

Public Housing –

Growing from

Strength to Strength

公營房屋

繼往開來



## 公營房屋 繼往開來 Public Housing – Growing from Strength to Strength

過去一年，香港社會對優質而可負擔的房屋需求大增。房屋委員會（房委會）在確保一貫質素的同時，也肩負起推展多個範疇新工作的重任。有見及此，我們今年的年報，以「公營房屋 繼往開來」為主題。

房委會精於規劃、設計和興建大型、可持續的公營房屋，實力無庸置疑。去年，我們不僅增建新的公共租住房屋（公屋），設法加快供應，更負起推展新居者有其屋計劃的使命。建屋工作方面，我們繼續引入新科技、訂立更高標準，並採用可持續的方法和物料。

房委會在管理和推展公屋社區生活方面，成績有目共睹。我們致力令轄下所有屋邨暢通易達，又推出多項改善安全的措施，令公共屋邨環境更舒適，居民更便利。位於油塘的大本型是房委會至今最大型的零售項目，於2012年底開幕，標誌着我們的工作更上層樓。

香港不斷轉變，房委會的角色更形重要。我們全力以赴，與時並進，矢志建設更美好的香港。來年，我們定當克盡己力，繼往開來，精益求精。

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

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

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

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





## 機構理想 Corporate Vision

### 理想

協助有住屋需要的低收入家庭入住能力可以負擔的居所。

### 工作目標

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

### 基本信念

關懷為本、顧客為本、創新為本、盡心為本。

### VISION

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

### MISSION

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

### CORE VALUES

Caring, Customer-focused, Creative, Committed.



# 香港房屋委員會 Hong Kong Housing Authority

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

房委會負責規劃、興建、管理和維修保養各類公共租住房屋，包括出租公屋、中轉房屋和臨時收容中心。此外，房委會也擁有和經營一些分層工廠大廈，以及附屬商業設施和其他非住宅設施。行政長官在2011/12年度《施政報告》中宣布，由房委會負責推展新居者有其屋計劃。

截至2013年3月，房委會成員包括4名官方委員及26名非官方委員，全部由行政長官委任。

運輸及房屋局局長獲委任為房委會主席，房委會副主席則由房屋署署長擔任。

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

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

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

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

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

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

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# 2012/13 年度大事紀要 Major Developments

04

## 2012.04

房屋委員會（房委會）宣布，計劃由2013/14年度開始，分期重建深水埗白田邨較舊部分（八座住宅大廈和一個商場），又批准為受該邨第一、第二、第三及第十二座清拆影響的住戶和商戶，提供安置及相關安排。

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



## 2012.05

房委會資助房屋小組委員會通過第二次公共租住房屋（公屋）租金的檢討結果，由2012年9月起把公屋租金上調一成。有鑑於此，房委會決定發揮「共同承擔」的精神，在2012年9月豁免公屋租金一個月。The HA's Subsidised Housing Committee (SHC) endorsed the outcome of the second public rental housing (PRH) rent review and adjusted PRH rents upwards by 10% with effect from September 2012. In the face of the rent increase, the HA adopted an approach of "sharing the burden", granting all PRH tenants a rent waiver of one month for September 2012.

## 2012.07

張炳良教授以運輸及房屋局局長的身分，出任房委會主席。

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

## 2012.07

為減輕經濟下行對市民的影響，《二零一二至一三財政年度財政預算案》公布多項紓緩措施，其中一項是政府為公屋租戶代繳2012年7月和8月的租金。

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

## 2012.08

張炳良教授在牛頭角上邨主持香港特別行政區成立15周年的活動，與公屋居民一同慶賀。活動展出一幅由約160幅小型畫作組成的「萬人畫」，以「和諧社區」為題，象徵公屋居民與房委會人員和衷共濟，協力同心。

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

## 2012.09

資助房屋小組委員會通過出售832個剩餘居者有其屋計劃（居屋）單位及相關銷售詳情，以及日後居屋單位的銷售安排。委員會亦通過實施臨時計劃的安排，擴展居屋第二市場至白表買家，配額每年5 000個。

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

## 2012.11

有關擴展居屋第二市場至白表買家的臨時計劃，小組委員會通過申請人的入息及資產限額；計劃的配額為每年5 000個。

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

## 2012.12



位於九龍油塘的「大本型」正式開幕。「大本型」是房委會轄下最大型的商場，樓高八層，樓面總面積約45 000平方米，設有六大主題購物區，共150間店舖。在「大本型」開幕前，所有舖位已幾乎全數租出。

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

## 2013.01

擴展居屋第二市場至白表買家臨時計劃接受申請。Applications were invited for the interim scheme to extend the HOS Secondary Market to WF buyers.

## 2013.02

資助房屋小組委員會通過輪候冊入息限額檢討機制的優化措施，引入政府統計處的勞工收入統計調查所得的名義工資指數，以此作為入息因素。優化措施可令公屋目標群組的收入變動，更快反映在輪候冊入息限額之內，同時亦可保留行之有效、以開支為計算基礎的檢討機制。The SHC endorsed a refinement to the review mechanism of the Waiting List (WL) income limits. The refinement introduced the nominal wage index as the income factor, obtained from the Labour Earnings Survey conducted by the Census and Statistics Department. This will enable income changes in the PRH target group to be reflected in the WL income limits earlier than before, while still maintaining the well-functioning expenditure-led mechanism for reviewing WL income limits.

## 2013.02

資助房屋小組委員會通過剩餘居屋單位第7期核准白表申請人的入息和資產限額，以及售價和銷售安排。

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

擴展居屋第二市場至白表買家臨時計劃進行攪珠，決定分配5 000個名額的優先次序。

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



## 2013.03

資助房屋小組委員會按照經優化的機制，檢討並通過2013/14年度公屋輪候冊的入息和資產限額。與2012/13年度相比，入息和資產限額平均分別上升6.0%和4.2%。

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

資助房屋小組委員會和商業樓宇小組委員會分別通過決議，房委會由2013年4月開始，將財政司司長在財政預算案提出的2013/14年度差餉寬免，轉惠予其住宅租戶和非住宅租戶。Approvals were given by the SHC and the Commercial Properties Committee for the HA to pass on the rates concession, as announced in the Financial Secretary's Budget Speech, to its domestic and non-domestic tenants starting from April 2013.

## 2012/13年度的年報 以「公營房屋 繼往開來」 為主題。



多年來，房屋委員會（房委會）的工作和責任與日俱增，既要配合政府的政策，亦要回應社會的訴求，更往往面對種種新挑戰和未能預計的變數。為此，我們專心矢志、靈活面對，並採用新科技和可持續的作業方式，務求把工作做得更好，精益求精。

我們的目標是以公共租住房屋（公屋）及居者有其屋計劃（居屋）的模式，提供優質的公營房屋，配合本港人口的需要。之前訂定的建屋目標，是每年興建約15 000個公屋單位，並在2016/17年度起的四年內興建約17 000個居屋單位。這個任務殊不簡單，當中涉及眾多複雜環節，既要覓得土地，又要取得區議會、城市規劃委員會及政府監管機構的支持和通過。除了這些前期工作外，我們還須根據嚴格規例及指引，詳細設計和規劃各個用地。值得欣喜的是2012/13年度的建屋目標已達到，並把一般公屋申請人的輪候時間平均維持在三年以下，合乎既定目標。

我們深明社會人士要求增加公營房屋的供應。未來十年的公共房屋計劃，因應行政長官《二零一三年施政報告》的宣示，已作出擴充，以回應社會低收入群組的住屋需要。在首五年（2012/13至2016/17年度），我們會透過提前完成兩個公屋項目，使公屋的建屋量由原定約75 000個單位的目標增至約79 000個。至於第二個五年

（2017/18至2021/22年度），當局已批地興建至少10萬個公屋單位。我要坦言這個數目並不足夠，我們將繼續與相關政府部門及各方通力合作，以求增加建屋量。

公營房屋的需求極為殷切，我們必須設法精簡和加快建屋的流程。為此，我們簡化步驟，務求在質素和安全兼備的情況下，把部分以往需時七年的項目，縮短至五年竣工。我們也定當繼續盡力把步驟進一步精簡，但以不影響質素及施工安全為前提。

除了加快發展新公屋項目外，我們更研究在不影響居住環境的前提下，盡量增加公屋項目的地積比率。2012年我們宣布計劃重建深水埗白田邨較舊部分；計劃完成後，單位數目可望淨增2 150個。未來數年，房委會將繼續嚴格檢視高齡公共屋邨的重建潛力，增加整體房屋供應。

2011年底，政府宣布復建居屋，並提出由房委會興建新居屋和處理相關申請及銷售程序。「繼往開來」在這方面更為切題，皆因房委會肩負推展居屋的責任，必須在工作效率、資源規劃及人力管理各方面，繼往開來，精益求精。房委會員工專業實幹、矢志求成，首批共2 100個新居屋單位可望於2016/17年度落成，並於2014年底預售。



至於其餘預期在2017年前落成的15 000個居屋單位，工程進展理想。我們正物色土地，以供其後每年平均興建約5 000個居屋單位。

建屋無疑是大家關注的焦點，然而，社會大眾對居住環境全面改善的期望亦不容忽視。事實上，房委會在這方面的工作從沒鬆懈。舉例來說，我們推出多項新措施，提升我們在現有公共屋邨的服務水平。當中持續提供無障礙設施，涵蓋那些建於斜坡上的公共屋邨，務使長者和殘疾人士在邨內通行無阻。我們並動用2.5億元推行計劃，增建全新的升降機及自動梯，除更新舊有的，又加建新的行人道和扶手、移除障礙，令長幼傷健人士皆能家居出入方便。

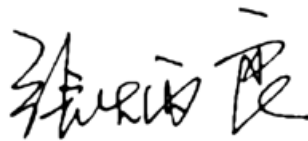
房委會不僅負責興建和管理房屋，更致力建設社區，提供多元服務和康樂設施。其中最為矚目的是2012年12月正式開幕的「大本型」，此乃房委會轄下最新、最大型的零售商場，已成為油塘區的聚腳點，不單為該區公屋居民和鄰近坊眾提供各式各樣的零售設施，還融入重要的社區設施，又為鼓勵本地小商戶創業而作特別安排。此外，「大本型」的建築在可持續發展和環保方面，均達至超卓的水平，充分體現房委會精益求精的文化。

其實，「繼往開來」同樣適用於形容房委會在過去數十年與時並進的發展。值得一提的，是兩個重要的紀念日子不久將至：一是香港公營房屋發展60周年，二是房委會成立40周年。我們趁此回顧過去逾半世紀公營房屋的演變，並就其屢創新猷和發展成果予以肯定。為此，房委會在2013/14年度安排多項活動，讓本港市民加深了解我們的功能，明白房委會的工作規模龐大、任重道遠。期盼來年的公眾教育和社區參與活動，讓市民知悉我們為香港社會所做的種種工作，了解箇中價值。政府行將制訂的《長遠房屋策略》，將對房委會帶來新任務及新挑戰，我們會整裝待發。

作為主席，得與一群盡心盡力的人士合作，實在榮幸之至。篇幅所限，未能一一道謝；但我仍想在此衷心感謝房委會各委員的協力，使我們得以繼往開來，精益求精。我要特別感謝剛離任的委員林翠蓮女士、梁繼昌議員、陳健波議員和李啟光先生，他們在各方面貢獻良多，我深表謝意。同時歡迎新任委員劉詩韻女士、溫文儀先生、程騰歡博士、鄭君尚教授和蘇晴女士，期望他們為房委會的工作添增新活力。

房委會的工作成績斐然，實有賴屬下小組委員會和附屬小組委員會各委員的努力。各委員會的主席領導有方，在此衷心致謝——計有建築小組委員會主席林雲峯教授、商業樓宇小組委員會主席蔡涯棉先生、財務小組委員會暨資金管理附屬小組委員會主席蘇偉文教授、資助房屋小組委員會主席黃遠輝先生、投標小組委員會主席李慧賢女士、以及審計附屬小組委員會主席王永祥先生。

最後，我要感謝房委會的執行部門——房屋署各管理人員和員工。年內，房委會的工作成為各方焦點，而房屋署員工服務超卓，在推行房委會的工作計劃上全力以赴。來年我們踏進重要的里程碑，我深信憑藉房委會過去的表現和承擔，我們定能繼續取信於香港市民；40年前授予房委會的使命，我們會一直不負所託、堅持不懈。



主席  
張炳良教授

# Chairman's Message

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

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

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

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

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

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

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

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

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

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

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

## Chairman's Message

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

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

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

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

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



**Professor Anthony Cheung Bing-leung**  
Chairman



業務回顧

Business Review



與時並進 回應需求

Growing to Meet  
New Needs

2012/13年度房屋委員會（房委會）與時並進，採用嶄新技術，精益求精。過去一年，政府因應社會上對公共租住房屋（公屋）的訴求，推出多項新政策和措施，房委會面對的環境亦隨之改變。為回應中低收入家庭的置居訴求，房委會亦負責居者有其屋（居屋）計劃，提供資助出售房屋單位。

與此同時，我們貫徹使命，為無法負擔租住私人樓宇的低收入家庭提供公屋。於2013年3月底，房委會轄下有接近728 000個公屋單位，分布全港160多個公屋屋邨，為逾200萬香港市民提供安居之所。房委會角色的重要性，由此可見。

## 我們的承諾

年內，我們修訂以五年為期並逐年開展的公營房屋建設計劃。因應社會對公屋的迫切需求，我們致力於首個五年期間進一步增加建屋量，把兩個原屬下一個五年期的公屋項目提前一年完成，令公屋單位數目在2012/13年度起的五年內，由約75 000個增至約79 000個。

我們的目標是維持輪候冊一般申請者的平均輪候時間於三年左右，而長者一人申請者則維持在兩年左右。2012/13年度內，我們共編配了15 551個單位予輪候冊申請者；於2013年3月底，一般申請人的平均輪候時間為2.7年，長者一人申請者則為1.5年。

## 維持租金在可負擔水平

將租金定於可負擔水平，是房委會一貫的政策。在現行公屋租金調整機制下，租金根據公屋租戶的整體家庭收入變動而調整，可加可減。



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公屋租金檢討每兩年進行一次，下次檢討將於2014年。於2013年3月底，已包括差餉、管理費及維修費在內的公屋單位租金介乎每月287元至3,877元不等，而公屋單位的平均月租為約1,540元。

我們的租金援助計劃幫助租戶應付短暫財困，視乎租戶情況把租金寬免25%或50%。截至2013年3月底，接受租金援助的家庭約有12 500個。為確保所有公屋租戶知悉這項援助，我們不時推廣宣傳，利用房屋資訊台、電台、海報，並廣發單張及通訊，重點介紹有關計劃。

1 房委會把輪候冊一般申請者的平均輪候時間維持在三年左右。

## 和諧家庭

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家庭和睦融洽是社會安定之本。房委會深明此理，制定多項促進公屋家庭和諧共融的計劃，包括2009年推出的天倫樂優先配屋計劃，鼓勵年輕家庭成員照顧年長父母或受供養親屬。根據該計劃，合資格申請人的輪候公屋時間可縮短六個月。一般來說，申請獲批准後，申請人可選擇與年長父母或受供養親屬同住於輪候冊上任何地區的一個單位，或輪候冊上市區以外任何地區的兩個相近的單位。天倫樂調遷計劃則可讓居於不同區議會分區內的公屋租戶的子女／年長父母申請調遷至同一或鄰近屋邨，以便互相照顧。

其他促進家庭和諧的計劃還有天倫樂合戶計劃和天倫樂加戶計劃。前者鼓勵年輕租戶與年長父母合併戶籍，後者容許年長租戶把一名子女及其家人加入現有公屋戶籍。2012/13年度，約有4 710戶受惠於上述各類天倫樂計劃：受惠於天倫樂優先配屋計劃、調遷計劃、合戶計劃和加戶計劃的租戶分別有2 050戶、210戶、80戶和2 370戶。

## 其他調遷計劃

公屋租戶往往隨着歲月而增加家庭成員。為配合需要，讓擠迫的租戶申請調遷，年內我們繼續推行調遷計劃，先後於2012年8月和2013年1月推出紓緩擠迫調遷計劃，約有520個家庭因而受惠，遷往較大單位。2013年3月底，界定為擠迫戶（即每戶人均居住面積少於室內樓面面積5.5平方米）的公屋家庭總數減至3 160個，佔全體公屋租戶總數僅0.45%。

改善居住空間調遷計劃是另一紓緩居住空間不足的措施。年內我們接受了一輪申請。截至2013年3月底，共1 180戶獲調遷至較大單位。



## 遏止濫用公屋

為確保居於公屋單位的租戶完全符合居住資格，房委會實施多項政策和措施，成效顯著。舉例來說，根據公屋住戶資助政策、維護公屋資源合理分配政策及其他租約事務管理政策所遞交的所有入息／資產申報，我們均一一審查，涉及的租約大概223 000份。上述審查工作是決定現有租戶可獲批資助額的重要一環。

此外，房委會持續推行計劃，全面審查租戶的入息和資產聲明。計劃每年審查約5 000個租戶，包括一些隨機抽選的和一些值得關注的個案。為遏止濫用公屋，房委會亦進行類似計劃，每兩年巡查公屋單位一次。年內詳細審查約8 000個與住用情況有關的個案，以確保有限的公屋資源得以善用。我們又推出多項宣傳計劃和推廣活動配合，讓公屋租戶清楚自己的責任所在。

## 為有需要人士覓新居

地政總署和屋宇署清拆寮屋及天台違例構築物時，房委會往往須為其中亟待安置的居民另覓居所。年內我們處理了147宗有關政府清拆行動的安置申請。



## 管理居者有其屋計劃

發展居者有其屋計劃（居屋）已成為房委會房屋政策的常設部分。政府訂下規劃目標，在2016/17年度起四年內興建共約17 000個居屋單位，其後每年平均興建約5 000個居屋單位。

年內，首批六個新居屋項目的工作繼續進行，規劃和設計工作進展理想。規劃大綱已獲各相關地區規劃會議通過，計劃設計和工程預算亦於2012年6月22日獲房委會建築小組委員會通過；詳細設計和招標工作現正進行。展開建築工程所需的短期租約，已獲各相關地區地政會議一一通過。這些項目的單位預計於2016/17年度落成，可望於2014年底預售。

為進一步回應香港市民迫切的置居需求，政府決定將以往建成的832個剩餘居屋單位全數出售。剩餘居屋單位和日後落成的居屋單位，均採用傳統適用於居屋的執行安排辦理，包括單位定價及補價方式、有住宅物業的限制、白表申請人入息和資產限額、按揭貸款保證和轉售限制等安排。

為回應中低收入家庭在2016/17年度首批新居屋單位落成前的置居訴求，房委會推出一項臨時計劃，把居屋第二市場擴展至白表買家，配額每年5 000個；合資格的白表申請人可在第二市場購買未繳付補價的居屋單位。



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- 1 在屋邨舉辦活動，推廣善用公屋資源的信息。
- 2 房委會負責發展居屋項目，以回應中低收入家庭的置居訴求。

## Growing to Meet New Needs

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

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

### Our commitment

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



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

## Keeping rents affordable

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

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

## Harmonious families

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



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

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

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

### Other transfer schemes

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

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

### Curbing tenancy abuse

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

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

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

### Finding new homes for those in need

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

### Managing the Home Ownership Scheme

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

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

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

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



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



拓建未來 優質生活

Building for  
Better Living

**對**房屋委員會（房委會）而言，在2012/13年度把建屋的工作做到精益求精，委實是一大挑戰。繼行政長官在《二零一三年施政報告》宣布新猷——「加大加快資助房屋的供應」，我們須設法加快建屋、提升效率，同時確保質素和安全不受影響。為此，房委會於2013年2月舉行了一個探討加快建屋進度的工作坊，參加者來自香港各大持份者，當中提出的措施包括加快某些類別土地的規劃程序、更廣泛使用預製組件、減少部分勞工密集的工作，以及簡化多個行政程序。

