hong Kong's pressing home ownership needs, the Government has decided to release for sale all of the remaining 832 Surplus HOS flats previously built. We have adopted the traditional HOS arrangements for the sale of the remaining Surplus HOS flats and will adopt the same arrangements for future new HOS flats, including the arrangements for setting of flat prices and premium payment; those involving domestic property restrictions and income and asset limits for White Form (WF) applicants; and those concerning mortgage guarantees and resale restrictions.

To cater for the home ownership aspirations of low-to middle-income families before the first batch of new HOS flats are completed in 2016/17, the HA has also implemented an interim scheme which extends the HOS Secondary Market to WF buyers, with an annual quota of 5 000. WF applicants meeting the eligibility criteria will be allowed to purchase HOS flats with premium not yet paid on the HOS Secondary Market.



1 The Chairman of the HA's Subsidised Housing Committee, Mr Stanley Wong Yuen-fai (left), officiates at the ballot drawing for the Sale of Surplus HOS Flats Phase 7.



拓建未来 优质生活

Building for  
Better Living

对房屋委员会（房委会）而言，在2012/13年度把建屋的工作做到精益求精，委实是一大挑战。继行政长官在《二零一三年施政报告》宣布新猷——「加大加快资助房屋的供应」，我们须设法加快建屋、提升效率，同时确保质素和安全不受影响。为此，房委会于2013年2月举行了一个探讨加快建屋进度的工作坊，参加者来自香港各大持份者，当中提出的措施包括加快某些类别土地的规划程序、更广泛使用预制组件、减少部分劳工密集的工作，以及简化多个行政程序。

整体而言，我们在2012/13年度落成公屋单位约13 100个，达到本年所订目标，亦有助我们完成在2012/13年度起计五年内，合共兴建约79 000个公屋单位的目标。年内落成七个公共屋邨，包括：长沙湾邨、龙逸邨、牛头角下邨、启晴邨1期及2期、美田邨4期，以及丰和邨。此外，年内落成的零售设施共46 000平方米，汽车和商用车辆的停车位共600个。我们计划增加建屋量，由2017/18年度起五年之内，兴建最少100 000个公屋单位，并由2016/17年度起四年内兴建约17 000个居者有其屋（居屋）单位，其后每年平均兴建居屋单位约5 000个。



1

## 以人为本的设计

房委会锐意采用既可持续又环保的建筑物和建筑方法，并以具成本效益的方式，建造安全舒适的居所，从而建立可持续社区。

住户的需要不断转变，加上地盘的限制和不时增订的法定条文，单位设计亦须因而和修改。我们经常研究新的单位设计，加以测试，以便推出新类型的构件式单位设计。

2012/13年度，我们推出具备三段高度可调校的灶台新设计，令居民选择煮食炉具时更有弹性。我们按照通用设计的原则，加阔新工程项目单位的大门，利便轮椅出入。为方便公屋及居屋居民遵照《2012年建筑物（小型工程）（修订）规例》的规定而安装砖间隔墙及铺上地台砂浆底层，房委会齐备家庭单位设计的间墙示意平面图。另为应对噪音问题，我们在交通噪音严重的一些公共屋邨，推出新的窗户设计：家庭单位的正面主窗户是固定窗户（清洁和维修时可用六角匙开启），侧窗可开启通风，估计噪音可减低两至三分贝。

年内我们继续委聘独立机构在新建屋邨进行意见调查，以了解居民的满意程度，收集他们对房委会单位设计的意见。2012/13年度，该机构在九个屋邨16 454个单位进行调查，并进行访问3 036次。整体满意程度为91.99%，远较主要成效指标80%为高。受访者就单位间隔、房委会提供的各项屋宇装备、公众地方的灯光亮度，以及回收厨馀的安排等方面，发表宝贵意见。我们在完工后的检讨工作坊中跟进上述调查，仔细研究居民就新屋邨提出的意见，调查结果纳入设计纲要范本及构件式单位设计的定期检讨之内。

一如以往，发展项目进入规划和设计阶段时，我们举办社区参与活动。一般来说，我们会向发展项目一带的社区代表讲解发展建议，并听取他们的意见，在工程设计阶段加以考虑。

1 位于沙田的丰和邨于年内落成。

年内，我们根据ISO 26000 (ISO — 国际标准化组织)的标准，在HKQAA-HSBC (香港品质保证局-汇丰)企业社会责任指数按年表现评估中，夺得5.00满分。如此佳绩，反映我们为履行企业社会责任而采取的做法，成熟完善。

## 设计阶段 减少排放

政府订下香港温室气体排放量的目标，在2005至2020年间将之减少五至六成。房委会矢志全力配合，使用最新科技推出更为环保的设计和系统，减少房委会楼宇在生命周期的排碳量。

2004年起，我们进行微气候研究，以助我们善用自然环境设计大厦和户外空间。我们本着「顺应自然」的原则，掌握用地本身的特点，加强自然通风，善用日光提供室内照明；又竭力避免吸热，以减少依赖机械冷却设备和人工照明。我们仔细研究年中各时段的日照和大厦遮蔽日光的情况，从而促进用地的空气流动，悉心安排户外活动的空间，致力为居民提供最舒适的环境。我们设计新屋邨时，着力绿化环境，令绿化地带占屋邨总面积最少两成；至于两公顷以上的大型用地，绿化目标则为总面积的三成；我们又为每15个公屋单位，最少种植一棵树。



要达到减排的目标，关键在于能否全面估算香港公营房屋的排碳模式。因此，我们按本港的情况，研发出一套排碳量估算方法，把主要建筑工程及大厦操作在排碳方面的影响计算在内，包括工程进行期间所用物料、建筑结构所用物料、操作公共屋宇装备系统及拆卸楼宇的排碳情况，以及采用再生能源及植树的减碳效益。我们早在设计阶段，便将上述方法应用于新工程计划之上，以助了解工程计划在生命周期的排碳模式。这个估算方法在2011年推出，截至2013年3月底，已应用于19个工程设计项目。

香港建筑环境评估标准 (即BEAM Plus) 是本港绿色建筑评估的系统。为确保我们全部新发展项目均符合其规定，我们已于2011/12及2012/13年度就建筑工程颁布新订规格。至今，房委会的新项目均能达到BEAM Plus评级的「金」级别，有些选定项目更取得「白金」级别的骄人成绩。例如，前元朗邨是本港首个于年内取得BEAM Plus 1.2版本「暂定白金」级别的项目；而启德发展区第1A区亦夺得BEAM 4/04版本的「暂定白金」级别。取得「白金」级别的项目，预计亦可达到中国绿色建筑委员会的三星级标识证书的水平。

## 能源管理

在大厦整个生命周期当中，公用屋宇装备系统如灯具、升降机和抽水系统等均耗用大量能源，是碳排放的主要来源。就此，公共屋邨推出多项节能措施，例如装设接驳电网的太阳能光伏发电系统，为大厦供应部分公用电量；又在两级光度照明系统加设感应开关，减省公共地方照明用电量。最近，我们更开始使用由18千瓦或以上的升降机发动机系统所产生的再生电能。

2011年12月，我们参照新订ISO 50001的最佳实务大纲，推出能源管理系统。系统推行后，有效控制并减少公共屋邨的用电量。2012年6月，系统获颁香港首张ISO 50001住宅大厦设计证书。ISO 50001的能源管理系统，提供条理分明的大纲，以核实新住宅大厦公用屋宇装备系统设计的耗能表现。截至2013年3月，13个项目早在设计阶段，已进行耗能基准的比较。

## 质素认证

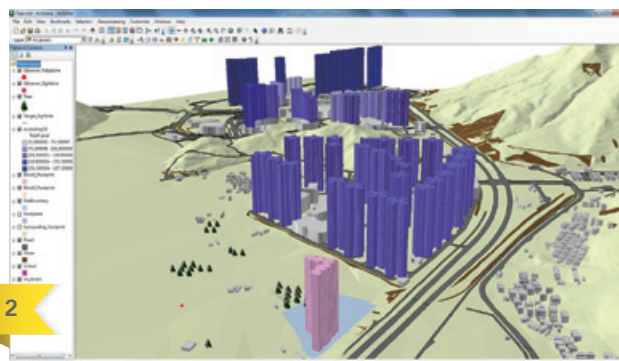
为展示和维持房委会各管理系统的质素和效能，房委会获取ISO认证的做法，由来已久。早在1993年获得ISO 9001认证后，房委会继而在2009年取得ISO 14001环境管理体系认证，又在2010年推行ISO 31000风险管理系统，并实践ISO 26000履行企业社会责任。我们近年更采用欧洲品质管理基金会的卓越模式，以帮助我们了解各管理系统的水平，找出改良方法。

不但如此，我们更规定承建商必须持有ISO 9000和ISO 14001认证，以及职业安全健康管理OHSAS 18001的认证。自2012年3月起，我们推行产品认证计划，规定下述七种建筑材料必须获得产品认证——防火木门、防火板间墙、袋装水泥、瓷砖黏合剂、瓷砖、修葺砂浆和铝窗。我们正积极将产品认证计划推展到其他建筑产品。2012/13年度，我们着手拟备有关uPVC排水管道及配件、连体座厕设备及钢筋网的计划，有关计划即将推出。

## 通过楼宇监管确保质素

房委会兴建的楼宇在发售或拆售前不受《建筑物条例》规管。然而，直属常任秘书长办公室的独立审查组对这些楼宇作第三者监管，确保楼宇安全，并符合法例规定。该组按照屋宇署监管私人物业的做法，审批由房委会就新发展项目提交的所有建筑及结构图则，以及房委会辖下现有楼宇为改建和加建所提交的图则。此外，独立审查组亦依据建筑事务监督授予的权力，对居屋屋苑、租者置其屋计划屋邨，以及已拆售予领汇、位于公共屋邨楼宇内的零售和停车设施，进行法定屋宇监管。

在2012年底前，独立审查组下设升降机条例执行小组，以第三者身份监管房委会辖下升降机及自动梯的装置及使用，以符合安全要求及法例规定。然而，新订升降机条例生效后，升降机及自动梯的法定管制全归机电工程署负责，升降机条例执行小组的职能因而作出调整，改为担当稽查及培训的角色，以减低房委会辖下升降机及自动梯发生意外的风险。



## 广用资讯科技确保质素

设计和建造新工程方面，我们运用的主要资讯科技资源有四项，包括：建筑信息模拟技术、地理信息系统、房屋建设管理系统及无线射频科技。

自2006年起，我们采用建筑信息模拟技术，应用范围更不断扩展。这项技术制作出来的三维视像模型非常精确，方便察看及规划。2012年5月，我们开发最新的五维建筑信息模拟模型，在沿用已久的三维视像模型外，新增时间和合约价格两个重要元素。沙田第52区一期工程使用上五维模型，令施工期间更能准确计算成本预算，评估中期付款额。

地理信息系统的搜寻和查询功能，与地政总署齐备的底图互动连接，效能超卓。2012年10月，我们推出崭新改良的地理信息系统的加强版，配合发展和管理屋邨的需要。系统现能进行三维空间资料分析，与建筑信息模拟技术融合，运作更见畅顺。

- 1 深水埗元州邨广植树木。
- 2 地理信息系统提供三维空间资料分析，有助发展和管理屋邨。

房屋建设管理系统为房委会的建筑工程提供宝贵的网上协作和知识管理的平台。系统储存逾700个建筑计划的资料，可供逾2 000名用户查阅，为建筑业提供资料共用的中枢点。透过这套系统，参与房委会项目的工程小组和建筑业人士可获取重要资讯，包括策划、工程策划统筹、合约和地盘管理、财政预算、付款，以及知识管理方面的资料。

无线射频科技采用设有感应器的无线电技术晶片，记录并储存四大建筑产品（木门、铁闸、铝窗及预制混凝土外墙）的重要制造资料，让我们得知各构件的背景和来历，确保构件的质素达到各项标准。

房委会建筑图则管理系统于2012年推出，是首个跨处共用的资讯科技项目，连结房委会的发展及建筑处、屋邨管理处和独立审查组。系统提供管理图则的公用平台，供各处在房屋发展计划整个生命周期之内使用。这个系统亦令工程竣工后，移交图则的工作比以往简便得多。目前，系统储存的图则逾280万张。

### 工地安全与建筑质素

要确保我们的公屋单位耐用的其中一个方法，是广泛采用预制组件和预制结构元件。多年来我们的大厦一直采用预制外墙、预制楼梯和板间墙等组件。最近，我们推出立体预制组件，包括三维的浴室和厨房套件。2012/13年度，我们试造预制天台水缸，现正检讨和改良其设计，以便用于日后工程。我们亦着手研究预制升降机机房、天台护栏、沙井、排水渠及电线槽的可行性。大量使用预制组件和预制结构元件，不但提升建筑质素，更减少地盘所产生的废物，使地盘环境更整洁。劳工密集且复杂的地盘建筑工序因而减少，工人安全亦大为改善。

我们的安全目标是每千名工人录得不多于12宗意外。这个目标是根据《房委会地盘安全策略2012》制定，应用于所有新工程及维修保养

工程，以及物业服务公司和洁净服务承办商。2012/13年度我们达到目标：新工程合约的意外率为每千名工人录得7.4宗，维修保养工程合约则录得每千名工人4.8宗；而本港平均发生工业意外的比率则为每千名工人44.3宗。

年内我们优化名为「安全、环保及卫生综合支付计划」的奖励计划。计划适用于新工程建造合约，旨在鼓励承办商提升这数方面的表现。我们又改良「房委会安全稽核计划」，并推出「房委会升降机及电梯指定分包合约安全稽核制度」，把安全稽核的范畴扩展至升降机和电梯。为配合上述计划进行的定期稽核工作，我们推出「突击安全巡查计划」。在现有屋邨进行工程，安全亦非常重要。今年我们把房委会安全稽核制度（屋宇维修保养和改善工程）用于分区定期合约，以及装修工程、加装升降机工程、升降机现代化工程和升降机维修工程合约。

### 采购办法 推陈出新

我们不断求进，在各个范畴如持续发展、安全、健康和卫生、环保效益、质素和耐用程度、成本效益以及价格等，精益求精。为鼓励创新，我们推出综合采购法，尤其适用于繁复的大型房屋计划，让投标者在标书中加入独特创新的设计。投标者在计划初期将设计和建筑方面的专业知识融合，往往能令产品更物有所值，质素更佳，生产力得以提升。综合采购法衍生出来的创新产品，亦可用于日后工程，造福业界。2012/13年度，我们的安达臣道地盘A和地盘B第1和第2期公屋发展计划建筑工程的综合合约便应用了综合采购法。

## 城市中的公屋 方便易达

房委会在构思新公营房屋发展项目时，务使新建的住宅大厦配置得宜，与四周社区和服务相融配合。香港地势不平，且市区楼宇非常密集，给我们重大挑战。房委会近期两个发展项目，正好展示我们如何把这些问题迎刃而解。

### 元州邨第5期

其中一例是已落成的元州邨第5期发展项目。元州邨第5期与第2及第4期之间，原本是一条繁忙的公用道路，不时有重型车辆起卸货物。我们把部分道路改成行人路，并在地面辟设环境优美的行人专区，展示杰出的社区艺术品和特色园景，还为居民提供往返区内港铁车站的安全便捷通道。

我们着力为元州邨第5期的居民提供配套，连接公共交通工具及购物设施，例如加装外露式升降机，让元州邨和附近长沙湾邨的居民均可直达长沙湾港铁车站。

在规划元州邨第5期工程项目时，我们全面重新思考如何贯通区内的通道，以通达程度和行人优先这两个原则为大前提。种种新猷有效凝聚社区，缔造一个活力充沛、以人为本的环境。

新近落成的元州邨第5期发展项目。



安达臣道发展项目工程正进行得如火如荼。

### 安达臣道发展项目

设计安达臣道发展项目所面临的挑战与上述的截然不同。项目正处于施工阶段，属于安达臣道石矿场的整体重建计划第一部分，该矿场将于2013年关闭。我们面临的挑战，是把荒废矿场变成朝气蓬勃、环境优美和以人为本的公营房屋，令往来畅通无阻，与社区紧密联系。

我们全盘考虑有关问题，决定设计行人通道，连贯新安达臣道发展项目的社区设施和公众休憩用地，通往邻近多个房委会的屋邨（包括顺安邨、顺天邨、秀茂坪邨和宝达邨），以至山脚下的市区。工程完竣后，整个地区将焕然一新，各个屋邨给连系起来，整合并活化成一个新社区。此外，行人通道网络也连接各幢住宅大厦、运输网络、零售及社区设施，最终目的是为所有居民（不论长幼伤健）提供安全和便捷的无障碍通道。有关设计包括在行人通道网络一带设置有盖活动区，供居民歇息，并设有游乐场、健体设施，以及文物展览区等。

我们在规划新屋邨时举办社区参与活动，以确保居民和用家的意见备受考虑，此举有时更会带来意想不到的收获。例如在安达臣道发展项目的社区参与活动中，秀茂坪邨居民指出位于秀明道的社区会堂残旧，不能满足区内居民需要。社区会堂所处位置，正好适合用作行人通道网络的连接点，贯通安达臣道和山下的观塘市区。我们亦趁机重新发展该幅用地，兴建全新的社区会堂，改善会堂设施；另建造一幢公屋大厦，又增建升降机和行人天桥，连接山上和山下的现有设施。





Growing from strength to strength was a critical challenge for the Housing Authority's (HA's) construction activities in 2012/13. Following the Chief Executive's announcement in his 2013 Policy Address of new initiatives to increase and expedite the supply of subsidised housing, we faced the question of how to lift the speed and efficiency with which we build while not compromising on quality or safety. To address this, in February 2013, the HA hosted a Workshop on Measures to Expedite Construction, with participants from all major Hong Kong stakeholders. The event identified several measures which included speeding up the planning process for certain types of land, using pre-casting more extensively, reducing some labour-intensive activities, and streamlining a range of administration processes.

Overall, in 2012/13 we completed construction of around 13 100 public rental housing (PRH) flats, meeting our target for the year and putting us on course for achieving the production goal of around 79 000 PRH flats under our five-year plan beginning 2012/13. A total of seven projects were completed during the year, including Cheung Sha Wan Estate, Lung Yat Estate, Lower Ngau Tau Kok Estate, Kai Ching Estate (Phases 1 and 2), Mei Tin Estate (Phase 4) and Fung Wo Estate. We also completed 46 000 square metres of retail facilities, and 600 parking spaces for cars and commercial vehicles. We plan to increase our production target to at least 100 000 PRH units for the five years starting from 2017/18, and will also build about 17 000 Home Ownership Scheme (HOS) flats over the four years from 2016/17, and around 5 000 HOS flats each year thereafter.

### Designing for people

The HA is committed to creating sustainable communities by building safe, comfortable homes using sustainable and environmentally friendly construction materials and methods, in a cost-effective manner.

Flat designs need to be modified in response to the changing needs of tenants and to site constraints, as well as to new statutory provisions that come into force from time to time. We are always exploring and testing new flat designs for inclusion in our library of modular flats.

In 2012/13, we introduced a new cooking bench design with three adjustable heights, which gives tenants greater flexibility in their choice of stoves. We also increased the width of flat entrance doors in new projects in accordance with Universal Design principles, making wheelchair access easier. Further, we prepared a complete range of notional partition

layouts for family flats in a move to make it simpler for PRH tenants and HOS owners to install block wall partitions and floor screeds under the Building (Minor Works) (Amendment) Regulation 2012. We also addressed noise issues at some PRH sites exposed to high levels of traffic noise, by introducing a new window arrangement. The main front window of a family flat is fixed (although for cleaning and repairs, it can be opened with an Allen key), while the side windows can be opened for ventilation. We estimate that the new window type will reduce noise levels by 2 to 3 dBA.

Over the year, we continued our practice of commissioning an independent agency to conduct surveys of residents' views on newly completed projects, both to ascertain satisfaction levels and to obtain feedback on our flat designs. In 2012/13, surveys were conducted at nine estates covering 16 454 flats, and a total of 3 036 interviews were carried out. The overall average satisfaction rating was 91.99%, well above the Key Performance Indicator of 80%. Feedback from the interviewees included valuable comments on issues such as flat layouts, provision of various building services, levels of lighting in public areas, and arrangements for recycling food waste. These surveys were followed up by Post Completion Review Workshops, where customer views about the new estates were gone through in detail and the findings incorporated into the regular review process for our Model Client Brief and Modular Flat Design.

We also continued to organise community engagement workshops during the planning and design stages of our projects. These typically involved us presenting our development proposals to representatives from communities around our sites and listening to their views, to be taken into account at the project design stage.

During the year, we gained the full score of 5.00 in the HKQAA-HSBC CSR Index annual performance assessment, based on the criteria set out in ISO 26000. This achievement clearly reflects the maturity of the practices we have adopted to meet our corporate social responsibilities.

## Reducing emissions at the design stage

The HA is committed to contributing fully to the Government's goal of reducing Hong Kong's greenhouse gas emissions by 50% to 60% in the period from 2005 to 2020. We are using the latest technologies to implement greener designs and systems, which will reduce carbon emissions from our buildings throughout their entire lifecycle.

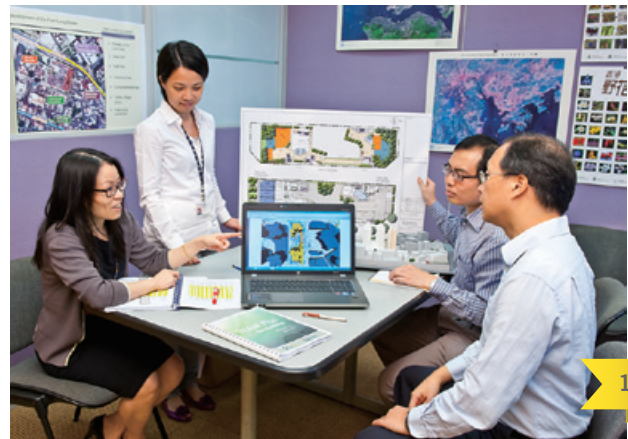
Since 2004 we have been conducting micro-climate studies to help us design buildings and external spaces in ways that will optimise their environmental performance. Adopting the "passive design" principle, we harness the unique characteristics of individual sites to enhance natural ventilation and maximise natural lighting for interior spaces, while also minimising heat gain and thus reducing reliance on mechanical cooling and artificial lighting. Based on careful research on the path of the sun at different times of the year and the patterns of shade cast by buildings, we have been able to enhance air-flow through our sites and situate outdoor activity spaces for maximum comfort. We are also committed to greening in the design of our new estates. We provide a green area of at least 20% of the total site area, and up to 30% for larger sites of over two hectares, and we plant at least one tree for every 15 flats.

## Building for Better Living

28

Key to our success in the goal of reducing emissions is our ability to gauge holistically how public housing in Hong Kong emits carbon. We have therefore devised a carbon emission estimation methodology to suit local conditions. This takes into account the carbon emission impact of major construction and building operation activities, including carbon emissions due to materials consumed during construction, materials used for building structures, the operation of communal building services systems and building demolition, as well as reductions in emissions due to the adoption of renewable energy resources and tree planting. We apply this methodology to new projects at the design stage, giving us a good indication of each project's overall lifecycle performance in terms of carbon emission. From its implementation in 2011 up to the end of March 2013, we had applied this methodology to 19 projects.

Building Environmental Assessment Method Plus (BEAM Plus) is Hong Kong's green building assessment method. To ensure that all our new developments are BEAM Plus compliant, in 2011/12 and 2012/13 we promulgated new specifications for our construction work. At this stage, all new HA projects are capable of scoring a "Gold" rating under BEAM Plus, while certain selected projects are able to achieve a higher "Platinum" rating. For example, in 2012/13, we obtained the first ever "Provisional Platinum" rating under BEAM Plus Version 1.2 in Hong Kong for the Ex-Yuen Long Estate. We also obtained "Provisional Platinum" rating under BEAM Version 4/04 for Kai Tak Development Site 1A. Projects achieving "Platinum" rating are also expected to be ready for 3-Star certification under the China Green Building Evaluation Label System.



## Energy management

Communal building services systems such as lighting, lifts, and water pumps consume a great deal of energy during the life cycle of a building, and are major contributors to carbon emissions. For this reason, we have adopted many measures to reduce electricity consumption at PRH estates. For example, we have installed grid-connected photovoltaic systems to meet part of the communal demand for electricity, and added motion sensors for two-level lighting control to reduce the amount of electricity used by public area lighting. Recently, we also began harnessing regenerative power from those of our lift systems with motors of 18kW and above.

In December 2011 we rolled out our Energy Management System (EnMS), based on the best practice framework of the new ISO 50001. This has strengthened our ability to control and reduce PRH energy consumption. In June 2012, our EnMS was awarded the first ever ISO 50001 certificate for residential building design in Hong Kong. The ISO 50001 EnMS provides a systemic framework for verifying the energy performance of the designs of communal building services systems at our new domestic blocks. Up to March 2013, we had conducted energy baseline comparisons for 13 projects at the design stage.

## Quality certification

The HA has a long tradition of gaining ISO certification to demonstrate and maintain the quality and efficiency of its various management systems. After achieving ISO 9001 certification back in 1993, the HA went on to acquire ISO 14001 environmental management certification in 2009, followed by ISO 31000 risk management and ISO 26000 corporate social responsibility in 2010. Over recent years we have also been adopting the European Foundation for Quality Management Excellence Model, which helps us see where our management systems stand and how to improve them.

We also require our contractors to be ISO 9000 and ISO 14001 certified, as well as to be certified with OHSAS 18001 (OHSAS – Occupational Health and Safety Advisory Services) for occupational health and safety management. Since March 2012, we have been implementing Product Conformity Certification Schemes (PCCS) which require product certification for seven building products – fire resistant timber doors, panel wall partitions, packed cement for architectural use, tile adhesives, ceramic tiles, repair mortar, and aluminium windows. We are progressively extending PCCS to other building products, and in 2012/13 began preparing schemes for uPVC drainage pipes and fittings, close-coupled water closet suites, and mesh reinforcement, which will be implemented shortly.

## Quality through building control

Buildings constructed by the HA are not subject to the provisions of the Buildings Ordinance before being sold or divested. However, we ensure that third-party checking is carried out for safety and compliance reasons through the work of the Independent Checking Unit (ICU), which is directly under the control of the Office of the Permanent Secretary for Housing. The ICU checks all the building plans and structural plans submitted by the HA for new development projects, as

well as all plans submitted for alterations and additions to existing building projects, in a process that parallels that of the Buildings Department for private properties. The ICU is also responsible, under powers delegated by the Building Authority, for exercising the statutory building controls over existing buildings in Home Ownership Scheme courts, Tenant Purchase Scheme estates, and public housing estates with commercial and carparking facilities divested to The Link REIT.

Until the end of 2012, a separate Lift Ordinance Enforcement Unit (LOEU) carried out third-party checking and control to ensure the safety and compliance of lifts and escalators managed by the HA. A new lift ordinance that came into effect then, however, has unified the statutory control of all lifts and escalators under the Electrical and Mechanical Services Department. The function of the LOEU has therefore been changed to an auditing and training one, to help reduce the risk of accidents in lifts and escalators managed by the HA.



- 1 HA staff discussing the application of BEAM Plus.
- 2 Staff from ICU (in orange helmets) conducting a site inspection for slope upgrading works.

### Quality through extended use of IT

30

Four of the key IT resources we use in designing and constructing new projects are Building Information Modelling (BIM), the Geographic Information System (GIS), the Housing Construction Management Enterprise System (HOMES), and Radio Frequency Identification (RFID).

We have been using BIM since 2006, and constantly upgrading its scope. BIM generates 3-dimensional (3-D) data to high levels of accuracy, making for better visualisation and planning. In May 2012, we developed the latest 5-D BIM model, which adds to the conventional 3-D model two important extra factors: time and contract pricing. The 5-D model has been applied to our Sha Tin Area 52 Phase 1 Project, giving us the ability to make more accurate cost estimates and assessments of interim payments throughout the construction process.

GIS gives us search and enquiry functions which interact efficiently with the Lands Department's comprehensive base plans. In October 2012, we rolled out a newly expanded version of GIS, which has been custom-designed for use in developing and managing housing estates. It also includes 3-D analysis capabilities which integrate well with BIM.

HOMES is a valuable on-line collaboration and knowledge management platform for HA construction projects. It provides a common information backbone for the construction industry, storing over 700 construction projects accessible to more than 2 000 users. This makes it possible for project teams and construction operators working on our projects to access essential information on issues such as planning, programme management, contract and site management, budgeting, payments, and knowledge management.

RFID is a system that uses a radio-frequency technology chip with a sensor to record and embed crucial manufacture information in four core building products – timber doors, metal gate sets, aluminium windows, and precast concrete façades. RFID allows us to check the background and history of each individual component, giving us assurance that these components meet all quality standards.

The HA Drawing Management System (DrgMS) was launched in 2012, as the first cross-divisional IT project linking the HA's Development and Construction Division, Estate Management Division, and Independent Checking Unit. DrgMS provides a common platform for drawing management that can be used by various divisions across the life cycle of a housing development. It also makes handover of drawings after project completion a much simpler affair than in the past. Already, more than 2.8 million drawings are stored in the system.



