



封面相片 Photos on Cover:

<p>駿洋邨 Chun Yeung Estate</p>	<p>寶石湖邨 Po Shek Wu Estate</p>	
<p>東匯邨 Tung Wui Estate</p>	<p>石硤尾邨 Shek Kip Mei Estate</p>	<p>暉明邨 Fai Ming Estate</p>

優化公屋 同心同行

Work Together for Quality Public Housing

香港房屋委員會(房委會)自成立以來,首要宗旨是為有住屋需要的香港市民提供可負擔的「優質公營房屋」。然而,隨着時代變遷,科技日新月異,市民對可持續發展的期望愈見殷切。有見及此,房委會本年度年報以「優化公屋 同心同行」為主題,重點介紹房委會運用嶄新方法、技術和設計理念,把公營房屋質素提升至新境界。

首先,房委會及其承建商按照多項國際認可的品質管理認證計劃運作,以確保房委會轄下公共屋邨的質素,符合全球認可的良好作業標準。我們全面採用最新的設計技術,由進行微氣候研究以善用天然通風,以至計算碳排放量以促進樓宇的長遠可持續發展,不一而足。通用設計已成為公營房屋的一大建築特色,好讓所有居民出入暢通無阻,各項設施使用更便利。為改善環境,我們多加使用可再生能源、廣泛推行廢物回收計劃,並切實履行對綠化環境的承諾。

單憑各種計劃及制度本身,並不足以保證可提供「優質公營房屋」,唯有眾多同事和團隊「同心同行」,方能成事。因此,本年度年報的另一重點,是闡述同事各展所長,眾志成城。房委會過去一年的工作卓有成果,端賴決策者、規劃師、設計師、工程師、測量師、承建商、管理人員、行政人員和前線人員彼此合作無間,邁向共同目標。本年報還著墨於那些為房委會2019/20年度各項提升質素措施、計劃和所定目標而努力不懈的同事。

最後,「同心同行」在本年度對房委會別具意義。新型冠狀病毒疫情2020年1月在本港爆發,房委會的前線人員、承辦商和租戶羣策羣力,迅速採取大規模的應變措施,保持屋邨環境安全衛生。在全城共同應對疫情期間,他們並肩同行,為守護香港市民健康作出寶貴貢獻。

Providing “quality public housing” for people in Hong Kong in need of affordable homes has been a primary focus of the Hong Kong Housing Authority (HA) from its very beginning. However, times have changed, technology has developed dramatically, and public attitudes to sustainability have advanced. This year’s theme for the HA Annual Report – “Work Together for Quality Public Housing” – therefore focuses largely on the new methods, technologies and design philosophies that are helping the HA to raise the quality of its public housing to new heights.

To begin with, the HA and its contractors operate according to a host of internationally recognised quality management certifications, ensuring that the quality of HA estates can be measured against globally-recognised norms of good practice. We use latest design technology tools, from micro-climate studies for optimising natural ventilation, to emissions calculators for improving the long-term sustainability of buildings. Universal Design practices are now essential features to ensure accessibility and the use of facilities more easily for every resident. To protect the environment, we increase the use of renewable energy and widely implement waste recycling programmes. We also faithfully honour our commitment of greening the environment.

However, only with our own systems and different work programmes, we cannot guarantee “quality public housing”. This is something that can only be achieved by many colleagues and teams who are prepared to “work together”. A focus on the collaboration between many colleagues with different skills is therefore another important part of this year’s Annual Report. Seamless cooperation towards shared goals by multiple parties – policy-makers, planners, designers, engineers, surveyors, contractors, managers, administrators, and front-line workers of all kinds made the past year remarkable for the HA. This report highlights colleagues who have worked tirelessly to ensure that the HA’s various quality initiatives have been carried out, plans carried through, and targets met in 2019/20.

