

承先啟後

共建未來

Inherit the past
Build for the future

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香港素以充滿活力，新舊兼收並蓄而聞名於世。香港房屋委員會（房委會）2013/14年度年報的主題，正好反映其充分發揮這方面的特質。

「承先啟後」，從歷史說起：1953年石硤尾大火後，規模龐大的公共租住房屋（公屋）發展計劃正式展開，至今已60年。自1973年開始，房委會一直肩負重任，推行公屋計劃，為全港數以十萬計的基層家庭提供住屋；在這40年間，取得驕人的成果。我們不斷推陳出新，改良設計，為居民締造舒適和諧的居住環境，並且建立多個完善的屋邨管理和保養制度，成效卓著。我們與租戶和承辦商關係融洽，部門人員工作盡心盡力，精益求精，表現傑出。過往的成就，為我們奠定穩健的基礎，傳承經驗，有助我們再創佳績。

時至今日，房委會是香港公營房屋計劃的最大供應者，憑藉豐富的經驗和穩固的基礎，邁步向前，建設香港，興建更多市民所能負擔的房屋，讓更多本港市民受惠。「共建未來」正是房委會應對香港急須增加房屋供應的方向。為配合政府在十年內增建28萬個資助房屋單位的目標，房委會肩負這些發展項目的規劃、興建及管理工作。建築工程規模龐大，無論在科技應用、可持續發展和以人為本的規劃方面都必須與時俱進，以求歷久常新。

我們將延續過往佳績，致力建造未來，並秉承一貫宗旨，堅定不移，繼續竭力為香港市民服務。

Inherit the Past, Build for the Future

We “inherit the past” in the form of 60 years of public rental housing (PRH) development since the devastating Shek Kip Mei fire of 1953 when this ambitious scheme was first inaugurated. In these 60 years, 40 of which (since 1973) the HA is the key player, Hong Kong’s PRH programme has catered to the needs of tens of thousands of grassroot Hong Kong families. In the process, we have built up an impressive inheritance, one involving the development of ever-improving designs for harmonious living, a series of proven systems of estate management and maintenance, excellent relationships with tenants and contractors, and a department-wide pride in and commitment to service excellence. These indeed make up an inheritance worth preserving.



Today, the HA takes the lead as the largest provider in Hong Kong’s public housing programme. With this powerful inheritance behind us as a force for advancement, we are looking towards, and building for, a future where even more Hong Kong people can have access to affordable homes. In particular, “build for the future” is a response to Hong Kong’s urgent need to increase its housing supply. The Government’s goal of creating 280 000 more subsidised housing residences in 10 years involves the HA in planning, building and managing these developments. This requires construction on a very significant scale, and that is “future-proof” in terms of technology, sustainability, and people-centred planning.

By linking our commitment to building for the future with our commitment to the best of what we have achieved in the past, we are continuing a mission of service to the people of Hong Kong which will remain unflagging in the years to come.



機構理想 Corporate Vision

理想

協助有住屋需要的低收入家庭入住能力可以負擔的居所。

VISION

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

工作目標

- 以積極進取、體恤關懷的態度，提供市民所能負擔的優質房屋，包括優良的管理、妥善的保養維修，以及其他有關房屋的服務，以切合顧客的需要。
- 本着開明的態度、公允持平的立場，提供服務及房屋資助，確保公屋資源得到合理的運用，符合成本效益。
- 繼續建立一支能幹盡責、講求效率的工作隊伍。

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.

基本信念

關懷為本、顧客為本、
創新為本、盡心為本。

CORE VALUES

Caring, Customer-focused,
Creative, Committed.



香港房屋委員會 The Hong Kong Housing Authority

香港房屋委員會（房委會）是於1973年4月根據《房屋條例》成立的法定機構，負責制定和推行公營房屋計劃，以期達致政府的政策目標，為不能負擔私人樓宇的低收入家庭解決住屋需要。

房委會負責規劃、興建、管理和維修保養各類公共租住房屋，包括出租公屋、中轉房屋和臨時收容中心。此外，房委會也擁有和經營一些分層工廠大廈，以及附屬商業設施和其他非住宅設施。行政長官在《二零一一至一二一年施政報告》中宣布，由房委會負責推展新居者有其屋計劃。

截至2014年3月，房委會成員包括4名官方委員及25名非官方委員，全部由行政長官委任。

運輸及房屋局局長獲委任為房委會主席，房委會副主席則由房屋署署長擔任。

房委會轄下設有六個常務小組委員會，並按需要設立附屬小組委員會和專責小組委員會，負責制定和實施不同範疇的政策，並監督推行情況。房屋署是房委會的執行機構。運輸及房屋局常任秘書長（房屋）同時兼任房屋署署長一職，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 2014, the HA has 4 official members and 25 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.



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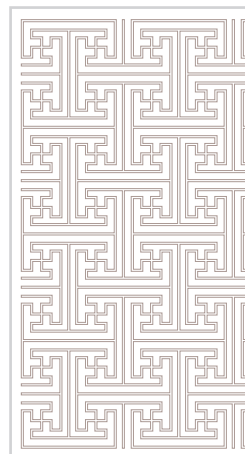
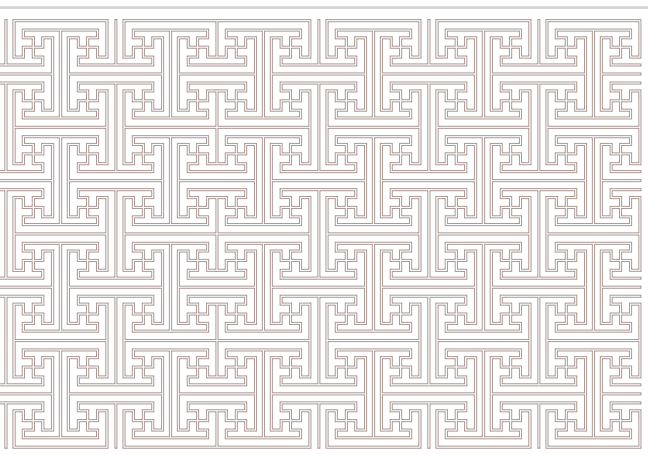
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2013/14 年度大事紀要 Major Developments

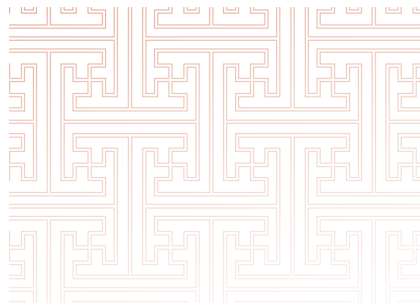
【2013·05】

第七期出售剩餘居者有其屋計劃單位的申請人選樓次序，經攪珠定出。

Ballots were drawn to determine the order of applicants' flat selection for Phase 7 of the Sale of Surplus Home Ownership Scheme Flats.

香港房屋委員會（房委會）／房屋署網站推出名為「香港公營房屋發展六十載」的15分鐘短片，以誌本港公屋發展60周年。

A 15-minute video entitled "60 Years of Public Housing Development in Hong Kong" was launched on the Hong Kong Housing Authority / Housing Department (HA/HD) Website, to mark the 60th anniversary of local public housing development.



【2013·08】

政府代公屋租戶繳交2013年8月份和9月份的租金，此安排屬《二零一三至一四財政年度財政預算案》公布的紓困措施之一。

As one of the relief measures announced in the 2013-14 Budget, the Government paid the rent on behalf of public housing tenants for August and September 2013.

【2013·09】



房委會、古物古蹟辦事處與香港中文大學於2013年9月至2014年3月期間合辦「話說公屋」專題展覽，以誌香港公營房屋發展60周年。房委會主席張炳良教授出席開幕禮。

To mark the 60th anniversary of public housing development in Hong Kong, an exhibition entitled "Growing up with Public Housing" was held from September 2013 to March 2014. It was jointly organised by the HA, the Antiquities and Monuments Office and the Chinese University of Hong Kong. The HA Chairman, Professor Anthony Cheung Bing-leung, attended the opening ceremony.

【2013·10】

運輸及房屋局局長張炳良教授與環境局局長造訪南山邨和藍田邨，實地了解推行家居廚餘回收的最新進展。此外，麗閣邨、天華邨、天慈邨、清河邨四個公共屋邨已經參加家居廚餘回收試驗計劃。

【2013·10】

適逢2013年為香港公營房屋發展60周年，也是房委會成立40周年，房委會主辦第18屆亞洲公共房屋機構研討會，與會者還包括新加坡、南韓、日本其他三個成員組織的代表。

To coincide with the 60th anniversary of public housing development in Hong Kong and the 40th anniversary of the HA, the HA hosted the 18th Conference of Housing & Urban Public Corporations in Asia (A-HUC). Joining the conference were representatives from other three member organisations of Singapore, South Korea and Japan.



The Secretary for Transport and Housing, Professor Anthony Cheung Bing-leung, visited Nam Shan and Lam Tin Estates with the Secretary for the Environment to see the latest progress of food waste recycling initiatives there. The other four PRH estates that have joined the food waste recycling trial scheme are Lai Kok, Tin Wah, Tin Tsz and Ching Ho Estates.

【2013·12】

初步檢視22個高樓齡屋邨的重建潛力已於2013年年底完成。房委會得以大致定出這22個屋邨可成為重建的目標，以便日後啟動所需的詳細研究。

A review of the redevelopment potential of 22 aged estates was completed at the end of 2013. This has allowed the HA to broadly set out these 22 estates as the target estates for future redevelopment and enable commencement of the necessary detailed studies in future.

【2014·01】

《二零一四年施政報告》中公布局部撤銷「薄扶林延期履行權」，以發展公營房屋及重建華富邨。

As announced in the 2014 Policy Address, the Pok Fu Lam Moratorium will be partially lifted for public housing development and future redevelopment of Wah Fu Estate.

**【2014·01】**

房委會決定清拆元朗朗邊中轉屋邨，以騰出地方興建公營房屋。房委會轄下商業樓宇小組委員會和資助房屋小組委員會按個別資格，通過對受影響510戶遷置的安排。

The HA decided to clear the Long Bin Interim Housing Estate in Yuen Long to make way for public housing development. The HA's Commercial Properties Committee and Subsidised Housing Committee (SHC) approved rehousing arrangements for the 510 affected households, according to their individual eligibility.

【2014·02】

為不斷優化樓宇可持續性，並回應租戶對安全的關注，資助房屋小組委員會決定於轄下公共屋邨出租單位和租者置其屋計劃屋邨未售出租單位，按個別租戶意願，免費以晾衣架取代插筒式晾衣裝置。

In an ongoing effort to enhance building sustainability and address the safety concerns of tenants, the SHC decided to replace laundry pole holders with laundry racks in rental flats of PRH estates and unsold rental flats of Tenants Purchase Scheme estates free of charge, according to the preferences of individual tenants.

【2014·03】

就推售大澳天利苑85個居屋單位和天水圍天頌苑一個收回的單位，資助房屋小組委員會通過白表申請人入息和資產限額、平均售價，以及銷售安排。

The SHC endorsed the income and asset limits for White Form applicants, the average selling prices, as well as the sales arrangements for 85 HOS flats in Tin Lee Court in Tai O and a rescinded flat in Tin Chung Court in Tin Shui Wai.

【2014·03】

資助房屋小組委員會檢討並通過2014/15年度公屋入息和資產限額，較諸2013/14年度，兩者增幅分別為8.4%和4.4%。

The SHC reviewed and endorsed the income and asset limits for PRH for 2014/15, which were increased by 8.4% and 4.4% respectively as compared with the income and asset limits for 2013/14.



「承先啟後 共建未來」

2013年標誌香港房屋發展一個重要里程碑。一方面，它是香港房屋委員會（房委會）成立40周年，同時是香港公營房屋發展60周年；另一方面，長遠房屋策略督導委員會在2014年初發表重要的公眾諮詢報告，為勾劃未來十年房屋發展的策略方向，凝聚社會共識。為此，房委會以「承先啟後 共建未來」作為2013/14年度年報的主題，別具意義。

上世紀50年代初期，數以萬計的香港居民連基本住屋也無能力負擔，只得在荒地搭建簡陋的寮屋棲身。60年過去，上世紀中葉居住環境欠佳的情況已成記憶，再不復見。40年前，房委會開始肩負推展公營房屋計劃，興建結構穩固、設施齊備、保養得宜的公共租住屋邨（公共屋邨），為本港較低收入家庭提供舒適和可負擔的優質居所。時至今日，全港有160多個公共屋邨，居民總數約200萬，大概佔全港人口三分之一。這些屋邨設計周全，廣植花木，社區康樂及商業設施近在咫尺，而且管理完善，滿足了本港無數家庭的基本住屋需要，令居民得以安居樂業。60年來，香港的公營房屋發展成果豐碩，足以令香港人自豪。

近年，由於房屋供應偏緊，樓價租金高企，住屋問題再度困擾不少香港人。市民在住屋方面負擔越來越重，不少較低收入家庭和年輕人均望樓興歎。「共建未來」就是要應對這方面的挑戰。現屆政府於2012年中上任後，旋即成立長遠房屋策略督導委員會（由本人擔任主席），並於2013年9月發表諮詢文件，就香港的房屋政策提出可持續的發展方向。公眾諮詢為期3個月，各方反應熱烈，踴躍發表意見。諮詢期結束後，督導委員會於2014年2月向政府提交報告，建議採取供應主導的模式，以應付本港未來的住屋需要，並把公私營房屋供應的比例定為60:40。報告又提出多個增加房屋供應的策略。政府決定接納督導委員會的建議，未來十年房屋供應目標訂為47萬個單位，當中公營房屋佔六成（約28萬個單位，包括出售資助房屋）。新訂的公營房屋供應目標較早前的目標增加36%。

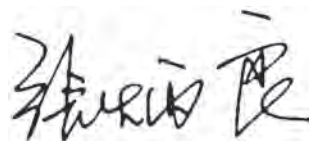
誠然，這個供應目標與房委會未來十年的工作息息相關。未來五年公營房屋單位的興建工程經已展開，我們現正研究增加其後五年的建屋量，以期達致十年28萬個單位的供應目標。我們深知，要如期達標，殊不容易。我們必須覓得土地，有足夠財政和人手，取得社會的支持，並加速規劃和設計。就此，我們已展開工作。未來數年，我們定必竭盡所能，急市民所急，致力實現這個宏大的目標，延續香港公營房屋的成功故事。

如何應對建屋挑戰，許多細節尚在制訂的階段。不過，過去12個月，我們取得的一些成果，可以顯示房委會未來的發展路向。我們使用不同的方法，在可行的情況下加快一些發展項目的設計和規劃程序，現正興建的首批新「居者有其屋」項目正是一個好例子。年內，我們繼續引入新建築方法，利用最新科技，以高效、環保和符合成本效益的技術建屋，為居民提供優質安全的居所。在屋邨管理方面，我們善用專業知識，管理服務數十年來不斷優化，加上年內房委會資訊科技系統進一步提升，互相配合，已顯得更為全面。面向未來，我們會在已有的基礎上，革故鼎新，與時並進，以應付龐大的建屋計劃。

在推進新發展、回應新挑戰的旅程上，房委會既得到特區政府的政策支持，更有賴於委員的高瞻遠矚和通力合作。在此，我要特別感謝剛離任的委員楊倩紅女士、方敏生女士、李錦明先生、王國強博士、黃世雄先生和葉其菁女士；並歡迎新任委員蔡海偉先生、蘇晴女士、譚小瑩女士、陳家樂教授、方志恒博士、何志豪先生、何培斌教授、熊璐珊女士、關寶珍女士、梁慶豐先生、文海亮先生、吳韻宜女士和龐愛蘭女士。

此外，我要感謝房委會屬下小組委員會和附屬小組委員會各委員，協助帶領房委會工作。各小組委員會主席，計有建築小組委員會主席林雲峯教授、商業樓宇小組委員會主席蔡涯棉先生、財務小組委員會及資金管理附屬小組委員會主席蘇偉文教授、資助房屋小組委員會主席黃遠輝先生、投標小組委員會主席李慧賢女士和審計附屬小組委員會主席王永祥先生，均領導有方，在此衷心致謝。

最後，我由衷感謝房委會的執行部門——房屋署的管理人員和員工。年內，他們工作不遺餘力，竭誠盡心，日後房委會工作增加，相信他們亦能全力以赴。只要我們同心協力，攜手拓建未來，相信定能解決現時香港的住屋問題，為下一代提供可負擔的房屋，締造理想家園。



主席
張炳良教授

Chairman's Message

“Inherit the Past, Build for the Future.”

“Inherit the Past, Build for the Future”. This year's theme for our Hong Kong Housing Authority (HA) Annual Report carries special weight in the light of two major anniversaries in 2013, and the publication of an important Public Consultation Report on Hong Kong's Long Term Housing Strategy in early 2014.

What do we mean by “inherit the past”? To understand its significance for the HA, it is worth reflecting on the fact that 2013 marked not only the 40th anniversary of the establishment of the HA, but also the 60th anniversary of the launch of Hong Kong's public housing programme. In the early 1950s, tens of thousands of Hong Kong residents unable to afford basic accommodation were living in primitive squatter huts on undeveloped sites

around Hong Kong. Sixty years on, 40 of which under the care of the HA, those undesirable living conditions of the mid-20th century are largely a distant memory. Today, instead of squatter huts, some 160 well-built, well-equipped, well-maintained public rental housing estates provide lower income families across Hong Kong with decent quality yet affordable accommodation. In total they house some 2 million people, or around one third of Hong Kong's population, in well-designed and landscaped estates, with social amenities and commercial facilities on site or nearby, all managed efficiently and effectively. As a result, many Hong Kong families enjoy the ability to contribute to the life and vibrant development of our city without having to compromise their basic living conditions. It is an achievement Hong Kong well worth takes pride of.

“Build for the future”, on the other hand, is a response to the challenges of living affordably in Hong Kong even today. With housing supply falling behind demand, leading to soaring prices and rents, the pressures on housing affordability have grown in recent years. Lower income families and young people are despairing over the prospect of gaining a foothold on the property ladder. To address this problem, the present Government appointed a Long Term Housing Strategy Steering Committee (under my Chairmanship) soon after coming to office in mid-2012. The Steering Committee released a consultation document in September 2013, proposing a sustainable way forward for Hong Kong’s housing development. Following a rigorous three-month public consultation, the final report was submitted to the Government in February 2014. It proposes a supply-led approach to meet Hong Kong’s future housing needs, with housing supply split 60/40 between public housing and private housing, and includes a number of strategies for increasing housing supply. The Government has accepted the Steering Committee’s recommendation to adopt the proposed new total housing supply target of 470 000 units for the coming 10 years, of which 60% (around 280 000 units) would be public housing including subsidised sale flats. This figure represents a 36% increase over the previous public housing supply target.

Clearly, this has major implications for the work of the HA in the coming decade. The construction programme of public housing units for the coming five years has already commenced, we are now looking at expanding our production output in the second half of the decade, to meet the overall target of 280 000 units for the 10-year period. This is no

easy task. Land must be sourced, funding must be secured, labour must be found, community support must be gained, and planning and design must be expedited. We have already begun work in all these key areas, and in the coming years we will be doing our utmost to ensure that this ambitious vision can indeed be transformed into reality for the people of Hong Kong to extend our success story in public housing.

We are still working on many of the details that will enable us to rise up to the challenge. However, some of our achievements over the past 12 months offer insight into how we will approach the future. We have already developed ways of expediting the design and planning stage of some of our housing projects where possible, as we have shown in the first batch of new Home Ownership Scheme units being built. We have continued to introduce new construction methods during the year, methods often involving the latest technology that are efficient, environmentally sustainable and cost-effective while providing optimum levels of quality and safety for residents. Furthermore, our proven estate management expertise puts us in a good position to expand our operations smoothly and seamlessly. Our management systems, developed over decades and further enhanced through IT upgrades during the year, are comprehensive and well integrated. In other words, the inheritance of the past, suitably enhanced and updated, is providing us with the resources and skills we need to build for the future on an unprecedented scale.

The past year has brought us face to face with many new developments and challenges. Apart from government policy support, the HA has immensely benefitted from the contribution and collaboration of its many visionary and competent Members. Special mention must be made of those who have recently retired; they are Ms Yeung Sin-hung, Ms Christine Fang Meng-sang, Mr Lee Kam-ming, Dr Wong Kwok-keung, Mr Oscar Wong Sai-hung and Ms Christine Yip Kee-ching. I would also like to welcome those new Members coming on board during the year: Mr Chua Hoi-wai, Ms So Ching, Ms Iris Tam Siu-ying, Prof Chan Ka-lok, Dr Brian Fong Chi-hang, Mr David Ho Chi-hoo, Prof Ho Puay-peng, Ms Lusan Hung Lo-shan, Ms Helen Kwan Po-jen, Mr Leung Hing-fung, Mr Alan Man Hoi-leung, Ms Wendy Ng Wan-yea and Ms Scarlett Pong Oi-lan.

Acknowledgement is due to all those who have helped steer the work of the HA through sitting on various Committees and Sub-Committees. Special

thanks go to the 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.

Before concluding, I would like to add my warm thanks to the management and staff of the Housing Department, the HA's executive arm. Their sterling efforts during the year show that the necessary expansion of our work in the coming years is in good hands. Working together, I am convinced we can overcome the housing challenges currently facing Hong Kong and build a future in which our succeeding generations will find the homes they need through affordable housing.



Professor Anthony Cheung Bing-leung
Chairman



業務回顧

BUSINESS
REVIEW

規劃

*Planning
for People*

以人為先
用心規劃





2013/14年度，香港房屋委員會（房委會）繼續向前邁進，致力實踐主要工作目標，為無能力租住私人樓宇的人士提供公共租住房屋（公屋）。截至2014年3月底，房委會轄下有逾160個公共屋邨，合共接近743 700個公屋單位，為全港約200萬市民（佔總人口約三成）提供安居之所。

有見公屋需求有增無減，我們肩負重任，規劃和推展可持續的居者有其屋（居屋）計劃，以協助中低收入家庭自置居所。我們一直努力不懈，積極向前，建設未來。

任重道遠

行政長官在《二零一四年施政報告》強調，香港急需增加房屋供應，並宣布政府在未來十年以提供47萬個新單位為目標，當中公營房屋（即公屋和以居屋為主的資助出售房屋單位）佔六成。為達到這個目標，我們每年須興建約20 000個公屋單位和8 000個居屋單位。我們推行以五年為期並逐年延展的公營房屋建設計劃，目標是在2013/14至2017/18年度的五年期內，興建約81 100個公屋單位。目前，政府已覓得土地，足以在2012/13至2021/22年度的十年期間興建179 000個公屋單位，並繼續物色更多土地，務求達到新房屋供應目標。

現時公屋需求依然非常殷切。我們設有輪候冊制度，以公平地編配公屋資源。2013/14年度，我們為一般申請者（即家庭申請者和長者一人申請者）和配額及計分制下的非長者一人申請者合共編配23 307個單位。公屋需求與日俱增，我們面對重重挑戰。雖然維持一般申請者平均輪候時間¹約為三年的目標有可能短暫偏離，我們仍將盡力維持。截至2014年3月底，一般申請者的平均輪候時間為3.0年，當中長者一人申請者的平均輪候時間為1.6年。



以人為本的租金政策

2014年3月底，公屋單位月租（包括差餉、管理費和維修保養費用）為287元至3,877元不等，平均月租約為1,540元。租戶如暫時遇到經濟困難，可通過租金援助計劃申請援助，視乎個別情況，合資格租戶可獲寬減25%或50%的租金。截至2014年3月底，接受租金援助的家庭約有12 100個，數字較上年度略為下降。為確保公屋租戶知悉租金援助措施，我們不時通過各種途徑，包括房屋資訊台和電台廣播、房委會／房屋署網頁、張貼海報，以及廣發通訊和單張，宣傳有關計劃。

- 1 位於啟德發展區의 公屋項目。
- 2 房委會顧客服務中心的公屋申請大堂。

¹ 輪候時間是以公屋申請登記日期開始計算，直至首次配屋為止，但不包括申請期間的任何凍結時段（例如申請人尚未符合居港年期規定；申請人正等待家庭成員來港團聚而要求暫緩申請；申請人在獄中服刑等）。一般申請者的平均輪候時間，是指在過去12個月獲安置入住公屋的一般申請者輪候時間平均數。

以人為先 用心規劃

樂聚天倫

房委會推行多項計劃，鼓勵年長和年輕一代的家庭成員遷近居住。年輕家庭申請者如欲與年長父母或受供養親屬同住，以方便照顧，可根據天倫樂優先配屋計劃申請公屋，輪候時間可縮短六個月。一般而言，合資格申請人如與年長家庭成員同住，可選擇任何配屋地區的公屋單位，否則可選擇分別入住市區以外同一配屋地區的兩個就近公屋單位。此外，天倫樂調遷計劃協助居住在不同區議會分區租住公屋的年長和年輕一代，遷往就近的地方居住。根據該項計劃，申請人可申請調遷至親屬（即年長父母或子女）現時居住的同一起租屋邨；如資源並不許可，則調遷至有合適單位的鄰近租住屋邨。至於天倫樂加戶計劃，容許年長租戶把一名成年子女（及其家人）加入公屋戶籍，以便互相照顧。公屋住戶還可選擇天倫樂合戶計劃，申請與年長父母或受供養親屬合併戶籍。如資源許可，合戶家庭可申請調遷至任何地區的合適租住公屋單位。2013/14年度，受惠於上述各項天倫樂計劃的公屋申請者及公屋家庭為數依然不少，當中約1 480戶受惠於優先配屋計劃、385戶受惠於調遷計劃、60戶受惠於合戶計劃及2 780戶受惠於加戶計劃。

調遷安排

我們推出多項調遷計劃，以照顧有家庭狀況轉變的現有公屋租戶。按照現行的居住面積編配標準，人均室內樓面面積少於5.5平方米的租戶會被列為「擠迫戶」。為改善這些家庭的情況，我們推行公屋租戶紓緩擠迫調遷計劃，讓他們申請調遷至較大的單位。2013年9月接受了一輪調遷申請，連同去年已選樓但今年才入伙的家庭，年內有942個家庭根據這項計劃調遷至較寬敞的單位，改善生活環境。截至2014年3月底，這項計劃令公屋「擠迫戶」的總數減至3 121戶，只佔整體公屋住戶數目的0.43%。

此外，根據改善居住空間調遷計劃，人均室內樓面面積少於7平方米的公屋住戶，可申請調遷至較大的單位。我們每年根據這項計劃接受一輪調遷申請，2013/14年度有1 055戶獲安排調遷。

善用公屋資源

為維護寶貴的公屋資源，並確保資源用得其所，幫助真正有需要的人士，房委會實施嚴格的審核政策。公屋住戶根據公屋住戶資助政策、維護公屋資源合理分配政策及其他租約事務管理政策提交的所有入息／資產申報，以決定租戶可獲的資助額。2013/14年度，我們共查核201 100宗個案。2013年4月，我們成立了由30名資深人員組成的專責隊伍，負責審查另外5 000宗入息／資產申報個案和3 000宗有關公屋住用情況的個案。

教育租戶和公眾認識維護公屋資源的重要性，是我們持續打擊濫用公屋的重要一環。

2013/14年度，我們在公共屋邨舉辦巡迴展覽，並在報章、輕鐵及港鐵刊登廣告、在網上發放宣傳橫額和特約資訊、在電台頻道廣播資訊，以及在巴士和電視播放短片進行宣傳。此外，我們出席屋邨管理諮詢委員會會議，又廣泛利用海報和橫額宣傳，並向每個公屋住戶派發「舉報濫用公屋郵柬」，以便居民舉報濫用公屋的失當行為。

安置受清拆影響人士

地政總署和屋宇署清拆寮屋及天台違例構築物時，房委會往往須為極待安置的受影響居民另覓居所。年內我們處理了186宗與政府清拆行動有關的安置申請，當中144宗涉及寮屋清拆和緊急清拆、42宗涉及清拆私人唐樓的天台違例構築物。

居者有其屋計劃

興建居屋單位，已成為房委會建屋計劃的常設部分。首批約2 200個新建居屋單位預計將於2016/17年度落成，並計劃於2014年年底預售。行政長官在《二零一四年施政報告》宣布，居屋單位的供應目標增至平均每年提供約8 000個。為達到這個目標，我們現正積極物色更多土地。

此外，房委會推出出售剩餘居屋單位第7期，在2013年3月28日至4月10日期間接受申請，共接獲14 198份申請。攬珠儀式在2013年5月15日舉行，選樓程序則在2013年7月24日展開。全部共832個單位的買賣協議已於2013年9月初或之前簽定。

當局在2013年推出臨時計劃，提供5 000個名額，讓合資格的白表申請人在新建居屋單位落成前，於居屋第二市場購買未補價的居屋單位。我們分別於2013年5月及12月向兩批成功申請人發出批准信。截至2014年3月底，我們合共批准約1 480份「提名信」申請。



Planning for People



In 2013/14, the Hong Kong Housing Authority (HA) advanced further with its core mission of providing public rental housing (PRH) for those unable to afford private rental accommodation. At the end of March 2014, nearly 743 700 PRH units in more than 160 PRH estates under the HA were providing accommodation to about 2 million Hong Kong people, or around 30% of the population.

We have been actively looking towards – and building for – the future. This is partly in response to the ever-increasing demand for PRH, and partly because we have now taken on the responsibility of planning and running a sustainable Home Ownership Scheme (HOS) programme, under which low- to middle-income families will have the opportunity to purchase their own homes.

Our commitment

The urgent need for an increase in Hong Kong's housing supply was highlighted by the Chief Executive in his 2014 Policy Address, in which he announced that the Government's target was to supply 470 000 new units for Hong Kong over the coming 10 years, of which 60% would be public housing (both PRH and subsidised sale flats, primarily HOS flats).

To meet this target, some 20 000 PRH units and 8 000 HOS units will need to be built every year. Our rolling five-year Public Housing Construction Programme aims to produce about 81 100 PRH flats in the five-year period from 2013/14 to 2017/18.

To date, the Government has identified land sufficient to produce 179 000 PRH flats for the 10-year period from 2012/13 to 2021/22, and work is currently underway to identify additional land that will enable the new housing supply target to be met.

In the meantime, demand for PRH remains very high. We operate a waiting list system in order to allocate PRH resources fairly. In 2013/14, we allocated a total of 23 307 flats to general applicants (i.e. family and elderly one-person applicants) and non-elderly one-person applicants under the Quota and Points System. We are facing increasing challenges due to growing demand for PRH. Despite the possibility of occasional departure from the target, we will strive to maintain the average waiting time¹ target at around three years for general applicants. As at the end of March 2014, the average waiting time for general applicants was 3.0 years. Among them, the average waiting time for elderly one-person applicants was 1.6 years.

¹ Waiting time refers to the time taken between registration for PRH and first flat offer, excluding any frozen period during the application period (e.g. when the applicant has not yet fulfilled the residence requirement; the applicant has requested to put his / her application on hold pending arrival of family members for family reunion; the applicant is imprisoned, etc). The average waiting time for general applicants refers to the average of the waiting time of those general applicants who were housed to PRH in the past 12 months.



Rents tailored for all

As at the end of March 2014, PRH rents (which include rates, as well as management and maintenance costs) per flat ranged from \$287 to \$3,877 per month, and the average monthly rent was around \$1,540. Tenants in temporary financial difficulties can seek relief through our Rent Assistance Scheme, which offers a rent reduction of 25% or 50% for eligible tenants, depending on their circumstances. At the end of March 2014, around 12 100 families were receiving assistance from the scheme, a slight fall from the number in the previous financial year. We continued to keep PRH tenants aware of this scheme by regularly publicising it through channels that included broadcasts on the Housing Channel and on the radio, the Hong Kong Housing Authority / Housing Department Website, posters, newsletters and leaflets.

