



香港房屋委員會  
Hong Kong Housing Authority

承先启后

共建未来

Inherit the past  
Build for the future

2013/14 年度年报 Annual Report

# 承先启后 共建未来

香港素以充满活力，新旧兼收并蓄而闻名于世。香港房屋委员会（房委会）2013/14年度年报的主题，正好反映其充分发挥这方面的特质。

「承先启后」，从历史说起：1953年石硤尾大火后，规模庞大的公共租赁住房（公屋）发展计划正式展开，至今已60年。自1973年开始，房委会一直肩负重任，推行公屋计划，为全港数以十万计的基层家庭提供住屋；在这40年间，取得骄人的成果。我们不断推陈出新，改良设计，为居民缔造舒适和谐的居住环境，并且建立多个完善的屋邨管理和保养制度，成效显著。我们与租户和承办商关系融洽，部门人员工作尽心尽力，精益求精，表现杰出。过往的成就，为我们奠定稳健的基础，传承经验，有助我们再创佳绩。

时至今日，房委会是香港公营房屋计划的最大供应者，凭藉丰富的经验和稳固的基础，迈步向前，建设香港，兴建更多市民所能负担的房屋，让更多本港市民受惠。「共建未来」正是房委会应对香港急需增加房屋供应的方向。为配合政府在十年内增建28万个资助房屋单位的目标，房委会肩负这些发展项目的规划、兴建及管理工作。建筑工程规模庞大，无论在科技应用、可持续发展和以人为本的规划方面都必须与时俱进，以求历久常新。

我们将延续过往佳积，致力建造未来，并秉承一贯宗旨，坚定不移，继续竭力为香港市民服务。

## Inherit the Past, Build for the Future

Hong Kong is famed for its dynamic blending of modernity and tradition. Our theme for 2013/14 reflects on how this blend is also a distinctive feature of the Hong Kong Housing Authority (HA).

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.



## 机构理想 Corporate Vision

### 理想

协助有住屋需要的低收入家庭入住能力可以负担的居所。

### VISION

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

### 工作目标

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

### 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

关怀为本、顾客为本、  
创新为本、尽心为本。

### CORE VALUES

Caring, Customer-focused,  
Creative, Committed.



# 香港房屋委员会 The Hong Kong Housing Authority

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

房委会负责规划、兴建、管理和维修保养各类公共租住房屋，包括出租公屋、中转房屋和临时收容中心。此外，房委会也拥有和经营一些分层工厂大厦，以及附属商业设施和其他非住宅设施。行政长官在《二零一一至一二一年施政报告》中宣布，由房委会负责推展新居者有其屋计划。

截至2014年3月，房委会成员包括4名官方委员及25名非官方委员，全部由行政长官委任。

运输及房屋局局长获委任为房委会主席，房委会副主席则由房屋署署长担任。

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

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

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

As at March 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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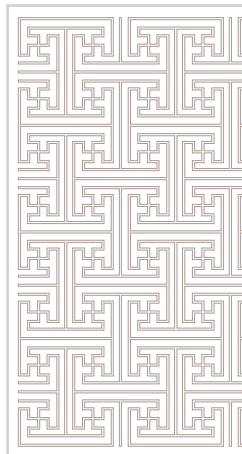
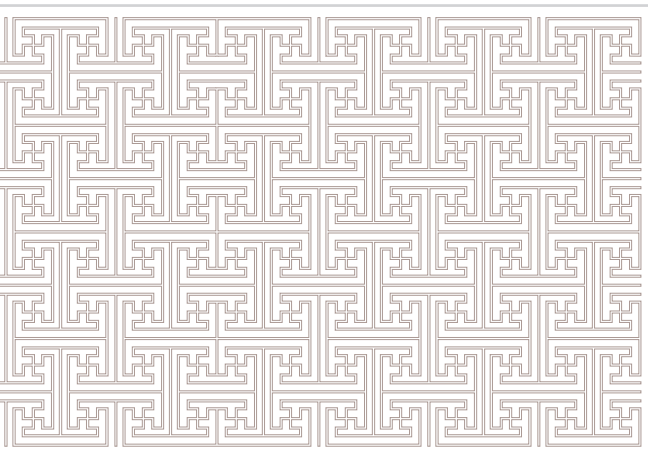
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# 2013/14 年度大事纪要

## 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，以志本港公屋發展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.

### 【2013·09】



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，以志香港公營房屋發展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】

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.



### 【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.

### 【2013·10】

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。

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】

初步检视22个高楼龄屋邨的重建潜力已于2013年年底完成。房委会得以大致定出这22个屋邨可成为重建的目标，以便日后启动所需的详细研究。

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】

《二零一四年施政报告》中公布局部撤销「薄扶林延期履行权」，以发展公营房屋及重建华富邨。

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】

房委会决定清拆元朗朗边中转屋邨，以腾出地方兴建公营房屋。房委会辖下商业楼宇小组委员会和资助房屋小组委员会按个别资格，通过对受影响510户迁置的安排。

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】

为不断优化楼宇可持续性，并回应租户对安全的关注，资助房屋小组委员会决定于辖下公共屋邨出租单位和租者置其屋计划屋邨未售出租单位，按个别租户意愿，免费以晾衣架取代插筒式晾衣装置。

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个居屋单位和天水围天颂苑一个收回的单位，资助房屋小组委员会通过白表申请人入息和资产限额、平均售价，以及销售安排。

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】

资助房屋小组委员会检讨并通过2014/15年度公屋入息和资产限额，较诸2013/14年度，两者增幅分别为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.

## 「承先启后 共建未来」



2013年标志香港房屋发展一个重要里程碑。一方面，它是香港房屋委员会（房委会）成立40周年，同时是香港公营房屋发展60周年；另一方面，长远房屋策略督导委员会在2014年初发表重要的公众谘询报告，为勾划未来十年房屋发展的策略方向，凝聚社会共识。为此，房委会以「承先启后 共建未来」作为2013/14年度年报的主题，别具意义。

上世纪50年代初期，数以万计的香港居民连基本住屋也无能力负担，只得在荒地搭建简陋的寮屋栖身。60年过去，上世纪中叶居住环境欠佳的情况已成记忆，不再复见。40年前，房委会开始肩负推展公营房屋计划，兴建结构稳固、设施齐备、保养得宜的公共租住屋邨（公共屋邨），为本港较低收入家庭提供舒适和可负担的优质居所。时至今日，全港有160多个公共屋邨，居民总数约200万，大概占全港人口三分之一。这些屋邨设计周全，广植花木，社区康乐及商业设施近在咫尺，而且管理完善，满足了本港无数家庭的基本住屋需要，令居民得以安居乐业。60年来，香港的公营房屋发展成果丰硕，足以令香港人自豪。

近年，由于房屋供应偏紧，楼价租金高企，住屋问题再度困扰不少香港人。市民在住屋方面负担越来越重，不少较低收入家庭和年轻人均望楼兴叹。「共建未来」就是要应对这方面的挑战。现届政府于2012年中上任后，旋即成立长远房屋策略督导委员会（由本人担任主席），并于2013年9月发表谘询文件，就香港的房屋政策提出可持续的发展方向。公众谘询为期3个月，各方反应热烈，踊跃发表意见。谘询期结束后，督导委员会于2014年2月向政府提交报告，建议采取供应主导的模式，以应付本港未来的住屋需要，并把公私营房屋供应的比例定为60:40。报告又提出多个增加房屋供应的策略。政府决定接纳督导委员会的建议，未来十年房屋供应目标订为47万个单位，当中公营房屋占六成（约28万个单位，包括出售资助房屋）。新订的公营房屋供应目标较早前的目标增加36%。

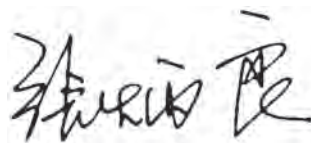
诚然，这个供应目标与房委会未来十年的工作息息相关。未来五年公营房屋单位的兴建工程经已展开，我们现正研究增加其后五年的建屋量，以期达致十年28万个单位的供应目标。我们深知，要如期达标，殊不容易。我们必须觅得土地，有足够财政和人手，取得社会的支持，并加速规划和设计。就此，我们已展开工作。未来数年，我们定必竭尽所能，急市民所急，致力实现这个宏大的目标，延续香港公营房屋的成功故事。

如何应对建屋挑战，许多细节尚在制订的阶段。不过，过去12个月，我们取得的一些成果，可以显示房委会未来的发展路向。我们使用不同的方法，在可行的情况下加快一些发展项目的设计和规划程序，现正兴建的首批新「居者有其屋」项目正是一个好例子。年内，我们继续引入新建筑方法，利用最新科技，以高效、环保和符合成本效益的技术建屋，为居民提供优质安全的居所。在屋邨管理方面，我们善用专业知识，管理服务数十年来不断优化，加上年内房委会资讯科技系统进一步提升，互相配合，已显得更为全面。面向未来，我们会在已有的基础上，革故鼎新，与时俱进，以应付庞大的建屋计划。

在推进新发展、回应新挑战的旅程上，房委会既得到特区政府的政策支持，更有赖于委员的高瞻远瞩和通力合作。在此，我要特别感谢刚离任的委员杨倩红女士、方敏生女士、李锦明先生、王国强博士、黄世雄先生和叶其菁女士；并欢迎新任委员蔡海伟先生、苏晴女士、谭小莹女士、陈家乐教授、方志恒博士、何志豪先生、何培斌教授、熊璐珊女士、关宝珍女士、梁庆丰先生、文海亮先生、吴韵宜女士和庞爱兰女士。

此外，我要感谢房委会属下小组委员会和附属小组委员会各委员，协助带领房委会工作。各小组委员会主席，计有建筑小组委员会主席林云峯教授、商业楼宇小组委员会主席蔡涯棉先生、财务小组委员会及资金管理附属小组委员会主席苏伟文教授、资助房屋小组委员会主席黄远辉先生、投标小组委员会主席李慧贤女士和审计附属小组委员会主席王永祥先生，均领导有方，在此衷心致谢。

最后，我由衷感谢房委会的执行部门——房屋署的管理人员和员工。年内，他们工作不遗余力，竭诚尽心，日后房委会工作增加，相信他们亦能全力以赴。只要我们同心协力，携手拓建未来，相信定能解决现时香港的住屋问题，为下一代提供可负担的房屋，缔造理想家园。



主席  
张炳良教授

## 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



业务回顾

BUSINESS  
REVIEW

# 规划

# Planning for People

以人为本  
用心规划





2013/14年度，香港房屋委员会（房委会）继续向前迈进，致力实践主要工作目标，为无能力租住私人楼宇的人士提供公共租住房屋（公屋）。截至2014年3月底，房委会辖下有逾160个公共屋邨，合共接近743 700个公屋单位，为全港约200万市民（占总人口约三成）提供安居之所。

有见公屋需求有增无减，我们肩负重任，规划和推展可持续的居者有其屋（居屋）计划，以协助中低收入家庭自置居所。我们一直努力不懈，积极向前，建设未来。

## 任重道远

行政长官在《二零一四年施政报告》强调，香港急需增加房屋供应，并宣布政府在未来十年以提供47万个新单位为目标，当中公营房屋（即公屋和以居屋为主的资助出售房屋单位）占六成。为达到这个目标，我们每年须兴建约20 000个公屋单位和8 000个居屋单位。我们推行以五年为期并逐年延展的公营房屋建设计划，目标是在2013/14至2017/18年度的五年期内，兴建约81 100个公屋单位。目前，政府已觅得土地，足以在2012/13至2021/22年度的十年期间兴建179 000个公屋单位，并继续物色更多土地，务求达到新房屋供应目标。

现时公屋需求依然非常殷切。我们设有轮候册制度，以公平地编配公屋资源。2013/14年度，我们为一般申请者（即家庭申请者和长者一人申请者）和配额及计分制下的非长者一人申请者合共编配23 307个单位。公屋需求与日俱增，我们面对重重挑战。虽然维持一般申请者平均轮候时间<sup>1</sup>约为三年的目标有可能短暂偏离，我们仍将尽力维持。截至2014年3月底，一般申请者的平均轮候时间为3.0年，当中长者一人申请者的平均轮候时间为1.6年。



## 以人为本的租金政策

2014年3月底，公屋单位月租（包括差饷、管理费和维修保养费用）为287元至3,877元不等，平均月租约为1,540元。租户如暂时遇到经济困难，可通过租金援助计划申请援助，视乎个别情况，合资格租户可获宽减25%或50%的租金。截至2014年3月底，接受租金援助的家庭约有12 100个，数字较上年度略为下降。为确保公屋租户知悉租金援助措施，我们不时通过各种途径，包括房屋资讯台和电台广播、房委会/房屋署网页、张贴海报，以及广发通讯和单张，宣传有关计划。

1 位于启德发展区的公屋项目。

2 房委会顾客服务中心的公屋申请大堂。

<sup>1</sup> 轮候时间是以公屋申请登记日期开始计算，直至首次配屋为止，但不包括申请期间的任何冻结时段（例如申请人尚未符合居港年期规定；申请人正等待家庭成员来港团聚而要求暂缓申请；申请人在狱中服刑等）。一般申请者的平均轮候时间，是指在过去12个月获安置入住公屋的一般申请者轮候时间平均数。

## 乐聚天伦

房委会推行多项计划，鼓励年长和年轻一代的家庭成员迁近居住。年轻家庭申请者如欲与年长父母或受供养亲属同住，以方便照顾，可根据天伦乐优先配屋计划申请公屋，轮候时间可缩短六个月。一般而言，合资格申请人如与年长家庭成员同住，可选择任何配屋地区的公屋单位，否则可选择分别入住市区以外同一配屋地区的两个就近公屋单位。此外，天伦乐调迁计划协助居住在不同区议会分区租住公屋的年长和年轻一代，迁往就近的地方居住。根据该项计划，申请人可申请调迁至亲属（即年长父母或子女）现时居住的同一租住屋邨；如资源并不许可，则调迁至有合适单位的邻近租住屋邨。至于天伦乐加户计划，容许年长租户把一名成年子女（及其家人）加入公屋户籍，以便互相照顾。公屋住户还可选择天伦乐合户计划，申请与年长父母或受供养亲属合并户籍。如资源许可，合户家庭可申请调迁至任何地区的合适租住公屋单位。2013/14年度，受惠于上述各项天伦乐计划的公屋申请者及公屋家庭为数依然不少，当中约1 480户受惠于优先配屋计划、385户受惠于调迁计划、60户受惠于合户计划及2 780户受惠于加户计划。

## 调迁安排

我们推出多项调迁计划，以照顾有家庭状况转变的现有公屋租户。按照现行的居住面积编配标准，人均室内楼面面积少于5.5平方米的租户会被列为「挤迫户」。为改善这些家庭的情况，我们推行公屋租户纾缓挤迫调迁计划，让他们申请调迁至较大的单位。2013年9月接受了一轮调迁申请，连同去年已选楼但今年才入伙的家庭，年内有942个家庭根据这项计划调迁至较宽敞的单位，改善生活环境。截至2014年3月底，这项计划令公屋「挤迫户」的总数减至3 121户，只占整体公屋住户数目的0.43%。

此外，根据改善居住空间调迁计划，人均室内楼面面积少于7平方米的公屋住户，可申请调迁至较大的单位。我们每年根据这项计划接受一轮调迁申请，2013/14年度有1 055户获安排调迁。

## 善用公屋资源

为维护宝贵的公屋资源，并确保资源用得其所，帮助真正有需要的人士，房委会实施严格的审核政策。公屋住户根据公屋住户资助政策、维护公屋资源合理分配政策及其他租约事务管理政策提交的所有入息/资产申报，以决定租户可获的资助额。2013/14年度，我们共查核201 100宗个案。2013年4月，我们成立了由30名资深人员组成的专责队伍，负责审查另外5 000宗入息/资产申报个案和3 000宗有关公屋住用情况的个案。

教育租户和公众认识维护公屋资源的重要性，是我们持续打击滥用公屋的重要一环。

2013/14年度，我们在公共屋邨举办巡回展览，并在报章、轻铁及港铁刊登广告、在网上发放宣传横额和特约资讯、在电台频道广播资讯，以及在巴士和电视播放短片进行宣传。此外，我们出席屋邨管理谘询委员会会议，又广泛利用海报和横额宣传，并向每个公屋住户派发「举报滥用公屋邮柬」，以便居民举报滥用公屋的失当行为。

## 安置受清拆影响人士

地政总署和屋宇署清拆寮屋及天台违例构筑物时，房委会往往须为极待安置的受影响居民另觅居所。年内我们处理了186宗与政府清拆行动有关的安置申请，当中144宗涉及寮屋清拆和紧急清拆、42宗涉及清拆私人唐楼的天台违例构筑物。

## 居者有其屋计划

兴建居屋单位，已成为房委会建屋计划的常设部分。首批约2 200个新建居屋单位预计将于2016/17年度落成，并计划于2014年年底预售。行政长官在《二零一四年施政报告》宣布，居屋单位的供应目标增至平均每年提供约8 000个。为达到这个目标，我们现正积极物色更多土地。

此外，房委会推出出售剩餘居屋单位第7期，在2013年3月28日至4月10日期间接受申请，共接获14 198份申请。搅珠仪式在2013年5月15日举行，选楼程序则在2013年7月24日展开。全部共832个单位的买卖协议已于2013年9月初或之前签定。

当局在2013年推出临时计划，提供5 000个名额，让合格的白表申请人在新建居屋单位落成前，于居屋第二市场购买未补价的居屋单位。我们分别于2013年5月及12月向两批成功申请人发出批准信。截至2014年3月底，我们合共批准约1 480份「提名信」申请。



## 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 time<sup>1</sup> 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.

<sup>1</sup> 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.



1

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.