Finally, “work together” takes on a special significance for the HA this year. The outbreak of the coronavirus epidemic in Hong Kong in January 2020 has required rapid and large-scale collaborative efforts by the HA’s frontline staff, contractors and tenants to keep our estates safe and hygienic. Their determination to work together for a healthy Hong Kong has been a vital part of the city’s collective response to the crisis.

工作目標 Mission

- 以積極進取、體恤關懷的態度，提供市民能力可以負擔的優質房屋，包括優良的管理、妥善的保養維修，以及其他房屋相關服務，以切合顧客的需要。
- 致力締造長者宜居及無障礙的屋邨環境，照顧不同年齡及身體能力的居民的需要。
- 本着開明的態度、公允持平的立場，提供服務及房屋資助，確保公共資源得到合理的運用，符合成本效益。
- 繼續建立能幹盡責、講求效率的工作隊伍。
- 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 provide an age-friendly and barrier-free estate environment to address the needs of residents of different ages and physical ability.
- 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.

願景 Vision

為有住屋需要的低收入家庭提供可以負擔的租住房屋，並透過推出資助出售單位協助中低收入家庭自置居所。

To provide affordable rental housing to low-income families with housing needs, and to help low to middle-income families gain access to subsidised home ownership.

基本信念 Core Values

- 關懷為本 • Caring
- 顧客為本 • Customer-focused
- 創新為本 • Creative
- 盡心為本 • Committed

香港房屋委員會

The Hong Kong Housing Authority

香港房屋委員會(房委會)是於1973年4月根據《房屋條例》成立的法定機構，負責制定和推行公營房屋計劃，以期達至政府的政策目標，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；另負責興建和推售居者有其屋計劃單位和綠表置居計劃單位；又推行白表居屋第二市場計劃。此外，房委會擁有和經營一些分層工廠大廈、附屬商業設施和其他非住宅設施。

截至2020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。

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. We also build and arrange sale of Home Ownership Scheme flats and Green Form Subsidised Home Ownership Scheme flats, and carry out the White Form Secondary Market Scheme. In addition, we own and operate a number of flatted factories and ancillary commercial and other non-domestic facilities.

As at March 2020, 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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主席的話
Chairman's Message

2019/20 年度大事紀要 Major Developments

2019.04

華富邨落成50周年之際，香港房屋委員會(房委會)聯同居民和地區組織合辦「華富半世紀歷史文化之旅」計劃，在華富邨未來的重建過程中，保育屋邨別具價值的歷史和文化特色。計劃的開展儀式邀請了廖本懷博士(左)主禮，廖博士是華富邨的總設計師，也是1973年至1980年間的首任房屋署署長。

On the 50th anniversary of Wah Fu Estate, the project “A Cultural Journey through Half-Century Wah Fu” was launched by the Hong Kong Housing Authority (HA) in liaison with Wah Fu residents and other local groups. The project aimed to identify the most valuable historic and cultural features of the estate for conservation during its future redevelopment. Dr Donald Liao (left), the chief designer of Wah Fu and the first Director of Housing from 1973 to 1980, officiated at the project's launch ceremony.



2019.06

房委會頒獎予「家•邨•情」公共屋邨短片創作比賽的優勝者。比賽分為公開組和中學組，吸引逾百名現居於或曾居於公共屋邨的居民提交參賽作品，展現公共屋邨社區的生活情懷。

The HA awarded winners of the “Making Precious Memories – Life in Public Housing” Short Video Contest which was organised to promote harmonious living in public housing estates. The “Open” and “Secondary School” categories attracted video entries from over 100 current and former PRH residents.



2019.07

房委會一直致力探討如何善用公共房屋資源，以增加房屋供應。因應長者住屋一型設計單位的附屬設施使用率下降，房委會改建這些設施，提供逾200個額外公屋單位。

The HA has been exploring ways to optimise public housing resources for increasing housing supply. Under-utilised ancillary facilities in Housing for Senior Citizens of HS1 Design were converted to provide over 200 additional public housing flats.