整體而言，我們在2012/13年度落成公屋單位約13 100個，達到本年所訂目標，亦有助我們完成在2012/13年度起計五年內，合共興建約79 000個公屋單位的目標。年內落成七個公共屋邨，包括：長沙灣邨、龍逸邨、牛頭角下邨、啟晴邨1期及2期、美田邨4期，以及豐和邨。此外，年內落成的零售設施共46 000平方米，汽車和商用車輛的停車位共600個。我們計劃增加建屋量，由2017/18年度起五年之內，興建最少100 000個公屋單位，並由2016/17年度起四年內興建約17 000個居者有其屋（居屋）單位，其後每年平均興建居屋單位約5 000個。



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## 以人為本的設計

房委會銳意採用既可持續又環保的建築物料和建築方法，並以具成本效益的方式，建造安全舒適的居所，從而建立可持續社區。

住戶的需要不斷轉變，加上地盤的限制和不時增訂的法定條文，單位設計亦須因而修改。我們經常研究新的單位設計，加以測試，以便推出新類型的構件式單位設計。

2012/13年度，我們推出具備三段高度可調校的灶台新設計，令居民選擇煮食爐具時更有彈性。我們按照通用設計的原則，加闊新工程項目單位的大門，利便輪椅出入。為方便公屋及居屋居民遵照《2012年建築物（小型工程）（修訂）規例》的規定而安裝磚間隔牆及鋪上地台砂漿底層，房委會齊備家庭單位設計的間牆示意平面圖。另為應對噪音問題，我們在交通噪音嚴重的一些公共屋邨，推出新的窗戶設計：家庭單位的正面主窗戶是固定窗戶（清潔和維修時可用六角匙開啟），側窗可開啟通風，估計噪音可減低兩至三分貝。

年內我們繼續委聘獨立機構在新建屋邨進行意見調查，以了解居民的滿意程度，收集他們對房委會單位設計的意見。2012/13年度，該機構在九個屋邨16 454個單位進行調查，並進行訪問3 036次。整體滿意程度為91.99%，遠較主要成效指標80%為高。受訪者就單位間隔、房委會提供的各項屋宇裝備、公眾地方的燈光亮度，以及回收廚餘的安排等方面，發表寶貴意見。我們在完工後的檢討工作坊中跟進上述調查，仔細研究居民就新屋邨提出的意見，調查結果納入設計綱要範本及構件式單位設計的定期檢討之內。

一如以往，發展項目進入規劃和設計階段時，我們舉辦社區參與活動。一般來說，我們會向發展項目一帶的社區代表講解發展建議，並聽取他們的意見，在工程設計階段加以考慮。

1 位於沙田的豐和邨於年內落成。

年內，我們根據ISO 26000 (ISO — 國際標準化組織)的標準，在HKQAA-HSBC (香港品質保證局-匯豐)企業社會責任指數按年表現評估中，奪得5.00滿分。如此佳績，反映我們為履行企業社會責任而採取的做法，成熟完善。

## 設計階段 減少排放

政府訂下香港溫室氣體排放量的目標，在2005至2020年間將之減少五至六成。房委會矢志全力配合，使用最新科技推出更為環保的設計和系統，減少房委會樓宇在生命周期的排碳量。

2004年起，我們進行微氣候研究，以助我們善用自然環境設計大廈和戶外空間。我們本着「順應自然」的原則，掌握用地本身的特點，加強自然通風，善用日光提供室內照明；又竭力避免吸熱，以減少依賴機械冷卻設備和人工照明。我們仔細研究中各時段的日照和大廈遮蔽日光的情況，從而促進用地的空氣流動，悉心安排戶外活動的空間，致力為居民提供最舒適的環境。我們設計新屋邨時，着力綠化環境，令綠化地帶佔屋邨總面積最少兩成；至於兩公頃以上的大型用地，綠化目標則為總面積的三成；我們又為每15個公屋單位，最少種植一棵樹。



要達到減排的目標，關鍵在於能否全面估算香港公營房屋的排碳模式。因此，我們按本港的情況，研發出一套排碳量估算方法，把主要建築工程及大廈操作在排碳方面的影響計算在內，包括工程進行期間所用物料、建築結構所用物料、操作公共屋宇裝備系統及拆卸樓宇的排碳情況，以及採用再生能源及植樹的減碳效益。我們早在設計階段，便將上述方法應用於新工程計劃之上，以助了解工程計劃在生命周期的排碳模式。這個估算方法在2011年推出，截至2013年3月底，已應用於19個工程設計項目。

香港建築環境評估標準 (即BEAM Plus) 是本港綠色建築評估的系統。為確保我們全部新發展項目均符合其規定，我們已於2011/12及2012/13年度就建築工程頒布新訂規格。至今，房委會的新項目均能達到BEAM Plus評級的「金」級別，有些選定項目更取得「白金」級別的驕人成績。例如，前元朗邨是本港首個於年內取得BEAM Plus 1.2版本「暫定白金」級別的項目；而啟德發展區第1A區亦奪得BEAM 4/04版本的「暫定白金」級別。取得「白金」級別的項目，預計亦可達到中國綠色建築委員會的三星級標識證書的水平。

## 能源管理

在大廈整個生命周期當中，公用屋宇裝備系統如燈具、升降機和抽水系統等均耗用大量能源，是碳排放的主要來源。就此，公共屋邨推出多項節能措施，例如裝設接駁電網的太陽能光伏發電系統，為大廈供應部分公用電量；又在兩級光度照明系統加設感應開關，減省公共地方照明所用電量。最近，我們更開始使用由18千瓦或以上的升降機發動機系統所產生的再生電能。

2011年12月，我們參照新訂ISO 50001的最佳實務大綱，推出能源管理系統。系統推行後，有效控制並減少公共屋邨的用電量。2012年6月，系統獲頒香港首張ISO 50001住宅大廈設計證書。ISO 50001的能源管理系統，提供條理分明的大綱，以核實新住宅大廈公用屋宇裝備系統設計的耗能表現。截至2013年3月，13個項目早在設計階段，已進行耗能基準的比較。



## 質素認證

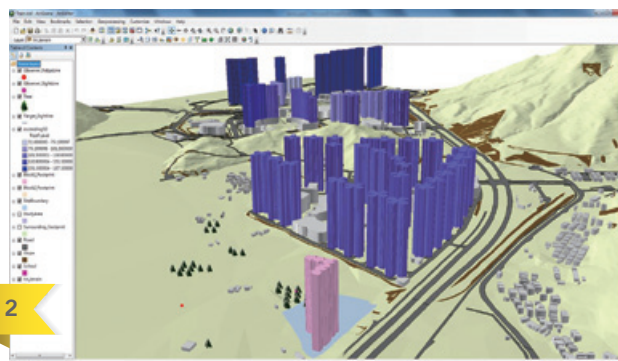
為展示和維持房委會各管理系統的質素和效能，房委會獲取ISO認證的做法，由來已久。早在1993年獲得ISO 9001認證後，房委會繼而在2009年取得ISO 14001環境管理體系認證，又在2010年推行ISO 31000風險管理系統，並實踐ISO 26000履行企業社會責任。我們近年更採用歐洲品質管理基金會的卓越模式，以助我們了解各管理系統的水平，找出改良方法。

不但如此，我們更規定承建商必須持有ISO 9000和ISO 14001認證，以及職業安全健康管理OHSAS 18001的認證。自2012年3月起，我們推行產品認證計劃，規定下述七種建築材料必須獲得產品認證——防火木門、防火板間牆、袋裝水泥、瓷磚黏合劑、瓷磚、修葺砂漿和鋁窗。我們正積極將產品認證計劃推展到其他建築產品。2012/13年度，我們着手擬備有關uPVC排水管道及配件、連體座廁設備及鋼筋網的計劃，有關計劃即將推出。

## 通過樓宇監管確保質素

房委會興建的樓宇在發售或拆售前不受《建築物條例》規管。然而，直屬常任秘書長辦公室的獨立審查組對這些樓宇作第三者監管，確保樓宇安全，並符合法例規定。該組按照屋宇署監管私人物業的做法，審批由房委會就新發展項目提交的所有建築及結構圖則，以及房委會轄下現有樓宇為改建和加建所提交的圖則。此外，獨立審查組亦依據建築事務監督授予的權力，對居屋屋苑、租者置其屋計劃屋邨，以及已拆售予領匯、位於公共屋邨樓宇內的零售和停車設施，進行法定屋宇監管。

在2012年底前，獨立審查組下設升降機條例執行小組，以第三者身份監管房委會轄下升降機及自動梯的裝置及使用，以符合安全要求及法例規定。然而，新訂升降機條例生效後，升降機及自動梯的法定管制全歸機電工程署負責，升降機條例執行小組的職能因而作出調整，改為擔當稽查及培訓的角色，以減低房委會轄下升降機及自動梯發生意外的風險。



## 廣用資訊科技確保質素

設計和建造新工程方面，我們運用的主要資訊科技資源有四項，包括：建築信息模擬技術、地理信息系統、房屋建設管理系統及無線射頻科技。

自2006年起，我們採用建築信息模擬技術，應用範圍更不斷擴展。這項技術製作出來的三維視像模型非常精確，方便察看及規劃。2012年5月，我們開發最新的五維建築信息模擬模型，在沿用已久的三維視像模型外，新增時間和合約價格兩個重要元素。沙田第52區一期工程使用上五維模型，令施工期間更能準確計算成本預算，評估中期付款額。

地理信息系統的搜尋和查詢功能，與地政總署齊備的底圖互動連接，效能超卓。2012年10月，我們推出嶄新改良的地理信息系統的加強版，配合發展和管理屋邨的需要。系統現能進行三維空間資料分析，與建築信息模擬技術融合，運作更見暢順。

- 1 深水埗元州邨廣植樹木。
- 2 地理信息系統提供三維空間資料分析，有助發展和管理屋邨。

房屋建設管理系統為房委會的建築工程提供寶貴的網上協作和知識管理的平台。系統儲存逾700個建築計劃的資料，可供逾2 000名用戶查閱，為建築業提供資料共用的中樞點。透過這套系統，參與房委會項目的工程小組和建築業人士可獲取重要資訊，包括策劃、工程策劃統籌、合約和地盤管理、財政預算、付款，以及知識管理方面的資料。

無線射頻科技採用設有感應器的無線電技術晶片，記錄並儲存四大建築產品（木門、鐵閘、鋁窗及預製混凝土外牆）的重要製造資料，讓我們得知各構件的背景和來歷，確保構件的質素達到各項標準。

房委會建築圖則管理系統於2012年推出，是首個跨處共用的資訊科技項目，連結房委會的發展及建築處、屋邨管理處和獨立審查組。系統提供管理圖則的公用平台，供各處在房屋發展計劃整個生命週期之內使用。這個系統亦令工程竣工後，移交圖則的工作比以往簡便得多。目前，系統儲存的圖則逾280萬張。

### 工地安全與建築質素

要確保我們的公屋單位耐用的其中一個方法，是廣泛採用預製組件和預製結構元件。多年來我們的大廈一直採用預製外牆、預製樓梯和板間牆等組件。最近，我們推出立體預製組件，包括三維的浴室和廚房套件。2012/13年度，我們試造預製天台水缸，現正檢討和改良其設計，以使用於日後工程。我們亦着手研究預製升降機機房、天台護欄、沙井、排水渠及電線槽的可行性。大量使用預製組件和預製結構元件，不但提升建築質素，更減少地盤所產生的廢物，使地盤環境更整潔。勞工密集且複雜的地盤建築工序因而減少，工人安全亦大為改善。

我們的安全目標是每千名工人錄得不多於12宗意外。這個目標是根據《房委會地盤安全策略2012》制定，應用於所有新工程及維修保養

工程，以及物業服務公司和潔淨服務承辦商。2012/13年度我們達到目標：新工程合約的意外率為每千名工人錄得7.4宗，維修保養工程合約則錄得每千名工人4.8宗；而本港平均發生工業意外的比率則為每千名工人44.3宗。

年內我們優化名為「安全、環保及衛生綜合支付計劃」的獎勵計劃。計劃適用於新工程建造合約，旨在鼓勵承辦商提升這數方面的表現。我們又改良「房委會安全稽核計劃」，並推出「房委會升降機及電梯指定分包合約安全稽核制度」，把安全稽核的範疇擴展至升降機和電梯。為配合上述計劃進行的定期稽核工作，我們推出「突擊安全巡查計劃」。在現有屋邨進行工程，安全亦非常重要。今年我們把房委會安全稽核制度（屋宇維修保養和改善工程）用於分區定期合約，以及裝修工程、加裝升降機工程、升降機現代化工程和升降機維修工程合約。

### 採購辦法 推陳出新

我們不斷求進，在各個範疇如持續發展、安全、健康和衛生、環保效益、質素和耐用程度、成本效益以及價格等，精益求精。為鼓勵創新，我們推出綜合採購法，尤其適用於繁複的大型房屋計劃，讓投標者在標書中加入獨特創新的設計。投標者在計劃初期將設計和建築方面的專業知識融合，往往能令產品更物有所值，質素更佳，生產力得以提升。綜合採購法衍生出來的創新產品，亦可用於日後工程，造福業界。2012/13年度，我們的安達臣道地盤A和地盤B第1和第2期公屋發展計劃建築工程的綜合合約便應用了綜合採購法。

## 城市中的公屋 方便易達

房委會在構思新公營房屋發展項目時，務使新建的住宅大廈配置得宜，與四周社區和服務相融配合。香港地勢不平，且市區樓宇非常密集，給我們重大挑戰。房委會近期兩個發展項目，正好展示我們如何把這些問題迎刃而解。

### 元州邨第5期

其中一例是已落成的元州邨第5期發展項目。元州邨第5期與第2及第4期之間，原本是一條繁忙的公用道路，不時有重型車輛起卸貨物。我們把部分道路改成行人路，並在地面闢設環境優美的行人專區，展示傑出的社區藝術品和特色園景，還為居民提供往返區內港鐵車站的安全便捷通道。

我們着力為元州邨第5期的居民提供配套，連接公共交通工具及購物設施，例如加裝外露式升降機，讓元州邨和附近長沙灣邨的居民均可直達長沙灣港鐵車站。

在規劃元州邨第5期工程項目時，我們全面重新思考如何貫通區內的通道，以通達程度和行人優先這兩個原則為大前提。種種新猷有效凝聚社區，締造一個活力充沛、以人為本的環境。

新近落成的元州邨第5期發展項目。



安達臣道發展項目工程正進行得如火如荼。

### 安達臣道發展項目

設計安達臣道發展項目所面對的挑戰與上述的截然不同。項目正處於施工階段，屬於安達臣道石礦場的整體重建計劃第一部分，該礦場將於2013年關閉。我們面對的挑戰，是把荒廢礦場變成朝氣蓬勃、環境優美和以人為本的公營房屋，令往來暢通無阻，與社區緊密聯繫。

我們全盤考慮有關問題，決定設計行人通道，連貫新安達臣道發展項目的社區設施和公眾休憩用地，通往鄰近多個房委會的屋邨（包括順安邨、順天邨、秀茂坪邨和寶達邨），以至山腳下的市區。工程完竣後，整個地區將煥然一新，各個屋邨給連繫起來，整合並活化成一個新社區。此外，行人通道網絡也連接各幢住宅大廈、運輸網絡、零售及社區設施，最終目的是為所有居民（不論長幼傷健）提供安全和便捷的無障礙通道。有關設計包括在行人通道網絡一帶設置有蓋活動區，供居民歇息，並設有遊樂場、健體設施，以及文物展覽區等。

我們在規劃新屋邨時舉辦社區參與活動，以確保居民和用家的意見備受考慮，此舉有時更會帶來意想不到的收穫。例如在安達臣道發展項目的社區參與活動中，秀茂坪邨居民指出位於秀明道的社區會堂殘舊，不能滿足區內居民需要。社區會堂所處位置，正好適合用作行人通道網絡的連接點，貫通安達臣道和山下的觀塘市區。我們亦趁機重新發展該幅用地，興建全新的社區會堂，改善會堂設施；另建造一幢公屋大廈，又增建升降機和行人天橋，連接山上和山下的現有設施。





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

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

### Designing for people

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

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

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

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

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

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

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

## Reducing emissions at the design stage

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

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

1 The newly completed Cheung Sha Wan Estate.

## Building for Better Living

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

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



## Energy management

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

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

## Quality certification

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

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

## Quality through building control

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

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

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



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

### Quality through extended use of IT

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

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

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

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

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

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





## Site safety and construction quality

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

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

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

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

## Procuring innovation

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

1 The volumetric precast bathrooms.

## Public Housing in the City – Connected and Accessible

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

The recently completed Un Chau Estate Phase 5 project.



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

### Un Chau Estate Phase 5

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

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

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

## Anderson Road Development

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

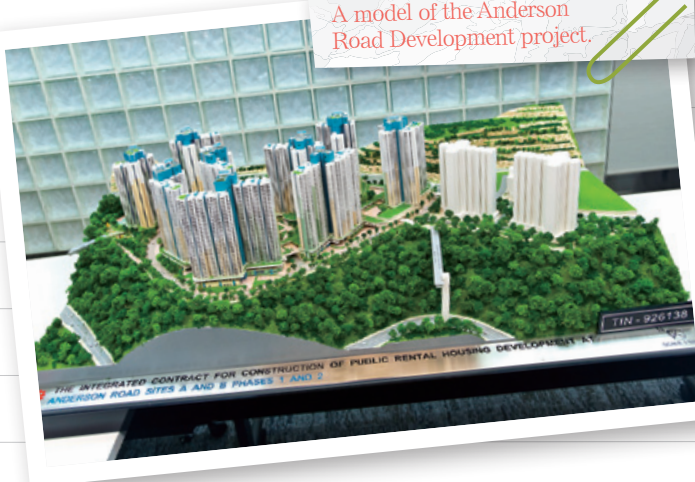
*The new Anderson Road Development will be well connected with nearby estates such as Sau Mau Ping Estate.*



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

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

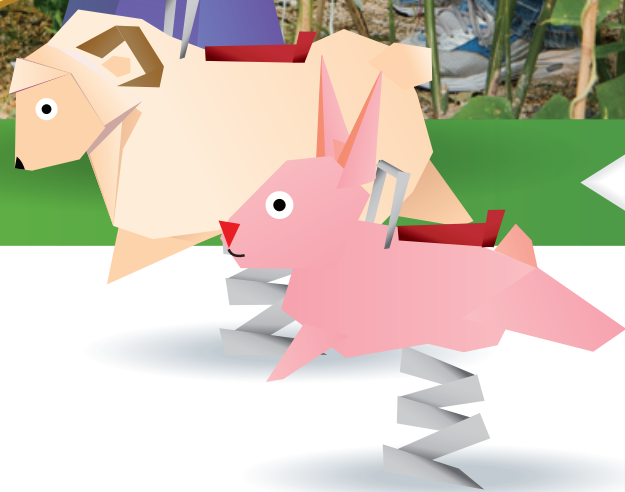
*A model of the Anderson Road Development project.*





促進和諧 美好家園

Fostering  
a Family Spirit



香港的公共租住房屋（公屋）屋邨是大社區中的多個小社區。房屋委員會（房委會）其中一項最重要的任務是確保這些「小社區」茁壯成長，締造優質居住環境，令環境安全、暢通無阻、清潔衛生、持續發展及社會和諧。在公共屋邨的管理和維修保養範疇上，我們積極參與各方面的工作。

## 優質生活計劃

我們持續推行三項計劃，為全港所有公共屋邨的租戶提供安全完善、保養得宜的居住環境。這三項計劃分別為全方位維修計劃、全面結構勘察計劃及屋邨改善計劃。

全方位維修計劃以五年為一周期運作，現行的第二周期始於2011年。2012/13年度，我們在30個屋邨推行全方位維修計劃，同時把重點特別放在樓宇安全上，以配合政府最近推行的樓宇管制措施。我們也提供日常家居維修服務，與全方位維修計劃相輔相成；現時服務涵蓋所有204個屋邨和屋苑，當中包括13個新屋邨。引入日常家居維修服務之後，前線人員可直接記錄租戶要求的維修事項，並盡快安排修葺。