# 建

# 筑

*Building*  
for a Better  
Future



力求进步  
建设未来



现时香港房屋委员会（房委会）辖下有逾160个公共屋邨，遍布全港，分别于不同时期落成。然而，现有公共租住房屋（公屋）不足以应付市民对廉宜居所的需求。为了香港的未来，我们必须充分利用空间，以快捷有效和可持续的方法建屋。同时，我们必须重建多个旧屋邨或在这些屋邨进行现代化工程；这方面的工作是年内另一重要工作范畴。

新建公屋方面，2013/14年度落成的公屋单位约有14 100个，达到所订的建屋目标。年内落成的项目共有七个，包括德朗邨第1至第3期、荣昌邨、怡明邨、葵联邨葵逸楼和葵悦楼，以及石篱（二）邨石欢楼。此外，年内落成的商业设施合共13 200平方米，新增的私家车和商用车辆停车位则有470个。

除上述新项目外，我们积极探讨旧公共屋邨重建方案，务求善用地积比率和珍贵的土地资源，增加公屋建屋量。研究于年内完成，检视22个非拆售高楼龄公共屋邨的重建潜力，让我们掌握哪些屋邨最适合重建。其他屋邨的部分重建工作已经展开，例如牛头角下邨第2期（整体重建计划的最后一期）和苏屋邨第1及第2期。同时，东头邨第8期正进行拆卸工程，准备重建；白田邨的重建工程也即将展开。此外，行政长官在《二零一四年施政报告》公布局部撤销「薄扶林延期履行权」，以重建华富邨。

## 设计以人为本 建造优质居所

为了建设未来，房委会设计屋邨时，除注重楼宇安全舒适外，还兼顾可持续和环保的元素，务求以快捷有效和具成本效益的方法建屋。例如持续改善构件式单位的设计，达到舒适和具成本效益的目标。近期重推居者有其屋计划（居屋），我们特别为居屋推出一系列新的构件式单位设计，现时设计分为四个类型：包括面积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平方米的单位。

年内我们不断改良构件式单位的设计，其中一项是采用新的灶台设计。新灶台可调校三个不同高度，居民购置煮食炉时可有较多选择。在新建屋邨的客饭厅外墙增设窗户，以加强天然采光效果。此外，我们继续与环境保护署和学术机构合作，针对受交通噪音严重影响的公屋用地，优化单位设计，减少噪音。

2013/14年度我们再次进行定期意见调查，收集居民对新落成屋邨的意见。调查范围涵盖五个屋邨，合共11 111个单位。在调查期间，进行了1 773次会面。相比主要成效指标的80%满意程度，这项调查所得的平均满意程度达94.58%。除进行意见调查外，我们也举办完工后检讨工作坊，仔细研究居民的意见，并将各项建议纳入设计纲要范本及构件式单位设计的定期检讨内。一如以往，发展项目进入规划和设计阶段时，我们举办社区参与活动，细心听取区内居民的意见，在进行设计工作时加以考虑。年内我们在HKQAA-HSBC（香港品质保证局·汇丰）企业社会责任指数按年表现评估再次取得5.00满分，足证我们履行企业社会责任的工作成绩卓著。

## 着重环保设计

政府已订出目标，在2005至2020年期间减少香港温室气体排放量五至六成。房委会一直全力配合，应用新科技，推出环保的设计和系统，减少房委会楼宇在生命周期的碳排放量。例如进行微气候研究，有助提高新设计建筑物的环保成效；又按

「顺应自然」的原则，掌握个别用地的特点，因地制宜，善用自然通风和日照。此外，我们十分重视绿化环境，整体绿化覆盖率占屋邨总面积最少两成；两公顷以上的大型用地，则占多达三成；每15个公屋单位最少种植1棵树。我们在水泉澳和凹头项目，引入综合水敏性城市设计装置，以减慢这两个倾斜地块的径流速度，增加蓄水量。各个新项目于设计阶段均须进行碳排放估算，估量主要建筑工程及作业活动在碳排放方面的影响。截至2014年3月底，我们已在全港32个发展项目采用这个重要估算方法。

## 力求进步 建设未来

2013年我们开始在新建筑合约的规格订明采用矿渣微粉，这是炼钢的副产品，可取代混凝土中部分的水泥，减少因制造水泥而产生的碳排放。自2013年起，我们规定在建造预制混凝土外墙时加入矿渣微粉，以取代35%的水泥。此外，我们正进行试验计划，在建造桩帽时加入矿渣微粉，以取代混凝土中65%的水泥；又研究可否以矿渣微粉制造横梁、楼梯和垃圾槽等预制混凝土元件。

房委会致力确保辖下所有新建筑物均符合香港绿色建筑评估的认证，即通过绿色建筑环评的评估方法(BEAM Plus)。为此，我们已于2013/14年度公布新订的建筑工程规格。现时房委会所有新项目的工程规格均可达到BEAM Plus评级的「金」级别，个别选定项目更取得「白金」级别的骄人成绩。例如前凹头政府宿舍的项目、东涌第56区、前元朗邨的发展项目，以及柴湾工厂邨大厦改建公屋的计划，均取得BEAM Plus 1.2版本「暂定白金」级别，「大本型」和启晴邨则取得BEAM 4/04版本的「白金」级别。此外，在提交予中国绿色建筑评价标识作评估的屋邨当中，启晴邨和前元朗邨均达到评价制度的最高级别，即三星级标识。

## 能源管理

我们在节能方面的其中一个工作重点，是留意屋邨不同公用屋宇装备系统的用电量，如照明、升降机和抽水系统。我们定期进行测试，并采用新技术和物料，以节省能源，减低这些设备的碳排放量。过去数年，我们在屋邨引入各种装置，例如接驳电网的太阳能光伏发电系统，为公共地方的设施供电；在两级光度照明系统加设感应开关控制连人工按钮；以及装设变频式控制装置，以减少食水增压抽水系统的用电量。

我们已开始在所有升降机安装更多高能源效益的无齿轮电机，并使用由18千瓦或以上的升降机电机系统产生的再生电能。2013年初落成的启晴邨便是首个在住宅大厦的升降机系统全面采用无齿轮永磁同步电机和再生动力技术的屋邨。我们一直监察这些新升降机系统的用电量，研究可否在所有公共屋邨应用这种先进技术。

## 质素认证

房委会历年来获得不少品质认证，包括自1993年起取得国际标准化组织ISO 9001认证，以及自2009年起获得ISO 14001环境管理体系认证。此外，我们由2010年开始推行ISO 31000风险管理系统，并履行ISO 26000企业社会责任，以及自2012年起取得ISO 50001能源管理体系认证。2013年9月我们的材料试验所取得OHSAS 18001职业健康及安全管理体系认证，我们还计划在其他业务范畴推行这方面的认证。我们一直采用欧洲品质管理基金会的卓越模式，务求在各个业务范畴不断改进，精益求精。我们规定承建商必须持有ISO 9001、ISO 14001和OHSAS 18001的认证。自2014年1月起更规定建筑工程及打桩工程承建商必须具备ISO 50001能源管理体系的认证。

为进行上游品质控制，自2012年3月起推行产品认证计划，适用于七种建筑材料——防火木门、防火板间墙、袋装水泥、瓷砖黏合剂、瓷砖、修葺砂浆和铝窗。2013年中更扩大产品认证规定的适用范围，涵盖另外三种建筑材料——uPVC排水管道及配件、连体座厕设备及钢筋网。2014/15年度拟为丙烯酸多层喷漆取得建筑材料的产品认证。



## 监管楼宇 保证质素

房委会兴建的楼宇在出售或拆售前不受《建筑物条例》规管。然而，直属常任秘书长办公室的独立审查组继续担当第三者监管角色，审批就房委会新发展项目提交的所有建筑和结构图则，以及房委会辖下现有楼宇为改建及加建所提交的图则和小型工程的申请，监管安排与屋宇署的做法一致。此外，独立审查组依据建筑事务监督授予的权力，对居者有其屋计划屋苑、租者置其屋计划屋邨，以及已拆售予领汇、位于公共屋邨的商业和停车场设施进行法定楼宇监管。

升降机巡查专责小组自2012年底开始改变其职能，推行稽核巡查制度，以强化房委会辖下升降机及自动梯的安全水平，减低意外的风险。

独立审查组亦致力持续改进公众服务的质素，制定其品质管理及环境管理系统，预期在2014年中取得ISO 9001及ISO 14001认证。同时，该组正推行新资讯科技系统，以优化对公众的服务和推广环保。年内开发两个主要资讯科技系统，分别为房屋署图则查阅网(HeBROS)，以及电子图则申请及审批系统(ESPS)。前者将于2014年底前为市民提供查阅和复制楼宇图则的服务；后者则可望于2016年推出，届时房委会的新发展项目与现有楼宇改建及加建工程可于网上递交图则，并以电子方式处理相关图则的审批事宜。

## 建筑设计及工程 善用资讯科技

我们善用资讯科技，有效率地进行建筑设计及建筑工程管理工作，运用的资讯科技资源主要包括：建筑信息模拟技术、地理信息系统、房屋建设管理系统，以及无线射频科技。

以建筑信息模拟技术制作的三维视像模型非常精确，有助影像化观测和规划。最新开发的五维建筑信息模拟模型自2012年起开始使用，曾用于沙田第52区第1期的工程。为确保建筑工程团队运用建筑信息模拟技术得宜，我们编制了一套全面的《建筑信息模拟技术项目执行指引》，并为1 300名不同职级及专业范畴的员工安排一系列相关训练课程。

地理信息系统具有搜寻及查询功能，便于寻找各项空间及文字数据，以进行可行性研究及寻找合适用地。这个系统于2013年1月推出，由三个应用系统组成，包括网上地理信息系统、树木管理资讯系统，以及结合建筑信息模拟技术的三维资料空间分析。于2013年15项改良措施分两个阶段推出，当中包括改善地图列印、加入新的搜寻及运算功能，以及优化三维资料空间分析功能。我们应用地理信息系统，结合建筑信息模拟技术，进行多个项目的土木工程研究。这些项目包括大埔第9区、石硤尾第6期、荔枝角道—东京街，以及皇后山。此外，我们运用地理信息系统的其他三维模型，进行象鼻山路、大窝口及火炭项目的视野影响研究。

房屋建设管理系统为房委会的建筑工程提供网上协作和知识管理的平台。年内我们进一步改良系统，增加新功能，例如房屋建设管理—工地监管流动系统及建造监管流动系统。

无线射频科技采用装有感应器的晶片，记录并储存木门、铁闸、铝窗及预制混凝土外墙的资料，以便查察个别构件的背景和来历。我们又推行试验计划，运用无线射频科技，监察惰性拆建物料的处置，结果证实做法可行。我们在泥头车的挡风玻璃贴上独特的识别标签，以追踪泥头车由建筑工地驶往公众堆填区的路线；对比泥头车在工地和堆填区的重量资料，有助防止非法倾倒物料。

建造监管流动系统使用最新流动科技，精简现时打桩工程的视察工序。工地人员可使用已连接互联网的平板电脑，收集并传送视察数据及其他记录，到中央伺服器储存，并编制不同种类的视察报告，毋须输入书面数据。我们正开发另一个流动系统—建造(建筑)监管流动系统，以简化工地的安全、品质和生产管理力工作。该系统与建造监管流动系统一样，工地人员可使用手提电话，收集并传送视察数据或记录到中央伺服器。我们正开发其他用途的流动应用程序，例如安全提示及工地提示应用程序。只须预先装置射频识别标签，工地人员便可通过标签，掌握有关单位编号、机器、机械设备、预制组件等更多资料，从而简化日常视察工序，提升生产力。

## 工地安全

《房委会地盘安全策略2013》涵盖我们所有新工程及维修保养工程工地，以至聘用的物业管理服务公司、洁净服务承办商和护卫服务承办商，所订定的安全目标为每千名工人录得不多于12宗意外，已于2013/14年度达标。新工程合约的意外率为每千名工人7.3宗，维修保养工程合约为每千名工人4.1宗；而本港的工业意外率则平均为每千名工人40.8宗。

年内实施其他多项安全措施，包括加强防护规定，以免工人中暑；就储存和保养大型铁模板及工作平台，推出新的工地安全措施；为属下工程人员及承办商工地人员提供安全帽配件；以及为属下工地人员提供反光衣。此外，我们修改属下工程人员及承办商工地人员的工地安全训练要求，以配合建造业议会的训练课程架构。最近又推出措施，提高涉及房委会工地大型建造机械的作业安全，包括加强标书评审制度及承建商表现评分制，以及在招标规格加入新的检修规定。



在现有屋邨进行工程，安全也非常重要。年内我们修订维修和改善工程合约内安全支付计划的项目，修改房委会安全稽核制度（维修及改善工程），以配合电梯业的特性，并且检讨和优化现时的安全支付计划，以便更有效管理所有屋宇装备维修及改善工程的安全表现；又编制安全指引手册，说明加装升降机及升降机现代化工程的良好及不良作业方式。至于监管物业管理服务公司方面，我们在评审标书的评分制加入新「安全稽核」项目，并就数宗严重工地安全事故，检讨标书评审机制。

## 采购方法 推陈出新

年内我们顺利完成德朗邨发展项目，这是首个采用综合采购法的项目。综合采购法是一个三轨投标制度，投标者须就价格、技术及创意三方面提交建议。这样可鼓励持份者在创新设计和建筑方法上互相协作，集合「设计—投标—建造」及「设计连施工」两种采购模式的优点，尤其适用于复杂的大型房屋发展项目。这个采购法还有其他可取之处，包括有助促进设计及建筑专业人员在项目发展初期互相配合、提升生产力和品质，以及推动全方位的环保设计和创新方案，这些设计和方案日后可用于其他发展项目。第二个采用综合采购法的发展项目是安达臣道地盘A和地盘B第1和第2期，工程已展开。我们现正物色其他规模足以实行综合采购法的合适用地。

## 启德机场旧址焕然一新： 启晴邨及德朗邨

随着国际航空服务设施迁到美轮美奂的赤鱘角新机场，享誉盛名的启德旧机场于1998年关闭。启德旧址极具发展潜力；其后，当局制定启德总纲计划。房委会积极参与，悉心规划，启德旧址逐渐蜕变为朝气蓬勃的新社区。

根据总纲计划，房委会负责两个大型发展项目，即启德1A及1B地盘，兴建15座多层住宅大厦，提供逾13 300个单位，居民数目约34 000人。两个发展项目的主题为「绿茵家居」，重点在于建设以人为本、设备齐全、可持续发展的社区，同时兼具成本效益。



启晴邨（1A地盘）和德朗邨（1B地盘）这两个「绿茵家居」项目现已落成，首批居民分别于2013年8月及12月入伙。这两个屋邨均采用先进技术兴建，融入不少可持续发展的元素，包括把挖出的海泥用作回填和铺面物料，以及采用崭新的环保设备，例如电动车充电设施、升降机再生动力装置、区域供冷系统，以及雨水收集暨根部灌溉系统。启晴邨及德朗邨可说是全港数一数二最先进和环保的屋邨。

- 1 新近落成的启晴邨。
- 2 雨水收集暨根部灌溉系统。
- 3 德朗邨绿茵处处。



这两个发展项目的总体规划以中央公园概念为基础，人车完全分隔，公共空间广阔，道路两旁广植树木。住宅大厦旁的邻舍公园，舒适宜人，有助居民互动，促进睦邻。如今公园内小孩嬉戏的欢笑声，与昔日震耳欲聋的飞机声形成强烈对比。





## 连接社区 畅通易达： 葵盛围发展项目

葵盛围发展项目东面是葵盛东邨，西面是葵盛西邨，北面则是葵联邨两幢已落成的大厦。工地分为上下两个平台，设计布局较难处理。上层平台建有葵盛东邨第12座中转房屋及一所学校，下层平台则为露天停车场。

房委会重建这项目时，须顾及上下平台高低差距多达25米的情况。我们的建筑师及规划师匠心独运，巧妙地连接两个平台，改善整个地区的行人通道网络，同时兴建新公屋大厦，腾出宝贵的地方作康乐和休憩用地。

房委会采纳因地制宜的设计，只在下层平台兴建两幢住宅大厦，分别楼高39层及41层，而上层平台的设计则作出大幅改动，使之焕然一新，让学校与新建的市区建筑物融合。旧临时房屋大厦拆卸后，腾出的土地发展为多用途社区用地，内有一个设有表演舞台的社区花园、两个保留了葵盛东邨第12座原貌的旧单位、一个篮球场、一个儿童游乐场，还有健体设施、公厕、一个社区农圃及一条跑步径。

我们兴建了一个升降机塔连行人天桥，连接新社区用地和两幢住宅大厦。升降机和行人通道24小时开放，不仅方便葵盛围居民来往社区花园，更开通了由葵联路往下直达港铁站的路线，令在较高位置居住的居民出入更为方便。

上层平台决定不兴建住宅大厦，反之辟设社区花园，有助减少新发展项目对葵联路一带的影响，并为整个社区提供舒适的康乐用地。房委会致力在满足日渐增加的公屋需求与照顾区内居民各方面的需要之间取得平衡，并承诺为居民建设美好的居住环境和便利的行人通道网络。葵盛围发展项目正是最佳示例，证明房委会在这方面的努力取得成果。

- 1 葵联邨。
- 2 柴湾工厂邨大厦的设计印象图。
- 3 保育柴湾工厂邨大厦的社区参与工作坊。

## 工厂转为住宅： 柴湾工厂邨大厦改建计划

今年年报的主题为「承先启后 共建未来」，以房委会保育旧柴湾工厂邨大厦进行活化再用的计划来作诠释，最适合不过。

为尽快在短期内增加公屋供应，行政长官宣布十项有关房屋及土地供应的中短期措施，其中一项是找出一些历史悠久但使用率偏低的建筑物，转为房屋用途，旧柴湾工厂邨大厦便完全符合有关条件。该幢大厦设计别具当年的建筑特色，是全港仅存的旧H型工厂大厦。

房委会负责研究把这幢历史悠久的建筑物改建成具现代化设施和舒适的公屋大厦。我们采用与其他项目相同的做法，尽快开展社区参与活动，以了解区内人士的意愿和期望。我们很快便清楚知道，最佳方法是保留整幢建筑物，地下改作商业用途，上层则改建为公屋单位。



设计方面，房委会保留了大厦的建筑特色，尽量少作改动。利用大厦「特色的元素」，例如H型的建筑，以及鲜明的横向线条，作为重新设计的重心。房委会进行现代化工程时，一方面不能大幅改动建筑物的外貌和结构，另一方面又须符合今时今日居民的期望，当中遇上不少考验。我们努力不懈，发挥创意，问题一一迎刃而解，大厦焕然一新，叫人眼前一亮。大厦改建后，既回应市民对未来住屋的需求，也让部分历史建筑特色得以留存后世。



## 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.





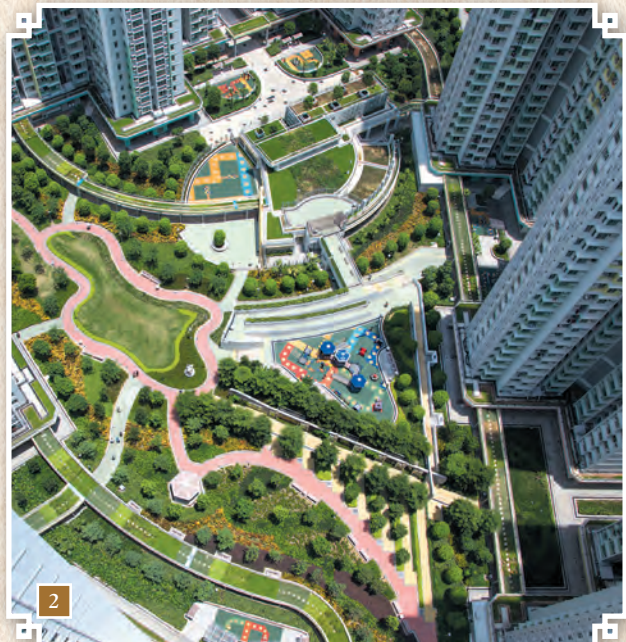
### Airport transformation: Kai Ching and Tak Long Estates at Kai Tak

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.