Fostering closer family tie

The HA operates several schemes that encourage different generations of a family to live closer together. The Harmonious Families Priority Scheme offers incentives for younger family members who are prepared to live with and look after elderly parents or elderly dependent relatives, by giving applicants a six-month credit in their waiting time. Generally, eligible applicants may choose to live under one roof with their elderly family members in any of the allocation districts across Hong Kong, or be allocated two nearby flats in any non-urban allocation district. Meanwhile, the Harmonious Families Transfer Scheme encourages young and elderly members of families living in PRH estates in different District Council constituencies to move closer to each other. Under the Scheme, applicants can apply for transfer to the PRH estate where their relatives (i.e. their elderly parents or their offspring) are currently residing, or, if resources are not available, to the nearest PRH estate with a suitable flat available. The Harmonious Families Addition Scheme enables an elderly PRH tenant to add an adult offspring (and his / her family members) into the tenancy so that family members can better care for each other. Alternatively, under the Harmonious Families Amalgamation Scheme, a PRH tenant can apply to amalgamate his / her tenancy with that of his / her elderly parents or other elderly dependent relatives. If resources are available, the amalgamated family may apply to move to a suitable PRH flat in any district of their choice. These schemes continued to benefit numerous PRH applicants and PRH families in 2013/14. In 2013/14, about 1 480 PRH applicants benefited from the Priority Scheme, 385 PRH families from the Transfer Scheme, 60 PRH families from the Amalgamation Scheme and 2 780 PRH families from the Addition Scheme.

1 We introduce various schemes to encourage different generations of a family to live closer together to enjoy family life.

Transfer opportunities

We operate various transfer schemes to help address the changing circumstances of our PRH tenants. PRH households with living space of less than 5.5 square metres of Internal Floor Area (IFA) per person are considered to be “overcrowded” according to current space allocation standards. Our Territory-wide Overcrowding Relief Transfer Scheme addresses this problem by transferring families to larger accommodation. An exercise under this scheme was conducted in September 2013; together with families who selected flats last year but whose intake took place this year, a total of 942 families were moved to more spacious flats and had their living environments improved during the year. The scheme helped us further reduce the total number of “overcrowded” PRH households to 3 121, or just 0.43% of all PRH households, by the end of March 2014.

Under the Living Space Improvement Transfer Scheme, PRH households living in flats with an average IFA of less than 7 square metres per person can apply for transfer to a larger flat. One transfer exercise is carried out under this scheme each year, and in 2013/14, 1 055 households were rehoused accordingly.

Optimising PRH resources

To protect our precious PRH assets and ensure they benefit those who are genuinely in need, the HA has stringent checking policies in place. We carefully vet all income / asset declarations received under the Housing Subsidy Policy, the Policy on Safeguarding Rational Allocation of Public Housing Resources and other tenancy management policies – which in 2013/14 involved the checking of 201 100 individual cases – to ascertain the amount of subsidy each tenant should receive. In April 2013 we set up a Special Team of 30 highly experienced staff members, tasked with carrying out additional checking of an extra 5 000 income / asset declaration cases and 3 000 occupancy-related cases.



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Educating tenants and the public about the importance of safeguarding our PRH assets is a significant part of our ongoing campaign against tenancy abuse. In 2013/14, we conducted roving exhibitions about this at PRH estates. We also advertised in newspapers, on Light Rail and MTR, via internet banners and advertorials, as well as broadcasting information on radio channels, buses and TV mini-programmes. Further, we made outreach visits to EMAC meetings across Hong Kong, carried out extensive poster and banner campaigns, and distributed “Tenancy Abuse Report Aerogramme” to every PRH household, making it easier for our tenants to report the malpractice on PRH flat abuse.

Rehousing those affected by clearances

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 186 applications for rehousing due to government clearance exercises, 144 of which were from people affected by squatter and emergency clearances, and 42 from those affected by the clearance of illegal rooftop structures in private tenement buildings.

Home Ownership Scheme

The production of flats under the HOS is now firmly part of the HA’s housing programme. The first batch of around 2 200 new HOS flats is anticipated to be completed in 2016/17, and pre-sale is scheduled for the end of 2014. In his 2014 Policy Address, the Chief Executive announced that the target supply of HOS flats would be increased to an annual average of about 8 000, and we are now actively identifying additional land to achieve this target.

The HA also invited applications for the Sale of Surplus HOS Flats Phase 7 from 28 March to 10 April 2013, receiving 14 198 applications in total. A ballot was held on 15 May 2013, and flat selection commenced on 24 July 2013. The agreements for sale and purchase for all 832 flats had been signed by early September 2013.

In 2013, an interim scheme was introduced to allow 5 000 eligible White Form applicants to purchase HOS flats with premium not yet paid on the HOS Secondary Market before the new HOS flats come on stream. We issued the approval letters to successful applicants in two batches, in May and December 2013. By the end of March 2014, we had approved some 1 480 applications for Letters of Nomination.

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Building
for a Better
Future



力求進步
建設未來



現時香港房屋委員會（房委會）轄下有逾160個公共屋邨，遍布全港，分別於不同時期落成。然而，現有公共租住房屋（公屋）不足以應付市民對廉宜居所的需求。為了香港的未來，我們必須充分利用空間，以快捷有效和可持續的方法建屋。同時，我們必須重建多個舊屋邨或在這些屋邨進行現代化工程；這方面的工作是年內另一重要工作範疇。

新建公屋方面，2013/14年度落成的公屋單位約有14 100個，達到所訂的建屋目標。年內落成的項目共有七個，包括德朗邨第1至第3期、榮昌邨、怡明邨、葵聯邨葵逸樓和葵悅樓，以及石籬（二）邨石歡樓。此外，年內落成的商業設施合共13 200平方米，新增的私家車和商用車輛停車位則有470個。

除上述新項目外，我們積極探討舊公共屋邨重建方案，務求善用地積比率和珍貴的土地資源，增加公屋建屋量。研究於年內完成，檢視22個非拆售高樓齡公共屋邨的重建潛力，讓我們掌握哪些屋邨最適合重建。其他屋邨的部分重建工作已經展開，例如牛頭角下邨第2期（整體重建計劃的最後一期）和蘇屋邨第1及第2期。同時，東頭邨第8期正進行拆卸工程，準備重建；白田邨的重建工程也快將展開。此外，行政長官在《二零一四年施政報告》公布局部撤銷「薄扶林延期履行權」，以重建華富邨。

設計以人為本 建造優質居所

為了建設未來，房委會設計屋邨時，除注重樓宇安全舒適外，還兼顧可持續和環保的元素，務求以快捷有效和具成本效益的方法建屋。例如持續改善構件式單位的設計，達到舒適和具成本效益的目標。近期重推居者有其屋計劃（居屋），我們特別為居屋推出一系列新的構件式單位設計，現時設計分為四個類型：包括面積14.0至14.5平方米、21.0至22.0平方米、28.0至31.0平方米，以及35.0至38.0平方米的單位。

年內我們不斷改良構件式單位的設計，其中一項是採用新的灶台設計。新灶台可調校三個不同高度，居民購置煮食爐時可有較多選擇。在新建屋邨的客飯廳外牆增設窗戶，以加強天然採光效果。此外，我們繼續與環境保護署和學術機構合作，針對受交通噪音嚴重影響的公屋用地，優化單位設計，減少噪音。

2013/14年度我們再次進行定期意見調查，收集居民對新落成屋邨的意見。調查範圍涵蓋五個屋邨，合共11 111個單位。在調查期間，進行了1 773次會面。相比主要成效指標的80%滿意程度，這項調查所得的平均滿意程度達94.58%。除進行意見調查外，我們也舉辦完工後檢討工作坊，仔細研究居民的意見，並將各項建議納入設計綱要範本及構件式單位設計的定期檢討內。一如以往，發展項目進入規劃和設計階段時，我們舉辦社區參與活動，細心聽取區內居民的意見，在進行設計工作時加以考慮。年內我們在HKQAA-HSBC（香港品質保證局•滙豐）企業社會責任指數按年表現評估再次取得5.00滿分，足證我們履行企業社會責任的工作成績卓著。

着重環保設計

政府已訂出目標，在2005至2020年期間減少香港溫室氣體排放量五至六成。房委會一直全力配合，應用新科技，推出環保的設計和系統，減少房委會樓宇在生命周期的碳排放量。例如進行微氣候研究，有助提高新設計建築物的環保成效；又按「順應自然」的原則，掌握個別用地的特點，因地制宜，善用自然通風和日照。此外，我們十分重視綠化環境，整體綠化覆蓋率佔屋邨總面積最少兩成；兩公頃以上的大型用地，則佔多達三成；每15個公屋單位最少種植1棵樹。我們在水泉澳和凹頭項目，引入綜合水敏性城市設計裝置，以減慢這兩個傾斜地塊的徑流速度，增加蓄水量。各個新項目於設計階段均須進行碳排放估算，估量主要建築工程及作業活動在碳排放方面的影響。截至2014年3月底，我們已在全港32個發展項目採用這個重要估算方法。

力求進步 建設未來

2013年我們開始在新建築合約的規格訂明採用礦渣微粉，這是煉鋼的副產品，可取代混凝土中部分的水泥，減少因製造水泥而產生的碳排放。自2013年起，我們規定在建造預製混凝土外牆時加入礦渣微粉，以取代35%的水泥。此外，我們正進行試驗計劃，在建造樁帽時加入礦渣微粉，以取代混凝土中65%的水泥；又研究可否以礦渣微粉製造橫樑、樓梯和垃圾槽等預製混凝土元件。

房委會致力確保轄下所有新建築物均符合香港綠色建築評估的認證，即通過綠色建築環評的評估方法(BEAM Plus)。為此，我們已於2013/14年度公布新訂的建築工程規格。現時房委會所有新項目的工程規格均可達到BEAM Plus評級的「金」級別，個別選定項目更取得「白金」級別的驕人成績。例如前凹頭政府宿舍的項目、東涌第56區、前元朗邨的發展項目，以及柴灣工廠邨大廈改建公屋的計劃，均取得BEAM Plus 1.2版本「暫定白金」級別，「大本型」和啟晴邨則取得BEAM 4/04版本的「白金」級別。此外，在提交予中國綠色建築評價標識作評估的屋邨當中，啟晴邨和前元朗邨均達到評價制度的最高級別，即三星級標識。

能源管理

我們在節能方面的其中一個工作重點，是留意屋邨不同公用屋宇裝備系統的用電量，如照明、升降機和抽水系統。我們定期進行測試，並採用新技術和物料，以節省能源，減低這些設備的碳排放量。過去數年，我們在屋邨引入各種裝置，例如接駁電網的太陽能光伏發電系統，為公共地方的設施供電；在兩級光度照明系統加設感應開關控制連人工按鈕；以及裝設變頻式控制裝置，以減少食水增壓抽水系統的用電量。

我們已開始在所有升降機安裝更多高能源效益的無齒輪電機，並使用由18千瓦或以上的升降機電機系統產生的再生電能。2013年初落成的啟晴邨便是首個在住宅大廈的升降機系統全面採用無齒輪永磁同步電機和再生動力技術的屋邨。我們一直監察這些新升降機系統的用電量，研究可否在所有公共屋邨應用這種先進技術。

質素認證

房委會歷年來獲得不少品質認證，包括自1993年起取得國際標準化組織ISO 9001認證，以及自2009年起獲得ISO 14001環境管理體系認證。此外，我們由2010年開始推行ISO 31000風險管理系統，並履行ISO 26000企業社會責任，以及自2012年起取得ISO 50001能源管理體系認證。2013年9月我們的材料試驗所取得OHSAS 18001職業健康及安全管理體系認證，我們還計劃在其他業務範疇推行這方面的認證。我們一直採用歐洲品質管理基金會的卓越模式，務求在各個業務範疇不斷改進，精益求精。我們規定承建商必須持有ISO 9001、ISO 14001和OHSAS 18001的認證。自2014年1月起更規定建築工程及打樁工程承建商必須具備ISO 50001能源管理體系的認證。

為進行上游品質控制，自2012年3月起推行產品認證計劃，適用於七種建築材料——防火木門、防火板間牆、袋裝水泥、瓷磚黏合劑、瓷磚、修葺砂漿和鋁窗。2013年中更擴大產品認證規定的適用範圍，涵蓋另外三種建築材料——uPVC排水管道及配件、連體座廁設備及鋼筋網。2014/15年度擬為丙烯酸多層噴漆取得建築材料的產品認證。



1 材料試驗所取得職業健康及安全管理體系認證。

監管樓宇 保證質素

房委會興建的樓宇在出售或拆售前不受《建築物條例》規管。然而，直屬常任秘書長辦公室的獨立審查組繼續擔當第三者監管角色，審批就房委會新發展項目提交的所有建築和結構圖則，以及房委會轄下現有樓宇為改建及加建所提交的圖則和小型工程的申請，監管安排與屋宇署的做法一致。此外，獨立審查組依據建築事務監督授予的權力，對居者有其屋計劃屋苑、租者置其屋計劃屋邨，以及已拆售予領匯、位於公共屋邨的商業和停車場設施進行法定樓宇監管。

升降機巡查專責小組自2012年底開始改變其職能，推行稽核巡查制度，以強化房委會轄下升降機及自動梯的安全水平，減低意外的風險。

獨立審查組亦致力持續改進公眾服務的質素，制定其品質管理及環境管理系統，預期在2014年中取得ISO 9001及ISO 14001認證。同時，該組正推行新資訊科技系統，以優化對公眾的服務和推廣環保。年內開發兩個主要資訊科技系統，分別為房屋署圖則查閱網(HeBROS)，以及電子圖則申請及審批系統(ESPS)。前者將於2014年底前為市民提供查閱和複製樓宇圖則的服務；後者則可望於2016年推出，屆時房委會的新發展項目與現有樓宇改建及加建工程可於網上遞交圖則，並以電子方式處理相關圖則的審批事宜。

建築設計及工程 善用資訊科技

我們善用資訊科技，有效率地進行建築設計及建築工程管理工作，運用的資訊科技資源主要包括：建築信息模擬技術、地理信息系統、房屋建設管理系統，以及無線射頻科技。

以建築信息模擬技術製作的三維視像模型非常精確，有助影像化觀測和規劃。最新開發的五維建築信息模擬模型自2012年起開始使用，曾用於沙田第52區第1期的工程。為確保建築工程團隊運用建築信息模擬技術得宜，我們編制了一套全面的《建築信息模擬技術項目執行指引》，並為1 300名不同職級及專業範疇的員工安排一系列相關訓練課程。

地理信息系統具有搜尋及查詢功能，便於尋找各項空間及文字數據，以進行可行性研究及尋找合適用地。這個系統於2013年1月推出，由三個應用系統組成，包括網上地理信息系統、樹木管理資訊系統，以及結合建築信息模擬技術的三維資料空間分析。於2013年15項改良措施分兩個階段推出，當中包括改善地圖列印、加入新的搜尋及運算功能，以及優化三維資料空間分析功能。我們應用地理信息系統，結合建築信息模擬技術，進行多個項目的土木工程研究。這些項目包括大埔第9區、石硤尾第6期、荔枝角道—東京街，以及皇后山。此外，我們運用地理信息系統的其他三維模型，進行象鼻山路、大窩口及火炭項目的視野影響研究。

房屋建設管理系統為房委會的建築工程提供網上協作和知識管理的平台。年內我們進一步改良系統，增加新功能，例如房屋建設管理—工地監管流動系統及建造監管流動系統。

無線射頻科技採用裝有感應器的晶片，記錄並儲存木門、鐵閘、鋁窗及預製混凝土外牆的資料，以便查察個別構件的背景和來歷。我們又推行試驗計劃，運用無線射頻科技，監察惰性拆建物料的處置，結果證實做法可行。我們在泥頭車的擋風玻璃貼上獨特的識別標籤，以追蹤泥頭車由建築工地駛往公眾堆填區的路線；對比泥頭車在工地和堆填區的重量資料，有助防止非法傾倒物料。

建造監管流動系統使用最新流動科技，精簡現時打樁工程的視察工序。工地人員可使用已連接互聯網的平板電腦，收集並傳送視察數據及其他記錄，到中央伺服器儲存，並編製不同種類的視察報告，毋須輸入書面數據。我們正開發另一個流動系統—建造(建築)監管流動系統，以簡化工地的安全、品質和生產力管理工作。該系統與建造監管流動系統一樣，工地人員可使用手提電話，收集並傳送視察數據或記錄到中央伺服器。我們正開發其他用途的流動應用程式，例如安全提示及工地提示應用程式。只須預先裝置射頻識別標籤，工地人員便可通過標籤，掌握有關單位編號、機器、機械設備、預製組件等更多資料，從而簡化日常視察工序，提升生產力。

工地安全

《房委會地盤安全策略2013》涵蓋我們所有新工程及維修保養工程工地，以至聘用的物業管理服務公司、潔淨服務承辦商和護衛服務承辦商，所訂定的安全目標為每千名工人錄得不多於12宗意外，已於2013/14年度達標。新工程合約的意外率為每千名工人7.3宗，維修保養工程合約為每千名工人4.1宗；而本港的工業意外率則平均為每千名工人40.8宗。

年內實施其他多項安全措施，包括加強防護規定，以免工人中暑；就儲存和保養大型鐵模板及工作平台，推出新的工地安全措施；為屬下工程人員及承辦商工地人員提供安全帽配件；以及為屬下工地人員提供反光衣。此外，我們修改屬下工程人員及承辦商工地人員的工地安全訓練要求，以配合建造業議會的訓練課程架構。最近又推出措施，提高涉及房委會工地大型建造機械的作業安全，包括加強標書評審制度及承建商表現評分制，以及在招標規格加入新的檢修規定。



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在現有屋邨進行工程，安全也非常重要。年內我們修訂維修和改善工程合約內安全支付計劃的項目，修改房委會安全稽核制度（維修及改善工程），以配合電梯業的特性，並且檢討和優化現時的安全支付計劃，以便更有效管理所有屋宇裝備維修及改善工程的安全表現；又編製安全指引手冊，說明加裝升降機及升降機現代化工程的良好及不良作業方式。至於監管物業管理服務公司方面，我們在評審標書的評分制加入新「安全稽核」項目，並就數宗嚴重工地安全事故，檢討標書評審機制。

採購方法 推陳出新

年內我們順利完成德朗邨發展項目，這是首個採用綜合採購法的項目。綜合採購法是一個三軌投標制度，投標者須就價格、技術及創意三方面提交建議。這樣可鼓勵持份者在創新設計和建築方法上互相協作，集合「設計—投標—建造」及「設計連施工」兩種採購模式的優點，尤其適用於複雜的大型房屋發展項目。這個採購法還有其他可取之處，包括有助促進設計及建築專業人員在項目發展初期互相配合、提升生產力和品質，以及推動全方位的環保設計和創新方案，這些設計和方案日後可用於其他發展項目。第二個採用綜合採購法的發展項目是安達臣道地盤A和地盤B第1和第2期，工程已展開。我們現正物色其他規模足以實行綜合採購法的合適用地。

1 房委會要求承辦商確保工地安全。

啟德機場舊址煥然一新： 啟晴邨及德朗邨

隨着國際航空服務設施遷到美輪美奐的赤鱗角新機場，享負盛名的啟德舊機場於1998年關閉。啟德舊址極具發展潛力；其後，當局制定啟德總綱計劃。房委會積極參與，悉心規劃，啟德舊址逐漸蛻變為朝氣蓬勃的新社區。

根據總綱計劃，房委會負責兩個大型發展項目，即啟德1A及1B地盤，興建15座多層住宅大廈，提供逾13 300個單位，居民數目約34 000人。兩個發展項目的主題為「綠茵家居」，重點在於建設以人為本、設備齊全、可持續發展的社區，同時兼具成本效益。



啟晴邨（1A地盤）和德朗邨（1B地盤）這兩個「綠茵家居」項目現已落成，首批居民分別於2013年8月及12月入伙。這兩個屋邨均採用先進技術興建，融入不少可持續發展的元素，包括把挖出的海泥用作回填和鋪面物料，以及採用嶄新的環保設備，例如電動車充電設施、升降機再生動力裝置、區域供冷系統，以及雨水收集暨根部灌溉系統。啟晴邨及德朗邨可說是全港數一數二最先進和環保的屋邨。

- 1 新近落成的啟晴邨。
- 2 雨水收集暨根部灌溉系統。
- 3 德朗邨綠茵處處。



這兩個發展項目的總體規劃以中央公園概念為基礎，人車完全分隔，公共空間廣闊，道路兩旁廣植樹木。住宅大廈旁的鄰舍公園，舒適宜人，有助居民互動，促進睦鄰。如今公園內小孩嬉戲的歡笑聲，與昔日震耳欲聾的飛機聲形成強烈對比。





連接社區 暢通易達： 葵盛圍發展項目

葵盛圍發展項目東面是葵盛東邨，西面是葵盛西邨，北面則是葵聯邨兩幢已落成的大廈。工地分為上下兩個平台，設計布局較難處理。上層平台建有葵盛東邨第12座中轉房屋及一所學校，下層平台則為露天停車場。

房委會重建這項目時，須顧及上下平台高低差距多達25米的情況。我們的建築師及規劃師匠心獨運，巧妙地連接兩個平台，改善整個地區的行人通道網絡，同時興建新公屋大廈，騰出寶貴的地方作康樂和休憩用地。

房委會採納因地制宜的設計，只在下層平台興建兩幢住宅大廈，分別樓高39層及41層，而上層平台的設計則作出大幅改動，使之煥然一新，讓學校與新建的市區建築物融合。舊臨時房屋大廈拆卸後，騰出的土地發展為多用途社區用地，內有一個設有表演舞台的社區花園、兩個保留了葵盛東邨第12座原貌的舊單位、一個籃球場、一個兒童遊樂場，還有健體設施、公厕、一個社區農圃及一條跑步徑。

我們興建了一個升降機塔連行人天橋，連接新社區用地和兩幢住宅大廈。升降機和行人通道24小時開放，不僅方便葵盛圍居民來往社區花園，更開通了由葵聯路往下直達港鐵站的路線，令在較高位置居住的居民出入更為方便。

上層平台決定不興建住宅大廈，反之闢設社區花園，有助減少新發展項目對葵聯路一帶的影響，並為整個社區提供舒適的康樂用地。房委會致力在滿足日漸增加的公屋需求與照顧區內居民各方面的需要之間取得平衡，並承諾為居民建設美好的居住環境和便利的行人通道網絡。葵盛圍發展項目正是最佳示例，證明房委會在這方面的努力取得成果。

- 1 葵聯邨。
- 2 柴灣工廠邨大廈的設計印象圖。
- 3 保育柴灣工廠邨大廈的社區參與工作坊。

工廠轉為住宅： 柴灣工廠邨大廈改建計劃

今年年報的主題為「承先啟後 共建未來」，以房委會保育舊柴灣工廠邨大廈進行活化再用的計劃來作詮釋，最適合不過。

為盡快在短期內增加公屋供應，行政長官宣布十項有關房屋及土地供應的中短期措施，其中一項是找出一些歷史悠久但使用率偏低的建築物，轉為房屋用途，舊柴灣工廠邨大廈便完全符合有關條件。該幢大廈設計別具當年的建築特色，是全港僅存的舊H型工廠大廈。

房委會負責研究把這幢歷史悠久的建築物改建成具現代化設施和舒適的公屋大廈。我們採用與其他項目相同的做法，盡快開展社區參與活動，以了解區內人士的意願和期望。我們很快便清楚知道，最佳方法是保留整幢建築物，地下改作商業用途，上層則改建為公屋單位。



設計方面，房委會保留了大廈的建築特色，盡量少作改動。利用大廈「特色的元素」，例如H型的建築，以及鮮明的橫向線條，作為重新設計的重心。房委會進行現代化工程時，一方面不能大幅改動建築物的外貌和結構，另一方面又須符合今時今日居民的期望，當中遇上不少考驗。我們努力不懈，發揮創意，問題一一迎刃而解，大廈煥然一新，叫人眼前一亮。大廈改建後，既回應市民對未來住屋的需求，也讓部分歷史建築特色得以留存後世。



Building for a Better Future



The Hong Kong Housing Authority (HA) currently has over 160 public rental housing (PRH) estates under its care across Hong Kong, built in different eras. Still, the number is insufficient to support the number of people who need low-cost accommodation in Hong Kong. It is essential that we build for the future; quickly, efficiently, and in ways that optimise the space available and are fully sustainable. At the same time, many of the older estates we have inherited from the past require redevelopment or modernisation, and this has been another important aspect of our work over the year.



In terms of new building, in 2013/14 we completed construction of around 14 100 PRH flats, meeting our target for the year. A total of seven projects were completed during the year, including Tak Long Estate Phases 1 to 3, Wing Cheong Estate, Yee Ming Estate, Kwai Yat House and Kwai Yuet House in Kwai Luen Estate, and Shek Foon House in Shek Lei (II) Estate. We also completed 13 200 square metres of commercial facilities, and 470 parking spaces for cars and commercial vehicles.

Apart from these new developments, we have also been active in exploring options for redeveloping older PRH estates, with a view to optimising the plot ratio so that we can better utilise our valuable land resources and lift PRH production. During the year, we completed a review of the redevelopment potential of 22 non-divested aged PRH estates, giving us a clear idea of which sites are best suited for redevelopment. Some redevelopment work has already begun, for example at Lower Ngau Tau Kok Estate Phase 2 (the last phase of the Comprehensive Redevelopment Programme), and So Uk Estate Phases 1 and 2. Meanwhile, Tung Tau Estate Phase 8 is currently being demolished in readiness for redevelopment, and redevelopment at Pak Tin Estate will begin shortly. The Chief Executive announced in his 2014 Policy Address that the Pok Fu Lam Moratorium will be partially lifted for future development of Wah Fu Estate.

A people-centred design for better living

When designing estates, the HA builds for the future by taking into account safety and comfort, sustainability and environmental friendliness, as well as efficiency and cost-effectiveness. Both comfort and cost-effectiveness, for instance, have been achieved through the constant refinement of our library of Modular Flat Designs. With the recent resumption of the Home Ownership Scheme, we have also developed a new line of Modular Flat Designs specifically for the scheme. Our library of Modular Flat Designs currently includes a range of four flat types: flats of 14.0 to 14.5 square metres, 21.0 to 22.0 square metres, 28.0 to 31.0 square metres, and 35.0 to 38.0 square metres.

One of the refinements added to our Modular Flat Design library during the year was a new cooking bench design, which offers three adjustable heights and gives tenants a greater choice of stoves. We also increased the window area in the front façade of living areas in new projects, enhancing natural lighting. Further, we continued working with the Environmental Protection Department and academic institutions to refine design details for reducing noise at PRH sites exposed to high levels of traffic noise.



Our regular surveys of residents' responses to newly completed projects took place again in 2013/14, with surveys conducted at five estates covering 11 111 flats. A total of 1 773 interviews were carried out, revealing an average satisfaction rate of 94.58%, as compared to the Key Performance Indicator of 80%. In addition to the surveys, we held Post Completion Review Workshops in which the views of users were studied closely, and suggestions were added to our regular review for our Model Client Brief and Modular Flat Design. We also continued to hold community engagement activities during the planning and design stages of our projects, at which we listened closely to views from the community and took them into consideration in our designs. During the year, we again gained the full score of 5.00 in the HKQAA-HSBC CSR Index annual performance assessment, which clearly reflects our effectiveness in meeting our corporate social responsibilities.

1 The recently completed Yee Ming Estate in Tseung Kwan O.

2 Wing Cheong Estate in Sham Shui Po.

Building for a Better Future

Designing for the environment

The Government aims to reduce Hong Kong's greenhouse gas emissions by 50% to 60% in the period from 2005 to 2020. The HA has been playing its part by using new technologies to implement green designs and systems that reduce carbon emissions from our buildings across their entire life cycle. These include the use of micro-climate studies to help optimise the environmental performance of newly designed buildings, and the implementation of the “passive design” principle, by which we harness the unique characteristics of individual sites to optimise natural ventilation and daylight. Greening is another area of importance: we provide an overall greening coverage of at least 20% of the total site area, and up to 30% for larger sites of over two hectares, and plant at least one tree for every 15 flats. We have also introduced integrated water sensitive urban design features to slow down run-off and enhance the water retention capacity of sloping sites at the Shui Chuen O and Au Tau projects. Each of our new projects is also subjected to carbon emission estimation at the design stage, which enables us to gauge the carbon emission impact of major construction and building operation activities associated with the project. Up to the end of March 2014, this important methodology had been applied to 32 projects across Hong Kong.



In 2013, we began incorporating Ground Granular Blast-furance Slag (GGBS) into our specifications for new building contracts. GGBS is a by-product of steel making, and can be used to partially replace the cement in concrete, thus reducing the carbon emission associated with cement making. From 2013 onwards, we require that GGBS should replace 35% of the cement in concrete for the construction of precast concrete façades. In addition, we are currently running a pilot project for replacing 65% of the cement in concrete with GGBS in the construction of pile caps. We are also studying the possibility of using GGBS in other concrete elements, such as precast beams, precast staircases, and precast refuse chutes.

The HA is committed to ensuring that all its new buildings comply with Hong Kong's green building assessment certification, Building Environmental Assessment Method Plus (BEAM Plus). We promulgated new specifications for our construction work in 2013/14 to make certain of this. Currently, our specifications mean that all new HA projects are capable of achieving a “Gold” rating under BEAM Plus, while selected projects even achieve the higher “Platinum” rating. For example, we obtained “Provisional Platinum” rating under BEAM Plus Version 1.2 for the developments at Ex-Au Tau Departmental Quarters, Tung Chung Area 56, Ex-Yuen Long Estate and the conversion of Chai Wan Factory Estate to PRH. In addition, we obtained “Platinum” rating under BEAM Version 4/04 for Domain and Kai Ching Estate. We also submitted some estates for assessment under the Chinese Green Building Evaluation Label. Kai Ching Estate and Ex-Yuen Long Estate are two that attained the highest (three-star) level under this evaluation system.

Managing energy consumption

One of the areas we focus most closely on for energy conservation is the range of communal building services systems at estates, which include lighting, lifts and water pumps. We regularly test and adopt new technologies and materials that can save energy and reduce carbon emissions from these facilities. Installations like grid-connected photovoltaic systems that generate electricity for communal areas, motion sensors cum manual control buttons for two-level lighting control systems, and variable speed drive controls to reduce the energy consumed by fresh water booster pumping systems, have all been introduced at our estates over the past few years.

We have also begun to install more energy efficient gearless lift motors for all our lifts, as well as harnessing regenerative power from those of our lift systems with motors of 18 kW and above. Kai Ching Estate, completed in early 2013, is the first project at which we have been able to fully adopt gearless permanent magnet synchronous (PMS) motors coupled with regenerative power technology in the lift systems of domestic blocks. The amount of energy used by these new lift systems is being monitored to see if this state-of-the-art technology can be used in all our PRH estates.

Quality certification

The HA's quality certifications include ISO 9001 certification (since 1993), ISO 14001 environmental management certification (since 2009), ISO 31000 risk management and ISO 26000 corporate social responsibility (since 2010), as well as ISO 50001 energy management system (since 2012). In September 2013, our Materials Testing Laboratory was certified with OHSAS 18001 for its occupational health and safety management system, and we plan to extend this certification to our other operations. We have also been adopting the European Foundation for Quality Management (EFQM) Excellence Model to help us make continuous improvements across our operations. Our contractors must be ISO 9001, ISO 14001 and OHSAS 18001 certified and, from January 2014, we have also required our building and piling contractors to be certified according to the ISO 50001 Energy Management System.

Since March 2012, we have been implementing product certification as a method of upstream quality control, applied to seven building products – fire resistant timber doors, panel wall partitions, packed cement for architectural use, tile adhesives, ceramic tiles, repair mortars and aluminium windows. In mid-2013, we extended the product certification requirement to three more building products: uPVC drainage pipes and fittings, close-coupled water closet suites, and mesh reinforcement. Multi-layer acrylic paint is the next building material targeted for product certification, for 2014/15.