全面結構勘察計劃着重處理樓齡接近40年的屋邨，並就日後規劃確定屋邨的結構是否完整。勘察結果顯示較舊屋邨的結構穩固程度，有助我們在活化屋邨與清拆重建兩者之間，評估何者更符合經濟效益。

屋邨改善計劃適用於經全面結構勘察計劃確定為結構安全的屋邨，引入現代化元素，改善設施，讓居民在這些具歷史氛圍的建築環境中，感受時尚的新生活體驗。



## 暢通無障礙

我們早於2008年已在一些較舊屋邨推行加建升降機計劃，整項計劃涵蓋35個項目。2012/13年度進展良好，完成了22個項目，令完成項目的整體數字增加至32個。這些加建的升降機讓行人往來倍感方便，居民深表讚許。同時，我們繼續推行升降機現代化計劃，分階段以更先進、更便利、兼具能源效益的新型升降機，取代較舊的升降機。現時，24個屋邨約520部升降機正在進行現代化工程。

與此同時，我們一直遵照政府《設計手冊：暢通無阻的通道2008》的規定，在現有屋邨進行改善工程，包括改善現有升降機、行人路和其他出入通道，並加裝配合殘疾人士所需的設施。

1 觀塘和樂邨加建升降機，令居民出入更方便。

## 防火安全措施

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減少公共屋邨的火警危險是我們的首要安全項目，當中包括確保所有居民充分了解發生火警時的應變方法。因此，我們在今年內繼續在各屋邨的住宅大廈舉行約兩年一次的火警演習，並透過宣傳和獎勵，盡量鼓勵居民參與。同時，我們又舉辦宣傳活動，發放清晰的安全資訊，加強居民的防火意識，並讓居民了解消防設備的正確使用方法，以及發生火警時的各種應變措施。

在傳遞防火安全信息方面，我們與屋邨管理諮詢委員會（邨管諮委會）通力合作，成效理想。每年均頒發獎項予表現出色的邨管諮委會，表揚他們有效推廣屋邨防火安全意識。2012/13年度，共有18個邨管諮委會獲頒此獎項。

過去一年，我們在加強防火安全意識方面，繼續得到消防處的全力支持，除安排流動宣傳車和雙層消防安全教育巴士到訪全港公共屋邨近70次外，

消防處更協助我們開辦培訓班，訓練有志成為消防安全大使和導師的公屋居民。此外，我們連續八年在全港公共屋邨舉辦一年一度的防火安全問答比賽，居民反應熱烈，參加人數多達16 000人，打破歷年記錄，可見他們非常重視防火安全。而房屋資訊台定期播放之防火安全短片，以及於本地電台頻道播放的相關信息，亦有助提高居民的防火安全意識。

## 升降機及電動梯安全

每天數以萬計人士使用公共屋邨的升降機和電動梯，確保升降機和電動梯安全因而成為房委會另一項優先處理的工作。2012/13年度，我們繼續定期舉辦活動，提高升降機和自動梯使用者的安全意識。為保障在升降機和升降機井道底坑工作人員的安全，我們全面引進伸縮式防墮裝置系統。自2012年4月起，我們在升降機維修保養合約和升降機現代化工程中推行房委會安全稽核計劃，改善升降機工程安全表現的監察方式。



## 加強保安

2012/13年度，我們繼續以彩色攝影機、數碼錄影機和寬頻網絡傳送裝置，更新覆蓋全邨的閉路電視監察系統，致力加強轄下住宅大廈的保安，整個項目規模龐大。2012/13年度末，134個屋邨約880幢大廈已完成更換工程，整個項目將於2014年底前完成。

## 清潔的環境

保持公共屋邨清潔，有賴房委會、服務承辦商及居民緊密合作。我們除了透過公眾教育向租戶推廣注重衛生的信息外，還透過屋邨管理扣分制，針對有礙屋邨衛生的違規行為。在扣分制下，如租戶作出損害他人健康或對他人造成滋擾的不當行為，將被扣分；兩年內累積被扣16分或以上，有關租約可被終止。

## 綠色生活

在現今社會，保護環境已成為日常生活每個層面至為重要的考慮因素。就房委會而言，屋邨管理工作均以綠色生活為基調。我們取得相關的國際標準化組織（即ISO）認證，肯定我們方向正確。2012/13年度，我們繼續致力取得93個屋邨物業管理的ISO 14001環境管理體系認證。2013年1月，這些屋邨已分兩批取得認證。

年內，我們在兩個公共屋邨研究實施現存建築物建築環境評估法的可行性，發現可以採取改善措施，優化能源及水資源的使用、室內環境質素等範疇的整體環保表現。我們已定下目標，首先在其中一個屋邨實施現存建築物建築環境評估法。



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我們積極評估所有公共屋邨的耗能量，並不斷尋求新的節能方法。年內，我們開始把轄下所有屋邨約960幢大廈照明用的電磁鎮流器，更換為節能電子鎮流器；整個計劃為期42個月，預期在2015/16年度完成。規模較小的措施方面，耗能量較低的發光二極管照明器應用範圍，已擴展至於2013年6月入伙的啟晴邨其中一幢住宅大廈，明年將進一步評核其成效。我們亦已選定14幢不同類型公屋住宅大廈進行碳排放審計，所得結果將用作確立日後研究這些大廈類型的基線參考。

除採取上述優良節能措施外，我們亦已於2013年1月在葵盛西邨試行ISO 50001能源管理體系，目標是在2013年6月取得認證，而所汲取的經驗將用作制定認證路線圖，應用於所有公共屋邨。

- 1 消防安全教育巴士到訪屋邨，推廣防火安全信息。
- 2 葵盛西邨已試行ISO能源管理體系。

## 植樹和綠化活動

年內，我們着力提高18個屋邨的綠化程度，令這些屋邨現有綠化地帶的草木更茂盛。石蔭東邨和慈正邨建設了主題園圃，成為邨內綠化環境的特色焦點。

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我們負責料理的樹木約10萬棵，2012/13年度在十個屋邨舉行植樹日後，樹木數目進一步增加。為有效管理樹木，我們建立綜合電子樹木資料庫，用於年度樹木評估等多種用途。此外，我們推行屋邨樹木大使計劃，已招募630名樹木大使；藉此計劃向公屋居民介紹樹木保育的正確方法，以及全港屋邨內許多珍貴品種和形態優美的樹木。年內又舉辦樹木大使培訓課程，更有效地引發居民對本邨樹木的興趣。

我們亦在20個屋邨特別舉辦活動，向居民推廣愛護植物和綠色生活的信息；又聯同三個環保團體推行「綠樂無窮在屋邨」計劃，推行環保措施。這計劃每年以一個環保主題在各屋邨展開，並由三個環保團體為選定屋邨設計深入的教育和推廣計劃。為配合政府現行政策，今年的主題為「減少都市固體廢物」。以這個主題舉辦的活動包括創意食譜比賽、同樂日、講座、工作坊和參觀。此外，六個屋邨已試行廚餘回收。

## 廢物管理

全港公共屋邨現正推行多個廢物管理計劃，其中的家居廢物源頭分類計劃，房委會自2005年起便開始參與。年內回收廢紙約27 600公噸、膠樽約1 930公噸及鋁材約1 130公噸，作循環再造。

## 攜手管理屋邨

公共屋邨管理運作順暢，實有賴許多內外組織的貢獻。邨管諮委會是其中一個最重要的組織，由邨內代表組成，擔當公屋租戶與當地屋邨管理團隊之間的關鍵橋樑角色，積極主動參與屋邨事務，並經常推動新措施，即場解決問題。

邨管諮委會可動用撥款伙拍非政府機構，舉辦各類以屋邨為本的社區建設活動。2012/13年度，邨管諮委會舉行共約410個這類型的伙拍活動，當中大部分環繞長者的需要；所辦的長者活動均以「屋邨長者健康」為主題。年內我們亦利用這個協作平台，聯同衛生署在多個屋邨推行社區健康計劃，宣揚體能活動和健康飲食的益處。







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## 與承辦商合力 確保安全和質素

雖然房委會轄下屋邨很多主要工作均委託承辦商進行，但房委會仍積極參與當中不少工作。我們定期評估承辦商的工作表現，並成立新的中央稽核小組，以調整不同物業管理服務公司表現的評估方法，令評估過程更公平、更準確。2013年3月，維修保養及改善工程合約採用了一般規格2013年版，從而為承辦商提供全面指引；並加入最新國際標準、法例規定、安全和品質控制標準，以及環保考慮因素。

我們也致力保障所有與房委會相關的工人，包括房委會服務承辦商聘用的工人。為此，我們與工會保持緊密聯繫，以洞悉任何備受其關注的事宜；又突擊巡查工地，以遏止剝削非技術工人。我們鼓勵非技術工人加倍關注自身的權益，並於年內聯同勞工處舉辦研討會，讓這些工人加深認識主要法例，如《最低工資條例》和其他保障勞工的法例。

我們樂見房委會在各個業務範疇均能保持安全水準，並積極為承辦商籌辦推廣安全意識的活動。2012年6月，我們與職業安全健康局合辦第六屆工程和物業管理工地安全研討會；這個一年一度的研討會訂下雙重目標，分別為「安全施工」及「零意外」，讓承辦商、服務供應商和前線工人聚首一堂，交流經驗，學習更多良好的安全作業模式。

2012年4月，我們在職業安全健康局協助下，在區域建築保養工程、翻新工程、加建升降機工程、升降機現代化工程及升降機保養等合約中，實施房委會安全稽核制度（屋宇保養維修和改善工程）。2013年2月，我們舉行潔淨服務職業安全研討會，以加強前線潔淨工人的安全意識。

房委會週年屋邨管理服務承辦商大獎頒獎禮於2013年3月舉行，合共頒發25個獎項，表揚2012年度表現優秀的房委會各項服務和屋邨管理的承辦商。

- 1 房屋署署長（前排右四）率領房屋署同事及屋邨居民代表，承諾減少都市固體廢物。
- 2 房委會定期舉辦職業安全研討會，增強工人的安全意識。

## 維修保養： 持續發展之道

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房委會現時轄下的大廈約有1 160幢，當中44%早於上世紀80年代或以前興建。這些樓宇難免日漸老化，房委會因此推行一系列維修保養和改善計劃，以提升其舊大廈的表現。計劃旨在就環境、社會和經濟這三個主要層面創造可持續發展的條件。2012/13年度，房委會其中三個大型維修保養計劃在英國皇家特許測量師學會2013年香港年度大獎中獲嘉許。下文介紹這三個得獎計劃，讓大家對房委會現行多項可持續發展措施有概括認識。

### 改建南山邨停車場

南山邨停車場大樓長期使用量不足，空置率偏高，毗鄰的香港城市大學卻一直在物色場地，作教育活動之用。房委會有見及此，決定採取「雙贏」安排，把南山邨停車場最高四層改建為教育中心，供該所大學租用。改建停車場也惠及鄰近的南山商場，來自新建教育中心的師生前往光顧，增加商場人流。

把一幢普通停車場大廈的主要部分改建成舒適合用的現代化教育中心，工程殊不簡單，尤其時間緊迫，須在短短15個月內竣工。首先須進行多項強化結構工程，其間要盡量減少對鄰近居民造成影響。房委會採用靜音拆卸法（即鑽石線切割和鑽取土芯方法），在樓層和牆身開出缺口，又在為結構鋼架塗上防火塗料時，使用碳精過濾器系統吸除異味。為連接各樓層，使出入更方便，我們建造了一座無需地基的升降機塔，外牆也經過特別處理，把重量轉移到其他結構構件。工程最後如期完成，原來半空置的停車場，改建後變成既美觀又朝氣勃勃的現代化學術場地。

南山邨停車場加裝一座無需地基的升降機塔，讓上層教育中心的師生出入更方便。



1977年落成的漁灣邨獲納入年內的全面結構勘察計劃。



## 無障礙通道

房委會銳意改善公共屋邨的暢達程度，以方便任何身體狀況的人士前往各個設施和場地，在無障礙的環境下舒適地生活。為此，我們斥資3.3億元，在轄下所有公共屋邨推行無障礙通道設施改善計劃。這項計劃自2010/11年度起推行，為期六年，包括更新現有升降機、改善通道和其他行人道，以及改動樓梯、梯級、排水渠蓋、格柵和其他阻礙出入的設施。有關的優化措施均在切實可行情況下，符合政府在《設計手冊：暢通無阻的通道2008》訂明的要求。

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## 全面結構勘察計劃

全面結構勘察計劃於2005年推出，有系統地對高齡公共房屋進行深入的結構安全檢查，屬全港同類計劃的先河；不僅找出屋邨的老化和損壞程度，還查探問題成因，以訂定有效的維修保養方法，務求令大廈保持良好狀況至少15年。

多年來，房委會透過這項計劃，研發了不少嶄新的維修保養技術，包括水力清刮技術和電滲透防水系統。水力清刮技術利用高壓水柱清拆混凝土等建築物料，從而避免使用手持電動錘，減少噪音和塵埃，以免對居民和公眾造成滋擾。電滲透防水系統運用低壓電力的滲透作用造成有效的防水屏障，防止因水分滲入而破壞部分建築構件的結構完整。高齡屋邨在進行是項計劃所建議的維修工程後，其使用年期得以延長，無須展開大型重建工程，節省大量人力、物力和時間。房委會現正與建造業界分享推行這項計劃所得的知識和經驗，以締造全港長遠樓宇可持續使用的條件。全面結構勘察計劃在英國皇家特許測量師學會2013年香港年度大獎的「最佳創新項目」類別中，獲選為三個最佳創新項目之一，並奪得優異獎。

荔景邨加建升降機後，居民出入更便捷。



部分優化措施相對簡單，成效卻非常顯著，包括：在樓梯平台、頂部和底部加裝觸覺警示帶；改善通道扶手；以及為排水渠和溝渠裝設適當的渠蓋和格柵。升降機改善工程較為複雜，成本亦較高，但同樣重要。自2008年起，在公共屋邨範圍內的戶外地方加建多部升降機，以連接高度差異較大的高架平台，又在沒有升降機設施的舊公屋大廈加設升降機。我們現正擴展這項改善計劃的涵蓋範圍，在許多現有的戶外行人天橋旁設置升降機。由2013/14年度起的三年內，我們將耗資約2.5億元加設升降機。上述無障礙通道設施改善計劃在英國皇家特許測量師學會2013年香港年度大獎的「最佳項目管理團隊」類別中，獲選為三個最佳項目之一。

## Fostering a Family Spirit

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

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### Quality living programmes

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

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

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

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

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



## Accessibility for all

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

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

## Fire safety initiatives

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

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

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

## Lift & escalator safety

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

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

### Enhanced security

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

### Clean neighbourhoods

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

### Green living

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

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



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



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

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

### Tree planting and green activities

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

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

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

## Fostering a Family Spirit

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

### Waste management

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

### Estate management partnerships

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

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

### Working together with contractors for safety and quality

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

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





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

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

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

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

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

## Maintenance for Sustainability

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

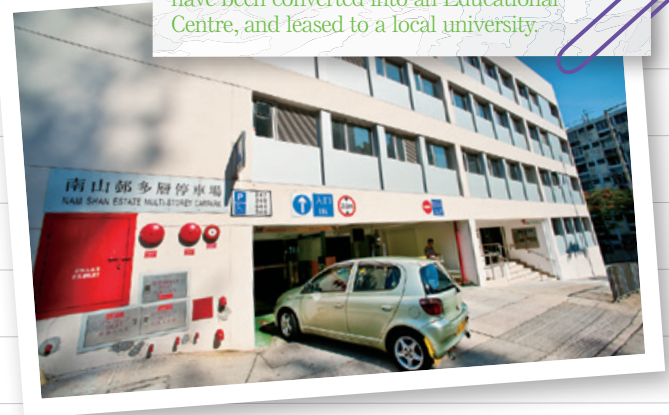
### Nam Shan Carpark conversion

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

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

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

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



### Comprehensive Structural Investigation Programme (CSIP)

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

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

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



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

### Barrier-free access

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

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

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

New lifts added at Kwai Shing West Estate.





凝聚社區 共創活力

Creating  
Thriving Communities

為配合眾多公屋居民的日常生活所需，房屋委員會（房委會）興建和營運多個零售和社區設施，為居民以至市民大眾提供各式各樣的購物選擇及康樂消閒好去處，又帶來接觸社區組織和社會福利機構，以及使用停車場設施的方便。我們的零售設施和工廠大廈租務政策亦有助本地小商戶在市場立足。

截至2013年3月底，房委會營運的商業和零售設施總面積約為198 000平方米、停車位28 000個、工廠大廈面積202 000平方米，以及社區、教育和福利設施佔地共2 121 000平方米，還有388 000平方米地方作其他用途。今年的亮點是全新的大型商場「大本型」在2012年底開幕，是房委會零售組合中最新最大型的項目，有關專題介紹另見第53頁。

## 商店種類更多元化

房委會是以社區為本的機構，為確保商場能為公屋居民帶來稱心服務，特別引進各行各業的商店，配合市民日常所需。除以公開招標方法出租外，我們設有核准客戶名冊，凡有合適的店舖可供出租，便會邀請名冊上相關的商戶申請租賃。過往一年，我們檢討租賃策略，並積極邀請更多商戶加入房委會的客戶名冊，務求優化房委會商場的行業組合、提高出租率，且令商場的零售商店更多元化。

經修訂後的租賃策略更見靈活，好讓我們在年內將零售設施盡其所用，加強競爭力。優化後的租賃策略讓我們把不同類型的商店（如便利店、個人護理店、快餐店等），引入較舊的屋邨，包括象山邨、長青邨及富山邨。屋邨引入這些新品牌後，吸引其他行業的商戶租用之前空置的舖位。

## 善用非住宅資源

房委會管轄不同類型的非住宅用地，包括用作零售、關顧社區和停車位的地方。隨着社區需要的轉變，非住宅用地應當重新檢視，以便地盡其用。

我們進行改善工程，為資產增值和提升水平。年內，我們進行多項重大改善工程，並重整行業組合，令資產增值。這些項目包括安基苑商場、龍蟠苑商場，以及華富（一）邨、華富（二）邨及坪石邨的零售設施；又將為博康商場，以及南山邨、石硤尾邨及大坑東邨的零售設施進行詳細設計。根據房委會的五年向前推展計劃，年內選定了葵盛西邨商場的零售設施進行可行性研究，探討改善工程的範圍及優化行業組合，並研究改建作其他用途的可行性。此外，我們年內在大部分停車場加裝電子付款系統，方便用戶之餘，更提升房委會的成本效益。有見環保車輛在港漸趨普及，我們正在部分停車場裝設電動車輛充電設施。

此外，遇有零售設施明顯不受歡迎，或停車位過剩時，我們會考慮把這些地方改建，配合社區的需要。以南山邨停車場為例，有見多年來使用率一直偏低，年內我們已完成把該停車場部分地方改為教學中心，供城市大學使用，有關的專題介紹詳見第40頁。



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1 位於黃大仙的龍蟠苑商場現正進行改善工程。

## 改善營商環境

營商環境瞬息萬變，我們必須透過更新、活化等方法，提升轄下非住宅物業的質素。過去一年，我們舉辦一系列節日慶祝和季節推廣活動，吸引一家大小到場共享歡樂氣氛。年內，我們在主要商場舉辦的推廣活動共有61個，包括小型表演、嘉年華會和暑期特備活動慶祝2012年奧運會；亦為較小型的商場提供統一設計的節日裝飾。