就

Shaping a Spirit of  
*Community*

社区

凝聚社区  
和谐共融





香港房屋委员会（房委会）传承优质的屋邨管理和服  
务，令不同年代的公共租住房屋（公屋）  
居民多年来得以安居。然而，面对社会和技术  
持续演变、新挑战接踵而来，我们不断创新和  
规划，建设未来，务求把新与旧的长处，兼收并蓄。

## 优质生活计划

全方位维修计划以五年为一个周期，全面维修  
所有公共屋邨。本周期（2011年至2016年）的  
全方位维修计划已推行至中段，2013/14年度内有39  
个屋邨实施该计划。随着政府推出新的楼宇管制措  
施，我们今年特别着重楼宇安全。

与全方位维修计划并行的日常家居维修服务，  
去年进一步扩展，现时涵盖210个屋邨和屋苑，当中  
包括5个新屋邨。该服务为前线人员提供  
资源，以便迅速回应维修要求，避免小毛病恶化。

年内我们继续推行全面结构勘察计划及屋邨改善计  
划等其他优质生活计划。前者检查较旧屋邨的结构状  
况，并作出活化或重建的建议；后者适用于根据全面  
结构勘察计划评为结构状况良好的较旧屋邨，旨在改  
善旧屋邨的环境和设施。

## 维修保养 持续之道

为评定不同类型公屋大厦的可持续性，以便更有效  
订立公共屋邨长远维修保养和改善策略，年内我们  
安排六个先导屋邨合共40幢公屋大厦，参与香港品  
质保证局「楼宇可持续发展指数」计划，并获得该计  
划的验证标志；房屋署是首个获得验证标志的机  
构。2014/15年度完结前，我们将安排合共十个屋邨  
约80座涵盖主要设计类型的公屋大厦，参加该计  
划。



为加强公共屋邨维修保养和改善工程的稽核和风险  
管理，我们在现行的工程品质管理体系中采用国际标  
准化组织ISO 19011稽核管理体系的原则，并应用  
ISO 31000风险管理框架；2013年9月更获香港品质  
保证局发出的ISO 19011和ISO 31000核实声明。

房委会从2013年10月起招标的楼宇保养工程分区  
定期合约标书评审，实施综合评分投标制。除了  
投标价格之外，评审标书时更考虑承办商过往的  
表现和记录。进行综合评分投标制的目标是确保  
房委会聘用优质的承办商，并鼓励承办商精益求精。

1 深水埗元州邨。

2 元朗天泽邨是其中一个参与「楼宇可持续发展指数」计划的  
先导屋邨。

## 公屋无障碍

2013/14年度，我们继续竭力使公共屋邨畅通无阻，方便长幼和伤健人士。第一期加装升降机计划已于2013/14年度完成，该年度内在较旧屋邨安装了四部新升降机。总体而言，该计划自2008年推出以来，已完成的独立项目有35个，涉及升降机总数70部。2013年初第二期加装升降机计划推出，加装升降机连接大厦外部的高架平台，以及在公共屋邨现有行人天桥旁加装升降机。我们继续在升降机现代化计划下检查和评估所有机龄逾25年的升降机。

本年度内在该计划下有16个屋邨合共103部旧升降机已经更换。与此同时，在楼宇结构情况许可下，在原本没有升降机出口的楼层均已加建出口。

除以上加装升降机措施外，我们继续致力在全港所有公共屋邨推行无障碍通道及设施改善计划。该计划自2010/11年度起推行，配合政府的无障碍通道政策，为期六年，耗资3.3亿港元，包括改善升降机、行人道、加设扶手和触觉警示带等工程，以优化屋邨的畅达程度。2013/14年度大部分改善工程已经完成。为兼顾工程进度，避免阻碍现有服务或对租户造成滋扰，小部分改善工程配合升降机现代化计划一并进行，并将于2016/17年度竣工。

## 屋邨安全与保安

公屋闭路电视监察系统是保障公屋居民一般安全的重要工具。2013/14年度，最后阶段的大规模更新闭路电视监察系统工程继续进行，以彩色摄影机、数码录影机和宽频网络传送装置，更新覆盖全邨的闭路电视监察系统。整个项目于本年度末顺利竣工，更新的闭路电视系统遍布全港153个屋邨合共1 016幢大厦。

年内我们推展新计划，为1986年至1992年期间落成的房委会及租者置其屋计划屋邨的公屋单位更换室内电线。该计划还涉及提升电线装置的安全标准，并于每个单位加装电插座。更换电线既可改善室内安全，又可减低火警危险，对居民十分重要。

## 防火安全

消防安全和防火是屋邨管理的重要工作。我们定期安排教育活动与演习，并鼓励其他团体在屋邨举行推广防火安全的活动。我们每年举办防火安全运动，旨在向居民灌输最新的防火安全信息，提高防火意识；又鼓励居民参与至少两年一次的住宅大厦火警演习。此外，我们连续九年在全港公共屋邨举办深受欢迎的防火安全问答比赛。其他宣传防火安全信息的方法计有：在房屋资讯台定期播放防火安全短片、在本地电台频道播放相关信息、在房委会/房屋署网站设立屋邨防火安全小型网站等。

一如既往，消防处是房委会的重要合作伙伴。2013/14年度，消防处再度安排流动宣传车和消防安全教育巴士，到访全港公共屋邨约90次，还继续为有志成为消防安全大使和导师的公屋居民提供培训。

## 扣分制

房委会推行屋邨管理扣分制，鼓励公屋租户关心社区，帮助维持居住环境安全卫生。我们根据扣分制发出警告和扣分，减少公共屋邨内有碍卫生的违规及罔顾公德的不当行为；同时推行教育宣传活动，鼓励居民保持社区清洁安全，两者相辅相成。扣分制成效显著，在安全及卫生方面，订定公德的标准，广受居民支持。扣分制涵盖28项不当行为，视乎不当行为影响环境卫生和屋邨管理的严重程度而扣3、5、7及15分不等。在扣分的有效期内，租户不得申请调迁；若租户于24个月内累积被扣16分或以上，房委会可终止其租约。



## 绿色生活

自2011年5月起，所有公共屋邨的维修保养和改善工程均已推行ISO 14001环境管理体系认证。近年我们按ISO 14001标准，在物业管理方面建立和实行全面的环境管理体系。2013年7月，所有公共屋邨已取得ISO认证。日后，所有入住率达

八至九成的新屋邨，便实施环境管理体系，并须取得ISO 14001认证。

我们在辖下公共屋邨全面推行为期42个月（将于2015/16年度内完成）的减低耗能量计划。年内按计划将辖下280座现有屋邨大厦的电磁镇流器照明装置，以节能电子镇流器照明装置取代。此外，我们试行把耗能量较低的发光二极管照明器的应用范围，扩展至启德1A地盘（即启晴邨）一幢住宅大厦。启晴邨首批居民已于2013年8月入伙，我们现正进一步评核这类照明装置的效能。

此外，葵盛西邨先导项目于2013年6月顺利取得ISO 50001能源管理体系认证。我们借鉴这些经验，把能源管理体系分两期扩展至所有公共屋邨。目标是第1期92个公共屋邨于2014年10月前取得认证，而第2期75个公共屋邨则于2015年4月取得认证。

年内家居废物源头分类计划继续推展，成效理想。回收再造的废纸约29 390公吨、塑料瓶1 810公吨及铝材1 360公吨。

## 绿化环境

我们致力绿化公共屋邨，深明绿化的重要，不仅为租户提供健康而可持续的居住环境，还有助隔热降温，减少辐射和眩光；绿化更能缔造极佳的视觉和美学效果。

1 时任房屋署署长柏志高（中）与嘉宾分享获颁ISO14001环境管理体系认证的喜悦。



在一些较旧的屋邨可供绿化的地面空间不多，因此我们近年致力探讨在建筑物的顶盖进行绿化，但必须先解决一些现有限制，例如建筑物的结构负荷、排水、防水和通道设施等。至今，我们已为15个建筑物顶盖引入绿化，包括有盖行人道、停车场和附属设施的上盖，分布五个公共屋邨及房委会总部大楼。这些绿化顶盖配备自动灌溉系统，并种植多款易于打理且美观的植物，令居民赏心悦目。凭藉这些成功的绿化经验，我们承诺在可行情况下，为其他现有屋邨铺设更多的绿化顶盖。

我们在18个屋邨加强绿化，以改善绿化覆盖面，促进植物健康生长；又其他十个屋邨举行植树日，增加植被。利安邨和顺安邨辟设主题花园，成为露天公用空间的中心点。为了培养居民的绿化思维，年内我们在20个屋邨与屋邨管理谘询委员会

(邨管谘委会)合办团体绿化活动；又再次为逾650名义务屋邨树木大使提供培训，协助他们在屋邨推行爱护树木活动。

## 伙拍邨管谘委会 改善屋邨管理

邨管谘委会在当区屋邨管理团队与公屋租户之间担当关键的桥梁角色，负责日常管理和小型改善工程，并监察和评核服务承办商的表现。

两年一度的邨管谘委会研讨会于2014年3月22日举行，邨管谘委会委员和房屋署人员聚首一堂，就屋邨管理事宜交流意见。今年更适逢香港公营房屋发展60周年，房委会主席张炳良教授担任研讨会主礼嘉宾，参加者不仅包括房屋署高层管理人员，还有来自全港公共屋邨的邨管谘委会委员约700人；部分参加者分享过去60年屋邨管理和邨管谘委会演变方面的经验。另一重点环节是颁发予「最积极推广防火EMAC」奖励计划的18个得奖队伍。

邨管谘委会可获拨款伙拍不同的非政府机构，举办各类活动，加强公共屋邨居民对社区的归属感。2013/14年度这类伙拍活动共416个，包括研讨会、工作坊、表演、嘉年华会等。房委会又联同三个环保团体，继续推行深受欢迎的「绿乐无穷在屋邨」计划，今年的主题为「减少都市固体废物」，配合主题的一系列推广活动包括创意食谱比赛、同乐日、讲座、工作坊和参观活动。此外，14个屋邨已试行厨余回收。

## 与承包商携手合作

我们与承包商在各个层面紧密合作，并视乎需要举行研讨会和会议。例如在2013年5月为服务承包商举办研讨会，讲解如何在公共屋邨预防禽流感(H7N9)，又在研讨会上示范如何消毒和处置受伤、患病和死去的雀鸟。

工地安全方面，我们于2013年6月与职业安全健康局合办第七届工程和物业管理工地安全研讨会；另于2014年3月为前线清洁工人和洁净服务承包商举办第二届洁净服务职业安全研讨会。

职业健康与安全评估系统(OHSAS)18001是职业健康及安全管理的国际标准，有助减低雇员面对的风险及发生意外的机会。为了从长远角度提升清洁工人的健康及安全标准，我们从2013年10月起规定承包商如申请列入房委会洁净服务承包商和物业管理服务公司的名册，必须已取得OHSAS 18001关于提供洁净服务的认证，而名册内现有的承包商则有18个月宽限期。



- 1 德朗邨绿意盎然。
- 2 在邨管谘委会研讨会上，部分参加者分享屋邨管理和邨管谘委会演变方面的心得。



### 减少堆填废物： 年桔再植

农历新年期间，以盆栽年桔和年花布置家居是中国传统。年桔色泽金黄悦目，倍添节日气氛；惟春节过后，大部分都被弃置，顿成废物。因此，房委会在2013年推出年桔回收再植试验计划，旨在减少园林废物，以年桔为回收对象，皆因它是多年生植物，较为易于再植。

试验计划的参加者来自35个屋邨和1个商场，共收回逾千盆年桔。为了让参加者掌握再植年桔的窍门，我们举办种植技巧讲座，并分发资料便览，阐明植物不同生长阶段和所需园艺做法，又安排园艺组同事到访跟进，实地提供意见和技术支援。

在试验计划下顺利再植的年桔逾700盆。为表扬参加者悉心栽种，我们设立多个不同类别奖项，如百子千孙奖、大吉大利奖和桔王之王奖，并举行颁奖仪式。此外，我们邀请名人示范如何善用年桔制作食品，如制成果酱和腌制咸柑桔。

该计划获媒体广泛报道，被誉为香港屋邨管理上减少园林废物的典范，更获政府认同和纳入环境局所发出的《香港厨余及园林废物计划2014-2022》之中。有见试验计划成绩斐然，现已扩展至全港所有公共屋邨，务求进一步减少园林废物；2014年收回年桔逾5000盆。是项举措广受欢迎，卓见成效，既能减少弃置堆填区的废物，又让全港公屋居民有机会了解并观察植物的生命周期，从而增强环保意识。



- 1 房委会资助房屋小组委员会主席黄远辉（左三）及时任房屋署署长柏志高（右三），与嘉宾主持「年桔回收再植」开展仪式。
- 2 房屋署同事与屋邨居民实地观察年桔再植情况。
- 3 筲箕湾耀东邨新建的升降机塔。
- 4 沥源邨的加装升降机计划与园景改善工程结合。

## 畅通易达： 第一期加装升降机计划

在上世纪70年代或以前兴建的公屋大厦当中，有些并无升降机；而且许多较旧的公共屋邨均建于陡峭山坡上，只有楼梯连接屋邨范围内或附近高度不一的平台。时至今日，社会对无障碍环境期望甚高，部分原因是香港人口老化，行人通道急需改善。因此，我们一直推展改善工程，增设升降机或自动扶手梯，为残疾人士和长者提供无障碍通道，并且优化邨内以至屋邨与屋邨之间往来的接驳通道。

第一期加装升降机计划在2008年展开，在原本没有升降机的公屋大厦加建升降机塔，以及在外围地方加装升降机、自动扶手梯和加建行人天桥。2013年12月，该计划在29个获优先处理的公共屋邨推行，先后加装升降机70部、自动扶手梯6部，以及加建行人天桥18条，大大优化行人往来通道。

第一期加装升降机计划在现有社区推展，由于工地环境局限，在设计和施工上均面对种种挑战，包括人流众多、施工空间有限、地下公用设施密集和土力工程复杂等。我们的工程小组全力以赴，细心谨慎地应对这些问题，以预制钢材升降机槽和无机房升降机装置等创新举措和技术施工，克服传统建筑和安装方法的缺点、减少施工对周围产生的滋扰、缩短施工期，并且提高升降机的能源效益。



第一期加装升降机计划进行期间，我们趁机改善屋邨环境，把加装升降机计划与园景改善工程结合起来。沥源邨项目的庭园改善工程，以及平田邨项目加设流水景色便是好例子。这两个项目既令屋邨更畅通易达，又使居住环境更舒适。

第一期加装升降机计划得以成功，关键在于与居民保持沟通，得到居民合作。我们在设计阶段，尽早在邨管谘委会会议上徵询居民意见，确保项目切合居民所需；结果深受欢迎。

## 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.

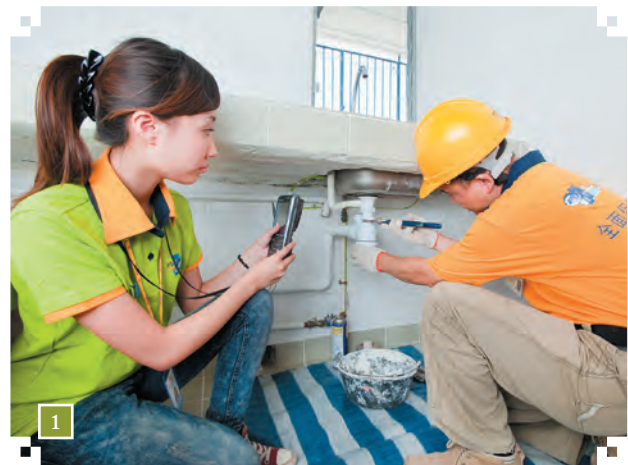
### Quality living programmes

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



为照顾公屋居民的日常生活需要，香港房屋委员会（房委会）提供各式各样的零售商铺和社区设施。这些商铺和设施大多位于房委会辖下公共屋邨，配套得宜。截至2014年3月底，房委会辖下约有28 200个停车位、总面积208 000平方米的商业和零售设施、202 100平方米的工厂大厦、2 150 100平方米的社区、教育和福利设施，以及397 000平方米其他用途的地方。

## 货品服务应有尽有

我们提供零售设施的主要目的，是照顾区内居民日常所需。因此，我们规划新商场的指定行业组合时，采取灵活和市场主导的租赁策略，让购物者有更多选择。为切合顾客需要和发挥设施的最佳效益，我们不断优化行业的组合，与时俱进。以房委会辖下较大型邻里商场——晴朗商场为例，我们安排租赁时，紧贴市场趋势，引进不少出售流行品牌和产品的商户，包括销售电讯和数码产品的商户，以及售卖受欢迎零食和糖果的店铺。我们为较小型的商场，例如美田邨第四期和怡明邨等新屋邨的零售设施订定的行业组合，能吸纳受欢迎品牌商户的同时，也获得理想的租金收入。此外，我们采取市场主导的租赁策略，在荔景邨、华富（一）邨和象山邨引入冷藏食品的新行业类别，并租出象山邨长期空置的零售商铺。

年内我们继续积极物色商场新租户，以扩大房委会客户名册，务求令行业组合更多元化，购物选择更丰富。旧商场引入有名气的商户，可产生协同效应，提升商场的吸引力。以梨木树（二）邨住宅大厦的店铺为例，我们物色连锁店营运承租，不仅给人耳目一新的感觉，更可吸引其他准租户。我们在辖下商场引入品牌商户的同时，也提供机会给小型商户进驻经营。



过去一年，我们采取一连串措施，方便房委会商场的顾客购物，享受愉快的购物乐趣。我们在商场大堂辟设展销场地，展销货品林林总总。此外，我们也在「大本型」和晴朗商场等购物中心的主要位置装设自动柜员机，方便顾客。

为配合本港推广崭新的绿色交通工具，我们在渔湾邨停车场设置新型的电动车充电设施。年内落成的公营房屋发展项目，均提供这类充电设施。

1 位于九龙城的晴朗商场年内启用。

2 公屋居民在房委会营运的商场尽享购物乐趣。

## 善用非住宅资源

在五年向前推展计划下，我们根据可行性研究结果，厘定主要设施优化工程的先后次序，提升房委会辖下商业设施的吸引力和营运潜力。过去一年，我们完成了华富（一）邨和华富（二）邨的零售设施改善工程，并引进两家新食肆，让区内居民外出用膳有更多选择。安基苑、龙蟠苑、坪石邨和葵盛西邨的零售设施和停车场改善工程，也进展顺利。另一方面，有见南山邨、石硤尾邨和富山邨的熟食档甚受居民欢迎，年内我们批准这些档位增设露天座位，座位数目增加，有助改善营商环境。此外，我们正为博康商场改善工程进行详细设计。

重整储物室租赁政策的工作已于2014年2月完成。这政策旨在订立统一的储物室暂准证费徵收方法，并确保各公共屋邨合共610个储物室均符合规划要求。



1 彩德商场的贺年装饰。



## 缔造更佳营商环境

为全面提升房委会各类零售设施的环境和质素，我们在过去一年进行多项改动工程，例如重整葵盛西邨和丽瑶邨的街市，整合部分空置档位，并租予食肆经营。此外，我们又进行富山邨熟食档改善工程，令档位环境焕然一新，吸引商户租用。至于房委会的大型商场「大本型」，我们汲取开业初期经验，重整商场的「小型零售地带」，重新编排展销亭的位置，并整合部分空置的展销亭，增加舖面面积。这样不但扩大商舖组合，更能增添购物气氛。