房委會以試行形式加入香港房屋協會經優化的「未補價資助出售房屋 — 出租計劃」，合資格的房委會資助出售單位業主可出租其未補價單位予合資格的公屋申請者。

The HA joined the Hong Kong Housing Society's enhanced Letting Scheme for Subsidised Sale Developments with Premium Unpaid on a trial basis. Under the enhanced scheme, eligible owners of HA subsidised sale flats may let their flats to eligible PRH applicants with premium unpaid.



2019.08

房委會「出售居者有其屋計劃(居屋)單位2019」和「白表居屋第二市場計劃2019」分別以電腦形式公開攪珠。攪珠儀式由房委會資助房屋小組委員會主席黃遠輝(左)主持。

Electronic ballots were publicly drawn for the HA's Sale of Home Ownership Scheme (HOS) Flats 2019 and White Form Secondary Market Scheme 2019. The Chairman of the HA Subsidised Housing Committee (SHC), Mr Stanley Wong (left), officiated at the ballot drawing ceremony.



2019.09

房委會商業樓宇小組委員會通過向房委會轄下零售和工廠大廈單位租戶提供50%的租金減免，為期六個月；共約2 400個零售和3 300個工廠大廈單位租戶受惠。

The HA's Commercial Properties Committee approved a 50% rent reduction for the HA's retail and factory tenants for six months. A total of about 2 400 retail and 3 300 factory tenancies benefited from the rent concession.

2019.12

房委會接受長者寬敞戶全免租金調遷的試驗計劃申請。若公屋寬敞戶的家庭成員均年屆70歲或以上，可選擇調遷至面積合適的公屋單位，以享有全免租金。

The HA invited applications for a trial scheme in which under-occupation households residing in the HA's public rental housing (PRH) estates whose family members are all aged 70 or above are allowed to enjoy full rent exemption upon transfer to other PRH flats of suitable sizes.



2020.02

房委會就新型冠狀病毒病疫情帶來的衛生風險制定機制，檢查公共屋邨大廈的地面排污系統。當接獲衛生防護中心通知有公共屋邨出現確診個案時，房屋署檢查所有與確診單位共用同一排水渠和排氣管的單位的地面排污系統，並在檢查期間適當維修渠管/排氣管。

To address hygiene risks arising from the coronavirus pandemic, the HA established a mechanism for inspecting the above-ground foul water drainage system of its PRH buildings. Upon receiving notification from the Centre for Health Protection of a confirmed case of COVID-19 in a PRH estate, the Housing Department (HD) undertook to inspect the above-ground foul water drainage system of all those units that used the same soil pipe and vent pipe. Appropriate repairs to the drain/vent pipe were arranged during the inspection, if necessary.



2020.03

房委會資助房屋小組委員會通過凍結出租從「租者置其屋計劃」屋邨收回的出租單位，以便日後出售。

The HA's SHC endorsed freezing the letting of rental flats recovered from Tenants Purchase Scheme estates, with a view to putting up these flats for sale in the future.

房委會資助房屋小組委員會通過2020/21年度的公屋入息及資產限額。與2019/20年度比較，入息和資產限額分別平均增加5.4%和3.4%。

The HA's SHC endorsed the PRH income and asset limits for 2020/21. The new income and asset limits represented average increases of 5.4% and 3.4% respectively over those for 2019/20.

因應2019冠狀病毒病疫情的最新情況，房屋署調整公共服務和實施特別上班安排以減少社交接觸，為市民提供必要和有限度的基本公共服務。

In response to the most recent COVID-19 situation, the HD's public services were adjusted and special work arrangements were implemented to ensure social distancing. A limited number of essential basic public services continued to be provided.