「大本型」是我們在油塘區新開設的商場，為提升形象，使之更受歡迎，自商場在2012年9月試業後，共舉辦逾20項推廣和宣傳活動，廣受居民、顧客和租戶歡迎，人流逐漸暢旺，營業總額穩步增加。

為令街市設施歷久常新，吸引人流，我們定期重整街市，更新街市的布局，引入新租戶。過往一年，我們重整麗瑤邨和葵盛西邨的街市，整合兩個屋邨的空置檔位，並租予兩家中式酒樓。我們又為長青邨、象山邨、富山邨、華富（一）邨和華富（二）邨內長期空置和較不受歡迎的零售設施物色到租戶。

為輔助房委會的管理資源，我們向外聘請設施管理承辦商，務求以更具成本效益的方法，管理轄下的商用設施。去年我們把新建的商業設施的管理外判，包括「大本型」、石硤尾邨第二期和第五期、牛頭角下邨、長沙灣邨和龍逸邨。



1 油麗商場的復活節裝飾，為商場增添節日氣氛。

## 「大本型」： 無可比擬的購物新體驗

經過多年的精心籌劃、發展和建造，房委會位於東九龍的全新大型商場「大本型」於2012年9月試業，並於同年12月隆重開幕。「大本型」坐落油塘和鯉魚門的中心地帶，連接油塘港鐵站，自然成為區內焦點。



「大本型」集零售、時尚生活及娛樂於一處。

「大本型」是房委會轄下最大型和最具規模的非住宅物業項目，其設計集零售、時尚生活和娛樂於一處，適合男女老少，特別是青少年、年輕家庭，以及心境年輕的人士。為凸顯這點，商場定位為時尚潮流好去處，並劃分為「派對」、「新一代」、「家庭」、「潮流」、「姿彩」和「便利」共六個主題購物區。「大本型」的租用面積共23 000平方米，無論是規模，以至租戶、商舖和服務的多元化，均令人耳目一新。

為支持本地小商戶，「大本型」特設「小型零售地帶」(Zone D)，為這類小商戶和其他社會企業提供一個創業平台。這個嶄新商場的特點充分體現房委會支持本港社區生活的宏願。

「大本型」的創意精神，不限於其零售組合。整個商場採用了多項嶄新的環保設計和建築方法，提供各式各樣的消閒設施，同時加入與社區融合的元素。文化方面，「大本型」內擺放多個藝術裝置，是我們委託本地創意藝術家製作的；又建有新的油塘社區會堂、籃球場、社區遊樂場、健身設備，以及優美的天台空中花園。

商場貫徹房委會住宅發展項目的特色，採用多項可持續發展及環保的建築方法及物料，例如安裝具能源效益的照明裝置、使用中密度纖維板和循環再用木材，以及裝設混合式通風系統和水冷式空調系統等，以達到節能和減用原材料的兩大目標。整個發展項目的藍圖預留高達三成的綠化空間，包括設有露天茶座的天台空中花園，可供舉行活動的寬敞戶外場地。這些設施連同其他環保特色，使「大本型」在本港「建築環境評估法」(4/04版)的環保建築評估計劃中，獲得白金級的最高評級。



「大本型」建有了新的油塘社區會堂、籃球場、天台空中花園等，是區內理想的消閒、運動好地方。

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



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

### Aiming for increased variety

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

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



## Optimising non-domestic resources

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

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



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

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

## Improving business environments

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

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



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

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

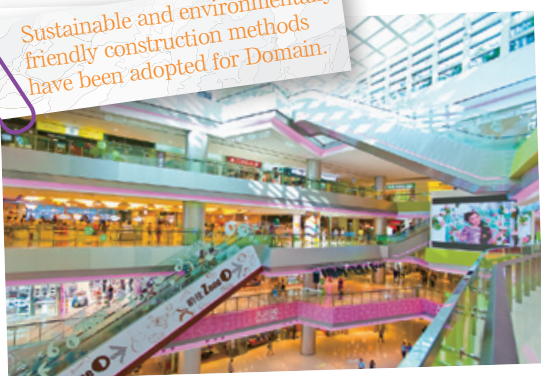
1 Local residents have gained great convenience from the commercial properties at Lower Ngau Tau Kok Estate.

## Domain: a bigger, better shopping experience

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

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

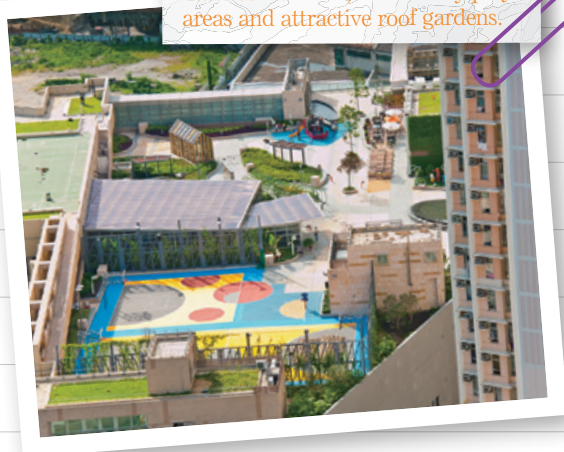
Sustainable and environmentally friendly construction methods have been adopted for Domain.



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

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

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



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



用心服務 貫徹理想

*Serving with*  
Care and Vision

房屋委員會（房委會）所服務的人口不斷增加，不論對內或對外，我們務必確保服務質素和效率精益求精、涵蓋全面。2012/13年度，我們通過多個途徑，加強和優化現有的溝通渠道和對外服務，並引入嶄新措施，與時並進。

## 與持份者緊密聯繫

對房委會而言，維持有效的網上溝通渠道愈見重要。我們致力令房委會／房屋署網站的功能更多元化、更易於使用。2012/13年度，房委會／房屋署網站錄得平均每月640萬次的點擊率。年內我們榮獲互聯網專業協會「無障礙優異網站獎」的翡翠獎，表揚我們為照顧社會上不同群組（包括視障人士）的需要，不斷改良網站功能，令網站更方便使用。

互聯網技術及應用日新月異，我們將繼續研究和探討不同方案，務求開發更多新的電子化措施和簡便的網絡工具，令房委會／房屋署的網站更易使用。房委會／房屋署網站並非單以公屋租戶為服務對象，同時亦為廣大市民提供大量相關資訊，例如公屋最新的編配情況、公屋建屋量的預測和實際統計數字，以及房委會轄下已落成工程項目的報告等，全部均可在網站瀏覽。為協助居者有其屋計劃（居屋）買家取得充足資訊，以便作出適當的選擇，房委會／房屋署網站亦有就出售剩餘居屋單位第7期提供全面的銷售資料，包括售樓說明書、價單，以及顯示剩餘和回購單位內部情況的參考照片庫。另一方面，因應

「擴展居屋計劃第二市場至白表買家」計劃，我們把有關的申請表格和指引上載網站，方便公眾查閱。上述兩項計劃的攬珠結果和次序名單，已在網站公布。

我們也循其他途徑，與持份者保持緊密而有效的聯繫，當中包括每兩周出版一次的《互信》電子版通訊，報道公眾感興趣的公屋題材；另專為公屋租戶印製《屋邨通訊》，每半年出版一次。

## 創新的溝通渠道

房委會非常重視多年來公屋發展歷史和經驗的文化價值，並致力通過不同媒介，全面記錄這段歷史。為此，我們不時舉辦各類展覽和專題回顧、出版書籍、攝製短片，以及通過其他媒介建立珍貴的歷史資料寶庫。年內我們製作了「屋邨小說」影片，一連八集，由公屋租戶現身說法，分享在公共屋邨的生活逸事，細訴個人經歷和感想。這輯短片已上載房委會／房屋署網站及「公屋人情風貌」Facebook專頁，同時放上Youtube影片分享平台。這些製作深獲國際評審嘉許，成績教人鼓舞。其中「屋邨小說：回歸翠屏」榮獲2013 Questar Awards銀獎，而「屋邨小說：華富拾趣」亦獲頒Mercury Excellence Awards銅獎。2013/14年度適逢香港公營房屋發展60周年，我們計劃舉辦更多對外活動，重溫本港公營房屋發展的歷史，並加強社會對房委會工作的認識。



1 一連八集的《屋邨小說》影片，記錄公屋租戶的生活逸事。



## 良好的傳媒關係

我們盡量善用各種傳播媒介，讓公眾得知房委會的活動和最新的發展；亦不時發出新聞稿，2012/13年度發布了56份新聞稿，舉行了29次新聞簡報會。此外，傳媒亦是我們接受查詢和投訴的渠道，本年度處理920項來自傳媒的直接查詢，並跟進另外631項由傳媒首先報道的查詢或投訴。

## 關愛社區

公共屋邨有如完整的社區，可以透過舉辦活動加強社區歸屬感，建立共同目標。年內房委會一直積極舉辦和推廣這類活動，其中包括常規的防火、家居安全、屋邨清潔和公共衛生等運動。

每年一度的「長者希望日」在2013年1月舉行，我們動員逾2 700名義工，分組到61個公共屋邨探望約千名長者，並送上食物和日用物品。房委會主席張炳良教授當天亦親身參與，以示支持。此外，有見長者容易跌倒，我們年內繼續宣傳防跌信息，派出義工隊到12個屋邨進行路演，與1 300多名公屋長者分享防跌錦囊，又指導他們安全使用

邨內的健身設施，並按其個人起居方式評估風險。對於跌倒風險較高的公屋長者，我們另外安排職業治療師和義工探訪跟進。

2012年8月4日，我們舉辦一項別開生面的社區活動。為慶祝香港特別行政區成立15周年，張炳良教授在牛頭角上邨主持慶典活動的啟動禮，房委會代表和區內居民亦有參與。張炳良教授和一眾嘉賓在一幅巨型組合畫上大筆一揮，標誌着由全港約160個公共屋邨居民共同創作而成的「萬人畫」大功告成，也為這個展示跨社區公屋居民和諧團結精神的集體創意項目畫上完美句號。

## 接待訪客

香港的公屋系統遠近知名，經常吸引不少內地及海外高層人士來訪。2012/13年度我們為本港、內地及海外代表團安排合共100次探訪，其中36%為內地考察團，31%來自海外國家，其餘的是本地人士。當中兩位訪客特別值得一提，一位是在2012年6月30日到訪啟晴邨地盤，時任國家主席的胡錦濤先生，另一位是在2012年6月11日到訪東匯邨的南韓首爾市長朴元淳先生。

## 推動員工投入工作

我們於2010年8月推出「認識房署，輕鬆過關」的網上活動，旨在令員工對工作更熱誠投入、敬業樂業。活動推行兩年，一直廣受歡迎；透過網上互動，向同事展示多項房委會「以人為本」的服務及成果。此外，我們每月舉辦為期一天的工作坊，協助中層管理人員培養關顧他人的思維方式，並透過工作坊實習有關領導、發展和激勵員工的重要技巧。

## 員工發展

我們的人力資源策略以員工的培訓和發展為先。2012/13年度我們的員工平均接受27.2小時的培訓。我們舉辦不同題材的課程，以提升員工的才能，並支援新業務的發展，例如第二階段「企業資源規劃系統」。同時，我們加強迎新課程的內容，支援新入職同事。除了在教室授課外，我們也為同事安排實地造訪、考察和短期派任。此外，我們已進一步豐富房委會「易學網」的內容，讓同事隨時隨地持續進修。

我們繼續推行「員工身心樂健計劃」，着重關懷員工，保持身體健康。計劃內容包括一系列講座，主題涵蓋眼睛護理、「工作與生活平衡」專題、和諧家庭關係，以及壓力管理。年內我們每月更新「樂健坊」網頁，好讓員工瀏覽最新的健康資訊。我們亦舉辦健康宣傳活動，包括收集運動照片、推廣脊柱健康及「行樓梯，健身心」的講座。

## 安全與健康的工作環境

我們銳意為員工提供安全和健康的工作環境，安排多項職業安全健康和健康（職安健）的培訓課程和講座，教導員工注意安全，並在機構內建立「安全文化」。我們已把職業安全健康局和勞工處編撰的職安健指引、健康錦囊及其他有用刊物，上載至房委會內聯網的職安健網站，供同事參考。

年內我們舉辦逾160項職安健培訓課程和講座，參加的員工約5 400名；題目包括建築工地安全、樹藝安全、壓力管理、密閉空間工作、顯示屏幕的

使用安全、自衛術、急救，以及處理有暴力傾向客戶的技巧。我們每年均進行「辦公室安全視察」，以找出和消除各辦公地點的潛在危險。

## 資訊科技措施持續推行

現時，優質的社會服務有賴資訊科技在多個層面上有效運用。房委會面對的挑戰，是如何運用資訊科技資源以應付廣大市民的不同需求，就此，我們持續投放資源，以提升質素和效率。

2012年我們完成了資訊科技策略研究，訂定未來五至十年的資訊科技策略性發展規劃。有關研究所建議推行的十項發展計劃，其中六項正在推行或已準備就緒，另四項須作進一步研究。該六項計劃旨在優化新居屋的管理服務，把公共房屋的申請和編配單位程序予以現代化，並利用新技術研製出快捷和高效的公屋建築設計。我們亦擴展移動科技，廣泛應用到房委會各項業務上，並利用科技協助研發更佳的屋宇管制方案。透過安裝新一代的資訊科技基礎設施，加強業務分析能力，從而優化決策過程和社區服務管理，上述計劃最終有助我們全面提升工作表現。

第二期的綜合企業資源規劃系統如期於2012年10月啟用，同時也取代了相關的舊式屋邨保養系統，標誌着綜合企業資源規劃系統的推行工作順利完成。

透過推行客戶服務系統，我們加強公共屋邨辦事處客戶服務工作的質素，統一資訊，使服務更具透明度。該系統建立標準化的客戶服務模式，涵蓋各個業務範疇，讓前線人員只須利用輕觸式設備，便可在簡易的系統界面上處理租戶的各類服務要求。客戶服務管理系統分六個階段在2013年2至8月期間推出。

「綠色IT」是一系列節省能源和減少耗用天然資源的措施，年內計劃進展良好，推行的措施包括數據中心節能、關掉房委會辦事處無人使用的電腦，以及盡量利用電子途徑派發報告和其他文件。

1 與公屋居民同慶香港特區成立15周年的「萬人畫」活動。

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

### In close touch with stakeholders

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

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

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

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

### Creative communication

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



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

## Healthy media relations

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



## Taking care of the community

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

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

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

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



## Welcoming visitors

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

## Staff engagement

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

## Staff development

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

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

## A safe and healthy working environment

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

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

## Ongoing IT initiatives

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

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

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

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

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

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

## 2012/13年度所獲業界獎項及社會嘉許 Industrial Awards and Community Recognitions 2012/13

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獎項 / 得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
<b>建築及維修 Construction and Maintenance</b>	
<p><b>亞太項目管理學會聯盟大獎 2012</b> 建造 / 工程組別高度嘉許 — 彩雲道公共房屋計劃 <b>Asia Pacific Federation of Project Management Project Management Achievement Awards 2012</b> High Commendation in Construction / Engineering Category – Choi Wan Road Public Housing Development</p>	<p>亞太項目管理學會聯盟 Asia Pacific Federation of Project Management</p>
<p><b>FuturArc環保先鋒大獎 2012</b> 彩雲道公共房屋計劃 <b>FuturArc Green Leadership Award 2012</b> Choi Wan Road Public Housing Development</p>	<p>Building and Construction Interchange Asia</p>
<p><b>香港項目管理學會 2012 年度獎項</b> 建造 / 工程組別大獎 — 彩雲道公共房屋計劃 <b>Hong Kong Institute of Project Management Project Management Achievement Awards 2012</b> Winner (Construction / Engineering) – Choi Wan Road Public Housing Development</p>	<p>香港項目管理學會 Hong Kong Institute of Project Management</p>
<p><b>優質建築大獎</b> 大獎 — 藍田邨第七期重建項目 <b>Quality Building Award</b> Grand Award – Redevelopment of Lam Tin Estate Phase 7</p>	<p>九個本港專業機構合辦 Jointly organised by nine professional organisations in Hong Kong</p>
<p><b>香港品質保證局「樓宇可持續發展指數」</b> 驗證標誌 — 秀茂坪南邨、常樂邨及天澤邨的11座公屋樓宇 <b>HKQAA Sustainable Building Index</b> Verified Mark – 11 PRH blocks in Sau Mau Ping South, Sheung Lok and Tin Chak Estates</p>	<p>香港品質保證局 Hong Kong Quality Assurance Agency</p>
<p><b>Autodesk 香港建築信息模擬設計大獎 2012</b> 工料測量建築信息模擬先鋒 <b>Autodesk HK BIM Awards 2012</b> Pioneering BIM for Quantity Surveying</p>	<p>歐特克 Autodesk</p>
<p><b>香港綠色建築議會環保建築大獎 2012</b> 大獎 — 循環再用海泥作建築物料 <b>Hong Kong Green Building Council Green Building Award 2012</b> Grand Award – Recycling and Reuse of Marine Mud for Building Materials</p>	<p>香港綠色建築議會 Hong Kong Green Building Council</p>
<p><b>香港建築師學會年獎</b> 主題建築獎 — 碳排放估算 <b>Hong Kong Institute of Architects</b> Special Architectural Award – Carbon Emission Evaluation</p>	<p>香港建築師學會 Hong Kong Institute of Architects</p>
<p><b>香港園境師學會設計大獎 2012</b> 秀茂坪南邨 <b>Hong Kong Institute of Landscape Architects 2012 Design Award</b> Sau Mau Ping South Estate</p>	<p>香港園境師學會 Hong Kong Institute of Landscape Architects</p>

獎項 / 得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
<p><b>全港無障礙商場表揚活動 2011-12</b> 榮譽大獎 — 油麗商場 <b>Hong Kong Barrier Free Shopping Malls Appreciation Awards 2011-12</b> Grand Award – Yau Lai Shopping Centre</p>	<p>香港復康力量 Hong Kong Rehabilitation Power</p>
<p><b>HKQAA-HSBC 企業社會責任先導者標誌</b> 達到 5.00 滿分 — 發展及建築處 <b>HKQAA-HSBC CSR Advocate Mark</b> Achieved full score of 5.00 – Development and Construction Division</p>	<p>香港品質保證局、 香港上海匯豐銀行有限公司 Hong Kong Quality Assurance Agency, and Hongkong and Shanghai Banking Corporation Limited</p>
<p><b>2013 年香港年度大獎</b> 優異獎「最佳創新項目」— 全面結構勘察計劃 <b>RICS Hong Kong Awards 2013</b> Merit Award (Innovative Award of the Year) – Comprehensive Structural Investigation Programme</p>	<p>皇家特許測量師學會 Royal Institution of Chartered Surveyors</p>
<p><b>最佳高空工作防墮裝置安全計劃</b> 金獎 — 石蔭邨 <b>Best Fall Arresting Safety Enhancement Programme for Working at Height</b> Gold Award – Shek Yam Estate</p>	<p>職業安全健康局 Occupational Safety and Health Council</p>