## Site safety and construction quality

One way we ensure our housing stock is durable is through extensive use of prefabricated components and precast elements. We have used elements such as precast façades, precast staircases and panel wall partitions in our buildings for many years now. More recently we have introduced volumetric precast elements, including whole bathrooms and kitchens in 3-D form. In 2012/13 we piloted the construction of a precast roof water tank, and are now reviewing and refining its design for use in future projects. We also began exploring the possibility of precasting lift machine rooms, roof parapets, manholes and drainage channels, as well as prefabricating electrical trunking. Extensive prefabrication and precasting not only improve built quality, but also cut down the generation of on-site waste, leading to a cleaner site environment. Worker safety is also improved significantly since complex and labour-intensive construction processes on site are reduced.

Our safety goal, based on the HA Site Safety Strategy 2012 and implemented at all our new works sites, maintenance works sites, and by our property service agents and cleansing services contractors, is to record no more than 12 accidents per 1 000 workers. We achieved this goal in 2012/13, with accident rates of 7.4 per 1 000 for new works contracts and 4.8 per 1 000 for maintenance contracts; this compares well with the average industry accident rate in Hong Kong of 44.3 per 1 000 workers.

During the year we enhanced our Integrated Pay for Safety, Environment and Hygiene Scheme, an incentive scheme applied to new works construction contracts to motivate contractors' performance in these areas. We also refined the HA Safety Audit Scheme (HASAS) and extended our safety audit

to lift and escalator work by introducing the HA Lift and Escalator Nominated Sub-contracts Safety Auditing System. To complement the regular audits under these schemes, we introduced the Surprise Safety Inspection Programme. Safety is also an important aspect of our work in existing estates. This year we implemented the HA Safety Auditing System (Maintenance and Improvement) (HASAS(M&I)) in district term contracts, and in contracts for redecoration, lift addition, lift modernisation and lift maintenance.

## Procuring innovation

Our aim is to deliver continuous improvement in areas such as sustainability, safety, health and hygiene, environmental friendliness, quality and durability, cost effectiveness and value for money. We are now encouraging innovation in our procurement practices through the use of the Integrated Procurement Approach (IPA) which is particularly suitable for complex and large-scale housing projects, and gives tenderers scope to include unique and innovative design features in their submissions. By integrating design and construction expertise at an early stage, tenderers are often able to deliver better value and higher quality products with improved productivity. Innovations delivered under IPA can also be transferred to future projects, and passed on to the construction industry as a whole. During 2012/13, we adopted the IPA approach for the integrated Contract for Construction of PRH Development at Anderson Road Sites A and B Phases 1 and 2.

1 The volumetric precast bathrooms.

## Public Housing in the City – Connected and Accessible

32

When the HA begins thinking about new public housing developments, one of the key issues in our minds is how to integrate new housing blocks with each other and with the surrounding community and services. Given Hong Kong's difficult terrain and its extremely dense urban environment, this can be a major challenge. Two recent HA developments provide a vivid glimpse of how these issues are being tackled and overcome.

The recently completed Un Chau Estate Phase 5 project.



The footbridge offers a directly accessible link to the local MTR entrance from Un Chau Estate.

### Un Chau Estate Phase 5

The first of these is the completed project at Un Chau Estate Phase 5. Originally separated from Un Chau Estate Phases 2 and 4 by a busy public road full of heavy vehicles loading and unloading, we reclaimed part of the street for pedestrians and established a pleasant pedestrian precinct at ground level. The precinct, including attractive community artworks and landscaping features, gives easy and safe access to the local MTR entrance.

We paid much attention to linking Un Chau Estate Phase 5 conveniently with public transport and shopping facilities. For example, we retrofitted external lifts to the Cheung Sha Wan MTR station, providing directly accessible links to the station from both Un Chau Estate and the nearby Cheung Sha Wan Estate.

Un Chau Estate Phase 5 involved a comprehensive rethinking of local connectivity that put the principles of accessibility and pedestrian priority at the forefront. The result is a vibrant, people-friendly environment that brings the community together in valuable new ways.

## Anderson Road Development

A quite different challenge faced designers at the Anderson Road Development, which is currently under construction. This development is the first part of the comprehensive redevelopment of the Anderson Quarry, which will be closed down in 2013. The challenge is to turn an abandoned quarry into a vibrant, attractive and people-oriented public housing development, one which is fully accessible and well linked with the community in which it is situated.

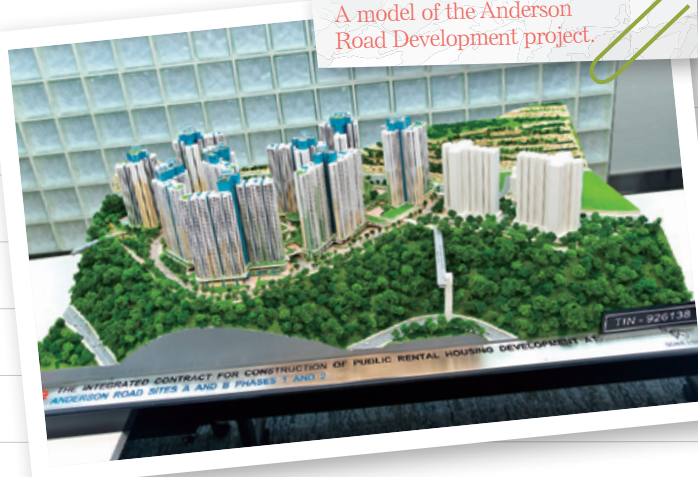
*The new Anderson Road Development will be well connected with nearby estates such as Sau Mau Ping Estate.*



We carry out community engagement when planning new estates to ensure that insights from residents and users are taken into account, and this can sometimes result in unexpected value-added outcomes. For instance, during the engagement exercise for the Anderson Road Development, residents of Sau Mau Ping Estate noted that their local community hall on Sau Ming Road was old and no longer adequate for the needs of the community. Fortunately, the community hall was situated at a location suitable for use as a connection point for the pedestrian network linking Anderson Road with Kwun Tong further down the hill. We therefore took the opportunity to redevelop this site to include not only a new community hall with improved facilities, but also a PRH block and various lifts and footbridges connecting existing facilities both uphill and downhill from the site.

We took a holistic approach to the problem, resolving to design access ways to the new Anderson Road Development that would connect its community facilities and public open spaces, by a series of uninterrupted pedestrian links with nearby HA estates, including Shun On, Shun Tin, Sau Mau Ping and Po Tat Estates, as well as to the city further down the hill. The result will give a new dynamism to the entire area, as the separate estates are linked together into a unified and revitalised whole. The pedestrian network will also connect the domestic blocks to transport networks and retail and community facilities, with the ultimate purpose of providing safe, convenient and barrier-free access to residents of all ages and abilities. Included in the design are covered activity areas along the pedestrian network that offer places to rest, facilities such as playgrounds and exercise equipment, and heritage displays.

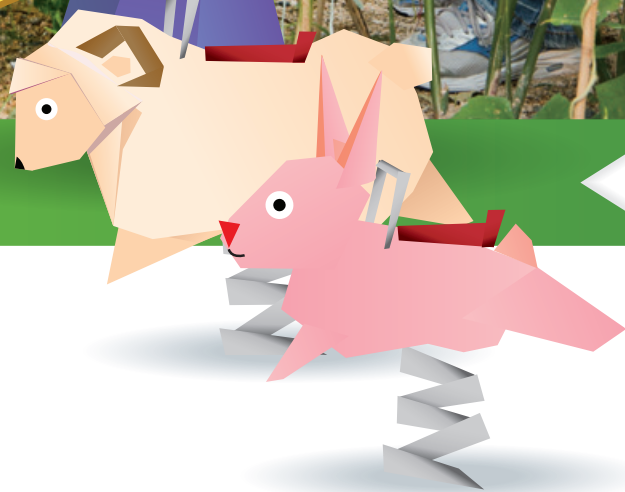
*A model of the Anderson Road Development project.*





促进和谐 美好家园

Fostering  
a Family Spirit



香港的公共租住房屋（公屋）屋邨是大社区中的多个小社区。房屋委员会（房委会）其中一项最重要的任务是确保这些「小社区」茁壮成长，缔造优质居住环境，令环境安全、畅通无阻、清洁卫生、持续发展及社会和谐。在公共屋邨的管理和维修保养范畴上，我们积极参与各方面的工作。

## 优质生活计划

我们持续推行三项计划，为全港所有公共屋邨的租户提供安全完善、保养得宜的居住环境。这三项计划分别为全方位维修计划、全面结构勘察计划及屋邨改善计划。

全方位维修计划以五年为一周期运作，现行的第二周期始于2011年。2012/13年度，我们在30个屋邨推行全方位维修计划，同时把重点特别放在楼宇安全上，以配合政府最近推行的楼宇管制措施。我们也提供日常家居维修服务，与全方位维修计划相辅相成；现时服务涵盖所有204个屋邨和屋苑，当中包括13个新屋邨。引入日常家居维修服务之后，前线人员可直接记录租户要求的维修事项，并尽快安排修葺。

全面结构勘察计划着重处理楼龄接近40年的屋邨，并就日后规划确定屋邨的结构是否完整。勘察结果显示较旧屋邨的结构稳固程度，有助我们在活化屋邨与清拆重建两者之间，评估何者更符合经济效益。

屋邨改善计划适用于经全面结构勘察计划确定为结构安全的屋邨，引入现代化元素，改善设施，让居民在这些具历史氛围的建筑环境中，感受时尚的新生活体验。



## 畅通无障碍

我们早于2008年已在一些较旧屋邨推行加建升降机计划，整项计划涵盖35个项目。2012/13年度进展良好，完成了22个项目，令完成项目的整体数字增加至32个。这些加建的升降机让行人往来倍感方便，居民深表赞许。同时，我们继续推行升降机现代化计划，分阶段以更先进、更便利、兼具能源效益的新型升降机，取代较旧的升降机。现时，24个屋邨约520部升降机正在进行现代化工程。

与此同时，我们一直遵照政府《设计手册：畅通无阻的通道2008》的规定，在现有屋邨进行改善工程，包括改善现有升降机、行人路和其他出入通道，并加装配合残疾人士所需的设施。

1 观塘和乐邨加建升降机，令居民出入更方便。

## 防火安全措施

减少公共屋邨的火警危险是我们的首要安全项目，当中包括确保所有居民充分了解发生火警时的应变方法。因此，我们在今年内继续在各屋邨的住宅大厦举行约两年一次的火警演习，并透过宣传和奖励，尽量鼓励居民参与。同时，我们又举办宣传活动，发放清晰的安全资讯，加强居民的防火意识，并让居民了解消防设备的正确使用方法，以及发生火灾警时的各种应变措施。

在传递防火安全信息方面，我们与屋邨管理咨询委员会（邨管谘委会）通力合作，成效理想。每年均颁发奖项予表现出色的邨管谘委会，表扬他们有效推广屋邨防火安全意识。2012/13年度，共有18个邨管谘委会获颁此奖项。

过去一年，我们在加强防火安全意识方面，继续得到消防处的全力支持，除安排流动宣传车和双层消防安全教育巴士到访全港公共屋邨近70次外，

消防处更协助我们开办培训班，训练有志成为消防安全大使和导师的公屋居民。此外，我们连续八年在全港公共屋邨举办一年一度的防火安全问答比赛，居民反应热烈，参加人数多达16 000人，打破历年记录，可见他们非常重视防火安全。而房屋资讯台定期播放之防火安全短片，以及于本地电台频道播放的相关信息，亦有助提高居民的防火安全意识。

## 升降机及电动梯安全

每天数以万计人士使用公共屋邨的升降机和电动梯，确保升降机和电动梯安全因而成为房委会另一项优先处理的工作。2012/13年度，我们继续定期举办活动，提高升降机和自动梯使用者的安全意识。为保障在升降机和升降机井道底坑工作人员的安全，我们全面引进伸缩式防堕装置系统。自2012年4月起，我们在升降机维修保养合约和升降机现代化工程中推行房委会安全稽核计划，改善升降机工程安全表现的监察方式。



## 加强保安

2012/13年度，我们继续以彩色摄影机、数码录影机和宽频网络传送装置，更新覆盖全邨的闭路电视监察系统，致力加强辖下住宅大厦的保安，整个项目规模庞大。2012/13年度末，134个屋邨约880幢大厦已完成更换工程，整个项目将于2014年底前完成。

## 清洁的环境

保持公共屋邨清洁，有赖房委会、服务承办商及居民紧密合作。我们除了透过公众教育向租户推广注重卫生的信息外，还透过屋邨管理扣分制，针对有碍屋邨卫生的违规行为。在扣分制下，如租户作出损害他人健康或对他入造成滋扰的不当行为，将被扣分；两年内累积被扣16分或以上，有关租约可被终止。

## 绿色生活

在现今社会，保护环境已成为日常生活每个层面至为重要的考虑因素。就房委会而言，屋邨管理工作均以绿色生活为基调。我们取得相关的国际标准化组织（即ISO）认证，肯定我们方向正确。2012/13年度，我们继续致力取得93个屋邨物业管理的ISO 14001环境管理体系认证。2013年1月，这些屋邨已分两批取得认证。

年内，我们在两个公共屋邨研究实施现存建筑物建筑环境评估法的可行性，发现可以采取改善措施，优化能源及水资源的使用、室内环境质素等范畴的整体环保表现。我们已定下目标，首先在其中一个屋邨实施现存建筑物建筑环境评估法。



2

我们积极评估所有公共屋邨的耗能量，并不断寻求新的节能方法。年内，我们开始把辖下所有屋邨约960幢大厦照明用的电磁镇流器，更换为节能电子镇流器；整个计划为期42个月，预期在2015/16年度完成。规模较小的措施方面，耗能量较低的发光二极管照明器应用范围，已扩展至于2013年6月入伙的启晴邨其中一幢住宅大厦，明年将进一步评核其成效。我们亦已选定14幢不同类型公屋住宅大厦进行碳排放审计，所得结果将用作确立日后研究这些大厦类型的基线参考。

除采取上述优良节能措施外，我们亦已于2013年1月在葵盛西邨试行ISO 50001能源管理体系，目标是在2013年6月取得认证，而所汲取的经验将用作制定认证路线图，应用于所有公共屋邨。

- 1 消防安全教育巴士到访屋邨，推广防火安全信息。
- 2 葵盛西邨已试行ISO能源管理体系。

## 植树和绿化活动

年内，我们着力提高18个屋邨的绿化程度，令这些屋邨现有绿化地带的草木更茂盛。石荫东邨和慈正邨建设了主题园圃，成为邨内绿化环境的特色焦点。

38

我们负责料理的树木约10万棵，2012/13年度在十个屋邨举行植树日后，树木数目进一步增加。为有效管理树木，我们建立综合电子树木资料库，用于年度树木评估等多种用途。此外，我们推行屋邨树木大使计划，已招募630名树木大使；藉此计划向公屋居民介绍树木保育的正确方法，以及全港屋邨内许多珍贵品种和形态优美的树木。年内又举办树木大使培训课程，更有效地引发居民对本邨树木的兴趣。

我们亦在20个屋邨特别举办活动，向居民推广爱护植物和绿色生活的信息；又联同三个环保团体推行「绿乐无穷在屋邨」计划，推行环保措施。这计划每年以一个环保主题在各屋邨展开，并由三个环保团体为选定屋邨设计深入的教育和推广计划。为配合政府现行政策，今年的主题为「减少都市固体废物」。以这个主题举办的活动包括创意食谱比赛、同乐日、讲座、工作坊和参观。此外，六个屋邨已试行厨余回收。

## 废物管理

全港公共屋邨现正推行多个废物管理计划，其中的家居废物源头分类计划，房委会自2005年起便开始参与。年内回收废纸约27 600公吨、胶樽约1 930公吨及铝材约1 130公吨，作循环再造。

## 携手管理屋邨

公共屋邨管理运作顺畅，实有赖许多内外组织的贡献。邨管谘委会是其中一个最重要的组织，由邨内代表组成，担当公屋租户与当地屋邨管理团队之间的关键桥梁角色，积极主动参与屋邨事务，并经常推动新措施，即场解决问题。

邨管谘委会可动用拨款伙拍非政府机构，举办各类以屋邨为本的社区建设活动。2012/13年度，邨管谘委会举行共约410个这类型的伙拍活动，当中大部分环绕长者的需要；所办的长者活动均以「屋邨长者健康」为主题。年内我们亦利用这个协作平台，联同卫生署在多个屋邨推行社区健康计划，宣扬体能活动和健康饮食的益处。





2

## 与承办商合力 确保安全和质素

虽然房委会辖下屋邨很多主要工作均委托承办商进行，但房委会仍积极参与当中不少工作。

我们定期评估承办商的工作表现，并成立新的中央稽核小组，以调整不同物业管理服务公司表现的评估方法，令评估过程更公平、更准确。2013年3月，维修保养及改善工程合约采用了一般规格2013年版，从而为承办商提供全面指引；并加入最新国际标准、法例规定、安全和品质控制标准，以及环保考虑因素。

我们也致力保障所有与房委会相关的工人，包括房委会服务承办商聘用的工人。为此，我们与工会保持紧密联系，以洞悉任何备受其关注的事宜；又突击巡查工地，以遏止剥削非技术工人。我们鼓励非技术工人加倍关注自身的权益，并于年内联同劳工处举办研讨会，让这些工人加深认识主要法例，如《最低工资条例》和其他保障劳工的法例。

我们乐见房委会在各个业务范畴均能保持安全水准，并积极为承办商筹办推广安全意识的活动。2012年6月，我们与职业安全健康局合办第六届工程和物业管理工地安全研讨会；这个一年一度的研讨会订下双重目标，分别为「安全施工」及「零意外」，让承办商、服务供应商和前线工人聚首一堂，交流经验，学习更多良好的安全作业模式。

2012年4月，我们在职业安全健康局协助下，在区域建筑保养工程、翻新工程、加建升降机工程、升降机现代化工程及升降机保养等合约中，实施房委会安全稽核制度（屋宇保养维修和改善工程）。2013年2月，我们举行洁净服务职业安全研讨会，以加强前线洁净工人的安全意识。

房委会周年屋邨管理服务承办商大奖颁奖礼于2013年3月举行，合共颁发25个奖项，表扬2012年度表现优秀的房委会各项服务和屋邨管理的承办商。

- 1 房屋署署长（前排右四）率领房屋署同事及屋邨居民代表，承诺减少都市固体废物。
- 2 房委会定期举办职业安全研讨会，增强工人的安全意识。

## 维修保养： 持续发展之道

40

房委会现时辖下的大厦约有1 160幢，当中44%早于上世纪80年代或以前兴建。这些楼宇难免日渐老化，房委会因此推行一系列维修保养和改善计划，以提升其旧大厦的表现。计划旨在就环境、社会和经济这三个主要层面创造可持续发展的条件。2012/13年度，房委会其中三个大型维修保养计划在英国皇家特许测量师学会2013年香港年度大奖中获嘉许。下文介绍这三个得奖计划，让大家对房委会现行多项可持续发展措施有概括认识。

## 改建南山邨停车场

南山邨停车场大楼长期使用量不足，空置率偏高，毗邻的香港城市大学却一直在物色场地，作教育活动之用。房委会有见及此，决定采取「双赢」安排，把南山邨停车场最高四层改建为教育中心，供该所大学租用。改建停车场也惠及邻近的南山商场，来自新建教育中心的师生前往光顾，增加商场人流。

把一幢普通停车场大厦的主要部分改建成舒适合用的现代化教育中心，工程殊不简单，尤其时间紧迫，须在短短15个月内竣工。首先须进行多项强化结构工程，其间要尽量减少对邻近居民造成影响。房委会采用静音拆卸法（即钻石线切割和钻取土芯方法），在楼层和墙身开出缺口，又在为结构钢架涂上防火涂料时，使用碳精过滤器系统吸除异味。为连接各楼层，使出入更方便，我们建造了一座无需地基的升降机塔，外墙也经过特别处理，把重量转移到其他结构构件。工程最后如期完成，原来半空置的停车场，改建后变成既美观又朝气蓬勃的现代化学术场地。

南山邨停车场加装一座无需地基的升降机塔，让上层教育中心的师生出入更方便。





1977年落成的渔湾邨获纳入年内的全面结构勘察计划。

## 无障碍通道

房委会锐意改善公共屋邨的畅达程度，以方便任何身体状况的人士前往各个设施和场地，在无障碍的环境下舒适地生活。为此，我们斥资3.3亿元，在辖下所有公共屋邨推行无障碍通道设施改善计划。这项计划自2010/11年度起推行，为期六年，包括更新现有升降机、改善通道和其他行人道，以及改动楼梯、梯级、排水渠盖、格栅和其他阻碍出入的设施。有关的优化措施均在切实可行情况下，符合政府在《设计手册：畅通无阻的通道2008》订明的要求。

## 全面结构勘察计划

全面结构勘察计划于2005年推出，有系统地对高龄公共房屋进行深入的结构安全检查，属全港同类计划的先河；不仅找出屋邨的老化和损坏程度，还查探问题成因，以订定有效的维修保养方法，务求令大厦保持良好状况至少15年。

多年来，房委会透过这项计划，研发了不少崭新的维修保养技术，包括水力清刮技术和电渗透防水系统。水力清刮技术利用高压水柱清拆混凝土等建筑物，从而避免使用手持电动锤，减少噪音和尘埃，以免对居民和公众造成滋扰。电渗透防水系统运用低压电力的渗透作用造成有效的防水屏障，防止因水分渗入而破坏部分建筑构件的结构完整。高龄屋邨在进行是项计划所建议的维修工程后，其使用年期得以延长，无须展开大型重建工程，节省大量人力、物力和时间。房委会现正与建造业界分享推行这项计划所得的知识和经验，以缔造全港长远楼宇可持续发展的条件。全面结构勘察计划在英国皇家特许测量师学会2013年香港年度大奖的「最佳创新项目」类别中，获选为三个最佳创新项目之一，并夺得优异奖。



荔景邨加建升降机后，居民出入更便捷。

部分优化措施相对简单，成效却非常显著，包括：在楼梯平台、顶部和底部加装触觉警示带；改善通道扶手；以及为排水渠和沟渠装设适当的渠盖和格栅。升降机改善工程较为复杂，成本亦较高，但同样重要。自2008年起，在公共屋邨范围内的户外地方加建多部升降机，以连接高度差异较大的高架平台，又在没有升降机设施的旧公屋大厦加设升降机。我们现正扩展这项改善计划的涵盖范围，在许多现有的户外行人天桥旁设置升降机。由2013/14年度起的三年内，我们将耗资约2.5亿元加设升降机。上述无障碍通道设施改善计划在英国皇家特许测量师学会2013年香港年度大奖的「最佳项目管理团队」类别中，获选为三个最佳项目之一。

## Fostering a Family Spirit

42

Public rental housing (PRH) estates in Hong Kong are communities within the larger community. One of the most important roles for the Housing Authority (HA) is to ensure these “mini-communities” grow from strength to strength. We do this by providing high quality living environments characterised by safety, accessibility, cleanliness, sustainability and social harmony. We engage deeply with each of these areas in our management and maintenance activities for PRH estates.

### Quality living programmes

Our three quality living schemes continued to provide tenants across all PRH estates with safe, sound and well-maintained living environments. They are the Total Maintenance Scheme (TMS), the Comprehensive Structural Investigation Programme (CSIP), and the Estate Improvement Programme (EIP).

TMS operates on a five-year cycle, the current one of which (the second such cycle) began in 2011. In 2012/13, we brought TMS to 30 estates, at the

same time adopting a special focus on building safety in response to recent building control initiatives introduced by the Government. Supplementing TMS is the Responsive In-flat Maintenance Service (RIMS), which now covers all 204 estates and courts, including 13 new estates. Under RIMS, frontline staff can register maintenance requests directly from tenants and set repair processes in motion quickly.

CSIP focuses on estates approaching 40 years of age, and ascertains their structural integrity for future planning. CSIP findings reveal the structural soundness of our older estates, and help us assess whether it is more cost-effective to revitalise these estates or simply clear them for redevelopment.

EIP is a programme applied to estates considered structurally safe under CSIP. It introduces modernisation and enhances the amenities so that residents can enjoy a fresh, up-to-date lifestyle within historic built environments.



1

## Accessibility for all

In the year 2012/13 we made good progress with our lift addition programme, launched in 2008 to bring lifts to some older estates. The overall programme includes 35 projects, of which 22 were completed in 2012/13, bringing the total number completed to 32. Residents have appreciated the improved pedestrian access and convenience that these additional lifts provide. Meanwhile, we continued with our Lift Modernisation Programme, under which older lifts are being replaced in phases with new models that are more advanced, accessible and energy-efficient. Lift modernisation work for around 520 lifts in 24 estates is currently in progress.

At the same time, we have been carrying on with improvement works at existing estates in line with the requirements laid out in the Government's *Design Manual: Barrier Free Access 2008*. These works include upgrading existing lifts, improving pedestrian walkways and other access-ways, and adding features for people with disabilities.

## Fire safety initiatives

Reducing the risk of fire is a top safety agenda item across our PRH estates. We aim to ensure that all residents understand what to do in case of fire, and therefore continued to conduct regular fire drills throughout the year while encouraging residents' participation through advertisements and incentives. Generally, we conduct a fire drill at each domestic block once every two years. We also keep residents well informed about preventing fires and using fire-fighting equipment, as well as about fire evacuation procedures, through fire safety campaign activities and dissemination of safety information.

Our collaboration with Estate Management Advisory Committees (EMACs) is another fruitful way of getting the fire safety message across. Each year we grant awards to those EMACs promoting fire safety awareness at their estates most effectively. In 2012/13, 18 EMACs received awards.

The Fire Services Department (FSD) continued to be a strong contributor to our fire safety awareness initiatives. Over the year, the FSD sent its Mobile Publicity Unit and Fire Safety Education double-decker bus to PRH estates across the territory on around 70 occasions. The FSD also provided training for those PRH residents wishing to become official Fire Safety Ambassadors and Trainers. On our part, we organised the annual fire safety quiz at all PRH estates for the eighth consecutive year, to an enthusiastic response, with the 16 000 entries breaking previous records. Regular video broadcasts about fire safety on the Housing Channel and messages on local radio channels also helped keep fire safety awareness high.

## Lift & escalator safety

With thousands of commuters in PRH estates using lifts and escalators daily, safety in lifts and on escalators is another priority for the HA. We continued with regular campaigns throughout 2012/13 to boost awareness of safety issues among users. We also fully introduced the Retractable Fall Arrestor System to enhance the safety of those working on lifts and in lift pits. Since April 2012, we have been implementing the HA Safety Auditing Scheme (Maintenance & Improvement (M&I)) for Lift Maintenance Contracts and Lift Modernisation Works, which has improved the way we monitor safety performance during lift works.

1 Our TMS Team helps fix a minor in-flat problem for a tenant.

### Enhanced security

In 2012/13, we continued the massive project of replacing our estate-wide CCTV surveillance system with colour cameras, digital video recorders and broadband network transmission, in an effort to enhance security of the domestic blocks under our care. By the end of the year 2012/13, replacements had been completed in some 880 blocks in 134 estates. The project will be completed in 2014.

### Clean neighbourhoods

Keeping PRH estates clean involves close collaboration between the HA, service contractors, and residents. Apart from promoting good hygiene practices among tenants through public education, we have implemented the Marking Scheme for Estate Management Enforcement in Public Housing Estates to discourage hygienic related misdeeds in public housing estates. Under this scheme, tenants will be allotted penalty points if they are found committing misdeeds causing health hazards or nuisance to others. If 16 penalty points or above are accumulated within a two-year period, the subject tenancy may be terminated.

### Green living

In today's society, environmental considerations are paramount at every level of daily life. At the HA, we make "green living" an underlying theme of all our estate management work. We are moving forward in this direction by obtaining relevant International Organisation for Standardisation (ISO) certification. In 2012/13 we continued our efforts towards obtaining ISO 14001 Environmental Management System certification for property management in 93 estates, in two batches, successfully gaining full certification in January 2013.

We also carried out studies at two PRH estates during the year on the feasibility of implementing BEAM Plus (Building Environmental Assessment Methods – Plus) for Existing Buildings at the estates. The studies identified possible improvement measures that could be carried out to enhance overall environmental performance in areas like energy use, water use, and indoor environmental quality. We have decided to aim for BEAM Plus for Existing Buildings at just one of these estates in the first instance.



We are active in assessing energy usage across PRH estates and constantly looking for new ways of saving energy. During the year we began replacing electromagnetic ballast with energy-saving electronic ballast in light fittings in all our existing estates (around 960 blocks), as part of a 42-month programme that will be completed in 2015/16. On a smaller scale, we extended the use of lower-energy consumption LED light fittings in one of the domestic blocks of Kai Ching Estate, which began its intake in June 2013, for further evaluation over the coming year. We also conducted Carbon Audit exercises for 14 selected PRH domestic



2

blocks of different block types; the results will be used to establish a baseline reference for these block types for future studies.

Apart from adopting the good energy saving practices mentioned above, we also began pilot implementation of the ISO 50001 Energy Management System in Kwai Shing West Estate in January 2013, with the aim of obtaining the certification by June 2013. The experience gained from this exercise will be used to develop a roadmap for certification that can be used at all PRH domestic estates.