主席的話



優化公屋 同心同行

以「優化公屋 同心同行」，作為本年度香港房屋委員會（房委會）年報的主題，實在十分適切。在2019/20財政年度，香港面對許多重大挑戰，亟需我們「同心同行」，特別是全社會攜手合力，對抗2019冠狀病毒病疫情。在此，我衷心表揚房委會前線同事和承辦商員工，盡心協力，為公共租住屋邨（公屋）居民提供安全、衛生和健康的居住環境。

面對去年社會事件的衝擊，房委會堅守崗位，悉力以赴，為市民提供「優質」的公營房屋。2019/20年度，新落成的公營房屋單位共約13 100個，當中約10 100個為公屋單位，另有約3 000個為資助出售單位。全部單位均符合各項嚴謹的設計規定和建造標準，為住戶提供設計周全、建造穩固、管理完善、保養得宜的居所，讓他

們安享優質的居住環境。我們明白市民對公營房屋的需求殷切，因此已加快覓地、設計和建屋的步伐，我們會在致力維持公營房屋的質素和標準的同時，迎難而上，努力為港人增加公營房屋供應。

本年報第二章闡述我們為提升公營房屋單位的建造效率和質素所應用的科技和新物料。我們採用創新科技，如「現實捕捉」技術，並在建築工程中善用機械人，在確保質素的前提下，更快完成我們的房屋項目。為此，我們不斷擴大現正採用的國際品質管理認證的範疇，或規定承建商必須取得更多認證。我們亦推行一系列措施，包括物料認證、嶄新的檢測和檢查技術，以及實施有利環保的程序，全面提升我們的房屋質素。我們亦致力保存一些較舊屋邨的重要歷史和文化特色，華富邨便是最佳

例子。第二章其中一個專題故事講述我們如何透過社區參與活動，確保日後在重建華富邨的過程中，不單提供最優質的新樓宇和設施，也保留一些對區內數代居民意義重大的歷史元素。

我們的宗旨是為市民提供可負擔的優質公營房屋，不論是出租公屋抑或是資助出售房屋，均揉合我們最佳的設計技巧和施工品質。第二章的另一專題故事介紹兩個新近落成的公屋和居者有其屋項目——海盈邨和凱樂苑，展現了我們為設計和建造理想居所付出的考慮和心思。

談到「質素」，當然並非單指表面或物料的質素；房委會更關注公屋居民的「生活質素」。我們一直不遺餘力，不斷優化他們的整體居住環境。對樓齡較高的屋邨，我們除了注重保養以維持樓宇的良好狀況外，亦與時並進，不斷改善各種設施，促進居民出入的方便。本年報第三章概述我們多個相關策略，包括各項優質保養計劃和屋邨改善措施，以及為確保居住環境安全和健康而作出的努力。

我們在過去一年取得的工作成果實有賴眾多不同人士和團體「同心同行」，實現提供「優質居所」的目標。我們羣策羣力，互勉互勵，同心同德，在2019/20年度克服種種困境。自2020年年初，香港備受2019冠狀病毒病疫情影響，房委會上下一心，及時行動，同心協力保護屋邨環境。第三章的專題故事〈房委會屋邨的抗疫措施〉，詳述其中的一些工作。

我非常感謝房委會全體委員在過去一年作出重大貢獻，特別鳴謝剛卸任的委員和各小組委員會及附屬小組委員會的主席。我亦在此歡迎各新任委員。

卸任委員：

許美嫦女士
蔡海偉先生
蘇晴女士
譚小瑩女士
何志豪先生
關寶珍女士
吳韻宜女士
霍天瑋先生

新任委員：

劉詩韻女士
康榮江先生
文海亮先生
歐楚筠女士
陳嘉寶女士
陳建強醫生
張倪海先生
范駿華先生
傅曉琳女士
許智文教授
葉傲冬先生
黃健偉先生
余家鴻先生

房委會轄下各小組委員會及附屬小組委員會主席：

郭榮鏗議員（建築小組委員會）
許美嫦女士（商業樓宇小組委員會）
陳家樂教授（財務小組委員會及資金管理附屬小組委員會）
黃遠輝先生（資助房屋小組委員會）
張達棠先生（投標小組委員會）
蘇晴女士（審計附屬小組委員會）