我们在辖下商场定期举行推广和节庆活动，2013/14年度举办了约90项推广活动。此外，我们在各大商场和设有大型零售设施的屋邨及屋苑安排了60多项节日装饰。

在房委会的芸芸商业设施当中，「大本型」是我们的重点项目。为维持「大本型」这个区域购物商场的受欢迎程度和吸引力，我们继续举办各式各样的节庆和季节特备推广和宣传活动。年内我们在「大本型」举办约70项推广和宣传活动，广受顾客、商户和居民欢迎，人流及营业额持续增长。

2 「大本型」洋溢欢乐的节日气氛。

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

务



继往开来  
服务为本

40年来香港房屋委员会（房委会）一直致力建立用心服务的文化，并通过不同途径，积极与各方沟通联系，成效显著。同时，我们因应最新的科技发展及新增的需要，加强现有服务，务求精益求精，迎接未来。过去一年，我们推行多项工作，保持与不同媒介沟通，兼顾上述两个重要范畴，绩效相得益彰。

## 加强沟通 促进合作

房委会／房屋署的网站功能繁多，易于使用，2013/14年度每月平均点击率达530万次。网站内容充实，公共资讯齐备，包括提供公共租赁住房（公屋）申请的最新编配进度、公屋预测及实质建屋量的统计数字，以及房委会竣工项目的报告，浏览方便，广受欢迎。

年内我们优化网页设计，尽量符合万维网联盟(W3C)《无障碍网页内容指引》(WCAG) 2.0AA级别标准，使网页能够兼顾不同社群的需要，包括残疾人士。我们努力推动无障碍设计网站，在政府资讯科技总监办公室联同平等机会委员会合办的「无障碍网页嘉许计划」中，获得金奖级别。

我们也透过其他媒介，与持份者保持密切有效的沟通。网上电子通讯《互信》，报道房委会的主要措施和工作、房委会员工的趣闻轶事，以及公屋生活的不同面貌。《屋邨通讯》每半年出版一次，对象为公屋租户。

## 与传媒紧密合作

房委会为公营机构，有责任透过传媒向公众发布有关房委会新动向和新措施的资讯。2013/14年度我们发出56份新闻稿，安排45次新闻简报会及访问，答覆1 095项传媒查询，并处理663宗由传媒转介的投诉。

## 机构访问

许多访港嘉宾均欲了解房委会及本港公营房屋的发展。我们很荣幸为不少嘉宾安排参观一些主要地点。年内我们为不同团体和访问团安排了77次参观，其中来自其他国家的访问团占30次(39%)、内地访问团占23次(30%)，本地团体则占24次(31%)。

## 关爱社区

为加强公屋居民的凝聚力，房委会经常举办不同活动，培养居民对社区的归属感，发扬守望相助的精神。2013/14年度，我们定期推展有关防火、家居安全、屋邨清洁和公共卫生等运动及相关计划。

一年一度的长者希望日在2014年1月举行，参与的义工接近2 800人，数目再创新高。义工分组到60个公共屋邨，探望约1 200名年长租户，并送上礼物。一如往年，房委会主席张炳良教授亦参与其中。年内我们继续宣传防跌信息，派出义工到8个屋邨进行路演，与逾800名公屋长者分享防跌锦囊，教导他们如何安全地使用屋邨的健身设施，并按长者的起居方式评估风险。对于跌倒风险较高的公屋长者，我们更安排职业治疗师和义工家访，跟进他们的情况。



1 「香港公营房屋发展60周年」展览。

2 近2 800名义工参与长者希望日。

## 推动员工投入工作

年内我们定期在内联网上载工作团队表现出色的故事，藉以巩固房委会的核心价值，培养追求卓越的工作文化。我们继续定期举办以中层管理人员为对象的「工作融乐、有赖关爱」系列工作坊；除了提供有用的方法和支援，推动员工投入工作，提高效率，同时培养关怀为本的管理思维，参加员工获益良多。

## 员工发展机会

为配合房委会的业务需要，我们在2013/14年度安排多项员工培训和发展活动。这些活动旨在提升员工的技能，并介绍房委会的新措施，每名员工每年平均受训24.5小时。除了在教室授课外，还安排实地造访、考察和短期派任。因应房委会的新路向和新发展，我们修订了为新聘人员而设的入职培训课程内容。由于越来越多同事利用网上学习资源，我们加强房委会易学网的内容，并重新编排网站内的学习资源，方便同事浏览。

员工身心乐健计划持续举办多年，广受同事欢迎；年内继续推行，通过举办讲座，例如眼睛护理、牙齿健康、中年危机、压力管理等，给予员工实用的保健资讯。乐健坊网页每月更新内容，方便同事浏览。此外，在网站举办健康资讯问答比赛，参加人数踊跃。

## 安全与健康的工作环境

房委会十分重视员工的健康和安全，年内再次举办多个有关职业安全和健康（职安健）的培训课程和讲座，提高员工的安全意识，巩固房委会注重安全的文化。同时，房委会内联网的职安健网站载有职业安全健康局和劳工处编制的最新职安健指引、健康锦囊和其他刊物。

2013年职安健培训课程和讲座的数目增至200个，合共约9 700名员工参加。这些课程和讲座涵盖急救、建筑工地安全、树艺安全、压力和危机管理、在密闭空间工作、显示屏幕的使用，以及处理有暴力倾向客户的技巧等。年内，我们继续进行一年一度的办公室安全视察工作。

## 善用资讯科技提升效率

资讯科技发展一日千里，房委会善用先进科技，提高服务质素和效率。2013/14年度房委会在不同资讯科技应用范畴获得多个奖项和认可，足证房委会在改革业务运作和提升整体效率方面，成绩斐然。

资讯科技策略研究于2012年完成后，我们着手推行研究建议的资讯科技策略性发展计划，进展良好。我们正落实该研究提出的六项计划，当中涉及管理新居者有其屋计划、改善公屋申请和编配程序、利用建筑信息模拟技术提高公屋建筑设计工作的速度和效率、善用科技协助研发更佳的屋宇管制方案、在各个业务范畴广泛应用移动科技，以及更新资讯科技基础设施。上述计划有助我们提升整体表现，为市民提供更佳服务。

另一项重要的资讯科技发展工作，是在房委会各分处广泛应用地理信息系统，大大简化公共屋邨地下管道的管理及保养程序。年内逾千人使用这个系统，更快捷有效地更新记录和图则。此外，地理信息系统结合建筑信息模拟系统，制作立体模型，用途广泛，有助进行各类研究和分析，使设计工作不单更快捷，而且更准确。

年内房委会推出强制检验计划管理系统，采用文件扫描和电子工作流程方法，以便独立审查组更有效执行强制验楼和强制验窗。现时，整个业务流程以电子方式进行，程序大为简化，效率提高，估计每年可处理25万宗强制验楼和强制验窗个案。

我们在2013年8月推出全新的客户服务系统，供各屋邨办事处使用，以提高运作效率，改善客户服务。新系统建立标准化的客户服务模式，改革前线业务运作，大大提高屋邨办事处的客户服务质素，资讯统一，增加客户服务的透明度。这个按使用者需要而设计的系统，简单易用，前线人员只须利用轻触式电脑屏幕显示的简单选项，便能更准确、有效地处理和查察租户的要求。新系统有助全面分析各项要求和投诉的性质，方便日后进行更妥善的规划，备受好评。

在现今资讯科技普及的环境，保安工作至关重要。房委会掌握大量租户资料及个人资料，须时刻注意妥为保管。为审慎起见，我们用了两年多时间，仔细选择最适用的保安管制工具，以保障资料安全，减低风险。2014年初，房委会取得ISO 27001认证，这是资讯保安管理方面的重要国际认可。房委会是香港首个政府机关，在保护重要信息资产方面（由个人电脑以至数据中心）取得全面认证。房委会致力应用资讯科技支援业务运作，确保应用情况安全稳妥，上述认证是重要的里程碑，肯定我们作出的努力。

房委会落实「绿色IT」措施，进展良好，辖下办事处和数据中心的用电量和用纸量均见减少。年内推行的措施包括更换能源效益欠佳的电脑设备、关掉办公室无人使用的资讯科技设备，以及尽量善用电子途径，减少印制报告和其他文件。

## 公营房屋发展60周年

2013年标志着公屋发展60周年，对房委会以至整个香港来说，都是重要的里程碑；公营房屋无疑是本港发展的重要一环。为了让市民了解公屋演变的进程，房委会推出一系列活动，回顾公屋的由来和发展历程，更展示多年来公屋对个人生活以至整个社会的重大影响。



1 「香港公营房屋发展60周年」展览简介公屋历史，概述居民生活点滴。

2 60周年纪念短片上载于房委会/房屋署网站，让公众回顾公屋发展与演变。



「香港公营房屋发展60周年」展览是连串活动的焦点，在尖沙咀香港文物探知馆举行，展期由2013年9月底至2014年3月初。展览以「话说公屋」为主题，展出珍贵的历史照片、展品和模型，并播放不同人士分享公屋生活点滴的短片，还有由学者和专家主讲的公营房屋讲座。此外，全港公共屋邨均举办小型巡回展览，房委会辖下多个商场也举办游艺表演和小型表演，纪念公屋发展60周年。

适逢60周年纪念，房委会于2013年10月主办第18届亚洲公共房屋机构研讨会。研讨会在房委会总部举行，主题为「探求可持续发展：不断转变的挤迫城市的公共房屋」。研讨会为期三天，香港、日本、南韩和新加坡公共房屋机构均派代表出席，分享房屋方面的经验，并讨论最新的专业实务工作及技术。

为了让公屋租户参与纪念活动，房委会于2013年11月至2014年1月期间举办对联创作比赛，收到逾千份参赛作品，从中选出冠、亚、季军和20名优异奖得主，并于2014年3月22日每两年一度的屋邨管理谘询委员会（邨管谘委会）研讨会举行颁奖礼。邨管谘委会委员、前房委会委员和前房屋署职员也藉此良机共聚，一同讨论过去60年屋邨管理的发展和邨管谘委会角色的转变。

房委会制作了片长15分钟的60周年纪念短片，内容丰富，展示本港公营房屋的不同面貌，包括历年公屋单位的设计及建造、屋邨管理工作，以及房委会如何致力推动可持续发展。

另于2013年12月13日特别举行酒会，纪念公营房屋发展60周年暨房委会成立40周年。行政长官梁振英先生莅临主礼，出席嘉宾还包括历任房委会主席、副主席及委员。

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

奖项 / 得奖项目 Award / Winning Project	颁发机构 Awarding Organisation
<b>建筑及维修 Construction and Maintenance</b>	
<b>Autodesk 香港建筑信息模拟设计大奖2013</b> 获奖机构 <b>Autodesk HK BIM Awards 2013</b> Winning Organisation	欧特克 Autodesk
<b>HKQAA-HSBC企业社会责任先导者标志</b> 达到5.00满分 — 发展及建筑处 <b>HKQAA-HSBC CSR Advocate Mark</b> Achieved full score of 5.00 – Development and Construction Division	香港品质保证局、 香港上海汇丰银行有限公司 Hong Kong Quality Assurance Agency, and Hongkong and Shanghai Banking Corporation Limited
<b>香港品质保证局「楼宇可持续发展指数」</b> 验证标志 — 葵盛东邨、葵盛西邨、秀茂坪南邨、常乐邨、新翠邨及天泽邨 <b>Hong Kong Quality Assurance Agency Sustainable Building Index</b> 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	香港品质保证局 Hong Kong Quality Assurance Agency
<b>ISO 19011</b> ISO19011 稽核管理体系核实声明 <b>ISO 19011</b> ISO 19011 Verification Statement of Auditing Management System	香港品质保证局 Hong Kong Quality Assurance Agency
<b>ISO 31000</b> ISO31000 风险管理架构核实声明 <b>ISO 31000</b> ISO 31000 Verification Statement of Risk Management Framework	香港品质保证局 Hong Kong Quality Assurance Agency
<b>环保 Environmental</b>	
<b>FuturArc环保先锋大奖2013</b> 获奖项目 — 油丽邨第五期 嘉奖 — 油塘邨重建第四期项目 (大本型) <b>FuturArc Green Leadership Award 2013</b> Winner – Yau Lai Estate Phase 5 Citation – Yau Tong Estate Redevelopment Phase 4 (Domain)	Building and Construction Interchange Asia
<b>香港工程师学会年奖环境分部论文奖</b> 亚军 — 海泥的环保处理 <b>Environmental Paper Award,</b> <b>Environmental Division, Hong Kong Institution of Engineers</b> First Runner-up – Green Treatment of Marine Mud	香港工程师学会 Hong Kong Institution of Engineers

奖项 / 得奖项目 Award / Winning Project	颁发机构 Awarding Organisation
<b>ISO 50001 能源管理系统认证</b> 葵盛西邨 <b>ISO 50001 Energy Management System (EnMS)</b> Kwai Shing West Estate	香港品质保证局 Hong Kong Quality Assurance Agency
<b>ISO 14001 环境管理体系认证</b> 证书 — 所有公共屋邨 <b>ISO 14001 Environmental Management System in Property Management</b> Certificate – all PRH estates	香港品质保证局 Hong Kong Quality Assurance Agency
<b>香港环保卓越计划</b> 「卓越级别」减废标志 累计完成最多减废目标的首五名机构 <b>Hong Kong Awards for Environmental Excellence</b> “Class of Excellence” Wastewi\$e Top 5 Organisations Achieving Cumulatively the Most Number of Goals in Wastewi\$e Label	环境保护运动委员会 Environmental Campaign Committee
<b>香港绿色企业大奖2013</b> 「企业绿色管治奖」大奖 「明智环保采购奖」白金奖 「优越环保管理奖」白金奖 「企业绿色管治奖」管理系统奖 <b>Hong Kong Green Awards 2013</b> Grand Award (Corporate Green Governance Award) Platinum Award (Green Purchasewi\$e Award) Platinum Award (Green Management Award) Management System Award (Corporate Green Governance Award)	环保促进会 Green Council
<b>2014 年香港花卉展览</b> 最佳展品 (园林景观) 金奖 <b>Hong Kong Flower Show 2014</b> Gold Award for Outstanding Exhibit (Landscape Display)	康乐及文化事务署 Leisure and Cultural Services Department

## 设施管理 Facility Management

<b>卓越设施管理奖 2013</b> 卓越设施管理奖 (商场) — 大本型 卓越设施管理奖 (公营租住房屋) — 蓝田邨及坪石邨 优秀奖 (公营租住房屋) — 天晴邨 <b>Excellence in Facility Management Award (EFMA) 2013</b> 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	香港设施管理学会 Hong Kong Institute of Facility Management
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奖项 / 得奖项目 Award / Winning Project	颁发机构 Awarding Organisation
<b>机构 Corporate</b>	
<b>Galaxy Awards 2013/2014</b> 录像及数码录像：「企业形象」组别金奖 — 「公营房屋发展六十周年」 「持份者通讯」组别荣誉奖 <b>Galaxy Awards 2013/2014</b> 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
<b>2013 Astrid Awards</b> 「非牟利机构」组别银奖 — 《香港房屋委员会2011/12年度年报》 <b>2013 Astrid Awards</b> Silver Award (Not-for-profit Organisations) – The Hong Kong Housing Authority Annual Report 2011/12	MerComm, Inc
<b>2013 年国际年报大奖</b> 「非牟利机构：房屋」组别铜奖 — 《香港房屋委员会2011/12年度年报》 <b>2013 International Annual Report Competition (ARC) Awards</b> Bronze Award (Non-profit Organisation: Housing) – The Hong Kong Housing Authority Annual Report 2011/12	MerComm, Inc
<b>能力成熟度模式整合 — 采购</b> 成熟度第三级 1.3 版 <b>Capability Maturity Model Integration for Acquisition</b> Maturity Level 3 Version 1.3	美国卡内基美隆大学的 软件工程学院 Software Engineering Institute, Carnegie Mellon University, USA
<b>ISO 27001 资讯安全管理系统验证</b> ISO 27001:2005 <b>ISO 27001 Information Security Management Systems Certification</b> ISO 27001:2005	英国标准协会 British Standards Institution
<b>「同心展关怀」机构 2013/14</b> 「连续超过5年同心展关怀」标志 — 房屋署 「无障碍友善企业 / 机构名单」 <b>Caring Organisation 2013/14</b> 5 Plus Consecutive Years Caring Organisation Logo – Housing Department List of Barrier-free Companies / Organisations	香港社会服务联会 Hong Kong Council of Social Service
<b>2013 年度香港十大 .hk 网站竞选</b> 特别嘉许 <b>Top 10 .hk Website Competition 2013</b> Special Mention	香港互联网注册管理有限公司 Hong Kong Internet Registration Corporation Limited
<b>无障碍网页金奖级别</b> <b>Web for All Gold Award</b>	政府资讯科技总监办公室及 平等机会委员会 Office of the Government Chief Information Officer and Equal Opportunities Commission

奖项 / 得奖项目 Award / Winning Project	颁发机构 Awarding Organisation
<p><b>2013 公务员优质服务奖励计划</b></p> <p>「部门合作奖」银奖 — 房屋署与劳工及福利局、建筑署、路政署及运输署合作的项目（改善公众可进出处所的无障碍通道及设施）</p> <p>「一般公共服务队伍奖」铜奖 — 南山邨多层停车场改建工程</p> <p>「内部支援服务队伍奖」优异奖 — 客户服务系统计划小组</p> <p><b>Civil Service Outstanding Service Award Scheme 2013</b></p> <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>	<p>公务员事务局 Civil Service Bureau</p>

## 财务回顾

我们在2013/14年度的工作重点，仍然是透过「最佳模式」提供优质财务管理服务，以贯彻香港房屋委员会（房委会）的理想和工作目标。我们继续致力改善和加强财务及风险的管理程序，务求尽量提升各项活动的财务和业务价值。

房委会是财政自主的机构，以内部衍生的资金，持续推行庞大的公营房屋计划。我们审慎管理财政资源，以顺利推行各项基本工程计划、营运服务及业务措施。

### 2013/14年度财务报表

房委会根据与政府于1988年达成的财政安排（已按1994年的增补协议修订），以及房委会所通过的会计政策编制财务报表。2013/14年度的整套财务报表连同本年报夹附于共用的封套内。同时，房委会在过去五年的运作结果和资本开支的概要分别载于本年报的附录9和附录10。

### 财务摘要

年内的综合业绩概列如下：

	百万元
1. 综合运作帐目盈馀	2,807
2. 资金管理帐目盈馀	3,547
3. 代管服务帐目盈馀	19
<b>年内盈馀</b>	<b>6,373</b>

#### 1. 综合运作帐目

综合运作帐目概列租住房屋、商业楼宇和资助自置居所业务的运作结果，在计入0.80亿元的特别开支净额后，2013/14年度整体运作盈馀为28.07亿元。

租住房屋业务在2013/14年度录得1.79亿元的赤字。这项业务包括下列项目：

运作赤字	百万元
租住房屋（不包括中转房屋）	108
中转房屋	68
长者租金津贴	3
	<b>179</b>

商业楼宇业务未扣除0.34亿元的特殊项目前，盈馀为9.48亿元。这项业务包括下列项目：

运作盈馀	百万元
商场	486
停车场	173
工厂	47
福利设施	242
	<b>948</b>

特殊项目的款额为0.34亿元，是拆卸及清拆成本，以及由房委会拨款兴建的政府基础设施和社区设施所需的开支。

资助自置居所业务未计入300万元的特殊项目前，盈餘为21.55亿元。这项业务包括下列项目：

运作盈餘 / (赤字)	百万元
居者有其屋计划 (居屋计划)	815
私人机构参建居屋计划 (私人参建计划)	213
租者置其屋计划 (租置计划)	1,160
自置居所贷款计划 (自置贷款计划) 及置业资助贷款计划 (置业贷款计划)	(33)
	<b>2,155</b>