### Tree planting and green activities

During the year we set about enhancing the levels of greening at 18 estates where existing greenery was less flourishing than it could be. At Shek Yam East and Tsz Ching Estates, we set up thematic gardens as special highlights of their estate green environments.

Tree planting days were organised at 10 different estates during 2012/13, adding to the approximately 100 000 trees that we care for. To manage this forest of trees effectively, we run a comprehensive electronic tree database which is used, among other things, to conduct an annual tree assessment exercise. Further, to keep PRH residents aware of tree conservation practices and of the many valuable and beautiful trees growing on estates across Hong Kong, we operate an Estate Tree Ambassador scheme made up of 630 volunteers. We organised training courses for these ambassadors during the year so they could more effectively stimulate interest in trees at their estates.

- 1 LED light fittings that consume less energy are installed in one of the domestic blocks of the newly built Kai Ching Estate.
- 2 The thematic garden at Shek Yam East Estate.

## Fostering a Family Spirit

46

We also conducted activities designed especially to promote a love of plants and green living among residents at 20 estates. Some green initiatives were conducted as part of our Green Delight in Estates programme, run in partnership with three green groups. Each year the programme includes an estate-wide campaign on a main environmental theme, plus in-depth educational and promotional programmes designed by the three green groups for selected estates. The main theme for the year was “Reduction of Municipal Solid Waste”, selected to chime with the Government’s current policy. Events under the theme included a green recipe competition, fun days, talks, workshops and visits. Recycling of food waste was also tried out at six estates.

### Waste management

A number of waste management programmes are now operating across our PRH estates. One of them is the Source Separation of Domestic Waste Programme, in which we have been involved since 2005. During the year we collected some 27 600 tonnes of waste paper, 1 930 tonnes of plastic bottles and 1 130 tonnes of aluminium for recycling.

### Estate management partnerships

Many groups, both external and internal, contribute in important ways to the smooth running of PRH estates. One of the most important groups is the EMACs. Made up of local representatives, EMACs are vital intermediaries between PRH tenants and local estate management teams. Typically engaged and proactive, they often drive new initiatives and are on the spot to resolve issues as they arise.

EMACs are given funds which they can use to partner with non-governmental organisations (NGOs) to organise various types of estate-based community building functions. In 2012/13, some 410 such partnering functions were held. Many of these were based around the needs of the elderly, and all EMACs adopted the theme “Healthy Living for the Elderly” as their motto for activities run for elderly PRH residents. During the year this partnering platform was also used in collaboration with the Department of Health to launch community health programmes at a number of estates, where the benefits of physical activity and healthy eating were promoted.

### Working together with contractors for safety and quality

Many essential tasks on HA estates are carried out by contractors, but the HA remains highly involved in many aspects of their work. We regularly assess the work performance of our contractors, and have set up a new central audit team to calibrate how we assess the work of different Property Services Agents. This has helped make the assessment process fairer and more accurate. In March 2013 we adopted the General Specification 2013 for maintenance and improvement contracts. This provides comprehensive guidance for contractors and incorporates the latest international standards, legislative requirements, safety and quality control standards, and environmental considerations.

We are also committed to protecting all workers associated with the HA, including those employed by HA service contractors. As part of this process, we keep in close touch with labour unions so that we are aware of any concerns. We also conduct surprise checks at work sites to discourage any exploitation



1

of non-skilled workers. We encourage non-skilled workers to become more aware of their rights, and during the year arranged a seminar with the Labour Department to increase these workers' knowledge of key legislation, such as the Statutory Minimum Wage Ordinance and other labour protection laws.

We take pride in the standards of safety we maintain across our operations, and are active in organising events to promote safety for our contractors. In June 2012 we collaborated with the Occupational Safety and Health Council to jointly host the sixth annual Site Safety Forum for Works Contracts and Property Services Contracts. Aiming at the twin goals of "safe work" and "zero incidents", the forum brought together contractors, service providers and frontline workers in an environment where they could share experiences and learn more about good safety practices.

With assistance from the Occupational Safety and Health Council, in April 2012 we implemented the Housing Authority Safety Audit System (M&I) for District Maintenance Contracts, Redecoration Contracts, Lift Addition Contracts, Lift Modernisation Contracts and Lift Maintenance Contracts. In February 2013, we launched the Occupational Safety Forum for Cleansing Service, designed to promote safety awareness among frontline cleansing workers.

Our annual Estate Management Services Contractors Awards Presentation Ceremony was held in March 2013. Twenty-five awards were presented to recognise the outstanding performance of various HA services and estate management contractors in 2012.

1 The Estate Management Services Contractors Awards Presentation Ceremony recognises outstanding performance by HA contractors.

## Maintenance for Sustainability

48

The Housing Authority (HA) currently maintains around 1 160 buildings, 44% of which were constructed as far back as the 1980s or earlier. Since building performance inevitably deteriorates over time, the HA runs a range of maintenance and improvement programmes designed to enhance the performance of its aging buildings. These programmes aim at creating sustainability at three main levels: environmental, social, and economic. In 2012/13, three of our major maintenance projects were commended in the Royal Institution of Chartered Surveyors (RICS) Hong Kong Awards 2013. We feature these three award-winning projects here as a glimpse of the many sustainability initiatives being implemented by the HA.

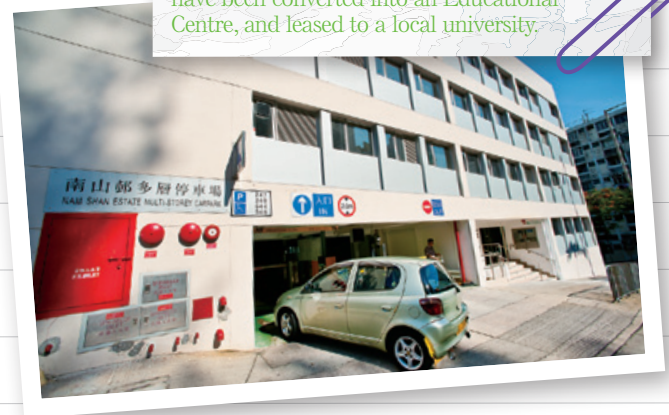
### Nam Shan Carpark conversion

The Carpark Block at Nam Shan Estate had long been under-utilised, and had a high vacancy rate. Meanwhile, the nearby City University of Hong Kong (CityU) had been searching for spaces for many of its important educational activities. In an inspired win-win arrangement, the HA decided to convert the top four storeys of the Nam Shan Carpark into an Educational Centre, and make this available to CityU for lease. The conversion also lifted the nearby Nam Shan Shopping Centre, bringing in an influx of students and academics from the new Education Centre.

To successfully convert the bulk of a featureless carpark building into a comfortable, modern education centre suitable for human occupation was no small job, especially given the very tight construction programme of just 15 months. Much structural upgrading was required to start with, and this needed to be carried out with minimal nuisance to neighbours. The HA used silent type demolition methods (e.g. diamond

wire-cut and coring) to form openings in floors and walls, and a carbon filter system to absorb the smell released when fire-resistant paint was applied to the structural steel frame. To link the floors together efficiently, we built a foundation-less lift tower and specially treated the external façade to help transfer the loading to other structural components. Completed on schedule, the conversion works turned the building from a half-empty carpark into an attractive modern space full of life and vibrant intellectual activity.

Some of the storeys of the Nam Shan Carpark have been converted into an Educational Centre, and leased to a local university.



### Comprehensive Structural Investigation Programme (CSIP)

Rollled out in 2005, CSIP was the first programme in Hong Kong to examine the structural conditions of aged buildings systematically and in-depth. It aims not only to identify deterioration and defects in buildings but also the root causes for them, and to develop effective maintenance and repair solutions that can be applied so as to keep the buildings in a good state for at least another 15 years.

Over the years, the HA has developed a number of innovative maintenance and repair techniques under CSIP, including hydro-scarification and the multi-pulse sequencing system (MPS). Hydro-scarification uses high-pressure water jets to remove building materials such as concrete, thus minimising the need for using

Wo Che Estate is one of the estates that has benefited from CSIP.



noisy and dust-generating jackhammers that can be a big nuisance to residents and the public. MPS utilises osmosis through low-voltage electricity to create an effective water barrier, helping to effectively combat water leaks that could have adverse effects on the structural integrity of certain building elements. Following repairs recommended under CSIP, the aged HA estates have had their life-spans extended, avoiding the need for mass redevelopment and hence saving considerable amounts in terms of money, time and manpower. The HA is now sharing the knowledge and experience gained from CSIP with the building industry as a whole, with the aim of creating long-term building sustainability across Hong Kong. CSIP was selected as one of the top three projects under the “Innovative Award of the Year” category of the RICS Hong Kong Awards 2013, where it gained a merit award.

### Barrier-free access

Barrier-free access refers to the process of improving accessibility on PRH estates so that people of all physical abilities can access the facilities and venues they need to lead a comfortable and unhindered life. To this end, we have introduced a HK\$330 million barrier-free access improvement programme across all PRH estates. This six-year programme, which began in 2010/11, involves

upgrading existing lifts, improving access paths and other walkways, and making appropriate changes to stairs, steps, drain channel covers, gratings and any other features that could compromise accessibility. All the enhancements meet the requirements outlined in the Government’s *Design Manual: Barrier Free Access 2008* as far as practicable.

Some of the enhancement initiatives are relatively simple, but enormously effective. These include adding tactile warning strips on landings and at the top and bottom points of staircases, enhancing handrails along pathways, and adding appropriate channel covers and gratings to drains and channels. Lift improvements are more complex and costly, but equally important. Since 2008, we have been adding many new lifts at outdoor locations within the boundaries of PRH estates in order to connect elevated platforms with large differences in levels, and adding lifts to older PRH blocks lacking lift services. This is now being expanded to include the provision of lifts alongside many existing outdoor footbridges. In the three years from 2013/14, some \$250 million will be invested in new lift additions. Our Barrier Access Improvement Programme was selected as one of the top three projects under the “Project Management Team of the Year” category of the RICS Hong Kong Awards 2013.

New lifts added at Kwai Shing West Estate.





凝聚社区 共创活力

Creating  
Thriving Communities

为配合众多公屋居民的日常生活所需，房屋委员会（房委会）兴建和营运多个零售和社区设施，为居民以至市民大众提供各式各样的购物选择及康乐消闲好去处，又带来接触社区组织和社会福利机构，以及使用停车场设施的方便。我们的零售设施和工厂大厦租务政策亦有助本地小商户在市场立足。

截至2013年3月底，房委会营运的商业和零售设施总面积约为198 000平方米、停车位28 000个、工厂大厦面积202 000平方米，以及社区、教育和福利设施占地共2 121 000平方米，还有388 000平方米地方作其他用途。今年的亮点是全新的大型商场「大本型」在2012年底开幕，是房委会零售组合中最新最大型的项目，有关专题介绍另见第53页。

## 商店种类更多元化

房委会是以社区为本的机构，为确保商场能为公屋居民带来称心服务，特别引进各行各业的商店，配合市民日常所需。除以公开招标方法出租外，我们设有核准客户名册，凡有合适的店铺可供出租，便会邀请名册上相关的商户申请租赁。过往一年，我们检讨租赁策略，并积极邀请更多商户加入房委会的客户名册，务求优化房委会商场的行业组合、提高出租率，且令商场的零售商店更多元化。

经修订后的租赁策略更见灵活，好让我们在年内将零售设施尽其所用，加强竞争力。优化后的租赁策略让我们把不同类型的商店（如便利店、个人护理店、快餐店等），引入较旧的屋邨，包括象山邨、长青邨及富山邨。屋邨引入这些新品牌后，吸引其他行业的商户租用之前空置的铺位。

## 善用非住宅资源

房委会管辖不同类型的非住宅用地，包括用作零售、光顾社区和停车位的地方。随着社区需要的转变，非住宅用地应当重新检视，以便地尽其用。

我们进行改善工程，为资产增值和提升水平。年内，我们进行多项重大改善工程，并重整行业组合，令资产增值。这些项目包括安基苑商场、龙蟠苑商场，以及华富（一）邨、华富（二）邨及坪石邨的零售设施；又将为博康商场，以及南山邨、石硤尾邨及大坑东邨的零售设施进行详细设计。根据房委会的五年向前推展计划，年内选定了葵盛西邨商场的零售设施进行可行性研究，探讨改善工程的范围及优化行业组合，并研究改建作其他用途的可行性。此外，我们年内在大部分停车场加装电子付款系统，方便用户之余，更提升房委会的成本效益。有见环保车辆在港渐趋普及，我们正在部分停车场装设电动车辆充电设施。

此外，遇有零售设施明显不受欢迎，或停车位过剩时，我们会考虑把这些地方改建，配合社区的需要。以南山邨停车场为例，有见多年来使用率一直偏低，年内我们已完成把该停车场部分地方改为教学中心，供城市大学使用，有关的专题介绍详见第40页。



1

1 位于黄大仙的龙蟠苑商场现正进行改善工程。

## 改善营商环境

营商环境瞬息万变，我们必须透过更新、活化等方法，提升辖下非住宅物业的质素。过去一年，我们举办一系列节日庆祝和季节推广活动，吸引一家大小到场共享欢乐气氛。年内，我们在主要商场举办的推广活动共有61个，包括小型表演、嘉年华会和暑期特备活动庆祝2012年奥运会；亦为较小的商场提供统一设计的节日装饰。

「大本型」是我们在油塘区新开设的商场，为提升形象，使之更受欢迎，自商场在2012年9月试业后，共举办逾20项推广和宣传活动，广受居民、顾客和租户欢迎，人流逐渐畅旺，营业总额稳步增加。

为令街市设施历久常新，吸引人流，我们定期重整街市，更新街市的布局，引入新租户。过往一年，我们重整丽瑶邨和葵盛西邨的街市，整合两个屋邨的空置档位，并租予两家中式酒楼。我们又为长青邨、象山邨、富山邨、华富（一）邨和华富（二）邨内长期空置和较不受欢迎的零售设施物色到租户。

为辅助房委会的管理资源，我们向外聘请设施管理承办商，务求以更具成本效益的方法，管理辖下的商用设施。去年我们把新建的商业设施的管理外判，包括「大本型」、石硤尾邨第二期和第五期、牛头角下邨、长沙湾邨和龙逸邨。



1

1 油丽商场的复活节装饰，为商场增添节日气氛。

## 「大本型」： 无可比拟的购物新体验

经过多年的精心筹划、发展和建造，房委会位于东九龙的全新大型商场「大本型」于2012年9月试业，并于同年12月隆重开幕。「大本型」坐落油塘和鲤鱼门的中心地带，连接油塘港铁路站，自然成为区内焦点。

「大本型」的创意精神，不限于其零售组合。整个商场采用了多项崭新的环保设计和建筑方法，提供各式各样的消闲设施，同时加入与社区融合的元素。文化方面，「大本型」内摆放多个艺术装置，是我们委托本地创意艺术家制作的；又建有新的油塘社区会堂、篮球场、社区游乐场、健身设备，以及优美的天台空中花园。

53

商场贯彻房委会住宅发展项目的特色，采用多项可持续发展及环保的建筑方法及物料，例如安装具能源效益的照明装置、使用中密度纤维板和循环再用木材，以及装设混合式通风系统和水冷式空调系统等，以达到节能和减用原材料的两大目标。整个发展项目的蓝图预留高达三成的绿化空间，包括设有露天茶座的天台空中花园，可供举行活动的宽敞户外场地。这些设施连同其他环保特色，使「大本型」在本港「建筑环境评估法」（4/04版）的环保建筑评计划中，获得白金级的最高评级。

「大本型」集零售、时尚生活及娱乐于一体。



「大本型」建有新的油塘社区会堂、篮球场、天台空中花园等，是区内理想的消闲、运动好地方。



「大本型」是房委会辖下最大型和最具规模的非住宅物业项目，其设计集零售、时尚生活和娱乐于一体，适合男女老少，特别是青少年、年轻家庭，以及心境年轻的人士。为凸显这点，商场定位为时尚潮流好去处，并划分为「派对」、「新一代」、「家庭」、「潮流」、「姿彩」和「便利」共六个主题购物区。「大本型」的租用面积共23 000平方米，无论是规模，以至租户、商铺和服务的多元化，均令人耳目一新。

为支持本地小商户，「大本型」特设「小型零售地带」（Zone D），为这类小商户和其他社会企业提供一个创业平台。这个崭新商场的特点充分体现房委会支持本港社区生活的宏愿。

With the aim of supporting the daily living needs of our millions of public housing residents, the Housing Authority (HA) also builds and operates a number of retail and community facilities. These offer both residents and the general public a range of invigorating shopping options, along with recreational and leisure opportunities, access to community and social welfare organisations, and even parking convenience. Our letting policies



for retail and factory premises also assist local small businesses gain a footing in the market. As at the end of March 2013, facilities of this type run by the HA included around 198 000 square metres of commercial and retail space; 28 000 car parking spaces; 202 000 square metres of factory premises; 2 121 000 square metres of community, education and welfare facilities; and 388 000 square metres of other space used for miscellaneous purposes. The highlight of the year was the opening of our new mega-mall, Domain, towards the end of 2012. Further details of this, the latest and largest in the HA's retail portfolio, can be found in the feature story on page 57.

### Aiming for increased variety

As a community-focused organisation, the HA aims to ensure its retail malls serve local PRH residents effectively by carrying a wide mix of practical shopping outlets catering for everyday living needs. In addition to our open invitation to lease, we maintain an approved Client List, from which operators are invited to take part in leasing exercises when suitable premises become available. Throughout the year, we reviewed our leasing strategies and also proactively invited operators to enroll in the Client List, with the aim of enhancing our trade mix, increasing occupancy rates, and bringing a greater diversity of retail options to HA shopping malls.

Our revised and increasingly flexible leasing strategies helped us optimise the use of our retail facilities during the year, and make them more competitive. Enhanced leasing strategies enabled us to introduce different trade categories (such as convenience stores, personal stores and fast food outlets) at several older estates including Cheung Shan, Cheung Ching and Fu Shan Estates. The introduction of these new brands in turn attracted tenants from other trade categories to occupy previously vacant premises.

## Optimising non-domestic resources

The HA has different kinds of non-domestic spaces under its care, including premises set aside for retail purposes, community care and car parking. As the needs of the community change, sometimes it is necessary to review the way such non-domestic space is being utilised.

In some cases, this involves improvement work to enhance our assets and bring them up to a higher standard. During the year, a number of projects were earmarked for asset enhancement in the form of major improvement works and re-designation of the trade mix. These projects included On Kay Court Commercial Centre, Lung Poon Court Commercial Centre, and the retail facilities at Wah Fu (I) & (II) and Ping Shek Estates. In addition, detailed design will be conducted for Pok Hong Commercial Centre and the retail facilities in Nam Shan, Shek Kip Mei and Tai Hang Tung Estates. Under our five-year rolling programme, Kwai Shing West Shopping Centre was shortlisted during the year for a feasibility study on issues such as the scope of improvement works, the optimum trade mix and the possibility of converting premises for other uses. In another move, during the year we retrofitted most of our existing car parks with an electronic payment system, making for greater convenience for users and improved cost effectiveness for the HA. We are also in the process of installing electric vehicle charging facilities in some of our car parks, in anticipation of a move towards greater use of more environmentally friendly vehicles in Hong Kong.



In other cases, when it is clear that retail spaces are unpopular or car park spaces are in surplus, we consider converting these spaces to uses more in tune with the needs of the local community. In Nam Shan Estate, for instance, the existing Carpark Block had suffered from low occupancy rates for years. During the year, we successfully completed the conversion of part of the Carpark Block into a new education centre for use by the City University of Hong Kong. More details of this transformation can be found in our feature story on page 48.

- 1 Visitors enjoying shopping at one of our local small business operators.
- 2 The electric vehicle charging facilities installed in the car park of Domain.

## Improving business environments

56

Business environments are always changing, and it is important that we keep looking for ways to renew, revitalise and otherwise enhance the quality of our non-domestic properties. Over the year, we have kept up a full range of festive and seasonal marketing programmes, which successfully attracted families to our shopping malls to enjoy the fun-filled atmosphere. Altogether we organised 61 promotional events in major shopping centres, including mini-performances, carnivals, and an ad-hoc 2012 Olympic Games event in the summer. Packaged seasonal decorations were also provided at our smaller shopping centres.

To enhance the image and build up the popularity of Domain, our new regional mall at Yau Tong, we held more than 20 promotional and publicity activities following its opening in September 2012. These programmes were well received by residents, shoppers and shop tenants, leading to a steady increase in footfall and gross sales receipts.



To keep our market facilities fresh and attractive, we periodically conduct market re-ordering exercises which involve refreshing market layouts and introducing new tenants. During the year, we carried out market re-ordering work in Lai Yiu and Kwai Shing West Estates. This involved grouping together some vacant shop stalls in these two estates for leasing out as two Chinese restaurants. We also successfully sourced tenants for the long vacant and less attractive retail premises in Cheung Ching, Cheung Shan, Fu Shan, Wah Fu (I) and (II) Estates.

To supplement the HA's own in-house management resources, we have also made efforts to procure services from external property management contractors, who help us manage our commercial facilities in a more cost-effective manner. During the year, we contracted out the facilities management services of Domain and the newly completed commercial properties in Shek Kip Mei Phases 2 and 5, Lower Ngau Tau Kok, Cheung Sha Wan and Lung Yat Estates.

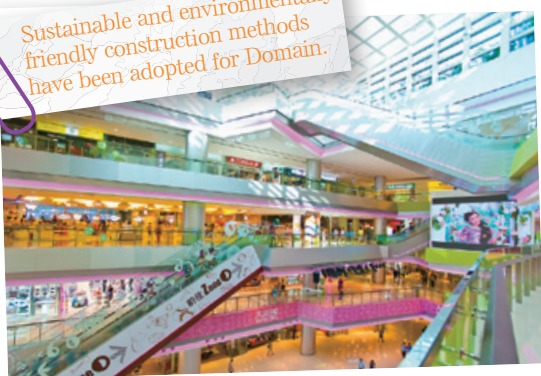
1 Local residents have gained great convenience from the commercial properties at Lower Ngau Tau Kok Estate.

## Domain: a bigger, better shopping experience

After years of careful planning, development and construction, the HA's new mega-mall Domain in East Kowloon had its soft and grand openings in September and December 2012 respectively. Domain is located at the heart of the Yau Tong and Lei Yue Mun districts and is directly connected with the Yau Tong MTR station, making it a natural focus for the local community.

Domain is the largest and most ambitious of our non-domestic properties. We designed Domain as an integrated retail, lifestyle and entertainment venue for all generations: particularly the young, young families, and the young-at-heart. To reflect this focus, Domain has been positioned as a chic and trendy destination, and divided into six themed shopping zones: Party, Teens, Family, Hip, Princess, and Grab & Go. With a total lettable area of 23 000 square metres, Domain is impressive both in its scale and in the diverse range of tenants, shops and services it offers.

Sustainable and environmentally friendly construction methods have been adopted for Domain.



In a move to encourage small and local businesses, Domain also includes a Small Retail Zone (Zone D) especially set aside as a business platform for such enterprises together with other socially beneficial enterprises. This innovative mall feature establishes a clear link between Domain and the HA's larger mission of supporting community life in Hong Kong.

The modern creative spirit inspiring Domain is not restricted to the retail mix. Throughout the complex, Domain features environmentally innovative designs and construction methods, a wide range of leisure facilities, and integrated links to local communities. On the cultural side, it includes a number of art installations commissioned from local creative artists. It incorporates the new Yau Tong Community Hall, along with basketball courts, community play areas, fitness equipment and attractive roof gardens.

The roof of Domain features basketball courts, community play areas and attractive roof gardens.



As in our domestic developments, we used sustainable and environment-friendly construction methods and materials in Domain. Energy saving and a reduction in the use of raw materials were both priorities, and were achieved through methods such as the fitting of energy efficient lighting, the use of medium-density fibre board and recycled timber, and the installation of a hybrid ventilation system and a water-cooled air conditioning system. The blueprint for the entire development allowed for a generous 30% greening ratio, which can be seen in such features as the rooftop garden area with its outdoor café and a spacious outdoor area that can be used for a variety of activities. All these and more environmental features have seen Domain achieve the top Platinum rating under Hong Kong's environmental building assessment programme, Building Environmental Assessment Methods (BEAM) Version 4/04.



用心服务 贯彻理想

*Serving with*  
Care and Vision

房屋委员会（房委会）所服务的人口不断增加，不论对内或对外，我们务必确保服务质素和效率精益求精、涵盖全面。2012/13年度，我们通过多个途径，加强和优化现有的沟通渠道和对外服务，并引入崭新措施，与时俱进。

## 与持份者紧密联系

对房委会而言，维持有效的网上沟通渠道愈见重要。我们致力令房委会／房屋署网站的功能更多元化、更易于使用。2012/13年度，房委会／房屋署网站录得平均每月640万次的点击率。年内我们荣获互联网专业协会「无障碍优异网站奖」的翡翠奖，表扬我们为照顾社会上不同群组（包括视障人士）的需要，不断改良网站功能，令网站更方便使用。

互联网技术及应用日新月异，我们将继续研究和探讨不同方案，务求开发更多新的电子化措施和简便的网络工具，令房委会／房屋署的网站更易使用。房委会／房屋署网站并非单以公屋租户为服务对象，同时亦为广大市民提供大量相关资讯，例如公屋最新的编配情况、公屋建屋量的预测和实际统计数字，以及房委会辖下已落成工程项目的报告等，全部均可在网站浏览。为协助居者有其屋计划（居屋）买家取得充足资讯，以便作出适当的选择，房委会／房屋署网站亦有就出售剩馀居屋单位第7期提供全面的销售资料，包括售楼说明书、价单，以及显示剩馀和回购单位内部情况的参考照片库。另一方面，因应

「扩展居屋计划第二市场至白表买家」计划，我们把有关的申请表格和指引上载网站，方便公众查阅。上述两项计划的搅珠结果和次序名单，已在网站公布。

我们也循其他途径，与持份者保持紧密而有效的联系，当中包括每两周出版一次的《互信》电子版通讯，报道公众感兴趣的公屋题材；另专为公屋租户印制《屋邨通讯》，每半年出版一次。

## 创新的沟通渠道

房委会非常重视多年来公屋发展历史和经验的的文化价值，并致力通过不同媒介，全面记录这段历史。为此，我们不时举办各类展览和专题回顾、出版书籍、摄制短片，以及通过其他媒介建立珍贵的历史资料宝库。年内我们制作了「屋邨小说」影片，一连八集，由公屋租户现身说法，分享在公共屋邨的生活逸事，细诉个人经历和感想。这辑短片已上载房委会／房屋署网站及「公屋人情风貌」Facebook 专页，同时放上Youtube影片分享平台。这些制作深获国际评审嘉许，成绩教人鼓舞。其中「屋邨小说：回归翠屏」荣获2013 Questar Awards银奖，而「屋邨小说：华富拾趣」亦获颁Mercury Excellence Awards铜奖。2013/14年度适逢香港公营房屋发展60周年，我们计划举办更多对外活动，重温本港公营房屋发展的历史，并加强社会对房委会工作的认识。



1 一连八集的《屋邨小说》影片，记录公屋租户的生活逸事。



## 良好的传媒关系

我们尽量善用各种传播媒介，让公众得知房委会的活动和最新的发展；亦不时发出新闻稿，2012/13年度发布了56份新闻稿，举行了29次新闻简报会。此外，传媒亦是接受查询和投诉的渠道，本年度处理920项来自传媒的直接查询，并跟进另外631项由传媒首先报道的查询或投诉。

## 关爱社区

公共屋邨有如完整的社区，可以透过举办活动加强社区归属感，建立共同目标。年内房委会一直积极举办和推广这类活动，其中包括常规的防火、家居安全、屋邨清洁和公共卫生等运动。

每年一度的「长者希望日」在2013年1月举行，我们动员逾2 700名义工，分组到61个公共屋邨探望约千名长者，并送上食物和日用物品。房委会主席张炳良教授当天亦亲身参与，以示支持。此外，有见长者容易跌倒，我们年内继续宣传防跌信息，派出义工队到12个屋邨进行路演，与1 300多名公屋长者分享防跌锦囊，又指导他们安全使用

邨内的健身设施，并按其个人起居方式评估风险。对于跌倒风险较高的公屋长者，我们另外安排职业治疗师和义工探访跟进。

2012年8月4日，我们举办一项别开生面的社区活动。为庆祝香港特别行政区成立15周年，张炳良教授在牛头角上邨主持庆典活动的启动礼，房委会代表和区内居民亦有参与。张炳良教授和一众嘉宾在一幅巨型组合画上大笔一挥，标志着由全港约160个公共屋邨居民共同创作而成的「万人画」大功告成，也为这个展示跨社区公屋居民和谐团结精神的集体创意项目画上完美句号。

## 接待访客

香港的公屋系统远近知名，经常吸引不少内地及海外高层人士来访。2012/13年度我们为本港、内地及海外代表团安排合共100次探访，其中36%为内地考察团，31%来自海外国家，其更多的是本地人士。当中两位访客特别值得一提，一位是在2012年6月30日到访启晴邨地盘，时任国家主席的胡锦涛先生，另一位是在2012年6月11日到访东汇邨的南韩首尔市长朴元淳先生。

## 推动员工投入工作

我们于2010年8月推出「认识房署，轻松过关」的网上活动，旨在令员工对工作更热诚投入、敬业乐业。活动推行两年，一直广受欢迎；透过网上互动，向同事展示多项房委会「以人为本」的服务及成果。此外，我们每月举办为期一天的工作坊，协助中层管理人员培养关顾他人的思维方式，并透过工作坊实习有关领导、发展和激励员工的重要技巧。

## 员工发展

我们的人力资源策略以员工的培训和发展为先。2012/13年度我们的员工平均接受27.2小时的培训。我们举办不同题材的课程，以提升员工的才能，并支援新业务的发展，例如第二阶段「企业资源规划系统」。同时，我们加强迎新课程的内容，支援新入职同事。除了在教室授课外，我们也为同事安排实地造访、考察和短期派任。此外，我们已进一步丰富房委会「易学网」的内容，让同事随时随地持续进修。

我们继续推行「员工身心乐健计划」，着重关怀员工，保持身体健康。计划内容包括一系列讲座，主题涵盖眼睛护理、「工作与生活平衡」专题、和谐家庭关系，以及压力管理。年内我们每月更新「乐健坊」网页，好让员工浏览最新的健康资讯。我们亦举办健康宣传活动，包括收集运动照片、推广脊柱健康及「行楼梯，健身心」的讲座。

## 安全与健康的工作环境

我们锐意为员工提供安全和健康的工作环境，安排多项职业安全与健康（职安健）的课程和讲座，教导员工注意安全，并在机构内建立「安全文化」。我们已把职业安全健康局和劳工处编撰的职安健指引、健康锦囊及其他有用刊物，上载至房委会内联网的职安健网站，供同事参考。

年内我们举办逾160项职安健培训课程和讲座，参加的员工约5 400名；题目包括建筑工地安全、树艺安全、压力管理、密闭空间工作、显示屏幕的

使用安全、自卫术、急救，以及处理有暴力倾向客户的技巧。我们每年均进行「办公室安全视察」，以找出和消除各办公地点的潜在危险。

## 资讯科技措施持续推行

现时，优质的社会服务有赖资讯科技在多个层面上有效运用。房委会面对的挑战，是如何运用资讯科技资源以应付广大市民的不同需求，就此，我们持续投放资源，以提升质素和效率。

2012年我们完成了资讯科技策略研究，订定未来五至十年的资讯科技策略性发展规划。有关研究所建议推行的十项发展计划，其中六项正在推行或已准备就绪，另四项须作进一步研究。该六项计划旨在优化新居屋的管理服务，把公共房屋的申请和编配单位程序予以现代化，并利用新技术研制出快捷和高效的公屋建筑设计。我们亦扩展移动科技，广泛应用到房委会各项业务上，并利用科技协助研发更佳的屋宇管制方案。透过安装新一代的资讯科技基础设施，加强业务分析能力，从而优化决策过程和社区服务管理，上述计划最终有助我们全面提升工作表现。

第二期的综合企业资源规划系统如期于2012年10月启用，同时也取代了相关的旧式屋邨保养系统，标志着综合企业资源规划系统的推行工作顺利完成。

透过推行客户服务系统，我们加强公共屋邨办事处客户服务工作的质素，统一资讯，使服务更具透明度。该系统建立标准化的客户服务模式，涵盖各个业务范畴，让前线人员只须利用轻触式设备，便可在简易的系统界面上处理租户的各类服务要求。客户服务管理系统分六个阶段在2013年2至8月期间推出。

「绿色IT」是一系列节省能源和减少耗用天然资源的措施，年内计划进展良好，推行的措施包括数据中心节能、关掉房委会办事处无人使用的电脑，以及尽量利用电子途径派发报告和其他文件。

1 与公屋居民同庆香港特区成立15周年的「万人画」活动。

With the number of people served by the Housing Authority (HA) continuing to grow, we see it as imperative that the external and internal services we offer go from strength to strength in terms of quality, efficiency and comprehensiveness. Throughout 2012/13, we have pursued many avenues for strengthening and enhancing our existing communication channels and outreach services, while introducing new ones to keep up with the changing times.