## 環保 Environmental

<p><b>ISO 14001 環境管理體系認證</b> 證書 — 43 個公共屋邨 (第一批) 證書 — 50 個公共屋邨 (第二批) <b>ISO 14001 Certification for Environmental Management System</b> Certificate – 43 PRH estates (1st batch) Certificate – 50 PRH estates (2nd batch)</p>	<p>香港品質保證局 Hong Kong Quality Assurance Agency</p>
<p><b>家居廢物源頭分類比賽 2011/12</b> 合作伙伴大獎 — 油麗邨 宣傳推廣大獎及家居源頭分類比賽銀獎 — 環翠邨 宣傳推廣大獎及家居源頭分類比賽銅獎 — 小西灣邨 銅獎 — 鯉魚門、樂華 (南)、天悅、興華 (一)、馬坑、翠樂、梨木樹、麗瑤、幸福、 橫頭磡、廣福、黃大仙下 (二) 及大坑東邨 證書 — 房委會總部、梨木樹商場 <b>Competition on Source Separation of Domestic Waste 2011/12</b> Award for Cooperative Partnership – Yau Lai Estate Award for Promotion and Silver Award – Wan Tsui Estate Award for Promotion and Bronze Award – Siu Sai Wan Estate Bronze Award – Lei Yue Mun, Lok Wah (South), Tin Yuet, Hing Wah (I), Ma Hang, Tsui Lok, Lei Muk Shue, Lai Yiu, Fortune, Wang Tau Hom, Kwong Fuk, Lower Wong Tai Sin (II), and Tai Hang Tung Estates Certificate – HA Headquarters, and Lei Muk Shue Shopping Centre</p>	<p>環境保護署、香港物業管理公司協會、 香港生產力促進局 Environmental Protection Department, Hong Kong Association of Property Management Companies, and Hong Kong Productivity Council</p>
<p><b>香港環保卓越計劃</b> 「卓越級別」減廢標誌 — 香港房屋委員會 累計完成最多減廢目標的首三名機構 — 香港房屋委員會 <b>Hong Kong Awards for Environmental Excellence</b> “Class of Excellence” Wastewi\$e Label – The Hong Kong Housing Authority Top Three Organisations Achieved Cumulatively the Most Number of Goals in Wastewi\$e Label – The Hong Kong Housing Authority</p>	<p>環境保護運動委員會 Environmental Campaign Committee</p>

獎項 / 得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
<p><b>香港綠色企業大獎 2012</b>                      「優越環保管理獎」白金獎 — 香港房屋委員會                      「明智環保採購獎」白金獎 — 香港房屋委員會                      「綠色企業管治獎」持份者參與獎 — 香港房屋委員會</p> <p><b>Hong Kong Green Awards 2012</b>                      Platinum Award (Green Management Award) –                      The Hong Kong Housing Authority                      Platinum Award (Green Purchasewi\$e Award) –                      The Hong Kong Housing Authority                      Stakeholder Engagement Award (Corporate Green Governance Award) –                      The Hong Kong Housing Authority</p>	<p>環保促進會                      Green Council</p>
<p><b>2013 年香港花卉展覽</b>                      最佳展品 (園林景點) 金獎 — 香港房屋委員會</p> <p><b>Hong Kong Flower Show 2013</b>                      Gold Award for Outstanding Exhibit (Landscape Display) –                      The Hong Kong Housing Authority</p>	<p>康樂及文化事務署                      Leisure and Cultural Services                      Department</p>

## 機構 Corporate

<p><b>2012 年國際年報大獎</b>                      「非牟利機構：房屋」組別銅獎 — 《香港房屋委員會2010/11年度年報》</p> <p><b>2012 International Annual Report Competition (ARC) Awards</b>                      Bronze Award (Non-profit Organisation: Housing) –                      The Hong Kong Housing Authority Annual Report 2010/11</p>	<p>MerComm, Inc.</p>
<p><b>2012 Astrid Awards</b>                      「非牟利機構」組別金獎 — 《香港房屋委員會2010/11年度年報》</p> <p><b>2012 Astrid Awards</b>                      Gold Award (Not-for-profit Organisations) –                      The Hong Kong Housing Authority Annual Report 2010/11</p>	<p>MerComm, Inc.</p>
<p><b>Mercury Excellence Awards 2012/2013</b>                      數碼錄像 / 錄像：特別項目銅獎 — 「屋邨小說：華富拾趣」                      數碼錄像 / 錄像：特別項目榮譽獎 — 「屋邨小說：雅寧閑居」</p> <p><b>Mercury Excellence Awards 2012/2013</b>                      Bronze Award (DVDs/Video: Special Project) –                      “Community Impressions: Reminiscences of Wah Fu”                      Honours Award (DVDs/Video: Special Project) –                      “Community Impressions: Feeling Groovy at Nga Ning”</p>	<p>MerComm, Inc.</p>
<p><b>2013 Questar Awards</b>                      機構：特別項目銀獎 — 「屋邨小說：回歸翠屏」                      非牟利機構：紀錄片銅獎 — 「屋邨小說：石硤美事」</p> <p><b>2013 Questar Awards</b>                      Silver Award (Corporations: Special Project) –                      “Community Impressions: Homeward Bound to Tsui Ping”                      Bronze Award (Non-profit Organisations: Documentary) –                      “Community Impressions: The Show Goes on at Shek Kip Mei”</p>	<p>MerComm, Inc.</p>

獎項 / 得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
<p><b>New York Festival 2013</b> 「社會相關事宜」決賽入圍證書 — 「屋邨小說」短片系列</p> <p><b>New York Festival 2013</b> Finalist Certificate (Society &amp; Social Issues) – “Community Impressions” video series</p>	<p>Limited Liability Corporation</p>
<p><b>「同心展關懷」機構 2012/13</b> 「連續超過5年同心展關懷」標誌 — 房屋署</p> <p><b>Caring Organisation 2012/13</b> 5 Plus Consecutive Years Caring Organisation Logo – Housing Department</p>	<p>香港社會服務聯會 Hong Kong Council of Social Service</p>
<p><b>無障礙優異網站獎 2011-13</b> 翡翠獎 — 房屋委員會 / 房屋署網站</p> <p><b>Web Care Award 2011-13</b> Jade Award – Housing Authority / Housing Department Website</p>	<p>互聯網專業協會 Internet Professional Association</p>
<p><b>香港十大 .hk 網站選舉 2012</b> 「政府部門」組別首五個優秀網站之一</p> <p><b>Top 10 .hk Website Competition 2012</b> One of the top five outstanding websites in “Government Departments” category</p>	<p>香港互聯網註冊管理有限公司 Hong Kong Internet Registration Corporation Limited</p>
<p><b>「能力成熟度模式整合」</b> 成熟度第三級 1.3 版</p> <p><b>Capability Maturity Model Integration for Software Development</b> Maturity Level 3 Version 1.3</p>	<p>美國國防部委託卡內基美隆大學的 軟件工程學院 Software Engineering Institute, Carnegie Mellon University, USA</p>
<p><b>ISO/IEC 20000</b> ISO/IEC 20000-1:2011 資訊科技服務管理認證</p> <p><b>ISO/IEC 20000</b> ISO/IEC 20000-1:2011 IT Service Management Certification</p>	<p>香港品質保證局 Hong Kong Quality Assurance Agency</p>

# 財務回顧

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我們在2012/13年度的工作重點，仍然是透過「最佳模式」提供優質財務管理服務，以貫徹房屋委員會（房委會）的理想和工作目標。我們繼續致力改善和加強財務及風險的管理程序，務求盡量提升各項活動的財務和業務價值。

房委會是財政自主的機構，以內部衍生的資金，持續推行龐大的公營房屋計劃。為了確保有足夠的財政資源，以順利推行各項基本工程計劃、營運服務及業務措施，我們必須審慎理財。

## 2012/13年度財務報表

房委會根據與政府於1988年達成的財政安排（已按1994年的增補協議修訂），以及房委會所通過的會計政策編製財務報表。2012/13年度的整套財務報表連同本年報夾附於共用的封套內。同時，房委會在過去五年的運作結果和資本開支的概要分別載於本年報的附錄9和附錄10。

## 財務摘要

年內的綜合業績概列如下：

	百萬元
1. 綜合運作帳目盈餘	1,505
2. 資金管理帳目盈餘	4,277
3. 代管服務帳目盈餘	40
<b>年內盈餘</b>	<b>5,822</b>

### 1. 綜合運作帳目

綜合運作帳目概列租住房屋、商業樓宇和資助自置居所業務的運作結果，在計入0.98億元的特別開支淨額後，2012/13年度整體運作盈餘為15.05億元。

租住房屋業務在2012/13年度錄得12.34億元的赤字。這項業務包括下列項目：

運作赤字	百萬元
租住房屋（不包括中轉房屋）	1,189
中轉房屋	40
長者租金津貼	5
	<b>1,234</b>

商業樓宇業務未扣除0.33億元的特殊項目前，盈餘為7.71億元。這項業務包括下列項目：

運作盈餘	百萬元
商場	379
停車場	130
工廠	40
福利設施	222
	<b>771</b>

特殊項目的款額為0.33億元，主要是拆卸及清拆成本，以及由房委會撥款興建的政府基礎設施和社區設施所需的開支。



資助自置居所業務未計入0.23億元的特殊項目前，盈餘為20.76億元。這項業務包括下列項目：

運作盈餘 / (赤字)	百萬元
居者有其屋計劃 (居屋計劃)	747
私人機構參建居屋計劃 (私人參建計劃)	385
租者置其屋計劃 (租置計劃)	976
自置居所貸款計劃 (自置貸款計劃) 及置業資助貸款計劃 (置業貸款計劃)	(32)
	<b>2,076</b>

特殊項目的款額為0.23億元，是在本年度支付已售予香港按揭證券有限公司的自置貸款計劃貸款組合的利息0.28億元後，就該貸款組合尚未償還餘額的未來利息負債所作的調整。

## 2. 資金管理帳目

與房委會的投資資金管理有關的收入和開支，均納入資金管理帳目。該帳目顯示，2012/13年度的盈餘為42.77億元。在2013年3月31日，房委會的投資資金為689.89億元。

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

財務小組委員會在轄下的資金管理附屬小組委員會協助下，不時檢討房委會的投資策略和情況。資金管理附屬小組委員會亦會就投資經理的遴選事宜提供意見，並監察投資經理的表現，而房屋署則負責執行日常的監察工作。房委會的投資顧問在2012/13年度完成全面的資產配置策略檢討。經參考過投資顧問的建議，並因應最新的金融市場情況和風險後，財務小組委員會決定將資產配置策略作適當的調整，包括將環球股票和環球債券的配置分別減少3%和2%，並透過利息的滾存，相應地將外匯基金的保本項目的配置增加5%。修訂後的資產配置策略是把房委會約55%的資金投放於外匯基金作保本投資，17.5%投資於股票，17.5%投資於環球債券，和10%於流動資金（主要為銀行存款）以應付房委會日常運作所需。

房委會資金在2012/13年度的整體總回報率為6.5%，而2011/12年度為4.7%。2012/13年度的回報率較高，主要是由於股票和環球債券的回報較佳。

## 3. 代管服務帳目

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

# Financial Review

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

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

## The 2012/13 Financial Statements

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

## Financial Highlights

The consolidated result for the year is summarised as follows:

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

### 1. Consolidated Operating Account

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

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

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

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

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

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

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

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

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

**2. Funds Management Account**

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

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

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

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

**3. Agency Account**

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

# 房屋委員會及其小組委員會 HOUSING AUTHORITY AND ITS COMMITTEES

## 2012/13 房屋委員會委員 Housing Authority Members

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### 主席 Chairman

鄭汝樺女士, GBS, JP  
(運輸及房屋局局長)(至2012年6月30日止)  
The Honourable Eva CHENG, GBS, JP  
(Secretary for Transport and Housing) (up to 30 June 2012)

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

### 副主席 Vice-chairman

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

### 委員 Members

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

葉成慶先生, JP  
(至2012年6月30日止)  
Mr Simon IP Shing-hing, JP  
(up to 30 June 2012)

林翠蓮女士  
Ms LAM Chui-lin

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

梁繼昌議員  
The Honourable  
Kenneth LEUNG Kai-cheong

楊倩紅女士, MH  
Ms YEUNG Sin-hung, MH

蘇偉文教授  
Professor Raymond SO Wai-man

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

方剛議員, SBS, JP  
The Honourable  
Vincent FANG Kang, SBS, JP

葉國謙議員, GBS, JP  
The Honourable  
IP Kwok-him, GBS, JP

梁家傑議員, SC  
The Honourable  
Alan LEONG Kah-kit, SC

黃國健議員, BBS  
The Honourable  
WONG Kwok-kin, BBS

區嘯翔先生  
Mr Albert AU Siu-cheung

陳健波議員, BBS, JP  
The Honourable  
CHAN Kin-por, BBS, JP

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

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

劉文君女士  
Ms Julia LAU Man-kwan

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

黃成智先生  
Mr WONG Sing-chi

陳漢雲教授  
Prof Edwin CHAN Hon-wan

李炳權先生, JP  
Mr LEE Ping-kuen, JP

王永祥先生  
Mr Winfield WONG Wing-cheung

馮婉眉女士  
Miss Anita FUNG Yuen-mei

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

何周禮先生, MH  
Mr Barrie HO Chow-lai, MH

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

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

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

黃遠輝先生, JP  
(由2012年8月13日起)  
Mr Stanley WONG Yuen-fai, JP  
(with effect from 13 August 2012)

財經事務及庫務局常任秘書長(庫務)  
(財經事務及庫務局副秘書長  
(庫務)(2)或財經事務及庫務局首席助理  
秘書長(庫務)(管理會計)候補)  
Permanent Secretary for Financial  
Services and the Treasury  
(Treasury)  
(with Deputy Secretary for Financial  
Services and the Treasury (Treasury) (2) or  
Principal Assistant Secretary for Financial  
Services and the Treasury (Treasury)  
(Management Accounting) as her alternate)

地政總署署長  
(地政總署副署長(一般事務)候補)  
Director of Lands  
(with Deputy Director of Lands (General) as  
her alternate)



張炳良教授, GBS, JP (主席) (運輸及房屋局局長)

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

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

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

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

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

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

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



栢志高先生, JP (副主席) (房屋署署長)

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

栢志高先生大學畢業後，於1981年8月加入香港政府。

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

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

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



## 林翠蓮女士 Ms LAM Chui-lin

林翠蓮女士為現任東區區議會民選議員、國際創意及科技總會義務司庫、親子王國環保教育基金義務司庫。林女士自1994年起參與社會服務，現為資訊科技公司董事。

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



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

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

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

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

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

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

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

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

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



梁繼昌議員

### The Honourable Kenneth LEUNG Kai-cheong

梁繼昌先生是特許會計師及特許稅務顧問，也是香港、英格蘭及威爾斯的執業律師。他現於一間國際律師行任職高級顧問。

梁先生曾擔任稅務上訴委員會委員及地產代理監管局成員，現為獨立監察警方處理投訴委員會成員、房屋委員會委員、稅務聯合聯絡小組委員以及推選行政長官的選舉委員會委員（2012-2017）。他於2012年9月獲選為香港特別行政區第五屆立法會議員。

梁先生也是智庫組織「公共專業聯盟」的創辦人及副主席。

梁先生在倫敦政治及經濟學院取得學士及碩士學位。

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

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

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

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



楊倩紅女士, MH

### Ms YEUNG Sin-hung, MH

楊倩紅女士現任沙田區議會民選議員、房屋委員會資助房屋小組委員會委員、上訴審裁團（建築物）成員、公屋聯會財政部長、香港婦女發展聯會執行委員。楊女士從事社會服務工作逾19年，現為全職區議員，擔任沙田區議會房屋及發展委員會副主席。

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



## 蘇偉文教授

### Professor Raymond SO Wai-man

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

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



## 蔡涯棉先生, JP

### Mr Michael CHOI Ngai-min, JP

蔡涯棉先生於香港出生及接受教育，畢業於香港浸會學院工商管理系，其後於澳門東亞大學取得工商管理碩士學位。蔡先生為置業國際（集團）有限公司主席，從事房地產業務33年，擁有香港與中國內地房地產市場的豐富經驗和知識。他也是大家樂集團有限公司獨立非執行董事，現為長遠房屋策略督導委員會委員、香港房地產協會監事長、香港地產行政師學會副會長、香港浸會大學工商管理學院諮詢委員會委員、嶺南大學商學院諮詢委員會委員及香港浸會大學工商管理學會顧問。蔡先生曾任香港地產代理專業協會會長（1992-1996）、香港地產代理監管局成員（1997-2002）、中華全國青年聯合會第八屆委員會委員（1995-2000）、香港貿易發展局基建服務諮詢委員會委員（2003-2006）、房屋委員會委員（1999-2007）、房屋委員會資助房屋小組委員會主席（2006-2007），以及公益金入會、預算及分配委員會委員（1997-2002）。

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





方剛議員, SBS, JP

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

方剛先生為現任香港特別行政區立法會議員，代表批發及零售界功能界別，同時也擔任房屋委員會委員、瑪嘉烈醫院和葵涌醫院管治委員會主席，以及大珠三角商務委員會委員。

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

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

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



葉國謙議員, GBS, JP

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

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

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

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

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



梁家傑議員, sc

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

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

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



黃國健議員, BBS

### The Honourable WONG Kwok-kin, BBS

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

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

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

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



區嘯翔先生

### Mr Albert AU Siu-cheung

區嘯翔先生現任香港立信德豪會計師事務所有限公司主席，在會計界擁有超過31年經驗，是香港會計師公會資深會計師、加拿大特許會計師公會會員，以及香港華人會計師公會會員。

區先生目前擔任多個公職，包括廉政公署防止貪污諮詢委員會主席及廉政公署貪污問題諮詢委員會委員、香港空運牌照局成員、香港工業總會理事會理事，以及香港生產力促進局理事會委員。

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

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



陳健波議員, BBS, JP

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

陳健波先生是立法會議員（保險界功能界別）。他於2005年6月至2009年9月期間出任慕尼黑再保險香港分公司行政總裁。出任此職之前，他是恒生銀行助理總經理兼保險業務主管，專責一般保險、人壽保險及強積金業務。

陳先生在保險業服務多年，是英國特許保險學會特許承保人及會士，曾任香港保險業聯會主席（2004-2005）、保險公司（僱員補償）無力償債管理局主席（2003-2005）、一般保險總會主席（2001-2002），以及香港華商保險公會主席（1998-2000）。

陳先生一直熱心服務社會，並擔任多項公職，包括保險業諮詢委員會委員、獨立監察警方處理投訴委員會副主席、策略發展委員會委員、大珠三角商務委員會委員、房屋委員會委員、健康與醫務發展諮詢委員會委員，以及香港按揭證券有限公司董事。2005年7月1日，他獲香港特別行政區政府委任為太平紳士。

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

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

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



方敏生女士, BBS, JP

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

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

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



孔令成先生, BBS, JP

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

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

Mr Leo KUNG Lin-cheng is 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.