最後，我要衷心感謝房屋署的同事。房屋署作為房委會的執行部門，年內雖然面對重重困難，同事克盡厥職，提供不可或缺的服務，努力規劃和建設公營房屋，並維持屋邨的日常運作，令房委會得以持續暢順運作，為廣大市民提供優質的居所和服務。



主席
陳帆

Chairman's Message



*Work Together
for Quality
Public Housing*

I am pleased to introduce this year's Annual Report of the Hong Kong Housing Authority (HA) under the timely theme of "Work Together for Quality Public Housing". The 2019/20 financial year brought significant challenges to our city. "Work together" has therefore been particularly important, especially as the community unites in the fight to combat the COVID-19 pandemic. First and foremost, I would like to pay tribute to our frontline HA colleagues and our

contractors' staff who have gone the extra mile to help keep our public rental housing (PRH) estates safe, healthy and hygienic for all.

Despite the social unrest of the past year, the HA has remained fully committed to ensuring "quality" public housing for the community. In 2019/20, the HA completed construction of a total of about 13 100 public housing units, including about 10 100 PRH flats

and about 3 000 subsidised sale flats (SSFs). Each of these units was subject to detailed and rigorous design requirements and construction standards. These efforts have been translated into a quality living environment for families, in well-designed, built, managed and maintained homes. On the other hand, high demand for public housing has also incentivised us to accelerate the pace at which we find new sites, and design and construct new blocks. We have risen to the challenge of maintaining quality and standards of our public housing while working towards our goal of producing more public housing units for Hong Kong people.

Chapter 2 of this report outlines a number of ways in which we have applied technology and new materials to enhance efficiency and improve the quality of our public housing units. While innovations such as “reality capture” technology and the use of robots in construction help speed up the completion of our housing projects, quality continues to be our primary concern. To this end, we have constantly expanded the range of international quality management certifications that we now adopt, or require our contractors to acquire. A host of other initiatives, including certification of materials, new technology for carrying out checks and inspections, and increasing environmental protection procedures, have all raised our overall quality standards across the board. For some older PRH estates, we pledge to preserve their important historical and cultural features. A great example of this is Wah Fu Estate. One of the feature stories in this Chapter describes how we have used community engagement initiatives to ensure that the redevelopment of this Estate in future will not only deliver new buildings and facilities of the highest quality, but will also preserve some of the historical features that make the area so meaningful to residents of different generations.

Our mission to provide affordable quality public housing also applies to SSFs. They incorporate the best of our design know-how and construction quality. Another feature story in Chapter 2 introduces two recently

completed PRH and Home Ownership Scheme projects, Hoi Ying Estate and Hoi Lok Court, underscoring many of the considerations that go into designing and building fine new homes.

Of course, “quality” goes beyond physical objects or materials: we talk a lot about “quality of life” for our PRH residents, and much of our work is designed to enhance their holistic living environment. At some older estates, quality living is reflected in our continued efforts to keep the buildings up to date in terms of facilities, accessibility and sustainability in addition to maintaining them in good condition. Chapter 3 of this report summarises many of the relevant strategies, including our various quality maintenance schemes and estate improvement initiatives, as well as endeavours to ensure a safe and healthy living environment.

Our accomplishments of the past year are the results of many different individuals and groups, all of whom “worked together” to deliver our goal of quality housing. Collaboration, cross-party sharing, and a shared common goal, have all enabled us to overcome adversities during 2019/20. We saw this spirit in action particularly from early 2020, when COVID-19 began to affect Hong Kong. It was a time when every sector of the HA came together to do their best to protect our public housing environment. The feature story in Chapter 3 on “How the HA Fought the Virus in its Estates” depicts some of these efforts in detail.

I commend HA Members for their very important contributions over the past. Our special gratitude goes to those Members who have retired and those who served as Chairpersons of various HA Committees and Sub-Committees. I am also pleased to welcome a number of new appointees.