Quality through building control

Buildings constructed by the HA are not subject to the provisions of the Buildings Ordinance before being sold or divested. The Independent Checking Unit (ICU), which is directly under the Office of the Permanent Secretary for Housing, continues to provide third-party checking of the building and structural plans submitted for the HA's new development projects. It also handles submissions for alterations and additions, and applications for minor works in the HA's existing buildings, in a process that parallels the Buildings Department's practices. Besides, the ICU is responsible for exercising statutory building control, under the powers delegated by the Building Authority, over former HA buildings, such as Home Ownership Scheme courts, Tenant Purchase Scheme estates, and estates with commercial and car parking facilities divested to The Link REIT.

Transformed from its previous role since the end of 2012, the Lift Inspection Focus Team (LIFT) continues to implement an audit inspection system to enhance safety and to reduce the risk of accidents in lifts and escalators managed by the HA.

The ICU is committed to continually improving the services it provides to the public. To this end, it has been developing its quality and environmental management systems, and anticipates obtaining ISO 9001 and ISO 14001 certification respectively in mid-2014. At the same time, the ICU has been implementing IT systems to enhance efficiency of the services provided to the public and enhancing environmental friendliness of its operation. The Housing Electronic Building Records Online System (HeBROS) and the Electronic Submission & Processing System (ESPS) are two key IT systems that have been developed during the year. HeBROS will provide building record inspection and copying services for the public by late 2014, while ESPS will enable e-submission and e-processing of the HA's new developments, as well as alteration and addition projects by 2016.



The role of IT in building design and construction

We use IT for efficient management of our design and construction operations. Our key IT resources include the Building Information Modelling (BIM), the Geographic Information System (GIS), the Housing Construction Management Enterprise System (HOMES), and the Radio Frequency Identification (RFID).

BIM generates 3-dimensional (3-D) data with high levels of accuracy, resulting in better visualisation and planning. The latest 5-D BIM model has been in use since 2012, and this model has so far been applied to our Sha Tin Area 52 Phase 1 Project. To ensure project teams can make the best possible use of BIM technology, we have also developed a comprehensive BIM Project Execution Guide and arranged a range of BIM training courses for 1 300 staff of different levels and disciplines.

For users, GIS facilitates search and enquiry for a range of spatial and textual data needed for conducting feasibility studies and identifying potential building sites. Launched in January 2013, GIS consists of three main applications: Web-based GIS, Tree Management, and 3-D Analysis functions integrated with BIM. In 2013, we implemented 15 new changes in two phases; among other enhancements, we have improved map printing,

added new searching and calculation functions, and strengthened 3-D Analysis functions. The integrated use of GIS together with BIM for civil works studies has been implemented in several projects, including Tai Po Area 9, Shek Kip Mei Phase 6, Lai Chi Kok Road – Tonkin Street, and Queen's Hill. Other 3-D models in GIS have been used to carry out visual impact studies for projects in Cheung Pei Shan Road, Tai Wo Hau and Fo Tan.

HOMES is our on-line collaboration and knowledge management platform for HA construction projects. During the year, HOMES was further enhanced with the addition of extra features such as the HOMES Mobile Site Inspection System (HMIS) and the Construction Mobile Inspection System (CMIS).

RFID uses a chip with a sensor to record and embed information in timber doors, metal gate sets, aluminium windows and precast concrete façades; enabling us to check the background and history of individual components. We have also carried out pilot projects in which RFID has been applied to monitor the disposal of inert construction and demolition material, and these have proved feasible. A tag with a unique ID is stuck on the windscreen of dump trucks, which tracks their movement from construction site to public landfill. The ability to cross-check the truck load at the site with the truck load details at the landfill has added a useful safeguard against illegal dumping.

Our Construction Mobile Inspection System (CMIS) uses the latest mobile technology to streamline the existing piling works inspection process. Site staff use a tablet with internet connection to capture and transmit inspection data and other records to a centralised server where it is stored, and various kinds of inspection reports are generated, without the need for the input of written data. Another mobile system, the Construction Mobile System for Building Works (CMSBW), is currently being developed to streamline the management of safety, quality and productivity at our building sites. Like CMIS, CMSBW allows site staff to use a mobile phone to capture and send inspection data and records to a centralised server. Mobile Apps are also being developed for other purposes, including safety alert Apps and site alert Apps. With the pre-installation of RFID tags, site staff can identify flat numbers, machinery, plant, precast components and more, in a way that streamlines their daily inspection work and boosts productivity.

Site safety

The HA's Site Safety Strategy 2013, implemented at all our new works sites, maintenance works sites, and by our property service agents, cleansing services contractors and security contractors, sets a safety goal of no more than 12 accidents per 1 000 workers. This was achieved in 2013/14, with accident rates of 7.3 per 1 000 for new works contracts and 4.1 per 1 000 for maintenance works contracts, against an average industry accident rate of 40.8 per 1 000 workers in Hong Kong.

Other safety measures introduced during the year included enhancement of our specification requirements for protecting workers from heat stroke, the roll-out of new site safety measures for storage and maintenance of large panel formwork and working platforms, and the provision of safety helmet accessories for both our works staff and contractors' site personnel, along with reflective vests for our site staff. In addition, we revised the site safety training requirements for our works colleagues and contractors' site staff to align with the training course structure adopted by the Construction Industry Council. We have recently implemented measures to enhance safety related to major construction plant at HA sites. These include strengthening the tender assessment system and the Performance Assessment Scoring System (PASS), as well as adding new overhaul requirements into tender specifications.

Safety is also an important aspect of our work in existing estates. This year we incorporated the revised Pay for Safety items for Maintenance and Improvement (M&I) contracts, revised the Housing Authority Safety Auditing System (HASAS) (M&I) to suit the characteristics of the lift industry, and reviewed and enhanced the existing Pay for Safety System to better manage the safety performance of all building services (M&I) works. We also published a Safety Guide Book illustrating both good and bad practices in work connected with lift addition and lift modernisation. For our property services agents, we included “Safety Audits” as a new element of the scoring system in tender assessments, and reviewed the tender assessment mechanism in the light of a few serious workplace safety incidents.

Procuring innovation

During the year, we successfully completed Tak Long Estate, our first project developed using what is known as the Integrated Procurement Approach (IPA), which is based on a three-envelope tendering system comprising price, technical and innovation submissions. IPA encourages collaboration among stakeholders in delivering innovative design and construction approaches. It reaps the benefits of the “Design-Tender-Build” and “Design and Build” modes of procurement, and is particularly suitable for complex and large scale housing projects. Among other benefits, IPA enables design and construction expertise to be integrated earlier and more effectively, improving productivity and quality, and promoting holistic and environmentally friendly designs and innovative solutions that can be reused in future projects. Our second IPA project, Anderson Road Site A and Site B Phases 1 & 2, is currently in progress. We are now identifying other suitable sites of sufficient scale for the implementation of IPA.





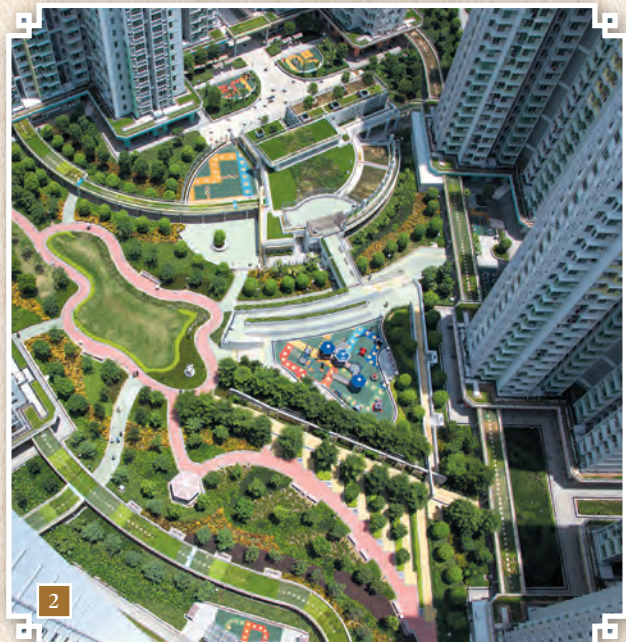
Airport transformation: Kai Ching and Tak Long Estates at Kai Tak

In 1998, Hong Kong's famous airport, Kai Tak, was decommissioned. With air travel operations moved to the gleaming new airport at Chep Lap Kok, a master plan was developed for this site of stunning potential. Since then the HA has been instrumental in its gradual transformation into a new, vibrant community space.

Under the master plan, the HA undertook two major development projects, Kai Tak Sites 1A and 1B, which involve the building of 15 high-rise domestic blocks to provide over 13 300 flats for around 34 000 residents. Both projects were developed according to the theme "Homes in the Park", with the entire development focused on creating a sustainable community that is people-oriented and highly functional, while still remaining cost-effective.

The "Homes in the Park" estates have now been completed: Kai Ching Estate (Site 1A), with first intake in August 2013 and Tak Long Estate (Site 1B), with first intake in December 2013. Both estates include state-of-the-art elements. Many of these are sustainability features, such as the use of excavated marine mud for backfilling and paving materials, and the adoption of new green initiatives such as electric vehicle charging facilities, lift regenerative power installations, a district cooling system, and a rainwater harvesting cum root zone irrigation system. The result is that Kai Ching and Tak Long Estates are some of the most technologically advanced – and some of the greenest – in Hong Kong.

The overall planning of the development is based on a "Park Centre" concept, which involves a complete segregation of vehicular and pedestrian traffic, and a large open space with tree-lined avenues. There are also intimate Neighbourhood Gardens next to domestic blocks to encourage social interaction among residents. The laughter of children playing in the gardens is certainly a far cry from the days of jet engine roar!



Connecting communities: Kwai Shing Circuit development

Lying between Kwai Shing East Estate to the east, Kwai Shing West Estate to the west, and the two completed blocks of Kwai Luen Estate to the north, is Kwai Shing Circuit. The site is an awkward one, combining an upper platform on which sat the Kwai Shing East Interim Housing (Block 12) and a school, and a lower platform used as an open-air car park.

When redeveloping this site we had to take into account the large difference in levels between the two platforms: a 25-metre vertical jump. HA architects and planners undertook to link these levels intelligently in a way that improved pedestrian connections for the whole district, while also creating new PRH blocks and making available precious land for recreation and open space.



The decision was made to build two domestic blocks, of 39 and 41 storeys, on the lower level only, using site-specific design. The upper platform was reserved for extensive and creative transformation, including integrating the existing school into the new urban fabric. Once the old temporary housing block had been demolished, the space available was developed into a multi-purpose community area containing a community garden with a performance stage, two preserved heritage units of the old Block 12, a basketball court, a children's playground, along with fitness equipment, public toilets, a community farm and a running track.

- 1 The newly completed Tak Long Estate.
- 2 The “Park Centre” concept is incorporated into the Kai Tak development.
- 3 The Kwai Shing Circuit Development improves pedestrian connections for the whole district.

Building for a Better Future

To link this new community area with the two residential blocks, a lift tower and a footbridge were built. These are open to the public 24 hours, and have done more than providing access for Kwai Shing Circuit residents to the community garden, for the walkways have opened up the route from Kwai Luen Road down to the levels below, all the way to the MTR station, benefiting everyone living in the upper district.

The decision not to build residential blocks at the upper platform has reduced the impact of new development along Kwai Luen Road, and the community garden developed instead provides a pleasant space for recreational activities for the entire neighbourhood. The Kwai Shing Circuit development thus is an ideal showcase of how the HA strives to balance the need for more PRH flats with the wider needs of local communities, and a commitment to providing good living environments and convenient pedestrian connectivity.



- 1 The Kwai Shing Circuit – covering Kwai Shing East Estate, Kwai Luen Estate and Kwai Shing West Estate.
- 2 The old Chai Wan Factory Estate building.
- 3 An artist's impression for conversion of Chai Wan Factory Estate to PRH.



From factory to flats: Chai Wan Factory Estate redevelopment

With the theme of this year's Annual Report being "Inherit the Past, Build for the Future", it is especially appropriate to highlight the HA's conservation and adaptive re-use of the old Chai Wan Factory Estate here.

This project originated as one of the 10 short- to medium-term housing and land supply measures announced by the Chief Executive as part of the drive to increase Hong Kong's PRH supply in as short a period of time as possible. Among other initiatives, historic but under-utilised buildings were identified for potential use for housing.

The old Chai Wan Factory Estate building was a perfect candidate, a striking piece of architecture from its era. And yet the building was unique, the last of the old H-type factory buildings left in Hong Kong.

The HA's task was to explore the possibility of converting this historic building into a modern, comfortable PRH block. Similar to our other projects, at the earliest possible stage, we held community engagement activities to gauge the local community's wishes and expectations. It quickly became clear that the best way forward was to conserve the structure by converting it partly into premises for commercial use on the ground floor, while turning the upper floors into PRH units.

Adaptations were designed to maintain the unique character of the building with minimal intervention. "Character Defining Elements" – such as the building's H-shape and its strong, defining horizontal lines – were identified as an essence in the redesign process. Many challenges were involved in modernising the building to meet the expectations of today's tenants without significantly altering its appearance or structure. After much hard work and creative thinking, each successive problem was ticked off, and the building eventually unveiled in its sleek new format. The outcome is a building that addresses Hong Kong's housing needs for the future, and yet beautifully preserves part of its historic heritage for future generations to enjoy.



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Shaping a Spirit of
Community

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凝聚社區
和諧共融





香港房屋委員會（房委會）傳承優質的屋邨管理和服務，令不同年代的公共租住房屋（公屋）居民多年來得以安居。然而，面對社會和技術持續演變、新挑戰接踵而來，我們不斷創新和規劃，建設未來，務求把新與舊的長處，兼收並蓄。

優質生活計劃

全方位維修計劃以五年為一個周期，全面維修所有公共屋邨。本周期（2011年至2016年）的全方位維修計劃已推行至中段，2013/14年度內有39個屋邨實施該計劃。隨着政府推出新的樓宇管制措施，我們今年特別着重樓宇安全。與全方位維修計劃並行的日常家居維修服務，去年進一步擴展，現時涵蓋210個屋邨和屋苑，當中包括5個新屋邨。該服務為前線人員提供資源，以便迅速回應維修要求，避免小毛病惡化。

年內我們繼續推行全面結構勘察計劃及屋邨改善計劃等其他優質生活計劃。前者檢查較舊屋邨的結構狀況，並作出活化或重建的建議；後者適用於根據全面結構勘察計劃評為結構狀況良好的較舊屋邨，旨在改善舊屋邨的環境和設施。

維修保養 持續之道

為評定不同類型公屋大廈的可持續性，以便更有效訂立公共屋邨長遠維修保養和改善策略，年內我們安排六個先導屋邨合共40幢公屋大廈，參與香港品質保證局「樓宇可持續發展指數」計劃，並獲得該計劃的驗證標誌；房屋署是首個獲得驗證標誌的機構。2014/15年度完結前，我們將安排合共十個屋邨約80座涵蓋主要設計類型的公屋大廈，參加該計劃。



為加強公共屋邨維修保養和改善工程的稽核和風險管理，我們在現行的工程品質管理體系中採用國際標準化組織ISO 19011稽核管理體系的原則，並應用ISO 31000風險管理框架；2013年9月更獲香港品質保證局發出的ISO 19011和ISO 31000核實聲明。

房委會從2013年10月起招標的樓宇保養工程分區定期合約標書評審，實施綜合評分投標制。除了投標價格之外，評審標書時更考慮承辦商過往的表現和記錄。進行綜合評分投標制的目標是確保房委會聘用優質的承辦商，並鼓勵承辦商精益求精。

1 深水埗元州邨。

2 元朗天澤邨是其中一個參與「樓宇可持續發展指數」計劃的先導屋邨。

公屋無障礙

2013/14年度，我們繼續竭力使公共屋邨暢通無阻，方便長幼和傷健人士。第一期加裝升降機計劃已於2013/14年度完成，該年度內在較舊屋邨安裝了四部新升降機。總體而言，該計劃自2008年推出以來，已完成的獨立項目有35個，涉及升降機總數70部。2013年初第二期加裝升降機計劃推出，加裝升降機連接大廈外部的高架平台，以及在公共屋邨現有行人天橋旁加裝升降機。我們繼續在升降機現代化計劃下檢查和評估所有機齡逾25年的升降機。本年度內在該計劃下有16個屋邨合共103部舊升降機已經更換。與此同時，在樓宇結構情況許可下，在原本沒有升降機出口的樓層均已加建出口。

除以上加裝升降機措施外，我們繼續致力在全港所有公共屋邨推行無障礙通道及設施改善計劃。該計劃自2010/11年度起推行，配合政府的無障礙通道政策，為期六年，耗資3.3億港元，包括改善升降機、行人道、加設扶手和觸覺警示帶等工程，以優化屋邨的暢達程度。2013/14年度大部分改善工程已經完成。為兼顧工程進度，避免阻礙現有服務或對租戶造成滋擾，小部分改善工程配合升降機現代化計劃一併進行，並將於2016/17年度竣工。

屋邨安全與保安

公屋閉路電視監察系統是保障公屋居民一般安全的重要工具。2013/14年度，最後階段的大規模更新閉路電視監察系統工程繼續進行，以彩色攝影機、數碼錄影機和寬頻網絡傳送裝置，更新覆蓋全邨的閉路電視監察系統。整個項目於本年度末順利竣工，更新的閉路電視系統遍布全港153個屋邨合共1 016幢大廈。

年內我們推展新計劃，為1986年至1992年期間落成的房委會及租者置其屋計劃屋邨的公屋單位更換室內電線。該計劃還涉及提升電線裝置的安全標準，並於每個單位加裝電插座。更換電線既可改善室內安全，又可減低火警危險，對居民十分重要。

防火安全

消防安全和防火是屋邨管理的重要工作。我們定期安排教育活動與演習，並鼓勵其他團體在屋邨舉行推廣防火安全的活動。我們每年舉辦防火安全運動，旨在向居民灌輸最新的防火安全信息，提高防火意識；又鼓勵居民參與至少兩年一次的住宅大廈火警演習。此外，我們連續九年在全港公共屋邨舉辦深受歡迎的防火安全問答比賽。其他宣傳防火安全信息的方法計有：在房屋資訊台定期播放防火安全短片、在本地電台頻道播放相關信息、在房委會／房屋署網站設立屋邨防火安全小型網站等。

一如既往，消防處是房委會的重要合作伙伴。2013/14年度，消防處再度安排流動宣傳車和消防安全教育巴士，到訪全港公共屋邨約90次，還繼續為有志成為消防安全大使和導師的公屋居民提供培訓。

扣分制

房委會推行屋邨管理扣分制，鼓勵公屋租戶關心社區，幫助維持居住環境安全衛生。我們根據扣分制發出警告和扣分，減少公共屋邨內有礙衛生的違規及罔顧公德的不當行為；同時推行教育宣傳活動，鼓勵居民保持社區清潔安全，兩者相輔相成。扣分制成效顯著，在安全及衛生方面，訂定公德的標準，廣受居民支持。扣分制涵蓋28項不當行為，視乎不當行為影響環境衛生和屋邨管理的嚴重程度而扣3、5、7及15分不等。在扣分的有效期內，租戶不得申請調遷；若租戶於24個月內累積被扣16分或以上，房委會可終止其租約。



綠色生活

自2011年5月起，所有公共屋邨的維修保養和改善工程均已推行ISO 14001環境管理體系認證。近年我們按ISO 14001標準，在物業管理方面建立和實行全面的環境管理體系。2013年7月，所有公共屋邨已取得ISO認證。日後，所有入住率達八至九成的新屋邨，便實施環境管理體系，並須取得ISO 14001認證。

我們在轄下公共屋邨全面推行為期42個月（將於2015/16年度內完成）的減低耗能量計劃。年內按計劃將轄下280座現有屋邨大廈的電磁鎮流器照明裝置，以節能電子鎮流器照明裝置取代。此外，我們試行把耗能量較低的發光二極管照明器的應用範圍，擴展至啟德1A地盤（即啟晴邨）一幢住宅大廈。啟晴邨首批居民已於2013年8月入伙，我們現正進一步評核這類照明裝置的效能。

此外，葵盛西邨先導項目於2013年6月順利取得ISO 50001能源管理體系認證。我們借鑑這些經驗，把能源管理體系分兩期擴展至所有公共屋邨。目標是第1期92個公共屋邨於2014年10月前取得認證，而第2期75個公共屋邨則於2015年4月取得認證。

年內家居廢物源頭分類計劃繼續推展，成效理想。回收再造的廢紙約29 390公噸、塑料瓶1 810公噸及鋁材1 360公噸。

綠化環境

我們致力綠化公共屋邨，深明綠化的重要，不僅為租戶提供健康而可持續的居住環境，還有助隔熱降溫，減少幅射和眩光；綠化更能締造極佳的視覺和美學效果。

1 時任房屋署署長栢志高（中）與嘉賓分享獲頒ISO 14001環境管理體系認證的喜悅。



在一些較舊的屋邨可供綠化的地面空間不多，因此我們近年致力探討在建築物的頂蓋進行綠化，但必須先解決一些現有限制，例如建築物的結構負荷、排水、防水和通道設施等。至今，我們已為15個建築物頂蓋引入綠化，包括有蓋行人道、停車場和附屬設施的上蓋，分布五個公共屋邨及房委會總部大樓。這些綠化頂蓋配備自動灌溉系統，並種植多款易於打理且美觀的植物，令居民賞心悅目。憑藉這些成功的綠化經驗，我們承諾在可行情況下，為其他現有屋邨鋪設更多的綠化頂蓋。

我們在18個屋邨加強綠化，以改善綠化覆蓋面，促進植物健康生長；又和其他十個屋邨舉行植樹日，增加植被。利安邨和順安邨關設主題花園，成為露天公用空間的中心點。為了培養居民的綠化思維，年內我們在20個屋邨與屋邨管理諮詢委員會（邨管諮委會）合辦團體綠化活動；又再次為逾650名義務屋邨樹木大使提供培訓，協助他們在屋邨推行愛護樹木活動。

伙拍邨管諮委會 改善屋邨管理

邨管諮委會在當區屋邨管理團隊與公屋租戶之間擔當關鍵的橋樑角色，負責日常管理和小型改善工程，並監察和評核服務承辦商的表現。

兩年一度的邨管諮委會研討會於2014年3月22日舉行，邨管諮委會委員和房屋署人員聚首一堂，就屋邨管理事宜交流意見。今年更適逢香港公營房屋發展60周年，房委會主席張炳良教授擔任研討會主禮嘉賓，參加者不僅包括房屋署高層管理人員，還有來自全港公共屋邨的邨管諮委會委員約700人；部分參加者分享過去60年屋邨管理和邨管諮委會演變方面的經驗。另一重點環節是頒發予「最積極推廣防火EMAC」獎勵計劃的18個得獎隊伍。

邨管諮委會可獲撥款伙拍不同的非政府機構，舉辦各類活動，加強公共屋邨居民對社區的歸屬感。2013/14年度這類伙拍活動共416個，包括研討會、工作坊、表演、嘉年華會等。房委會又聯同三個環保團體，繼續推行深受歡迎的「綠樂無窮在屋邨」計劃，今年的主題為「減少都市固體廢物」，配合主題的一系列推廣活動包括創意食譜比賽、同樂日、講座、工作坊和參觀活動。此外，14個屋邨已試行廚餘回收。

與承辦商攜手合作

我們與承辦商在各個層面緊密合作，並視乎需要舉行研討會和會議。例如在2013年5月為服務承辦商舉辦研討會，講解如何在公共屋邨預防禽流感(H7N9)，又在研討會上示範如何消毒和處置受傷、患病和死去的雀鳥。

工地安全方面，我們於2013年6月與職業安全健康局合辦第七屆工程和物業管理工地安全研討會；另於2014年3月為前線清潔工人和潔淨服務承辦商舉辦第二屆潔淨服務職業安全研討會。

職業健康與安全評估系統(OHSAS)18001是職業健康及安全管理的國際標準，有助減低僱員面對的風險及發生意外的機會。為了從長遠角度提升清潔工人的健康及安全標準，我們從2013年10月起規定承辦商如申請列入房委會潔淨服務承辦商和物業管理服務公司的名冊，必須已取得OHSAS 18001關於提供潔淨服務的認證，而名冊內現有的承辦商則有18個月寬限期。



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- 1 德朗邨綠意盎然。
- 2 在邨管諮委會研討會上，部分參加者分享屋邨管理和邨管諮委會演變方面的心得。



減少堆填廢物： 年桔再植

農曆新年期間，以盆栽年桔和年花布置家居是中國傳統。年桔色澤金黃悅目，倍添節日氣氛；惟春節過後，大部分都被棄置，頓成廢物。因此，房委會在2013年推出年桔回收再植試驗計劃，旨在減少園林廢物，以年桔為回收對象，皆因它是多年生植物，較為易於再植。

試驗計劃的參加者來自35個屋邨和1個商場，共收回逾千盆年桔。為了讓參加者掌握再植年桔的竅門，我們舉辦種植技巧講座，並分發資料便覽，闡明植物不同生長階段和所需園藝做法，又安排園藝組同事到訪跟進，實地提供意見和技術支援。

在試驗計劃下順利再植的年桔逾700盆。為表揚參加者悉心栽種，我們設立多個不同類別獎項，如百子千孫獎、大吉大利獎和桔王之王獎，並舉行頒獎儀式。此外，我們邀請名人示範如何善用年桔製作食品，如製成果醬和醃製鹹柑桔。

該計劃獲媒體廣泛報道，被譽為香港屋邨管理上減少園林廢物的典範，更獲政府認同和納入環境局所發出的《香港廚餘及園林廢物計劃2014-2022》之中。有見試驗計劃成績斐然，現已擴展至全港所有公共屋邨，務求進一步減少園林廢物；2014年收回年桔逾5 000盆。是項舉措廣受歡迎，卓見成效，既能減少棄置堆填區的廢物，又讓全港公屋居民有機會了解並觀察植物的生命週期，從而增強環保意識。



- 1 房委會資助房屋小組委員會主席黃遠輝（左三）及時任房屋署署長栢志高（右三），與嘉賓主持「年桔回收再植」開展儀式。
- 2 房屋署同事與屋邨居民實地觀察年桔再植情況。
- 3 筲箕灣耀東邨新建的升降機塔。
- 4 瀝源邨的加裝升降機計劃與園景改善工程結合。

暢通易達： 第一期加裝升降機計劃

在上世紀70年代或以前興建的公屋大廈當中，有些並無升降機；而且許多較舊的公共屋邨均建於陡峭山坡上，只有樓梯連接屋邨範圍內或附近高度不一的平台。時至今日，社會對無障礙環境期望甚高，部分原因是香港人口老化，行人通道急需改善。因此，我們一直推展改善工程，增設升降機或自動扶手梯，為殘疾人士和長者提供無障礙通道，並且優化邨內以至屋邨與屋邨之間往來的接駁通道。

第一期加裝升降機計劃在2008年展開，在原本沒有升降機的公屋大廈加建升降機塔，以及在外圍地方加裝升降機、自動扶手梯和加建行人天橋。2013年12月，該計劃在29個獲優先處理的公共屋邨推行，先後加裝升降機70部、自動扶手梯6部，以及加建行人天橋18條，大大優化行人往來通道。

第一期加裝升降機計劃在現有社區推展，由於工地環境局限，在設計和施工上均面對種種挑戰，包括人流眾多、施工空間有限、地下公用設施密集和土力工程複雜等。我們的工程小組全力以赴，細心謹慎地應對這些問題，以預製鋼材升降機槽和無機房升降機裝置等創新舉措和技術施工，克服傳統建築和安裝方法的缺點、減少施工對周圍產生的滋擾、縮短施工期，並且提高升降機的能源效益。



第一期加裝升降機計劃進行期間，我們趁機改善屋邨環境，把加裝升降機計劃與園景改善工程結合起來。瀝源邨項目的庭園改善工程，以及平田邨項目加設流水景色便是好例子。這兩個項目既令屋邨更暢通易達，又使居住環境更舒適。

第一期加裝升降機計劃得以成功，關鍵在於與居民保持溝通，得到居民合作。我們在設計階段，盡早在邨管諮委會會議上徵詢居民意見，確保項目切合居民所需；結果深受歡迎。

Shaping a Spirit of Community



The Hong Kong Housing Authority (HA) has inherited a strong tradition of estate management and service which has helped provide comfortable homes for different generations of public rental housing (PRH) population over the years. But with society and technology continuing to change and new challenges constantly arising, we are also building for the future through constant innovations and planning. The result we are aiming for is a dynamic mix of the best of old and new.

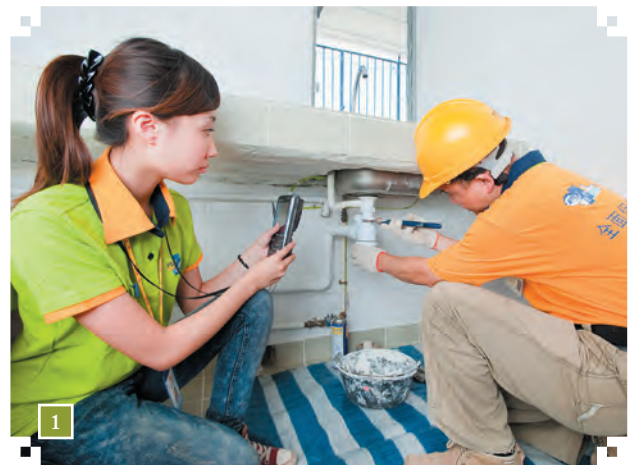
Quality living programmes

We are partway through the current (2011–2016) cycle of our Total Maintenance Scheme (TMS), which across its five-year cycle provides comprehensive maintenance to all PRH estates. In 2013/14, TMS was applied to 39 estates, and this year an extra focus on building safety was built into the scheme following new building control initiatives introduced by the Government. Closely linked with TMS is our Responsive In-flat Maintenance Service (RIMS), which has been expanded from last year and now covers 210 estates and courts, including five new estates. RIMS gives front line staff the resources to respond promptly to maintenance requests, helping stop minor problems from worsening.

Other quality living programmes that continued in operation during the year were our Comprehensive Structural Investigation Programme (CSIP) and Estate Improvement Programme (EIP). The former checks older estates for structural integrity and makes recommendations on revitalisation or redevelopment. The latter is applied to older estates given a good structural “bill of health” by CSIP, improving their conditions and facilities.

Maintenance for Sustainability

To gauge the sustainability of different block types and help us develop a long-term maintenance and improvement strategy for our PRH estates, six pilot estates (with 40 public rental housing blocks) were enrolled in the Hong Kong Quality Assurance Agency (HKQAA) Sustainable Building Index (SBI) Scheme during the year, and gained the HKQAA SBI Verified Mark. The Housing Department (HD) is the first organisation to obtain the Verified Mark. By the end of 2014/15, 10 estates, comprising around 80 housing blocks which represent the majority of the HA’s block designs, will be enrolled in the SBI Scheme.



1 The Monitoring Team of TMS keeps track of the maintenance work.

2 Lek Yuen Estate is one of the PRH estates benefiting from the Lift Addition Programme.

To enhance our auditing and risk management of maintenance and improvement (M&I) works in PRH estates, we have adopted the principles of the ISO 19011 Auditing Management System and applied ISO 31000 Risk Management Framework to our existing Quality Management System for M&I works. Verification Statements for ISO 19011 and ISO 31000 were obtained from the HKQAA in September 2013.

The HA also implemented a Preferential Tender Award System (PTAS) for evaluating tenders submitted for Building Maintenance District Term Contracts tendered out from October 2013 onwards. Besides price, the evaluation also takes into account a contractor's past performance and track record. The purpose of implementing PTAS is to ensure the HA engages high quality contractors, and to encourage contractors to strive for continuous improvement.