特殊项目的款额为300万元，是在本年度支付已售予香港按揭证券有限公司的自置贷款计划贷款组合的利息0.17亿元后，就该贷款组合尚未偿还余额的未来利息负债所作的上调。

## 2. 资金管理帐目

与房委会的投资资金管理有关的收入和开支，均纳入资金管理帐目。该帐目显示，2013/14年度的盈餘为35.47亿元。在2014年3月31日，房委会的投资资金为697.94亿元。房委会资金在2013/14年度的整体总回报率为5.3%。

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

财务小组委员会在辖下的资金管理附属小组委员会协助下，不时检讨房委会的投资策略和情况。资金管理附属小组委员会亦会就投资经理的遴选事宜提供意见，并监察投资经理的表现，而房屋署则负责执行日常的监察工作。房委会在独立投资顾问协助下，因应最新的金融市场情况和风险，于2013/14年度完成资产配置策略稳健程度的周年检讨。根据检讨结果修订的资产配置策略概述如下：

外汇基金保本项目	约55.0%
港元 / 美元存款及债券	5.0%
人民币存款及债券	10.0%
环球债券	12.5%
股票	17.5%
	<b>100.0%</b>

## 3. 代管服务帐目

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

## Financial Review

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
<b>Surplus for the year</b>	<b>6,373</b>

#### 1. Consolidated Operating Account

The Consolidated Operating Account summarises the operating results for Rental Housing, Commercial and Home Ownership Assistance activities. It shows an overall operating surplus of \$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
	<b>179</b>

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
	<b>948</b>

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)
	<b>2,155</b>

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%
	<b>100.0%</b>

## 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.

## 香港房屋委员会及其小组委员会

## THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES

## 2013/14 香港房屋委员会委员

## The Hong Kong Housing Authority Members

<b>主席</b> <b>Chairman</b>	张炳良教授, GBS, JP (运输及房屋局局长) Professor the Honourable Anthony CHEUNG Bing-leung, GBS, JP (Secretary for Transport and Housing)		
<b>副主席</b> <b>Vice-chairman</b>	柏志高先生, JP (房屋署署长) Mr D W PESCOD, JP (Director of Housing)		
<b>委员</b> <b>Members</b>	李慧贤女士, BBS, JP Ms Angela LEE Wai-yin, BBS, JP	孔令成先生, BBS, JP Mr Leo KUNG Lin-cheng, BBS, JP	林云峯教授, JP Professor Bernard Vincent LIM Wan-fung, JP
	杨倩红女士, MH Ms YEUNG Sin-hung, MH	刘文君女士 Ms Julia LAU Man-kwan	刘国裕博士, JP Dr LAU Kwok-yu, JP
	苏伟文教授, JP Professor Raymond SO Wai-man, JP	黄成智先生 Mr WONG Sing-chi	黄远辉先生, SBS, JP Mr Stanley WONG Yuen-fai, SBS, JP
	蔡涯棉先生, JP Mr Michael CHOI Ngai-min, JP	陈汉云教授 Professor Edwin CHAN Hon-wan	刘诗韵女士, JP Ms Serena LAU Sze-wan, JP
	方刚议员, SBS, JP The Honourable Vincent FANG Kang, SBS, JP	李炳权先生, JP Mr LEE Ping-kuen, JP	温文仪先生, BBS, JP Mr WAN Man-ye, BBS, JP
	叶国谦议员, GBS, JP The Honourable IP Kwok-him, GBS, JP	王永祥先生 Mr Winfield WONG Wing-cheung	财经事务及库务局常任秘书长 (库务) (财经事务及库务局副局长 (库务)(2)或财经事务及库务局首席助理 秘书长 (库务) (管理会计) 候补)
	梁家杰议员, SC The Honourable Alan LEONG Kah-kit, SC	冯婉眉女士, BBS Miss Anita FUNG Yuen-mei, BBS	Permanent Secretary for Financial Services and the Treasury (Treasury)
	黄国健议员, BBS The Honourable WONG Kwok-kin, BBS	蔡惠琴女士, JP Ms Virginia CHOI Wai-kam, JP	(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)
	区啸翔先生 Mr Albert AU Siu-cheung	何周礼先生, MH Mr Barrie HO Chow-lai, MH	地政总署署长 (地政总署副署长 (一般事务) 候补)
	方敏生女士, BBS, JP Ms Christine FANG Meng-sang, BBS, JP	许美嫦女士, JP Ms Tennesy HUI Mei-sheung, JP	Director of Lands (with Deputy Director of Lands (General) as her alternate)



**张炳良教授, GBS, JP (主席) (运输及房屋局局长)**

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

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

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

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

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

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

Before joining the Government, Professor Cheung held a number of public service positions including non-official member of the Executive Council, the Chairman of the Consumer Council, member of the 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.



**柏志高先生, JP (副主席) (房屋署署长)**

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

柏志高先生大学毕业后，于1981年8月加入香港政府。

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

Mr 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.



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

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

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

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

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

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

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

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

In terms of community service and public office, in addition to her participation in various charitable organisations, Ms Lee is a member of the 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.



**杨倩红女士, MH**  
**Ms YEUNG Sin-hung, MH**

杨倩红女士现任沙田区议会民选议员、香港房屋委员会资助房屋小组委员会委员、上诉审裁团（建筑物）成员、公屋联会财政部长、香港妇女发展联会执行委员。杨女士从事社会服务工作逾20年，现为全职区议员，担任沙田区议会房屋及发展委员会副主席。

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

## 香港房屋委员会及其小组委员会 THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES



**苏伟文教授, JP**

**Professor Raymond SO Wai-man, JP**

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

Professor Raymond SO Wai-man is the Dean of School of Business and a professor of Finance at the Hang Seng Management College. Besides teaching and conducting research in the university, Professor So contributes to the society through serving in the public service. He is currently the Chairman of the Energy Advisory Committee, 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**

蔡涯棉先生于香港出生及接受教育，毕业于香港浸会学院工商管理系，其后于澳门东亚大学取得工商管理硕士学位。蔡先生现为恒基（中国）投资有限公司董事。蔡先生从事房地产业务34年，拥有香港及中国内地房地产市场的丰富经验和知识。他现为香港房地产协会副会长、香港地产行政师学会副会长、香港浸会大学工商管理学院谘询委员会委员、岭南大学商学院谘询委员会委员及香港浸会大学工商管理学会顾问。蔡先生曾任长远房屋策略督导委员会委员（2012-2014）、香港地产代理专业协会会长（1992-1996）、香港地产代理监管局成员（1997-2002）、中华全国青年联合会第八届委员会委员（1995-2000）、香港贸易发展局基建服务谘询委员会委员（2003-2006）、香港房屋委员会委员（1999-2007）、香港房屋委员会资助房屋小组委员会主席（2006-2007），以及公益金入会、预算及分配委员会委员（1997-2002）。

Mr Michael CHOI Ngai-min was born and educated in Hong Kong. He graduated from the Business Management Department of the Hong Kong Baptist College and later obtained a Master's Degree in Business Administration from the University of East Asia, Macau. Mr Choi is the 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).



### 方刚议员, SBS, JP

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

方刚先生为现任香港特别行政区立法会议员，代表批发及零售界功能界别，除担任香港房屋委员会委员外，他同时是特区政府策略发展委员会委员。

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

Mr Vincent FANG Kang is a Legislative Councillor representing the wholesale and retail functional constituency of the HKSAR. He is a member of the 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.



### 叶国谦议员, GBS, JP

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

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

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

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

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梁家杰议员, sc

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

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

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



黄国健议员, BBS

**The Honourable WONG Kwok-kin, BBS**

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

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

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



## 区啸翔先生 Mr Albert AU Siu-cheung

区啸翔先生现任香港立信德豪会计师事务所有限公司主席，在会计界拥有超过32年经验，是香港会计师公会资深会计师、加拿大特许会计师公会会员，以及香港华人会计师公会会员。

区先生目前担任多个公职，包括廉政公署防止贪污咨询委员会主席及廉政公署贪污问题咨询委员会委员，以及香港生产力促进局理事会委员。

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

Ms Christine FANG Meng-sang 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

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

Mr Leo KUNG Lin-cheng is 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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刘文君女士  
Ms Julia LAU Man-kwan

刘文君女士是香港注册建筑师，获美国俄勒冈大学建筑学士及香港大学文学硕士（运输政策与规划）学位。她在房地产、规划与设计方面具有超过22年经验，并于2009年创立自己的公司。刘女士积极参与专业和社区服务，曾任香港艺术中心监督团成员及华人永远坟场管理委员会委员，现为城市规划委员会成员、上诉审裁团（建筑物）成员、防止贪污谘询委员会委员、环保建筑专业议会委员、香港演艺学院校董会委员及香港圣约翰救护机构理事会成员。刘女士也是香港房屋委员会辖下商业楼宇小组委员会及投标小组委员会委员。

Ms Julia LAU Man-kwan is a 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.



黄成智先生  
Mr WONG Sing-chi

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

Mr WONG Sing-chi was a Legislative Councillor (New Territories East), 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.



## 陈汉云教授 Professor Edwin CHAN Hon-wan

陈汉云教授是香港理工大学建筑及房地产学系教授及副系主任。

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

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

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

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

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



## 李炳权先生, JP Mr LEE Ping-kuen, JP

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

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

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

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

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

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

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



**冯婉眉女士, BBS**  
**Miss Anita FUNG Yuen-mei, BBS**

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

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

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

Miss Anita FUNG Yuen-mei is the Chief Executive Officer, Hong Kong, 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**

蔡惠琴女士现职国际人力资源顾问公司主任顾问兼总经理，在管理咨询及培训方面具30多年经验。蔡女士一向热心于社会服务，现为香港公开大学校董会成员及人力资源委员会主席、公务员叙用委员会委员和法律援助服务局成员。

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

Ms Virginia CHOI Wai-kam is the Managing Consultant and Country Manager of an international HR consultancy firm, with experience in management consultancy and training for over 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.



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

何周礼先生是何周礼建筑设计事务所的创办人及董事。他于1993年获香港大学颁授建筑学一级荣誉文学士学位，并于1996年以优异成绩获香港大学颁授建筑硕士。他常被媒体誉为亚洲新一代最具影响力的建筑设计师之一。何先生曾获香港建筑师学会两岸四地建筑设计大奖2013，并分别在香港特别行政区优质建筑大奖2012和2010获得入围奖及优异奖，并且是杜拜城市建筑设计大奖2008得主之一。此外，他获得超过120个来自杜拜、美国、英国、上海、北京、南韩、台湾、亚太区及香港的重要国际设计奖项。

何先生成就卓越，曾在2011年获香港特别行政区政府颁授「荣誉勋章」，其他奖项包括：北京国际设计及艺术成就奖（2013）、台湾十大设计师（2011）、亨达集团创富大奖（2010）、中国优秀创新企业家（2009）、职业训练局荣誉院士（2008）、《透视》杂志40位40岁以下最具影响力设计师（2007）、香港十大杰出青年（2005）、香港十大杰出设计师（2005）等。

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

Mr Barrie HO Chow-lai, Founder and Director of BARRIE HO Architecture Interiors Ltd, obtained his Master of Architecture with distinction in 1996 and Bachelor of Arts (Architectural Studies) with first honour in 1993 from The University of Hong Kong. He is frequently described by the media as one of the most influential architectural designers of his generation practising in Asia today. Mr Ho is one of the winners of the 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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许美嫦女士, JP  
Ms Tennessy HUI Mei-sheung, JP

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

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

Ms 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.



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

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

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

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

Professor Bernard Vincent LIM is 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.



## 刘国裕博士, JP Dr LAU Kwok-yu, JP

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

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

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

Dr LAU Kwok-yu is an associate professor in the Department of Public Policy at 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.



## 黄远辉先生, SBS, JP Mr Stanley WONG Yuen-fai, SBS, JP

黄远辉先生，57岁，生于香港。黄先生持有澳洲麦加里大学应用金融学硕士学位，是香港银行学会资深会士和香港特许秘书及行政人员学会会员。黄先生现为城市规划委员会副主席、市区重建局非执行董事、香港房屋协会会员、香港舞蹈团主席、首长级薪俸及服务条件常务委员会委员，以及科学博物馆咨询委员会委员。在环保方面，黄先生是能源咨询委员会和香港地球之友董事局成员。

黄先生在银行界累积逾40年经验。他在1974年加入渣打银行，于1991年成为香港渣打银行司库，1995年跃升为渣打银行东北亚地区司库，2001年至2003年为渣打银行中国区行政总裁。黄先生于2004年7月获委任为中国工商银行（亚洲）有限公司董事暨副总经理，至2011年8月退休。

Mr Stanley WONG Yuen-fai, aged 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.

香港房屋委员会及其小组委员会  
THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES



**刘诗韵女士, JP**  
**Ms Serena LAU Sze-wan, JP**

刘诗韵女士为注册专业测量师（产业测量），现任永利行集团董事总经理，具备丰富的资产评估及房地产顾问服务经验。

刘女士持有应用科学（土地经济）学士及工商管理硕士学位，为香港测量师学会资深会员。

刘女士目前是地产代理监管局理事会成员、输入优秀人才及专才谘询委员会委员、土地及建设谘询委员会委员、香港房屋委员会及其辖下建筑小组委员会委员，以及市区更新基金董事。

刘女士也是香港测量师学会前会长、香港房屋协会审核委员会委员、香港大学建筑学院房地产及建设系顾问委员会委员，以及香港特别行政区政府选举委员会委员（建筑、测量及都市规划界别分组）。

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.



**温文仪先生, BBS, JP**  
**Mr WAN Man-ye, BBS, JP**

温文仪先生为注册专业测量师（产业测量），亦为香港测量师学会和皇家特许测量师学会的资深专业会员。他曾任职于香港政府十年（1969至1979年），从事土地行政工作，离职时为高级产业测量师。随后，温先生在一家公众上市的地产发展集团出任物业经理达17年（1979至1996年），并于1997年成立自己的专业服务公司。任职该地产发展集团期间，温先生是四家公众上市公司的执行董事。其专业服务公司的业务范畴涵盖发展规划、申请土地事宜和项目管理。

温先生曾出任长远房屋策略检讨督导小组成员（1995至1999年）、香港房屋委员会委员（1996至2002年）、安老事务委员会委员（1997至2004年）、九广铁路公司管理局成员（2002至2007年）、市政服务上诉委员会小组成员（2000至2005年）和封闭令（对健康的即时危害）上诉委员会成员（2005至2011年）。温先生也是长远房屋策略督导委员会委员（2012至2014年）。

温先生积极参与其他社会服务，现为香港青年协会义务秘书、协青社荣誉会长、香港防癌协会名誉顾问，以及佛教志莲中学和香港兆基创意书院的校董会成员。

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.

香港房屋委员会及其小组委员会  
THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES



**谢曼怡女士, JP** (财经事务及库务局常任秘书长 (库务))

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

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

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

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

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

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



**甯汉豪女士, JP** (地政总署署长)

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

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

甯女士持有香港大学文学士学位和密歇根大学（安娜堡市）传理学硕士学位。

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

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

# 2013/14 香港房屋委员会辖下各小组委员会委员名单

## Membership of the Hong Kong Housing Authority Committees

### 常务小组委员会 Standing Committees

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

- \* 张炳良教授, GBS, JP (主席)  
Professor the Honourable Anthony  
CHEUNG Bing-leung, GBS, JP  
(Chairman)
- \* 李慧贤女士, BBS, JP  
Ms Angela LEE Wai-yin, BBS, JP
- \* 苏伟文教授, 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
- \* 林云峯教授, JP  
Professor Bernard Vincent LIM  
Wan-fung, JP
- \* 黄远辉先生, SBS, JP  
Mr Stanley WONG Yuen-fai, SBS, JP
- \* 房屋署署长 (或代表)  
Director of Housing (or representative)
- 运输及房屋局副局长  
Under Secretary for Transport and  
Housing
- 发展局常任秘书长 (工务) (或代表)  
Permanent Secretary for Development  
(Works) (or representative)
- 民政事务总署署长 (或代表)  
Director of Home Affairs  
(or representative)
- 规划署署长 (或代表)  
Director of Planning  
(or representative)

#### 审计附属小组委员会 Audit Sub-committee

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

#### 建筑小组委员会 Building Committee

- \* 林云峯教授, JP (主席)  
Professor Bernard Vincent  
LIM Wan-fung, JP (Chairman)
- \* 陈汉云教授  
Professor Edwin CHAN Hon-wan
- \* 李炳权先生, JP  
Mr LEE Ping-kuen, JP
- \* 刘国裕博士, JP  
Dr LAU Kwok-yu, JP
- \* 刘诗韵女士, JP  
Ms Serena LAU Sze-wan, JP
- \* 温文仪先生, BBS, JP  
Mr WAN Man-yee, BBS, JP
- 林翠莲女士, MH  
Ms LAM Chui-lin, MH
- 陈兆根博士  
Dr Alex CHAN Siu-kun

张达棠先生  
Mr CHEUNG Tat-tong

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

张仁康先生  
Mr CHEUNG Yan-hong

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

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

蔡海伟先生  
Mr CHUA Hoi-wai

康荣江先生  
Mr Wallace HONG Wing-kwong

伍美琴教授  
Professor NG Mee-kam

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

黄碧如女士  
Ms Cleresa WONG Pie-yue

叶其菁女士  
Ms Christine YIP Kee-ching

邝君尚教授  
Professor KUANG Jun-shang

苏晴女士  
Ms SO Ching

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

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

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

香港房屋委员会及其小组委员会  
THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES

商业楼宇小组委员会  
Commercial Properties Committee

- \* 蔡涯棉先生, JP (主席)  
Mr Michael CHOI Ngai-min, JP  
(Chairman)
- \* 方刚议员, SBS, JP  
The Honourable Vincent FANG Kang,  
SBS, JP
- \* 叶国谦议员, GBS, JP  
The Honourable IP Kwok-him,  
GBS, JP
- \* 杨倩红女士, MH  
Ms YEUNG Sin-hung, MH
- \* 梁家杰议员, SC  
The Honourable Alan LEONG  
Kah-kit, SC
- \* 刘文君女士  
Ms Julia LAU Man-kwan
- \* 黄成智先生  
Mr WONG Sing-chi
- \* 何周礼先生, MH  
Mr Barrie HO Chow-lai, MH
- \* 许美嫦女士, JP  
Ms Tennesy HUI Mei-sheung, JP
- 陈志球博士, BBS, JP  
Dr Johnnie Casire CHAN  
Chi-kau, BBS, JP
- 李振强先生, BBS, JP  
Mr Eddie LEE Chung-keung, BBS, JP
- 柯创盛先生, MH  
Mr Wilson OR Chong-shing, MH
- 张贤登先生  
Mr CHEUNG Yin-tung
- 曾焕平先生  
Mr Joseph TSANG Hon-ping
- 雷绍麟先生  
Mr Alan LUI Siu-lun
- 黄霭云博士  
Dr Evia WONG Oi-wan