### In close touch with stakeholders

Effective online channels of communication become ever more important for the HA as each year passes. We have worked diligently to make the Housing Authority / Housing Department (HA/HD) Website a multi-functional, user-friendly resource, and this work has paid off in terms of the number of visits it received in 2012/13, when it averaged 6.4 million hits per month. We were also proud to see the value of the HA/HD Website recognised by a Jade Award at the Web Care Award, organised by the Internet Professional Association. The award acknowledges our ongoing efforts to improve the functionality and user-friendliness of our Website in order to meet the needs of many different user groups, including the visually-impaired.

Web technology and usage is constantly changing, so we are continuing to explore options of introducing new e-initiatives and further user-friendly web tools that will make the HA/HD Website even more accessible. The Website is not simply aimed at tenants, but also contains much relevant information for members of the public. For instance, information about the latest allocation status for public rental housing (PRH) applications, forecast and actual PRH production statistics, and reports on completed HA projects, is all available on the HA/HD Website. To help

Home Ownership Scheme (HOS) buyers make informed choices, extensive sales information for the Sale of Surplus HOS Flats Phase 7 is also available on the HA/HD Website, including sales brochures, price lists, and a photo depository showing the internal condition of the surplus and returned flats. Following the extension of the HOS Secondary Market to White Form Buyers, we have uploaded the application forms and guides for easy public access. Ballot results and priority lists for both schemes have also been added to the Website.

Our bi-weekly e-newsletter, *Housing Dimensions*, is another channel through which we maintain close, effective communication with stakeholders; it features topical PRH articles of interest to all. Our EMAC Newsletter, published bi-annually, is specifically targeted at PRH tenants.

### Creative communication

The HA fully recognises the cultural importance of PRH history and experience over the years, and is committed to recording aspects of this history in various media. From time to time, we launch or commission exhibitions and retrospectives and publish books, videos and other media to build up a legacy of valuable historical materials. During the year we produced a series of eight videos entitled "Community Impressions", in which tenants shared their stories of life in PRH estates and described their personal feelings and experiences. These were uploaded to the HA/HD Website and our Public Housing Vista Facebook page, and shared through Youtube. We are always delighted when the quality of such materials is recognised by international judges. In 2012/13, our video "Community Impressions: Homeward Bound to Tsui Ping" won a Silver Award at the Questar Awards, while our "Community Impressions: Reminiscences of Wah Fu" video won a Bronze Award at the

Mercury Excellence Awards. In conjunction with the 60th anniversary of public housing development in Hong Kong in 2013/14, we aim to hold more such outreach activities that involve revisiting the history of Hong Kong's public housing and enhancing the community's understanding of the work of the HA.

## Healthy media relations

We make full use of various media channels to keep the public informed about HA activities and new developments. Press releases are regularly issued. In 2102/13 we released a total of 56, and also held 29 press briefing sessions. The media is also a channel through which we receive enquiries and, occasionally, complaints. We handled 920 direct media enquiries during the year, and followed up a further 631 public enquiries or complaints that were first highlighted in the media.



## Taking care of the community

PRH estates function as complete communities, and like all communities they benefit from activities and events that promote a community spirit and common community goals. The HA has been closely involved in organising and promoting many such activities over the year. Among others, these have included our usual campaigns on fire safety, home safety, estate cleanliness and public hygiene.

In January 2013, we held our annual Volunteer for Seniors Day. More than 2 700 volunteers made personal visits to around 1 000 elderly tenants across 61 PRH estates, bringing gifts of food and other useful items. The Chairman of the HA Professor Anthony Cheung Bing-leung attended too, in support of the volunteer work. As elderly tenants are particularly susceptible to falls, our fall prevention initiative continued throughout the year, with volunteers reaching out to elderly PRH residents through 12 estate-based roadshows. Over 1 300 older residents attended, where they received useful tips on preventing falls, guidelines on safe exercise using the fitness equipment provided on estates, and risk assessments based on their personal living conditions. Those with a high risk of falling were offered follow-up visits by occupational therapists and volunteers.

A quite different community initiative took place on 4 August 2012, when Professor Cheung officiated at a ceremony held at Upper Ngau Tau Kok Estate to celebrate the 15th anniversary of the establishment of the Hong Kong Special Administrative Region. Representatives from the HA and many local residents also joined the ceremony. Professor Cheung and other guests added the final touches to a giant painting that was an amalgamation of some 160 smaller works of art created earlier at different PRH estates. This event was the grand finale of a collective creativity project which showcased the spirit of harmony and teamwork among PRH residents from across the community.

<sup>1</sup> The HA Chairman (centre) visits an elderly tenant on the Volunteer for Seniors Day.



## Welcoming visitors

Regularly arriving in Hong Kong are many high-level visitors from the Mainland and overseas who have a great interest in our renowned PRH system. During 2012/13, we arranged a total of 100 visits for local, Mainland and overseas delegations, of which 36% were by visiting groups from the Mainland, and 31% from overseas countries. The remaining was made up of locally based visitors. Two of these visits were of special note; the then President of the People's Republic of China Mr Hu Jin-tao visited our Kai Ching Estate construction site on 30 June 2012, and the Mayor of Seoul City Mr Park Won-soon made a visit to Tung Wui Estate on 11 June 2012.

## Staff engagement

Our Core Values Alignment Package, introduced in August 2010 to generate a sense of pride and dedication among staff, continued to be well received during its second full year of operation. The package utilised an online activity to showcase a number of the HA's people-centred services and achievements. In addition, a one-day workshop was organised each month to help our middle managers develop a caring mindset, and give them the opportunity to practise essential skills and techniques for leading, developing and motivating staff.

## Staff development

Our manpower strategy makes staff training and development a priority. In 2012/13, staff members were given an average of 27.2 hours of training. We conducted a wide range of courses to enhance staff competencies, and to support new business initiatives such as the launch of Phase II of the Enterprise Resource Planning (ERP) System. We also stepped up our induction training in support of new recruits. Besides classroom training, we arranged site visits, study tours and attachment programmes. In addition, we further enhanced the content of the HA e-Learning Portal to facilitate continuous learning by HA staff, anytime and anywhere.

We continued to run our Employee Wellness Programme, an important initiative in caring for staff and maintaining good standards of health. This included seminars on eye care, "work smart live smart" topics, harmonious family relationships, and stress management. During the year, we added information to the Health Portal on a monthly basis, ensuring there was always new and up-to-date health-related information available for staff to browse through. Complementing this, we arranged some health-related promotional activities, including a collection of sports photos, and seminars promoting spinal health and stair-climbing.

## A safe and healthy working environment

We aim to maintain a working environment for our staff that is safe and healthy. To this end, we arranged a range of occupational safety and health (OSH) training courses and seminars to raise staff awareness of safety and build a "safety culture" across our organisation. These were supplemented by uploading OSH guidelines, health tips and publications issued by the OSH Council and the Labour Department onto the dedicated OSH website on the HA Intranet for staff reference.

In total, during the year we conducted more than 160 OSH training courses and seminars, attended by around 5 400 staff. Topics included construction site safety, arboriculture safety, stress management, working in confined spaces, using display screen equipment, break-away skills, first-aid, and handling potentially violent customers. The annual Departmental Office Safety Inspection Exercise was conducted to identify and remove potential hazards in the office workplace.

## Ongoing IT initiatives

These days, serving the community well involves the effective use of IT at multiple levels. The challenge for the HA has been to implement IT resources in a way that caters for the very large numbers of users and their different needs. This has involved continuous investment for quality and efficiency.

In 2012 we completed our IT Strategy Study, which maps out the directions for our strategic IT development over the next five to ten years. The study recommended implementing 10 enhancement programmes, of which six are either underway or ready for implementation, with the other four requiring further study. The six programmes are designed to improve the services we offer that are associated with managing the new HOS. They involve modernising the public housing application and allocation processes, and using new technology to develop fast and effective building designs. We will also be extending mobile usage across our operations, and implementing technology to help us establish even better building controls. Eventually, the programmes will assist us in improving our overall performance by installing a new generation of IT infrastructure, and also by enhancing our business analytics for improved decision-making and service management for the community.

The roll-out of Phase II of the integrated ERP system was completed as planned in October 2012. Various outdated estate maintenance systems were decommissioned at this point, bringing the adoption of an integrated ERP system exercise to a successful conclusion.

With the implementation of the Customer Services Management System (CSMS), we have improved the quality of service, consistency of information and transparency of our customer service operations at PRH estate management offices. This highly customised system standardises the customer service model across our operations, allowing frontline staff to process and monitor requests from tenants using a simple menu on touch-based devices. We are rolling out CSMS in six batches, from February to August 2013.

Progress also continued with our “Green IT” drive which involves putting in place a whole range of initiatives that reduce energy consumption and the use of natural resources. During the year, these included reducing the amount of energy used at our data centre, powering off unused computer equipment at HA offices, and using e-channels wherever possible for distributing reports and other document files.

<sup>1</sup> Our HA hotline welcomes enquiries from the public and PRH tenants.

## 2012/13年度所获业界奖项及社会嘉许 Industrial Awards and Community Recognitions 2012/13

66

奖项 / 得奖项目 Award / Winning Project	颁发机构 Awarding Organisation
<b>建筑及维修 Construction and Maintenance</b>	
<b>亚太项目管理学会联盟大奖 2012</b> 建造 / 工程组别高度嘉许 — 彩云道公共房屋计划 <b>Asia Pacific Federation of Project Management Project Management Achievement Awards 2012</b> High Commendation in Construction / Engineering Category – Choi Wan Road Public Housing Development	亚太项目管理学会联盟 Asia Pacific Federation of Project Management
<b>FuturArc环保先锋大奖 2012</b> 彩云道公共房屋计划 <b>FuturArc Green Leadership Award 2012</b> Choi Wan Road Public Housing Development	Building and Construction Interchange Asia
<b>香港项目管理学会 2012 年度奖项</b> 建造 / 工程组别大奖 — 彩云道公共房屋计划 <b>Hong Kong Institute of Project Management Project Management Achievement Awards 2012</b> Winner (Construction / Engineering) – Choi Wan Road Public Housing Development	香港项目管理学会 Hong Kong Institute of Project Management
<b>优质建筑大奖</b> 大奖 — 蓝田邨第七期重建项目 <b>Quality Building Award</b> Grand Award – Redevelopment of Lam Tin Estate Phase 7	九个本港专业机构合办 Jointly organised by nine professional organisations in Hong Kong
<b>香港品质保证局「楼宇可持续发展指数」</b> 验证标志 — 秀茂坪南邨、常乐邨及天泽邨的11座公屋楼宇HKQAA <b>Sustainable Building Index</b> Verified Mark – 11 PRH blocks in Sau Mau Ping South, Sheung Lok and Tin Chak Estates	香港品质保证局 Hong Kong Quality Assurance Agency
<b>Autodesk 香港建筑信息模拟设计大奖 2012</b> 工料测量建筑信息模拟先锋 <b>Autodesk HK BIM Awards 2012</b> Pioneering BIM for Quantity Surveying	欧特克 Autodesk
<b>香港绿色建筑议会环保建筑大奖 2012</b> 大奖 — 循环再用海泥作建筑物料 <b>Hong Kong Green Building Council Green Building Award 2012</b> Grand Award – Recycling and Reuse of Marine Mud for Building Materials	香港绿色建筑议会 Hong Kong Green Building Council
<b>香港建筑师学会年奖</b> 主题建筑奖 — 碳排放估算 <b>Hong Kong Institute of Architects</b> Special Architectural Award – Carbon Emission Evaluation	香港建筑师学会 Hong Kong Institute of Architects
<b>香港园境师学会设计大奖 2012</b> 秀茂坪南邨 <b>Hong Kong Institute of Landscape Architects 2012 Design Award</b> Sau Mau Ping South Estate	香港园境师学会 Hong Kong Institute of Landscape Architects

奖项 / 得奖项目 Award / Winning Project	颁发机构 Awarding Organisation
<b>全港无障碍商场表扬活动 2011-12</b> 荣誉大奖 — 油丽商场 <b>Hong Kong Barrier Free Shopping Malls Appreciation Awards 2011-12</b> Grand Award – Yau Lai Shopping Centre	香港复康力量 Hong Kong Rehabilitation Power
<b>HKQAA-HSBC 企业社会责任先导者标志</b> 达到 5.00 满分 — 发展及建筑处 <b>HKQAA-HSBC CSR Advocate Mark</b> Achieved full score of 5.00 – Development and Construction Division	香港品质保证局、 香港上海汇丰银行有限公司 Hong Kong Quality Assurance Agency, and Hongkong and Shanghai Banking Corporation Limited
<b>2013 年香港年度大奖</b> 优异奖「最佳创新项目」— 全面结构勘察计划 <b>RICS Hong Kong Awards 2013</b> Merit Award (Innovative Award of the Year) – Comprehensive Structural Investigation Programme	皇家特许测量师学会 Royal Institution of Chartered Surveyors
<b>最佳高空工作防堕装置安全计划</b> 金奖 — 石荫邨 <b>Best Fall Arresting Safety Enhancement Programme for Working at Height</b> Gold Award – Shek Yam Estate	职业安全健康局 Occupational Safety and Health Council

## 环保 Environmental

<b>ISO 14001 环境管理体系认证</b> 证书 — 43 个公共屋邨 (第一批) 证书 — 50 个公共屋邨 (第二批) <b>ISO 14001 Certification for Environmental Management System</b> Certificate – 43 PRH estates (1st batch) Certificate – 50 PRH estates (2nd batch)	香港品质保证局 Hong Kong Quality Assurance Agency
<b>家居废物源头分类比赛 2011/12</b> 合作伙伴大奖 — 油丽邨 宣传推广大奖及家居源头分类比赛银奖 — 环翠邨 宣传推广大奖及家居源头分类比赛铜奖 — 小西湾邨 铜奖 — 鲤鱼门、乐华 (南)、天悦、兴华 (一)、马坑、翠乐、梨木树、丽瑶、幸福、 横头磡、广福、黄大仙下 (二) 及大坑东邨 证书 — 房委会总部、梨木树商场 <b>Competition on Source Separation of Domestic Waste 2011/12</b> Award for Cooperative Partnership – Yau Lai Estate Award for Promotion and Silver Award – Wan Tsui Estate Award for Promotion and Bronze Award – Siu Sai Wan Estate Bronze Award – Lei Yue Mun, Lok Wah (South), Tin Yuet, Hing Wah (I), Ma Hang, Tsui Lok, Lei Muk Shue, Lai Yiu, Fortune, Wang Tau Hom, Kwong Fuk, Lower Wong Tai Sin (II), and Tai Hang Tung Estates Certificate – HA Headquarters, and Lei Muk Shue Shopping Centre	环境保护署、香港物业管理公司协会、 香港生产力促进局 Environmental Protection Department, Hong Kong Association of Property Management Companies, and Hong Kong Productivity Council
<b>香港环保卓越计划</b> 「卓越级别」减废标志 — 香港房屋委员会 累计完成最多减废目标的首三名机构 — 香港房屋委员会 <b>Hong Kong Awards for Environmental Excellence</b> “Class of Excellence” Wastewi\$e Label – The Hong Kong Housing Authority Top Three Organisations Achieved Cumulatively the Most Number of Goals in Wastewi\$e Label – The Hong Kong Housing Authority	环境保护运动委员会 Environmental Campaign Committee

奖项 / 得奖项目 Award / Winning Project	颁发机构 Awarding Organisation
<p><b>香港绿色企业大奖 2012</b> 「优越环保管理奖」白金奖 — 香港房屋委员会 「明智环保采购奖」白金奖 — 香港房屋委员会 「绿色企业管治奖」持份者参与奖 — 香港房屋委员会</p> <p><b>Hong Kong Green Awards 2012</b> Platinum Award (Green Management Award) – The Hong Kong Housing Authority Platinum Award (Green Purchasewi\$e Award) – The Hong Kong Housing Authority Stakeholder Engagement Award (Corporate Green Governance Award) – The Hong Kong Housing Authority</p>	<p>环保促进会 Green Council</p>
<p><b>2013 年香港花卉展览</b> 最佳展品 (园林景点) 金奖 — 香港房屋委员会</p> <p><b>Hong Kong Flower Show 2013</b> Gold Award for Outstanding Exhibit (Landscape Display) – The Hong Kong Housing Authority</p>	<p>康乐及文化事务署 Leisure and Cultural Services Department</p>

**机构 Corporate**

<p><b>2012 年国际年报大奖</b> 「非牟利机构：房屋」组别铜奖 — 《香港房屋委员会2010/11年度年报》</p> <p><b>2012 International Annual Report Competition (ARC) Awards</b> Bronze Award (Non-profit Organisation: Housing) – The Hong Kong Housing Authority Annual Report 2010/11</p>	<p>MerComm, Inc.</p>
<p><b>2012 Astrid Awards</b> 「非牟利机构」组别金奖 — 《香港房屋委员会2010/11年度年报》</p> <p><b>2012 Astrid Awards</b> Gold Award (Not-for-profit Organisations) – The Hong Kong Housing Authority Annual Report 2010/11</p>	<p>MerComm, Inc.</p>
<p><b>Mercury Excellence Awards 2012/2013</b> 数码录像 / 录像：特别项目铜奖 — 「屋邨小说：华富拾趣」 数码 录像 / 录像：特别项目荣誉奖 — 「屋邨小说：雅宁闲居」</p> <p><b>Mercury Excellence Awards 2012/2013</b> Bronze Award (DVDs/Video: Special Project) – “Community Impressions: Reminiscences of Wah Fu” Honours Award (DVDs/Video: Special Project) – “Community Impressions: Feeling Groovy at Nga Ning”</p>	<p>MerComm, Inc.</p>
<p><b>2013 Questar Awards</b> 机构：特别项目银奖 — 「屋邨小说：回归翠屏」 非牟利机构：纪录片铜奖 — 「屋邨小说：石硤美事」 <b>2013</b></p> <p><b>Questar Awards</b> Silver Award (Corporations: Special Project) – “Community Impressions: Homeward Bound to Tsui Ping” Bronze Award (Non-profit Organisations: Documentary) – “Community Impressions: The Show Goes on at Shek Kip Mei”</p>	<p>MerComm, Inc.</p>

奖项 / 得奖项目 Award / Winning Project	颁发机构 Awarding Organisation
<p><b>New York Festival 2013</b> 「社会相关事宜」决赛入围证书 — 「屋邨小说」短片系列</p> <p><b>New York Festival 2013</b> Finalist Certificate (Society &amp; Social Issues) – “Community Impressions” video series</p>	Limited Liability Corporation
<p><b>「同心展关怀」机构 2012/13</b> 「连续超过5年同心展关怀」标志 — 房屋署</p> <p><b>Caring Organisation 2012/13</b> 5 Plus Consecutive Years Caring Organisation Logo – Housing Department</p>	香港社会服务联会 Hong Kong Council of Social Service
<p><b>无障碍优异网站奖 2011-13</b> 翡翠奖 — 房屋委员会 / 房屋署网站</p> <p><b>Web Care Award 2011-13</b> Jade Award – Housing Authority / Housing Department Website</p>	互联网专业协会 Internet Professional Association
<p><b>香港十大 .hk 网站选举 2012</b> 「政府部门」组别首五个优秀网站之一</p> <p><b>Top 10 .hk Website Competition 2012</b> One of the top five outstanding websites in “Government Departments” category</p>	香港互联网注册管理有限公司 Hong Kong Internet Registration Corporation Limited
<p><b>「能力成熟度模式整合」</b> 成熟度第三级 1.3 版</p> <p><b>Capability Maturity Model Integration for Software Development</b> Maturity Level 3 Version 1.3</p>	美国国防部委托卡内基美隆大学的 软件工程学院 Software Engineering Institute, Carnegie Mellon University, USA
<p><b>ISO/IEC 20000</b> ISO/IEC 20000-1:2011 资讯科技服务管理认证</p> <p><b>ISO/IEC 20000</b> ISO/IEC 20000-1:2011 IT Service Management Certification</p>	香港品质保证局 Hong Kong Quality Assurance Agency

# 财务回顾

70

我们在2012/13年度的工作重点，仍然是透过「最佳模式」提供优质财务管理服务，以贯彻房屋委员会（房委会）的理想和工作目标。我们继续致力改善和加强财务及风险的管理程序，务求尽量提升各项活动的财务和业务价值。

房委会是财政自主的机构，以内部衍生的资金，持续推行庞大的公营房屋计划。为了确保有足够的财政资源，以顺利推行各项基本工程计划、营运服务及业务措施，我们必须审慎理财。

## 2012/13年度财务报表

房委会根据与政府于1988年达成的财政安排（已按1994年的增补协议修订），以及房委会所通过的会计政策编制财务报表。2012/13年度的整套财务报表连同本年报夹附于共用的封套内。同时，房委会在过去五年的运作结果和资本开支的概要分别载于本年报的附录9和附录10。

## 财务摘要

年内的综合业绩概列如下：

	百万元
1. 综合运作帐目盈馀	1,505
2. 资金管理帐目盈馀	4,277
3. 代管服务帐目盈馀	40
<b>年内盈馀</b>	<b>5,822</b>

### 1. 综合运作帐目

综合运作帐目概列租住房屋、商业楼宇和资助自置居所业务的运作结果，在计入0.98亿元的特别开支净额后，2012/13年度整体运作盈馀为15.05亿元。

租住房屋业务在2012/13年度录得12.34亿元的赤字。这项业务包括下列项目：

运作赤字	百万元
租住房屋（不包括中转房屋）	1,189
中转房屋	40
长者租金津贴	5
	<b>1,234</b>

商业楼宇业务未扣除0.33亿元的特殊项目前，盈馀为7.71亿元。这项业务包括下列项目：

运作盈馀	百万元
商场	379
停车场	130
工厂	40
福利设施	222
	<b>771</b>

特殊项目的款额为0.33亿元，主要是拆卸及清拆成本，以及由房委会拨款兴建的政府基础设施和社区设施所需的开支。

资助自置居所业务未计入0.23亿元的特殊项目前，盈餘为20.76亿元。这项业务包括下列项目：

运作盈餘 / (赤字)	百万元
居者有其屋计划(居屋计划)	747
私人机构参建居屋计划 (私人参建计划)	385
租者置其屋计划(租置计划)	976
自置居所贷款计划(自置贷款计划) 及置业资助贷款计划 (置业贷款计划)	(32)
	<b>2,076</b>

特殊项目的款额为0.23亿元，是在本年度支付已售予香港按揭证券有限公司的自置贷款计划贷款组合的利息0.28亿元后，就该贷款组合尚未偿还餘額的未来利息负债所作的调整。

## 2. 资金管理帐目

与房委会的投资资金管理有关的收入和开支，均纳入资金管理帐目。该帐目显示，2012/13年度的盈餘为42.77亿元。在2013年3月31日，房委会的投资资金为689.89亿元。

房委会的投资策略，是由房委会财务小组委员会经参考过独立专业投资顾问的研究结果和建议后制定。投资策略的目标，是确保有充足的流动资金应付房委会运作所需，并以审慎和分散的投资方式，把房委会餘下资金作长线投资，以赚取较佳的长期回报。

财务小组委员会在辖下的资金管理附属小组委员会协助下，不时检讨房委会的投资策略和情况。资金管理附属小组委员会亦会就投资经理的遴选事宜提供意见，并监察投资经理的表现，而房屋署则负责执行日常的监察工作。房委会的投资顾问在2012/13年度完成全面的资产配置策略检讨。经参考过投资顾问的建议，并因应最新的金融市场情况和风险后，财务小组委员会决定将资产配置策略作适当的调整，包括将环球股票和环球债券的配置分别减少3%和2%，并透过利息的滚存，相应地将外汇基金的保本项目的配置增加5%。修订后的资产配置策略是把房委会约55%的资金投放于外汇基金作保本投资，17.5%投资于股票，17.5%投资于环球债券，和10%于流动资金(主要为银行存款)以应付房委会日常运作所需。

房委会资金在2012/13年度的整体总回报率为6.5%，而2011/12年度为4.7%。2012/13年度的回报率较高，主要是由于股票和环球债券的回报较佳。

## 3. 代管服务帐目

代管服务帐目显示的运作盈亏情况包括下列项目：代表政府执行的代理职务；已落成居屋屋苑住宅大厦和已拆售物业的屋邨内公用地方的物业代管服务；以及由政府付还款项的工程监督工作。

# Financial Review

72

Supporting the vision and mission of the Housing Authority (HA), the delivery of quality financial management through a “best practice” approach remained our key focus in 2012/13. We continued to explore opportunities to improve and strengthen our financial and risk-management processes to provide maximum financial and business value in all our activities.

The HA is financially autonomous. Our massive public housing programmes are sustained through internally generated funds. These must be prudently managed to ensure that the necessary financial resources are available for the smooth operation of our capital programmes, operational services and business initiatives.

## The 2012/13 Financial Statements

The HA’s Financial Statements have been prepared in accordance with accounting policies approved by the HA and the 1988 Financial Arrangements with the government, as amended by the 1994 Supplemental Agreement. A full set of the Financial Statements for 2012/13 is enclosed together with this Annual Report in a shared jacket. Additionally, summaries of the HA’s operating results and capital expenditure for the past five years are depicted in Appendices 9 and 10 of this Annual Report respectively.