Making PRH barrier-free

Our efforts to make PRH estates accessible for all ages and abilities continued during 2013/14. We completed our Stage 1 Lift Addition Programme, which brought four new lifts to older estate environments in 2013/14. In total, 35 separate projects have been completed since the programme was launched in 2008, involving a total of 70 lifts. In early 2013 we launched the Stage 2 Lift Addition Programme, which involved adding lifts to connect elevated platforms in external areas, and alongside existing footbridges in PRH estates. As for existing lifts, under our Lift Modernisation Programme, we continued to inspect and assess all lifts over 25 years of age.

In 2013/14, a total of 103 old lifts in 16 estates were replaced under the programme. At the same time, where structure allowed, new lift openings were added on floors not previously served by lifts.

Alongside these lift initiatives, we continued to work on our comprehensive barrier-free access improvement programme across all PRH estates in Hong Kong. This six-year programme, launched in 2010/11 with a budget of HK\$330 million, is in line with the Government's barrier-free policy and involves upgrading lifts, improving walkways, adding handrails and tactile warning strips for better accessibility, along with other improvements. By the end of 2013/14, most of the improvement works had been completed. To strike a balance between moving the improvement works forward and avoiding service interruptions and nuisance to tenants, a small proportion of the improvement works are being tied in with the Lift Modernisation Programme, and will be completed by 2016/17.

Keeping estates safe and secure

The PRH Closed Circuit Television (CCTV) Security System is an important tool for safeguarding the general security of our PRH residents. In 2013/14, we continued with the final phase of our large-scale project of upgrading our estate-wide CCTV surveillance system with colour cameras, digital video recorders and broadband network transmission. The entire project was successfully completed by the end of the year, at which point 1 016 blocks in 153 estates across Hong Kong had been upgraded.

During the year, we also launched a new programme to replace the electrical wiring in both the HA's PRH flats and the PRH flats of Tenants Purchase Scheme Estates built in the period 1986-1992. The programme also involved upgrading the safety standards of the wiring installation, and increasing the number of electrical sockets in each flat. Wiring replacement is important as it both improves in-flat safety and reduces fire risks for residents.

Fire Safety

Fire safety and fire prevention are top priorities in our estate management work. We address these by providing regular education and drills in PRH estates, and by encouraging fire safety promotional activities delivered by other parties. Our annual fire safety campaign keeps residents updated with fire safety information and raises their awareness of fire risks. Residents are encouraged to take part in the fire drill organised for every domestic block at least once every two years. The well-received annual fire safety quiz was again organised across all our PRH estates, for the ninth consecutive year. Other means used for disseminating the fire safety message included regular video broadcasts on the Housing Channel, messages on local radio channels, and the estate fire safety mini site at the HA/HD Website.

As always, the Fire Services Department (FSD) has been a valued collaborator. In 2013/14, the FSD once again sent its Mobile Publicity Unit and Fire Safety Education Bus to PRH estates across the territory, making around 90 visits during the year. It also continued to offer training to PRH residents who expressed interest in becoming Fire Safety Ambassadors and Trainers.



Marking Scheme

The HA's Marking Scheme for Estate Management Enforcement in Public Housing Estates encourages PRH tenants to care for their community, and helps to maintain a safe and hygienic living environment for all. Utilising warnings and the allotment of points to deter hygienic-related misdeeds and reckless misconduct in public housing estates, the Marking Scheme supplements our education and publicity programmes encouraging residents to keep their communities clean and safe. It has proven effective in setting good standards of community behaviour in terms of safety and hygiene, and is widely supported by residents. The Marking Scheme covers 28 misdeed items, categorised by the severity of their impact on environmental hygiene and estate management, which attract the allotment of 3, 5, 7 or 15 points accordingly. Households with valid points are debarred from transfer, while accumulating 16 points or above within 24 months can lead to termination of tenancy.

Green living

The ISO 14001 Environmental Management System (EMS) for planned maintenance and improvement works has been implemented in all PRH estates since May 2011. In recent years, we have developed a comprehensive EMS for property management in accordance with ISO 14001 standards; this has now been implemented. ISO certification for all existing PRH estates was gained in July 2013. From now on EMS will be implemented at all new estates for attaining ISO 14001 certification once they have reached occupancy rates of between 80% and 90%.

As part of a 42-month programme to reduce energy consumption across our PRH estates that will be completed in 2015/16, during the year we replaced existing electromagnetic ballast with energy-saving electronic ballast for light fittings in 280 existing domestic blocks. In addition, as a pilot project, we extended the use of lower-energy LED light fittings in one of the domestic blocks at Kai Tak Site 1A (i.e. Kai Ching Estate). The first intake at this estate took place in August 2013, and we are now evaluating the performance of the lighting in this estate.

Elsewhere, we successfully obtained ISO 50001 Energy Management System Certification for our pilot project, Kwai Shing West Estate, in June 2013. Based on that experience, we are now extending its implementation to cover all PRH estates in two phases. Phase One, comprising 92 PRH estates, is scheduled to obtain certification by October 2014, and the remaining 75 PRH estates in Phase Two are scheduled for April 2015.

We continued with our effective Source Separation of Domestic Waste Programme during the year, collecting some 29 390 tonnes of waste paper, 1 810 tonnes of plastic bottles, and 1 360 tonnes of aluminium for recycling.

 We collaborate with the FSD to organise activities for disseminating fire safety messages to the younger generation at PRH.

Shaping a Spirit of Community

Greening the environment

Our efforts to green PRH estates come from a recognition that not only does greening provide our tenants with a healthy and sustainable living environment, it also brings enhanced environmental benefits by improving thermal insulation and reducing heat radiation and glare. Furthermore, greening has strong visual and aesthetic values.

Some of our older estates have little land on which to develop greening initiatives at ground level, so in recent years we have explored the options of creating green roofs at many sites. This has required us to overcome constraints in structural loading, drainage, waterproofing and accessibility. To date, we have added 15 green roofs to the covered walkways, carparks and ancillary facilities blocks in five PRH estates, as well as at our HA Headquarters. These green roofs are equipped with automatic irrigation systems and planted with a variety of plants requiring low maintenance. The plants provide a pleasant sight for residents overlooking the roofs.

Based on the success of the green roofs to date, we have committed ourselves to retrofitting more green roofs at existing estates as opportunities arise.

Enhanced greening was carried out at 18 estates to improve green coverage and the health of the plant stock. At 10 other estates, tree planting days were held to enrich their tree cover. Thematic gardens were introduced at Lee On and Shun On Estates as focal points of their open communal spaces. To foster a green mindset in residents, we organised group greening activities at 20 estates during the year in collaboration with Estate Management Advisory Committees (EMACs). Training courses were once again offered to members of our 650-strong volunteer team of Estate Tree Ambassadors, to assist them in their role of promoting respect and care for trees on estates.



Partnering with EMAC for better estate management

EMACs play an important intermediary role between local estate management and PRH tenants. They are involved in daily management and minor improvement works, and also supervise and appraise the service contractors.

Our biennial EMAC Seminar was held on 22 March 2014. This major event acted as a platform by which EMAC members and HD staff could exchange views on estate management matters. It also provided an opportunity to reflect on a significant anniversary: 60 years of public housing development in Hong Kong. Officiating at the seminar was Professor Anthony Cheung Bing-leung, Chairman of the HA, and the event was also attended by senior management of the Department as well as about 700 EMAC members from all public housing estates. Some participants shared their experiences relating to the evolution of estate management and EMACs over the past 60 years. Among other highlights, prizes were presented to the 18 winning teams of the EMAC Award Scheme on Promotion of Fire Safety.

Funds are available for EMACs to partner with various NGOs in activities to strengthen the sense of community on PRH estates. In 2013/14, some 416 of these partnering functions were held, in the form of seminars, workshops, shows and carnivals. In partnership with three green groups, we also continued to run our popular Green Delight in Estates programme. A series of promotional activities was held based on this year's theme "Reduction of Municipal Solid Waste", including a green recipe competition, fun days, talks, workshops and visits. In addition, we introduced pilot schemes for food waste recycling at 14 estates.

Contractor collaboration

We work closely with our contractors at every level, with seminars and meetings conducted as and when required. In May 2013, for instance, we organised a seminar for services contractors on preventing Avian Influenza (H7N9) in our PRH estates, which included demonstrations on disinfecting and disposing of wounded, sick and dead birds.

In terms of site safety, we held our seventh annual Site Safety Forum 2013 for Works Contracts and Property Services Contracts in June 2013 in collaboration with the Occupational Safety and Health Council. We also held our second Occupational Safety Forum for Cleansing Services in March 2014 for our frontline cleansing workers and cleansing services contractors.

Occupational Health and Safety Assessment Series (OHSAS) 18001 is an international occupational health and safety management specification that helps minimise risks and reduce accidents among employees. In a longer-term move to raise health and safety standards among cleansing workers, from October 2013 we made it a requirement that contractors wishing to be included in the HA's List of Cleansing Service Contractors and Property Services Agents should possess OHSAS 18001 accreditation relating to the provision of cleaning services. Existing contractors have been given an 18-month grace period to achieve full compliance.



Reducing landfill waste: replanting CNY citrus plants

At the time of the Lunar New Year, it is a Chinese tradition to decorate homes with potted citrus plants and festive flowers. The citrus plants with their delightful golden fruit add a wonderful festive atmosphere, but after the festival most of them are simply thrown away. Last year, in an initiative to reduce the amount of waste ending up as yard fill, the HA rolled out a pilot scheme to collect and replant citrus plants for the reason that they are perennials and comparatively easy to replant.

Participants from 35 estates and 1 shopping centre voluntarily joined the scheme, and together they collected over 1 000 citrus plants. To give volunteers the necessary replanting skills, we arranged talks on planting techniques and also distributed an information sheet about different stages of plant development and the horticultural action required. Follow-up visits by members of our horticulture team were arranged to provide on-site advice and technical support.

Over 700 pots of citrus plants were successfully replanted under the pilot scheme. In recognition of the efforts put in by the participants, we organised an award presentation ceremony which included awards in a number of different categories, including awards for the Citrus Plant Bearing the Largest Number of Fruits, the Citrus Plant Bearing the Biggest Fruit, and the Grand Prize: the Best of the Best King Tangerine Award. Celebrities were also invited to demonstrate what could be done with the citrus fruit, such as making jam or preparing salted tangerines.

The scheme was widely reported in the media as a fine example of reducing yard waste in estate management in Hong Kong, and was also acknowledged by the Government and included in the Food Waste & Yard Waste Plan for Hong Kong 2014-2022 issued by the Environment Bureau. Following its success, the pilot scheme has been extended to all PRH estates in Hong Kong in an effort to further reduce yard waste; in 2014 alone, more than 5 000 pots of citrus plants have been collected. This popular initiative has been successful both in reducing landfill, and in boosting the green awareness of PRH residents across Hong Kong by giving them the opportunity to appreciate and observe the life cycle of plants.





Improved accessibility: Stage 1 Lift Addition Programme

Some of the PRH blocks built in the 1970s and earlier had no lift services. Furthermore, many older PRH estates were built on steep hillsides, with only staircases connecting different platforms within the estate or the vicinity. Today there are high social expectations for barrier-free environments, partly as a result of Hong Kong's ageing population. We have therefore been undertaking much needed improvements to pedestrian access by adding extra lifts or escalators, with a special view to providing barrier-free access for the disabled and the elderly, and enhancing connectivity within and between estates.

Stage 1 of our Lift Addition Programme (LAP) was launched in 2008. This involved adding new lift towers to existing PRH blocks that lacked lift services, as well as new lifts, escalators and installing footbridges in external areas. LAP has resulted in a huge enhancement of pedestrian accessibility in the 29 PRH estates that were prioritised under the programme, with 70 lifts, 6 escalators and 18 footbridges having been completed by December 2013.

Implementing Stage 1 of LAP in existing communities posed challenges in design and construction due to significant site constraints, which included high pedestrian flows, limited working space, congested underground utilities and many geotechnical complexities. Our dedicated project teams addressed these issues with care and sensitivity, adopting new initiatives and technologies such as prefabricated steel lift shafts and machine-room-less lift installations. They successfully overcame the drawbacks of traditional construction and installation methods, reducing construction nuisance, shortening the construction period and enhancing the energy efficiency of the lift service.

When working on Stage 1 of LAP, we took the opportunity to enhance estate environments by integrating landscape improvement work with our lift addition work. Examples include the courtyard improvement work that was carried out in the Lek Yuen Estate project, and the provision of a water feature in the Ping Tin Estate project, both of which blended better accessibility with a more pleasant living environment.

Communication with and co-operation from residents were keys to the success of Stage 1 of LAP. We consulted with residents at EMAC meetings as early as possible during the design stage to ensure the projects met their needs, and as a result, the projects were enthusiastically welcomed.

- 1 The Chairman of HA's Subsidised Housing Committee, Mr Stanley Wong (second from right), and the then Director of Housing, Mr D W Pescod (second from left), demonstrate what could be done with the citrus fruit.
- 2 The Grand Prize: the Best of the Best King Tangerine Award.
- 3 Residents of Lai Yiu Estate benefit from LAP.

Enriching Daily
Life



配套完善
多彩生活



為照顧公屋居民的日常生活需要，香港房屋委員會（房委會）提供各式各樣的零售商舖和社區設施。這些商舖和設施大多位於房委會轄下公共屋邨，配套得宜。截至2014年3月底，房委會轄下約有28 200個停車位、總面積208 000平方米的商業和零售設施、202 100平方米的工廠大廈、2 150 100平方米的社區、教育和福利設施，以及397 000平方米其他用途的地方。

貨品服務應有盡有

我們提供零售設施的主要目的，是照顧區內居民日常所需。因此，我們規劃新商場的指定行業組合時，採取靈活和市場主導的租賃策略，讓購物者有更多選擇。為切合顧客需要和發揮設施的最佳效益，我們不斷優化行業的組合，與時並進。以房委會轄下較大型鄰里商場——晴朗商場為例，我們安排租賃時，緊貼市場趨勢，引進不少出售流行品牌和產品的商戶，包括銷售電訊和數碼產品的商戶，以及售賣受歡迎零食和糖果的店舖。我們為較小型的商場，例如美田邨第四期和怡明邨等新屋邨的零售設施訂定的行業組合，能吸納受歡迎品牌商戶的同時，也獲得理想的租金收入。此外，我們採取市場主導的租賃策略，在荔景邨、華富（一）邨和象山邨引入冷藏食品的新行業類別，並租出象山邨長期空置的零售商舖。

年內我們繼續積極物色商場新租戶，以擴大房委會客戶名冊，務求令行業組合更多元化，購物選擇更豐富。舊商場引入有名氣的商戶，可產生協同效應，提升商場的吸引力。以梨木樹（二）邨住宅大廈的店舖為例，我們物色連鎖店營運商承租，不僅給人耳目一新的感覺，更可吸引其他準租戶。我們在轄下商場引入品牌商戶的同時，也提供機會給小型商戶進駐經營。



2

過去一年，我們採取一連串措施，方便房委會商場的顧客購物，享受愉快的購物樂趣。我們在商場大堂闢設展銷場地，展銷貨品林林總總。此外，我們也在「大本型」和晴朗商場等購物中心的主要位置裝設自動櫃員機，方便顧客。

為配合本港推廣嶄新的綠色交通工具，我們在漁灣邨停車場設置新型的電動車充電設施。年內落成的公營房屋發展項目，均提供這類充電設施。

1 位於九龍城的晴朗商場年內啟用。

2 公屋居民在房委會營運的商場盡享購物樂趣。

善用非住宅資源

在五年向前推展計劃下，我們根據可行性研究結果，釐定主要設施優化工程的先後次序，提升房委會轄下商業設施的吸引力和營運潛力。過去一年，我們完成了華富（一）邨和華富（二）邨的零售設施改善工程，並引進兩家新食肆，讓區內居民外出用膳有更多選擇。安基苑、龍蟠苑、坪石邨和葵盛西邨的零售設施和停車場改善工程，也進展順利。另一方面，有見南山邨、石硤尾邨和富山邨的熟食檔甚受居民歡迎，年內我們批准這些檔位增設露天座位，座位數目增加，有助改善營商環境。此外，我們正為博康商場改善工程進行詳細設計。

重整儲物室租賃政策的工作已於2014年2月完成。這政策旨在訂立統一的儲物室暫准證費徵收方法，並確保各公共屋邨合共610個儲物室均符合規劃要求。



1

1 彩德商場的賀年裝飾。

2 「大本型」洋溢歡樂的節日氣氛。



2

締造更佳營商環境

為全面提升房委會各類零售設施的環境和質素，我們在過去一年進行多項改動工程，例如重整葵盛西邨和麗瑤邨的街市，整合部分空置檔位，並租予食肆經營。此外，我們又進行富山邨熟食檔改善工程，令檔位環境煥然一新，吸引商戶租用。至於房委會的大型商場「大本型」，我們汲取開業初期經驗，重整商場的「小型零售地帶」，重新編排展銷亭的位置，並整合部分空置的展銷亭，增加舖面面積。這樣不但擴大商舖組合，更能增添購物氣氛。

我們在轄下商場定期舉行推廣和節慶活動，2013/14年度舉辦了約90項推廣活動。此外，我們在各大商場和設有大型零售設施的屋邨及屋苑安排了60多項節日裝飾。

在房委會的芸芸商業設施當中，「大本型」是我們的重點項目。為維持「大本型」這個區域購物商場的受歡迎程度和吸引力，我們繼續舉辦各式各樣的節慶和季節特備推廣和宣傳活動。年內我們在「大本型」舉辦約70項推廣和宣傳活動，廣受顧客、商戶和居民歡迎，人流及營業額持續增長。

In support of the day-to-day needs of residents living in public rental housing (PRH) across Hong Kong, the Hong Kong Housing Authority (HA) maintains a wide network of retail premises and community facilities that are mostly integrated with its PRH estates. As at the end of March 2014, the HA was responsible for 28 200 car parking spaces, 208 000 square metres of commercial and retail space, 202 100 square metres of factory premises, 2 150 100 square metres of community, education and welfare facilities, as well as 397 000 square metres of other space used for miscellaneous purposes.

A varied mix of goods and services

Our priority in developing retail facilities is to cater for the daily needs of local residents. When we plan the designated trade mix for our new shopping centres, we adopt flexible and market-oriented letting strategies to achieve greater diversity for shoppers.

Our trade mix is evolving with the demands of customers, and we are constantly looking for new ways to optimise its potential. For example, when we arranged leasing for our larger-scale neighbourhood shopping hub, the Ching Long Shopping Centre, we tracked current market trends and were able to attract a number of popular brands and product types, including stores selling telecommunication and digital products, and those offering popular snacks and confectionary. On a smaller scale, at retail facilities developed at new estates such as Mei Tin Estate Phase IV and Yee Ming Estate, we also achieved a desirable result in terms of developing a trade mix that included popular brand-name tenants, and of achieving satisfactory rental revenue. In another example, our market-oriented letting strategies enabled us to introduce a new trade category of frozen food to Lai King, Wah Fu (1) and Cheung Shan Estates, and to lease out long-vacant retail premises at Cheung Shan Estate.



3 The recently opened Ching Long Shopping Centre in Kowloon City.

Enriching Daily Life

We continued to enhance our HA Client List during the year by actively sourcing new tenants to improve our trade mix and expand shopping choices. In some cases, the introduction of an anchor tenant created synergies that renewed the appeal of older shopping centres. For example, we successfully sourced a chain operator for shops in the domestic block in Lei Muk Shue (II) Estate, bringing a new modern ambience to these premises and making them more attractive to other potential tenants. At the same time as attracting brand-name tenants to our malls, we have continued to provide opportunities for small local businesses to gain a footing.

Throughout the year, we took a number of initiatives to make shopping at HA shopping centres an easy and enjoyable experience. We made our shopping centre atriums available to a wide range of product promoters. The strategic installation of ATM machines was arranged in shopping centres such as Domain and Ching Long Shopping Centre to provide greater convenience to users.

In support of the new green transport options being developed in Hong Kong, we also installed new electric vehicle charging facilities in the Yue Wan Estate Carpark. New public housing developments completed in the year were also provided with charging facilities.

Optimising non-domestic resources

Under our five-year rolling programme, we based on results of feasibility studies to prioritise the major asset improvement works undertaken to enhance the attractiveness and business potential of our commercial properties. During the year, we completed upgrading works in Wah Fu (I) and (II) Estates, and introduced two additional eateries providing more dining options for local residents. Improvement work to retail and car parking facilities in On Kay and Lung Poon Courts as well as at Ping Shek and Kwai Shing West Estates progressed smoothly. Meanwhile, noting the popularity of cooked food stalls at Nam Shan, Shek Kip Mei and Fu Shan Estates; during the year we licensed additional outdoor sitting areas for these stalls. This greatly increased seating capacity, relieving congestion inside the stalls. We are currently carrying out detailed design work for improvements to Pok Hong Commercial Centre.

In February 2014, we completed an exercise to realign our letting policy for storerooms. The goal was to develop a consistent approach for our storeroom licence fees, and to ensure the planning requirements for all 610 storerooms across the PRH estate network were fulfilled.

Providing better business environments

A number of changes were made during the year to various retail environments, with the aim of upgrading and improving our facilities across the board. For example, we completed the market reordering process at Kwai Shing West Estate and Lai Yiu Estate, which involved grouping together some vacant shop stalls, as a result of which the new spaces were successfully leased to restaurants. We also carried out renovation work on the Cooked Food Stall in Fu Shan Estate, which improved the business environment and also helped attract new tenants. At our mega-mall, Domain, we built on early experience by revamping the Small Retail Zone. This involved relocating the kiosks and grouping together some of the vacant kiosks to create a larger shop space. The revamped area has not only expanded the shopping mix but also enhanced the ambience of the zone.

We regularly engage in promotional and festive activities at our shopping centres. During 2013/14 some 90 promotional events were organised. In addition, we provided some 60 packaged seasonal decorations that were used across our major shopping centres and at estates or courts with major retail facilities.

For Domain, which is the focus of our commercial properties, we continued to organise a full range of tailor-made festive and seasonal marketing programmes and promotional events to maintain its popularity and attractiveness as a regional shopping mall. In the year, we held about 70 promotional events and publicity activities there. They were well received by shoppers, shop tenants and residents, and contributed to a steady increase in footfall and gross sales receipts.



服

Fostering a *Service*
Heritage

務



繼往開來
服務為本

40年來香港房屋委員會（房委會）一直致力建立用心服務的文化，並通過不同途徑，積極與各方溝通聯繫，成效卓著。同時，我們因應最新的科技發展及新增的需要，加強現有服務，務求精益求精，迎接未來。過去一年，我們推行多項工作，保持與不同媒介溝通，兼顧上述兩個重要範疇，績效相得益彰。

加強溝通 促進合作

房委會／房屋署的網站功能繁多，易於使用，2013/14年度每月平均點擊率達530萬次。網站內容充實，公共資訊齊備，包括提供公共租住房屋（公屋）申請的最新編配進度、公屋預測及實質建屋量的統計數字，以及房委會竣工項目的報告，瀏覽方便，廣受歡迎。

年內我們優化網頁設計，盡量符合萬維網聯盟(W3C)《無障礙網頁內容指引》(WCAG) 2.0AA級別標準，使網頁能夠兼顧不同社群的需要，包括殘疾人士。我們努力推動無障礙設計網站，在政府資訊科技總監辦公室聯同平等機會委員會合辦的「無障礙網頁嘉許計劃」中，獲得金獎級別。

我們也透過其他媒介，與持份者保持密切有效的溝通。網上電子通訊《互信》，報道房委會的主要措施和工作、房委會員工的趣聞軼事，以及公屋生活的不同面貌。《屋邨通訊》每半年出版一次，對象為公屋租戶。

與傳媒緊密合作

房委會為公營機構，有責任透過傳媒向公眾發布有關房委會新動向和新措施的資訊。2013/14年度我們發出56份新聞稿，安排45次新聞簡報會及訪問，答覆1 095項傳媒查詢，並處理663宗由傳媒轉介的投訴。

機構訪問

許多訪港嘉賓均欲了解房委會及本港公營房屋的發展。我們很榮幸為不少嘉賓安排參觀一些主要地點。年內我們為不同團體和訪問團安排了77次參觀，其中來自其他國家的訪問團佔30次（39%）、內地訪問團佔23次（30%），本地團體則佔24次（31%）。

關愛社區

為加強公屋居民的凝聚力，房委會經常舉辦不同活動，培養居民對社區的歸屬感，發揚守望相助的精神。2013/14年度，我們定期推展有關防火、家居安全、屋邨清潔和公共衛生等運動及相關計劃。

一年一度的長者希望日在2014年1月舉行，參與的義工接近2 800人，數目再創新高。義工分組到60個公共屋邨，探望約1 200名年長租戶，並送上禮物。一如往年，房委會主席張炳良教授亦參與其中。年內我們繼續宣傳防跌信息，派出義工到8個屋邨進行路演，與逾800名公屋長者分享防跌錦囊，教導他們如何安全地使用屋邨的健身設施，並按長者的起居方式評估風險。對於跌倒風險較高的公屋長者，我們更安排職業治療師和義工家訪，跟進他們的情況。



1 「香港公營房屋發展60周年」展覽。

2 近2 800名義工參與長者希望日。

推動員工投入工作

年內我們定期在內聯網上載工作團隊表現出色的故事，藉以鞏固房委會的核心價值，培養追求卓越的工作文化。我們繼續定期舉辦以中層管理人員為對象的「工作融樂、有賴關愛」系列工作坊；除了提供有用的方法和支援，推動員工投入工作，提高效率，同時培養關懷為本的管理思維，參加員工獲益良多。

員工發展機會

為配合房委會的業務需要，我們在2013/14年度安排多項員工培訓和發展活動。這些活動旨在提升員工的技能，並介紹房委會的新措施，每名員工每年平均受訓24.5小時。除了在教室授課外，還安排實地造訪、考察和短期派任。因應房委會的新路向和新發展，我們修訂了為新聘人員而設的入職培訓課程內容。由於越來越多同事利用網上學習資源，我們加強房委會易學網的內容，並重新編排網站內的學習資源，方便同事瀏覽。

員工身心樂健計劃持續舉辦多年，廣受同事歡迎；年內繼續推行，通過舉辦講座，例如眼睛護理、牙齒健康、中年危機、壓力管理等，給予員工實用的保健資訊。樂健坊網頁每月更新內容，方便同事瀏覽。此外，在網站舉辦健康資訊問答比賽，參加人數踴躍。

安全與健康的工作環境

房委會十分重視員工的健康和安全，年內再次舉辦多個有關職業安全 and 健康（職安健）的培訓課程和講座，提高員工的安全意識，鞏固房委會注重安全的文化。同時，房委會內聯網的職安健網站載有職業安全健康局和勞工處編製的最新職安健指引、健康錦囊和其他刊物。

2013年職安健培訓課程和講座的數目增至200個，合共約9 700名員工參加。這些課程和講座涵蓋急救、建築工地安全、樹藝安全、壓力和危機管理、在密閉空間工作、顯示屏幕的使用，以及處理有暴力傾向客戶的技巧等。年內，我們繼續進行一年一度的辦公室安全視察工作。

善用資訊科技提升效率

資訊科技發展一日千里，房委會善用先進科技，提高服務質素和效率。2013/14年度房委會在不同資訊科技應用範疇獲得多個獎項和認可，足證房委會在改革業務運作和提升整體效率方面，成績斐然。

資訊科技策略研究於2012年完成後，我們着手推行研究建議的資訊科技策略性發展計劃，進展良好。我們正落實該研究提出的六項計劃，當中涉及管理新居者有其屋計劃、改善公屋申請和編配程序、利用建築信息模擬技術提高公屋建築設計工作的速度和效率、善用科技協助研發更佳的屋宇管制方案、在各個業務範疇廣泛應用移動科技，以及更新資訊科技基建設施。上述計劃有助我們提升整體表現，為市民提供更佳服務。

另一項重要的資訊科技發展工作，是在房委會各分處廣泛應用地理信息系統，大大簡化公共屋邨地下管道的管理及保養程序。年內逾千人使用這個系統，更快捷有效地更新記錄和圖則。此外，地理信息系統結合建築信息模擬系統，製作立體模型，用途廣泛，有助進行各類研究和分析，使設計工作不單更快捷，而且更準確。

年內房委會推出強制檢驗計劃管理系統，採用文件掃描和電子工作流程方法，以便獨立審查組更有效執行強制驗樓和強制驗窗。現時，整個業務流程以電子方式進行，程序大為簡化，效率提高，估計每年可處理25萬宗強制驗樓和強制驗窗個案。

我們在2013年8月推出全新的客戶服務系統，供各屋邨辦事處使用，以提高運作效率，改善客戶服務。新系統建立標準化的客戶服務模式，改革前線業務運作，大大提高屋邨辦事處的客戶服務質素，資訊統一，增加客戶服務的透明度。這個按使用者需要而設計的系統，簡單易用，前線人員只須利用輕觸式電腦屏幕顯示的簡單選項，便能更準確、有效地處理和查察租戶的要求。新系統有助全面分析各項要求和投訴的性質，方便日後進行更妥善的規劃，備受好評。

在現今資訊科技普及的環境，保安工作至關重要。房委會掌握大量租戶資料及個人資料，須時刻注意妥為保管。為審慎起見，我們用了兩年多時間，仔細選擇最適用的保安管制工具，以保障資料安全，減低風險。2014年初，房委會取得ISO 27001認證，這是資訊保安管理方面的重要國際認可。房委會是香港首個政府機關，在保護重要信息資產方面（由個人電腦以至數據中心）取得全面認證。房委會致力應用資訊科技支援業務運作，確保應用情況安全穩妥，上述認證是重要的里程碑，肯定我們作出的努力。

房委會落實「綠色IT」措施，進展良好，轄下辦事處和數據中心的用電量和用紙量均見減少。年內推行的措施包括更換能源效益欠佳的電腦設備、關掉辦公室無人使用的資訊科技設備，以及盡量善用電子途徑，減少印製報告和其他文件。

公營房屋發展60周年

2013年標誌着公屋發展60周年，對房委會以至整個香港來說，都是重要的里程碑；公營房屋無疑是本港發展的重要一環。為了讓市民了解公屋演變的進程，房委會推出一系列活動，回顧公屋的由來和發展歷程，更展示多年來公屋對個人生活以至整個社會的重大影響。



1 「香港公營房屋發展60周年」展覽簡介公屋歷史，概述居民生活點滴。

2 60周年紀念短片上載於房委會／房屋署網站，讓公眾回顧公屋發展與演變。



「香港公營房屋發展60周年」展覽是連串活動的焦點，在尖沙咀香港文物探知館舉行，展期由2013年9月底至2014年3月初。展覽以「話說公屋」為主題，展出珍貴的歷史照片、展品和模型，並播放不同人士分享公屋生活點滴的短片，還有由學者和專家主講的公營房屋講座。此外，全港公共屋邨均舉辦小型巡迴展覽，房委會轄下多個商場也舉辦遊藝表演和小型表演，紀念公屋發展60周年。

適逢60周年紀念，房委會於2013年10月主辦第18屆亞洲公共房屋機構研討會。研討會在房委會總部舉行，主題為「探求可持續發展：不斷轉變的擠迫城市的公共房屋」。研討會為期三天，香港、日本、南韓和新加坡公共房屋機構均派代表出席，分享房屋方面的經驗，並討論最新的專業實務工作及技術。

為了讓公屋租戶參與紀念活動，房委會於2013年11月至2014年1月期間舉辦對聯創作比賽，收到逾千份參賽作品，從中選出冠、亞、季軍和20名優異獎得主，並於2014年3月22日每兩年一度的屋邨管理諮詢委員會（邨管諮委會）研討會舉行頒獎禮。邨管諮委會委員、前房委會委員和前房屋署職員也藉此良機共聚，一同討論過去60年屋邨管理的發展和邨管諮委會角色的轉變。

房委會製作了片長15分鐘的60周年紀念短片，內容豐富，展示本港公營房屋的不同面貌，包括歷年公屋單位的設計及建造、屋邨管理工作，以及房委會如何致力推動可持續發展。

另於2013年12月13日特別舉行酒會，紀念公營房屋發展60周年暨房委會成立40周年。行政長官梁振英先生蒞臨主禮，出席嘉賓還包括歷任房委會主席、副主席及委員。

Fostering a Service Heritage

Over 40 years, the Hong Kong Housing Authority (HA) has built up a dedicated service culture, and created a tradition of strong communication with different stakeholders. At the same time, with the development of new technologies and new service needs, we have to enhance and refine our work in order to build for the future. In the past year, we have implemented a number of initiatives and maintained our communication with stakeholders through different means. These have achieved remarkable results.