- 陈旭明先生  
Mr Raymond CHAN Yuk-ming
- 黄碧如女士  
Ms Cleresa WONG Pie-yue
- 张国钧先生  
Mr Horace CHEUNG Kwok-kwan
- \* 房屋署署长 (或代表)  
Director of Housing  
(or representative)
- 社会福利署署长 (或代表)  
Director of Social Welfare  
(or representative)

财务小组委员会  
Finance Committee

- \* 苏伟文教授, JP (主席)  
Professor Raymond  
SO Wai-man, JP (Chairman)
- \* 区啸翔先生  
Mr Albert AU Siu-cheung
- \* 孔令成先生, BBS, JP  
Mr Leo KUNG Lin-cheng, BBS, JP
- \* 冯婉眉女士, 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
- 王国强博士, SBS, JP  
Dr WONG Kwok-keung, SBS, JP
- 黄世雄先生  
Mr Oscar WONG Sai-hung
- 莫家麟先生  
Mr Francis MOK Gar-lon
- 孙淑贞女士  
Ms Susanna SHEN Shuk-ching
- 程腾欢博士  
Dr Stephen CHING Tang-foon

- \* 房屋署署长 (或代表)  
Director of Housing  
(or representative)
- \* 财经事务及库务局常任秘书长 (库务)  
(或代表)  
Permanent Secretary for  
Financial Services and the Treasury  
(Treasury) (or representative)
- 公务员事务局局长 (或代表)  
Secretary for the Civil Service  
(or representative)

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

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

香港房屋委员会及其小组委员会  
THE HONG KONG HOUSING AUTHORITY AND ITS COMMITTEES

资助房屋小组委员会  
Subsidised Housing Committee

- \* 黄远辉先生, SBS, JP (主席)  
Mr Stanley WONG  
Yuen-fai, SBS, JP (Chairman)
- \* 李慧贤女士, BBS, JP  
Ms Angela LEE Wai-yin, BBS, JP
- \* 杨倩红女士, MH  
Ms YEUNG Sin-hung, MH
- \* 叶国谦议员, GBS, JP  
The Honourable IP Kwok-him, GBS, JP
- \* 黄国健议员, BBS  
The Honourable WONG Kwok-kin, BBS
- \* 蔡涯棉先生, JP  
Mr Michael CHOI Ngai-min, JP
- \* 方敏生女士, BBS, JP  
Ms Christine FANG  
Meng-sang, BBS, JP
- \* 黄成智先生  
Mr WONG Sing-chi
- \* 林云峯教授, JP  
Professor Bernard Vincent LIM  
Wan-fung, JP
- \* 陈汉云教授  
Professor Edwin CHAN Hon-wan
- 李锦明先生, MH  
Mr LEE Kam-ming, MH
- 文裕明先生  
Mr MAN Yu-ming
- 陆劲光先生  
Mr LUK King-kwong
- 张洪秀美女士, JP  
Mrs CHEUNG ANG Siew-mei, JP
- 柯创盛先生, MH  
Mr Wilson OR Chong-shing, MH
- \* 房屋署署长 (或代表)  
Director of Housing  
(or representative)
- 运输及房屋局副局长  
Under Secretary for Transport and  
Housing

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

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

投标小组委员会  
Tender Committee

- \* 李慧贤女士, BBS, JP (主席)  
Ms Angela LEE Wai-yin, BBS, JP  
(Chairman)
- \* 梁家杰议员, SC  
The Honourable Alan LEONG  
Kah-kit, SC
- \* 刘文君女士  
Ms Julia LAU Man-kwan
- \* 李炳权先生, JP  
Mr LEE Ping-kuen, JP
- \* 王永祥先生  
Mr Winfield WONG Wing-cheung
- \* 何周礼先生, MH  
Mr Barrie HO Chow-lai, MH
- \* 许美嫦女士, JP  
Ms Tennesy HUI Mei-sheung, JP
- 张达棠先生  
Mr CHEUNG Tat-tong
- 王国强博士, SBS, JP  
Dr WONG Kwok-keung, SBS, JP
- 李振强先生, BBS, JP  
Mr Eddie LEE  
Chung-keung, BBS, JP
- 卢伟国议员, BBS, JP  
Dr the Honourable  
LO Wai-kwok, BBS, JP
- 康荣江先生  
Mr Wallace HONG Wing-kwong
- \* 房屋署署长 (或代表)  
Director of Housing  
(or representative)

\* 香港房屋委员会委员  
Member of the Hong Kong  
Housing Authority

各委员的简历及称谓是根据截至  
2014年3月31日的资料编写。  
Biographies and titles of  
members were compiled with  
reference to information  
as at 31 March 2014.

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# 01 香港房屋委员会组织及职能

## The Hong Kong Housing Authority Organisation and Functions

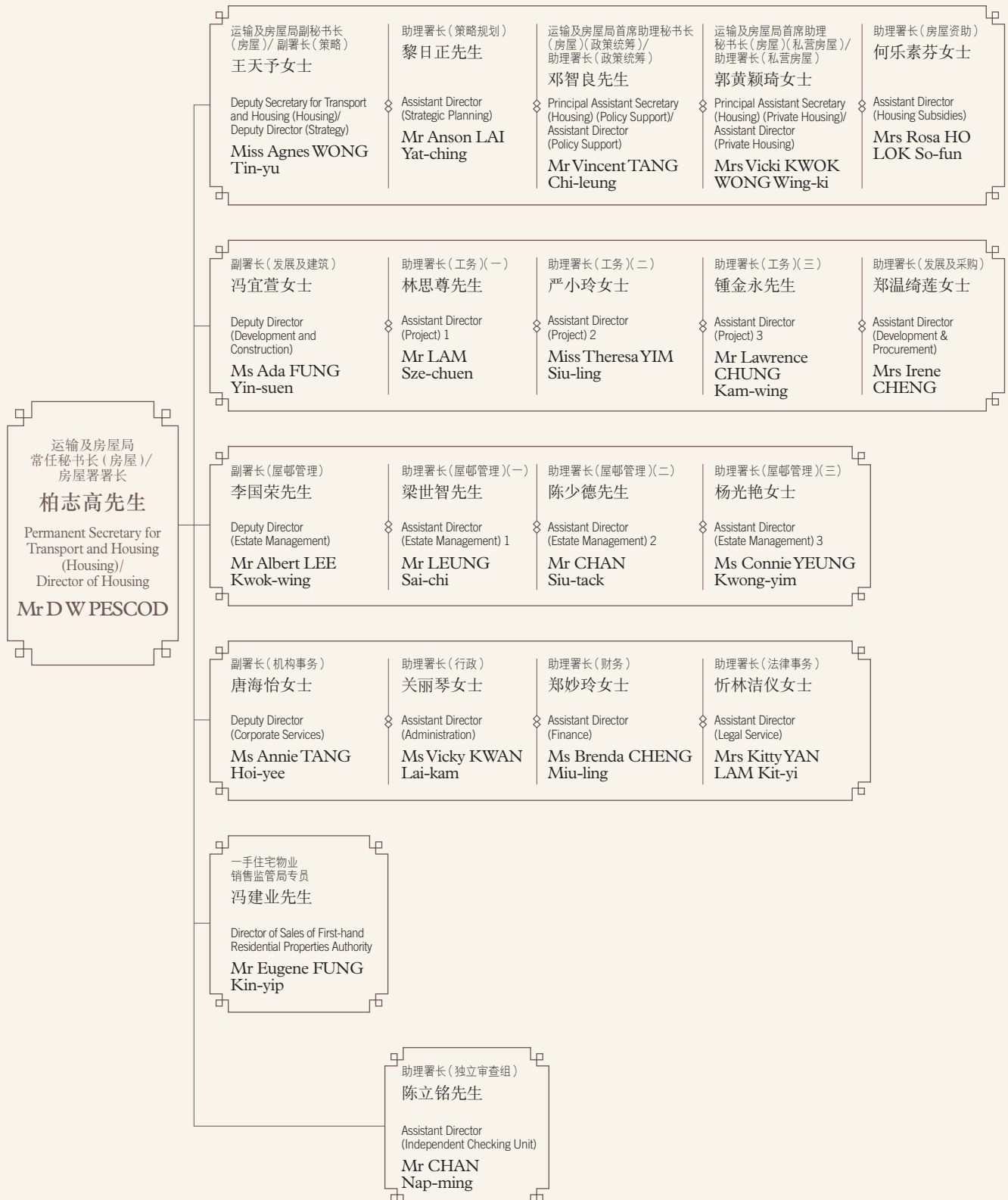
截至 As at 31.3.2014



## 02 房屋署首长级人员<sup>(1)</sup>

### Housing Department Directorate<sup>(1)</sup>

截至 As at 31.3.2014



注 Note:

(1) 此表只刊载担任首长级薪酬第2点或以上常额职位的人员。

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

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

类别	Categories	截至 As at 31.3.2014		截至 As at 31.3.2013	
		单位 Flats	人数 People	单位 Flats	人数 People
公屋轮候册	Waiting List	23 307	52 564	15 551	34 237
整体重建、屋邨清拆及大型维修	Comprehensive Redevelopment Programme, Estate Clearance and Major Repairs	85	203	2 527	6 748
清拆	Clearance				
1. 政府清拆项目 / 市区重建局	1. Government Clearance Projects / Urban Renewal Authority	211	433	140	320
2. 中转房屋居民调迁公屋 / 中转房屋清拆	2. Interim Housing Trawling / Interim Housing Clearance	0	0	0	0
紧急安置	Emergency	1	1	0	0
初级公务员及退休公务员	Junior Civil Servants and Pensioners	906	2 539	828	2 329
体恤安置	Compassionate	2 093	4 792	2 213	5 041
各类调迁及纾缓挤迫 / 改善居住空间调迁计划	Transfers and Overcrowding Relief / Living Space Improvement Transfer Scheme	6 645	18 017	5 751	15 587
<b>合计</b>	<b>Total</b>	<b>33 248<sup>(1)</sup></b>	<b>78 549</b>	<b>27 010<sup>(2)</sup></b>	<b>64 262</b>

注 Note:

- (1) 不包括5 808个编配中的单位。  
Excluding 5 808 flats under offer.
- (2) 不包括11 116个编配中的单位。  
Excluding 11 116 flats under offer.

## 04 租住房屋数目 Rental Housing Stock

		截至 As at 31.3.2014		截至 As at 31.3.2013	
		认可居民人数		认可居民人数	
		单位数目	Authorised	单位数目	Authorised
公共租住屋邨 <sup>(1)</sup>	Public Rental Housing Estates <sup>(1)</sup>	No. of Flats	Population	No. of Flats	Population
区议会分区	District Council District				
中西区	Central and Western	636	2 121	636	2 123
东区	Eastern	35 160	100 537	35 275	101 069
南区	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
九龙城	Kowloon City	29 608	70 933	16 240	44 883
黄大仙	Wong Tai Sin	76 001	210 457	76 350	211 710
观塘	Kwun Tong	128 319	340 324	128 624	341 111
葵青	Kwai Tsing	100 258	281 243	99 759	281 805
荃湾	Tsuen Wan	21 733	59 522	21 734	59 964
屯门	Tuen Mun	57 594	146 254	57 293	146 325
元朗	Yuen Long	63 083	193 800	63 394	195 605
北区	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
西贡	Sai Kung	28 415	84 306	28 644	85 211
离岛	Islands	15 769	52 784	15 769	52 748
<b>合计</b>	<b>Total</b>	<b>743 677</b>	<b>2 050 880</b>	<b>727 958</b>	<b>2 026 917</b>

		截至 As at 31.3.2014		截至 As at 31.3.2013	
		认可居民人数		认可居民人数	
		单位数目	Authorised	单位数目	Authorised
中转房屋	Interim Housing	No. of Flats	Population	No. of Flats	Population
区议会分区	District Council District				
屯门	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
<b>合计</b>	<b>Total</b>	<b>4 928</b>	<b>4 500</b>	<b>4 672</b>	<b>4 476</b>

注 Note:

(1) 数字不包括由1998年起在租者置其屋计划下所出售的租住单位。

The figures do not cover the rental flats sold under the Tenants Purchase Scheme since 1998.

## 05 出售房屋

### Sale Flats

截至 As at 31.3.2014

	区议会分区	District Council District	单位数目	
推出发售的居者有其屋计划(居屋)单位 <sup>(1)</sup> Home Ownership Scheme (HOS) Flats <sup>(1)</sup>	东区	Eastern	13 893	
	南区	Southern	6 726	
	深水埗	Sham Shui Po	3 844	
	九龙城	Kowloon City	1 800	
	黄大仙	Wong Tai Sin	20 506	
	观塘	Kwun Tong	27 096	
	葵青	Kwai Tsing	12 819	
	屯门	Tuen Mun	20 835	
	元朗	Yuen Long	19 327	
	北区	North	12 566	
	大埔	Tai Po	13 037	
	沙田	Sha Tin	39 101	
	西贡	Sai Kung	22 127	
	离岛	Islands	2 967	
	<b>合计</b>	<b>Total</b>	<b>216 644</b>	
推出发售的私人机构参建居屋计划(私人参建计划)单位 <sup>(1)</sup> Private Sector Participation Scheme (PSPS) Flats <sup>(1)</sup>	东区	Eastern	17 990	
	南区	Southern	3 130	
	油尖旺	Yau Tsim Mong	3 908	
	黄大仙	Wong Tai Sin	11 364	
	观塘	Kwun Tong	6 410	
	葵青	Kwai Tsing	840	
	屯门	Tuen Mun	19 712	
	北区	North	5 872	
	大埔	Tai Po	3 928	
	沙田	Sha Tin	12 914	
	西贡	Sai Kung	13 766	
		<b>合计</b>	<b>Total</b>	<b>99 834</b>
	推出发售的可租可买计划及重建置业计划单位 <sup>(1)</sup> Buy or Rent Option Scheme (BRO) and Mortgage Subsidy Scheme (MSS) Flats <sup>(1)</sup>	油尖旺	Yau Tsim Mong	629
		九龙城	Kowloon City	1 096
黄大仙		Wong Tai Sin	640	
葵青		Kwai Tsing	1 920	
元朗		Yuen Long	2 560	
北区		North	800	
		<b>合计</b>	<b>Total</b>	<b>7 645</b>
已出售的租者置其屋计划(租置计划)单位 <sup>(2)</sup> Tenants Purchase Scheme (TPS) Sold Flats <sup>(2)</sup>	东区	Eastern	2 644	
	南区	Southern	7 440	
	深水埗	Sham Shui Po	4 691	
	黄大仙	Wong Tai Sin	16 724	
	观塘	Kwun Tong	10 254	
	葵青	Kwai Tsing	11 020	
	屯门	Tuen Mun	10 839	
	元朗	Yuen Long	4 348	
	北区	North	12 538	
	大埔	Tai Po	14 172	
	沙田	Sha Tin	21 319	
	西贡	Sai Kung	10 262	
		<b>合计</b>	<b>Total</b>	<b>126 251</b>
	<b>总计</b>	<b>Grand Total</b>	<b>450 374</b>	

注 Note:

- (1) 居屋/私人参建计划/可租可买计划/重建置业计划单位包括可在公开市场买卖的单位(第三期乙之前出售的居屋单位及已缴补价单位),但不包括未售出的单位。  
HOS / PSPS / BRO / MSS flats include flats that are tradable in the open market (flats sold prior to HOS Phase 3B or flats having paid off premiums), but exclude unsold flats.
- (2) 已出售的租置计划单位包括可在公开市场买卖的单位(已缴补价单位),但不包括售回给香港房屋委员会的单位。  
TPS sold flats include flats that are tradable in the open market (flats having paid off premiums), but exclude cases in which buyers had sold back their flats to the Hong Kong Housing Authority.

## 06A 资格准则 Eligibility Criteria

### 公共租赁住房的申请资格准则 Eligibility Criteria for Public Rental Housing Applicants on the Waiting List

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

#### 注 Note:

- (1) 凡根据此项计划申请公屋的家庭，只要符合申请资格，会比一般家庭申请提早六个月获得处理。  
Eligible families under this scheme will enjoy a six-month period of priority processing over the application by ordinary families.
- (a) 选择与长者同住一单位：
- 申请家庭最少有两名成员，其中必须包括最少一名年长父 / 母或受供养的年老亲属。
  - 不论申请人是由年老亲属还是另一名成年的家庭成员担任，双方均须于接受核实配屋资格面晤时签署一份意愿书，声明较年轻的一方成员会照顾年老亲属，并一同居住。
- Opting to live in one flat with the elderly:
- The Applicant's family must consist of at least two members, and at least one of them must be an elderly parent / dependent relative.
  - Irrespective of whether the elderly or another adult family member is the Applicant, both of them are required to sign an undertaking at the eligibility vetting interview to the effect that the younger member would take care of and live together with the elderly parent(s) / dependent relative(s).
- (b) 选择分别入住两个就近的单位：
- 申请家庭必须为核心家庭，连同最少一名年长父 / 母或受供养的年老亲属，分别以两份申请表，选择位于市区以外同一轮候册地区内两个就近的公屋单位。
  - 双方均须于审查面晤时签署一份意愿书，声明在获得编配有关单位后，年青家庭会给予其年老亲属适当的照顾。
- Opting to live in two nearby flats in the same district:
- The Applicant's family must be a nuclear family plus at least one elderly parent / dependent relative. They can opt for two nearby flats in the same Waiting List district (other than the Urban district) by submitting two application forms.
  - Both of them are required to sign an undertaking at the eligibility vetting interview to the effect that upon the allocation of flats, the young family should take proper care of the elderly parent(s) / dependent relative(s).

## 06A 资格准则 (续)

### Eligibility Criteria (continued)

入息及总资产净值限额 (2014年4月1日起生效) Income and Total Net Asset Limits (Effective from 1 April 2014)	家庭人数		每月最高入息限额 <sup>(1)</sup> (1.4.2014生效) Maximum Income Limit (per Month) <sup>(1)</sup> (Effective from 1.4.2014)	总资产净值限额 <sup>(2)</sup> (1.4.2014生效) Total Net Asset Limit <sup>(2)</sup> (Effective from 1.4.2014)
	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

非亲属关系之长者住户入息及 总资产净值限额 (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)	住户人数		每月最高入息限额 <sup>(1)</sup> (1.4.2014生效) Maximum Income Limit (per Month) <sup>(1)</sup> (Effective from 1.4.2014)	总资产净值限额 <sup>(2)</sup> (1.4.2014生效) Total Net Asset Limit <sup>(2)</sup> (Effective from 1.4.2014)
	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

注 Note:

- (1) 强制性公积金或公积金计划下的法定供款可于申报入息时获得扣除。  
The amount of statutory contribution to the Mandatory Provident Fund or Provident Fund Scheme can be deducted when making income declaration.
- (2) 若全部家庭成员均为年满60岁或以上的长者，其总资产净值限额为上表所示限额的两倍（即1人至10人及以上长者家庭的总资产净值限额分别为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 资格准则 (续)

### Eligibility Criteria (continued)

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

注 Note :

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

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

# 四人长者户的资产限额，采用较高的公共租住房屋的申请资产限额，即836,000元。  
For elderly four-person household applicants, the higher Waiting List Asset Limit of \$836,000 applies.