## Financial Highlights

The consolidated result for the year is summarised as follows:

	\$M
1. Consolidated Operating Account Surplus	1,505
2. Funds Management Account Surplus	4,277
3. Agency Account Surplus	40
<b>Surplus for the year</b>	<b>5,822</b>

### 1. Consolidated Operating Account

The Consolidated Operating Account summarises the operating results for Rental Housing, Commercial and Home Ownership Assistance activities. It shows an overall operating surplus of \$1,505 million for 2012/13 after taking into account a net special expenditure of \$98 million.

Rental Housing Operations incurred a deficit of \$1,234 million during 2012/13, analysed over the following types of housing:

Operating Deficit	\$M
Rental Housing (excluding Interim Housing)	1,189
Interim Housing	40
Rent Allowance for the Elderly	5
	<b>1,234</b>

Commercial Operations generated a surplus of \$771 million before charging exceptional items of \$33 million, analysed over the following types of facilities:

Operating Surplus	\$M
Commercial Complexes	379
Car Parks	130
Factories	40
Welfare Premises	222
	<b>771</b>

The exceptional items of \$33 million mainly represent demolition and clearance costs, and expenditure incurred on Government Infrastructure and Community facilities funded by the HA.

Home Ownership Assistance Operations generated a surplus of \$2,076 million before including an exceptional item of \$23 million, analysed over the following ownership schemes:

Operating Surplus/(Deficit)	\$M
Home Ownership Scheme (HOS)	747
Private Sector Participation Scheme (PSPS)	385
Tenants Purchase Scheme (TPS)	976
Home Purchase Loan Scheme (HPLS) and Home Assistance Loan Scheme (HALS)	(32)
	<b>2,076</b>

The exceptional item of \$23 million represents adjustments of future interest liability on the outstanding balance of the HPLS loan portfolio sold to the Hong Kong Mortgage Corporation Limited after related interest payment of \$28 million made in the year.

## 2. Funds Management Account

Income and expenditure relating to the management of HA's funds available for investment are included in the Funds Management Account, which shows a surplus of \$4,277 million for 2012/13. As at 31 March 2013, HA's funds available for investment stood at \$68,989 million.

HA's investment strategy is determined by HA's Finance Committee with reference to the independent professional investment consultant's findings and recommendations. The aims of HA's investment strategy are to ensure that there is sufficient liquidity to meet the operational needs of the HA, and to put the rest of HA's funds into longer term investments in a prudent and diversified manner to enhance long term returns.

The Finance Committee, with the assistance of its Funds Management Sub-Committee, will review HA's investment strategy and position from time to time. The Funds Management Sub-Committee also advises on the selection of fund managers and monitors their performance, while ongoing monitoring of day-to-day operations is conducted by the Housing Department. An overall review on Strategic Asset Allocation was completed in 2012/13 by HA's investment consultant. Taking into account the investment consultant's recommendations, and the latest financial markets situation and risks, the Finance Committee approved to make appropriate adjustments to Strategic Asset Allocation by reducing the allocations to global equities by 3% and global bonds by 2%, and a corresponding increase in the allocation to principal protection placements with the Exchange Fund by 5% through the accumulation of accrued interest over time. The revised Strategic Asset Allocation was to allocate around 55% of HA's funds to principal protection placements with the Exchange Fund, 17.5% to equities, 17.5% to global bonds, and 10% to liquid investments (mainly bank deposits) to cater for the liquidity requirements to meet the operational needs of HA.

For 2012/13, the overall return (gross) on HA's funds was 6.5%, as compared to 4.7% for 2011/12. The higher return for 2012/13 was mainly due to the higher return from equities and global bonds.

## 3. Agency Account

The Agency Account shows the operating results for agency functions undertaken on behalf of the government, for agency management services for completed HOS domestic courts and the common areas of the estates with properties divested, and for the supervision of government reimbursable projects.

# 房屋委员会及其小组委员会 HOUSING AUTHORITY AND ITS COMMITTEES

## 2012/13 房屋委员会委员 Housing Authority Members

74

### 主席 Chairman

郑汝桦女士, GBS, JP  
(运输及房屋局局长)(至2012年6月30日止)  
The Honourable Eva CHENG, GBS, JP  
(Secretary for Transport and Housing) (up to 30 June 2012)

张炳良教授, GBS, JP  
(运输及房屋局局长)(由2012年7月1日起)  
Professor the Honourable Anthony CHEUNG Bing-leung, GBS, JP  
(Secretary for Transport and Housing) (with effect from 1 July 2012)

### 副主席 Vice-chairman

柏志高先生, JP (房屋署署长)  
Mr D W PESCOD, JP (Director of Housing)

### 委员 Members

张炳良教授, GBS, JP  
(至2012年6月30日止)  
Professor the Honourable Anthony CHEUNG Bing-leung, GBS, JP  
(up to 30 June 2012)

叶成庆先生, JP  
(至2012年6月30日止)  
Mr Simon IP Shing-hing, JP  
(up to 30 June 2012)

林翠莲女士  
Ms LAM Chui-lin

李慧贤女士, BBS, JP  
Ms Angela LEE Wai-yin, BBS, JP

梁继昌议员  
The Honourable  
Kenneth LEUNG Kai-cheong

杨倩红女士, MH  
Ms YEUNG Sin-hung, MH

苏伟文教授  
Professor Raymond SO Wai-man

蔡涯棉先生, JP  
Mr Michael CHOI Ngai-min, JP

方刚议员, SBS, JP  
The Honourable  
Vincent FANG Kang, SBS, JP

叶国谦议员, GBS, JP  
The Honourable  
IP Kwok-him, GBS, JP

梁家杰议员, SC  
The Honourable  
Alan LEONG Kah-kit, SC

黄国健议员, BBS  
The Honourable  
WONG Kwok-kin, BBS

区啸翔先生  
Mr Albert AU Siu-cheung

陈健波议员, BBS, JP  
The Honourable  
CHAN Kin-por, BBS, JP

方敏生女士, BBS, JP  
Ms Christine FANG Meng-sang,  
BBS, JP

孔令成先生, BBS, JP  
Mr Leo KUNG Lin-cheng, BBS, JP

刘文君女士  
Ms Julia LAU Man-kwan

孙德基先生, BBS, JP  
(至2012年6月30日止)  
Mr David SUN Tak-kei, BBS, JP  
(up to 30 June 2012)

黄成智先生  
Mr WONG Sing-chi

陈汉云教授  
Prof Edwin CHAN Hon-wan

李炳权先生, JP  
Mr LEE Ping-kuen, JP

王永祥先生  
Mr Winfield WONG Wing-cheung

冯婉眉女士  
Miss Anita FUNG Yuen-mei

蔡惠琴女士, JP  
Ms Virginia CHOI Wai-kam, JP

何周礼先生, MH  
Mr Barrie HO Chow-lai, MH

许美嫦女士, JP  
Ms Tennesy HUI Mei-sheung, JP

林云峯教授, JP  
Prof Bernard Vincent  
LIM Wan-fung, JP

刘国裕博士, JP  
(由2012年8月13日起)  
Dr LAU Kwok-yu, JP  
(with effect from 13 August 2012)

黄远辉先生, JP  
(由2012年8月13日起)  
Mr Stanley WONG Yuen-fai, JP  
(with effect from 13 August 2012)

财经事务及库务局常任秘书长(库务)  
(财经事务及库务局副局长  
(库务)(2)或财经事务及库务局首席助理  
秘书长(库务)(管理会计)候补)  
Permanent Secretary for Financial  
Services and the Treasury  
(Treasury)  
(with Deputy Secretary for Financial  
Services and the Treasury (Treasury) (2) or  
Principal Assistant Secretary for Financial  
Services and the Treasury (Treasury)  
(Management Accounting) as her alternate)

地政总署署长  
(地政总署副署长(一般事务)候补)  
Director of Lands  
(with Deputy Director of Lands (General) as  
her alternate)



张炳良教授, GBS, JP (主席) (运输及房屋局局长)

**Professor the Honourable Anthony CHEUNG Bing-leung,**  
GBS, JP (Chairman) (Secretary for Transport and Housing)

张炳良教授于2012年7月1日获委任为运输及房屋局局长, 在此之前在香港教育学院担任校长。

张教授持有香港大学社会科学学士学位、英国亚斯顿大学公共管理科学硕士学位和英国伦敦大学伦敦经济及政治学院政府研究哲学博士学位。

张教授加入政府前担任不少公职, 包括行政会议非官守议员、消费者委员会主席、房屋委员会委员及其资助房屋小组委员会主席、大珠三角商务委员会委员、香港按揭证券有限公司董事, 以及赈灾基金咨询委员会委员。

Professor Anthony Cheung Bing-leung was appointed Secretary for Transport and Housing on 1 July 2012. Before assuming this post, he was the President of the Hong Kong Institute of Education.

Professor Cheung received his Bachelor's degree in Social Sciences from The University of Hong Kong, a Master's degree in Public Sector Management from the University of Aston, UK, and PhD in Government from the London School of Economics and Political Science, the University of London, UK.

Before joining the Government, Professor Cheung held a number of public service positions including non-official member of the Executive Council, the Chairman of the Consumer Council, member of the Housing Authority and the Chairman of its Subsidised Housing Committee, a member of the Greater Pearl River Delta Business Council, the Director of the Hong Kong Mortgage Corporation and a member of the Disaster Relief Fund Advisory Committee.



柏志高先生, JP (副主席) (房屋署署长)

**Mr D W PESCOD,** JP (Vice-Chairman) (Director of Housing)

柏志高先生大学毕业后, 于1981年8月加入香港政府。

柏志高先生曾在多个决策局和部门服务, 先后任职于前民政科、前保安科、地政总署、前市政总署、前政务总署、前公务员事务科(后改称公务员事务局)和旅游事务署; 他曾出任效率促进组专员及香港驻布鲁塞尔欧洲共同体特派代表。回港后, 于2008年8月出任商务及经济发展局常任秘书长(通讯及科技)。他于2010年5月出任运输及房屋局常任秘书长(房屋)及房屋署署长。

Mr D W PESCOD joined the Hong Kong Government straight from university in August 1981.

Mr Pescod has served in various branches, bureaux and departments, including the former Home Affairs Branch, the former Security Branch, the Lands Department, the former Urban Services Department, the former City and New Territories Administration, the former Civil Service Branch (later renamed Civil Service Bureau) and the Tourism Commission. He was Head of the Efficiency Unit, and Special Representative for Hong Kong Economic and Trade Affairs to the European Communities based in Brussels. He returned to Hong Kong in August 2008 to take up the post of Permanent Secretary for Commerce and Economic Development (Communications and Technology). In May 2010, he assumed his current posting as Permanent Secretary for Transport and Housing (Housing), he is concurrently the Director of Housing.



## 林翠蓮女士 Ms LAM Chui-lin

林翠蓮女士为现任东区区议会民选议员、国际创意及科技总会义务司库、亲子王国环保教育基金义务司库。林女士自1994年起参与社会服务，现为资讯科技公司董事。

Ms LAM Chui-lin is an elected member of the Eastern District Council, the Honorary Treasurer of the International Federation of Creativity and Technology and the Honorary Treasurer of the Baby-kingdom Environmental Protection Education Fund. Ms Lam has been participating in community services since 1994. She currently holds the position of director in I.T. companies.



## 李慧贤女士, BBS, JP Ms Angela LEE Wai-yin, BBS, JP

李慧贤律师是贝克·麦坚时律师事务所香港办事处首位女性国际合夥人。李律师曾担任该律师行环球房地产部门的主席，多年来担任该行香港及中国办事处地产部门的主管。李律师也是中国委托公证人及香港律师会理事会成员。

李律师曾多次荣获多份国际刊物评选为香港最知名的地产律师之一，这些刊物包括 *Who's Who of the Law*、*The Asia Pacific Legal 500* 和 *AsiaLaw Leading Lawyers Survey*。

李律师在2012年初退任律师行合夥人，现仍为该行顾问，李律师现专注其家族业务生意珍卡儿集团的营运。

在社会服务及公职方面，李律师积极参与多个慈善机构的工作，并为房屋委员会委员、法律改革委员会委员及香港公教婚姻辅导会的执行委员会成员。李律师于2003年获行政长官委任为太平绅士，并于2007年获香港特区政府颁发铜紫荆星章。

Ms Angela LEE Wai-yin is the first female international partner of the Hong Kong office of Baker & McKenzie. She was the Chairman of the firm's global real estate business and has headed the Property Practice Group of the firm's Hong Kong and China offices for many years. She is also a China Appointed Attesting Officer and a Council Member of the Hong Kong Law Society.

Ms Lee has been repeatedly named as a leading property lawyer of Hong Kong by many international publications, including *Who's Who of the Law*, *The Asia Pacific Legal 500* and *AsiaLaw Leading Lawyers Survey*.

Since the beginning of 2012, Ms Lee has stepped down from the partnership of the law firm while keeping the consultant's title. She now devotes her time in running JaneClare Group, a family business.

In terms of community service and public office, in addition to her participation in various charitable organisations, Ms Lee is a member of the Housing Authority, the Law Reform Commission and the Executive Committee of the Hong Kong Catholic Marriage Advisory Council. She was appointed as a Justice of the Peace by the Chief Executive in 2003 and awarded a Bronze Bauhinia Star by the HKSAR Government in 2007.



## 梁继昌议员

### The Honourable Kenneth LEUNG Kai-cheong

梁继昌先生是特许会计师及特许税务顾问，也是香港、英格兰及威尔斯的执业律师。他现于一间国际律师行任职高级顾问。

梁先生曾担任税务上诉委员会委员及地产代理监管局成员，现为独立监察警方处理投诉委员会成员、房屋委员会委员、税务联合联络小组委员以及推选行政长官的选举委员会委员（2012-2017）。他于2012年9月获选为香港特别行政区第五届立法会议员。

梁先生也是智库组织「公共专业联盟」的创办人及副主席。

梁先生在伦敦政治及经济学院取得学士及硕士学位。

Mr Kenneth LEUNG Kai-Cheong is a chartered accountant, chartered tax advisor and practising solicitor admitted in Hong Kong, England and Wales. He is currently a senior consultant with an international law firm.

He served as a member of the Board of Review (Inland Revenue Ordinance) and the Estate Agents Authority. He is currently a member of the Independent Police Complaints Council, the Hong Kong Housing Authority, the Joint Liaison Committee of Taxation and the Election Committee for election of the Chief Executive (2012-2017). He was elected as a Member of the 5th term of the Legislative Council of the Hong Kong SAR in September 2012.

Mr Leung is also a founding member and Vice-chairman of The Professional Commons, a policy think tank.

Mr Leung holds a bachelor's and a master's degree from the London School of Economics and Political Science.



## 杨倩红女士, MH

### Ms YEUNG Sin-hung, MH

杨倩红女士现任沙田区议会民选议员、房屋委员会资助房屋小组委员会委员、上诉审裁团（建筑物）成员、公屋联会财政部长、香港妇女发展联会执行委员。杨女士从事社会服务工作逾19年，现为全职区议员，担任沙田区议会房屋及发展委员会副主席。

Ms YEUNG Sin-hung is currently an elected member of the Sha Tin District Council, a member of the Housing Authority's Subsidised Housing Committee, a member of the Appeal Tribunal Panel (Buildings), treasurer of the Federation of Public Housing Estates, and an executive member of the Hong Kong Women Development Association. She has been participating in community services for more than 19 years, and is now a full time District Councillor as well as Vice-chairman of the Development and Housing Committee of the Sha Tin District Council.



## 苏伟文教授

### Professor Raymond SO Wai-man

苏伟文教授是恒生管理学院商学院院长和金融学教授。除了大学教学和进行研究工作外，苏教授也参与公职，服务社会。他现时为能源咨询委员会主席、债券市场发展咨询委员会委员、律师纪律审裁团业外委员、中小型企业委员会委员和方便营商咨询委员会委员。他现为房屋委员会财务小组委员会及资金管理附属小组委员会主席，以及房屋委员会及策划小组委员会委员。

Professor Raymond SO Wai-man is the Dean of School of Business and a professor of Finance at the Hang Seng Management College. Besides teaching and conducting research in the university, Professor So contributes to the society through serving in the public service. He is currently the Chairman of the Energy Advisory Committee, the Advisory Committee on Bond Market Development, the Solicitors Disciplinary Tribunal Panel, the Small and Medium Enterprises Committee and the Business Facilitation Advisory Committee. He is now the Chairman of Finance Committee and Funds Management Sub-committee of the Housing Authority, and a member of the Housing Authority and the Strategic Planning Committee.



## 蔡涯棉先生, JP

### Mr Michael CHOI Ngai-min, JP

蔡涯棉先生于香港出生及接受教育，毕业于香港浸会学院工商管理系，其后于澳门东亚大学取得工商管理硕士学位。蔡先生为置业国际（集团）有限公司主席，从事房地产业务33年，拥有香港与中国内地房地产市场的丰富经验和知识。他也是大家乐集团有限公司独立非执行董事，现为长远房屋策略督导委员会委员、香港房地产协会监事长、香港地产行政师学会副会长、香港浸会大学工商管理学院咨询委员会委员、岭南大学商学院咨询委员会委员及香港浸会大学工商管理学会顾问。蔡先生曾任香港地产代理专业协会会长（1992-1996）、香港地产代理监管局成员（1997-2002）、中华全国青年联合会第八届委员会委员（1995-2000）、香港贸易发展局基建服务咨询委员会委员（2003-2006）、房屋委员会委员（1999-2007）、房屋委员会资助房屋小组委员会主席（2006-2007），以及公益金入会、预算及分配委员会委员（1997-2002）。

Mr Michael CHOI Ngai-min was born and educated in Hong Kong. He graduated from the Business Management Department of the Hong Kong Baptist College and later obtained a Master's Degree in Business Administration from the University of East Asia, Macau. Mr Choi is the Chairman of Land Power International Holdings Limited. He has been in the real estate industry for 33 years with extensive knowledge and experience in the real estate markets in Hong Kong and mainland China. He is also an Independent Non-executive Director of Café de Coral Holdings Limited. Currently, he is a member of the Long Term Housing Strategy Steering Committee, the president of the Advisory Council of the Hong Kong Real Estate Association, Vice-president of the Hong Kong Institute of Real Estate Administrators, a member of the Advisory Committee of the School of Business of the Hong Kong Baptist University, a member of the Advisory Board on Business Studies at the Lingnan University and an Advisor to the Business Management Society of the Hong Kong Baptist University. Mr Choi was the former President of the Society of Hong Kong Real Estate Agents (1992-1996), a member of the Estate Agents Authority (1997-2002), a member of the ALL-China Youth Federation (1995-2000), a member of the Infrastructure Development Advisory Committee of the Hong Kong Trade Development Council (2003-2006), a member of the Housing Authority (1999-2007), the Chairman of the Subsidised Housing Committee of Housing Authority (2006-2007) and a member of the Admission, Budgets and Allocations Committee of the Community Chest (1997-2002).



方刚议员, SBS, JP

**The Honourable Vincent FANG Kang, SBS, JP**

方刚先生为现任香港特别行政区立法会议员，代表批发及零售界功能界别，同时也担任房屋委员会委员、玛嘉烈医院和葵涌医院管治委员会主席，以及大珠三角商务委员会委员。

方先生毕业于美国北卡罗来纳州州立大学，取得纺织工程硕士，其后一直从事纺织品及服装的生产和零售业务，并积极参与提升香港零售行业和时装行业的水平。

Mr Vincent FANG Kang is a Legislative Councillor representing the wholesale and retail functional constituency of the HKSAR. He is a member of the Housing Authority, the Chairman of the Governing Committees of Princess Margaret Hospital and Kwai Chung Hospital and a member of the Greater Pearl River Delta Business Council.

Graduated from the North Carolina State University, USA with a Master of Science degree in Textiles Engineering, Mr Fang has been engaging in the manufacturing and retail business of textile products and clothing, and taking an active part in lifting the levels of the local retail and fashion industries.



叶国谦议员, GBS, JP

**The Honourable IP Kwok-him, GBS, JP**

叶国谦先生现任中华人民共和国香港特别行政区第十二届全国人民代表大会代表、立法会议员（区议会功能界别）、中西区区议员（观龙区）、立法会保安事务委员会主席，市区重建局董事会及强制性公积金计划管理局董事会的非执行董事。

叶先生也担任汉华教育机构副主席、民建联立法会党团召集人、香港岛各界联合会荣誉顾问和通善坛理事会顾问。

Mr IP Kwok-him is a deputy of the HKSAR to the 12th National People's Congress of the People's Republic of China, Legislative Councillor (Functional Constituency of District Council), District Councillor (Kwun Lung) of the Central and Western District Council and Chairman of the Legislative Council Panel on Security. He is a Non-executive Director of the Urban Renewal Authority Board and a Non-executive Director of the Mandatory Provident Fund Schemes Authority Board.

Mr IP is also the Deputy Chairman of Hon Wah Educational Organisation, the Convener of the Legislative Council Caucus of the Democratic Alliance for the Betterment and Progress of Hong Kong, the Honourable Advisor of the Association of Hong Kong Island Limited, and an Advisor to Tun Sin Tan Limited.



梁家杰议员, sc

**The Honourable Alan LEONG Kah-kit, sc**

梁家杰先生于1982年在香港大学取得法律学士学位，1984年在英国剑桥大学取得法律硕士学位。1983年，他获得香港大律师执业资格，并于1998年获委任为资深大律师，是香港特区成立后首位获委任的资深大律师。梁先生曾任香港大律师公会主席，现为立法会议员（九龙东地方选区）。

Mr Alan LEONG Kah-kit obtained his LLB from The University of Hong Kong in 1982 and LLM from the University of Cambridge in 1984. He was admitted as a barrister in Hong Kong in 1983. In 1998, he was called to the Inner Bar, which was the first appointment of Senior Counsel after the establishment of the HKSAR. Mr Leong was the former Chairman of the Hong Kong Bar Association. He is currently Legislative Councillor (Kowloon East Geographical Constituency).



黄国健议员, BBS

### The Honourable WONG Kwok-kin, BBS

黄国健先生为现任立法会议员（九龙东），也是香港工会联合会副会长、工联会物流及交通行业委员会召集人。黄先生亦为强制性公积金计划管理局非执行董事、市区重建局非执行董事，以及保安及护卫业管理委员会委员。

黄先生曾任劳工顾问委员会劳方代表、「『十一五』与香港发展」经济高峰会专家成员、中央政策组社会凝聚力小组成员，以及职业训练局海事服务业训练委员会委员。

Mr WONG Kwok-kin is a member of the Legislative Council (Kowloon East), Vice-president of the Hong Kong Federation of Trade Unions, and the Convenor of Logistics and Transport Industry Committee of the Hong Kong Federation of Trade Unions. He is also a Non-executive Director of the Mandatory Provident Fund Schemes Authority and the Urban Renewal Authority, as well as a member of the Security and Guarding Services Industry Authority.

Mr Wong was an employee representative of the Labour Advisory Board, a panelist of the Economic Summit on "China's 11th Five-Year Plan and the Development of Hong Kong", a member of the Central Policy Unit Panel on Social Cohesion and the Maritime Services Training Board of the Vocational Training Council.



区啸翔先生

### Mr Albert AU Siu-cheung

区啸翔先生现任香港立信德豪会计师事务所有限公司主席，在会计界拥有超过31年经验，是香港会计师公会资深会计师、加拿大特许会计师公会会员，以及香港华人会计师公会会员。

区先生目前担任多个公职，包括廉政公署防止贪污咨询委员会主席及廉政公署贪污问题咨询委员会委员、香港空运牌照局成员、香港工业总会理事会理事，以及香港生产力促进局理事会委员。

Mr Albert AU Siu-cheung is the Chairman of BDO Limited. He has over 31 years of experience in the accountancy profession, and is a Fellow of the Hong Kong Institute of Certified Public Accountants, a member of the Canadian Institute of Chartered Accountants and the Society of Chinese Accountants and Auditors.

Mr Au is the Chairman of the Corruption Prevention Advisory Committee and a member of the Advisory Committee on Corruption of the Independent Commission Against Corruption. He also serves as a member of the Air Transport Licensing Authority, the General Committee of the Federation of Hong Kong Industries and the Hong Kong Productivity Council.



陈健波议员, BBS, JP

### The Honourable CHAN Kin-por, BBS, JP

陈健波先生是立法会议员（保险界功能界别）。他于2005年6月至2009年9月期间出任慕尼黑再保险香港分公司行政总裁。出任此职之前，他是恒生银行助理总经理兼保险业务主管，专责一般保险、人寿保险及强积金业务。

陈先生在保险业服务多年，是英国特许保险学会特许承保人及会士，曾任香港保险业联会主席（2004-2005）、保险公司（雇员补偿）无力偿债管理局主席（2003-2005）、一般保险总会主席（2001-2002），以及香港华商保险公会主席（1998-2000）。

陈先生一直热心服务社会，并担任多项公职，包括保险业咨询委员会委员、独立监察警方处理投诉委员会副主席、策略发展委员会委员、大珠三角商务委员会委员、房屋委员会委员、健康与医务发展咨询委员会委员，以及香港按揭证券有限公司董事。2005年7月1日，他获香港特别行政区政府委任为太平绅士。

Mr CHAN Kin-por is a member of the Legislative Council, representing the insurance functional constituency. He was the CEO of Munich Reinsurance Company, Hong Kong Branch from June 2005 to September 2009. Before joining Munich Reinsurance Company, he was the Assistant General Manager and the Head of Insurance Group of Hang Seng Bank, responsible for the bank's general insurance, life insurance and MPF business.

Mr Chan has been working in the insurance industry for many years and is a Chartered Insurer and an Associate of the Chartered Insurance Institute of the UK. He was the Chairman of the Hong Kong Federation of Insurers (2004-2005), the Chairman of the Employees Compensation Insurer Insolvency Bureau (2003-2005), the Chairman of the General Insurance Council (2001-2002) and the Chairman of the Chinese Insurance Association of Hong Kong (1998-2000).

Mr Chan is active in community service and serves on many government boards and advisory committees, including member of the Insurance Advisory Committee, Vice-chairman of the Independent Police Complaints Council, committee member of the Commission on Strategic Development, the Greater Pearl River Delta Business Council, the Housing Authority, the Health and Medical Development Advisory Committee and the Board of Directors of the Hong Kong Mortgage Corporation. He was appointed by the HKSAR Government as a Justice of the Peace on 1 July 2005.



方敏生女士, BBS, JP

**Ms Christine FANG Meng-sang, BBS, JP**

方敏生女士为香港社会服务联会行政总裁。方女士致力发展及推动社会福利，获邀参与多个重要的政府政策咨询委员会，包括房屋委员会、人口政策督导委员会、法律改革委员会辖下的慈善组织小组委员会、独立监察警方处理投诉委员会和整笔拨款督导委员会。方女士也曾担任关爱基金督导委员会成员、「数码21」资讯科技策略咨询委员会委员和策略发展委员会委员。

Ms Christine FANG Meng-sang is the Chief Executive of the Hong Kong Council of Social Service. Ms Fang is committed to the development and promotion of social welfare. She serves on various important government policy committees, including the Housing Authority, the Steering Committee on Population Policy, the Charities Sub-committee of the Law Reform Commission of Hong Kong, the Independent Police Complaints Council and the Lump Sum Grant Steering Committee. Ms Fang was a member of the Steering Committee on the Community Care Fund, the Digital 21 Strategy Advisory Committee and the Commission on Strategic Development.



孔令成先生, BBS, JP

**Mr Leo KUNG Lin-cheng, BBS, JP**

孔令成先生为盘谷银行副总裁，现任香港海洋公园董事局副主席、比利时—卢森堡香港商会副主席，以及西九文化区管理局董事局成员。

Mr Leo KUNG Lin-cheng is Executive Vice-president of Bangkok Bank Public Co. Ltd. Currently, Mr Kung is the Deputy Chairman of the Board of the Ocean Park Corporation, Vice-chairman of the Belgium-Luxembourg Chamber of Commerce in Hong Kong and a board member of West Kowloon Cultural District Authority.



刘文君女士

**Ms Julia LAU Man-kwan**

刘文君女士毕业于美国俄勒冈大学，是一位香港注册建筑师。她在房地产、规划与设计领域拥有超过21年经验，并于2009年创立自己的公司。刘女士积极参与专业和社区服务，曾任香港艺术中心监督团成员及华人永远坟场管理委员会委员，现为城市规划委员会成员、建筑物上诉审裁小组成员、上诉委员会（游戏机中心）成员、公证人纪律审裁团成员、防止贪污谘询委员会成员、环保建筑专业议会委员、香港演艺学院校董会委员及香港圣约翰救护机构理事会成员。刘女士也是房屋委员会辖下商业楼宇小组委员会及投标小组委员会委员。

Ms Julia LAU Man-kwan is a graduate from the University of Oregon. She is a registered architect in Hong Kong and has over 21 years of experience in the real estate, planning and design discipline, and founded her own practice in 2009. She is active in both professional and community services and has served as a member on the Board of Governors of the Hong Kong Arts Centre and the Board of Management of the Chinese Permanent Cemeteries. Currently, she is a member of the Town Planning Board, Appeal Tribunal Panel (Buildings), Appeal Board (Amusement Game Centres), Notaries Public Disciplinary Tribunal Panel, Corruption Prevention Advisory Committee, a Council Member of the Professional Green Building Council, the Hong Kong Academy of Performing Arts and Hong Kong St. John Ambulance. Ms Lau is also a member of the Commercial Properties Committee and Tender Committee under the Housing Authority.