Collaboration through communication

Our Housing Authority / Housing Department Website is a multi-functional, user-friendly resource, which in 2013/14 averaged 5.3 million hits per month. Its high level of usage springs from the range of public information that is accessible on it, including the latest allocation status for public rental housing (PRH) applications, forecast and actual PRH production statistics, and reports on completed HA projects.

During the year, we enhanced the website so that, as far as possible, it conforms to the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines (WCAG) 2.0 Level AA requirements. This enables the website to cater for the needs of a range of different community groups, including persons with disabilities. In recognition of our efforts to make the website accessible for all, we received a Gold Award under the Web Accessibility Recognition Scheme, co-organised by the Office of the Government Chief Information Officer and the Equal Opportunities Commission.

Other channels through which we maintain close, effective communication with stakeholders include our e-newsletter, *Housing Dimensions*, which reports on the HA's key initiatives and activities and covers interesting topics about HA staff and different aspects of PRH life. Our *EMAC Newsletter*, published bi-annually, is specifically targeted at PRH tenants.

Media engagement

As a public organisation, we consider it our duty to provide, through the media, information to the general public about new developments and initiatives undertaken by the HA. In 2013/14, we issued 56 press releases, arranged 45 briefings and interviews, handled 1 095 media enquiries and dealt with 663 complaints referred to us by the media.

Corporate visits

Many visitors to Hong Kong arrived with a special interest in learning more about the organisation and development of PRH in our city, and we were privileged to arrange visits to key sites for many of them. During the year, we organised a total of 77 separate visits for groups and delegations; 30 of these (39%) were from a range of overseas countries, another 23 (30%) were Mainland delegations, and the other 24 (31%) were made up of local groups.



Care for the community

The HA is very active in organising events and activities that bring the people living in PRH estates together and thus help develop a sense of community spirit and co-operation. In 2013/14, we organised regular activities and campaigns to promote fire safety, home safety, estate cleanliness and public hygiene.

Our annual Volunteer for Seniors Day took place in January 2014. This year there were more participants than ever, with almost 2 800 volunteers making personal visits and bringing gifts to around 1 200 elderly tenants across 60 PRH estates. As last year, the Chairman of the HA, Professor Anthony Cheung Bing-leung, also took part. Our fall prevention initiative continued throughout the year with volunteers attending eight estate-based roadshows. These were attended by over 800 senior tenants, who received useful tips on preventing falls, guidelines on safe exercise using estate fitness equipment, and risk assessments based on their individual living conditions. Those with a high risk of falling were able to benefit from follow-up home visits by occupational therapists and volunteers.



Engaging and motivating staff

By publishing inspiring stories of work done by exemplary staff members regularly on the intranet, we hoped to reinforce our core values and shape a staff culture of striving for excellence. Another regular staff engagement activity was the series of one-day Care@Work Workshops designed for middle managers. The workshops offered valuable tools and support to help participants develop a caring attitude as part of their management approach, thereby helping to keep their staff motivated and effective in their work.

- 1 The HA Exhibition Centre attracts local and overseas visitors.
- 2 The HA Chairman, Professor Anthony Cheung Bing-leung, (centre) visits an elderly with other volunteers on the Volunteer for Seniors Day.

Fostering a Service Heritage

Staff development opportunities

We arranged a series of staff training and development activities in 2013/14 to support our business needs. Staff members received an average of 24.5 hours of training per year, aimed at enhancing their skills and introducing new initiatives. The training programmes were not just classroom activities, but included site visits, study tours and attachment programmes. Our induction training courses for new recruits were refined to take into account new directions and developments at the HA. As more and more staff now take advantage of online learning opportunities, we also enriched the contents of our HA e-Learning Portal and improved the way its learning resources are displayed and accessed.

Our long-running and popular Employee Wellness Programme continued during the year, offering staff practical health-focused support through seminars on eye care, dental health, coping with mid-life crisis, and stress management. Information on the Health Portal is updated each month, and is all easily accessible by staff. A fun staff quiz on health-related issues arranged during the year was enthusiastically received.

Working safe, staying healthy

Safeguarding the health and safety of staff members is a priority for the HA. A number of occupational safety and health (OSH) training courses and seminars were arranged again during the year, which kept awareness of safety high and reinforced the safety culture within the HA. At the same time, our dedicated OSH website on the HA intranet remained updated with the latest OSH guidelines, health tips and publications from the Occupational Safety and Health Council and the Labour Department.

In 2013, we increased the number of OSH training courses and seminars to 200, attracting some 9 700 staff in total. The courses and seminars covered topics such as first aid, construction site safety, arboriculture safety, stress and crisis management, working in confined spaces, using display screen equipment, and handling potentially violent customers. We also continued with our annual Departmental Office Safety Inspection Exercise.



Enhancing efficiency through IT

The rapid advance of technology has opened up vast opportunities for the HA to enhance the quality and efficiency of its services through advanced IT. In this respect, 2013/2014 proved a very rewarding year both in terms of transforming our business operations and enhancing our overall efficiency, as shown by the number of awards and recognitions gained by the HA in various categories relating to the use of IT.

Since completing our IT Strategy Study in 2012, we have made good progress in implementing the recommendations contained in it for our strategic IT development. Six programmes recommended by the Study are underway; they are associated with managing the new HOS, improving the public housing application and allocation processes, using Building Information Modelling (BIM) technology to develop fast and effective building designs, implementing technology to help in better building controls, extending mobile usage across our operations, and modernising the IT infrastructure. All these programmes will help us improve our overall performance and enhance our services to the community.

Another valuable IT development has been the wider use of the Geographic Information System (GIS) across different divisions in the HA. GIS makes the management and maintenance of underground services at PRH estates much simpler, and during the year it was made available to over 1 000 users, offering greater efficiency in keeping records and drawings up to date. Furthermore, when GIS is integrated with BIM, the powerful 3D models generated greatly facilitate many different types of study and analysis, resulting in faster and more accurate designs.

A new system called the Mandatory Inspection Management System (MIMS) was put into use during the year. This system uses a document scanning and e-workflow engine that enables the Independent Checking Unit (ICU) to manage the mandatory inspection of buildings and windows more efficiently than before. The business process has been greatly streamlined and efficiency improved, all in a paperless environment. An estimated 250 000 mandatory inspection cases can be handled every year.

In August 2013, we successfully rolled out a new Customer Services Management System (CSMS) to all of the HA's PRH estate offices to improve operational efficiency and enhance customer service. The system introduced a standardised customer service model that transformed our frontline business operations. It has greatly improved the quality of service, consistency of information and transparency of our customer service operations at PRH estate offices. This highly customised and user-friendly system allows frontline estate staff to process and monitor requests from tenants more accurately and efficiently using a simple menu via a touch screen computer. The system also facilitates comprehensive analysis of the nature of requests and complaints received, thus allowing for better planning. It has received widespread recognition.

Information security is an important aspect of today's IT environment. The HA holds a large amount of tenancy information and personal data which must be kept well protected at all times. After spending more than two years in carefully selecting optimal security controls that will protect information and reduce risks, in early 2014 the HA achieved ISO 27001 certification, a major international benchmark for information security management. We are the first government body in Hong Kong to achieve full-scale certification relating to the protection of our important information assets, from personal computers to data centre infrastructure. The certification is a significant milestone, and an important recognition of the HA's achievement in using information technology within a safe and secure environment in support of its business operations.

Our "Green IT" drive has also made good progress in reducing energy and paper consumption throughout our offices and data centre. Initiatives undertaken during the year have included replacing non-energy efficient computer equipment, powering off all unused IT equipment in offices, and further expanding the use of e-channels wherever possible to reduce unnecessary paper reports and document files.

60th anniversary of public housing development

The year 2013 marks the 60th anniversary of the development of public rental housing in Hong Kong, a significant milestone for Hong Kong and for the HA. Given the importance of public housing to the development of Hong Kong as we know it today, the HA has organised a series of activities designed to share the highlights of the evolution of PRH with the public. The aim is not only to give the public a better understanding of how and why public housing has developed over the years, but also to highlight the major impact it has had on the lives of both individuals and the entire community over several generations.

A focal point of the anniversary activities was the public exhibition "60 Years of Public Housing Development in Hong Kong", held at the Hong Kong Heritage Discovery Centre, Tsim Sha Tsui, from late September 2013 to early March 2014. Developed around the theme "Growing up with Public Housing", the exhibition displayed a fascinating selection of historic photos, artefacts and models, along with videos in which a range of people shared how the experience of public housing had affected their lives. The exhibition was supplemented by talks by academics and experts on public housing. A smaller scale roving exhibition on the anniversary was held across PRH estates and at several of the HA's shopping centres which also put on stage variety shows and mini performances to mark the occasion.

1 The Chief Executive, Mr CY Leung (fourth from right), and the HA Chairman, Professor Anthony Cheung Bing-leung (fourth from left), pictured with former HA chairmen and guests at the event.

To coincide with the anniversary, in October 2013 the HA hosted at its headquarters the 18th Conference of the Housing and Urban Public Corporations in Asia, with the theme of “In Quest of Sustainability: Public Housing in an Ever-changing Compact City”. This was a three-day conference at which representatives from the public housing authorities of Hong Kong, Japan, South Korea and Singapore shared their experience of housing and discussed the latest professional practices and technologies.

To involve PRH tenants in the celebration of the 60th Anniversary, the HA put on a Chinese Couplet Competition that ran from November 2013 to January 2014. Over 1 000 entries were received from PRH residents, from which three winners and 20 merit prizes were selected. The prize presentation ceremony was held at the biennial Estate Management Advisory Committees (EMAC) Seminar on 22 March 2014. EMAC members, ex-HA members and ex-HD staff also came together at the seminar to talk about developments in estate management over the past 60 years, and reflect on the changing role of EMACs in that time.

The HA produced an informative 15-minute video to mark the 60th Anniversary, covering many different aspects of Hong Kong’s public housing including topics such as the design and construction of units over the decades, estate management activities, and the HA’s drive towards sustainable development.

Internally, the HA held a special cocktail reception on 13 December 2013 in commemoration of both the 60th anniversary of public housing development in Hong Kong and the 40th anniversary of the establishment of the HA. The Chief Executive, Mr CY Leung, officiated at the event, with guests including serving and former HA Chairmen, Vice-Chairmen and members.



2013/14 年度所獲業界獎項及社會嘉許 Industrial Awards and Community Recognitions

獎項 / 得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
建築及維修 Construction and Maintenance	
Autodesk 香港建築信息模擬設計大獎2013 獲獎機構 Autodesk HK BIM Awards 2013 Winning Organisation	歐特克 Autodesk
HKQAA-HSBC企業社會責任先導者標誌 達到5.00滿分 — 發展及建築處 HKQAA-HSBC CSR Advocate Mark Achieved full score of 5.00 – Development and Construction Division	香港品質保證局、 香港上海滙豐銀行有限公司 Hong Kong Quality Assurance Agency, and Hongkong and Shanghai Banking Corporation Limited
香港品質保證局「樓宇可持續發展指數」 驗證標誌 — 葵盛東邨、葵盛西邨、秀茂坪南邨、常樂邨、新翠邨及天澤邨 Hong Kong Quality Assurance Agency Sustainable Building Index Verified Mark – Kwai Shing East Estate, Kwai Shing West Estate, Sau Mau Ping South Estate, Sheung Lok Estate, Sun Chui Estate and Tin Chak Estate	香港品質保證局 Hong Kong Quality Assurance Agency
ISO 19011 ISO19011 稽核管理體系核實聲明 ISO 19011 ISO 19011 Verification Statement of Auditing Management System	香港品質保證局 Hong Kong Quality Assurance Agency
ISO 31000 ISO31000 風險管理架構核實聲明 ISO 31000 ISO 31000 Verification Statement of Risk Management Framework	香港品質保證局 Hong Kong Quality Assurance Agency
環保 Environmental	
FuturArc環保先鋒大獎2013 獲獎項目 — 油麗邨第五期 嘉獎 — 油塘邨重建第四期項目 (大本型) FuturArc Green Leadership Award 2013 Winner – Yau Lai Estate Phase 5 Citation – Yau Tong Estate Redevelopment Phase 4 (Domain)	Building and Construction Interchange Asia
香港工程師學會年獎環境分部論文獎 亞軍 — 海泥的環保處理 Environmental Paper Award, Environmental Division, Hong Kong Institution of Engineers First Runner-up – Green Treatment of Marine Mud	香港工程師學會 Hong Kong Institution of Engineers

獎項 / 得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
ISO 50001 能源管理系統認證 葵盛西邨 ISO 50001 Energy Management System (EnMS) Kwai Shing West Estate	香港品質保證局 Hong Kong Quality Assurance Agency
ISO 14001 環境管理體系認證 證書 — 所有公共屋邨 ISO 14001 Environmental Management System in Property Management Certificate – all PRH estates	香港品質保證局 Hong Kong Quality Assurance Agency
香港環保卓越計劃 「卓越級別」減廢標誌 累計完成最多減廢目標的首五名機構 Hong Kong Awards for Environmental Excellence “Class of Excellence” Wastewi\$e Top 5 Organisations Achieving Cumulatively the Most Number of Goals in Wastewi\$e Label	環境保護運動委員會 Environmental Campaign Committee
香港綠色企業大獎2013 「企業綠色管治獎」大獎 「明智環保採購獎」白金獎 「優越環保管理獎」白金獎 「企業綠色管治獎」管理系統獎 Hong Kong Green Awards 2013 Grand Award (Corporate Green Governance Award) Platinum Award (Green Purchasewi\$e Award) Platinum Award (Green Management Award) Management System Award (Corporate Green Governance Award)	環保促進會 Green Council
2014 年香港花卉展覽 最佳展品 (園林景點) 金獎 Hong Kong Flower Show 2014 Gold Award for Outstanding Exhibit (Landscape Display)	康樂及文化事務署 Leisure and Cultural Services Department

設施管理 Facility Management

卓越設施管理獎 2013 卓越設施管理獎 (商場) — 大本型 卓越設施管理獎 (公營租住房屋) — 藍田邨及坪石邨 優秀獎 (公營租住房屋) — 天晴邨 Excellence in Facility Management Award (EFMA) 2013 Excellence in Facility Management Award (Retail) – Domain Excellence in Facility Management Award (Public Rental Housing) – Lam Tin Estate and Ping Shek Estate Certificate of Merit (Public Rental Housing) – Tin Ching Estate	香港設施管理學會 Hong Kong Institute of Facility Management
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獎項 / 得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
機構 Corporate	
Galaxy Awards 2013/2014 錄像及數碼錄像：「企業形象」組別金獎 — 「公營房屋發展六十周年」 「持份者通訊」組別榮譽獎 Galaxy Awards 2013/2014 Gold Award (Video and DVDs: Corporate Identity) – “60 Years of Public Housing Development in Hong Kong” Honours Award (Video and DVDs: Stakeholder Communications)	MerComm, Inc
2013 Astrid Awards 「非牟利機構」組別銀獎 — 《香港房屋委員會2011/12年度年報》 2013 Astrid Awards Silver Award (Not-for-profit Organisations) – The Hong Kong Housing Authority Annual Report 2011/12	MerComm, Inc
2013 年國際年報大獎 「非牟利機構：房屋」組別銅獎 — 《香港房屋委員會2011/12年度年報》 2013 International Annual Report Competition (ARC) Awards Bronze Award (Non-profit Organisation: Housing) – The Hong Kong Housing Authority Annual Report 2011/12	MerComm, Inc
能力成熟度模式整合 — 採購 成熟度第三級 1.3 版 Capability Maturity Model Integration for Acquisition Maturity Level 3 Version 1.3	美國卡內基美隆大學的 軟件工程學院 Software Engineering Institute, Carnegie Mellon University, USA
ISO 27001 資訊安全管理系統驗證 ISO 27001:2005 ISO 27001 Information Security Management Systems Certification ISO 27001:2005	英國標準協會 British Standards Institution
「同心展關懷」機構 2013/14 「連續超過5年同心展關懷」標誌 — 房屋署 「無障礙友善企業 / 機構名單」 Caring Organisation 2013/14 5 Plus Consecutive Years Caring Organisation Logo – Housing Department List of Barrier-free Companies / Organisations	香港社會服務聯會 Hong Kong Council of Social Service
2013 年度香港十大 .hk 網站競選 特別嘉許 Top 10 .hk Website Competition 2013 Special Mention	香港互聯網註冊管理有限公司 Hong Kong Internet Registration Corporation Limited
無障礙網頁金獎級別 Web for All Gold Award	政府資訊科技總監辦公室及 平等機會委員會 Office of the Government Chief Information Officer and Equal Opportunities Commission

獎項 / 得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
<p>2013 公務員優質服務獎勵計劃</p> <p>「部門合作獎」銀獎 — 房屋署與勞工及福利局、建築署、路政署及運輸署合作的項目（改善公眾可進出處所的無障礙通道及設施）</p> <p>「一般公共服務隊伍獎」銅獎 — 南山邨多層停車場改建工程</p> <p>「內部支援服務隊伍獎」優異獎 — 客戶服務系統計劃小組</p>	<p>公務員事務局 Civil Service Bureau</p>
Civil Service Outstanding Service Award Scheme 2013	
<p>Inter-departmental Partnership Award Silver Prize – The project of improving accessibility of government premises: the Housing Department collaborated with the Labour and Welfare Bureau, the Architectural Services Department, the Highways Department and the Transport Department</p>	
<p>General Public Service Team Award – Bronze Prize (Nam Shan Carpark Conversion)</p>	
<p>Internal Service Team Award – Meritorious Award (Customer Service Management System)</p>	

財務回顧

我們在2013/14年度的工作重點，仍然是透過「最佳模式」提供優質財務管理服務，以貫徹香港房屋委員會（房委會）的理想和工作目標。我們繼續致力改善和加強財務及風險的管理程序，務求盡量提升各項活動的財務和業務價值。

房委會是財政自主的機構，以內部衍生的資金，持續推行龐大的公營房屋計劃。我們審慎管理財政資源，以順利推行各項基本工程計劃、營運服務及業務措施。

2013/14年度財務報表

房委會根據與政府於1988年達成的財政安排（已按1994年的增補協議修訂），以及房委會所通過的會計政策編製財務報表。2013/14年度的整套財務報表連同本年報夾附於共用的封套內。同時，房委會在過去五年的運作結果和資本開支的概要分別載於本年報的附錄9和附錄10。

財務摘要

年內的綜合業績概列如下：

	百萬元
1. 綜合運作帳目盈餘	2,807
2. 資金管理帳目盈餘	3,547
3. 代管服務帳目盈餘	19
年內盈餘	6,373

1. 綜合運作帳目

綜合運作帳目概列租住房屋、商業樓宇和資助自置居所業務的運作結果，在計入0.80億元的特別開支淨額後，2013/14年度整體運作盈餘為28.07億元。

租住房屋業務在2013/14年度錄得1.79億元的赤字。這項業務包括下列項目：

運作赤字	百萬元
租住房屋（不包括中轉房屋）	108
中轉房屋	68
長者租金津貼	3
	179

商業樓宇業務未扣除0.34億元的特殊項目前，盈餘為9.48億元。這項業務包括下列項目：

運作盈餘	百萬元
商場	486
停車場	173
工廠	47
福利設施	242
	948

特殊項目的款額為0.34億元，是拆卸及清拆成本，以及由房委會撥款興建的政府基礎設施和社區設施所需的開支。

資助自置居所業務未計入300萬元的特殊項目前，盈餘為21.55億元。這項業務包括下列項目：

運作盈餘 / (赤字)	百萬元
居者有其屋計劃 (居屋計劃)	815
私人機構參建居屋計劃 (私人參建計劃)	213
租者置其屋計劃 (租置計劃)	1,160
自置居所貸款計劃 (自置貸款計劃) 及置業資助貸款計劃 (置業貸款計劃)	(33)
	2,155

特殊項目的款額為300萬元，是在本年度支付已售予香港按揭證券有限公司的自置貸款計劃貸款組合的利息0.17億元後，就該貸款組合尚未償還餘額的未來利息負債所作的上調。

2. 資金管理帳目

與房委會的投資資金管理有關的收入和開支，均納入資金管理帳目。該帳目顯示，2013/14年度的盈餘為35.47億元。在2014年3月31日，房委會的投資資金為697.94億元。房委會資金在2013/14年度的整體總回報率為5.3%。

房委會的投資策略，是由房委會財務小組委員會經參考獨立專業投資顧問的研究結果和建議後制定。投資策略的目標，是確保有充足的流動資金應付房委會運作所需，並以審慎和分散的投資方式，把房委會餘下資金作長線投資，以賺取較佳的長期回報。

財務小組委員會在轄下的資金管理附屬小組委員會協助下，不時檢討房委會的投資策略和情況。資金管理附屬小組委員會亦會就投資經理的遴選事宜提供意見，並監察投資經理的表現，而房屋署則負責執行日常的監察工作。房委會在獨立投資顧問協助下，因應最新的金融市場情況和風險，於2013/14年度完成資產配置策略穩健程度的周年檢討。根據檢討結果修訂的資產配置策略概述如下：

外匯基金保本項目	約55.0%
港元 / 美元存款及債券	5.0%
人民幣存款及債券	10.0%
環球債券	12.5%
股票	17.5%
	100.0%

3. 代管服務帳目

代管服務帳目顯示的運作盈虧情況包括下列項目：代表政府執行的代理職務；已落成居屋屋苑住宅大廈和已拆售物業的屋邨內公用地方的物業代管服務；以及由政府付還款項的工程監督工作。

Financial Review

Supporting the vision and mission of the Hong Kong Housing Authority (HA), the delivery of quality financial management through a “best practice” approach remained our key focus in 2013/14. 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. Our financial resources are prudently managed for smooth operation of our capital programmes, operational services and business initiatives.

The 2013/14 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 2013/14 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	2,807
2. Funds Management Account Surplus	3,547
3. Agency Account Surplus	19
Surplus for the year	6,373

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 \$2,807 million for 2013/14 after taking into account a net special expenditure of \$80 million.

Rental Housing Operations incurred a deficit of \$179 million during 2013/14, analysed over the following types of housing:

Operating Deficit	\$M
Rental Housing (excluding Interim Housing)	108
Interim Housing	68
Rent Allowance for the Elderly	3
	179

Commercial Operations generated a surplus of \$948 million before charging exceptional items of \$34 million, analysed over the following types of facilities:

Operating Surplus	\$M
Commercial Complexes	486
Car Parks	173
Factories	47
Welfare Premises	242
	948

The exceptional items of \$34 million 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 \$2,155 million before including an exceptional item of \$3 million, analysed over the following ownership schemes:

Operating Surplus / (Deficit)	\$M
Home Ownership Scheme (HOS)	815
Private Sector Participation Scheme (PSPS)	213
Tenants Purchase Scheme (TPS)	1,160
Home Purchase Loan Scheme (HPLS) and Home Assistance Loan Scheme (HALS)	(33)
	2,155

The exceptional item of \$3 million represents upward 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 \$17 million made in the year.

2. Funds Management Account

Income and expenditure relating to the management of the HA's funds available for investment are included in the Funds Management Account, which shows a surplus of \$3,547 million for 2013/14. As at 31 March 2014, the HA's funds available for investment stood at \$69,794 million. For 2013/14, the overall return (gross) on the HA's funds was 5.3%.

The HA's investment strategy is determined by the HA's Finance Committee with reference to the independent professional investment consultant's findings and recommendations. The aims of the 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 the 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, reviews the 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 annual health check on the HA's Strategic Asset Allocation, taking into account the latest financial markets situation and risks, was completed in 2013/14 with the assistance of an independent investment consultant. The resulting revised Strategic Asset Allocation is summarised below:

Principal protection placements with the Exchange Fund	around 55.0%
HKD/USD deposits and bonds	5.0%
RMB deposits and bonds	10.0%
Global bonds	12.5%
Equities	17.5%
	100.0%

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.

香港房屋委員會及其小組委員會

THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES

2013/14 香港房屋委員會委員

The Hong Kong Housing Authority Members

主席 Chairman	張炳良教授, GBS, JP (運輸及房屋局局長) Professor the Honourable Anthony CHEUNG Bing-leung, GBS, JP (Secretary for Transport and Housing)																														
副主席 Vice-chairman	栢志高先生, JP (房屋署署長) Mr D W PESCOD, JP (Director of Housing)																														
委員 Members	<table border="0"> <tbody> <tr> <td data-bbox="383 840 702 907">李慧賢女士, BBS, JP Ms Angela LEE Wai-yin, BBS, JP</td> <td data-bbox="734 840 1061 907">孔令成先生, BBS, JP Mr Leo KUNG Lin-cheng, BBS, JP</td> <td data-bbox="1085 840 1420 929">林雲峯教授, JP Professor Bernard Vincent LIM Wan-fung, JP</td> </tr> <tr> <td data-bbox="383 918 702 985">楊倩紅女士, MH Ms YEUNG Sin-hung, MH</td> <td data-bbox="734 918 1061 985">劉文君女士 Ms Julia LAU Man-kwan</td> <td data-bbox="1085 940 1420 1008">劉國裕博士, JP Dr LAU Kwok-yu, JP</td> </tr> <tr> <td data-bbox="383 996 702 1086">蘇偉文教授, JP Professor Raymond SO Wai-man, JP</td> <td data-bbox="734 996 1061 1064">黃成智先生 Mr WONG Sing-chi</td> <td data-bbox="1085 1019 1420 1108">黃遠輝先生, SBS, JP Mr Stanley WONG Yuen-fai, SBS, JP</td> </tr> <tr> <td data-bbox="383 1097 702 1164">蔡涯棉先生, JP Mr Michael CHOI Ngai-min, JP</td> <td data-bbox="734 1075 1061 1164">陳漢雲教授 Professor Edwin CHAN Hon-wan</td> <td data-bbox="1085 1131 1420 1198">劉詩韻女士, JP Ms Serena LAU Sze-wan, JP</td> </tr> <tr> <td data-bbox="383 1176 702 1265">方剛議員, SBS, JP The Honourable Vincent FANG Kang, SBS, JP</td> <td data-bbox="734 1176 1061 1243">李炳權先生, JP Mr LEE Ping-kuen, JP</td> <td data-bbox="1085 1209 1420 1276">溫文儀先生, BBS, JP Mr WAN Man-ye, BBS, JP</td> </tr> <tr> <td data-bbox="383 1276 702 1366">葉國謙議員, GBS, JP The Honourable IP Kwok-him, GBS, JP</td> <td data-bbox="734 1254 1061 1321">王永祥先生 Mr Winfield WONG Wing-cheung</td> <td data-bbox="1085 1288 1420 1624">財經事務及庫務局常任秘書長(庫務) (財經事務及庫務局副秘書長 (庫務)(2)或財經事務及庫務局首席助理 秘書長(庫務)(管理會計)候補) 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)</td> </tr> <tr> <td data-bbox="383 1377 702 1467">梁家傑議員, SC The Honourable Alan LEONG Kah-kit, SC</td> <td data-bbox="734 1355 1061 1422">馮婉眉女士, BBS Miss Anita FUNG Yuen-mei, BBS</td> <td data-bbox="1085 1635 1420 1780">地政總署署長 (地政總署副署長(一般事務)候補) Director of Lands (with Deputy Director of Lands (General) as her alternate)</td> </tr> <tr> <td data-bbox="383 1478 702 1545">黃國健議員, BBS The Honourable WONG Kwok-kin, BBS</td> <td data-bbox="734 1456 1061 1523">蔡惠琴女士, JP Ms Virginia CHOI Wai-kam, JP</td> <td></td> </tr> <tr> <td data-bbox="383 1556 702 1624">區嘯翔先生 Mr Albert AU Siu-cheung</td> <td data-bbox="734 1534 1061 1601">何周禮先生, MH Mr Barrie HO Chow-lai, MH</td> <td></td> </tr> <tr> <td data-bbox="383 1635 702 1702">方敏生女士, BBS, JP Ms Christine FANG Meng-sang, BBS, JP</td> <td data-bbox="734 1612 1061 1680">許美嫦女士, JP Ms Tennesy HUI Mei-sheung, JP</td> <td></td> </tr> </tbody> </table>	李慧賢女士, BBS, JP Ms Angela LEE Wai-yin, BBS, JP	孔令成先生, BBS, JP Mr Leo KUNG Lin-cheng, BBS, JP	林雲峯教授, JP Professor Bernard Vincent LIM Wan-fung, JP	楊倩紅女士, MH Ms YEUNG Sin-hung, MH	劉文君女士 Ms Julia LAU Man-kwan	劉國裕博士, JP Dr LAU Kwok-yu, JP	蘇偉文教授, JP Professor Raymond SO Wai-man, JP	黃成智先生 Mr WONG Sing-chi	黃遠輝先生, SBS, JP Mr Stanley WONG Yuen-fai, SBS, JP	蔡涯棉先生, JP Mr Michael CHOI Ngai-min, JP	陳漢雲教授 Professor Edwin CHAN Hon-wan	劉詩韻女士, JP Ms Serena LAU Sze-wan, JP	方剛議員, SBS, JP The Honourable Vincent FANG Kang, SBS, JP	李炳權先生, JP Mr LEE Ping-kuen, JP	溫文儀先生, BBS, JP Mr WAN Man-ye, BBS, JP	葉國謙議員, GBS, JP The Honourable IP Kwok-him, GBS, JP	王永祥先生 Mr Winfield WONG Wing-cheung	財經事務及庫務局常任秘書長(庫務) (財經事務及庫務局副秘書長 (庫務)(2)或財經事務及庫務局首席助理 秘書長(庫務)(管理會計)候補) 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)	梁家傑議員, SC The Honourable Alan LEONG Kah-kit, SC	馮婉眉女士, BBS Miss Anita FUNG Yuen-mei, BBS	地政總署署長 (地政總署副署長(一般事務)候補) Director of Lands (with Deputy Director of Lands (General) as her alternate)	黃國健議員, BBS The Honourable WONG Kwok-kin, BBS	蔡惠琴女士, JP Ms Virginia CHOI Wai-kam, JP		區嘯翔先生 Mr Albert AU Siu-cheung	何周禮先生, MH Mr Barrie HO Chow-lai, MH		方敏生女士, BBS, JP Ms Christine FANG Meng-sang, BBS, JP	許美嫦女士, JP Ms Tennesy HUI Mei-sheung, JP	
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張炳良教授, GBS, JP (主席) (運輸及房屋局局長)

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

張炳良教授於2012年7月1日獲委任為運輸及房屋局局長，在此之前在香港教育學院擔任校長。

張教授持有香港大學社會科學學士學位、英國亞斯頓大學公共管理科學碩士學位和英國倫敦大學倫敦經濟及政治學院政府研究哲學博士學位。

張教授加入政府前擔任不少公職，包括行政會議非官守議員、消費者委員會主席、香港房屋委員會委員及其資助房屋小組委員會主席、大珠三角商務委員會委員、香港按揭證券有限公司董事，以及賑災基金諮詢委員會委員。

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 Hong Kong 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.