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

## 07 各类屋邨代表租金 Typical Rents

截至As at 31.3.2014

类型 Type	落成年份 Year of completion	居住单位总数 Stock of flats	代表性面积* (以平方米计) Typical size of flats* (in m <sup>2</sup> )	居住 单位数目 Number of flats	每月平均 租金(元) Average monthly rents (\$)	元(每平方米 每月计) \$/sq. m. per month
前屋宇建设委员会 屋邨 Former Housing Authority Estates	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
香港房屋委员会屋邨 The Hong Kong Housing Authority Estates	1973年以后 Post 1973	329 777 (市区) <sup>(1)</sup> (Urban) <sup>(1)</sup>	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 (扩展市区) <sup>(2)</sup> (Extended Urban) <sup>(2)</sup>	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) <sup>(3)</sup> (N.T.) <sup>(3)</sup>	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

注 Notes: \* 载于此附录的居住单位,其面积为每一类型单位中所属面积范围内为数最多者,故具代表性。  
In compiling this appendix, the dominant size of each type of flat was selected to illustrate a representative range.

- (1) 市区包括香港岛及九龙。  
Urban includes Hong Kong Island and Kowloon.
- (2) 扩展市区包括荃湾、葵涌、青衣、沙田、马鞍山、将军澳及东涌。  
Extended Urban includes Tsuen Wan, Kwai Chung, Tsing Yi, Sha Tin, Ma On Shan, Tseung Kwan O and Tung Chung.
- (3) 新界包括粉岭、上水、屯门、元朗、天水围、大埔及离岛,但不包括东涌。  
N.T. includes Fanling, Sheung Shui, Tuen Mun, Yuen Long, Tin Shui Wai, Tai Po and Outlying Islands excluding Tung Chung.

## 08 统计数字一览表

### Statistics

截至As at 31.3.2014

		数目 Number
<b>屋邨 / 屋苑</b>	<b>Estates / Courts</b>	<b>404</b>
租住公屋 <sup>(1)</sup>	Public Rental Housing (PRH) <sup>(1)</sup>	168
中转房屋 <sup>(2)</sup>	Interim Housing (IH) <sup>(2)</sup>	1
居者有其屋计划 (居屋) <sup>(3)</sup>	Home Ownership Scheme (HOS) <sup>(3)</sup>	142
私人机构参建居屋计划 (私人参建计划) <sup>(3)</sup>	Private Sector Participation Scheme (PSPS) <sup>(3)</sup>	48
可租可买计划 / 重建置业计划 <sup>(4)</sup>	Buy or Rent Option Scheme (BRO) / Mortgage Subsidy Scheme (MSS) <sup>(4)</sup>	6
租者置其屋计划 (租置计划)	Tenants Purchase Scheme (TPS)	39
<b>租住公屋认可人口</b>	<b>Authorised Population</b>	<b>2 055 380</b>
租住公屋	PRH	2 050 880
中转房屋	IH	4 500
<b>资助出售房屋居住人口 (估计数字)<sup>(5)</sup></b>	<b>Resident Population in Subsidised Sale Flats (estimated population)<sup>(5)</sup></b>	<b>1 137 000</b>
<b>居住单位数目</b>	<b>Stock of Flats</b>	<b>1 198 980</b>
租住公屋	PRH	743 677
中转房屋	IH	4 928
居屋 <sup>(6)</sup>	HOS <sup>(6)</sup>	216 644
私人参建计划 <sup>(6)</sup>	PSPS <sup>(6)</sup>	99 834
可租可买计划 / 重建置业计划 <sup>(6)</sup>	BRO / MSS <sup>(6)</sup>	7 645
租置计划 (已售出单位) <sup>(7)</sup>	TPS (sold flats) <sup>(7)</sup>	126 251
未售出的单位	Unsold flats	1
<b>兴建中的单位数目</b>	<b>Number of Flats under Construction</b>	<b>58 748</b>
租住屋邨 / 居者有其屋计划	Rental / HOS	58 748
<b>临时收容中心<sup>(8)</sup></b>	<b>Transit Centres<sup>(8)</sup></b>	<b>3</b>
租住认可人口	Authorised Rental Population	148
<b>托儿所</b>	<b>Nurseries</b>	<b>91<sup>(9)</sup> 361<sup>(10)</sup></b>
<b>幼儿园</b>	<b>Kindergartens</b>	<b>214<sup>(9)</sup> 226<sup>(10)</sup></b>
<b>学校</b>	<b>Schools</b>	<b>228<sup>(9)</sup> 265<sup>(10)</sup></b>
<b>图书馆及温习室</b>	<b>Libraries and Study Rooms</b>	<b>57<sup>(9)</sup> 237<sup>(10)</sup></b>
<b>福利及康乐用途单位<sup>(11)</sup></b>	<b>Welfare and Amenity Premises<sup>(11)</sup></b>	<b>1 444<sup>(9)</sup> 6 892<sup>(10)</sup></b>
<b>舖位</b>	<b>Shops</b>	<b>1 727</b>
<b>街市档位 (包括熟食档位)</b>	<b>Market Stalls (including cooked food stalls)</b>	<b>1 148</b>
<b>工厂单位<sup>(12)</sup></b>	<b>Factory Units<sup>(12)</sup></b>	<b>8 537</b>

注 Note:

- 租住公屋屋邨不包括39个租置计划屋邨、两个有租住公屋大厦 / 单位的可租可买计划 / 重建置业计划屋苑及一个有租住公屋大厦 / 单位的居屋屋苑。PRH estates exclude those 39 TPS estates, 2 BRO / MSS and 1 HOS courts with PRH blocks / units.
- 中转房屋不包括两个有中转屋大厦 / 单位的公共租住屋邨 (宝田及石梨 (二))。Interim Housing (IH) excludes 2 PRH estates (Po Tin and Shek Lei (II)) with IH blocks / units.
- 居屋 / 私人参建计划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.
- 可租可买计划 / 重建置业计划屋苑不包括一个有可租可买计划 / 重建置业计划单位的居屋屋苑 (天颂苑)。BRO / MSS courts exclude 1 HOS court (Tin Chung Court) with BRO / MSS units.
- 资助出售房屋居民人数包括居住于居屋、私人参建计划、可租可买计划 / 重建置业计划及租置计划单位的居民, 但不包括居于可在公开市场买卖单位 (已缴补价单位) 的居民。居住人口数字是根据政府统计处进行的综合住户统计调查结果计算。Subsidised sale flats population 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.
- 居屋 / 私人参建计划 / 可租可买计划 / 重建置业计划单位包括可在公开市场买卖的单位 (第三期乙之前出售的居屋单位及已缴补价单位), 但不包括未售出的单位。HOS / PSPS / BRO / MSS flats include flats that are tradable in the open market (flats sold prior to HOS Phase 3B or flats having paid off premiums), but exclude unsold flats.
- 已售出的租置计划单位包括可在公开市场买卖的单位 (已缴补价单位), 但不包括售回给香港房屋委员会的单位。TPS sold flats include flats that are tradable in the open market (flats having paid off premiums), but exclude cases in which buyers had sold back their flats to the Hong Kong Housing Authority.
- 包括石梨临时居所。Including Shek Lei Temporary Accommodation.
- 数字是以机构单位计算。Figures are counted on an establishment basis.
- 数字是以单位数量计算。Figures are counted on unit basis.
- 包括托儿所、图书馆和温习室。Including nurseries, libraries and study rooms.
- 包括位于工厂大厦的非制造业用途舖位。Including non-manufacturing shops in factory buildings.

## 09 2009/10财政年度至2013/14财政年度运作结果

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

过去五个年度之撮要 Summary for the past 5 years

		2009/10	2010/11	2011/12	2012/13	2013/14
		百万元 \$M	百万元 \$M	百万元 \$M	百万元 \$M	百万元 \$M
<b>租住房屋</b>	<b>Rental Housing</b>					
收入	Income	9,926	9,517	10,609	10,413	11,899
开支	Expenditure	(11,390)	(10,441)	(11,210)	(11,647)	(12,078)
运作赤字	Operating deficit	(1,464)	(924)	(601)	(1,234)	(179)
<b>商业楼宇</b>	<b>Commercial</b>					
收入	Income	1,366	1,428	1,616	1,858	2,095
开支	Expenditure	(905)	(863)	(1,018)	(1,120)	(1,181)
运作盈餘	Operating surplus	461	565	598	738	914
<b>资助自置居所</b>	<b>Home Ownership Assistance</b>					
收入	Income	3,968	7,519	1,920	2,641	3,707
开支	Expenditure	(1,379)	(3,172)	(443)	(542)	(1,513)
运作盈餘	Operating surplus	2,589	4,347	1,477	2,099	2,194
<b>未计入非运作项目的 综合运作盈餘</b>	<b>Consolidated Operating Surplus before non-operating items</b>					
收入	Income	15,260	18,464	14,145	14,912	17,701
开支	Expenditure	(13,674)	(14,476)	(12,671)	(13,309)	(14,772)
未计入非运作项目 的综合运作盈餘	Consolidated operating surplus before non-operating items	1,586	3,988	1,474	1,603	2,929
<b>非运作项目的特别收入/ (开支)净额</b>	<b>Net special income/(expenditure) on non-operating items</b>					
		(57)	72	(137)	(98)	(80)
<b>包括非运作项目的 综合运作盈餘</b>	<b>Consolidated Operating Surplus including non-operating items</b>					
		1,529	4,060	1,337	1,505	2,849

## 10 2009/10财政年度至2013/14财政年度资本开支

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

过去五个年度之撮要 Summary for the past 5 years

		2009/10	2010/11	2011/12	2012/13	2013/14
		百万元 \$M	百万元 \$M	百万元 \$M	百万元 \$M	百万元 \$M
建筑工程	Construction	5,511	6,138	7,291	8,639	8,911
改善工程	Improvement works	384	471	666	682	657
电脑系统	Computer systems	127	177	192	189	153
<b>资本开支总额</b>	<b>Total Capital Expenditure</b>	<b>6,022</b>	<b>6,786</b>	<b>8,149</b>	<b>9,510</b>	<b>9,721</b>

## 11 过去十年公营房屋建屋量<sup>(1)</sup>

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

年份	Year	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
<b>出租单位</b>	<b>Rental Flats</b>										
香港房屋委员会 (房委会) <sup>(2)</sup>	The Hong Kong Housing Authority (HA) <sup>(2)</sup>	24 682	17 153	7 192	13 726	19 050	15 389	13 672	11 186	13 114	14 057
房屋协会 (房协) <sup>(3)</sup>	Housing Society (HS) <sup>(3)</sup>	333	0	0	872	0	0	0	0	0	0
<b>合计</b>	<b>Total</b>	<b>25 015</b>	<b>17 153</b>	<b>7 192</b>	<b>14 598</b>	<b>19 050</b>	<b>15 389</b>	<b>13 672</b>	<b>11 186</b>	<b>13 114</b>	<b>14 057</b>
<b>出售单位</b>	<b>Sale Flats</b>										
房委会 <sup>(4)</sup>	HA <sup>(4)</sup>	0	0	1 200	1 386	1 624	370	1 110	0	0	0
房协 <sup>(5)</sup>	HS <sup>(5)</sup>	0	0	576	576	0	0	0	0	0	0
<b>合计</b>	<b>Total</b>	<b>0</b>	<b>0</b>	<b>1 776</b>	<b>1 962</b>	<b>1 624</b>	<b>370</b>	<b>1 110</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>总计</b>	<b>Grand Total</b>	<b>25 015</b>	<b>17 153</b>	<b>8 968</b>	<b>16 560</b>	<b>20 674</b>	<b>15 759</b>	<b>14 782</b>	<b>11 186</b>	<b>13 114</b>	<b>14 057</b>

注 Note:

- 从2005年5月起，公营房屋建屋量的房屋类别之分类经修订如下列注(2)至注(5)所述。  
Since May 2005, the housing type classifications of public housing production have been revised as stated in notes (2) to (5) below.
- 房委会的租赁住房建屋落成量包括公共租赁住房（公屋）、中转房屋和那些由剩餘的居者有其屋（居屋）计划转作公屋的项目单位。由公屋转作出售用途的可租可买计划 / 重建置业计划的单位则不包括在内。  
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.
- 房协的租赁住房建屋落成量包括租赁住房 and 长者安居乐计划下的出租单位。长者安居乐计划出租单位是以长期租约推出，并需申请人缴付一笔租住权费。  
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.
- 房委会的资助出售单位建屋落成量包括居屋计划、私人机构参建居屋计划（私人参建计划）和可租可买计划 / 重建置业计划。从2002年至2004年期间落成而未定用途的剩餘居屋计划 / 私人参建计划单位的落成时间以其首次推售时间为准。  
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.
- 房协出售房屋单位的建屋落成量包括住宅发售计划、夹心阶层住屋计划和市区改善计划。于2002年落成而未定用途的剩餘住宅发售计划单位的落成时间以其首次推售时间为准。  
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 建造业意外统计

### Construction Accidents Statistics

2013

意外数字	Accidents	
总数 (全港)	Total number (Hong Kong)	3 232
新建工程 (香港房屋委员会 (房委会))	New construction works (The Hong Kong Housing Authority (HA))	55
维修及保养 (房委会)	Repair and Maintenance works (HA)	16
总数 (房委会)	Total number (HA)	71
房委会占全港总数百分比	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 (房委会新建工程)	Number per 1 000 workers (HA new construction works)	7.3
每千名工人 (房委会维修及保养工程)	Number per 1 000 workers (HA Repair and Maintenance works)	4.1
<b>死亡数字</b>		
总数 (全港)	Total number (Hong Kong)	22
总数 (房委会新建工程)	Total number (HA new construction works)	1
总数 (房委会维修及保养工程)	Total number (HA Repair and Maintenance works)	0
房委会新建工程占总数百分比	HA new construction works as % total	4.5%
房委会维修及保养工程占总数百分比	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 (房委会新建工程)	Number per 1 000 workers (HA new construction works)	0.13
每千名工人 (房委会维修及保养工程)	Number per 1 000 workers (HA Repair and Maintenance works)	0
<b>建造业工人受聘数字</b>		
总数 (全港)	Total number (Hong Kong)	79 303
总数 (房委会新建工程)	Total number (HA new construction works)	7 556
房委会新建工程占总数百分比	HA new construction works as % total	9.5%
总数 (房委会维修及保养工程)	Total number (HA Repair and Maintenance works)	3 897
房委会维修及保养工程占总数百分比	HA Repair and Maintenance works as % total	4.9%

## 13 服务承诺 Performance Pledge

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

To ensure our services can better meet public expectation and move with time, the 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.

服务承诺 Performance Pledge	服务目标 Performance Target	2013年实际成绩* Achievement* in 2013
<b>公屋轮候册申请人 Waiting List Applicants</b>		
1 我们会在确认收到申请表格后的3个月内，以书面通知申请人是否成功获登记于公屋轮候册内。 We will within 3 months from the confirmed receipt of their applications notify the applicants in writing as to whether they are successful in registering onto the waiting list for public rental housing.	90%	99.94%
2 在申请到达调查阶段时，我们会预先1星期前通知申请人核实配屋资格面晤的时间。 When an application reaches the investigation stage, we will give the applicant 1 week's advance notice of the vetting interview.	99%	100%
3 我们会在30分钟内接见准时出席核实配屋资格面晤的申请人。 We will conduct the vetting interview within 30 minutes of the appointed time if the applicants arrive on time.	99%	100%
4 申请人在调查阶段的核实配屋资格面晤中提供齐备的资料后，我们会进行审查及核实，于2个月内通知申请人是否符合编配资格。 Upon submission of full information by the applicants during the vetting interview at investigation stage, we will conduct checking and verification and advise the applicants on whether they are eligible for allocation within 2 months.	99%	99.99%
5 在接获社会福利署体恤安置个案推荐后，我们会于3星期内与申请人面晤核实配屋资格。 We will conduct a vetting interview with the applicant within 3 weeks upon receipt of referral from the Social Welfare Department recommending "compassionate rehousing".	99%	100%
6 房屋署设有网上电子服务及房委会热线2712 2712供申请人查询申请进度。我们会更新系统内有关之申请进度资料至上一个工作天完结的情况。 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%
<b>公屋住户 Public Rental Housing Tenants</b>		
7 我们会在7分钟内接待前来屋邨办事处的公屋住户。 We will attend to tenants within 7 minutes when they visit our estate office during office hours.	95%	99.90%
8 在收租服务时间内，我们会在18分钟内接待前来屋邨办事处缴交租金的公屋住户。 We will attend to tenants within 18 minutes when they pay rent at our estate office during rent collection service hours.	95%	99.93%

### 13 服务承诺 (续)

#### Performance Pledge (continued)

服务承诺 Performance Pledge	服务目标 Performance Target	2013年实际成绩* Achievement* in 2013
<p>9 如前租户提供齐备资料及没有拖欠房委会款项，我们会在接获其退款申请2星期内退回住宅单位的按金和多付的租金。</p> <p>We will refund domestic rental deposit and overpaid rent to ex-tenants within 2 weeks upon receipt of application if adequate information is provided and no outstanding debt is owed to the HA.</p>	90%	96.27%
<p>10 关于更换户主、特别调迁、租金援助、交回较低租金、平安钟安装津贴的申请，如公屋住户提供的资料齐备，我们会在10天内作初步答覆。</p> <p>We will provide interim replies for applications relating to change of head of household, special transfer, rent assistance, rent reversion and subsidy for the installation of an emergency alarm within 10 days if required documents are provided.</p>	100%	100%
<p>就上述的申请，我们会在18天内给公屋住户确实答覆。如我们未能在18天内作出确实答覆，会在作出确实答覆限期前及其后每月告知公屋住户申请进展。</p> <p>We will provide substantive replies for these applications within 18 days. If we cannot provide a substantive reply within 18 days, we will keep tenants informed of the progress on or before the substantive reply due date and on a monthly basis.</p>	95%	100%
<p>11 屋邨办事处在收到有关屋邨的护卫和清洁服务的投诉后12小时内处理。</p> <p>We will attend to complaints about security and cleansing services in the estate within 12 hours of report to the estate office.</p>	95%	99.91%
<p>12 如申请人提供的资料齐备，我们在收到根据「居屋第二市场计划」提交的「购买资格证明书」申请，以购买「居者有其屋计划」或「租者置其屋计划」的单位，会在2星期内通知申请结果。</p> <p>We will notify PRH tenants of the outcome within 2 weeks upon receipt of their applications for Certificate of Eligibility to Purchase of a Home Ownership Scheme (HOS) or Tenants Purchase Scheme (TPS) flat under the HOS Secondary Market Scheme, subject to the availability of required information.</p>	90%	98.39%
<p>13 如申请人提供的资料齐备，我们在收到申请购买「租者置其屋计划」屋邨单位的申请书后，会在60天内通知申请结果。</p> <p>We will notify PRH tenants of the outcome within 60 days upon receipt of their applications for purchase of their flats in Tenants Purchase Scheme (TPS) estate, subject to the availability of required information.</p>	95%	99.86%
<p>14 升降机发生故障时： Maintenance personnel will arrive at the scene for report of lift breakdown:</p>		
<p>– 如无人被困，维修人员会在接报后45分钟内到场； within 45 minutes where no trapping of passengers is involved;</p>	95%	99.75%
<p>– 如有乘客被困，维修人员会在25分钟内到场； within 25 minutes if trapping of passengers is involved;</p>	95%	99.39%
<p>– 并于到场后30分钟内救出被困的乘客。 have them rescued within 30 minutes of arrival.</p>	90%	99.42%