黄成智先生

**Mr WONG Sing-chi**

黄成智先生曾任立法会议员（新界东）、复和综合服务中心生命教育总监，以及不同社会服务机构的督导主任和总干事。黄先生现时为国际复和实践机构的认可复和会议主持训练师、出路社会服务中心服务总监，以及AWTC (LO & LAM) Consultancies Ltd的高级顾问，对社会现况深具识见。

Mr WONG Sing-chi was a Legislative Councillor (New Territories East), the Life Education Superintendent of the Centre for Restoration of Human Relationships and supervisor or executive director of many social service organisations. He is currently a certified trainer of the International Institute for Restorative Practice, a Service Director of the Exit Social Services Centre and a Senior Consultant of the AWTC (LO & LAM) Consultancies Ltd. Mr Wong has a profound understanding of the current social situation.



陈汉云教授

**Professor Edwin CHAN Hon-wan**

陈汉云教授是香港理工大学建筑及房地产学系教授及副主任。

陈教授也是自置居所津贴上诉委员会副主席、城市规划委员会及职业训练局土木工程，以及建筑业训练委员会委员。

陈教授现为房屋委员会，以及其辖下建筑小组委员会、资助房屋小组委员会和审计附属小组委员会委员。

Professor Edwin CHAN Hon-wan is a professor and Associate Head in the Department of Building and Real Estate at The Hong Kong Polytechnic University.

He is currently the Deputy Chairman of the Home Purchase Allowance Appeals Committee Panel and a member of the Town Planning Board and the Vocational Training Council – Building and Civil Engineering Training Board.

Professor Chan is a member of the Housing Authority and its Building Committee, Subsidised Housing Committee and Audit Sub-committee.



李炳权先生, JP

**Mr LEE Ping-kuen, JP**

李炳权先生现职工程顾问公司技术总监。他是注册专业工程师，专长为土木工程、环境工程和结构工程。

李先生曾任香港特别行政区政府策略发展委员会委员和中央政策组顾问。他现为房屋委员会委员，以及其辖下建筑小组委员会和投标小组委员会的委员。

Mr LEE Ping-kuen is the Technical Director of an engineering consultancy firm. He is a registered professional engineer specialising in civil, environmental and structural engineering.

Mr Lee was a member of the Commission on Strategic Development and a member of the Central Policy Unit of the HKSAR Government. Currently he is a member of the Housing Authority and its Building Committee and Tender Committee.



王永祥先生

**Mr Winfield WONG Wing-cheung**

王永祥先生是香港执业律师，现于黄乾亨黄英豪律师事务所执业。王先生于2006年至2009年间出任上诉裁判团（建筑物）主席；及于1999年至2012年为律师纪律审裁团成员。他现时是房屋委员会辖下审计附属小组委员会主席、财务小组委员会委员、策划小组委员会委员，以及投标小组委员会委员。

Mr Winfield WONG Wing-cheung is a practising solicitor with Philip K H Wong, Kennedy Y H Wong & Co. He was the Chairman of the Appeal Tribunal Panel (Buildings) from 2006 to 2009, and a member of the Solicitors Disciplinary Tribunal Panel from 1999 to 2012. Currently, he is the Chairman of the Audit Sub-Committee, and a member of the Finance Committee, the Strategic Planning Committee and the Tender Committee under the Housing Authority.



冯婉眉女士

**Miss Anita FUNG Yuen-mei**

冯婉眉女士是香港上海汇丰银行有限公司香港区总裁、汇丰环球投资管理（香港）有限公司主席及董事、汇丰银行（中国）有限公司董事、交通银行股份有限公司非执行董事，以及恒生银行有限公司非执行董事。

冯女士在香港的主要金融组织和机构担任职务，包括香港金融管理局辖下的银行业务咨询委员会、该局的外汇基金咨询委员会辖下的金融基建委员会，以及财资市场公会，对推动香港以至其他地区金融市场的发展不遗余力。

冯女士现为香港机场管理局董事会成员、房屋委员会非官方委员，以及香港科技大学校董会成员。

Miss Anita FUNG Yuen-mei is the Chief Executive Officer, Hong Kong of the Hongkong and Shanghai Banking Corporation Limited. She is also the Chairman and the Director of HSBC Global Asset Management (Hong Kong) Limited, a Director of HSBC Bank (China) Company Limited, a Non-executive Director of Bank of Communications Company Limited, and a Non-executive Director of Hang Seng Bank Limited.

Miss Fung holds a number of positions with key financial bodies in Hong Kong, including the Banking Advisory Committee of the Hong Kong Monetary Authority (HKMA), the Financial Infrastructure Sub-committee of the Exchange Fund Advisory Committee of HKMA, and the Treasury Markets Association, and has been actively promoting the development of the financial markets of Hong Kong as well as other regions.

Miss Fung is a Board Member of the Airport Authority Hong Kong, a non-official member of the Housing Authority and a member of the Council of the Hong Kong University of Science and Technology.



蔡惠琴女士, JP

Ms Virginia CHOI Wai-kam, JP

蔡惠琴女士现职国际人力资源顾问公司主任顾问兼总经理，在管理咨询及培训方面具20多年经验。蔡女士一向热心于社会服务，现为社会工作训练及人力策划咨询委员会委员、法律援助服务局成员、香港公开大学校董会成员、公务员叙用委员会委员和公务员薪俸及服务条件常务委员会委员。

蔡女士也是房屋委员会委员，以及其辖下财务小组委员会和审计附属小组委员会委员。

Ms Virginia CHOI Wai-kam is the Managing Consultant and Country Manager of an international HR consultancy firm, with experience in management consultancy and training for over 20 years. Ms Choi is a member of the Advisory Committee on Social Work Training and Manpower Planning, the Legal Aid Services Council, the Council of the Open University of Hong Kong, the Public Service Commission, and the Standing Commission on Civil Service Salaries and Conditions of Service.

Ms Choi is also a member of the Housing Authority and its Finance Committee and Audit Sub-committee.



何周礼先生, MH

Mr Barrie HO Chow-lai, MH

何周礼先生是何周礼建筑设计事务所的创办人及董事。他于1993年获香港大学颁授建筑学一级荣誉文学士学位，并于1996年以优异成绩获香港大学颁授建筑硕士。他常被媒体誉为亚洲新一代最具影响力的建筑设计师之一。何先生分别在香港特别行政区优质建筑大奖2012和2010获得入围奖及优异奖，并且是杜拜城市建筑设计大奖2008得主之一。此外，他获得逾百个来自杜拜、美国、英国、上海、北京、台湾、亚太区及香港的重要国际设计奖项。

何先生成就卓越，曾在2011年获香港特别行政区政府颁授「荣誉勋章」，其他获得的奖项包括：台湾十大设计师（2011）、亨达集团创富大奖（2010）、中国优秀创新企业家（2009）、职业训练局荣誉院士（2008）、《透视》杂志40位40岁以下最具影响力设计师（2007）、香港十大杰出青年（2005）、香港十大杰出设计师（2005）等。

何先生现为香港建筑设计联盟的创办人及主席、职业训练局专业教育学院辖下香港知专设计学院学术顾问委员会委员、建筑师事务所商会执行会员（2010-2012），以及香港专业及资深行政人员协会创会会员。何先生也是市区重建局活化湾仔旧区专责委员会委员（2000-2012）。

Mr Barrie HO Chow-lai, Founder and Director of BARRIE HO Architecture Interiors Ltd, obtained his Master of Architecture with distinction in 1996 and Bachelor of Arts (Architectural Studies) with first honour in 1993 from The University of Hong Kong. He is frequently described by the media as one of the most influential architectural designers of his generation practising in Asia today. Mr Ho is one of the winners of the Quality Building Awards 2012 (Finalist) and 2010 (Merit Award), and Dubai Cityscape Architectural Awards 2008. He has received over 100 significant international design awards from Dubai, U.S.A., United Kingdom, Shanghai, Beijing, Taiwan, the Asia Pacific and Hong Kong.

Mr Ho was awarded the Order of the Medal of Honour by the HKSAR Government in 2011, and the other awards and achievements he has received and obtained include: Taiwan Top Ten Designers Award 2011, Hantec Wealth Creation Award 2010, Outstanding Innovative Chinese Entrepreneur 2009, Vocational Training Council Honorary Fellow 2008, 40 Under 40 Award 2007 organised by Perspective Magazine that recognises young design talents in the Greater China region, and Ten Outstanding Young Persons Award 2005 and Ten Outstanding Designer Award 2005.

Mr Ho is the founder and Chairman of the Hong Kong Architectural Design Union, a member of the Advisory Board of the Hong Kong Design Institute under the Vocational Training Council's Hong Kong Institute of Vocational Education, an executive committee member of the Association of Architectural Practices (2010-2012) and a founding member of the Hong Kong Professional and Senior Executive Association. He is also a member of the Old Wan Chai Revitalisation Initiatives Special Committee of the Urban Renewal Authority (2000-2012).



许美嫦女士, JP

**Ms Tennesy HUI Mei-sheung, JP**

许美嫦女士是香港执业律师，现为房屋委员会委员、郊野公园及海岸公园委员会委员、渔农业谘询委员会委员，以及香港爱滋病顾问局成员。许女士也是交通审裁处主席、渔民特惠津贴上诉委员会（禁拖）主席、牌照上诉委员会及其他多个上诉委员会的委员。

许女士是香港各界妇女联合协进会的义务法律顾问，以及轩尼诗道官立下午小学的学校管理委员会委员。

Ms Tennesy HUI Mei-sheung is a solicitor practising in Hong Kong, a member of the Housing Authority, Country and Marine Parks Board, Advisory Committee on Agriculture and Fisheries, and the Hong Kong Advisory Council on AIDS. Apart from serving on a number of appeal panels, Ms Hui is also the Chairman of the Transport Tribunal and Fisherman Claims Appeal Board (Trawl Ban) and a member of the Licensing Appeals Board.

Ms Hui is an Honorary Legal Consultant of the Hong Kong Federation of Women and a member of the School Management Committee of Hennessy Road Government Primary PM School.



林云峯教授, JP

**Professor Bernard Vincent LIM Wan-fung, JP**

林云峯教授现为香港中文大学建筑学院教授，多年来担任建筑师注册管理局委员、香港建筑师学会理事和前会长，致力促进社区发展和地区事务工作。他为香港城市设计学会创会长。

林教授的研究专长及设计范畴包括大型总体规划设计 / 居民参与设计、教育及公共建筑、能源效益设计，以及公众参与策划及工作坊。

林教授现为房屋委员会委员、建筑小组委员会主席、资助房屋小组委员会及策划小组委员会委员。

Professor Bernard Vincent LIM is a professor of the School of Architecture of The Chinese University of Hong Kong. For years he has been elected as a member of Architects Registration Board and has been a Council Member and past President of the Hong Kong Institute of Architects, contributing particularly in new initiatives for community development and local affairs. He is the founding President of Hong Kong Institute of Urban Design.

He has established professional specialisation/research in the areas of Large-scale Master Planning/Urban Design, Educational and Institutional Buildings, Sustainable/Energy Efficiency Designs, and Community Participatory Planning and Workshops.

Professor Lim is a member of the Housing Authority, the Chairman of the Building Committee and a member of Subsidised Housing Committee and Strategic Planning Committee.



刘国裕博士, JP

Dr LAU Kwok-yu, JP

刘国裕博士是香港城市大学公共政策学系副教授，专注于房屋政策、房屋管理、社会政策及行政的教学和研究。刘博士是香港房屋经理学会名誉资深会员和注册社会工作者。

刘博士曾任多项公职，包括房屋委员会辖下多个小组委员会委员、葵青区议会和深水埗区议会关注私营房屋小组成员；曾是房屋局长远房屋策略检讨督导小组、市区重建局土地、安置及补偿委员会成员，并担任多个居民组织的顾问。

刘博士现为香港房屋协会监事会委员、香港房屋经理学会专业实务委员会增选委员、市区重建局覆核委员会增选委员、房屋委员会委员及辖下建筑小组委员会委员。

Dr LAU Kwok-yu is an associate professor in the Department of Public Policy at City University of Hong Kong. The areas of his teaching and research are housing policy, housing management, social policy and administration. He is also an Honorary Fellow of the Hong Kong Institute of Housing and a Registered Social Worker.

Dr Lau has extensive experience in public service. He served on various committees of the Housing Authority, and was a member of the working groups on public and private housing of the Kwai Tsing and Sham Shui Po District Councils. He was formerly a member of the Housing Bureau's Long Term Housing Strategy Review Steering Group and the Urban Renewal Authority's Land, Rehousing and Compensation Committee. He has also been an advisor to a number of housing residents' organisations.

Dr Lau is currently a member of the Supervisory Board of the Hong Kong Housing Society, a co-opted member of the Hong Kong Institute of Housing's Professional Practice Committee, a co-opted member of the Urban Renewal Authority's Review Committee and a member of the Housing Authority and its Building Committee.



黄远辉先生, JP

Mr Stanley WONG Yuen-fai, JP

黄远辉先生，56岁，生于香港。黄先生持有澳大利亚麦加里大学应用金融学硕士学位，是香港银行学会资深会士和香港特许秘书及行政人员学会会员。黄先生现为城市规划委员会副主席、房屋协会成员、香港舞蹈团主席、首长级薪俸及服务条件常务委员会委员、科学博物馆咨询委员会委员，以及证券及期货事务上诉审裁处成员。在环保方面，黄先生是能源咨询委员会和香港地球之友成员。

黄先生在银行界累积逾39年经验。他在1974年加入渣打银行，于1991年成为香港渣打银行司库，1995年跃升为渣打银行东北亚地区司库，2001年至2003年为渣打银行中国区行政总裁。黄先生于2004年7月获委任为中国工商银行（亚洲）有限公司董事暨副总经理，至2011年8月退休。

Mr Stanley WONG Yuen-fai, aged 56, was born in Hong Kong. Mr Wong holds a Master's Degree in Applied Finance from the Macquarie University, Australia, and is a fellow member of the Hong Kong Institute of Bankers and an associate member of the Hong Kong Institute of Chartered Secretaries and Administrators. Mr Wong is Vice-chairman of the Hong Kong Town Planning Board, a member of the Housing Society, the Chairman of the Hong Kong Dance Company, a member of the Standing Committee on Directorate Salaries and Conditions of Service, the Science Museum Advisory Panel, and Securities and Futures Appeals Tribunal. On the environmental aspect, Mr Wong is an appointed member of the Energy Advisory Committee and a governor of the Friends of the Earth (Hong Kong).

Mr Wong started his banking career, which spans over 39 years, in 1974 with Standard Chartered Bank. He became the treasurer of Standard Chartered Bank in 1991 and was further promoted in 1995 to the position of Regional Treasurer of North East Asia and eventually the Chief Executive Officer of Standard Chartered Bank's China operations from 2001 to 2003. He joined Industrial and Commercial Bank of China (Asia) Limited as the Executive Director and the Deputy General Manager in July 2004 and retired in August 2011.



谢曼怡女士, JP (财经事务及库务局常任秘书长(库务))

**Ms Elizabeth TSE Man-ye, JP**

(Permanent Secretary for Financial Services and the Treasury (Treasury))

谢曼怡女士毕业于香港大学, 1984年加入香港政府, 任职政务主任。谢女士曾在多个决策局和部门服务, 包括前保安科、前政务总署、前经济科、前财政科、前新机场工程统筹署及前工商科。

谢女士于1999年7月至2006年4月出任库务局副局长(后改称财经事务及库务局副局长(库务)), 2006年4月至2007年10月出任行政署长, 2007年10月至2010年4月出任行政长官办公室常任秘书长, 并于2010年4月至2012年7月出任商务及经济发展局常任秘书长(通讯及科技)。谢女士由2012年7月起出任财经事务及库务局常任秘书长(库务)。

Ms Elizabeth TSE Man-ye joined the Government of Hong Kong in 1984 as an Administrative Officer after graduating from The University of Hong Kong. She has since served in various bureaux and departments, including the former Security Branch, the former City and New Territories Administration, the former Economic Services Branch, the former Finance Branch, the former New Airport Projects Co-ordination Office and the former Trade and Industry Branch.

Ms Tse was Deputy Secretary for the Treasury (later renamed Deputy Secretary for Financial Services and the Treasury (Treasury)) from July 1999 to April 2006, Director of Administration from April 2006 to October 2007, Permanent Secretary, Chief Executive's Office from October 2007 to April 2010 and Permanent Secretary for Commerce and Economic Development (Communications and Technology) from April 2010 to July 2012. She has taken up the appointment of Permanent Secretary for Financial Services and the Treasury (Treasury) since July 2012.



甯汉豪女士, JP (地政总署署长)

**Ms Bernadette LINN, JP** (Director of Lands)

甯汉豪女士于1989年加入香港政府, 任职政务主任。她于2005年至2008年出任教育局副秘书长, 于2008年至2010年出任财经事务及库务局副局长, 并于2010年至2012年出任行政长官私人秘书。甯女士由2012年7月31日起出任地政总署署长。

甯女士持有香港大学文学士学位和密歇根大学(安娜堡市)传理学硕士学位。

Ms Bernadette LINN joined the government of Hong Kong as an Administrative Officer in 1989. She was Deputy Secretary for Education from 2005 to 2008, Deputy Secretary for Financial Services and the Treasury from 2008 to 2010, and Private Secretary to the Chief Executive from 2010 to 2012. She has been the Director of Lands since 31 July 2012.

Ms Linn holds a Bachelor of Arts degree from The University of Hong Kong and a Master's degree in Communication Studies from the University of Michigan, Ann Arbor.

# 2012/13 房屋委员会辖下各小组委员会委员名单

## Membership of the Housing Authority Committees

88

### 常务小组委员会 Standing Committees

#### 策划小组委员会 Strategic Planning Committee

- \* 郑汝桦女士, GBS, JP (主席)  
(至2012年6月30日止)  
The Honourable Eva CHENG, GBS, JP  
(Chairman) (up to 30 June 2012)
- \* 张炳良教授, GBS, JP  
(主席)(由2012年7月1日起)  
Professor the Honourable Anthony  
CHEUNG Bing-leung, GBS, JP  
(Chairman) (with effect from 1 July 2012)
- \* 李慧贤女士, BBS, JP  
Ms Angela LEE Wai-yin, BBS, JP
- \* 苏伟文教授  
Professor Raymond SO Wai-man
- \* 蔡涯棉先生, JP  
Mr Michael CHOI Ngai-min, JP
- \* 王永祥先生  
Mr Winfield WONG Wing-cheung
- \* 林云峯教授, JP  
Prof Bernard Vincent LIM Wan-fung, JP
- \* 黄远辉先生, JP  
(由2012年8月13日起)  
Mr Stanley WONG Yuen-fai, JP  
(with effect from 13 August 2012)
- \* 房屋署署长(或代表)  
Director of Housing (or representative)
- 运输及房屋局副局长  
Under Secretary for Transport and  
Housing
- 发展局常任秘书长(工务)(或代表)  
Permanent Secretary for Development  
(Works) (or representative)
- 民政事务总署署长(或代表)  
Director of Home Affairs  
(or representative)
- 规划署署长(或代表)  
Director of Planning (or representative)

#### 审计附属小组委员会 Audit Sub-committee

- \* 王永祥先生(主席)  
Mr Winfield WONG Wing-cheung  
(Chairman)
- \* 陈汉云教授  
Professor Edwin CHAN Hon-wan
- \* 蔡惠琴女士, JP  
Ms Virginia CHOI Wai-kam, JP
- 陈兆根博士  
Dr Alex CHAN Siu-kun
- 张国钧先生  
Mr Horace CHEUNG Kwok-kwan

#### 建筑小组委员会 Building Committee

- \* 林云峯教授, JP (主席)  
Professor Bernard Vincent  
LIM Wan-fung, JP (Chairman)
- \* 叶成庆先生, JP  
(至2012年6月30日止)  
Mr Simon IP Shing-hing, JP  
(up to 30 June 2012)
- \* 林翠莲女士  
Ms LAM Chui-lin
- \* 陈汉云教授  
Prof Edwin CHAN Hon-wan
- \* 李炳权先生, JP  
Mr LEE Ping-kuen, JP
- \* 孔令成先生, BBS, JP  
Mr Leo KUNG Lin-cheng, BBS, JP
- \* 刘国裕博士, JP  
(由2012年8月13日起)  
Dr LAU Kwok-yu, JP  
(with effect from 13 August 2012)
- 陈兆根博士  
Dr Alex CHAN Siu-kun
- 张达棠先生  
Mr CHEUNG Tat-tong
- 李启光先生  
Mr Peter LEE Kai-kwong

卢伟国议员, BBS, JP  
Dr the Honourable LO Wai-kwok,  
BBS, JP

张仁康先生  
Mr CHEUNG Yan-hong

简松年先生, BBS, JP  
Mr Tony KAN Chung-nin, BBS, JP

李振强先生, BBS, JP  
Mr Eddie LEE Chung-keung, BBS, JP

蔡海伟先生  
Mr CHUA Hoi-wai

康荣江先生  
Mr Wallace HONG Wing-kwong

刘诗韵女士  
Ms Serena LAU Sze-wan

伍美琴教授  
Prof NG Mee-kam

彭长纬先生, BBS, JP  
Mr Thomas PANG Cheung-wai,  
BBS, JP

黄碧如女士  
Ms Cleresa WONG Pie-yue

叶其菁女士  
Ms Christine YIP Kee-ching

\* 房屋署署长(或代表)  
Director of Housing (or representative)

发展局常任秘书长(工务)(或代表)  
Permanent Secretary for Development  
(Works) (or representative)

规划署署长(或代表)  
Director of Planning (or representative)

#### 商业楼宇小组委员会 Commercial Properties Committee

\* 蔡涯棉先生, JP (主席)  
Mr Michael CHOI Ngai-min, JP  
(Chairman)

\* 方刚议员, SBS, JP  
The Honourable Vincent FANG Kang,  
SBS, JP

\* 叶国谦议员, GBS, JP  
The Honourable IP Kwok-him, GBS, JP

\* 杨倩红女士, MH  
Ms YEUNG Sin-hung, MH

\* 梁家杰议员, SC  
The Honourable Alan LEONG Kah-kit, SC

\* 刘文君女士  
Ms Julia LAU Man-kwan

\* 黄成智先生  
Mr WONG Sing-chi

\* 何周礼先生, MH  
Mr Barrie HO Chow-lai, MH

\* 许美嫦女士, JP  
Ms Tennesy HUI Mei-sheung, JP

陈志球博士, BBS, JP  
Dr Johnnie Casire CHAN Chi-kau, BBS, JP

李振强先生, BBS, JP  
Mr Eddie LEE Chung-keung, BBS, JP

柯创盛先生, MH  
Mr Wilson OR Chong-shing, MH

张贤登先生  
Mr CHEUNG Yin-tung

曾焕平先生  
Mr Joseph TSANG Hon-ping

雷绍麟先生  
Mr Alan LUI Siu-lun

黄靄云博士  
Dr Evia WONG Oi-wan

陈旭明先生  
Mr Raymond CHAN Yuk-ming

黄碧如女士  
Ms Cleresa WONG Pie-yue

\* 房屋署署长 (或代表)  
Director of Housing (or representative)

社会福利署署长 (或代表)  
Director of Social Welfare  
(or representative)

财务小组委员会  
Finance Committee

\* 苏伟文教授 (主席)  
Professor Raymond SO Wai-man  
(Chairman)

\* 梁继昌议员  
The Honourable  
Kenneth LEUNG Kai-cheong

\* 区啸翔先生  
Mr Albert AU Siu-cheung

\* 陈健波议员, BBS, JP  
The Honourable CHAN Kin-por,  
BBS, JP

\* 孔令成先生, BBS, JP  
Mr Leo KUNG Lin-cheng, BBS, JP

\* 孙德基先生, BBS, JP  
(至2012年6月30日止)  
Mr David SUN Tak-kei, BBS, JP  
(up to 30 June 2012)

\* 冯婉眉女士  
Miss Anita FUNG Yuen-mei

\* 蔡惠琴女士, JP  
Ms Virginia CHOI Wai-kam, JP

\* 王永祥先生  
Mr Winfield WONG Wing-cheung

黎永昌先生  
Mr Raymond LAI Wing-chueng

王国强博士, SBS, JP  
Dr WONG Kwok-keung, SBS, JP

黄世雄先生  
Mr Oscar WONG Sai-hung

莫家麟先生  
Mr Francis MOK Gar-lon

孙淑贞女士  
Ms Susanna SHEN Shuk-ching

\* 房屋署署长 (或代表)  
Director of Housing (or representative)

\* 财经事务及库务局常任秘书长 (库务)  
(或代表)  
Permanent Secretary for Financial  
Services and the Treasury (Treasury)  
(or representative)

公务员事务局局长 (或代表)  
Secretary for the Civil Service  
(or representative)

资金管理附属小组委员会  
Funds Management Sub-committee

\* 苏伟文教授 (主席)  
Professor Raymond SO Wai-man  
(Chairman)

\* 冯婉眉女士  
Miss Anita FUNG Yuen-mei

\* 孔令成先生, BBS, JP  
Mr Leo KUNG Lin-cheng, BBS, JP

锺瑞明博士, GBS, JP  
Dr CHUNG Shui-ming, GBS, JP

黎永昌先生  
Mr Raymond LAI Wing-chueng

黄世雄先生  
Mr Oscar WONG Sai-hung

姚尚敏女士  
Ms Stella YIU Sheung-mun

\* 房屋署署长 (或代表)  
Director of Housing (or representative)

资助房屋小组委员会  
Subsidised Housing Committee

\* 张炳良教授, GBS, JP (主席)  
(至2012年6月30日止)  
Professor the Honourable Anthony  
CHEUNG Bing-leung, GBS, JP  
(Chairman) (up to 30 June 2012)

\* 黄远辉先生, JP (主席)  
(由2012年8月13日起)  
Mr Stanley WONG Yuen-fai, JP  
(Chairman) (with effect from  
13 August 2012)

\* 林翠莲女士  
Ms LAM Chui-lin

\* 李慧贤女士, BBS, JP  
Ms Angela LEE Wai-yin, BBS, JP

\* 杨倩红女士, MH  
Ms YEUNG Sin-hung, MH

\* 叶国谦议员, GBS, JP  
The Honourable IP Kwok-him, GBS, JP

\* 黄国健议员, BBS  
The Honourable WONG Kwok-kin, BBS

\* 蔡涯棉先生, JP  
Mr Michael CHOI Ngai-min, JP

## 房屋委员会及其小组委员会 HOUSING AUTHORITY AND ITS COMMITTEES

90

\* 方敏生女士, BBS, JP  
Ms Christine FANG Meng-sang, BBS, JP

\* 黄成智先生  
Mr WONG Sing-chi

\* 林云峯教授, JP  
Professor Bernard Vincent  
LIM Wan-fung, JP

\* 陈汉云教授  
Professor Edwin CHAN Hon-wan

李锦明先生, MH  
Mr LEE Kam-ming, MH

文裕明先生  
Mr MAN Yu-ming

陆劲光先生  
Mr LUK King-kwong

张洪秀美女士, JP  
Mrs CHEUNG ANG Siew-mei, JP

\* 房屋署署长(或代表)  
Director of Housing (or representative)

运输及房屋局副局长  
Under Secretary for Transport and  
Housing

民政事务总署署长(或代表)  
Director of Home Affairs  
(or representative)

社会福利署署长(或代表)  
Director of Social Welfare  
(or representative)

### 投标小组委员会 Tender Committee

\* 李慧贤女士, BBS, JP (主席)  
Ms Angela LEE Wai-yin, BBS, JP  
(Chairman)

\* 叶成庆先生, JP  
(至2012年6月30日止)  
Mr Simon IP Shing-hing, JP  
(up to 30 June 2012)

\* 梁家杰议员, SC  
The Honourable Alan LEONG Kah-kit, SC

\* 刘文君女士  
Ms Julia LAU Man-kwan

\* 李炳权先生, JP  
Mr LEE Ping-kuen, JP

\* 王永祥先生  
Mr Winfield WONG Wing-cheung

\* 何周礼先生, MH  
Mr Barrie HO Chow-lai, MH

\* 许美嫦女士, JP  
Ms Tennesy HUI Mei-sheung, JP

张达棠先生  
Mr CHEUNG Tat-tong

王国强博士, SBS, JP  
Dr WONG Kwok-keung, SBS, JP

李振强先生, BBS, JP  
Mr Eddie LEE Chung-keung, BBS, JP

卢伟国议员, BBS, JP  
Dr the Honourable LO Wai-kwok, BBS, JP

康荣江先生  
Mr Wallace HONG Wing-kwong

\* 房屋署署长(或代表)  
Director of Housing (or representative)

\* 房屋委员会委员  
Member of the Housing Authority

各委员的简历及称谓是根据截至  
2013年3月31日的资料编写。  
Biographies and titles of members were  
compiled with reference to information  
as at 31 March 2013.