栢志高先生, JP (副主席) (房屋署署長)

Mr DW PESCOD, JP (Vice-chairman) (Director of Housing)

栢志高先生大學畢業後，於1981年8月加入香港政府。

栢志高先生曾在多個決策局和部門服務，先後任職於前民政科、前保安科、地政總署、前市政總署、前政務總署、前公務員事務科（後改稱公務員事務局）和旅遊事務署；他曾出任效率促進組專員及香港駐布魯塞爾歐洲共同體特派代表。回港後，於2008年8月出任商務及經濟發展局常任秘書長（通訊及科技）。他於2010年5月出任運輸及房屋局常任秘書長（房屋）及房屋署署長。

Mr DW 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 posting as Permanent Secretary for Transport and Housing (Housing) and concurrently the Director of Housing.



李慧賢女士, BBS, JP
Ms Angela LEE Wai-yin, BBS, JP

李慧賢律師是貝克·麥堅時律師事務所香港辦事處首位女性國際合夥人。李律師曾擔任該律師行環球房地產部門的主席，多年來擔任該行香港及中國辦事處地產部門的主管。李律師也是中國委託公證人及香港律師會理事會成員。

李律師曾多次榮獲多份國際刊物評選為香港最著名的地產律師之一，這些刊物包括 *Who's Who of the Law*、*The Asia Pacific Legal 500* 和 *AsiaLaw Leading Lawyers Survey*。

李律師在2012年初退任律師行合夥人，現仍為該行顧問，李律師現專注其家族業務生意珍卡兒集團的營運。

在社會服務及公職方面，李律師積極參與多個慈善機構的工作，並為香港房屋委員會委員、法律改革委員會委員及香港公教婚姻輔導會的執行委員會成員。李律師於2003年獲行政長官委任為太平紳士，並於2007年獲香港特區政府頒發銅紫荊星章。

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 Hong Kong 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.



楊倩紅女士, MH
Ms YEUNG Sin-hung, MH

楊倩紅女士現任沙田區議會民選議員、香港房屋委員會資助房屋小組委員會委員、上訴審裁團（建築物）成員、公屋聯會財政部長、香港婦女發展聯會執行委員。楊女士從事社會服務工作逾20年，現為全職區議員，擔任沙田區議會房屋及發展委員會副主席。

Ms YEUNG Sin-hung is currently an elected member of the Sha Tin District Council, a member of the Hong Kong 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 20 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.

香港房屋委員會及其小組委員會
THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES



蘇偉文教授, JP

Professor Raymond SO Wai-man, JP

蘇偉文教授是恆生管理學院商學院院長和金融學教授。除了大學教學和進行研究工作外，蘇教授也參與公職，服務社會。他現時為能源諮詢委員會主席、債券市場發展諮詢委員會委員、律師紀律審裁團業外委員和中小型企業委員會委員，並為香港房屋委員會財務小組委員會及資金管理附屬小組委員會主席，以及香港房屋委員會及策劃小組委員會委員。

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, and a member of the Advisory Committee on Bond Market Development, the Solicitors Disciplinary Tribunal Panel, and the Small and Medium Enterprises Committee. He is now the Chairman of Finance Committee and Funds Management Sub-committee of the Hong Kong Housing Authority, and a member of the Hong Kong Housing Authority and its Strategic Planning Committee.



蔡涯棉先生, JP

Mr Michael CHOI Ngai-min, JP

蔡涯棉先生於香港出生及接受教育，畢業於香港浸會學院工商管理系，其後於澳門東亞大學取得工商管理碩士學位。蔡先生現為恒基（中國）投資有限公司董事。蔡先生從事房地產業務34年，擁有香港及中國內地房地產市場的豐富經驗和知識。他現為香港房地產協會副會長、香港地產行政師學會副會長、香港浸會大學工商管理學院諮詢委員會委員、嶺南大學商學院諮詢委員會委員及香港浸會大學工商管理學會顧問。蔡先生曾任長遠房屋策略督導委員會委員(2012-2014)、香港地產代理專業協會會長(1992-1996)、香港地產代理監管局成員(1997-2002)、中華全國青年聯合會第八屆委員會委員(1995-2000)、香港貿易發展局基建服務諮詢委員會委員(2003-2006)、香港房屋委員會委員(1999-2007)、香港房屋委員會資助房屋小組委員會主席(2006-2007)，以及公益金入會、預算及分配委員會委員(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 Director of Henderson (China) Investment Company Limited. He has been in the real estate industry for 34 years with extensive knowledge and experience in the real estate markets in Hong Kong and mainland China. Currently, he is the Vice-president of the Hong Kong Real Property Federation, 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 a member of the Long Term Housing Strategy Steering Committee (2012-2014), 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 8th Committee 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 Hong Kong Housing Authority (1999-2007), the Chairman of the Subsidised Housing Committee of the Hong Kong Housing Authority (2006-2007) and a member of the Admission, Budgets and Allocations Committee of the Community Chest (1997-2002).



方剛議員, SBS, JP

The Honourable Vincent FANG Kang, SBS, JP

方剛先生為現任香港特別行政區立法會議員，代表批發及零售界功能界別，除擔任香港房屋委員會委員外，他同時是特區政府策略發展委員會委員。

方先生畢業於美國北卡羅來納州州立大學，取得紡織工程碩士，其後一直從事紡織品及服裝的生產和零售業務，並積極參與提升香港零售行業和時裝行業的水平。

Mr Vincent FANG Kang is a Legislative Councillor representing the wholesale and retail functional constituency of the HKSAR. He is a member of the Hong Kong Housing Authority and the Commission on Strategic Development.

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.



葉國謙議員, GBS, JP

The Honourable IP Kwok-him, GBS, JP

葉國謙先生現任中華人民共和國香港特別行政區第十二屆全國人民代表大會代表、立法會議員（區議會功能界別）、中西區區議員（觀龍區）、立法會保安事務委員會主席、市區重建局董事會非執行董事、立法會議員個人利益監察委員會主席及強制性公積金計劃管理局董事會的非執行董事。

葉先生也擔任漢華教育機構副主席、民建聯立法會黨團召集人、香港島各界聯合會榮譽顧問和通善壇理事會顧問。

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, Chairman of Committee on Members' Interest, Legislative Council, 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.

香港房屋委員會及其小組委員會
THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES



梁家傑議員, sc

The Honourable Alan LEONG Kah-kit, sc

梁家傑先生於1982年在香港大學取得法律學士學位，1984年在英國劍橋大學取得法律碩士學位。1983年，他獲得香港大律師執業資格，並於1998年獲委任為資深大律師，是香港特區成立後首位獲委任的資深大律師。梁先生曾任香港大律師公會主席，現為立法會議員（九龍東地方選區）。

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).



黃國健議員, BBS

The Honourable WONG Kwok-kin, BBS

黃國健先生為現任立法會議員（九龍東），也是香港工會聯合會副會長、工聯會物流及交通行業委員會召集人。黃先生亦為強制性公積金計劃管理局非執行董事、市區重建局非執行董事，以及保安及護衛業管理委員會委員。

黃先生曾任勞工顧問委員會勞方代表、「『十一五』與香港發展」經濟高峰會專家成員、中央政策組社會凝聚力小組成員，以及職業訓練局海事服務業訓練委員會委員。

Mr WONG Kwok-kin is a member of the Legislative Council (Kowloon East), the 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.



區嘯翔先生 Mr Albert AU Siu-cheung

區嘯翔先生現任香港立信德豪會計師事務所有限公司主席，在會計界擁有超過32年經驗，是香港會計師公會資深會計師、加拿大特許會計師公會會員，以及香港華人會計師公會會員。

區先生目前擔任多個公職，包括廉政公署防止貪污諮詢委員會主席及廉政公署貪污問題諮詢委員會委員，以及香港生產力促進局理事會委員。

Mr Albert AU Siu-cheung is the Chairman of BDO Limited. He has over 32 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 Hong Kong Productivity Council.



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

方敏生女士曾任香港社會服務聯會行政總裁。方女士致力發展及推動社會福利，獲邀參與多個重要的政府政策諮詢委員會，包括香港房屋委員會、人口政策督導委員會、法律改革委員會轄下的慈善組織小組委員會、獨立監察警方處理投訴委員會和整筆撥款督導委員會。方女士也曾擔任關愛基金督導委員會成員、「數碼21」資訊科技策略諮詢委員會委員和策略發展委員會委員。

Ms Christine FANG Meng-sang was 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 Hong Kong 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

孔令成先生為盤谷銀行副總裁，現任香港海洋公園董事局副主席、比利時－盧森堡香港商會副主席，以及西九文化區管理局董事局成員。

Mr Leo KUNG Lin-cheng is the 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.

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劉文君女士
Ms Julia LAU Man-kwan

劉文君女士是香港註冊建築師，獲美國俄勒岡大學建築學士及香港大學文學碩士（運輸政策與規劃）學位。她在房地產、規劃與設計方面具有超過22年經驗，並於2009年創立自己的公司。劉女士積極參與專業和社區服務，曾任香港藝術中心監督團成員及華人永遠墳場管理委員會委員，現為城市規劃委員會成員、上訴審裁團（建築物）成員、防止貪污諮詢委員會委員、環保建築專業議會委員、香港演藝學院校董會委員及香港聖約翰救護機構理事會成員。劉女士也是香港房屋委員會轄下商業樓宇小組委員會及投標小組委員會委員。

Ms Julia LAU Man-kwan is a registered architect in Hong Kong, and holds a Bachelor of Architecture degree from the University of Oregon and a Master of Arts degree in Transportation Policy and Planning from the University of Hong Kong. She has over 22 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), 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 Hong Kong Housing Authority.



黃成智先生
Mr WONG Sing-chi

黃成智先生曾任立法會議員（新界東）、北區區議員、區域市政局議員、復和綜合服務中心生命教育總監，以及不同社會服務機構的督導主任和總幹事。黃先生現時為國際復和實踐機構的認可復和會議主持訓練師、家庭網絡發展中心總幹事，以及AWTC (LO & LAM) Consultancies Ltd的高級顧問，對社會現況深具識見。

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



陳漢雲教授 Professor Edwin CHAN Hon-wan

陳漢雲教授是香港理工大學建築及房地產學系教授及副系主任。

陳教授也是自置居所津貼上訴委員會副主席、城市規劃委員會及職業訓練局土木工程，以及建築業訓練委員會委員。

陳教授現為香港房屋委員會，以及其轄下建築小組委員會、資助房屋小組委員會和審計附屬小組委員會委員。

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 Hong Kong Housing Authority and its Building Committee, Subsidised Housing Committee and Audit Sub-committee.



李炳權先生, JP Mr LEE Ping-kuen, JP

李炳權先生現職工程顧問公司技術總監。他是註冊專業工程師，專長為土木工程、環境工程和結構工程。

李先生曾任香港特別行政區政府策略發展委員會委員和中央政策組顧問，現為香港房屋委員會以及其轄下建築小組委員會的委員。

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 Hong Kong Housing Authority and its Building Committee.

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王永祥先生
Mr Winfield WONG Wing-cheung

王永祥先生是香港執業律師，現於黃乾亨黃英豪律師事務所執業。王先生於2006年至2009年間出任上訴審裁團（建築物）主席，及於1999年至2012年為律師紀律審裁團成員。他現時是公眾集會及遊行上訴委員會委員、香港房屋委員會轄下審計附屬小組委員會主席、財務小組委員會委員、策劃小組委員會委員，以及投標小組委員會委員。

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 a member of the Appeal Board on Public Meetings and Processions, the Chairman of the Audit Sub-Committee, and a member of the Finance Committee, the Strategic Planning Committee and the Tender Committee under the Hong Kong Housing Authority.



馮婉眉女士, BBS
Miss Anita FUNG Yuen-mei, BBS

馮婉眉女士是香港上海滙豐銀行有限公司香港區總裁、滙豐環球投資管理（香港）有限公司主席及董事、滙豐銀行（中國）有限公司非執行董事，以及交通銀行股份有限公司非執行董事。

馮女士在香港的主要金融組織和機構擔任職務，包括香港金融管理局轄下的銀行業務諮詢委員會、該局的外匯基金諮詢委員會轄下的金融基建委員會，以及財資市場公會，對推動香港以至其他地區金融市場的發展不遺餘力。

馮女士現為香港機場管理局董事會成員、香港房屋委員會非官方委員，以及香港科技大學校董會成員。

Miss Anita FUNG Yuen-mei is the Chief Executive Officer, Hong Kong, for the Hongkong and Shanghai Banking Corporation Limited. She is also the Chairman and Director of HSBC Global Asset Management (Hong Kong) Limited, a Non-executive Director of HSBC Bank (China) Company Limited and a Non-executive Director of Bank of Communications Company 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 Hong Kong Housing Authority and a Council Member of the Hong Kong University of Science and Technology.



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

蔡惠琴女士現職國際人力資源顧問公司主任顧問兼總經理，在管理諮詢及培訓方面具30多年經驗。蔡女士一向熱心於社會服務，現為香港公開大學校董會成員及人力資源委員會主席、公務員絨用委員會委員和法律援助服務局成員。

蔡女士也是香港房屋委員會委員，以及其轄下財務小組委員會和審計附屬小組委員會委員。

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 30 years. Ms Choi has been actively participating in social services. She is currently a member of the Council and the Chairman of the Human Resources Committee of the Open University of Hong Kong, a member of the Public Service Commission and the Legal Aid Services Council.

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



何周禮先生, MH
Mr Barrie HO Chow-lai, MH

何周禮先生是何周禮建築設計事務所的創辦人及董事。他於1993年獲香港大學頒授建築學一級榮譽文學士學位，並於1996年以優異成績獲香港大學頒授建築碩士。他常被媒體譽為亞洲新一代最具影響力的建築設計師之一。何先生曾獲香港建築師學會兩岸四地建築設計大獎2013，並分別在香港特別行政區優質建築大獎2012和2010獲得入圍獎及優異獎，並且是杜拜城市建築設計大獎2008得主之一。此外，他獲得超過120個來自杜拜、美國、英國、上海、北京、南韓、台灣、亞太區及香港的重要國際設計獎項。

何先生成就卓越，曾在2011年獲香港特別行政區政府頒授「榮譽勳章」，其他獎項包括：北京國際設計及藝術成就獎（2013）、台灣十大設計師（2011）、亨達集團創富大獎（2010）、中國優秀創新企業家（2009）、職業訓練局榮譽院士（2008）、《透視》雜誌40位40歲以下最具影響力設計師（2007）、香港十大傑出青年（2005）、香港十大傑出設計師（2005）等。

何先生現為香港建築設計聯盟的創辦人及主席、職業訓練局專業教育學院轄下香港知專設計學院學術顧問委員會委員、香港建築師事務所商會2010-2012年度理事會理事，以及香港專業及資深行政人員協會創會會員。何先生也是市區重建局活化灣仔舊區專責委員會委員（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 prestigious HKIA Cross-Strait Architectural Award 2013, the Quality Building Awards 2012 (Finalist) and 2010 (Merit Award), and Dubai Cityscape Architectural Awards 2008. He has received over 120 significant international design awards from Dubai, U.S.A., United Kingdom, Shanghai, Beijing, South Korea, 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 other awards and achievements he has received and obtained include: International Design & Art Achievement Award 2013 from Beijing, 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, 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).

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許美嫦女士, JP
Ms Tennessy HUI Mei-sheung, JP

許美嫦女士是香港執業律師，現為香港房屋委員會委員、郊野公園及海岸公園委員會委員、漁農業諮詢委員會委員，以及香港愛滋病顧問局成員。許女士也是交通審裁處主席、漁民特惠津貼上訴委員會（禁拖）主席、牌照上訴委員會及其他多個上訴委員會的委員。

許女士是香港各界婦女聯合協進會的義務法律顧問，以及軒尼詩道官立下午小學的學校管理委員會委員。

Ms Tennessy HUI Mei-sheung is a solicitor practising in Hong Kong, a member of the Hong Kong 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.



林雲峯教授, JP
Professor Bernard Vincent LIM Wan-fung, JP

林雲峯教授現為香港中文大學建築學院榮譽兼任教授，多年來擔任建築師註冊管理局委員、香港建築師學會理事和前會長，致力促進社區發展及積極參與地區事務工作。他為香港城市設計學會創會會長。

林教授的研究專長及設計範疇包括大型總體規劃設計／居民參與設計、教育、醫療及公共建築、能源效益設計，以及公眾參與策劃及工作坊。

林教授現為香港房屋委員會委員、建築小組委員會主席、資助房屋小組委員會及策劃小組委員會委員。

Professor Bernard Vincent LIM is an Honorary Adjunct 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 the Hong Kong Institute of Urban Design.

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

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



劉國裕博士, JP
Dr LAU Kwok-yu, JP

劉國裕博士是香港城市大學公共政策學系副教授，專注於房屋政策、房屋管理、社會政策及行政的教學和研究。劉博士是香港房屋經理學會名譽資深會員和註冊社會工作者。

劉博士曾任多項公職，包括香港房屋委員會轄下多個小組委員會委員、葵青區議會和深水埗區議會關注公私營房屋小組成員；曾是房屋局長遠房屋策略檢討督導小組、市區重建局土地、安置及補償委員會成員，並擔任多個居民組織的顧問。

劉博士現為香港房屋協會監事會委員、香港房屋經理學會專業實務委員會增選委員、市區重建局覆核委員會增選委員、香港房屋委員會委員及轄下建築小組委員會委員。

Dr LAU Kwok-yu is an associate professor in the Department of Public Policy at the 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 Hong Kong 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 Hong Kong Housing Authority and its Building Committee.



黃遠輝先生, SBS, JP
Mr Stanley WONG Yuen-fai, SBS, JP

黃遠輝先生，57歲，生於香港。黃先生持有澳洲麥加里大學應用金融學碩士學位，是香港銀行學會資深會士和香港特許秘書及行政人員學會會員。黃先生現為城市規劃委員會副主席、市區重建局非執行董事、香港房屋協會成員、香港舞蹈團主席、首長級薪俸及服務條件常務委員會委員，以及科學博物館諮詢委員會委員。在環保方面，黃先生是能源諮詢委員會和香港地球之友董事局成員。

黃先生在銀行界累積逾40年經驗。他在1974年加入渣打銀行，於1991年成為香港渣打銀行司庫，1995年躍升為渣打銀行東北亞地區司庫，2001年至2003年為渣打銀行中國區行政總裁。黃先生於2004年7月獲委任為中國工商銀行（亞洲）有限公司董事暨副總經理，至2011年8月退休。

Mr Stanley WONG Yuen-fai, aged 57, 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 the Vice-chairman of the Hong Kong Town Planning Board, Non-executive Director of Urban Renewal Authority, a member of the Hong Kong Housing Society, the Chairman of the Hong Kong Dance Company, a member of the Standing Committee on Directorate Salaries and Conditions of Service and the Science Museum Advisory Panel. 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 40 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.

香港房屋委員會及其小組委員會
THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES



劉詩韻女士, JP
Ms Serena LAU Sze-wan, JP

劉詩韻女士為註冊專業測量師（產業測量），現任永利行集團董事總經理，具備豐富的資產評估及房地產顧問服務經驗。

劉女士持有應用科學（土地經濟）學士及工商管理碩士學位，為香港測量師學會資深會員。

劉女士目前是地產代理監管局理事會成員、輸入優秀人才及專才諮詢委員會委員、土地及建設諮詢委員會委員、香港房屋委員會及其轄下建築小組委員會委員，以及市區更新基金董事。

劉女士也是香港測量師學會前會長、香港房屋協會審核委員會委員、香港大學建築學院房地產及建設系顧問委員會委員，以及香港特別行政區政府選舉委員會委員（建築、測量及都市規劃界別分組）。

Ms Serena LAU Sze-wan, a Registered Professional Surveyor (General Practice), is the Managing Director of RHL International Group. She has extensive experience in asset valuation and real estate consultancy services.

Ms Lau holds a Bachelor of Applied Science degree in Land Economics and a Master of Business Administration degree. She is a Fellow of the Hong Kong Institute of Surveyors.

Currently, Ms Lau serves as a member of the Estate Agents Authority, the Advisory Committee on Admission of Quality Migrants and Professionals, the Land and Development Advisory Committee, the Hong Kong Housing Authority and its Building Committee. She is also a director of the Board of the Urban Renewal Fund.

Ms Lau is a former president of the Hong Kong Institute of Surveyors, and a member of the Audit Committee of the Hong Kong Housing Society, the Advisory Council for the Department of Real Estate and Construction of the University of Hong Kong's Faculty of Architecture, and the Architectural, Surveying and Planning Subsector of the Election Committee of the HKSAR Government.



温文儀先生, BBS, JP
Mr WAN Man-ye, BBS, JP

温文儀先生為註冊專業測量師（產業測量），亦為香港測量師學會和皇家特許測量師學會的資深專業會員。他曾任職於香港政府十年（1969至1979年），從事土地行政工作，離職時為高級產業測量師。隨後，温先生在一家公眾上市的地產發展集團出任物業經理達17年（1979至1996年），並於1997年成立自己的專業服務公司。任職該地產發展集團期間，温先生是四家公眾上市公司的執行董事。其專業服務公司的業務範疇涵蓋發展規劃、申請土地事宜和項目管理。

温先生曾出任長遠房屋策略檢討督導小組成員（1995至1999年）、香港房屋委員會委員（1996至2002年）、安老事務委員會委員（1997至2004年）、九廣鐵路公司管理局成員（2002至2007年）、市政服務上訴委員會小組成員（2000至2005年）和封閉令（對健康的即時危害）上訴委員會成員（2005至2011年）。温先生也是長遠房屋策略督導委員會委員（2012至2014年）。

温先生積極參與其他社會服務，現為香港青年協會義務秘書、協青社榮譽會長、香港防癌協會名譽顧問，以及佛教志蓮中學和香港兆基創意書院的校董會成員。

Mr WAN Man-ye, a Registered Professional Surveyor (General Practice), is Fellow Member of both the Hong Kong Institute of Surveyors and the Royal Institution of Chartered Surveyors. He worked for the Hong Kong Government for 10 years (1969-1979) in land administration, leaving the civil service as a Senior Estate Surveyor. He then worked as a property manager for 17 years (1979-1996) in a public listed property group before starting his own professional practice in 1997. Whilst serving in the property group, he was executive director of four public listed companies. At his professional practice, his area of work includes development planning, land application and project management.

He was a member of the Long Term Housing Strategy Review Steering Group (1995-1999), the Hong Kong Housing Authority (1996-2002), the Elderly Commission (1997-2004) and the Management Board of the Kowloon-Canton Railway Corporation (2002-2007), as well as a panel member of the Municipal Services Appeals Board (2000-2005) and the Appeal Board on Closure Orders (Immediate Health Hazard) (2005-2011). He also served as a member of the Long Term Housing Strategy Steering Committee (2012 to 2014).

Mr Wan actively participates in other community services. Currently, he is the Honorary Secretary of Hong Kong Federation of Youth Groups, the Honorary President of Youth Outreach, Honorary Advisor of the Hong Kong Anti-Cancer Society, member of the School Boards of Chi Lin Buddhist Secondary School and HKICC Lee Shau Kee School of Creativity.

香港房屋委員會及其小組委員會
THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES



謝曼怡女士, JP (財經事務及庫務局常任秘書長 (庫務))

Ms Elizabeth TSE Man-ye, JP

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

謝曼怡女士於1984年加入香港政府，任職政務主任。謝女士曾在多個決策局和部門服務，包括前保安科、前政務總署、前經濟科、前財政科、前新機場工程統籌署及前工商科。

謝女士於1999年7月至2006年4月出任庫務局副局長（後改稱財經事務及庫務局副秘書長（庫務）），2006年4月至2007年10月出任行政署長，2007年10月至2010年4月出任行政長官辦公室常任秘書長，並於2010年4月至2012年7月出任商務及經濟發展局常任秘書長（通訊及科技）。謝女士由2012年7月起出任財經事務及庫務局常任秘書長（庫務）。

Ms Elizabeth TSE Man-ye joined the Government of Hong Kong in 1984 as an Administrative Officer. 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.



甯漢豪女士, JP (地政總署署長)

Ms Bernadette LINN, JP (Director of Lands)

甯漢豪女士於1989年加入香港政府，任職政務主任。她於2005年至2008年出任教育局副秘書長，於2008年至2010年出任財經事務及庫務局副秘書長，並於2010年至2012年出任行政長官私人秘書。甯女士由2012年7月31日起出任地政總署署長。

甯女士持有香港大學文學士學位和密歇根大學（安娜堡市）傳理學碩士學位。

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.

2013/14 香港房屋委員會轄下各小組委員會委員名單

Membership of the Hong Kong Housing Authority Committees

常務小組委員會 Standing Committees

策劃小組委員會 Strategic Planning Committee

- * 張炳良教授, GBS, JP (主席)
Professor the Honourable Anthony
CHEUNG Bing-leung, GBS, JP
(Chairman)
- * 李慧賢女士, BBS, JP
Ms Angela LEE Wai-yin, BBS, JP
- * 蘇偉文教授, JP
Professor Raymond SO Wai-man, JP
- * 蔡涯棉先生, JP
Mr Michael CHOI Ngai-min, JP
- * 王永祥先生
Mr Winfield WONG Wing-cheung
- * 林雲峯教授, JP
Professor Bernard Vincent LIM
Wan-fung, JP
- * 黃遠輝先生, SBS, JP
Mr Stanley WONG Yuen-fai, SBS, JP
- * 房屋署署長 (或代表)
Director of Housing (or representative)
- 運輸及房屋局副局長
Under Secretary for Transport and
Housing
- 發展局常任秘書長 (工務) (或代表)
Permanent Secretary for Development
(Works) (or representative)
- 民政事務總署署長 (或代表)
Director of Home Affairs
(or representative)
- 規劃署署長 (或代表)
Director of Planning
(or representative)

審計附屬小組委員會 Audit Sub-committee

- * 王永祥先生 (主席)
Mr Winfield WONG Wing-cheung
(Chairman)
- * 陳漢雲教授
Professor Edwin CHAN Hon-wan
- * 蔡惠琴女士, JP
Ms Virginia CHOI Wai-kam, JP
- 陳兆根博士
Dr Alex CHAN Siu-kun
- 張國鈞先生
Mr Horace CHEUNG Kwok-kwan
- 黎永昌先生
Mr Raymond LAI Wing-chueng

建築小組委員會 Building Committee

- * 林雲峯教授, JP (主席)
Professor Bernard Vincent
LIM Wan-fung, JP (Chairman)
- * 陳漢雲教授
Professor Edwin CHAN Hon-wan
- * 李炳權先生, JP
Mr LEE Ping-kuen, JP
- * 劉國裕博士, JP
Dr LAU Kwok-yu, JP
- * 劉詩韻女士, JP
Ms Serena LAU Sze-wan, JP
- * 溫文儀先生, BBS, JP
Mr WAN Man-yeec, BBS, JP
- 林翠蓮女士, MH
Ms LAM Chui-lin, MH
- 陳兆根博士
Dr Alex CHAN Siu-kun

張達棠先生
Mr CHEUNG Tat-tong

盧偉國議員, BBS, JP
Dr the Honourable LO Wai-kwok,
BBS, JP

張仁康先生
Mr CHEUNG Yan-hong

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

李振強先生, BBS, JP
Mr Eddie LEE Chung-keung, BBS, JP

蔡海偉先生
Mr CHUA Hoi-wai

康榮江先生
Mr Wallace HONG Wing-kwong

伍美琴教授
Professor NG Mee-kam

彭長緯先生, BBS, JP
Mr Thomas PANG Cheung-wai,
BBS, JP

黃碧如女士
Ms Cleresa WONG Pie-yue

葉其菁女士
Ms Christine YIP Kee-ching

鄺君尚教授
Professor KUANG Jun-shang

蘇晴女士
Ms SO Ching

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

發展局常任秘書長 (工務) (或代表)
Permanent Secretary for Development
(Works) (or representative)

規劃署署長 (或代表)
Director of Planning
(or representative)

香港房屋委員會及其小組委員會
THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES

商業樓宇小組委員會
Commercial Properties Committee

- * 蔡涯棉先生, JP (主席)
Mr Michael CHOI Ngai-min, JP
(Chairman)
- * 方剛議員, SBS, JP
The Honourable Vincent FANG Kang,
SBS, JP
- * 葉國謙議員, GBS, JP
The Honourable IP Kwok-him,
GBS, JP
- * 楊倩紅女士, MH
Ms YEUNG Sin-hung, MH
- * 梁家傑議員, SC
The Honourable Alan LEONG
Kah-kit, SC
- * 劉文君女士
Ms Julia LAU Man-kwan
- * 黃成智先生
Mr WONG Sing-chi
- * 何周禮先生, MH
Mr Barrie HO Chow-lai, MH
- * 許美嫦女士, JP
Ms Tennesy HUI Mei-sheung, JP
- 陳志球博士, BBS, JP
Dr Johnnie Casire CHAN
Chi-kau, BBS, JP
- 李振強先生, BBS, JP
Mr Eddie LEE Chung-keung, BBS, JP
- 柯創盛先生, MH
Mr Wilson OR Chong-shing, MH
- 張賢登先生
Mr CHEUNG Yin-tung
- 曾煥平先生
Mr Joseph TSANG Hon-ping
- 雷紹麟先生
Mr Alan LUI Siu-lun
- 黃靄雲博士
Dr Evia WONG Oi-wan

- 陳旭明先生
Mr Raymond CHAN Yuk-ming
- 黃碧如女士
Ms Cleresa WONG Pie-yue
- 張國鈞先生
Mr Horace CHEUNG Kwok-kwan
- * 房屋署署長 (或代表)
Director of Housing
(or representative)
- 社會福利署署長 (或代表)
Director of Social Welfare
(or representative)

財務小組委員會
Finance Committee

- * 蘇偉文教授, JP (主席)
Professor Raymond
SO Wai-man, JP (Chairman)
- * 區嘯翔先生
Mr Albert AU Siu-cheung
- * 孔令成先生, BBS, JP
Mr Leo KUNG Lin-cheng, BBS, JP
- * 馮婉眉女士, BBS
Miss Anita FUNG Yuen-mei, BBS
- * 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
- 王國強博士, SBS, JP
Dr WONG Kwok-keung, SBS, JP
- 黃世雄先生
Mr Oscar WONG Sai-hung
- 莫家麟先生
Mr Francis MOK Gar-lon
- 孫淑貞女士
Ms Susanna SHEN Shuk-ching
- 程騰歡博士
Dr Stephen CHING Tang-foon

- * 房屋署署長 (或代表)
Director of Housing
(or representative)
- * 財經事務及庫務局常任秘書長 (庫務)
(或代表)
Permanent Secretary for
Financial Services and the Treasury
(Treasury) (or representative)
- 公務員事務局局長 (或代表)
Secretary for the Civil Service
(or representative)

資金管理附屬小組委員會
Funds Management Sub-committee

- * 蘇偉文教授, JP (主席)
Professor Raymond
SO Wai-man, JP (Chairman)
- * 馮婉眉女士, BBS
Miss Anita FUNG Yuen-mei, BBS
- * 孔令成先生, BBS, JP
Mr Leo KUNG Lin-cheng, BBS, JP
- * 區嘯翔先生
Mr Albert AU Siu-cheung
- 鍾瑞明博士, GBS, JP
Dr CHUNG Shui-ming, GBS, JP
- 黎永昌先生
Mr Raymond LAI Wing-chueng
- 黃世雄先生
Mr Oscar WONG Sai-hung
- 姚尚敏女士
Ms Stella YIU Sheung-mun
- * 房屋署署長 (或代表)
Director of Housing
(or representative)

香港房屋委員會及其小組委員會
THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES

資助房屋小組委員會
Subsidised Housing Committee

- * 黃遠輝先生, SBS, JP (主席)
Mr Stanley WONG
Yuen-fai, SBS, JP (Chairman)
- * 李慧賢女士, BBS, JP
Ms Angela LEE Wai-yin, BBS, JP
- * 楊倩紅女士, MH
Ms YEUNG Sin-hung, MH
- * 葉國謙議員, GBS, JP
The Honourable IP Kwok-him, GBS, JP
- * 黃國健議員, BBS
The Honourable WONG Kwok-kin, BBS
- * 蔡涯棉先生, JP
Mr Michael CHOI Ngai-min, JP
- * 方敏生女士, BBS, JP
Ms Christine FANG
Meng-sang, BBS, JP
- * 黃成智先生
Mr WONG Sing-chi
- * 林雲峯教授, JP
Professor Bernard Vincent LIM
Wan-fung, JP
- * 陳漢雲教授
Professor Edwin CHAN Hon-wan
- 李錦明先生, MH
Mr LEE Kam-ming, MH
- 文裕明先生
Mr MAN Yu-ming
- 陸勁光先生
Mr LUK King-kwong
- 張洪秀美女士, JP
Mrs CHEUNG ANG Siew-mei, JP
- 柯創盛先生, MH
Mr Wilson OR Chong-shing, MH
- * 房屋署署長 (或代表)
Director of Housing
(or representative)
- 運輸及房屋局副局長
Under Secretary for Transport and
Housing

民政事務總署署長 (或代表)
Director of Home Affairs
(or representative)

社會福利署署長 (或代表)
Director of Social Welfare
(or representative)

投標小組委員會
Tender Committee

- * 李慧賢女士, BBS, JP (主席)
Ms Angela LEE Wai-yin, BBS, JP
(Chairman)
- * 梁家傑議員, SC
The Honourable Alan LEONG
Kah-kit, SC
- * 劉文君女士
Ms Julia LAU Man-kwan
- * 李炳權先生, JP
Mr LEE Ping-kuen, JP
- * 王永祥先生
Mr Winfield WONG Wing-cheung
- * 何周禮先生, MH
Mr Barrie HO Chow-lai, MH
- * 許美嫦女士, JP
Ms Tennesy HUI Mei-sheung, JP
- 張達棠先生
Mr CHEUNG Tat-tong
- 王國強博士, SBS, JP
Dr WONG Kwok-keung, SBS, JP
- 李振強先生, BBS, JP
Mr Eddie LEE
Chung-keung, BBS, JP
- 盧偉國議員, BBS, JP
Dr the Honourable
LO Wai-kwok, BBS, JP
- 康榮江先生
Mr Wallace HONG Wing-kwong
- * 房屋署署長 (或代表)
Director of Housing
(or representative)

* 香港房屋委員會委員
Member of the Hong Kong
Housing Authority

各委員的簡歷及稱謂是根據截至
2014年3月31日的資料編寫。
Biographies and titles of
members were compiled with
reference to information
as at 31 March 2014.