劉文君女士

### Ms Julia LAU Man-kwan

劉文君女士畢業於美國俄勒岡大學，是一位香港註冊建築師。她在房地產、規劃與設計領域擁有超過21年經驗，並於2009年創立自己的公司。劉女士積極參與專業和社區服務，曾任香港藝術中心監督團成員及華人永遠墳場管理委員會委員，現為城市規劃委員會成員、建築物上訴審裁小組成員、上訴委員會（遊戲機中心）成員、公證人紀律審裁團成員、防止貪污諮詢委員會成員、環保建築專業議會委員、香港演藝學院校董會委員及香港聖約翰救護機構理事會成員。劉女士也是房屋委員會轄下商業樓宇小組委員會及投標小組委員會委員。

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



黃成智先生

### Mr WONG Sing-chi

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

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



陳漢雲教授

### Professor Edwin CHAN Hon-wan

陳漢雲教授是香港理工大學建築及房地產學系教授及副主任。

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

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

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

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

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



李炳權先生, JP

**Mr LEE Ping-kuen, JP**

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

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

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

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



王永祥先生

**Mr Winfield WONG Wing-cheung**

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

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



馮婉眉女士

**Miss Anita FUNG Yuen-mei**

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

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

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

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

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

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



蔡惠琴女士, JP

Ms Virginia CHOI Wai-kam, JP

蔡惠琴女士現職國際人力資源顧問公司主任顧問兼總經理，在管理諮詢及培訓方面具20多年經驗。蔡女士一向熱心於社會服務，現為社會工作訓練及人力策劃諮詢委員會委員、法律援助服務局成員、香港公開大學校董會成員、公務員敘用委員會委員和公務員薪俸及服務條件常務委員會委員。

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

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

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



何周禮先生, MH

Mr Barrie HO Chow-lai, MH

何周禮先生是何周禮建築設計事務所的創辦人及董事。他於1993年獲香港大學頒授建築學一級榮譽文學士學位，並於1996年以優異成績獲香港大學頒授建築碩士。他常被媒體譽為亞洲新一代最具影響力的建築設計師之一。何先生分別在香港特別行政區優質建築大獎2012和2010獲得入圍獎及優異獎，並且是杜拜城市建築設計大獎2008得主之一。此外，他獲得逾百個來自杜拜、美國、英國、上海、北京、台灣、亞太區及香港的重要國際設計獎項。

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

何先生現為香港建築設計聯盟的創辦人及主席、職業訓練局專業教育學院轄下香港知專設計學院學術顧問委員會委員、建築師事務所商會執行會員（2010-2012），以及香港專業及資深行政人員協會創會會員。何先生也是市區重建局活化灣仔舊區專責委員會委員（2000-2012）。

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

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

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



許美嫦女士, JP

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

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

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

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

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



林雲峯教授, JP

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

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

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

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

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

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

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



劉國裕博士, JP

Dr LAU Kwok-yu, JP

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

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

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

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

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

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



黃遠輝先生, JP

Mr Stanley WONG Yuen-fai, JP

黃遠輝先生，56歲，生於香港。黃先生持有澳大利亞麥加里大學應用金融學碩士學位，是香港銀行學會資深會士和香港特許秘書及行政人員學會會員。黃先生現為城市規劃委員會副主席、房屋協會成員、香港舞蹈團主席、首長級薪俸及服務條件常務委員會委員、科學博物館諮詢委員會委員，以及證券及期貨事務上訴審裁處成員。在環保方面，黃先生是能源諮詢委員會和香港地球之友成員。

黃先生在銀行界累積逾39年經驗。他在1974年加入渣打銀行，於1991年成為香港渣打銀行司庫，1995年躍升為渣打銀行東北亞地區司庫，2001年至2003年為渣打銀行中國區行政總裁。黃先生於2004年7月獲委任為中國工商銀行（亞洲）有限公司董事暨副總經理，至2011年8月退休。

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

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





謝曼怡女士, JP (財經事務及庫務局常任秘書長(庫務))

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

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

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

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

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

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



甯漢豪女士, JP (地政總署署長)

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

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

甯女士持有香港大學文學士學位和密歇根大學（安娜堡市）傳理學碩士學位。

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

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

# 2012/13 房屋委員會轄下各小組委員會委員名單

## Membership of the Housing Authority Committees

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### 常務小組委員會 Standing Committees

#### 策劃小組委員會 Strategic Planning Committee

- \* 鄭汝樺女士, GBS, JP (主席)  
(至2012年6月30日止)  
The Honourable Eva CHENG, GBS, JP  
(Chairman) (up to 30 June 2012)
- \* 張炳良教授, GBS, JP  
(主席)(由2012年7月1日起)  
Professor the Honourable Anthony  
CHEUNG Bing-leung, GBS, JP  
(Chairman) (with effect from 1 July 2012)
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- \* 黃遠輝先生, JP  
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Mr Stanley WONG Yuen-fai, JP  
(with effect from 13 August 2012)
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- 運輸及房屋局副局長  
Under Secretary for Transport and  
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Permanent Secretary for Development  
(Works) (or representative)
- 民政事務總署署長(或代表)  
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(up to 30 June 2012)

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Miss Anita FUNG Yuen-mei

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Dr WONG Kwok-keung, SBS, JP

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Subsidised Housing Committee

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

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(Chairman) (with effect from  
13 August 2012)

\* 林翠蓮女士  
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\* 黃國健議員, BBS  
The Honourable WONG Kwok-kin, BBS

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## 房屋委員會及其小組委員會 HOUSING AUTHORITY AND ITS COMMITTEES

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(至2012年6月30日止)  
Mr Simon IP Shing-hing, JP (up to 30 June 2012)
- \* 梁家傑議員, SC  
The Honourable Alan LEONG Kah-kit, SC
- \* 劉文君女士  
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- \* 李炳權先生, JP  
Mr LEE Ping-kuen, JP
- \* 王永祥先生  
Mr Winfield WONG Wing-cheung

\* 房屋委員會委員  
Member of the Housing Authority

各委員的簡歷及稱謂是根據截至2013年3月31日的資料編寫。  
Biographies and titles of members were compiled with reference to information as at 31 March 2013.

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# 01 房屋委員會組織及職能 Housing Authority Organisation and Functions

截至 As at 31.3.2013

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## 02 房屋署首長級人員<sup>(1)</sup> Housing Department Directorate<sup>(1)</sup>

截至 As at 31.3.2013



註 Note:

(1) 此表只列載擔任首長級薪酬第2點或以上常額職位的人員。  
This chart shows officers taking up permanent posts at D2 or above only.

### 03 租住單位編配 Allocation of Rental Flats

類別	Categories	截至 As at 31.3.2013		截至 As at 31.3.2012	
		單位 Flats	人數 People	單位 Flats	人數 People
公屋輪候冊	Waiting List	15 551	34 237	19 789	45 281
整體重建、屋邨清拆及大型維修	Comprehensive Redevelopment Programme, Estate Clearance and Major Repairs	2 527	6 748	80	104
清拆	Clearance				
1. 政府清拆項目 / 市區重建局	1. Government Clearance Projects / Urban Renewal Authority	140	320	162	417
2. 中轉房屋居民調遷公屋 / 中轉房屋清拆	2. Interim Housing Trawling / Interim Housing Clearance	0	0	0	0
緊急安置	Emergency	0	0	4	12
初級公務員及退休公務員	Junior Civil Servants and Pensioners	828	2 329	846	2 472
體恤安置	Compassionate	2 213	5 041	2 673	5 949
各類調遷及紓緩擠迫 / 改善居住空間調遷計劃	Transfers and Overcrowding Relief / Living Space Improvement Transfer Scheme	5 751	15 587	7 779	20 970
<b>合計</b>	<b>Total</b>	<b>27 010<sup>(1)</sup></b>	<b>64 262</b>	<b>31 333<sup>(2)</sup></b>	<b>75 205</b>

註 Note:

- (1) 不包括11 116個編配中的單位。  
Excluding 11 116 flats under offer.
- (2) 不包括6 148個編配中的單位。  
Excluding 6 148 flats under offer.



## 04 租住房屋數目 Rental Housing Stock

公共租住屋邨 <sup>(1)</sup>	Public Rental Housing Estates <sup>(1)</sup>	截至As at 31.3.2013		截至As at 31.3.2012	
		單位數目 No. of Flats	認可居民人數 Authorised Population	單位數目 No. of Flats	認可居民人數 Authorised Population
<b>區議會分區</b>	<b>District Council District</b>				
中西區	Central and Western	636	2 123	636	2 114
東區	Eastern	35 275	101 069	35 318	101 748
南區	Southern	26 743	76 124	26 930	77 076
油尖旺	Yau Tsim Mong	2 820	8 303	2 820	8 385
深水埗	Sham Shui Po	52 281	134 181	49 309	126 702
九龍城	Kowloon City	16 240	44 883	16 240	44 449
黃大仙	Wong Tai Sin	76 350	211 710	76 260	211 863
觀塘	Kwun Tong	128 624	341 111	124 619	332 130
葵青	Kwai Tsing	99 759	281 805	100 008	283 323
荃灣	Tsuen Wan	21 734	59 964	21 736	60 366
屯門	Tuen Mun	57 293	146 325	58 061	149 146
元朗	Yuen Long	63 394	195 605	63 580	197 077
北區	North	23 077	66 230	23 395	67 516
大埔	Tai Po	18 497	52 161	18 796	53 441
沙田	Sha Tin	60 822	167 364	59 927	168 408
西貢	Sai Kung	28 644	85 211	28 963	86 460
離島	Islands	15 769	52 748	15 770	52 305
<b>合計</b>	<b>Total</b>	<b>727 958</b>	<b>2 026 917</b>	<b>722 368</b>	<b>2 022 509</b>

中轉房屋	Interim Housing	認可居民人數		認可居民人數	
		單位數目 No. of Flats	Authorised Population	單位數目 No. of Flats	Authorised Population
<b>區議會分區</b>	<b>District Council District</b>				
屯門	Tuen Mun	1 904	2 111	1 773	2 084
葵青	Kwai Tsing	1 928	1 465	1 928	1 547
元朗	Yuen Long	840	900	840	889
<b>合計</b>	<b>Total</b>	<b>4 672</b>	<b>4 476</b>	<b>4 541</b>	<b>4 520</b>

註 Note:

- (1) 數字不包括由1998年起在租者置其屋計劃下所出售的租住單位。  
The figures do not cover the rental flats sold under the Tenants Purchase Scheme since 1998.

## 05 出售房屋 Sale Flats

截至As at 31.3.2013

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	區議會分區	District Council District	單位數目 Number of Flats
推出發售的居者有其屋計劃單位 <sup>(1)</sup> Home Ownership Scheme Flats <sup>(1)</sup>	東區	Eastern	13 893
	南區	Southern	6 726
	深水埗	Sham Shui Po	3 844
	九龍城	Kowloon City	1 800
	黃大仙	Wong Tai Sin	20 506
	觀塘	Kwun Tong	27 096
	葵青	Kwai Tsing	12 819
	屯門	Tuen Mun	20 835
	元朗	Yuen Long	18 502
	北區	North	12 566
	大埔	Tai Po	13 037
	沙田	Sha Tin	39 098
	西貢	Sai Kung	22 126
	離島	Islands	2 967
		<b>合計</b>	<b>Total</b>
推出發售的私人機構參建居屋計劃單位 <sup>(1)</sup> Private Sector Participation Scheme Flats <sup>(1)</sup>	東區	Eastern	17 990
	南區	Southern	3 129
	油尖旺	Yau Tsim Mong	3 908
	黃大仙	Wong Tai Sin	11 364
	觀塘	Kwun Tong	6 410
	葵青	Kwai Tsing	840
	屯門	Tuen Mun	19 712
	北區	North	5 872
	大埔	Tai Po	3 928
	沙田	Sha Tin	12 914
	西貢	Sai Kung	13 766
		<b>合計</b>	<b>Total</b>
推出發售的可租可買計劃及重建置業計劃單位 <sup>(1)</sup> Buy or Rent Option Scheme and Mortgage Subsidy Scheme Flats <sup>(1)</sup>	油尖旺	Yau Tsim Mong	629
	九龍城	Kowloon City	1 096
	黃大仙	Wong Tai Sin	640
	葵青	Kwai Tsing	1 920
	元朗	Yuen Long	2 560
	北區	North	799
	<b>合計</b>	<b>Total</b>	<b>7 644</b>
已出售的租者置其屋計劃單位 <sup>(2)</sup> Tenants Purchase Scheme Sold Flats <sup>(2)</sup>	東區	Eastern	2 583
	南區	Southern	7 289
	深水埗	Sham Shui Po	4 559
	黃大仙	Wong Tai Sin	16 407
	觀塘	Kwun Tong	10 035
	葵青	Kwai Tsing	10 810
	屯門	Tuen Mun	10 409
	元朗	Yuen Long	4 052
	北區	North	12 180
	大埔	Tai Po	13 685
	沙田	Sha Tin	20 937
	西貢	Sai Kung	10 062
		<b>合計</b>	<b>Total</b>
	<b>總計</b>	<b>Grand Total</b>	<b>446 300</b>

註 Note:

- (1) 由2003年6月底起，所有回購 / 交易取消個案和未能出售的單位皆列作剩餘單位，並不列作房屋委員會（房委會）出售房屋的一部分。截至2013年3月底，共有832個剩餘單位。  
With effect from end June 2003, buyback / rescinded flats and unsold flats are classified as surplus flats which are distinguished from the Housing Authority (HA)'s sale flat stock. As at end March 2013, there were 832 surplus flats.
- (2) 已出售的租者置其屋計劃單位不包括售回給房委會的單位。  
Tenants Purchase Scheme sold flats exclude cases in which buyers had sold back their flats to the HA.

## 06A 資格準則 Eligibility Criteria

公共租住房屋的申請資格準則 Eligibility Criteria for Public Rental Housing Applicants on the Waiting List				
資格準則 Eligibility Criteria	申請類別 Type of Applications			
	一般家庭 Ordinary Families	高齡單身人士優先配屋計劃 Single Elderly Persons Priority Scheme	共享頤年優先配屋計劃 Elderly Persons Priority Scheme	天倫樂優先配屋計劃 <sup>(1)</sup> Harmonious Families Priority Scheme <sup>(1)</sup>
申請人年齡 Applicant's Age	年滿18歲。 At least 18 years of age.	申請人必須年滿58歲，而在配屋時必須年滿60歲。 The Applicant must be 58 years of age or above, and must have attained the age of 60 at the time of flat allocation.	申請表內的所有人士必須年滿58歲，而在配屋時全部人士必須年滿60歲。 All of them must be 58 years of age or above at the time of filing in their application and must have attained the age of 60 by the time of flat allocation.	年滿18歲（有關的高齡人士必須年滿60歲或以上）。 At least 18 years old (the elderly persons must have attained the age of 60 or over).
住戶人數 Household Size	最少兩名有親屬關係的人士合伙同住。非長者一人申請者也可登記在另一獨立名冊上。 At least two related persons living together. Non-elderly one-person applicants can also register on a separate list.	高齡單身人士會被編配入住長者住屋、經改建的單位或獨立單位。 Single elderly applicants will be allocated Housing for Senior Citizens, converted flats or self-contained flats.	兩名或更多長者，無論有親屬關係與否，獲配單位後須合伙同住。 Two or more elderly persons, either related or unrelated, who undertake to live together upon allocation.	申請的家庭必須為不少於兩人的家庭，其中包括最少一名年老親屬。 The applicant's family must be composed of at least two persons with at least one elderly relative.
每月住戶收入 Monthly Household Income	住戶收入不得超逾入息限額，該限額每年檢討一次。 Not exceeding the income limits which are reviewed annually.			
家庭資產總值 Household Asset	申請人及家庭成員所擁有的總資產淨值不得超逾總資產淨值限額，該限額每年檢討一次。 The family should not own total net assets exceeding the total net asset limits which are reviewed annually.			
擁有物業 Property Ownership	由填寫「公屋輪候冊申請表」當日起計，直至透過申請獲配公屋並簽訂新租約該日為止，申請人及其家庭成員在香港並無： (a) 擁有或與他人共同擁有香港任何住宅物業或該類物業的任何權益（例如：擁有香港任何住宅物業權益的產業受託人、遺囑執行人、管業人或受益人均不合資格提出申請）；或 (b) 簽訂任何協議（包括臨時協議）購買香港的住宅物業；或 (c) 持有任何直接或透過附屬公司擁有住宅樓宇的公司50%以上的股權。住宅樓宇包括在香港的任何樓宇、未落成的私人住宅樓宇、經建築事務監督認可的天台構築物、用作居住用途的屋地及由地政總署批出的小型屋宇批地（包括丁屋批地）。 From the date of completing the Waiting List for public rental housing (PRH) application form to the date of signing the tenancy agreement of the PRH flat allocated in consequence of the application, the Applicant and his / her family members must not: (a) own or co-own or have an interest in any domestic property in Hong Kong (for example, trustee, executor, administrator or beneficiary having an interest in any domestic property in Hong Kong shall not be eligible to submit the application); or (b) have entered into any agreement (including provisional agreement) to purchase any domestic property in Hong Kong; or (c) hold more than 50% of shares in a company which owns, directly or through its subsidiaries, any domestic property in Hong Kong. Domestic property includes any domestic property, uncompleted private domestic property, rooftop structure approved by the Building Authority, domestic building lots and Small House Grants approved by the Lands Department in Hong Kong.			
居港年期 Length of Residence	配屋時，申請表內必須有至少一半成員在香港住滿七年及所有成員仍在香港居住。18歲以下子女在以下情況一律視作已符合七年居港年期規定： (a) 不論在何處出生，只要父母其中一人居港滿七年；或 (b) 在香港出生並已確立香港永久居民身份。 At the time of allocation, at least half of the family members included in the application must have lived in Hong Kong for seven years and all family members must be still living in Hong Kong. Under the following circumstances, all children under the age of 18 are deemed to have fulfilled the seven-year residence rule: (a) one of the parents, regardless of the children's place of birth, has lived in Hong Kong for seven years; or (b) the children were born in Hong Kong with established permanent resident status.			

註 Note:

(1) 凡根據此項計劃申請公屋的家庭，只要符合申請資格，會比一般家庭申請提早六個月獲得處理。

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

(a) 選擇與長者同住一單位：

- 申請家庭最少有兩名成員，其中必須包括最少一名年長父/母或受供養的年老親屬。
- 不論申請人是由年老親屬還是另一名成年的家庭成員擔任，雙方均須於接受核實配屋資格面晤時簽署一份意願書，聲明較年輕的一方成員會照顧年老親屬，並一同居住。

Opting to live in one flat with the elderly:

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

(b) 選擇分別入住兩個就近的單位：

- 申請家庭必須為核心家庭，連同最少一名年長父/母或受供養的年老親屬，分別以兩份申請表，選擇位於市區以外同一輪候冊地區內兩個就近的公屋單位。
- 雙方均須於審查面晤時簽署一份意願書，聲明在獲得編配有關單位後，年青家庭會給予其年老親屬適當的照顧。

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

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

## 06A 資格準則 (續) Eligibility Criteria (continued)

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單身人士及一般家庭入息及 總資產淨值限額 Income and Total Net Asset Limits for Single Persons and Families	家庭人數		每月最高入息限額 <sup>(1)</sup> Maximum Income Limit per Month <sup>(1)</sup> (1.4.2013生效) (Effective from 1.4.2013)		總資產淨值限額 Total Net Asset Limit (1.4.2013生效) (Effective from 1.4.2013)
	Family Size				
	一人	1 person	\$8,880	(\$9,347)	\$212,000 <sup>(2)</sup>
	二人	2 persons	\$13,750	(\$14,474)	\$286,000 <sup>(2)</sup>
	三人	3 persons	\$18,310	(\$19,274)	\$374,000 <sup>(2)</sup>
	四人	4 persons	\$22,140	(\$23,305)	\$436,000 <sup>(2)</sup>
	五人	5 persons	\$25,360	(\$26,695)	\$485,000
	六人	6 persons	\$28,400	(\$29,895)	\$524,000
	七人	7 persons	\$31,630	(\$33,295)	\$560,000
	八人	8 persons	\$33,810	(\$35,589)	\$587,000
	九人	9 persons	\$37,850	(\$39,842)	\$648,000
	十人及以上	10 or more persons	\$39,740	(\$41,832)	\$698,000

無親屬關係之高齡人士入息及 總資產淨值限額 Income and Total Net Asset Limits for Unrelated Elderly Persons	申請人數		每月最高入息限額 <sup>(1)</sup> Maximum Income Limit per Month <sup>(1)</sup> (1.4.2013生效) (Effective from 1.4.2013)		總資產淨值限額 Total Net Asset Limit (1.4.2013生效) (Effective from 1.4.2013)
	Number of Applicant				
	二人	2 persons	\$16,500	(\$17,368)	\$572,000
	三人	3 persons	\$21,970	(\$23,126)	\$748,000
	四人	4 persons	\$26,570	(\$27,968)	\$872,000

註 Note:

- (1) 假若「強制性公積金」或「公積金」計劃供款額為住戶入息5%，則實際入息限額顯示在( )內。若申請人及所有家庭成員有參加「強制性公積金」或「公積金」計劃，有關供款(以法定的5%及1,250元為上限)可於申報入息時獲得扣除。  
Figures in ( ) denote the effective income limits should an applicant and all family members be contributing 5% of their income under the Mandatory Provident Fund (MPF) or Provident Fund Scheme as required by the law. The relevant contribution (at the statutory rate of 5% with a cap of \$1,250) can be deducted from the employment income.
- (2) 一至四人家庭若全部成員均為高齡人士(年滿60歲或以上)，其總資產淨值限額分別為424,000元、572,000元、748,000元及872,000元。  
Asset limits for households of 1 to 4 persons whose members are all elderly persons (aged 60 or above) are \$424,000, \$572,000, \$748,000 and \$872,000 respectively.