### 13 服务承诺 (续)

#### Performance Pledge (continued)

服务承诺 Performance Pledge	服务目标 Performance Target	2013年实际成绩* Achievement* in 2013
<b>15 遇有突然停电:</b> For sudden interruption of electricity supply:		
- 屋邨管理人员会在屋邨办事处接报后15分钟内到场处理; Estate management personnel will arrive at the scene to attend to the sudden interruption of electricity supply within 15 minutes upon receipt of report to the estate office;	99%	100%
- 在办公时间内, 维修人员会在1小时内到场维修; Maintenance personnel will arrive within 1 hour for maintenance during office hours;	99%	100%
- 在非办公时间内, 维修人员会在2小时内到场维修; Maintenance personnel will arrive within 2 hours for maintenance after office hours;	99%	100%
- 如住宅大厦停电涉及超过一个住宅单位和 / 或公用地方, 供电会在检查后8小时内恢复。 Supply will be resumed within 8 hours after inspection for interruption that affects more than one domestic flat and / or the common areas of the domestic block.	95%	100%
<b>16 遇有食水供应突然中断:</b> For sudden interruption of fresh water supply:		
- 屋邨管理人员会在屋邨办事处接报后15分钟内到场处理; Estate management personnel will arrive at the scene to attend to the sudden interruption of fresh water supply within 15 minutes upon receipt of report to the estate office;	99%	100%
- 维修人员会在1小时内到场维修; Maintenance personnel will arrive within 1 hour for maintenance;	95%	100%
- 若不涉及地底输水管的维修, 供水会在检查后9小时内恢复。 Supply will be resumed within 9 hours after inspection where no repairs to underground water mains are required.	95%	100%
<b>17 遇有冲厕水供应突然中断:</b> For sudden interruption of flush water supply:		
- 屋邨管理人员会在屋邨办事处接报后15分钟内到场处理; Estate management personnel will arrive at the scene to attend to the sudden interruption of flush water supply within 15 minutes upon receipt of report to the estate office;	99%	100%
- 维修人员会在2小时内到场维修; Maintenance personnel will arrive within 2 hours for maintenance;	95%	100%
- 若不涉及地底输水管的维修, 供水会在检查后20小时内恢复。 Supply will be resumed within 20 hours after inspection where no repairs to underground water mains are required.	95%	100%

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

服务承诺 Performance Pledge	服务目标 Performance Target	2013年实际成绩* Achievement* in 2013
18 如属房屋署负责维修的公众地方排水道淤塞，我们会在屋邨办事处接报后15分钟内到场处理。 We will arrive at the scene to attend to blockage of drainage in public areas under the Housing Department's (HD's) care within 15 minutes upon receipt of report to the estate office.	99%	100%
19 在接获公屋住户的维修要求后，如属房屋署负责的项目，我们会在屋邨办事处接报后12天内动工维修。如需较长时间始能动工，我们会在5天内将原因告知公屋住户。（此维修要求不包括服务承诺第14至第18项所載者。） 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 在接获报告房屋署管理的树木怀疑有危险时： Upon receipt of report of suspected hazard imposed by trees managed by the HD:		
– 我们会在30分钟内到场； We will arrive at the scene within 30 minutes;	90%	100%
– 我们会在到场后90分钟内围封现场有危险的地方； We will cordon off the hazardous zone within 90 minutes of arrival;	90%	100%
– 如果有倒下的枝条，我们会在到场后4小时内清理； We will arrange clearing of fallen branches, if any, within 4 hours of arrival;	85%	100%
– 我们会在3天内检查有关树木的状况。 We will conduct an inspection to the condition of the tree in question within 3 days.	85%	99.38%
<b>居者有其屋（居屋）计划单位业主 Home Ownership Scheme (HOS) Flat Owners</b>		
21 如居者有其屋业主申请人提供的资料齐备，我们在收到根据「居屋第二市场计划」就其单位提交的「可供出售证明书」申请书后，会在2星期内通知申请结果。 We will notify HOS flat owners of the outcome within 2 weeks upon receipt of their applications for Certificate of Availability for Sale of their flats under the HOS Secondary Market Scheme, subject to the availability of required information.	90%	98.73%
<b>租者置其屋（租置）计划单位业主 Tenants Purchase Scheme (TPS) Flat Owners</b>		
22 如租者置其屋业主申请人提供的资料齐备，我们在收到根据「居屋第二市场计划」就其单位提交的「可供出售证明书」申请书后，会在2星期内通知申请结果。 We will notify TPS flat owners of the outcome within 2 weeks upon receipt of their applications for Certificate of Availability for Sale of their flats under the HOS Secondary Market Scheme, subject to the availability of required information.	90%	97.91%
<b>商业单位申请人 Commercial Premises Applicants</b>		
23 我们会在招标期限届满后14天内，通知投标者租赁商业单位的标书是否有效。 We will notify tenderers of the validity of tender for leasing of commercial premises within 14 days of the closing date of tender invitation.	99.5%	100%
24 于招标期限届满后18天内，我们会依照标书次序编排小组审批的结果，把投标按金退还标书未被接纳的投标者，出价最高者则作别论。 We will refund the tender deposit to tenderers after Tender Listing Team concluded within 18 days of the closing date of tender invitation if their tenders are not accepted, unless the tenderer is the highest bidder.	99.5%	100%

### 13 服务承诺 (续)

#### Performance Pledge (continued)

服务承诺 Performance Pledge	服务目标 Performance Target	2013年实际成绩* Achievement* in 2013
25 我们会在招标期限届满后25天内,通知投标出价最高者有关租赁商业单位的招标结果。 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%
<b>商业单位 / 非住宅单位租户 Commercial Premises / Non-domestic Premises Tenants</b>		
26 如租户提供的申请资料齐备,我们会按以下三类个案,从业主的角度审批租户的装修工程申请: 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:		
简单个案: 不更改建筑物的屋宇装备、结构、防水设备、排水设施、间隔和外观,于10天内完成。 Simple case : No alteration of Building Services installations, structure, waterproofing, drainage, compartmentation, outlook of the building. To be completed within 10 days.	95%	100%
一般个案: 相当大量建筑工程、内部间隔移位、在楼板或墙壁辟设开口,于20天内完成。 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%
复杂个案: 涉及重大建筑工程、加建楼板或墙壁、安装重型机器或设备,于30天内完成。 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>(上述时间框架不计算本署独立审查组处理涉及改建和加建装修工程所需的时间。有关详情,请参阅服务承诺第28-33项。)</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 如商业单位租户续订租约获得批准,我们会在现行租约届满前3个月,把新租金和新租约条款通知他们。 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%
<b>居屋 / 租置计划单位业主、非住宅单位申请人 / 租户 (有关楼宇监管事宜) HOS / TPS Flat Owners, Non-domestic Premises Applicants / Tenants (about building control matters)</b>		
28 我们将于: We will process and advise on plans:		
- 60天内审理及通知有关改建和加建工程计划。 for alteration and addition (A&A) works within 60 days.	100%	100%
- 30天内审理及通知有关重新递交的改建和加建工程计划。 for re-submissions for A&A works within 30 days.	100%	99.44%

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

服务承诺 Performance Pledge	服务目标 Performance Target	2013年实际成绩* Achievement* in 2013
29 我们将于28天内审理及通知有关改建和加建工程动工同意书的申请。 We will process and advise on applications for consent to commence alteration and addition works within 28 days.	100%	99.79%
30 我们将在申请评审小组制度下，于12个工作天内就食肆牌照的申请提供意见。 We will advise on restaurant license applications under the Application Vetting Panel system within 12 working days.	98%	98%
31 在办公时间内，我们将处理有关建筑物和建筑工程的紧急事故： We will respond to emergencies relating to buildings and building works during office hours:		
– 市区个案于1.5小时内； within 1.5 hours for cases in urban areas;	100%	100%
– 新界新市镇个案于2小时内； within 2 hours for cases in new towns in New Territories;	100%	100%
– 其他地区个案于3小时内。 within 3 hours for cases in other areas.	100%	未有个案 No Case
32 在办公时间外，我们将处理有关建筑物和建筑工程的紧急事故： We will respond to emergencies relating to buildings and building works outside office hours:		
– 市区、新界以及大屿山个案于2小时内； within 2 hours for cases in urban areas, New Territories and Lantau Island;	100%	100%
– 其他地区个案于3小时内。 within 3 hours for cases in other areas.	100%	未有个案 No Case
33 我们将于接报正在建造的违例建筑工程举报的48小时内，提供非紧急服务。 (备注：本署独立审查组作出以上第28至第33项的服务承诺，该组一直获屋宇署授权，对居者有其屋计划 / 租者置其屋计划的楼宇执行屋宇监管工作，同时亦监管 2005 年房委会分拆出售商业楼宇所涉及的零售商铺和停车场及有关的公共租住屋邨。) 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%
<b>工程承建商及服务承办商 Works and Services Contractors</b>		
34 我们在收到关于申请列入香港房委会工程承建商及物业管理服务供应商名册的完整资料后，会于3个月内完成处理。 Upon receipt of a complete set of information from the applicant for admission onto the HA's List of Works Contractors and Property Management Services Providers, the processing shall be completed within 3 months.	95%	100%

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

服务承诺 Performance Pledge	服务目标 Performance Target	2013年实际成绩* Achievement* in 2013
<b>一般市民 General Public</b>		
35 我们将于收到投诉和查询个案10天内作初步答覆。 We will provide an interim reply within 10 days of receipt of complaint and enquiry cases.	100%	99.99%
36 我们将于收到投诉和查询个案21天内作具体答覆。我们如未能于21天内作具体答覆，将于作具体答覆限期当天及每月告知进展。 We will provide a substantive reply within 21 days of receipt of complaint and enquiry cases. If we cannot provide a substantive reply within 21 days, we will keep the complainant / enquirer informed of the progress on or before the substantive reply due date and on a monthly basis.	100%	100%
37 房委会热线的留言均会于24小时内回覆。 Voice mails left to Housing Authority Hotline will be replied within 24 hours.	100%	85.16%
38 房委会热线接到的所有来电均会于20秒内由电话系统接听。 All telephone calls to Housing Authority Hotline will be answered by the hotline system within 20 seconds.	90%	99.99%

\* 2013实际成绩由1.1.2013起计算至31.12.2013。  
The achievement in 2013 covers the period from 1.1.2013 to 31.12.2013.

除非另外注明，本年报内所载的银码均以港元为单位。

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

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[www.housingauthority.gov.hk](http://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





公共租住屋邨  
Public Rental Housing Estates

1 鸭脷洲 Ap Lei Chau	43 红磡 Hung Hom	85 银湾 Ngan Wan	127 天泽 Tin Chak
2 蝴蝶 Butterfly	44 嘉福 Ka Fuk	86 牛头角下 Ngau Tau Kok Lower	128 天晴 Tin Ching
3 泽安 Chak On	45 启晴 Kai Ching	87 牛头角上 Ngau Tau Kok Upper	129 天恒 Tin Heng
4 柴湾 Chai Wan	46 启田 Kai Tin	88 爱民 Oi Man	130 天瑞 (一) Tin Shui (I)
5 长青 Cheung Ching	47 启业 Kai Yip	89 爱东 Oi Tung	131 天瑞 (二) Tin Shui (II)
6 长亨 Cheung Hang	48 金坪 Kam Peng	90 安田 On Tin	132 天慈 Tin Tsz
7 长康 Cheung Hong	49 健明 Kin Ming	91 安定 On Ting	133 天华 Tin Wah
8 长贵 Cheung Kwai	50 高翔苑 Ko Cheung Court	92 安荫 On Yam	134 田湾 Tin Wan
9 长沙湾 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 长宏 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 葵联 Kwai Luen	96 宝达 Po Tat	138 天耀 (二) Tin Yiu (II)
13 彩辉 Choi Fai	55 葵盛东 Kwai Shing East	97 宝田 Po Tin	139 天悦 Tin Yuet
14 彩福 Choi Fook	56 葵盛西 Kwai Shing West	98 西环 Sai Wan	140 翠乐 Tsui Lok
15 彩虹 Choi Hung	57 广福 Kwong Fuk	99 三圣 Sam Shing	141 翠屏 (南) Tsui Ping (South)
16 彩德 Choi Tak	58 广田 Kwong Tin	100 秀茂坪 Sau Mau Ping	142 慈正 Tsz Ching
17 彩云 (一) Choi Wan (I)	59 荔景 Lai King	101 秀茂坪南 Sau Mau Ping South	143 慈康 Tsz Hong
18 彩云 (二) Choi Wan (II)	60 丽阁 Lai Kok	102 沙角 Sha Kok	144 慈乐 Tsz Lok
19 彩盈 Choi Ying	61 丽安 Lai On	103 沙田坳 Shatin Pass	145 慈民 Tsz Man
20 彩园 Choi Yuen	62 丽瑶 Lai Yiu	104 石硖尾 Shek Kip Mei	146 东汇 Tung Wui
21 竹园南 Chuk Yuen South	63 蓝田 Lam Tin	105 石篱 (一) Shek Lei (I)	147 元州 Un Chau
22 秦石 Chun Shek	64 利安 Lee On	106 石篱 (二) Shek Lei (II)	148 华富 (一) Wah Fu (I)
23 颂安 Chung On	65 梨木树 Lei Muk Shue	107 硕门 Shek Mun	149 华富 (二) Wah Fu (II)
24 青逸轩 Easeful Court	66 梨木树 (一) Lei Muk Shue (I)	108 石排湾 Shek Pai Wan	150 华荔 Wah Lai
25 幸福 Fortune	67 梨木树 (二) Lei Muk Shue (II)	109 石围角 Shek Wai Kok	151 华心 Wah Sum
26 富昌 Fu Cheong	68 鲤鱼门 Lei Yue Mun	110 石荫 Shek Yam	152 云汉 Wan Hon
27 富山 Fu Shan	69 沥源 Lek Yuen	111 石荫东 Shek Yam East	153 环翠 Wan Tsui
28 富泰 Fu Tai	70 乐富 Lok Fu	112 常乐 Sheung Lok	154 横头磡 Wang Tau Hom
29 富东 Fu Tung	71 乐华 (北) Lok Wah (North)	113 尚德 Sheung Tak	155 荣昌 Wing Cheong
30 福来 Fuk Loi	72 乐华 (南) Lok Wah (South)	114 善明 Shin Ming	156 禾峯 Wo Che
31 丰和 Fung Wo	73 隆亨 Lung Hang	115 水边围 Shui Pin Wai	157 和乐 Wo Lok
32 俊宏轩 Grandeur Terrace	74 龙田 Lung Tin	116 顺利 Shun Lee	158 黄大仙下 (二) Wong Tai Sin Lower (II)
33 厚德 Hau Tak	75 龙逸 Lung Yat	117 顺安 Shun On	159 黄大仙上 Wong Tai Sin Upper
34 高盛台 High Prosperity Terrace	76 马坑 Ma Hang	118 顺天 Shun Tin	160 湖景 Wu King
35 显耀 Hin Yiu	77 马头围 Ma Tau Wai	119 小西湾 Siu Sai Wan	161 欣安 Yan On
36 兴民 Hing Man	78 美林 Mei Lam	120 新翠 Sun Chui	162 逸东 (一) Yat Tung (I)
37 兴东 Hing Tung	79 美田 Mei Tin	121 新田围 Sun Tin Wai	163 逸东 (二) Yat Tung (II)
38 兴华 (一) Hing Wah (I)	80 美东 Mei Tung	122 大坑东 Tai Hang Tung	164 油丽 Yau Lai
39 兴华 (二) Hing Wah (II)	81 明德 Ming Tak	123 大兴 Tai Hing	165 友爱 Yau Oi
40 何文田 Ho Man Tin	82 模范 Model Housing	124 大窝口 Tai Wo Hau	166 油塘 Yau Tong
41 海丽 Hoi Lai	83 南山 Nam Shan	125 大元 Tai Yuen	167 耀东 Yiu Tung
42 康东 Hong Tung	84 雅宁苑 Nga Ning Court	126 德朗 Tak Long	168 渔湾 Yue Wan

## 租者置其屋计划屋邨\* Tenants Purchase Scheme Estates\*

1 长发 Cheung Fat	11 显径 Hin Keng	21 南昌 Nam Cheong	31 翠林 Tsui Lam
2 长安 Cheung On	12 兴田 Hing Tin	22 宝林 Po Lam	32 翠屏 (北) Tsui Ping (North)
3 祥华 Cheung Wah	13 建生 Kin Sang	23 博康 Pok Hong	33 翠湾 Tsui Wan
4 彩霞 Choi Ha	14 景林 King Lam	24 山景 Shan King	34 东头 (二) Tung Tau (II)
5 竹园北 Chuk Yuen North	15 葵兴 Kwai Hing	25 太平 Tai Ping	35 华贵 Wah Kwai
6 富亨 Fu Heng	16 广源 Kwong Yuen	26 太和 Tai Wo	36 华明 Wah Ming
7 富善 Fu Shin	17 李郑屋 Lei Cheng Uk	27 德田 Tak Tin	37 运头塘 Wan Tau Tong
8 风德 Fung Tak	18 利东 Lei Tung	28 田景 Tin King	38 黄大仙下 (一) Wong Tai Sin Lower (I)
9 峰华 Fung Wah	19 良景 Leung King	29 天平 Tin Ping	39 耀安 Yiu On
10 恒安 Heng On	20 朗屏 Long Ping	30 青衣 Tsing Yi	

## 居者有其屋计划屋苑 / 可租可买计划屋苑\* 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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## 香港房屋委员会公共租住房屋主要数字 The Hong Kong Housing Authority Public Rental Housing – Key Figures

租住公屋单位数目 Number of Public Rental Housing (PRH) Flats	743 677
• 位于公共租住屋邨的公屋单位 PRH Flats in PRH Estates	675 083
• 位于租者置其屋计划屋邨的公屋单位 PRH Flats in Tenants Purchase Scheme Estates	61 248
• 位于居者有其屋计划屋苑 / 可租可买计划屋苑的公屋单位 PRH Flats in Home Ownership Scheme Court / Buy or Rent Option Courts	7 346
住户数目 Number of Households	726 518
认可居民人数 Authorised Population	2 050 880
平均住户人数 Average Household Size	2.82
平均每人居住空间 (平方米) (室内楼面面积) Average Living Space per Person (square metre) (internal floor area)	13.0

\* 有混合业权的租者置其屋计划屋邨、居者有其屋计划屋苑和可租可买计划屋苑。  
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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