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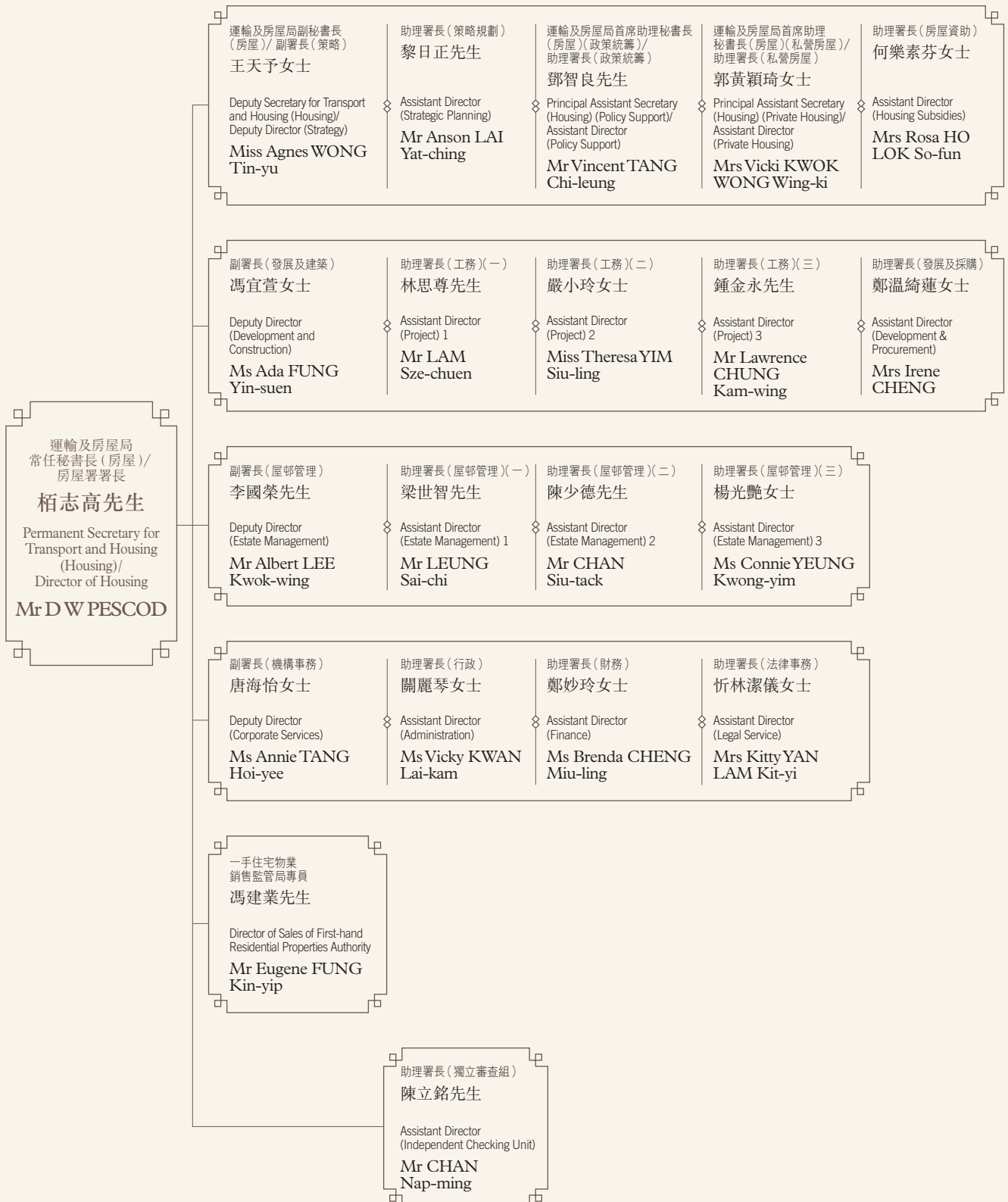
01 香港房屋委員會組織及職能

The Hong Kong Housing Authority Organisation and Functions

截至 As at 31.3.2014



02 房屋署首長級人員⁽¹⁾ Housing Department Directorate⁽¹⁾ 截至 As at 31.3.2014



註 Note:

(1) 此表只列載擔任首長級薪酬第2點或以上常額職位的人員。

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

03 租住單位編配 Allocation of Rental Flats

類別	Categories	截至 As at 31.3.2014		截至 As at 31.3.2013	
		單位 Flats	人數 People	單位 Flats	人數 People
公屋輪候冊	Waiting List	23 307	52 564	15 551	34 237
整體重建、屋邨清拆及大型維修	Comprehensive Redevelopment Programme, Estate Clearance and Major Repairs	85	203	2 527	6 748
清拆	Clearance				
1. 政府清拆項目 / 市區重建局	1. Government Clearance Projects / Urban Renewal Authority	211	433	140	320
2. 中轉房屋居民調遷公屋 / 中轉房屋清拆	2. Interim Housing Trawling / Interim Housing Clearance	0	0	0	0
緊急安置	Emergency	1	1	0	0
初級公務員及退休公務員	Junior Civil Servants and Pensioners	906	2 539	828	2 329
體恤安置	Compassionate	2 093	4 792	2 213	5 041
各類調遷及紓緩擠迫 / 改善居住空間調遷計劃	Transfers and Overcrowding Relief / Living Space Improvement Transfer Scheme	6 645	18 017	5 751	15 587
合計	Total	33 248⁽¹⁾	78 549	27 010⁽²⁾	64 262

註 Note:

- (1) 不包括5 808個編配中的單位。
Excluding 5 808 flats under offer.
- (2) 不包括11 116個編配中的單位。
Excluding 11 116 flats under offer.

04 租住房屋數目 Rental Housing Stock

		截至 As at 31.3.2014		截至 As at 31.3.2013	
		單位數目	認可居民人數	單位數目	認可居民人數
公共租住屋邨 ⁽¹⁾	Public Rental Housing Estates ⁽¹⁾	No. of Flats	Authorised Population	No. of Flats	Authorised Population
區議會分區	District Council District				
中西區	Central and Western	636	2 121	636	2 123
東區	Eastern	35 160	100 537	35 275	101 069
南區	Southern	26 588	75 568	26 743	76 124
油尖旺	Yau Tsim Mong	2 820	8 242	2 820	8 303
深水埗	Sham Shui Po	55 020	138 969	52 281	134 181
九龍城	Kowloon City	29 608	70 933	16 240	44 883
黃大仙	Wong Tai Sin	76 001	210 457	76 350	211 710
觀塘	Kwun Tong	128 319	340 324	128 624	341 111
葵青	Kwai Tsing	100 258	281 243	99 759	281 805
荃灣	Tsuen Wan	21 733	59 522	21 734	59 964
屯門	Tuen Mun	57 594	146 254	57 293	146 325
元朗	Yuen Long	63 083	193 800	63 394	195 605
北區	North	22 688	64 723	23 077	66 230
大埔	Tai Po	17 978	50 152	18 497	52 161
沙田	Sha Tin	62 007	170 945	60 822	167 364
西貢	Sai Kung	28 415	84 306	28 644	85 211
離島	Islands	15 769	52 784	15 769	52 748
合計	Total	743 677	2 050 880	727 958	2 026 917

		截至 As at 31.3.2014		截至 As at 31.3.2013	
		單位數目	認可居民人數	單位數目	認可居民人數
中轉房屋	Interim Housing	No. of Flats	Authorised Population	No. of Flats	Authorised Population
區議會分區	District Council District				
屯門	Tuen Mun	2 160	2 389	1 904	2 111
葵青	Kwai Tsing	1 928	1 316	1 928	1 465
元朗	Yuen Long	840	795	840	900
合計	Total	4 928	4 500	4 672	4 476

註 Note:

(1) 數字不包括由1998年起在租者置其屋計劃下所出售的租住單位。

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 31.3.2014

	區議會分區	District Council District	單位數目 Number of Flats
推出發售的居有其屋計劃 (居屋) 單位 ⁽¹⁾ Home Ownership Scheme (HOS) Flats ⁽¹⁾	東區	Eastern	13 893
	南區	Southern	6 726
	深水埗	Sham Shui Po	3 844
	九龍城	Kowloon City	1 800
	黃大仙	Wong Tai Sin	20 506
	觀塘	Kwun Tong	27 096
	葵青	Kwai Tsing	12 819
	屯門	Tuen Mun	20 835
	元朗	Yuen Long	19 327
	北區	North	12 566
	大埔	Tai Po	13 037
	沙田	Sha Tin	39 101
	西貢	Sai Kung	22 127
	離島	Islands	2 967
		合計	Total
推出發售的私人機構參建居屋計劃 (私人參建計劃) 單位 ⁽¹⁾ Private Sector Participation Scheme (PSPS) Flats ⁽¹⁾	東區	Eastern	17 990
	南區	Southern	3 130
	油尖旺	Yau Tsim Mong	3 908
	黃大仙	Wong Tai Sin	11 364
	觀塘	Kwun Tong	6 410
	葵青	Kwai Tsing	840
	屯門	Tuen Mun	19 712
	北區	North	5 872
	大埔	Tai Po	3 928
	沙田	Sha Tin	12 914
	西貢	Sai Kung	13 766
		合計	Total
推出發售的可租可買計劃及重建置業計劃單位 ⁽¹⁾ Buy or Rent Option Scheme (BRO) and Mortgage Subsidy Scheme (MSS) Flats ⁽¹⁾	油尖旺	Yau Tsim Mong	629
	九龍城	Kowloon City	1 096
	黃大仙	Wong Tai Sin	640
	葵青	Kwai Tsing	1 920
	元朗	Yuen Long	2 560
	北區	North	800
		合計	Total
已出售的租者置其屋計劃 (租置計劃) 單位 ⁽²⁾ Tenants Purchase Scheme (TPS) Sold Flats ⁽²⁾	東區	Eastern	2 644
	南區	Southern	7 440
	深水埗	Sham Shui Po	4 691
	黃大仙	Wong Tai Sin	16 724
	觀塘	Kwun Tong	10 254
	葵青	Kwai Tsing	11 020
	屯門	Tuen Mun	10 839
	元朗	Yuen Long	4 348
	北區	North	12 538
	大埔	Tai Po	14 172
	沙田	Sha Tin	21 319
	西貢	Sai Kung	10 262
		合計	Total
	總計	Grand Total	450 374

註 Note:

- (1) 居屋 / 私人參建計劃 / 可租可買計劃 / 重建置業計劃單位包括可在公開市場買賣的單位 (第三期乙之前出售的居屋單位及已繳補價單位), 但不包括未售出的單位。
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 unsold flats.
- (2) 已出售的租置計劃單位包括可在公開市場買賣的單位 (已繳補價單位), 但不包括售回給香港房屋委員會的單位。
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 Hong Kong Housing Authority.

06A 資格準則 Eligibility Criteria

公共租住房屋的申請資格準則 Eligibility Criteria for Public Rental Housing Applicants on the Waiting List

申請類別 Type of Applications				
資格準則 Eligibility Criteria	一般家庭 Ordinary Families	高齡單身人士優先配屋計劃 Single Elderly Persons Priority Scheme	共享頤年優先配屋計劃 Elderly Persons Priority Scheme	天倫樂優先配屋計劃 ⁽¹⁾ Harmonious Families Priority Scheme ⁽¹⁾
申請人年齡 Applicant's Age	年滿18歲。 At least 18 years of age.	申請人必須年滿58歲，而在配屋時必須年滿60歲。 The Applicant must be 58 years of age or above, and must have attained the age of 60 at the time of flat allocation.	申請表內的所有人士必須年滿58歲，而在配屋時全部人士必須年滿60歲。 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.	年滿18歲（有關的高齡人士必須年滿60歲或以上）。 At least 18 years old (the elderly persons must have attained the age of 60 or over).
住戶人數 Household Size	最少兩名有親屬關係的人士合伙共住。非長者一人申請者會納入「配額及計分制」辦理。 At least two related persons living together. Non-elderly one-person applicants are placed on a Quota and Points System.	高齡單身人士會被編配入住長者住屋、經改建的單位或獨立單位。 Single elderly applicants will be allocated Housing for Senior Citizens, converted flats or self-contained flats.	兩名或更多長者，無論有親屬關係與否，獲配單位後須合伙共住。 Two or more elderly persons, either related or unrelated, who undertake to live together upon allocation.	申請的家庭必須為不少於兩人的家庭，其中包括最少一名年老親屬。 The applicant's family must be composed of at least two persons with at least one elderly relative.
每月住戶收入 Monthly Household Income	住戶收入不得超逾入息限額，該限額每年檢討一次。 Not exceeding the income limits which are reviewed annually.			
家庭資產總值 Household Asset	申請人及家庭成員所擁有的總資產淨值不得超逾總資產淨值限額，該限額每年檢討一次。 The family should not own total net assets exceeding the total net asset limits which are reviewed annually.			
擁有物業 Property Ownership	由填寫「公屋輪候冊申請表」當日起計，直至透過申請獲配公屋並簽訂新租約該日為止，申請人及其家庭成員在香港並無： (a) 擁有或與他人共同擁有香港任何住宅物業或該類物業的任何權益（例如：擁有香港任何住宅物業權益的產業受託人、遺囑執行人、管業人或受益人均不合資格提出申請）；或 (b) 簽訂任何協議（包括臨時協議）購買香港的住宅物業；或 (c) 持有任何直接或透過附屬公司擁有住宅樓宇的公司50%以上的股權。住宅樓宇包括在香港的任何樓宇、未落成的私人住宅樓宇、經建築事務監督認可的天台構築物、用作居住用途的屋地及由地政總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	配屋時，申請表內必須有至少一半成員在香港住滿七年及所有成員仍在香港居住。18歲以下子女在以下情況一律視作已符合七年居港年期規定： (a) 不論在何處出生，只要父母其中一人居港滿七年；或 (b) 在香港出生並已確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.			

註 Note:

- (1) 凡根據此項計劃申請公屋的家庭，只要符合申請資格，會比一般家庭申請提早六個月獲得處理。
Eligible families under this scheme will enjoy a six-month period of priority processing over the application by ordinary families.
- (a) 選擇與長者同住一單位：
- 申請家庭最少有兩名成員，其中必須包括最少一名年長父 / 母或受供養的年老親屬。
 - 不論申請人是由年老親屬還是另一名成年的家庭成員擔任，雙方均須於接受核實配屋資格面晤時簽署一份意願書，聲明較年輕的一方成員會照顧年老親屬，並一同居住。
- 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) 選擇分別入住兩個就近的單位：
- 申請家庭必須為核心家庭，連同最少一名年長父 / 母或受供養的年老親屬，分別以兩份申請表，選擇位於市區以外同一輪候冊地區內兩個就近的公屋單位。
 - 雙方均須於審查面晤時簽署一份意願書，聲明在獲得編配有關單位後，年青家庭會給予其年老親屬適當的照顧。
- 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 資格準則 (續)

Eligibility Criteria (continued)

入息及總資產淨值限額 (2014年4月1日起生效) Income and Total Net Asset Limits (Effective from 1 April 2014)	家庭人數		每月最高入息限額 ⁽¹⁾ (1.4.2014生效) Maximum Income Limit (per Month) ⁽¹⁾ (Effective from 1.4.2014)	總資產淨值限額 ⁽²⁾ (1.4.2014生效) Total Net Asset Limit ⁽²⁾ (Effective from 1.4.2014)
	Family Size	Family Size		
	一人	1 person	\$9,670	\$221,000
	二人	2 persons	\$14,970	\$299,000
	三人	3 persons	\$19,820	\$390,000
	四人	4 persons	\$23,910	\$455,000
	五人	5 persons	\$27,490	\$506,000
	六人	6 persons	\$30,780	\$547,000
	七人	7 persons	\$34,220	\$585,000
	八人	8 persons	\$36,550	\$613,000
	九人	9 persons	\$41,020	\$677,000
	十人及以上	10 or more persons	\$43,030	\$729,000

非親屬關係之長者住戶入息及 總資產淨值限額 (2014年4月1日起生效) Income and Total Net Asset Limits for Non-related Elderly Households (Effective from 1 April 2014)	住戶人數		每月最高入息限額 ⁽¹⁾ (1.4.2014生效) Maximum Income Limit (per Month) ⁽¹⁾ (Effective from 1.4.2014)	總資產淨值限額 ⁽²⁾ (1.4.2014生效) Total Net Asset Limit ⁽²⁾ (Effective from 1.4.2014)
	Household Size	Household Size		
	二人	2 persons	\$17,960	\$598,000
	三人	3 persons	\$23,780	\$780,000
	四人	4 persons	\$28,690	\$910,000
	五人	5 persons	\$32,990	\$1,012,000
	六人	6 persons	\$36,940	\$1,094,000
	七人	7 persons	\$41,060	\$1,170,000
	八人	8 persons	\$43,860	\$1,226,000
	九人	9 persons	\$49,220	\$1,354,000
	十人及以上	10 or more persons	\$51,640	\$1,458,000

註 Note:

- (1) 強制性公積金或公積金計劃下的法定供款可於申報入息時獲得扣除。
The amount of statutory contribution to the Mandatory Provident Fund or Provident Fund Scheme can be deducted when making income declaration.
- (2) 若全部家庭成員均為年滿60歲或以上的長者，其總資產淨值限額為上表所示限額的兩倍（即1人至10人及以上長者家庭的總資產淨值限額分別為442,000元、598,000元、780,000元、910,000元、1,012,000元、1,094,000元、1,170,000元、1,226,000元、1,354,000元和1,458,000元）。
If all member(s) of a family is/are elderly person(s) of age 60 or above, the total net asset limit for the family will double the amount as shown in the above table. (i.e. the total net asset limits for elderly families with 1 to 10 or more persons are \$442,000, \$598,000, \$780,000, \$910,000, \$1,012,000, \$1,094,000, \$1,170,000, \$1,226,000, \$1,354,000 and \$1,458,000).

06B 資格準則 (續) Eligibility Criteria (continued)

擴展居屋第二市場至白表買家資格準則 Eligibility Criteria for Extending the HOS Secondary Market to White Form Buyers	
申請人類別 Categories of Applicants	1. 私營房屋的住戶； Households living in private housing; 2. 香港房屋委員會（房委會）或房屋協會轄下的公屋或任何資助房屋計劃單位的家庭成員；及 Family members of households living in public rental housing (PRH) or any subsidised housing scheme units under the Hong Kong Housing Authority (HA) or the Housing Society; and 3. 根據房委會「租者置其屋計劃」（租置計劃）與房委會簽訂轉讓契據日期起計10年內的「租置計劃」單位業主。 Flat owners under the Tenants Purchase Scheme (TPS) within 10 years from the date of Assignment of their TPS flats with the HA.
家庭收入及資產限額 Household Income and Asset Limits	申請人及其家庭成員須符合房委會就本計劃訂定的入息及資產限額。 ⁽¹⁾ The total monthly household income and the total net value of their assets should meet the limits set by the HA for the scheme. ⁽¹⁾
住宅物業擁有權 Domestic Property Ownership	申請人及其家庭成員須符合本計劃所列住宅物業擁有權的限制。 ⁽²⁾ The applicant and his / her family members have to fulfil the domestic property ownership restriction of the scheme. ⁽²⁾
居港年期 Length of Residence	申請人須符合本計劃所列的居港年期限制。 ⁽³⁾ The applicant has to fulfil the length of residence restriction of the scheme. ⁽³⁾
申請人年齡 Applicant's Age	年滿18歲。 At least 18 years of age.
家庭組合 Household Composition	單身人士或最少兩名成員的家庭組合。 Single person or at least two persons household composition.

註 Note :

家庭人數	Family Size	每月家庭總入息限額*		家庭總資產淨值限額 [#]
		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

* 按強制性公積金計劃所作的法定供款會從住戶收入中扣除以計算入息。計入法定強積金供款後的相等入息限額，載於括弧內。
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.

[#] 四人長者戶的資產限額，採用較高的公共租住房屋的申請資產限額，即\$836,000元。
For elderly four-person household applicants, the higher Waiting List Asset Limit of \$836,000 applies.

- (2) 由申請截止日期之前的24個月起，直至申請「提名信」止，申請人及其家庭成員不得(i)擁有或與人共同擁有任何住宅樓宇；或(ii)簽訂任何協議購買任何住宅樓宇；或(iii)持有直接或透過附屬公司擁有住宅樓宇的公司一半以上的股權；或(iv)不得為本港任何住宅物業（包括土地）的受益人。住宅樓宇包括在香港的任何住宅樓宇、未落成的私人住宅樓宇、經建築事務監督認可的天台搭建物、用作居住用途的屋地及由地政總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 of 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) 申請人在申請截止日期或之前已在香港居住滿7年，其在香港的居留不受附帶逗留條件所限制（與逗留期限有關的條件除外）。
- 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 各類屋邨代表租金 Typical Rents

截至As at 31.3.2014

類型 Type	落成年份 Year of completion	居住單位總數 Stock of flats	代表性面積* (以平方米計) Typical size of flats* (in m ²)	居住 單位數目 Number of flats	每月平均 租金(元) Average monthly rents (\$)	元(每平方米 每月計) \$/sq. m. per month
前屋宇建設委員會 屋邨 Former Housing Authority Estates	1958-1965	14 765	24.1	2 381	1,059	43.9
			30.6	3 733	1,343	43.9
			41.2	1 298	1,809	43.9
	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
			36.5	1 256	1,504	41.2
香港房屋委員會屋邨 The Hong Kong Housing Authority Estates	1973年以後 Post 1973	329 777 (市區) ⁽¹⁾ (Urban) ⁽¹⁾	16.3	6 973	1,058	64.8
			23.5	4 889	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
		216 545 (擴展市區) ⁽²⁾ (Extended Urban) ⁽²⁾	17.8	2 440	1,108	62.2
			22.0	3 295	1,362	62.0
			34.4	5 314	2,147	62.3
			43.3	5 723	2,696	62.3
			51.8	2 240	2,594	50.1
		169 851 (新界) ⁽³⁾ (N.T.) ⁽³⁾	12.0	2 607	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

註 Notes: * 載於此附錄的居住單位，其面積為每一類型單位中所屬面積範圍內為數最多者，故具代表性。
In compiling this appendix, the dominant size of each type of flat was selected to illustrate a representative range.

- (1) 市區包括香港島及九龍。
Urban includes Hong Kong Island and Kowloon.
- (2) 擴展市區包括荃灣、葵涌、青衣、沙田、馬鞍山、將軍澳及東涌。
Extended Urban includes Tsuen Wan, Kwai Chung, Tsing Yi, Sha Tin, Ma On Shan, Tseung Kwan O and Tung Chung.
- (3) 新界包括粉嶺、上水、屯門、元朗、天水圍、大埔及離島，但不包括東涌。
N.T. includes Fanling, Sheung Shui, Tuen Mun, Yuen Long, Tin Shui Wai, Tai Po and Outlying Islands excluding Tung Chung.

08 統計數字一覽表

Statistics

截至As at 31.3.2014

		數目 Number
屋邨 / 屋苑	Estates / Courts	404
租住公屋 ⁽¹⁾	Public Rental Housing (PRH) ⁽¹⁾	168
中轉房屋 ⁽²⁾	Interim Housing (IH) ⁽²⁾	1
居者有其屋計劃 (居屋) ⁽³⁾	Home Ownership Scheme (HOS) ⁽³⁾	142
私人機構參建居屋計劃 (私人參建計劃) ⁽³⁾	Private Sector Participation Scheme (PSPS) ⁽³⁾	48
可租可買計劃 / 重建置業計劃 ⁽⁴⁾	Buy or Rent Option Scheme (BRO) / Mortgage Subsidy Scheme (MSS) ⁽⁴⁾	6
租者置其屋計劃 (租置計劃)	Tenants Purchase Scheme (TPS)	39
租住公屋認可人口	Authorised Population	2 055 380
租住公屋	PRH	2 050 880
中轉房屋	IH	4 500
資助出售房屋居住人口 (估計數字)⁽⁵⁾	Resident Population in Subsidised Sale Flats (estimated population)⁽⁵⁾	1 137 000
居住單位數目	Stock of Flats	1 198 980
租住公屋	PRH	743 677
中轉房屋	IH	4 928
居屋 ⁽⁶⁾	HOS ⁽⁶⁾	216 644
私人參建計劃 ⁽⁶⁾	PSPS ⁽⁶⁾	99 834
可租可買計劃 / 重建置業計劃 ⁽⁶⁾	BRO / MSS ⁽⁶⁾	7 645
租置計劃 (已售出單位) ⁽⁷⁾	TPS (sold flats) ⁽⁷⁾	126 251
未售出的單位	Unsold flats	1
興建中的單位數目	Number of Flats under Construction	58 748
租住屋邨 / 居者有其屋計劃	Rental / HOS	58 748
臨時收容中心⁽⁸⁾	Transit Centres⁽⁸⁾	3
租住認可人口	Authorised Rental Population	148
托兒所	Nurseries	91⁽⁹⁾ 361⁽¹⁰⁾
幼兒園	Kindergartens	214⁽⁹⁾ 226⁽¹⁰⁾
學校	Schools	228⁽⁹⁾ 265⁽¹⁰⁾
圖書館及溫習室	Libraries and Study Rooms	57⁽⁹⁾ 237⁽¹⁰⁾
福利及康樂用途單位⁽¹¹⁾	Welfare and Amenity Premises⁽¹¹⁾	1 444⁽⁹⁾ 6 892⁽¹⁰⁾
舖位	Shops	1 727
街市檔位 (包括熟食檔位)	Market Stalls (including cooked food stalls)	1 148
工廠單位⁽¹²⁾	Factory Units⁽¹²⁾	8 537

註 Note:

- (1) 租住公屋屋邨不包括39個租置計劃屋邨、兩個有租住公屋大廈 / 單位的可租可買計劃 / 重建置業計劃屋苑及一個有租住公屋大廈 / 單位的居屋屋苑。PRH estates exclude those 39 TPS estates, 2 BRO / MSS and 1 HOS courts with PRH blocks / units.
- (2) 中轉房屋不包括兩個有中轉屋大廈 / 單位的公共租住屋邨 (寶田及石梨 (二))。Interim Housing (IH) excludes 2 PRH estates (Po Tin and Shek Lei (II)) with IH blocks / units.
- (3) 居屋 / 私人參建計劃屋苑包括第三期乙之前出售的居屋屋苑。HOS / PSPS courts include pre-Phase 3B HOS courts.
- (4) 可租可買計劃 / 重建置業計劃屋苑不包括一個有可租可買計劃 / 重建置業計劃單位的居屋屋苑 (天頌苑)。BRO / MSS courts exclude 1 HOS court (Tin Chung Court) with BRO / MSS units.
- (5) 資助出售房屋居民人數包括居住於居屋、私人參建計劃、可租可買計劃 / 重建置業計劃及租置計劃單位的居民，但不包括居於可在公開市場買賣單位 (已繳補價單位) 的居民。居住人口數字是根據政府統計處進行的綜合住戶統計調查結果計算。Subsidised sale flats population include those residing in HOS, PSPS, BRO / MSS and TPS flats but exclude 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 the Census and Statistics Department.
- (6) 居屋 / 私人參建計劃 / 可租可買計劃 / 重建置業計劃單位包括可在公開市場買賣的單位 (第三期乙之前出售的居屋單位及已繳補價單位)，但不包括未售出的單位。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 unsold flats.
- (7) 已售出的租置計劃單位包括可在公開市場買賣的單位 (已繳補價單位)，但不包括售回給香港房屋委員會的單位。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 Hong Kong Housing Authority.
- (8) 包括石梨臨時居所。Including Shek Lei Temporary Accommodation.
- (9) 數字是以機構單位計算。Figures are counted on an establishment basis.
- (10) 數字是以單位數量計算。Figures are counted on unit basis.
- (11) 包括托兒所、圖書館和溫習室。Including nurseries, libraries and study rooms.
- (12) 包括位於工廠大廈的非製造業用途舖位。Including non-manufacturing shops in factory buildings.