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

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

註 Note :

家庭人數	Family Size	每月家庭總入息限額*	Total Monthly Household Income Limit*	家庭總資產淨值限額#	Total Net Household Asset Limit#
一人	1 person	\$20,000 (\$21,050)		\$415,000	
二人或以上	2 or more persons	\$40,000 (\$42,100)		\$830,000	

\* 按強制性公積金計劃所作的法定供款會從住戶收入中扣除以計算入息。計入法定強積金供款後的相等入息限額，載於括弧內。  
Statutory contributions under the Mandatory Provident Fund (MPF) Scheme are deductible from a household's income for the purpose of calculating the income. The equivalent income limits with the statutory MPF contribution included are shown in brackets.

# 四人長者戶的資產限額，採用較高的輪候冊資產限額，即\$836,000元。  
For elderly four-person household applicants, the higher Waiting List Asset Limit of \$836,000 applies.

- (2) 由申請截止日期之前的24個月起，直至申請「提名信」止，申請人及其家庭成員不得(i)擁有或與人共同擁有任何住宅樓宇；或(ii)簽訂任何協議購買任何住宅樓宇；或(iii)持有任何直接或透過附屬公司擁有住宅樓宇的公司一半以上的股權；或(iv)不得為本港任何住宅物業(包括土地)的受益人。住宅樓宇包括在香港的任何住宅樓宇、未落成的私人住宅樓宇、經建築事務監督認可的天台搭建物、用作居住用途的屋地及由地政總署批出的小型屋宇批地(包括丁屋批地)。  
Neither the applicant nor any member of the family has, during the period of 24 months preceding the closing date for submitting the application and up to the date of applying for the Letter of Nomination, (i) owned or co-owned any domestic property in Hong Kong; or (ii) entered into any agreement to purchase any domestic property in Hong Kong; or (iii) owned more than 50% of the shares in a company which directly or through a subsidiary company owned any domestic property in Hong Kong; or (iv) beneficiary of any domestic property (including land) in Hong Kong. Domestic properties include any domestic property, uncompleted private domestic property, rooftop structure approved by the Buildings Authority, domestic building lots and small house grants approved by the Lands Department in Hong Kong.
- (3) 申請人在申請截止日期或之前已在香港居住滿7年，其在香港的居留不受附帶逗留條件所限制(與逗留期限有關的條件除外)。  
The applicant must have lived in Hong Kong for at least seven years on or before the closing date of application and his / her stay in Hong Kong is not subject to any condition of stay (except that on the limit of stay).

## 07 各類屋邨代表租金 Typical Rents

截至As at 31.3.2013

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類型 Type	型 / 屋邨 (落成年份) Mark / Estate (Year of completion)	居住單位總數 Stock of flats	代表性面積 <sup>(1)</sup> (包括服務空間) 以平方米計		每月平均 租金(元) Average monthly rents (\$)	元(每平方米 每月計) \$/sq. m. per month
			Typical size of flats <sup>(1)</sup> (including Service Area) in m <sup>2</sup>	居住 單位數目 Number of flats		
前屋宇建設 委員會屋邨 Former Housing Authority Estates	舊型 Old Type (1958-1965)	14 761	24.1	2 381	1,059	43.9
			30.6	3 733	1,343	43.9
			41.2	1 294	1,809	43.9
	新型 New Type (1966-1973)	12 739	28.3	2 698	1,150	40.7
			30.6	3 767	1,349	44.1
			33.1	2 058	1,457	44.1
房屋委員會屋邨 New Housing Authority Estates	(1973年以後) (Post 1973)	314 598 (市區) <sup>(2)</sup> (Urban) <sup>(2)</sup>	16.3	6 973	1,058	64.8
			23.5	4 887	1,018	43.3
			34.4	14 997	2,218	64.4
			43.3	12 101	2,788	64.4
			53.6	1 238	3,796	70.9
		215 091 (擴展市區) <sup>(3)</sup> (Extended Urban) <sup>(3)</sup>	17.8	2 440	1,108	62.2
			22.0	3 295	1,362	62.0
			34.4	5 310	2,147	62.3
			43.3	5 712	2,696	62.3
			51.8	2 240	2,594	50.1
		170 769 (新界) <sup>(4)</sup> (New Territories) <sup>(4)</sup>	12.0	2 660	487	40.5
			24.9	3 537	843	33.8
			34.4	4 202	1,474	42.8
			43.3	3 764	1,861	43.0
			51.8	3 200	2,442	47.2

註 Note:

- (1) 載於此附錄的居住單位，其面積為每一類型單位中所屬面積範圍內為數最多者，故具代表性。  
In compiling this appendix, the dominant size of each type of flat was selected to illustrate a representative range.
- (2) 市區包括香港島及九龍。  
Urban includes Hong Kong Island and Kowloon.
- (3) 擴展市區包括荃灣、葵涌、青衣、沙田、馬鞍山、將軍澳及東涌。  
Extended Urban includes Tsuen Wan, Kwai Chung, Tsing Yi, Shatin, Ma On Shan, Tseung Kwan O and Tung Chung.
- (4) 新界包括粉嶺、上水、屯門、元朗、天水圍、大埔及離島，但不包括東涌。  
N.T. includes Fanling, Sheung Shui, Tuen Mun, Yuen Long, Tin Shui Wai, Tai Po and Outlying Islands excluding Tung Chung.

## 08 統計數字一覽表

### Statistics

截至As at 31.3.2013

		數目 Number
<b>屋邨 / 屋苑</b>	<b>Estates / Courts</b>	<b>398</b>
租住公屋 <sup>(1)</sup>	Public Rental Housing <sup>(1)</sup>	162
中轉房屋 <sup>(2)</sup>	Interim Housing <sup>(2)</sup>	1
居者有其屋計劃 <sup>(3)</sup>	Home Ownership Scheme <sup>(3)</sup>	142
私人機構參建居屋計劃 <sup>(3)</sup>	Private Sector Participation Scheme <sup>(3)</sup>	48
可租可買計劃 / 重建置業計劃 <sup>(4)</sup>	Buy or Rent Option Scheme / Mortgage Subsidy Scheme <sup>(4)</sup>	6
租者置其屋計劃	Tenants Purchase Scheme	39
<b>租住公屋認可人口</b>	<b>Authorised Population</b>	<b>2 031 393</b>
租住公屋	Public Rental Housing	2 026 917
中轉房屋	Interim Housing	4 476
<b>資助出售房屋居住人口 (估計數字)<sup>(5)</sup></b>	<b>Resident Population in Subsidised Sale Flats (estimated population)<sup>(5)</sup></b>	<b>1 113 900</b>
<b>居住單位數目</b>	<b>Stock of Flats</b>	<b>1 179 762</b>
租住公屋	Public Rental Housing	727 958
中轉房屋	Interim Housing	4 672
居者有其屋計劃 <sup>(6)</sup>	Home Ownership Scheme <sup>(6)</sup>	215 815
私人機構參建居屋計劃 <sup>(6)</sup>	Private Sector Participation Scheme <sup>(6)</sup>	99 833
可租可買計劃 / 重建置業計劃 <sup>(6)</sup>	Buy or Rent Option Scheme / Mortgage Subsidy Scheme <sup>(6)</sup>	7 644
租者置其屋計劃 (已出售單位) <sup>(7)</sup>	Tenants Purchase Scheme (sold flats) <sup>(7)</sup>	123 008
剩餘的單位 <sup>(8)</sup>	Surplus Stock <sup>(8)</sup>	832
<b>興建中的單位數目</b>	<b>Number of Flats under Construction</b>	<b>58 875</b>
租住屋邨	Rental	58 875
<b>臨時收容中心<sup>(9)</sup></b>	<b>Transit Centres<sup>(9)</sup></b>	<b>3</b>
租住公屋認可人口	Authorised Population	86
<b>托兒所</b>	<b>Nurseries</b>	<b>91<sup>(10)</sup> 361<sup>(11)</sup></b>
<b>幼兒園</b>	<b>Kindergartens</b>	<b>210<sup>(10)</sup> 227<sup>(11)</sup></b>
<b>學校</b>	<b>Schools</b>	<b>227<sup>(10)</sup> 264<sup>(11)</sup></b>
<b>圖書館及溫習室</b>	<b>Libraries and Study Rooms</b>	<b>58<sup>(10)</sup> 238<sup>(11)</sup></b>
<b>福利及康樂用途單位<sup>(12)</sup></b>	<b>Welfare and Amenity Premises<sup>(12)</sup></b>	<b>1 412<sup>(10)</sup> 6 861<sup>(11)</sup></b>
<b>舖位</b>	<b>Shops</b>	<b>1 732</b>
<b>街市檔位 (包括熟食檔位)</b>	<b>Market Stalls (including cooked food stalls)</b>	<b>1 154</b>
<b>工廠單位<sup>(13)</sup></b>	<b>Factory Units<sup>(13)</sup></b>	<b>8 915</b>

註 Note:

- 租住公屋屋邨不包括39個租者置其屋計劃(租置計劃)屋邨、兩個有租住公屋大廈/單位的可租可買計劃/重建置業計劃屋苑及一個有租住公屋大廈/單位的居者有其屋計劃(居屋計劃)屋苑。  
Public Rental Housing (PRH) estates exclude those 39 Tenant Purchase Scheme (TPS) estates, 2 Buy or Rent Option Scheme (BRO) / Mortgage Subsidy Scheme (MSS) and 1 Home Ownership Scheme (HOS) courts with PRH blocks / units.
- 中轉房屋不包括兩個有中轉屋大廈/單位的租住屋邨(寶田及石梨(二))。  
Interim Housing (IH) excludes 2 PRH estates (Po Tin and Shek Lei (II)) with IH blocks / units.
- 居屋計劃/私人機構參建居屋計劃(私人參建計劃)屋苑包括第三期乙之前出售的居屋計劃屋苑。  
HOS / Private Sector Participation Scheme (PSPS) courts include pre-Phase 3B HOS courts.
- 可租可買計劃/重建置業計劃屋苑不包括一個有可租可買計劃/重建置業計劃單位的居屋計劃屋苑(天頌苑)。  
BRO / MSS courts exclude 1 HOS court (Tin Chung Court) with BRO / MSS units.
- 資助出售房屋居民人數包括居住於居屋計劃、私人參建計劃、可租可買計劃/重建置業計劃及租置計劃單位的居民,但不包括居於可在公開市場買賣單位(已繳補價單位)的居民。  
Subsidised Sale Flats population includes those residing in HOS, PSPS, BRO / MSS and TPS flats but excludes those residing in flats that are tradable in the open market (flats having paid off premiums). Figure for resident population is based on the General Household Survey conducted by Census and Statistics Department.
- 居屋計劃/私人參建計劃/可租可買計劃/重建置業計劃單位包括可在公開市場買賣的單位(第三期乙之前出售的居屋計劃單位及已繳補價單位),但不包括被歸納為與註(8)所提及的剩餘的單位。  
HOS / PSPS / BRO / MSS flats include flats that are tradable in the open market (flats sold prior to HOS Phase 3B or flats having paid off premiums), but exclude flats classified as surplus stock as mentioned in note (8).
- 已出售的租置計劃單位包括可在公開市場買賣的單位(已繳補價單位),但不包括售回給房屋委員會的單位。  
TPS sold flats include flats that are tradable in the open market (flats having paid off premiums), but exclude cases in which buyers had sold back their flats to the Housing Authority.
- 剩餘的單位包括回購/交易取消個案、個別未售出的單位及未出售的大廈,但不包括已轉作其他用途的居屋單位。  
Surplus stock includes buyback / rescinded cases, individual unsold flats and flats in unsold blocks, but excludes those HOS flats transferred to other uses.
- 包括石梨臨時居所。  
Including Shek Lei Temporary Accommodation (TA).
- 數字是以機構單位計算。  
Figures are counted on an establishment basis.
- 數字是以單位數量計算。  
Figures are counted on unit basis.
- 包括托兒所、圖書館及溫習室。  
Including nurseries, libraries and study rooms.
- 包括位於工廠大廈的非製造業用途舖位。  
Including non-manufacturing shops in factory buildings.

## 09 2008/09財政年度至2012/13財政年度運作結果 Operating Results for Financial Years 2008/09 to 2012/13

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

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		2008/09	2009/10	2010/11	2011/12	2012/13
		百萬元 \$M	百萬元 \$M	百萬元 \$M	百萬元 \$M	百萬元 \$M
<b>租住房屋</b>	<b>Rental Housing</b>					
收入	Income	9,610	9,926	9,517	10,609	10,413
開支	Expenditure	(10,756)	(11,390)	(10,441)	(11,210)	(11,647)
運作赤字	Operating deficit	(1,146)	(1,464)	(924)	(601)	(1,234)
<b>商業樓宇</b>	<b>Commercial</b>					
收入	Income	1,267	1,366	1,428	1,616	1,858
開支	Expenditure	(956)	(905)	(863)	(1,018)	(1,120)
運作盈餘	Operating surplus	311	461	565	598	738
<b>資助自置居所</b>	<b>Home Ownership Assistance</b>					
收入	Income	9,692	3,968	7,519	1,920	2,641
開支	Expenditure	(4,758)	(1,379)	(3,172)	(443)	(542)
運作盈餘	Operating surplus	4,934	2,589	4,347	1,477	2,099
<b>未計入非運作項目的 綜合運作盈餘</b>	<b>Consolidated Operating Surplus before Non-operating Items</b>					
收入	Income	20,569	15,260	18,464	14,145	14,912
開支	Expenditure	(16,470)	(13,674)	(14,476)	(12,671)	(13,309)
未計入非運作項目的 綜合運作盈餘	Consolidated Operating Surplus before Non-operating Items	4,099	1,586	3,988	1,474	1,603
<b>非運作項目的特別 收入 / (開支) 淨額</b>	<b>Net Special Income / (Expenditure) on Non-operating Items</b>					
		12	(57)	72	(137)	(98)
<b>包括非運作項目的 綜合運作盈餘</b>	<b>Consolidated Operating Surplus including Non-operating Items</b>					
		4,111	1,529	4,060	1,337	1,505



## 10 2008/09財政年度至2012/13財政年度資本開支 Capital Expenditure for Financial Years 2008/09 to 2012/13

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

		2008/09	2009/10	2010/11	2011/12	2012/13
		百萬元 \$M	百萬元 \$M	百萬元 \$M	百萬元 \$M	百萬元 \$M
建築工程	Construction	5,845	5,511	6,138	7,291	8,639
改善工程	Improvement works	249	384	471	666	682
電腦系統	Computer systems	107	127	177	192	189
<b>資本開支總額</b>	<b>Total Capital Expenditure</b>	<b>6,201</b>	<b>6,022</b>	<b>6,786</b>	<b>8,149</b>	<b>9,510</b>

## 11 過去十年公營房屋建屋量<sup>(1)</sup>

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

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

註 Note:

- (1) 從2005年5月起，公營房屋建屋量的房屋類別之分類經修訂如下列註(2)至註(5)所述。  
Since May 2005, the housing type classifications of public housing production have been revised as stated in notes (2) to (5) below.
- (2) 房屋委員會(房委會)的租住房屋建屋落成量包括公共租住房屋、中轉房屋和那些由剩餘的居者有其屋計劃(居屋計劃)轉作公共租住房屋的項目單位。由公共租住房屋轉作出售用途的可租可買計劃/重建置業計劃的單位則不包括在內。  
Housing Authority (HA) rental housing flat production figures include the production of public rental housing (PRH), interim housing and projects transferred from surplus Home Ownership Scheme (HOS) to PRH but exclude the production of projects built as rental housing but subsequently transferred to Buy or Rent Option Scheme (BRO) / Mortgage Subsidy Scheme (MSS) flat housing.
- (3) 房屋協會的租住房屋建屋落成量包括租住房屋和長者安居樂計劃下的出租單位。長者安居樂計劃出租單位是以長期租約推出，並需申請人繳付一筆租住權費。  
Housing Society (HS) rental housing production figures include rental flats and Senior Citizen Residences Scheme (SEN) flats. The SEN flats are offered on a long term lease basis and a lump sum consideration is payable for each SEN flat by the applicant.
- (4) 房委會的資助出售單位建屋落成量包括居屋計劃、私人機構參建居屋計劃(私人參建計劃)和可租可買計劃/重建置業計劃。從2002年至2004年期間落成而未定用途的剩餘居屋計劃/私人參建計劃單位的落成時間以其首次推售時間為準。  
HA subsidised sales flat production figures include the production of HOS, Private Sector Participation Scheme (PSPS) and BRO / MSS. Surplus HOS / PSPS flats completed between 2002 and 2004 with unspecified usage are counted as production at the first time they put up for sales.
- (5) 房屋協會出售房屋單位的建屋落成量包括住宅發售計劃、夾心階層住屋計劃和市區改善計劃。於2002年落成而未定用途的剩餘住宅發售計劃單位的落成時間，以其首次推售時間為準。  
HS sales flat production figures include the production of Flat-For-Sale Scheme (FFSS), Sandwich Class Housing Scheme and Urban Improvement Scheme flats. Surplus FFSS flats completed in 2002 with unspecified usage are counted as production at the first time they put up for sales.