# 附录

## Appendices

- 01 房屋委员会组织及职能  
Housing Authority Organisation and Functions
- 02 房屋署首长级人员  
Housing Department Directorate
- 03 租住单位编配  
Allocation of Rental Flats
- 04 租住房屋数目  
Rental Housing Stock
- 05 出售房屋  
Sale Flats
- 06 资格准则  
Eligibility Criteria
- 07 各类屋邨代表租金  
Typical Rents
- 08 统计数字一览表  
Statistics
- 09 2008/09财政年度至2012/13财政年度运作结果  
Operating Results for Financial Years  
2008/09 to 2012/13
- 10 2008/09财政年度至2012/13财政年度资本开支  
Capital Expenditure for Financial Years  
2008/09 to 2012/13
- 11 过去十年公营房屋建屋量  
Public Housing Production in the Past 10 Years
- 12 建造业意外统计  
Construction Accidents Statistics
- 13 服务承诺  
Performance Pledge

# 01 房屋委员会组织及职能 Housing Authority Organisation and Functions

截至 As at 31.3.2013

92



## 02 房屋署首长级人员<sup>(1)</sup> Housing Department Directorate<sup>(1)</sup>

截至 As at 31.3.2013



93

注 Note:

(1) 此表只列载担任首长级薪酬第2点或以上常额职位的人员。

This chart shows officers taking up permanent posts at D2 or above only.

### 03 租住单位编配 Allocation of Rental Flats

类别 Categories	截至 As at 31.3.2013		截至 As at 31.3.2012	
	单位 Flats	人数 People	单位 Flats	人数 People
公屋轮候册 Waiting List	15 551	34 237	19 789	45 281
整体重建、屋邨清拆及大型维修 Comprehensive Redevelopment Programme, Estate Clearance and Major Repairs	2 527	6 748	80	104
清拆 Clearance				
1. 政府清拆项目 / 市区重建局 1. Government Clearance Projects / Urban Renewal Authority	140	320	162	417
2. 中转房屋居民调迁公屋 / 中转房屋清拆 2. Interim Housing Trawling / Interim Housing Clearance	0	0	0	0
紧急安置 Emergency	0	0	4	12
初级公务员及退休公务员 Junior Civil Servants and Pensioners	828	2 329	846	2 472
体恤安置 Compassionate	2 213	5 041	2 673	5 949
各类调迁及纾缓挤迫 / 改善居住空间调迁计划 Transfers and Overcrowding Relief / Living Space Improvement Transfer Scheme	5 751	15 587	7 779	20 970
<b>合计</b> <b>Total</b>	<b>27 010<sup>(1)</sup></b>	<b>64 262</b>	<b>31 333<sup>(2)</sup></b>	<b>75 205</b>

注 Note:

- (1) 不包括11 116个编配中的单位。  
Excluding 11 116 flats under offer.
- (2) 不包括6 148个编配中的单位。  
Excluding 6 148 flats under offer.

## 04 租住房屋数目 Rental Housing Stock

公共租住屋邨 <sup>(1)</sup> Public Rental Housing Estates <sup>(1)</sup>	截至As at 31.3.2013 认可居民人数 单位数目 Authorised Population		截至As at 31.3.2012 认可居民人数 单位数目 Authorised Population	
	No. of Flats	Population	No. of Flats	Population
<b>区议会分区</b> <b>District Council District</b>				
中西区 Central and Western	636	2 123	636	2 114
东区 Eastern	35 275	101 069	35 318	101 748
南区 Southern	26 743	76 124	26 930	77 076
油尖旺 Yau Tsim Mong	2 820	8 303	2 820	8 385
深水埗 Sham Shui Po	52 281	134 181	49 309	126 702
九龙城 Kowloon City	16 240	44 883	16 240	44 449
黄大仙 Wong Tai Sin	76 350	211 710	76 260	211 863
观塘 Kwun Tong	128 624	341 111	124 619	332 130
葵青 Kwai Tsing	99 759	281 805	100 008	283 323
荃湾 Tsuen Wan	21 734	59 964	21 736	60 366
屯门 Tuen Mun	57 293	146 325	58 061	149 146
元朗 Yuen Long	63 394	195 605	63 580	197 077
北区 North	23 077	66 230	23 395	67 516
大埔 Tai Po	18 497	52 161	18 796	53 441
沙田 Sha Tin	60 822	167 364	59 927	168 408
西贡 Sai Kung	28 644	85 211	28 963	86 460
离岛 Islands	15 769	52 748	15 770	52 305
<b>合计</b> <b>Total</b>	<b>727 958</b>	<b>2 026 917</b>	<b>722 368</b>	<b>2 022 509</b>

中转房屋 Interim Housing	认可居民人数 单位数目 Authorised Population		认可居民人数 单位数目 Authorised Population	
	No. of Flats	Population	No. of Flats	Population
<b>区议会分区</b> <b>District Council District</b>				
屯门 Tuen Mun	1 904	2 111	1 773	2 084
葵青 Kwai Tsing	1 928	1 465	1 928	1 547
元朗 Yuen Long	840	900	840	889
<b>合计</b> <b>Total</b>	<b>4 672</b>	<b>4 476</b>	<b>4 541</b>	<b>4 520</b>

注 Note:

- (1) 数字不包括由1998年起在租者置其屋计划下所出售的租住单位。  
The figures do not cover the rental flats sold under the Tenants Purchase Scheme since 1998.

## 05 出售房屋 Sale Flats

截至As at 31.3.2013

96

	区议会分区	District Council District	单位数目 Number of Flats
推出发售的居者有其屋计划单位 <sup>(1)</sup> Home Ownership Scheme Flats <sup>(1)</sup>	东区	Eastern	13 893
	南区	Southern	6 726
	深水埗	Sham Shui Po	3 844
	九龙城	Kowloon City	1 800
	黄大仙	Wong Tai Sin	20 506
	观塘	Kwun Tong	27 096
	葵青	Kwai Tsing	12 819
	屯门	Tuen Mun	20 835
	元朗	Yuen Long	18 502
	北区	North	12 566
	大埔	Tai Po	13 037
	沙田	Sha Tin	39 098
	西贡	Sai Kung	22 126
	离岛	Islands	2 967
		<b>合计</b>	<b>Total</b>
推出发售的私人机构参建居屋计划单位 <sup>(1)</sup> Private Sector Participation Scheme Flats <sup>(1)</sup>	东区	Eastern	17 990
	南区	Southern	3 129
	油尖旺	Yau Tsim Mong	3 908
	黄大仙	Wong Tai Sin	11 364
	观塘	Kwun Tong	6 410
	葵青	Kwai Tsing	840
	屯门	Tuen Mun	19 712
	北区	North	5 872
	大埔	Tai Po	3 928
	沙田	Sha Tin	12 914
	西贡	Sai Kung	13 766
		<b>合计</b>	<b>Total</b>
推出发售的可租可买计划及重建置业计划单位 <sup>(1)</sup> Buy or Rent Option Scheme and Mortgage Subsidy Scheme Flats <sup>(1)</sup>	油尖旺	Yau Tsim Mong	629
	九龙城	Kowloon City	1 096
	黄大仙	Wong Tai Sin	640
	葵青	Kwai Tsing	1 920
	元朗	Yuen Long	2 560
	北区	North	799
	<b>合计</b>	<b>Total</b>	<b>7 644</b>
已出售的租者置其屋计划单位 <sup>(2)</sup> Tenants Purchase Scheme Sold Flats <sup>(2)</sup>	东区	Eastern	2 583
	南区	Southern	7 289
	深水埗	Sham Shui Po	4 559
	黄大仙	Wong Tai Sin	16 407
	观塘	Kwun Tong	10 035
	葵青	Kwai Tsing	10 810
	屯门	Tuen Mun	10 409
	元朗	Yuen Long	4 052
	北区	North	12 180
	大埔	Tai Po	13 685
	沙田	Sha Tin	20 937
	西贡	Sai Kung	10 062
		<b>合计</b>	<b>Total</b>
	<b>总计</b>	<b>Grand Total</b>	<b>446 300</b>

注 Note:

(1) 由2003年6月底起，所有回购 / 交易取消个案和未能出售的单位皆列作剩馀单位，并不列作房屋委员会（房委会）出售房屋的一部分。截至2013年3月底，共有832个剩馀单位。

With effect from end June 2003, buyback / rescinded flats and unsold flats are classified as surplus flats which are distinguished from the Housing Authority (HA)'s sale flat stock. As at end March 2013, there were 832 surplus flats.

(2) 已出售的租者置其屋计划单位不包括售回给房委会的单位。

Tenants Purchase Scheme sold flats exclude cases in which buyers had sold back their flats to the HA.

## 06A 资格准则 Eligibility Criteria

公共租住房屋的申请资格准则 Eligibility Criteria for Public Rental Housing Applicants on the Waiting List				
资格准则 Eligibility Criteria	申请类别 Type of Applications			
	一般家庭 Ordinary Families	高龄单身人士优先配屋计划 Single Elderly Persons Priority Scheme	共享颐年优先配屋计划 Elderly Persons Priority Scheme	天伦乐优先配屋计划 <sup>(1)</sup> Harmonious Families Priority Scheme <sup>(1)</sup>
申请人年龄 Applicant's Age	年满18岁。 At least 18 years of age.	申请人必须年满58岁，而在配屋时必须年满60岁。 The Applicant must be 58 years of age or above, and must have attained the age of 60 at the time of flat allocation.	申请表内的所有人士必须年满58岁，而在配屋时全部人士必须年满60岁。 All of them must be 58 years of age or above at the time of filing in their application and must have attained the age of 60 by the time of flat allocation.	年满18岁（有关的高龄人士必须年满60岁或以上）。 At least 18 years old (the elderly persons must have attained the age of 60 or over).
住户人数 Household Size	最少两名有亲属关系的人士合伙同住。非长者一人申请者也可登记在另一独立名册上。 At least two related persons living together. Non-elderly one-person applicants can also register on a separate list.	高龄单身人士会被编配入住长者住屋、经改建的单位或独立单位。 Single elderly applicants will be allocated Housing for Senior Citizens, converted flats or self-contained flats.	两名或更多长者，无论有亲属关系与否，获配单位后须合伙同住。 Two or more elderly persons, either related or unrelated, who undertake to live together upon allocation.	申请的家庭必须为不少于两人的家庭，其中包括最少一名年老亲属。 The applicant's family must be composed of at least two persons with at least one elderly relative.
每月住户收入 Monthly Household Income	住户收入不得超逾入息限额，该限额每年检讨一次。 Not exceeding the income limits which are reviewed annually.			
家庭资产总值 Household Asset	申请人及家庭成员所拥有的总资产净值不得超逾总资产净值限额，该限额每年检讨一次。 The family should not own total net assets exceeding the total net asset limits which are reviewed annually.			
拥有物业 Property Ownership	由填写「公屋轮候册申请表」当日起计，直至透过申请获配公屋并签订新租约该日为止，申请人及其家庭成员在香港并无： (a) 拥有或与他人共同拥有香港任何住宅物业或该类物业的任何权益（例如：拥有香港任何住宅物业权益的产业受托人、遗嘱执行人、管业人或受益人均不合资格提出申请）；或 (b) 签订任何协议（包括临时协议）购买香港的住宅物业；或 (c) 持有任何直接或透过附属公司拥有住宅楼宇的公司50%以上的股权。住宅楼宇包括在香港的任何楼宇、未落成的私人住宅楼宇、经建筑事务监督认可的天台构筑物、用作居住用途的屋地及由地政总署批出的小型屋宇批地（包括丁屋批地）。 From the date of completing the Waiting List for public rental housing (PRH) application form to the date of signing the tenancy agreement of the PRH flat allocated in consequence of the application, the Applicant and his / her family members must not: (a) own or co-own or have an interest in any domestic property in Hong Kong (for example, trustee, executor, administrator or beneficiary having an interest in any domestic property in Hong Kong shall not be eligible to submit the application); or (b) have entered into any agreement (including provisional agreement) to purchase any domestic property in Hong Kong; or (c) hold more than 50% of shares in a company which owns, directly or through its subsidiaries, any domestic property in Hong Kong. Domestic property includes any domestic property, uncompleted private domestic property, rooftop structure approved by the Building Authority, domestic building lots and Small House Grants approved by the Lands Department in Hong Kong.			
居港年期 Length of Residence	配屋时，申请表内必须有至少一半成员在香港住满七年及所有成员仍在香港居住。18岁以下子女在以下情况一律视作已符合七年居港年期规定： (a) 不论在何处出生，只要父母其中一人居港满七年；或 (b) 在香港出生并已确立香港永久居民身份。 At the time of allocation, at least half of the family members included in the application must have lived in Hong Kong for seven years and all family members must be still living in Hong Kong. Under the following circumstances, all children under the age of 18 are deemed to have fulfilled the seven-year residence rule: (a) one of the parents, regardless of the children's place of birth, has lived in Hong Kong for seven years; or (b) the children were born in Hong Kong with established permanent resident status.			

注 Note:

(1) 凡根据此项计划申请公屋的家庭，只要符合申请资格，会比一般家庭申请提早六个月获得处理。

Eligible families under this scheme will enjoy a six-month period of priority processing over the application by ordinary families.

(a) 选择与长者同住一单位：

- 申请家庭最少有两名成员，其中必须包括最少一名年长父/母或受供养的年老亲属。
- 不论申请人是由年老亲属还是另一名成年的家庭成员担任，双方均须于接受核实配屋资格面谈时签署一份意愿书，声明较年轻的一方成员会照顾年老亲属，并一同居住。

Opting to live in one flat with the elderly:

- The Applicant's family must consist of at least two members, and at least one of them must be an elderly parent / dependent relative.
- Irrespective of whether the elderly or another adult family member is the Applicant, both of them are required to sign an undertaking at the eligibility vetting interview to the effect that the younger member would take care of and live together with the elderly parent(s) / dependent relative(s).

(b) 选择分别入住两个就近的单位：

- 申请家庭必须为核心家庭，连同最少一名年长父/母或受供养的年老亲属，分别以两份申请表，选择位于市区以外同一轮候册地区内两个就近的公屋单位。
- 双方均须于审查面谈时签署一份意愿书，声明在获得编配有关单位后，年青家庭会给予其年老亲属适当的照顾。

Opting to live in two nearby flats in the same district:

- The Applicant's family must be a nuclear family plus at least one elderly parent / dependent relative. They can opt for two nearby flats in the same Waiting List district (other than the Urban district) by submitting two application forms.
- Both of them are required to sign an undertaking at the eligibility vetting interview to the effect that upon the allocation of flats, the young family should take proper care of the elderly parent(s) / dependent relative(s).

## 06A 资格准则 (续) Eligibility Criteria (continued)

单身人士及一般家庭入息及 总资产净值限额 Income and Total Net Asset Limits for Single Persons and Families	家庭人数	Family Size	每月最高入息限额 <sup>(1)</sup> Maximum Income Limit per Month <sup>(1)</sup> (1.4.2013生效) (Effective from 1.4.2013)		总资产净值限额 Total Net Asset Limit (1.4.2013生效) (Effective from 1.4.2013)
		一人	1 person	\$8,880	(\$9,347)
	二人	2 persons	\$13,750	(\$14,474)	\$286,000 <sup>(2)</sup>
	三人	3 persons	\$18,310	(\$19,274)	\$374,000 <sup>(2)</sup>
	四人	4 persons	\$22,140	(\$23,305)	\$436,000 <sup>(2)</sup>
	五人	5 persons	\$25,360	(\$26,695)	\$485,000
	六人	6 persons	\$28,400	(\$29,895)	\$524,000
	七人	7 persons	\$31,630	(\$33,295)	\$560,000
	八人	8 persons	\$33,810	(\$35,589)	\$587,000
	九人	9 persons	\$37,850	(\$39,842)	\$648,000
	十人及以上	10 or more persons	\$39,740	(\$41,832)	\$698,000

无亲属关系之高龄人士入息及 总资产净值限额 Income and Total Net Asset Limits for Unrelated Elderly Persons	申请人数	Number of Applicant	每月最高入息限额 <sup>(1)</sup> Maximum Income Limit per Month <sup>(1)</sup> (1.4.2013生效) (Effective from 1.4.2013)		总资产净值限额 Total Net Asset Limit (1.4.2013生效) (Effective from 1.4.2013)
		二人	2 persons	\$16,500	(\$17,368)
	三人	3 persons	\$21,970	(\$23,126)	\$748,000
	四人	4 persons	\$26,570	(\$27,968)	\$872,000

注 Note:

- (1) 假若「强制性公积金」或「公积金」计划供款额为住户入息5%，则实际入息限额显示在( )内。若申请人及所有家庭成员有参加「强制性公积金」或「公积金」计划，有关供款（以法定的5%及1,250元为上限）可于申报入息时获得扣除。  
Figures in ( ) denote the effective income limits should an applicant and all family members be contributing 5% of their income under the Mandatory Provident Fund (MPF) or Provident Fund Scheme as required by the law. The relevant contribution (at the statutory rate of 5% with a cap of \$1,250) can be deducted from the employment income.
- (2) 一至四人家庭若全部成员均为高龄人士（年满60岁或以上），其总资产净值限额分别为424,000元、572,000元、748,000元及872,000元。  
Asset limits for households of 1 to 4 persons whose members are all elderly persons (aged 60 or above) are \$424,000, \$572,000, \$748,000 and \$872,000 respectively.

## 06B 资格准则 (续) Eligibility Criteria (continued)

扩展居屋第二市场至白表买家资格准则 Eligibility Criteria for Extending the HOS Secondary Market to White Form Buyers	
<b>申请人类别</b> Categories of Applicants	1. 私营房屋的住户； Households living in private housing; 2. 房屋委员会（房委会）或房屋协会辖下的公屋或任何资助房屋计划单位的家庭成员；及 Family members of households living in public rental housing (PRH) or any subsidised housing scheme units under the Housing Authority (HA) or the Housing Society; and 3. 根据房委会「租者置其屋计划」（租置计划）与房委会签订转让契据日期起计10年内的「租置计划」单位业主。 Flat owners under the Tenants Purchase Scheme (TPS) within 10 years from the date of Assignment of their TPS flats with the HA.
<b>家庭收入及资产限额</b> Household Income and Asset Limits	申请人及其家庭成员须符合房委会就本计划订定的入息及资产限额。 <sup>(1)</sup> The total monthly household income and the total net value of their assets should meet the limits set by the HA for the scheme. <sup>(1)</sup>
<b>住宅物业拥有权</b> Domestic Property Ownership	申请人及其家庭成员须符合本计划所列住宅物业拥有权的限制。 <sup>(2)</sup> The applicant and his / her family members have to fulfil the domestic property ownership restriction of the scheme. <sup>(2)</sup>
<b>居港年期</b> Length of Residence	申请人须符合本计划所列的居港年期限制。 <sup>(3)</sup> The applicant has to fulfil the length of residence restriction of the scheme. <sup>(3)</sup>
<b>申请人年龄</b> Applicant's Age	年满18岁。 At least 18 years of age.
<b>家庭组合</b> Household Composition	单身人士或最少两名成员的家庭组合。 Single person or at least two persons household composition.

注 Note :

家庭人数	Family Size	每月家庭总收入限额*		家庭总资产净值限额#
		Total Monthly Household Income Limit*	Total Net Household Asset Limit#	
一人	1 person	\$20,000	(\$21,050)	\$415,000
二人或以上	2 or more persons	\$40,000	(\$42,100)	\$830,000

\* 按强制性公积金计划所作的法定供款会从住户收入中扣除以计算入息。计入法定强积金供款后的相等入息限额，载于括弧内。  
Statutory contributions under the Mandatory Provident Fund (MPF) Scheme are deductible from a household's income for the purpose of calculating the income. The equivalent income limits with the statutory MPF contribution included are shown in brackets.

# 四人长者户的资产限额，采用较高的轮候册资产限额，即\$836,000元。  
For elderly four-person household applicants, the higher Waiting List Asset Limit of \$836,000 applies.

- (2) 由申请截止日期之前的24个月起，直至申请「提名信」止，申请人及其家庭成员不得(i)拥有或与人共同拥有任何住宅楼宇；或(ii)签订任何协议购买任何住宅楼宇；或(iii)持有任何直接或透过附属公司拥有住宅楼宇的公司一半以上的股权；或(iv)不得为本港任何住宅物业（包括土地）的受益人。住宅楼宇包括在香港的任何住宅楼宇、未落成的私人住宅楼宇、经建筑事务监督认可的天台搭建物、用作居住用途的屋地及由地政总署批出的小型屋宇批地（包括丁屋批地）。  
Neither the applicant nor any member of the family has, during the period of 24 months preceding the closing date for submitting the application and up to the date of applying for the Letter of Nomination, (i) owned or co-owned any domestic property in Hong Kong; or (ii) entered into any agreement to purchase any domestic property in Hong Kong; or (iii) owned more than 50% of the shares in a company which directly or through a subsidiary company owned any domestic property in Hong Kong; or (iv) beneficiary of any domestic property (including land) in Hong Kong. Domestic properties include any domestic property, uncompleted private domestic property, rooftop structure approved by the Buildings Authority, domestic building lots and small house grants approved by the Lands Department in Hong Kong.
- (3) 申请人在申请截止日期或之前已在香港居住满7年，其在香港的居留不受附带逗留条件所限制（与逗留期限有关的条件除外）。  
The applicant must have lived in Hong Kong for at least seven years on or before the closing date of application and his / her stay in Hong Kong is not subject to any condition of stay (except that on the limit of stay).

## 07 各类屋邨代表租金 Typical Rents

截至As at 31.3.2013

100

类型 Type	型 / 屋邨 (落成年份) Mark / Estate (Year of completion)	居住单位总数 Stock of flats	代表性面积 <sup>(1)</sup> (包括服务空间) 以平方米计 Typical size of flats <sup>(1)</sup> (including Service Area) in m <sup>2</sup>		居住 单位数目 Number of flats	每月平均 租金(元) Average monthly rents (\$)	元(每平方米 每月计) \$/sq. m. per month
前屋宇建设 委员会屋邨 Former Housing Authority Estates	旧型 Old Type (1958-1965)	14 761	24.1		2 381	1,059	43.9
			30.6		3 733	1,343	43.9
			41.2		1 294	1,809	43.9
	新型 New Type (1966-1973)	12 739	28.3		2 698	1,150	40.7
			30.6		3 767	1,349	44.1
			33.1		2 058	1,457	44.1
房屋委员会屋邨 New Housing Authority Estates	(1973年以后) (Post 1973)	314 598 (市区) <sup>(2)</sup> (Urban) <sup>(2)</sup>	16.3		6 973	1,058	64.8
			23.5		4 887	1,018	43.3
			34.4		14 997	2,218	64.4
			43.3		12 101	2,788	64.4
			53.6		1 238	3,796	70.9
		215 091 (扩展市区) <sup>(3)</sup> (Extended Urban) <sup>(3)</sup>	17.8		2 440	1,108	62.2
			22.0		3 295	1,362	62.0
			34.4		5 310	2,147	62.3
			43.3		5 712	2,696	62.3
			51.8		2 240	2,594	50.1
		170 769 (新界) <sup>(4)</sup> (New Territories) <sup>(4)</sup>	12.0		2 660	487	40.5
			24.9		3 537	843	33.8
			34.4		4 202	1,474	42.8
			43.3		3 764	1,861	43.0
			51.8		3 200	2,442	47.2

注 Note:

- (1) 载于此附录的居住单位，其面积为每一类型单位中所属面积范围内为数最多者，故具代表性。  
In compiling this appendix, the dominant size of each type of flat was selected to illustrate a representative range.
- (2) 市区包括香港岛及九龙。  
Urban includes Hong Kong Island and Kowloon.
- (3) 扩展市区包括荃湾、葵涌、青衣、沙田、马鞍山、将军澳及东涌。  
Extended Urban includes Tsuen Wan, Kwai Chung, Tsing Yi, Shatin, Ma On Shan, Tseung Kwan O and Tung Chung.
- (4) 新界包括粉岭、上水、屯门、元朗、天水围、大埔及离岛，但不包括东涌。  
N.T. includes Fanling, Sheung Shui, Tuen Mun, Yuen Long, Tin Shui Wai, Tai Po and Outlying Islands excluding Tung Chung.

## 08 统计数字一览表

### Statistics

截至As at 31.3.2013

		数目 Number
<b>屋邨 / 屋苑</b>	<b>Estates / Courts</b>	<b>398</b>
租住公屋 <sup>(1)</sup>	Public Rental Housing <sup>(1)</sup>	162
中转房屋 <sup>(2)</sup>	Interim Housing <sup>(2)</sup>	1
居者有其屋计划 <sup>(3)</sup>	Home Ownership Scheme <sup>(3)</sup>	142
私人机构参建居屋计划 <sup>(3)</sup>	Private Sector Participation Scheme <sup>(3)</sup>	48
可租可买计划 / 重建置业计划 <sup>(4)</sup>	Buy or Rent Option Scheme / Mortgage Subsidy Scheme <sup>(4)</sup>	6
租者置其屋计划	Tenants Purchase Scheme	39
<b>租住公屋认可人口</b>	<b>Authorised Population</b>	<b>2 031 393</b>
租住公屋	Public Rental Housing	2 026 917
中转房屋	Interim Housing	4 476
<b>资助出售房屋居住人口 (估计数字)<sup>(5)</sup></b>	<b>Resident Population in Subsidised Sale Flats (estimated population)<sup>(5)</sup></b>	<b>1 113 900</b>
<b>居住单位数目</b>	<b>Stock of Flats</b>	<b>1 179 762</b>
租住公屋	Public Rental Housing	727 958
中转房屋	Interim Housing	4 672
居者有其屋计划 <sup>(6)</sup>	Home Ownership Scheme <sup>(6)</sup>	215 815
私人机构参建居屋计划 <sup>(6)</sup>	Private Sector Participation Scheme <sup>(6)</sup>	99 833
可租可买计划 / 重建置业计划 <sup>(6)</sup>	Buy or Rent Option Scheme / Mortgage Subsidy Scheme <sup>(6)</sup>	7 644
租者置其屋计划 (已售出单位) <sup>(7)</sup>	Tenants Purchase Scheme (sold flats) <sup>(7)</sup>	123 008
剩余的单位 <sup>(8)</sup>	Surplus Stock <sup>(8)</sup>	832
<b>兴建中的单位数目</b>	<b>Number of Flats under Construction</b>	<b>58 875</b>
租住屋邨	Rental	58 875
<b>临时收容中心<sup>(9)</sup></b>	<b>Transit Centres<sup>(9)</sup></b>	<b>3</b>
租住公屋认可人口	Authorised Population	86
<b>托儿所</b>	<b>Nurseries</b>	<b>91<sup>(10)</sup> 361<sup>(11)</sup></b>
幼儿园	Kindergartens	210 <sup>(10)</sup> 227 <sup>(11)</sup>
<b>学校</b>	<b>Schools</b>	<b>227<sup>(10)</sup> 264<sup>(11)</sup></b>
<b>图书馆及温习室</b>	<b>Libraries and Study Rooms</b>	<b>58<sup>(10)</sup> 238<sup>(11)</sup></b>
<b>福利及康乐用途单位<sup>(12)</sup></b>	<b>Welfare and Amenity Premises<sup>(12)</sup></b>	<b>1 412<sup>(10)</sup> 6 861<sup>(11)</sup></b>
<b>舖位</b>	<b>Shops</b>	<b>1 732</b>
<b>街市档位 (包括熟食档位)</b>	<b>Market Stalls (including cooked food stalls)</b>	<b>1 154</b>
<b>工厂单位<sup>(13)</sup></b>	<b>Factory Units<sup>(13)</sup></b>	<b>8 915</b>

注 Note:

- (1) 租住公屋屋邨不包括39个租者置其屋计划(租置计划)屋邨、两个有租住公屋大厦/单位的可租可买计划/重建置业计划屋苑及一个有租住公屋大厦/单位的居者有其屋计划(居屋计划)屋苑。  
Public Rental Housing (PRH) estates exclude those 39 Tenant Purchase Scheme (TPS) estates, 2 Buy or Rent Option Scheme (BRO) / Mortgage Subsidy Scheme (MSS) and 1 Home Ownership Scheme (HOS) courts with PRH blocks / units.
- (2) 中转房屋不包括两个有中转屋大厦/单位的租住屋邨(宝田及石梨(二))。  
Interim Housing (IH) excludes 2 PRH estates (Po Tin and Shek Lei (II)) with IH blocks / units.
- (3) 居屋计划/私人机构参建居屋计划(私人参建计划)屋苑包括第三期乙之前出售的居屋计划屋苑。  
HOS / Private Sector Participation Scheme (PSPS) courts include pre-Phase 3B HOS courts.
- (4) 可租可买计划/重建置业计划屋苑不包括一个有可租可买计划/重建置业计划单位的居屋计划屋苑(天颂苑)。  
BRO / MSS courts exclude 1 HOS court (Tin Chung Court) with BRO / MSS units.
- (5) 资助出售房屋居民人数包括居住于居屋计划、私人参建计划、可租可买计划/重建置业计划及租置计划单位的居民,但不包括居于可在公开市场买卖单位(已缴补价单位)的居民。  
居住人口数字是根据政府统计处进行的综合住户统计调查结果计算。  
Subsidised Sale Flats population includes those residing in HOS, PSPS, BRO / MSS and TPS flats but excludes those residing in flats that are tradable in the open market (flats having paid off premiums). Figure for resident population is based on the General Household Survey conducted by Census and Statistics Department.
- (6) 居屋计划/私人参建计划/可租可买计划/重建置业计划单位包括可在公开市场买卖的单位(第三期乙之前出售的居屋计划单位及已缴补价单位),但不包括被归纳为与注(8)所提及的剩余的单位。  
HOS / PSPS / BRO / MSS flats include flats that are tradable in the open market (flats sold prior to HOS Phase 3B or flats having paid off premiums), but exclude flats classified as surplus stock as mentioned in note (8).
- (7) 已售出的租置计划单位包括可在公开市场买卖的单位(已缴补价单位),但不包括售回给房屋委员会的单位。  
TPS sold flats include flats that are tradable in the open market (flats having paid off premiums), but exclude cases in which buyers had sold back their flats to the Housing Authority.
- (8) 剩余的单位包括回购/交易取消个案、个别未售出的单位及未出售的大厦,但不包括已转作其他用途的居屋单位。  
Surplus stock includes buyback / rescinded cases, individual unsold flats and flats in unsold blocks, but excludes those HOS flats transferred to other uses.
- (9) 包括石梨临时居所。  
Including Shek Lei Temporary Accommodation (TA).
- (10) 数字是以机构单位计算。  
Figures are counted on an establishment basis.
- (11) 数字是以单位数量计算。  
Figures are counted on unit basis.
- (12) 包括托儿所、图书馆和温习室。  
Including nurseries, libraries and study rooms.
- (13) 包括位于工厂大厦的非制造业用途舖位。  
Including non-manufacturing shops in factory buildings.