09 2009/10財政年度至2013/14財政年度運作結果

Operating Results for Financial Years 2009/10 to 2013/14

過去五個年度之撮要 Summary for the past 5 years

		2009/10	2010/11	2011/12	2012/13	2013/14
		百萬元 \$M	百萬元 \$M	百萬元 \$M	百萬元 \$M	百萬元 \$M
租住房屋	Rental Housing					
收入	Income	9,926	9,517	10,609	10,413	11,899
開支	Expenditure	(11,390)	(10,441)	(11,210)	(11,647)	(12,078)
運作赤字	Operating deficit	(1,464)	(924)	(601)	(1,234)	(179)
商業樓宇	Commercial					
收入	Income	1,366	1,428	1,616	1,858	2,095
開支	Expenditure	(905)	(863)	(1,018)	(1,120)	(1,181)
運作盈餘	Operating surplus	461	565	598	738	914
資助自置居所	Home Ownership Assistance					
收入	Income	3,968	7,519	1,920	2,641	3,707
開支	Expenditure	(1,379)	(3,172)	(443)	(542)	(1,513)
運作盈餘	Operating surplus	2,589	4,347	1,477	2,099	2,194
未計入非運作項目的 綜合運作盈餘	Consolidated Operating Surplus before non-operating items					
收入	Income	15,260	18,464	14,145	14,912	17,701
開支	Expenditure	(13,674)	(14,476)	(12,671)	(13,309)	(14,772)
未計入非運作項目的 綜合運作盈餘	Consolidated operating surplus before non-operating items	1,586	3,988	1,474	1,603	2,929
非運作項目的特別收入/ (開支)淨額	Net special income/(expenditure) on non-operating items					
		(57)	72	(137)	(98)	(80)
包括非運作項目的 綜合運作盈餘	Consolidated Operating Surplus including non-operating items					
		1,529	4,060	1,337	1,505	2,849

10 2009/10財政年度至2013/14財政年度資本開支

Capital Expenditure for Financial Years 2009/10 to 2013/14

過去五個年度之撮要 Summary for the past 5 years

		2009/10	2010/11	2011/12	2012/13	2013/14
		百萬元 \$M	百萬元 \$M	百萬元 \$M	百萬元 \$M	百萬元 \$M
建築工程	Construction	5,511	6,138	7,291	8,639	8,911
改善工程	Improvement works	384	471	666	682	657
電腦系統	Computer systems	127	177	192	189	153
資本開支總額	Total Capital Expenditure	6,022	6,786	8,149	9,510	9,721

11 過去十年公營房屋建屋量⁽¹⁾

Public Housing Production in the Past 10 Years⁽¹⁾

年份	Year	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
出租單位	Rental Flats										
香港房屋委員會 (房委會) ⁽²⁾	The Hong Kong Housing Authority (HA) ⁽²⁾	24 682	17 153	7 192	13 726	19 050	15 389	13 672	11 186	13 114	14 057
房屋協會 (房協) ⁽³⁾	Housing Society (HS) ⁽³⁾	333	0	0	872	0	0	0	0	0	0
合計	Total	25 015	17 153	7 192	14 598	19 050	15 389	13 672	11 186	13 114	14 057
出售單位	Sale Flats										
房委會 ⁽⁴⁾	HA ⁽⁴⁾	0	0	1 200	1 386	1 624	370	1 110	0	0	0
房協 ⁽⁵⁾	HS ⁽⁵⁾	0	0	576	576	0	0	0	0	0	0
合計	Total	0	0	1 776	1 962	1 624	370	1 110	0	0	0
總計	Grand Total	25 015	17 153	8 968	16 560	20 674	15 759	14 782	11 186	13 114	14 057

註 Note:

- 從2005年5月起，公營房屋建屋量的房屋類別之分類經修訂如下列註(2)至註(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.
- 房委會的租住房屋建屋落成量包括公共租住房屋（公屋）、中轉房屋和那些由剩餘的居者有其屋（居屋）計劃轉作公屋的項目單位。由公屋轉作出售用途的可租可買計劃／重建置業計劃的單位則不包括在內。
The HA's 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.
- 房協的租住房屋建屋落成量包括租住房屋和長者安居樂計劃下的出租單位。長者安居樂計劃出租單位是以長期租約推出，並需申請人繳付一筆租住權費。
HS's 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.
- 房委會的資助出售單位建屋落成量包括居屋計劃、私人機構參建居屋計劃（私人參建計劃）和可租可買計劃／重建置業計劃。從2002年至2004年期間落成而未定用途的剩餘居屋計劃／私人參建計劃單位的落成時間以其首次推售時間為準。
The HA's 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.
- 房協出售房屋單位的建屋落成量包括住宅發售計劃、夾心階層住屋計劃和市區改善計劃。於2002年落成而未定用途的剩餘住宅發售計劃單位的落成時間以其首次推售時間為準。
HS's 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 建造業意外統計 Construction Accidents Statistics

2013

意外數字	Accidents	
總數 (全港)	Total number (Hong Kong)	3 232
新建工程 (香港房屋委員會 (房委會))	New construction works (The Hong Kong Housing Authority (HA))	55
維修及保養 (房委會)	Repair and Maintenance works (HA)	16
總數 (房委會)	Total number (HA)	71
房委會佔全港總數百分比	HA as % total	2.2%
每千名工人 (全港)	Number per 1 000 workers (Hong Kong)	40.8
每千名工人 (房委會新建工程)	Number per 1 000 workers (HA new construction works)	7.3
每千名工人 (房委會維修及保養工程)	Number per 1 000 workers (HA Repair and Maintenance works)	4.1
死亡數字		
Deaths		
總數 (全港)	Total number (Hong Kong)	22
總數 (房委會新建工程)	Total number (HA new construction works)	1
總數 (房委會維修及保養工程)	Total number (HA Repair and Maintenance works)	0
房委會新建工程佔總數百分比	HA new construction works as % total	4.5%
房委會維修及保養工程佔總數百分比	HA Repair and Maintenance works as % total	0%
每千名工人 (全港)	Number per 1 000 workers (Hong Kong)	0.28
每千名工人 (房委會新建工程)	Number per 1 000 workers (HA new construction works)	0.13
每千名工人 (房委會維修及保養工程)	Number per 1 000 workers (HA Repair and Maintenance works)	0
建造業工人受聘數字		
Construction Workers Employed		
總數 (全港)	Total number (Hong Kong)	79 303
總數 (房委會新建工程)	Total number (HA new construction works)	7 556
房委會新建工程佔總數百分比	HA new construction works as % total	9.5%
總數 (房委會維修及保養工程)	Total number (HA Repair and Maintenance works)	3 897
房委會維修及保養工程佔總數百分比	HA Repair and Maintenance works as % total	4.9%

13 服務承諾 Performance Pledge

為確保服務更能符合公眾期望及與時並進，香港房屋委員會（房委會）訂立了一套38項的服務承諾。這套服務承諾涵蓋我們與市民大眾及主要服務對象有所接觸的運作。我們將因應服務對象的需求而就有關服務承諾作出適時的檢討。

To ensure our services can better meet public expectation and move with time, the Hong Kong Housing Authority (HA) 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.

服務承諾 Performance Pledge	服務目標 Performance Target	2013年實際成績* Achievement* in 2013
公屋輪候冊申請人 Waiting List Applicants		
1 我們會在確認收到申請表格後的3個月內，以書面通知申請人是否成功獲登記於公屋輪候冊內。 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%	99.94%
2 在申請到達調查階段時，我們會預先1星期前通知申請人核實配屋資格面晤的時間。 When an application reaches the investigation stage, we will give the applicant 1 week's advance notice of the vetting interview.	99%	100%
3 我們會在30分鐘內接見準時出席核實配屋資格面晤的申請人。 We will conduct the vetting interview within 30 minutes of the appointed time if the applicants arrive on time.	99%	100%
4 申請人在調查階段的核實配屋資格面晤中提供齊備的資料後，我們會進行審查及核實，於2個月內通知申請人是否符合編配資格。 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%	99.99%
5 在接獲社會福利署體恤安置個案推薦後，我們會於3星期內與申請人面晤核實配屋資格。 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 房屋署設有網上電子服務及房委會熱線2712 2712供申請人查詢申請進度。我們會更新系統內有關之申請進度資料至上一個工作天完結的情況。 We have set up the e-service on the web and the HA Hotline 2712 2712 enabling applicants to enquire on the progress of their applications. We will update the status of the relevant application progress data in the system as at the end of the preceding working day.	99%	100%
公屋住戶 Public Rental Housing Tenants		
7 我們會在7分鐘內接待前來屋邨辦事處的公屋住戶。 We will attend to tenants within 7 minutes when they visit our estate office during office hours.	95%	99.90%
8 在收租服務時間內，我們會在18分鐘內接待前來屋邨辦事處繳交租金的公屋住戶。 We will attend to tenants within 18 minutes when they pay rent at our estate office during rent collection service hours.	95%	99.93%

13 服務承諾 (續) Performance Pledge (continued)

服務承諾 Performance Pledge	服務目標 Performance Target	2013年實際成績* Achievement* in 2013
<p>9 如前租戶提供齊備資料及沒有拖欠房委會款項，我們會在接獲其退款申請2星期內退回住宅單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 HA.</p>	90%	96.27%
<p>10 關於更換戶主、特別調遷、租金援助、交回較低租金、平安鐘安裝津貼的申請，如公屋住戶提供的資料齊備，我們會在10天內作初步答覆。</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>	100%	100%
<p>就上述的申請，我們會在18天內給公屋住戶確實答覆。如我們未能在18天內作出確實答覆，會在作出確實答覆限期前及其後每月告知公屋住戶申請進展。</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>	95%	100%
<p>11 屋邨辦事處在收到有關屋邨的護衛和清潔服務的投訴後12小時內處理。</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%	99.91%
<p>12 如申請人提供的資料齊備，我們在收到根據「居屋第二市場計劃」提交的「購買資格證明書」申請，以購買「居者有其屋計劃」或「租者置其屋計劃」的單位，會在2星期內通知申請結果。</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%	98.39%
<p>13 如申請人提供的資料齊備，我們在收到申請購買「租者置其屋計劃」屋邨單位的申請書後，會在60天內通知申請結果。</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%	99.86%
<p>14 升降機發生故障時： Maintenance personnel will arrive at the scene for report of lift breakdown:</p>		
<p>– 如無人被困，維修人員會在接報後45分鐘內到場； within 45 minutes where no trapping of passengers is involved;</p>	95%	99.75%
<p>– 如有乘客被困，維修人員會在25分鐘內到場； within 25 minutes if trapping of passengers is involved;</p>	95%	99.39%
<p>– 並於到場後30分鐘內救出被困的乘客。 have them rescued within 30 minutes of arrival.</p>	90%	99.42%

13 服務承諾 (續)

Performance Pledge (continued)

服務承諾 Performance Pledge	服務目標 Performance Target	2013年實際成績* Achievement* in 2013
15 遇有突然停電： For sudden interruption of electricity supply:		
- 屋邨管理人員會在屋邨辦事處接報後15分鐘內到場處理； 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;	99%	100%
- 在辦公時間內，維修人員會在1小時內到場維修； Maintenance personnel will arrive within 1 hour for maintenance during office hours;	99%	100%
- 在非辦公時間內，維修人員會在2小時內到場維修； Maintenance personnel will arrive within 2 hours for maintenance after office hours;	99%	100%
- 如住宅大廈停電涉及超過一個住宅單位和 / 或公用地方，供電會在檢查後8小時內恢復。 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.	95%	100%
16 遇有食水供應突然中斷： For sudden interruption of fresh water supply:		
- 屋邨管理人員會在屋邨辦事處接報後15分鐘內到場處理； 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;	99%	100%
- 維修人員會在1小時內到場維修； Maintenance personnel will arrive within 1 hour for maintenance;	95%	100%
- 若不涉及地底輸水管的維修，供水會在檢查後9小時內恢復。 Supply will be resumed within 9 hours after inspection where no repairs to underground water mains are required.	95%	100%
17 遇有沖廁水供應突然中斷： For sudden interruption of flush water supply:		
- 屋邨管理人員會在屋邨辦事處接報後15分鐘內到場處理； 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;	99%	100%
- 維修人員會在2小時內到場維修； Maintenance personnel will arrive within 2 hours for maintenance;	95%	100%
- 若不涉及地底輸水管的維修，供水會在檢查後20小時內恢復。 Supply will be resumed within 20 hours after inspection where no repairs to underground water mains are required.	95%	100%

13 服務承諾 (續) Performance Pledge (continued)

服務承諾 Performance Pledge	服務目標 Performance Target	2013年實際成績* Achievement* in 2013
18 如屬房屋署負責維修的公眾地方排水道淤塞，我們會在屋邨辦事處接報後15分鐘內到場處理。 We will arrive at the scene to attend to blockage of drainage in public areas under the Housing Department's (HD's) care within 15 minutes upon receipt of report to the estate office.	99%	100%
19 在接獲公屋住戶的維修要求後，如屬房屋署負責的項目，我們會在屋邨辦事處接報後12天內動工維修。如需較長時間始能動工，我們會在5天內將原因告知公屋住戶。(此維修要求不包括服務承諾第14至第18項所載者。) 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 pledge nos. 14 to 18)	85%	98.77%
20 在接獲報告房屋署管理的樹木懷疑有危險時： Upon receipt of report of suspected hazard imposed by trees managed by the HD:		
– 我們會在30分鐘內到場； We will arrive at the scene within 30 minutes;	90%	100%
– 我們會在到場後90分鐘內圍封現場有危險的地方； We will cordon off the hazardous zone within 90 minutes of arrival;	90%	100%
– 如果有倒下的枝條，我們會在到場後4小時內清理； We will arrange clearing of fallen branches, if any, within 4 hours of arrival;	85%	100%
– 我們會在3天內檢查有關樹木的狀況。 We will conduct an inspection to the condition of the tree in question within 3 days.	85%	99.38%
居者有其屋 (居屋) 計劃單位業主 Home Ownership Scheme (HOS) Flat Owners		
21 如居者有其屋業主申請人提供的資料齊備，我們在收到根據「居屋第二市場計劃」就其單位提交的「可供出售證明書」申請書後，會在2星期內通知申請結果。 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%	98.73%
租者置其屋 (租置) 計劃單位業主 Tenants Purchase Scheme (TPS) Flat Owners		
22 如租者置其屋業主申請人提供的資料齊備，我們在收到根據「居屋第二市場計劃」就其單位提交的「可供出售證明書」申請書後，會在2星期內通知申請結果。 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%	97.91%
商業單位申請人 Commercial Premises Applicants		
23 我們會在招標期限屆滿後14天內，通知投標者租賃商業單位的標書是否有效。 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 於招標期限屆滿後18天內，我們會依照標書次序編排小組審批的結果，把投標按金退還標書未被接納的投標者，出價最高者則作別論。 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 服務承諾 (續) Performance Pledge (continued)

服務承諾 Performance Pledge	服務目標 Performance Target	2013年實際成績* Achievement* in 2013
25 我們會在招標期限屆滿後25天內，通知投標出價最高者有關租賃商業單位的招標結果。 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.	99%	100%
商業單位 / 非住宅單位租戶 Commercial Premises / Non-domestic Premises Tenants		
26 如租戶提供的申請資料齊備，我們會按以下三類個案，從業主的角度審批租戶的裝修工程申請： 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:		
簡單個案： 不更改建築物的屋宇裝備、結構、防水設備、排水設施、間隔和外觀，於10天內完成。 Simple case : No alteration of Building Services installations, structure, waterproofing, drainage, compartmentation, outlook of the building. To be completed within 10 days.	95%	100%
一般個案： 相當大量建築工程、內部間隔移位、在樓板或牆壁關設開口，於20天內完成。 Normal case : Considerable amount of building works, relocation of internal partitions, forming of openings in floor or wall. To be completed within 20 days.	85%	100%
複雜個案： 涉及重大建築工程、加建樓板或牆壁、安裝重型機器或設備，於30天內完成。 Complicated case : Involved major building works, additional floor or wall, installation of heavy machine or equipment. To be completed within 30 days.	85%	100%
<i>(上述時間框架不計算本署獨立審查組處理涉及改建和加建裝修工程所需的時間。有關詳情，請參閱服務承諾第28-33項。)</i> <i>(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 pledge nos. 28-33.)</i>		
27 如商業單位租戶續訂租約獲得批准，我們會在現行租約屆滿前3個月，把新租金和新租約條款通知他們。 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.	95%	100%
居屋 / 租置計劃單位業主、非住宅單位申請人 / 租戶 (有關樓宇監管事宜) HOS / TPS Flat Owners, Non-domestic Premises Applicants / Tenants (about building control matters)		
28 我們將於： We will process and advise on plans:		
– 60天內審理及通知有關改建和加建工程計劃。 for alteration and addition (A&A) works within 60 days.	100%	100%
– 30天內審理及通知有關重新遞交的改建和加建工程計劃。 for re-submissions for A&A works within 30 days.	100%	99.44%

13 服務承諾 (續) Performance Pledge (continued)

服務承諾 Performance Pledge	服務目標 Performance Target	2013年實際成績* Achievement* in 2013
29 我們將於28天內審理及通知有關改建和加建工程動工同意書的申請。 We will process and advise on applications for consent to commence alteration and addition works within 28 days.	100%	99.79%
30 我們將在申請評審小組制度下，於12個工作天內就食肆牌照的申請提供意見。 We will advise on restaurant license applications under the Application Vetting Panel system within 12 working days.	98%	98%
31 在辦公時間內，我們將處理有關建築物和建築工程的緊急事故： We will respond to emergencies relating to buildings and building works during office hours:		
– 市區個案於1.5小時內； within 1.5 hours for cases in urban areas;	100%	100%
– 新界新市鎮個案於2小時內； within 2 hours for cases in new towns in New Territories;	100%	100%
– 其他地區個案於3小時內。 within 3 hours for cases in other areas.	100%	未有個案 No Case
32 在辦公時間外，我們將處理有關建築物和建築工程的緊急事故： We will respond to emergencies relating to buildings and building works outside office hours:		
– 市區、新界以及大嶼山個案於2小時內； within 2 hours for cases in urban areas, New Territories and Lantau Island;	100%	100%
– 其他地區個案於3小時內。 within 3 hours for cases in other areas.	100%	未有個案 No Case
33 我們將於接報正在建造的違例建築工程舉報的48小時內，提供非緊急服務。 (備註：本署獨立審查組作出以上第28至第33項的服務承諾，該組一直獲屋宇署授權，對居者有其屋計劃／租者置其屋計劃的樓宇執行屋宇監管工作，同時亦監管2005年房委會分拆出售商業樓宇所涉及的零售商舖和停車場及有關的公共租住屋邨。) We will provide non-emergency services for reports on unauthorised building works under construction within 48 hours. (The above pledge nos. 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 the HA's commercial premises in 2005.)	100%	100%
工程承建商及服務承辦商 Works and Services Contractors		
34 我們在收到關於申請列入香港房委會工程承建商及物業管理服務供應商名冊的完整資料後，會於3個月內完成處理。 Upon receipt of a complete set of information from the applicant for admission onto the HA's List of Works Contractors and Property Management Services Providers, the processing shall be completed within 3 months.	95%	100%

13 服務承諾 (續) Performance Pledge (continued)

服務承諾 Performance Pledge	服務目標 Performance Target	2013年實際成績* Achievement* in 2013
一般市民 General Public		
35 我們將於收到投訴和查詢個案10天內作初步答覆。 We will provide an interim reply within 10 days of receipt of complaint and enquiry cases.	100%	99.99%
36 我們將於收到投訴和查詢個案21天內作具體答覆。我們如未能於21天內作具體答覆，將於作具體答覆限期當天前及每月告知進展。 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%
37 房委會熱線的留言均會於24小時內回覆。 Voice mails left to Housing Authority Hotline will be replied within 24 hours.	100%	85.16%
38 房委會熱線接到的所有來電均會於20秒內由電話系統接聽。 All telephone calls to Housing Authority Hotline will be answered by the hotline system within 20 seconds.	90%	99.99%

* 2013實際成績由1.1.2013起計算至31.12.2013。
The achievement in 2013 covers the period from 1.1.2013 to 31.12.2013.

除非另外註明，本年報內所載的銀碼均以港元為單位。

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

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www.housingauthority.gov.hk



香港房屋委員會
公共租住房屋

截至 As at 31.3.2014

The Hong Kong Housing Authority
Public Rental Housing

Portfolio

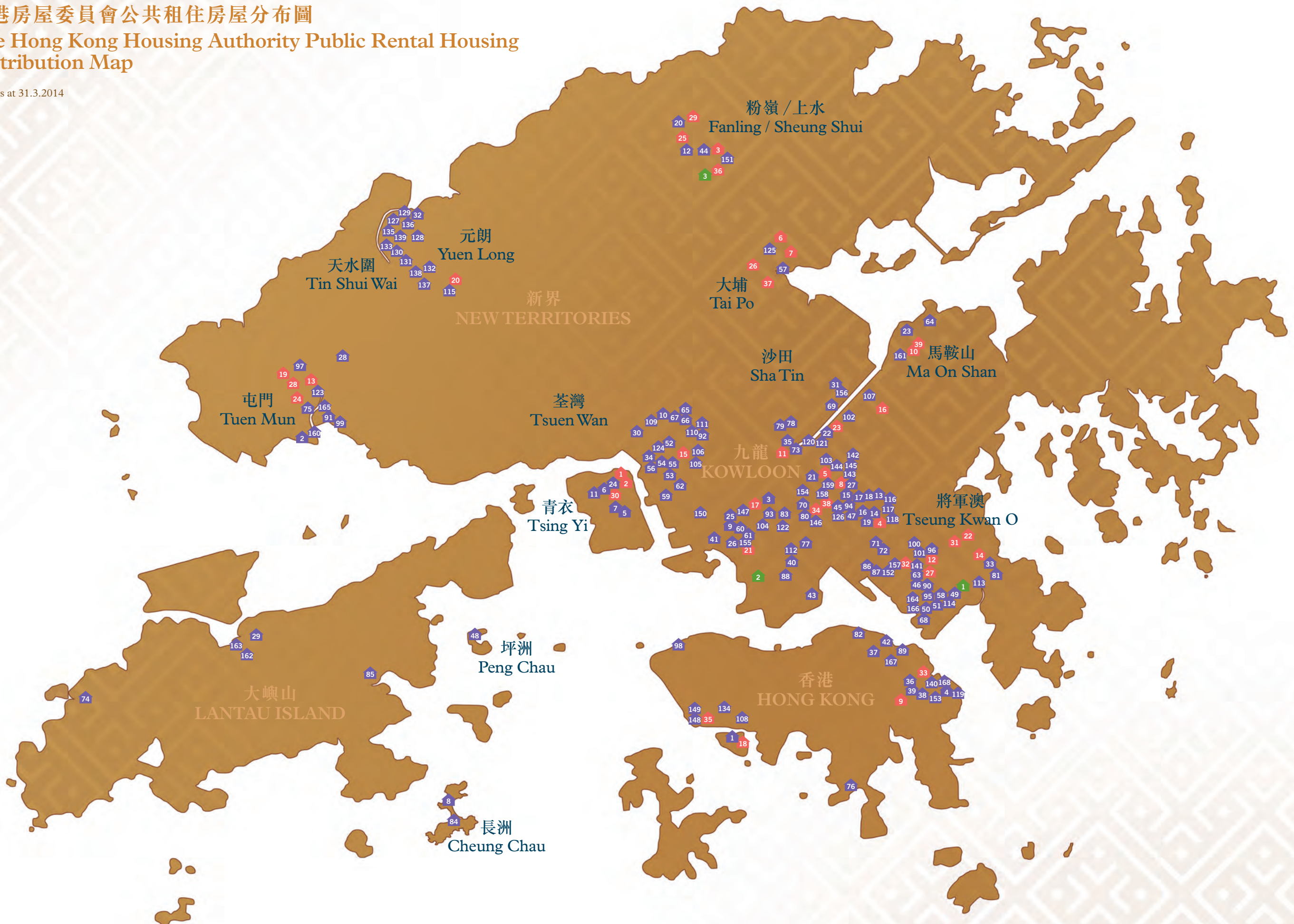
概覽



香港房屋委員會公共租住房屋分布圖

The Hong Kong Housing Authority Public Rental Housing Distribution Map

截至 As at 31.3.2014



公共租住屋邨
Public Rental Housing Estates

1 鴨脷洲 Ap Lei Chau	43 紅磡 Hung Hom	85 銀灣 Ngan Wan	127 天澤 Tin Chak
2 蝴蝶 Butterfly	44 嘉福 Ka Fuk	86 牛頭角下 Ngau Tau Kok Lower	128 天晴 Tin Ching
3 澤安 Chak On	45 啟晴 Kai Ching	87 牛頭角上 Ngau Tau Kok Upper	129 天恆 Tin Heng
4 柴灣 Chai Wan	46 啟田 Kai Tin	88 愛民 Oi Man	130 天瑞 (一) Tin Shui (I)
5 長青 Cheung Ching	47 啟業 Kai Yip	89 愛東 Oi Tung	131 天瑞 (二) Tin Shui (II)
6 長亨 Cheung Hang	48 金坪 Kam Peng	90 安田 On Tin	132 天慈 Tin Tsz
7 長康 Cheung Hong	49 健明 Kin Ming	91 安定 On Ting	133 天華 Tin Wah
8 長貴 Cheung Kwai	50 高翔苑 Ko Cheung Court	92 安蔭 On Yam	134 天灣 Tin Wan
9 長沙灣 Cheung Sha Wan	51 高怡 Ko Yee	93 白田 Pak Tin	135 天恩 Tin Yan
10 象山 Cheung Shan	52 葵涌 Kwai Chung	94 坪石 Ping Shek	136 天逸 Tin Yat
11 長宏 Cheung Wang	53 葵芳 Kwai Fong	95 平田 Ping Tin	137 天耀 (一) Tin Yiu (I)
12 清河 Ching Ho	54 葵聯 Kwai Luen	96 寶達 Po Tat	138 天耀 (二) Tin Yiu (II)
13 彩輝 Choi Fai	55 葵盛東 Kwai Shing East	97 寶田 Po Tin	139 天悅 Tin Yuet
14 彩福 Choi Fook	56 葵盛西 Kwai Shing West	98 西環 Sai Wan	140 翠樂 Tsui Lok
15 彩虹 Choi Hung	57 廣福 Kwong Fuk	99 三聖 Sam Shing	141 翠屏 (南) Tsui Ping (South)
16 彩德 Choi Tak	58 廣田 Kwong Tin	100 秀茂坪 Sau Mau Ping	142 慈正 Tsz Ching
17 彩雲 (一) Choi Wan (I)	59 荔景 Lai King	101 秀茂坪南 Sau Mau Ping South	143 慈康 Tsz Hong
18 彩雲 (二) Choi Wan (II)	60 麗閣 Lai Kok	102 沙角 Sha Kok	144 慈樂 Tsz Lok
19 彩盈 Choi Ying	61 麗安 Lai On	103 沙田坳 Shatin Pass	145 慈民 Tsz Man
20 彩園 Choi Yuen	62 麗瑤 Lai Yiu	104 石硤尾 Shek Kip Mei	146 東匯 Tung Wui
21 竹園南 Chuk Yuen South	63 藍田 Lam Tin	105 石籬 (一) Shek Lei (I)	147 元州 Un Chau
22 秦石 Chun Shek	64 利安 Lee On	106 石籬 (二) Shek Lei (II)	148 華富 (一) Wah Fu (I)
23 頌安 Chung On	65 梨木樹 Lei Muk Shue	107 碩門 Shek Mun	149 華富 (二) Wah Fu (II)
24 青逸軒 Easeful Court	66 梨木樹 (一) Lei Muk Shue (I)	108 石排灣 Shek Pai Wan	150 華荔 Wah Lai
25 幸福 Fortune	67 梨木樹 (二) Lei Muk Shue (II)	109 石圍角 Shek Wai Kok	151 華心 Wah Sum
26 富昌 Fu Cheong	68 鯉魚門 Lei Yue Mun	110 石蔭 Shek Yam	152 雲漢 Wan Hon
27 富山 Fu Shan	69 瀝源 Lek Yuen	111 石蔭東 Shek Yam East	153 環翠 Wan Tsui
28 富泰 Fu Tai	70 樂富 Lok Fu	112 常樂 Sheung Lok	154 橫頭磡 Wang Tau Hom
29 富東 Fu Tung	71 樂華 (北) Lok Wah (North)	113 尚德 Sheung Tak	155 榮昌 Wing Cheong
30 福來 Fuk Loi	72 樂華 (南) Lok Wah (South)	114 善明 Shin Ming	156 禾輦 Wo Che
31 豐和 Fung Wo	73 隆亨 Lung Hang	115 水邊圍 Shui Pin Wai	157 和樂 Wo Lok
32 俊宏軒 Grandeur Terrace	74 龍田 Lung Tin	116 順利 Shun Lee	158 黃大仙下(二) Wong Tai Sin Lower (II)
33 厚德 Hau Tak	75 龍逸 Lung Yat	117 順安 Shun On	159 黃大仙上 Wong Tai Sin Upper
34 高盛臺 High Prosperity Terrace	76 馬坑 Ma Hang	118 順天 Shun Tin	160 湖景 Wu King
35 顯耀 Hin Yiu	77 馬頭圍 Ma Tau Wai	119 小西灣 Siu Sai Wan	161 欣安 Yan On
36 興民 Hing Man	78 美林 Mei Lam	120 新翠 Sun Chui	162 逸東 (一) Yat Tung (I)
37 興東 Hing Tung	79 美田 Mei Tin	121 新田圍 Sun Tin Wai	163 逸東 (二) Yat Tung (II)
38 興華 (一) Hing Wah (I)	80 美東 Mei Tung	122 大坑東 Tai Hang Tung	164 油麗 Yau Lai
39 興華 (二) Hing Wah (II)	81 明德 Ming Tak	123 大興 Tai Hing	165 友愛 Yau Oi
40 何文田 Ho Man Tin	82 模範 Model Housing	124 大窩口 Tai Wo Hau	166 油塘 Yau Tong
41 海麗 Hoi Lai	83 南山 Nam Shan	125 大元 Tai Yuen	167 耀東 Yiu Tung
42 康東 Hong Tung	84 雅寧苑 Nga Ning Court	126 德朗 Tak Long	168 漁灣 Yue Wan

租者置其屋計劃屋邨* Tenants Purchase Scheme Estates*

1 長發 Cheung Fat	11 顯徑 Hin Keng	21 南昌 Nam Cheong	31 翠林 Tsui Lam
2 長安 Cheung On	12 興田 Hing Tin	22 寶林 Po Lam	32 翠屏 (北) Tsui Ping (North)
3 祥華 Cheung Wah	13 建生 Kin Sang	23 博康 Pok Hong	33 翠灣 Tsui Wan
4 彩霞 Choi Ha	14 景林 King Lam	24 山景 Shan King	34 東頭 (二) Tung Tau (II)
5 竹園北 Chuk Yuen North	15 葵興 Kwai Hing	25 太平 Tai Ping	35 華貴 Wah Kwai
6 富亨 Fu Heng	16 廣源 Kwong Yuen	26 太和 Tai Wo	36 華明 Wah Ming
7 富善 Fu Shin	17 李鄭屋 Lei Cheng Uk	27 德田 Tak Tin	37 蓮頭塘 Wan Tau Tong
8 鳳德 Fung Tak	18 利東 Lei Tung	28 田景 Tin King	38 黃大仙下 (一) Wong Tai Sin Lower (I)
9 峰華 Fung Wah	19 良景 Leung King	29 天平 Tin Ping	39 耀安 Yiu On
10 恆安 Heng On	20 朗屏 Long Ping	30 青衣 Tsing Yi	

居者有其屋計劃屋苑 / 可租可買計劃屋苑* Home Ownership Scheme Court / Buy or Rent Option Courts*

1 彩明苑 Choi Ming Court	2 海富苑 Hoi Fu Court	3 雍盛苑 Yung Shing Court
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香港房屋委員會公共租住房屋主要數字 The Hong Kong Housing Authority Public Rental Housing – Key Figures

租住公屋單位數目 Number of Public Rental Housing (PRH) Flats	743 677
• 位於公共租住屋邨的公屋單位 PRH Flats in PRH Estates	675 083
• 位於租者置其屋計劃屋邨的公屋單位 PRH Flats in Tenants Purchase Scheme Estates	61 248
• 位於居者有其屋計劃屋苑 / 可租可買計劃屋苑的公屋單位 PRH Flats in Home Ownership Scheme Court / Buy or Rent Option Courts	7 346
住戶數目 Number of Households	726 518
認可居民人數 Authorised Population	2 050 880
平均住戶人數 Average Household Size	2.82
平均每人居住空間 (平方米) (室內樓面面積) Average Living Space per Person (square metre) (internal floor area)	13.0

* 有混合業權的租者置其屋計劃屋邨、居者有其屋計劃屋苑和可租可買計劃屋苑。
Tenants Purchase Scheme Estates, Home Ownership Scheme Court, and Buy or Rent Option Courts with mixed tenure.

截至 As at 31.3.2014



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