## 12 建造業意外統計 Construction Accidents Statistics

		2012	2011
<b>意外數字</b>	<b>Accidents</b>		
總數 (全港)	Total number (Hong Kong)	3 160	3 112
新建工程 (房屋委員會)	New construction works (Housing Authority)	48	57
維修及保養 (房屋委員會)	Repair and Maintenance works (Housing Authority)	24	37
總數 (房屋委員會)	Total number (Housing Authority)	72	94
房屋委員會佔全港總數百分比	Housing Authority as % total	2.3%	3.0%
每千名工人 (全港)	Number per 1 000 workers (Hong Kong)	44.3	49.7
每千名工人 (房屋委員會新建工程)	Number per 1 000 workers (Housing Authority new construction works)	7.4	9.0
每千名工人 (房屋委員會維修及保養工程)	Number per 1 000 workers (Housing Authority Repair and Maintenance works)	4.8	7.3
<b>死亡數字</b>	<b>Deaths</b>		
總數 (全港)	Total number (Hong Kong)	24	23
總數 (房屋委員會新建工程)	Total number (Housing Authority new construction works)	2	0
總數 (房屋委員會維修及保養工程)	Total number (Housing Authority Repair and Maintenance works)	0	0
房屋委員會新建工程佔總數百分比	Housing Authority new construction works as % total	8.3%	0%
房屋委員會維修及保養工程佔總數百分比	Housing Authority Repair and Maintenance works as % total	0%	0%
每千名工人 (全港)	Number per 1000 workers (Hong Kong)	0.34	0.37
每千名工人 (房屋委員會新建工程)	Number per 1000 workers (Housing Authority new construction works)	0.31	0
每千名工人 (房屋委員會維修及保養工程)	Number per 1000 workers (Housing Authority Repair and Maintenance works)	0	0
<b>建造業工人受聘數字</b>	<b>Construction Workers Employed</b>		
總數 (全港)	Total number (Hong Kong)	71 295	62 635
總數 (房屋委員會新建工程)	Total number (Housing Authority new construction works)	6 528	6 367
房屋委員會新建工程佔總數百分比	Housing Authority new construction works as % total	9.2%	10.2%
總數 (房屋委員會維修及保養工程)	Total number (Housing Authority Repair and Maintenance works)	5 008	5 038
房屋委員會維修及保養工程佔總數百分比	Housing Authority Repair and Maintenance works as % total	7.0%	8.0%

## 13 服務承諾 Performance Pledge

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

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

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服務承諾 Performance Pledge	服務目標 Performance Target	2012年實際成績* Achievement in 2012
<b>公屋輪候冊申請人 Waiting List Applicants</b>		
1 我們會在確認收到申請表格後的3個月內，以書面通知申請人是否成功獲登記於公屋輪候冊內。 We will within 3 months from the confirmed receipt of their applications notify the applicants in writing as to whether they are successful in registering onto the waiting list for public rental housing.	90%	99.59%
2 在申請到達調查階段時，我們會預先1星期前通知申請人核實配屋資格面晤的時間。 When an application reaches the investigation stage, we will give the applicant 1 week's advance notice of the vetting interview.	99%	100%
3 我們會在30分鐘內接見準時出席核實配屋資格面晤的申請人。 We will conduct the vetting interview within 30 minutes of the appointed time if the applicants arrive on time.	99%	100%
4 申請人在調查階段的核實配屋資格面晤中提供齊備的資料後，我們會進行審查及核實，於2個月內通知申請人是否符合編配資格。 Upon submission of full information by the applicants during the vetting interview at investigation stage, we will conduct checking and verification and advise the applicants on whether they are eligible for allocation within 2 months.	99%	99.96%
5 在接獲社會福利署體恤安置個案推薦後，我們會於3星期內與申請人面晤核實配屋資格。 We will conduct a vetting interview with the applicant within 3 weeks upon receipt of referral from the Social Welfare Department recommending "compassionate rehousing".	99%	100%
6 房屋署設有網上電子服務及房委會熱線2712 2712供申請人查詢申請進度。我們會更新有關之申請進度資料至上一個工作天的最後情況。 We have set up the e-service on the web and the Housing Authority Hotline 2712 2712 enabling applicants to enquire on the progress of their applications. We will update the relevant application progress data to the closing status of the preceding working day.	99%	99.82%
<b>公屋住戶 Public Rental Housing Tenants</b>		
7 我們會在7分鐘內接待前來屋邨辦事處的公屋住戶。 We will attend to tenants within 7 minutes when they visit our estate office during office hours.	90%	99.86%
8 在收租服務時間內，我們會在18分鐘內接待前來屋邨辦事處繳交租金的公屋住戶。 We will attend to tenants within 18 minutes when they pay rent at our estate office during rent collection service hours.	90%	99.84%

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

服務承諾 Performance Pledge	服務目標 Performance Target	2012年實際成績* Achievement in 2012
<p>9 如前租戶提供齊備資料及沒有拖欠房委會款項，我們會在接獲其退款申請2星期內退回住宅單位的按金和多付的租金。</p> <p>We will refund domestic rental deposit and overpaid rent to ex-tenants within 2 weeks upon receipt of application if adequate information is provided and no outstanding debt is owed to the Housing Authority.</p>	85%	96.99%
<p>10 關於更換戶主、特別調遷、租金援助、交回較低租金、平安鐘安裝津貼的申請，如公屋住戶提供的資料齊備，我們會在10天內作初步答覆。</p> <p>We will provide interim replies for applications relating to change of head of household, special transfer, rent assistance, rent reversion and subsidy for the installation of an emergency alarm within 10 days if required documents are provided.</p> <p>就上述的申請，我們會在18天內給公屋住戶確實答覆。如我們未能在18天內作出確實答覆，會在作出確實答覆限期前及其後每月，向公屋住戶告知進展。</p> <p>We will provide substantive replies for these applications within 18 days. If we cannot provide a substantive reply within 18 days, we will keep tenants informed of the progress on or before the substantive reply due date and on a monthly basis.</p>	100%	100%
<p>11 屋邨辦事處在收到有關屋邨的護衛和清潔服務的投訴後12小時內處理。</p> <p>We will attend to complaints about security and cleansing services in the estate within 12 hours of report to the estate office.</p>	95%	99.88%
<p>12 如申請人提供的資料齊備，我們在收到根據「居屋第二市場計劃」提交的「購買資格證明書」申請，以購買「居者有其屋計劃」或「租者置其屋計劃」的單位，會在2星期內通知申請結果。</p> <p>We will notify PRH tenants of the outcome within 2 weeks upon receipt of their applications for Certificate of Eligibility to Purchase of a Home Ownership Scheme (HOS) or Tenants Purchase Scheme (TPS) flat under the HOS Secondary Market Scheme, subject to the availability of required information.</p>	90%	99.10%
<p>13 如申請人提供的資料齊備，我們在收到申請購買「租者置其屋計劃」屋邨單位的申請書後，會在60天內通知申請結果。</p> <p>We will notify PRH tenants of the outcome within 60 days upon receipt of their applications for purchase of their flats in Tenants Purchase Scheme (TPS) estate, subject to the availability of required information.</p>	95%	99.83%
<p>14 升降機發生故障時：</p> <p>Maintenance personnel will arrive at the scene for report of lift breakdown:</p> <ul style="list-style-type: none"> <li>– 如無人被困，維修人員會在接報後45分鐘內到場； within 45 minutes where no trapping of passengers is involved;</li> <li>– 如有乘客被困，維修人員會在25分鐘內到場； within 25 minutes if trapping of passengers is involved;</li> <li>– 並於到場後30分鐘內救出被困的乘客。 have them rescued within 30 minutes of arrival.</li> </ul>	95%	99.79%
	95%	99.67%
	90%	99.47%

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

服務承諾 Performance Pledge	服務目標 Performance Target	2012年實際成績* Achievement in 2012
<p><b>15</b> 遇有突然停電：</p> <p>For sudden interruption of electricity supply:</p> <ul style="list-style-type: none"> <li>- 屋邨管理人員會在屋邨辦事處接報後15分鐘內到場處理； Estate management personnel will arrive at the scene to attend to the sudden interruption of electricity supply within 15 minutes upon receipt of report to the estate office;</li> <li>- 在辦公時間內，維修人員會在1小時內到場維修； Maintenance personnel will arrive within 1 hour for maintenance during office hours;</li> <li>- 在非辦公時間內，維修人員會在2小時內到場維修； Maintenance personnel will arrive within 2 hours for maintenance after office hours;</li> <li>- 如住宅大廈停電涉及超過一個住宅單位和 / 或公用地方，供電會在檢查後8小時內恢復。 Supply will be resumed within 8 hours after inspection for interruption that affects more than one domestic flat and / or the common areas of the domestic block.</li> </ul>	<p>99%</p> <p>99%</p> <p>99%</p> <p>95%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>
<p><b>16</b> 遇有食水供應突然中斷：</p> <p>For sudden interruption of fresh water supply:</p> <ul style="list-style-type: none"> <li>- 屋邨管理人員會在屋邨辦事處接報後15分鐘內到場處理； Estate management personnel will arrive at the scene to attend to the sudden interruption of fresh water supply within 15 minutes upon receipt of report to the estate office;</li> <li>- 維修人員會在1小時內到場維修； Maintenance personnel will arrive within 1 hour for maintenance;</li> <li>- 若不涉及地底輸水管的維修，供水會在檢查後9小時內恢復。 Supply will be resumed within 9 hours after inspection where no repairs to underground water mains are required.</li> </ul>	<p>99%</p> <p>95%</p> <p>90%</p>	<p>100%</p> <p>100%</p> <p>100%</p>
<p><b>17</b> 遇有沖廁水供應突然中斷：</p> <p>For sudden interruption of flush water supply:</p> <ul style="list-style-type: none"> <li>- 屋邨管理人員會在屋邨辦事處接報後15分鐘內到場處理； Estate management personnel will arrive at the scene to attend to the sudden interruption of flush water supply within 15 minutes upon receipt of report to the estate office;</li> <li>- 維修人員會在2小時內到場維修； Maintenance personnel will arrive within 2 hours for maintenance;</li> <li>- 若不涉及地底輸水管的維修，供水會在檢查後20小時內恢復。 Supply will be resumed within 20 hours after inspection where no repairs to underground water mains are required.</li> </ul>	<p>99%</p> <p>95%</p> <p>90%</p>	<p>100%</p> <p>100%</p> <p>100%</p>

## 13 服務承諾 (續)

### Performance Pledge (continued)

服務承諾 Performance Pledge	服務目標 Performance Target	2012年實際成績* Achievement in 2012
18 如屬房屋署負責維修的公眾地方排水道淤塞，我們會在屋邨辦事處接報後15分鐘內到場處理。 We will arrive at the scene to attend to blockage of drainage in public areas under the HD's care within 15 minutes upon receipt of report to the estate office.	99%	99.99%
19 在接獲公屋住戶的維修要求後，如屬房屋署負責的項目，我們會在屋邨辦事處接報後12天內動工維修。如需較長時間始能動工，我們會在5天內將原因告知公屋住戶。(此維修要求不包括服務承諾第14至第18項所載者。) We will commence repairs within 12 days upon receipt of tenants' request to the estate office for repairs which the HD is responsible. We will inform tenants of the reasons for the delay within 5 days if longer time is needed to commence works. (The above repair requests exclude those as mentioned in pledges No. 14 to 18)	85%	98.43%
20 在接獲報告房屋署管理的樹木懷疑有危險時： Upon receipt of report of suspected hazard imposed by trees managed by the HD:		
– 我們會在30分鐘內到場； We will arrive at the scene within 30 minutes;	90%	100%
– 我們會在到場後90分鐘內圍封現場有危險的地方； We will cordon off the hazardous zone within 90 minutes of arrival;	90%	100%
– 如果有倒下的枝條，我們會在到場後4小時內清理； We will arrange clearing of fallen branches, if any, within 4 hours of arrival;	85%	98.78%
– 我們會在3天內為有關的樹木進行狀況檢查。 We will conduct an inspection to the condition of the tree in question within 3 days.	85%	100%
<b>居者有其屋(居屋)計劃單位業主 Home Ownership Scheme (HOS) Flat Owners</b>		
21 如居者有其屋業主申請人提供的資料齊備，我們在收到根據「居屋第二市場計劃」就其單位提交的「可供出售證明書」申請書後，會在2星期內通知申請結果。 We will notify HOS flat owners of the outcome within 2 weeks upon receipt of their applications for Certificate of Availability for Sale of their flats under the HOS Secondary Market Scheme, subject to the availability of required information.	90%	99.22%
<b>租者置其屋(租置)計劃單位業主 Tenants Purchase Scheme (TPS) Flat Owners</b>		
22 如租者置其屋業主申請人提供的資料齊備，我們在收到根據「居屋第二市場計劃」就其單位提交的「可供出售證明書」申請書後，會在2星期內通知申請結果。 We will notify TPS flat owners of the outcome within 2 weeks upon receipt of their applications for Certificate of Availability for Sale of their flats under the HOS Secondary Market Scheme, subject to the availability of required information.	90%	99.47%
<b>商業單位申請人 Commercial Premises Applicants</b>		
23 我們會在招標期限屆滿後14天內，通知投標者租賃商業單位的標書是否有效。 We will notify tenderers of the validity of tender for leasing of commercial premises within 14 days of the closing date of tender invitation.	99.5%	100%
24 於招標期限屆滿後18天內，我們會依照標書次序編排小組審批的結果，把投標按金退還標書未被接納的投標者，出價最高者則作別論。 We will refund the tender deposit to tenderers after Tender Listing Team concluded within 18 days of the closing date of tender invitation if their tenders are not accepted, unless the tenderer is the highest bidder.	99.5%	100%

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

服務承諾 Performance Pledge	服務目標 Performance Target	2012年實際成績* Achievement in 2012
<p>25 我們會在招標期限屆滿後25天內，通知投標出價最高者有關租賃商業單位的招標結果。</p> <p>If the tenderer is the highest bidder, we will inform him / her of the tender result for leasing of commercial premises within 25 days of the closing date of tender invitation.</p>	99%	100%
<b>商業單位 / 非住宅單位租戶 Commercial Premises / Non-domestic Premises Tenants</b>		
<p>26 如租戶提供的申請資料齊備，我們會按以下三類個案，從業主的角度審批租戶的裝修工程申請：</p> <p>We will vet from Landlord's role and approve tenants' applications for fitting-out works according to the following 3 classes, subject to the availability of requisite information:</p> <p>簡單個案： 不更改建築物的屋宇裝備、結構、防水設備、排水設施、間隔和外觀，於10天內完成。 Simple case : No alteration of Building Services installations, structure, waterproofing, drainage, compartmentation, outlook of the building. To be completed within 10 days.</p> <p>一般個案： 相當大量建築工程、內部間隔移位、在樓板或牆壁闢設開口，於20天內完成。 Normal case : Considerable amount of building works, relocation of internal partitions, forming of openings in floor or wall. To be completed within 20 days.</p> <p>複雜個案： 涉及重大建築工程、加建樓板或牆壁、安裝重型機器或設備，於30天內完成。 Complicated case : Involved major building works, additional floor or wall, installation of heavy machine or equipment. To be completed within 30 days.</p> <p><i>(上述時間框架不計算本署獨立審查組處理涉及改建和加建裝修工程所需的時間。有關詳情，請參閱服務承諾第28-33項。)</i> <i>(The above time frames exclude the time required for processing by the Department's Independent Checking Unit for fitting-out works which involve alteration and addition. For details, please refer to the pledges No. 28-33.)</i></p>	85%	100%
<p>27 如商業單位租戶續訂租約獲得批准，我們會在現行租約屆滿前3個月，把新租金和新租約條款通知他們。</p> <p>We will provide commercial premises tenants with new rent and new tenancy terms 3 months before expiry of the existing tenancies if renewal is approved.</p>	95%	99.93%
<b>居屋 / 租置計劃單位業主、非住宅單位申請人 / 租戶 (有關樓宇監管事宜) HOS / TPS Flat Owners, Non-domestic Premises Applicants / Tenants (about building control matters)</b>		
<p>28 我們將於：</p> <p>We will process and advise on plans:</p> <ul style="list-style-type: none"> <li>- 60天內審理及通知有關改建和加建工程計劃。 for alteration and addition (A&amp;A) works within 60 days.</li> <li>- 30天內審理及通知有關重新遞交的改建和加建工程計劃。 for re-submissions for A&amp;A works within 30 days.</li> </ul>	100%	100%
	100%	99.45%



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

服務承諾 Performance Pledge	服務目標 Performance Target	2012年實際成績* Achievement in 2012
<p>29 我們將於28天內審理及通知有關改建和加建工程動工同意書的申請。 We will process and advise on applications for consent to commence alteration and addition works within 28 days.</p>	100%	99.83%
<p>30 我們將在申請評審小組制度下，於12個工作天內就食肆牌照的申請提供意見。 We will advise on restaurant license applications under the Application Vetting Panel system within 12 working days.</p>	98%	100%
<p>31 在辦公時間內，我們將處理有關建築物和建築工程的緊急事故： We will respond to emergencies relating to buildings and building works during office hours:</p> <ul style="list-style-type: none"> <li>– 市區個案於1.5小時內： within 1.5 hours for cases in urban areas;</li> <li>– 新界新市鎮個案於2小時內： within 2 hours for cases in new towns in New Territories;</li> <li>– 其他地區個案於3小時內。 within 3 hours for cases in other areas.</li> </ul>	100%	100%
<p>32 在辦公時間外，我們將處理有關建築物和建築工程的緊急事故： We will respond to emergencies relating to buildings and building works outside office hours:</p> <ul style="list-style-type: none"> <li>– 市區、新界以及大嶼山個案於2小時內： within 2 hours for cases in urban areas, New Territories and Lantau Island;</li> <li>– 其他地區個案於3小時內。 within 3 hours for cases in other areas.</li> </ul>	100%	100%
<p>33 我們將於接報正在建造的違例建築工程舉報的48小時內，提供非緊急服務。 (備註：本署獨立審查組作出以上第28至第33項的服務承諾，該組一直根據獲授權力，對居者有其屋計劃／租者置其屋計劃的樓宇執行屋宇監管工作，同時亦監管2005年房委會分拆出售商業樓宇所涉及的零售商舖和停車場及有關的公共租住屋邨。) We will provide non-emergency services for reports on unauthorised building works under construction within 48 hours. (The above pledges No. 28-33 are provided by the Department's Independent Checking Unit responsible for building control duties under delegated authority by Buildings Department in Home Ownership / Tenants Purchase Scheme buildings as well as retail and car parking premises and some public rental housing estates after the divestment of HA's commercial premises in 2005.)</p>	100%	100%
<b>工程承建商及服務承辦商 Works and Services Contractors</b>		
<p>34 我們在收到關於申請列入房委會工程承建商及物業管理服務供應商名冊的完整資料後，會於3個月內完成處理。 Upon receipt of a complete set of information from the applicant for admission onto HA's List of Works Contractors and Property Management Services Providers, the processing shall be completed within 3 months.</p>	90%	100%

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

服務承諾 Performance Pledge	服務目標 Performance Target	2012年實際成績* Achievement in 2012
<b>一般市民 General Public</b>		
35 我們將於收到投訴和查詢個案10天內作初步答覆。 We will provide an interim reply within 10 days of receipt of complaint and enquiry cases.	100%	99.99%
36 我們將於收到投訴和查詢個案21天內作具體答覆。我們如未能於21天內作具體答覆，將於作具體答覆限期當天前及每月告知進展。 We will provide a substantive reply within 21 days of receipt of complaint and enquiry cases. If we cannot provide a substantive reply within 21 days, we will keep the complainant / enquirer informed of the progress on or before the substantive reply due date and on a monthly basis.	100%	100%
37 房委會熱線的留言均會於24小時內回覆。 Voice mails left to Housing Authority Hotline will be replied within 24 hours.	100%	99.94%
38 房委會熱線接到的所有來電均會於20秒內由電話系統接聽。 All telephone calls to Housing Authority Hotline will be answered by the hotline system within 20 seconds.	90%	100%

\* 2012實際成績是由1.1.2012起計算至31.12.2012。  
The achievement in 2012 covers the period from 1.1.2012 to 31.12.2012.

除非另外註明，本年報內所載的銀碼均以港元為單位。

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

本年報由資訊及社區關係分處製作，以環保紙印製。

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

C1306/0982(a)

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房屋委員會公共租住房屋概覽  
Housing Authority Public Rental Housing Portfolio

截至 As at 31.3.2013



房屋委員會公共租住房屋分布圖  
Housing Authority Public Rental Housing  
Distribution Map

截至 As at 31.3.2013





## 公共租住屋邨 Public Rental Housing Estates

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



### 租者置其屋計劃屋邨\*

#### Tenants Purchase Scheme Estates\*

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



### 居者有其屋計劃屋苑 / 可租可買計劃屋苑\*

#### Home Ownership Scheme Court / Buy or Rent Option Courts\*

1 彩明苑 Choi Ming Court	2 海富苑 Hoi Fu Court	3 雍盛苑 Yung Shing Court
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### 房屋委員會公共租住房屋主要數字

#### Housing Authority Public Rental Housing – Key Figures

<b>租住公屋單位數目</b> <b>Number of Public Rental Housing (PRH) Flats</b>	<b>727 958</b>
• 位於公共租住屋邨的公屋單位 PRH Flats in PRH Estates	655 933
• 位於租者置其屋計劃屋邨的公屋單位 PRH Flats in Tenants Purchase Scheme Estates	64 679
• 位於居者有其屋計劃屋苑 / 可租可買計劃屋苑的公屋單位 PRH Flats in Home Ownership Scheme Court / Buy or Rent Option Courts	7 346
<b>住戶數目</b> <b>Number of Households</b>	<b>710 239</b>
<b>認可居民人數</b> <b>Authorised Population</b>	<b>2 026 917</b>
<b>平均住戶人數</b> <b>Average Household Size</b>	<b>2.85</b>
<b>平均每入居住空間(平方米)(室內樓面面積)</b> <b>Average Living Space per Person (square metre) (internal floor area)</b>	<b>13.0</b>

\*有混合業權的租者置其屋計劃屋邨、居者有其屋計劃屋苑和可租可買計劃屋苑。

Tenants Purchase Scheme Estates, Home Ownership Scheme Court, and Buy or Rent Option Courts with mixed tenure.

截至 As at 31.3.2013





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