## 09 2008/09财政年度至2012/13财政年度运作结果 Operating Results for Financial Years 2008/09 to 2012/13

过去五个年度之撮要 Summary for the past five years

102

		2008/09	2009/10	2010/11	2011/12	2012/13
		百万元 \$M	百万元 \$M	百万元 \$M	百万元 \$M	百万元 \$M
<b>租住房屋</b>	<b>Rental Housing</b>					
收入	Income	9,610	9,926	9,517	10,609	10,413
开支	Expenditure	(10,756)	(11,390)	(10,441)	(11,210)	(11,647)
运作赤字	Operating deficit	(1,146)	(1,464)	(924)	(601)	(1,234)
<b>商业楼宇</b>	<b>Commercial</b>					
收入	Income	1,267	1,366	1,428	1,616	1,858
开支	Expenditure	(956)	(905)	(863)	(1,018)	(1,120)
运作盈餘	Operating surplus	311	461	565	598	738
<b>资助自置居所</b>	<b>Home Ownership Assistance</b>					
收入	Income	9,692	3,968	7,519	1,920	2,641
开支	Expenditure	(4,758)	(1,379)	(3,172)	(443)	(542)
运作盈餘	Operating surplus	4,934	2,589	4,347	1,477	2,099
<b>未计入非运作项目的 综合运作盈餘</b>	<b>Consolidated Operating Surplus before Non-operating Items</b>					
收入	Income	20,569	15,260	18,464	14,145	14,912
开支	Expenditure	(16,470)	(13,674)	(14,476)	(12,671)	(13,309)
未计入非运作项目的 综合运作盈餘	Consolidated Operating Surplus before Non-operating Items	4,099	1,586	3,988	1,474	1,603
<b>非运作项目的特别 收入 / (开支) 净额</b>	<b>Net Special Income / (Expenditure) on Non-operating Items</b>					
		12	(57)	72	(137)	(98)
<b>包括非运作项目的 综合运作盈餘</b>	<b>Consolidated Operating Surplus including Non-operating Items</b>					
		4,111	1,529	4,060	1,337	1,505

## 10 2008/09财政年度至2012/13财政年度资本开支 Capital Expenditure for Financial Years 2008/09 to 2012/13

过去五个年度之撮要 Summary for the past five years

		2008/09	2009/10	2010/11	2011/12	2012/13
		百万元 \$M	百万元 \$M	百万元 \$M	百万元 \$M	百万元 \$M
建筑工程	Construction	5,845	5,511	6,138	7,291	8,639
改善工程	Improvement works	249	384	471	666	682
电脑系统	Computer systems	107	127	177	192	189
<b>资本开支总额</b>	<b>Total Capital Expenditure</b>	<b>6,201</b>	<b>6,022</b>	<b>6,786</b>	<b>8,149</b>	<b>9,510</b>

## 11 过去十年公营房屋建屋量<sup>(1)</sup>

### Public Housing Production in the Past 10 Years<sup>(1)</sup>

年份	Year	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>出租单位</b>	<b>Rental Flats</b>										
房屋委员会 <sup>(2)</sup>	Housing Authority <sup>(2)</sup>	15 148	24 682	17 153	7 192	13 726	19 050	15 389	13 672	11 186	13 114
房屋协会 <sup>(3)</sup>	Housing Society <sup>(3)</sup>	243	333	0	0	872	0	0	0	0	0
<b>合计</b>	<b>Total</b>	<b>15 391</b>	<b>25 015</b>	<b>17 153</b>	<b>7 192</b>	<b>14 598</b>	<b>19 050</b>	<b>15 389</b>	<b>13 672</b>	<b>11 186</b>	<b>13 114</b>
<b>出售单位</b>	<b>Sale Flats</b>										
房屋委员会 <sup>(4)</sup>	Housing Authority <sup>(4)</sup>	320	0	0	1 200	1 386	1 624	370	1 110	0	0
房屋协会 <sup>(5)</sup>	Housing Society <sup>(5)</sup>	0	0	0	576	576	0	0	0	0	0
<b>合计</b>	<b>Total</b>	<b>320</b>	<b>0</b>	<b>0</b>	<b>1 776</b>	<b>1 962</b>	<b>1 624</b>	<b>370</b>	<b>1 110</b>	<b>0</b>	<b>0</b>
<b>总计</b>	<b>Grand Total</b>	<b>15 711</b>	<b>25 015</b>	<b>17 153</b>	<b>8 968</b>	<b>16 560</b>	<b>20 674</b>	<b>15 759</b>	<b>14 782</b>	<b>11 186</b>	<b>13 114</b>

注 Note:

- (1) 从2005年5月起，公营房屋建屋量的房屋类别之分类经修订如下列注(2)至注(5)所述。  
Since May 2005, the housing type classifications of public housing production have been revised as stated in notes (2) to (5) below.
- (2) 房屋委员会(房委会)的租赁住房建屋落成量包括公共租赁住房、中转房屋和那些由过剩的居者有其屋计划(居屋计划)转作公共租赁住房的项目单位。由公共租赁住房转作出售用途的可租可买计划/重建置业计划的单位则不包括在内。  
Housing Authority (HA) rental housing flat production figures include the production of public rental housing (PRH), interim housing and projects transferred from surplus Home Ownership Scheme (HOS) to PRH but exclude the production of projects built as rental housing but subsequently transferred to Buy or Rent Option Scheme (BRO) / Mortgage Subsidy Scheme (MSS) flat housing.
- (3) 房屋协会的租赁住房建屋落成量包括租赁住房 and 长者安居乐计划下的出租单位。长者安居乐计划出租单位是以长期租约推出，并需申请人缴付一笔租住权费。  
Housing Society (HS) rental housing production figures include rental flats and Senior Citizen Residences Scheme (SEN) flats. The SEN flats are offered on a long term lease basis and a lump sum consideration is payable for each SEN flat by the applicant.
- (4) 房委会的资助出售单位建屋落成量包括居屋计划、私人机构参建居屋计划(私人参建计划)和可租可买计划/重建置业计划。从2002年至2004年期间落成而未定用途的过剩居屋计划/私人参建计划单位的落成时间以其首次推售时间为准。  
HA subsidised sales flat production figures include the production of HOS, Private Sector Participation Scheme (PSPS) and BRO / MSS. Surplus HOS / PSPS flats completed between 2002 and 2004 with unspecified usage are counted as production at the first time they put up for sales.
- (5) 房屋协会出售房屋单位的建屋落成量包括住宅发售计划、夹心阶层住屋计划和市区改善计划。于2002年落成而未定用途的过剩住宅发售计划单位的落成时间，以其首次推售时间为准。  
HS sales flat production figures include the production of Flat-For-Sale Scheme (FFSS), Sandwich Class Housing Scheme and Urban Improvement Scheme flats. Surplus FFSS flats completed in 2002 with unspecified usage are counted as production at the first time they put up for sales.

## 12 建造业意外统计

### Construction Accidents Statistics

		2012	2011
<b>意外数字</b>	<b>Accidents</b>		
总数(全港)	Total number (Hong Kong)	3 160	3 112
新建工程(房屋委员会)	New construction works (Housing Authority)	48	57
维修及保养(房屋委员会)	Repair and Maintenance works (Housing Authority)	24	37
总数(房屋委员会)	Total number (Housing Authority)	72	94
房屋委员会占全港总数百分比	Housing Authority as % total	2.3%	3.0%
每千名工人(全港)	Number per 1 000 workers (Hong Kong)	44.3	49.7
每千名工人(房屋委员会新建工程)	Number per 1 000 workers (Housing Authority new construction works)	7.4	9.0
每千名工人(房屋委员会维修及保养工程)	Number per 1 000 workers (Housing Authority Repair and Maintenance works)	4.8	7.3
<b>死亡数字</b>	<b>Deaths</b>		
总数(全港)	Total number (Hong Kong)	24	23
总数(房屋委员会新建工程)	Total number (Housing Authority new construction works)	2	0
总数(房屋委员会维修及保养工程)	Total number (Housing Authority Repair and Maintenance works)	0	0
房屋委员会新建工程占总数百分比	Housing Authority new construction works as % total	8.3%	0%
房屋委员会维修及保养工程占总数百分比	Housing Authority Repair and Maintenance works as % total	0%	0%
每千名工人(全港)	Number per 1000 workers (Hong Kong)	0.34	0.37
每千名工人(房屋委员会新建工程)	Number per 1000 workers (Housing Authority new construction works)	0.31	0
每千名工人(房屋委员会维修及保养工程)	Number per 1000 workers (Housing Authority Repair and Maintenance works)	0	0
<b>建造业工人受聘数字</b>	<b>Construction Workers Employed</b>		
总数(全港)	Total number (Hong Kong)	71 295	62 635
总数(房屋委员会新建工程)	Total number (Housing Authority new construction works)	6 528	6 367
房屋委员会新建工程占总数百分比	Housing Authority new construction works as % total	9.2%	10.2%
总数(房屋委员会维修及保养工程)	Total number (Housing Authority Repair and Maintenance works)	5 008	5 038
房屋委员会维修及保养工程占总数百分比	Housing Authority Repair and Maintenance works as % total	7.0%	8.0%

## 13 服务承诺 Performance Pledge

为确保服务更能符合公众期望及与时并进，房屋委员会订立了一套38项的服务承诺。这套服务承诺涵盖我们与市民大众及主要服务对象有所接触的运作。我们会因应服务对象的需求而就有关服务承诺作出适时的检讨。

To ensure our services can better meet public expectation and move with time, the Housing Authority has formulated a set of performance pledge containing 38 items. The pledge covers our operations that have an interface with the general public and our major client groups. We will conduct reviews on the performance pledge according to the needs of the clients.

106

服务承诺 Performance Pledge	服务目标 Performance Target	2012年实际成绩* Achievement in 2012
<b>公屋轮候册申请人 Waiting List Applicants</b>		
1 我们会在确认收到申请表格后的3个月内，以书面通知申请人是否成功获登记于公屋轮候册内。 We will within 3 months from the confirmed receipt of their applications notify the applicants in writing as to whether they are successful in registering onto the waiting list for public rental housing.	90%	99.59%
2 在申请到达调查阶段时，我们会预先1星期前通知申请人核实配屋资格面晤的时间。 When an application reaches the investigation stage, we will give the applicant 1 week's advance notice of the vetting interview.	99%	100%
3 我们会在30分钟内接见准时出席核实配屋资格面晤的申请人。 We will conduct the vetting interview within 30 minutes of the appointed time if the applicants arrive on time.	99%	100%
4 申请人在调查阶段的核实配屋资格面晤中提供齐备的资料后，我们会进行审查及核实，于2个月内通知申请人是否符合编配资格。 Upon submission of full information by the applicants during the vetting interview at investigation stage, we will conduct checking and verification and advise the applicants on whether they are eligible for allocation within 2 months.	99%	99.96%
5 在接获社会福利署体恤安置个案推荐后，我们会于3星期内与申请人面晤核实配屋资格。 We will conduct a vetting interview with the applicant within 3 weeks upon receipt of referral from the Social Welfare Department recommending "compassionate rehousing".	99%	100%
6 房屋署设有网上电子服务及房委会热线2712 2712供申请人查询申请进度。我们会更新有关之申请进度资料至上一个工作天的最后情况。 We have set up the e-service on the web and the Housing Authority Hotline 2712 2712 enabling applicants to enquire on the progress of their applications. We will update the relevant application progress data to the closing status of the preceding working day.	99%	99.82%
<b>公屋住户 Public Rental Housing Tenants</b>		
7 我们会在7分钟内接待前来屋邨办事处的公屋住户。 We will attend to tenants within 7 minutes when they visit our estate office during office hours.	90%	99.86%
8 在收租服务时间内，我们会在18分钟内接待前来屋邨办事处缴交租金的公屋住户。 We will attend to tenants within 18 minutes when they pay rent at our estate office during rent collection service hours.	90%	99.84%

### 13 服务承诺 (续) Performance Pledge (continued)

服务承诺 Performance Pledge	服务目标 Performance Target	2012年实际成绩* Achievement in 2012
<p>9 如前租户提供齐备资料及没有拖欠房委会款项，我们会在接获其退款申请2星期内退回住宅单位的按金和多付的租金。</p> <p>We will refund domestic rental deposit and overpaid rent to ex-tenants within 2 weeks upon receipt of application if adequate information is provided and no outstanding debt is owed to the Housing Authority.</p>	85%	96.99%
<p>10 关于更换户主、特别调迁、租金援助、交回较低租金、平安钟安装津贴的申请，如公屋住户提供的资料齐备，我们会在10天内作初步答覆。</p> <p>We will provide interim replies for applications relating to change of head of household, special transfer, rent assistance, rent reversion and subsidy for the installation of an emergency alarm within 10 days if required documents are provided.</p> <p>就上述的申请，我们会在18天内给公屋住户确实答覆。如我们未能在18天内作出确实答覆，会在作出确实答覆限期前及其后每月，向公屋住户告知进展。</p> <p>We will provide substantive replies for these applications within 18 days. If we cannot provide a substantive reply within 18 days, we will keep tenants informed of the progress on or before the substantive reply due date and on a monthly basis.</p>	100%	100%
<p>11 屋邨办事处在收到有关屋邨的护卫和清洁服务的投诉后12小时内处理。</p> <p>We will attend to complaints about security and cleansing services in the estate within 12 hours of report to the estate office.</p>	95%	99.88%
<p>12 如申请人提供的资料齐备，我们在收到根据「居屋第二市场计划」提交的「购买资格证明书」申请，以购买「居者有其屋计划」或「租者置其屋计划」的单位，会在2星期内通知申请结果。</p> <p>We will notify PRH tenants of the outcome within 2 weeks upon receipt of their applications for Certificate of Eligibility to Purchase of a Home Ownership Scheme (HOS) or Tenants Purchase Scheme (TPS) flat under the HOS Secondary Market Scheme, subject to the availability of required information.</p>	90%	99.10%
<p>13 如申请人提供的资料齐备，我们在收到申请购买「租者置其屋计划」屋邨单位的申请书后，会在60天内通知申请结果。</p> <p>We will notify PRH tenants of the outcome within 60 days upon receipt of their applications for purchase of their flats in Tenants Purchase Scheme (TPS) estate, subject to the availability of required information.</p>	95%	99.83%
<p>14 升降机发生故障时：</p> <p>Maintenance personnel will arrive at the scene for report of lift breakdown:</p> <ul style="list-style-type: none"> <li>– 如无人被困，维修人员会在接报后45分钟内到场； within 45 minutes where no trapping of passengers is involved;</li> <li>– 如有乘客被困，维修人员会在25分钟内到场； within 25 minutes if trapping of passengers is involved;</li> <li>– 并于到场后30分钟内救出被困的乘客。 have them rescued within 30 minutes of arrival.</li> </ul>	95%	99.79%
	95%	99.67%
	90%	99.47%

## 13 服务承诺 (续) Performance Pledge (continued)

服务承诺 Performance Pledge	服务目标 Performance Target	2012年实际成绩* Achievement in 2012
<p><b>15</b> 遇有突然停电：</p> <p>For sudden interruption of electricity supply:</p> <ul style="list-style-type: none"> <li>- 屋邨管理人员会在屋邨办事处接报后15分钟内到场处理； Estate management personnel will arrive at the scene to attend to the sudden interruption of electricity supply within 15 minutes upon receipt of report to the estate office;</li> <li>- 在办公时间内，维修人员会在1小时内到场维修； Maintenance personnel will arrive within 1 hour for maintenance during office hours;</li> <li>- 在非办公时间内，维修人员会在2小时内到场维修； Maintenance personnel will arrive within 2 hours for maintenance after office hours;</li> <li>- 如住宅大厦停电涉及超过一个住宅单位和 / 或公用地方，供电会在检查后8小时内恢复。 Supply will be resumed within 8 hours after inspection for interruption that affects more than one domestic flat and / or the common areas of the domestic block.</li> </ul>	<p>99%</p> <p>99%</p> <p>99%</p> <p>95%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>
<p><b>16</b> 遇有食水供应突然中断：</p> <p>For sudden interruption of fresh water supply:</p> <ul style="list-style-type: none"> <li>- 屋邨管理人员会在屋邨办事处接报后15分钟内到场处理； Estate management personnel will arrive at the scene to attend to the sudden interruption of fresh water supply within 15 minutes upon receipt of report to the estate office;</li> <li>- 维修人员会在1小时内到场维修； Maintenance personnel will arrive within 1 hour for maintenance;</li> <li>- 若不涉及地底输水管的维修，供水会在检查后9小时内恢复。 Supply will be resumed within 9 hours after inspection where no repairs to underground water mains are required.</li> </ul>	<p>99%</p> <p>95%</p> <p>90%</p>	<p>100%</p> <p>100%</p> <p>100%</p>
<p><b>17</b> 遇有冲厕水供应突然中断：</p> <p>For sudden interruption of flush water supply:</p> <ul style="list-style-type: none"> <li>- 屋邨管理人员会在屋邨办事处接报后15分钟内到场处理； Estate management personnel will arrive at the scene to attend to the sudden interruption of flush water supply within 15 minutes upon receipt of report to the estate office;</li> <li>- 维修人员会在2小时内到场维修； Maintenance personnel will arrive within 2 hours for maintenance;</li> <li>- 若不涉及地底输水管的维修，供水会在检查后20小时内恢复。 Supply will be resumed within 20 hours after inspection where no repairs to underground water mains are required.</li> </ul>	<p>99%</p> <p>95%</p> <p>90%</p>	<p>100%</p> <p>100%</p> <p>100%</p>

## 13 服务承诺 (续)

### Performance Pledge (continued)

服务承诺 Performance Pledge	服务目标 Performance Target	2012年实际成绩* Achievement in 2012
18 如属房屋署负责维修的公众地方排水道淤塞，我们会在屋邨办事处接报后15分钟内到场处理。 We will arrive at the scene to attend to blockage of drainage in public areas under the HD's care within 15 minutes upon receipt of report to the estate office.	99%	99.99%
19 在接获公屋住户的维修要求后，如属房屋署负责的项目，我们会在屋邨办事处接报后12天内动工维修。如需较长时间始能动工，我们会在5天内将原因告知公屋住户。（此维修要求不包括服务承诺第14至第18项所载者。） We will commence repairs within 12 days upon receipt of tenants' request to the estate office for repairs which the HD is responsible. We will inform tenants of the reasons for the delay within 5 days if longer time is needed to commence works. (The above repair requests exclude those as mentioned in pledges No. 14 to 18)	85%	98.43%
20 在接获报告房屋署管理的树木怀疑有危险时： Upon receipt of report of suspected hazard imposed by trees managed by the HD:		
– 我们会在30分钟内到场； We will arrive at the scene within 30 minutes;	90%	100%
– 我们会在到场后90分钟内围封现场有危险的地方； We will cordon off the hazardous zone within 90 minutes of arrival;	90%	100%
– 如果有倒下的枝条，我们会在到场后4小时内清理； We will arrange clearing of fallen branches, if any, within 4 hours of arrival;	85%	98.78%
– 我们会在3天内为有关的树木进行状况检查。 We will conduct an inspection to the condition of the tree in question within 3 days.	85%	100%
<b>居者有其屋（居屋）计划单位业主 Home Ownership Scheme (HOS) Flat Owners</b>		
21 如居者有其屋业主申请人提供的资料齐备，我们在收到根据「居屋第二市场计划」就其单位提交的「可供出售证明书」申请书后，会在2星期内通知申请结果。 We will notify HOS flat owners of the outcome within 2 weeks upon receipt of their applications for Certificate of Availability for Sale of their flats under the HOS Secondary Market Scheme, subject to the availability of required information.	90%	99.22%
<b>租者置其屋（租置）计划单位业主 Tenants Purchase Scheme (TPS) Flat Owners</b>		
22 如租者置其屋业主申请人提供的资料齐备，我们在收到根据「居屋第二市场计划」就其单位提交的「可供出售证明书」申请书后，会在2星期内通知申请结果。 We will notify TPS flat owners of the outcome within 2 weeks upon receipt of their applications for Certificate of Availability for Sale of their flats under the HOS Secondary Market Scheme, subject to the availability of required information.	90%	99.47%
<b>商业单位申请人 Commercial Premises Applicants</b>		
23 我们会在招标期限届满后14天内，通知投标者租赁商业单位的标书是否有效。 We will notify tenderers of the validity of tender for leasing of commercial premises within 14 days of the closing date of tender invitation.	99.5%	100%
24 于招标期限届满后18天内，我们会依照标书次序编排小组审批的结果，把投标按金退还标书未被接纳的投标者，出价最高者则作别论。 We will refund the tender deposit to tenderers after Tender Listing Team concluded within 18 days of the closing date of tender invitation if their tenders are not accepted, unless the tenderer is the highest bidder.	99.5%	100%

## 13 服务承诺 (续) Performance Pledge (continued)

服务承诺 Performance Pledge	服务目标 Performance Target	2012年实际成绩* Achievement in 2012
<p>25 我们会在招标期限届满后25天内，通知投标出价最高者有关租赁商业单位的招标结果。</p> <p>If the tenderer is the highest bidder, we will inform him / her of the tender result for leasing of commercial premises within 25 days of the closing date of tender invitation.</p> <p><b>商业单位 / 非住宅单位租户 Commercial Premises / Non-domestic Premises Tenants</b></p>	99%	100%
<p>26 如租户提供的申请资料齐备，我们会按以下三类个案，从业主的角度审批租户的装修工程申请：</p> <p>We will vet from Landlord's role and approve tenants' applications for fitting-out works according to the following 3 classes, subject to the availability of requisite information:</p> <p>简单个案： 不更改建筑物的屋宇装备、结构、防水设备、排水设施、间隔和外观，于10天内完成。</p> <p>Simple case : No alteration of Building Services installations, structure, waterproofing, drainage, compartmentation, outlook of the building. To be completed within 10 days.</p> <p>一般个案： 相当大量建筑工程、内部间隔移位、在楼板或墙壁辟设开口，于20天内完成。</p> <p>Normal case : Considerable amount of building works, relocation of internal partitions, forming of openings in floor or wall. To be completed within 20 days.</p> <p>复杂个案： 涉及重大建筑工程、加建楼板或墙壁、安装重型机器或设备，于30天内完成。</p> <p>Complicated case : Involved major building works, additional floor or wall, installation of heavy machine or equipment. To be completed within 30 days.</p> <p>(上述时间框架不算本署独立审查组处理涉及改建和加建装修工程所需的时间。有关详情，请参阅服务承诺第28-33项。)</p> <p>(The above time frames exclude the time required for processing by the Department's Independent Checking Unit for fitting-out works which involve alteration and addition. For details, please refer to the pledges No. 28-33.)</p>	85%	100%
<p>27 如商业单位租户续订租约获得批准，我们会在现行租约届满前3个月，把新租金和新租约条款通知他们。</p> <p>We will provide commercial premises tenants with new rent and new tenancy terms 3 months before expiry of the existing tenancies if renewal is approved.</p>	95%	99.93%
<p><b>居屋 / 租置计划单位业主、非住宅单位申请人 / 租户 (有关楼宇监管事宜)</b> <b>HOS / TPS Flat Owners, Non-domestic Premises Applicants / Tenants (about building control matters)</b></p>		
<p>28 我们将于：</p> <p>We will process and advise on plans:</p> <ul style="list-style-type: none"> <li>- 60天内审理及通知有关改建和加建工程计划。 for alteration and addition (A&amp;A) works within 60 days.</li> <li>- 30天内审理及通知有关重新递交的改建和加建工程计划。 for re-submissions for A&amp;A works within 30 days.</li> </ul>	100%	100%
	100%	99.45%

## 13 服务承诺 (续)

### Performance Pledge (continued)

服务承诺 Performance Pledge	服务目标 Performance Target	2012年实际成绩* Achievement in 2012
29 我们将于28天内审理及通知有关改建和加建工程动工同意书的申请。 We will process and advise on applications for consent to commence alteration and addition works within 28 days.	100%	99.83%
30 我们将在申请评审小组制度下，于12个工作日内就食肆牌照的申请提供意见。 We will advise on restaurant license applications under the Application Vetting Panel system within 12 working days.	98%	100%
31 在办公时间内，我们将处理有关建筑物和建筑工程的紧急事故： We will respond to emergencies relating to buildings and building works during office hours:		
– 市区个案于1.5小时内： within 1.5 hours for cases in urban areas;	100%	100%
– 新界新市镇个案于2小时内： within 2 hours for cases in new towns in New Territories;	100%	100%
– 其他地区个案于3小时内。 within 3 hours for cases in other areas.	100%	未有个案 No Case
32 在办公时间外，我们将处理有关建筑物和建筑工程的紧急事故： We will respond to emergencies relating to buildings and building works outside office hours:		
– 市区、新界以及大屿山个案于2小时内： within 2 hours for cases in urban areas, New Territories and Lantau Island;	100%	100%
– 其他地区个案于3小时内。 within 3 hours for cases in other areas.	100%	未有个案 No Case
33 我们将于接报正在建造的违例建筑工程举报的48小时内，提供非紧急服务。 (备注：本署独立审查组作出以上第28至第33项的服务承诺，该组一直根据获授权力，对居者有其屋计划/租者置其屋计划的楼宇执行屋宇监管工作，同时亦监管2005年房委会分拆出售商业楼宇所涉及的零售商铺和停车场及有关的公共租住屋。) We will provide non-emergency services for reports on unauthorised building works under construction within 48 hours. (The above pledges No. 28-33 are provided by the Department's Independent Checking Unit responsible for building control duties under delegated authority by Buildings Department in Home Ownership / Tenants Purchase Scheme buildings as well as retail and car parking premises and some public rental housing estates after the divestment of HA's commercial premises in 2005.)	100%	100%
34 我们将于接获承建商及服务承办人向屋委会及屋宇管理署提交服务供应商名册的完整资料后，会于3个月内完成处理。 Upon receipt of a complete set of information from the applicant for admission onto HA's List of Works Contractors and Property Management Services Providers, the processing shall be completed within 3 months.	90%	100%

### 13 服务承诺 (续)

#### Performance Pledge (continued)

服务承诺 Performance Pledge	服务目标 Performance Target	2012年实际成绩* Achievement in 2012
<b>一般市民 General Public</b>		
<b>35</b> 我们将于收到投诉和查询个案10天内作初步答覆。 We will provide an interim reply within 10 days of receipt of complaint and enquiry cases.	100%	99.99%
<b>36</b> 我们将于收到投诉和查询个案21天内作具体答覆。我们如未能于21天内作具体答覆，将于作具体答覆限期当天及每月告知进展。 We will provide a substantive reply within 21 days of receipt of complaint and enquiry cases. If we cannot provide a substantive reply within 21 days, we will keep the complainant / enquirer informed of the progress on or before the substantive reply due date and on a monthly basis.	100%	100%
<b>37</b> 房委会热线的留言均会于24小时内回覆。 Voice mails left to Housing Authority Hotline will be replied within 24 hours.	100%	99.94%
<b>38</b> 房委会热线接到的所有来电均会于20秒内由电话系统接听。 All telephone calls to Housing Authority Hotline will be answered by the hotline system within 20 seconds.	90%	100%

\* 2012实际成绩是由1.1.2012起计算至31.12.2012。  
The achievement in 2012 covers the period from 1.1.2012 to 31.12.2012.

除非另外注明，本年报内所载的银码均以港元为单位。

All dollars quoted in this Annual Report are Hong Kong dollars unless otherwise stated.

本年报由资讯及社区关系分处制作，以环保纸印制。

This Annual Report is produced by the Information and Community Relations Sub-division and printed on environmentally friendly paper.

C1306/0982(a)