Retired Members:

Ms Tennessy Hui Mei-sheung, MH, JP
Mr Chua Hoi-wai, JP
Ms So Ching
Ms Iris Tam Siu-ying, JP
Mr David Ho Chi-hoo, BBS, JP
Ms Helen Kwan Po-jen
Ms Wendy Ng Wan-ye
Mr Bryan Fok

New Members:

Ms Serena Lau Sze-wan, JP
Mr Wallace Hong Wing-kwong, JP
Mr Alan Man Hoi-leung
Ms Au Chor-kwan
Miss Judy Chan Kar-po
Dr Eugene Chan Kin-keung, BBS, JP
Mr Brian Cheung Ngai-hoi
Mr Andrew Fan Chun-wah, JP
Miss Sammi Fu Hiu-lam
Prof Eddie Hui Chi-man, MH
Mr Chris Ip Ngo-tung, JP
Mr Anthony Wong Kin-wai
Mr Wallace Yu

Chairpersons of HA Committees and Sub-Committees:

The Hon Dennis Kwok Wing-hang
(Building Committee)
Ms Tennessy Hui Mei-sheung, MH, JP
(Commercial Properties Committee)
Prof Chan Ka-lok (Finance Committee
and Funds Management Sub-Committee)
Mr Stanley Wong Yuen-fai, SBS, JP
(Subsidised Housing Committee)
Mr Cheung Tat-tong, JP (Tender Committee)
Ms So Ching (Audit Sub-Committee)

In closing, I would like to acknowledge the essential services provided this year by the Housing Department (HD), the HA's executive arm. HD staff have worked tirelessly in often difficult situations to sustain planning and construction of public housing and maintain the day-to-day running of our estates. Their commitment and contribution have kept the HA running smoothly to deliver quality public housing for our community.



Chan Fan, Frank
Chairman



業務回顧
Business Review

同籌共劃 創建未來

Planning and Allocating –
a Better Future

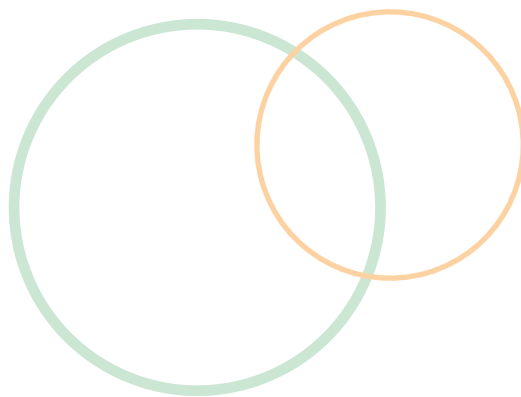


「**優**化公屋 同心同行」是香港房屋委員會(房委會) 2019/20年度的年報主題。「同心同行」,表明房委會與社會各方和衷合作,朝着為市民提供所需房屋的共同目標而努力。本章闡明藉着各方協力,共同籌劃,市民可負擔的優質居所隨之落成,符合政府的長遠房屋供應目標。房委會負責推展多項政策和計劃,相輔而行,旨在改善公共租住房屋(公屋)申請者和租戶,以及有意置業人士的生活,我們也從眾多政策和計劃中介紹那些至為重要的。過去一年,眾多人士包括規劃師、管理人員、委員會委員等均戮力以赴,致力穩步邁向目標,為有需要人士提供優質居所,並協助有意置業人士踏上房屋階梯。

年內凡此種種的規劃工作均與廣大市民息息相關。於2020年首季季末,約200萬人居住於房委會提供的公屋,佔全港人口約29%。年內亦有不少合資格的中低收入家庭把握良機自置居所,購入房委會推出的資助出售單位。

我們的長遠房屋目標

政府近年的重點工作,在於設法增加香港公營和私營房屋的供應。為此,政府每年均發表報告,闡述《長遠房屋策略》(《長策》)下各主要範疇的最新推行情況,並訂定逐年延展的十年房屋供應目標。最新的《長策2019年周年進度報告》已於2019年12月公布。該報告訂明2020/21至2029/30年度的十年總房屋供應目標為430 000個單位,當中公私營房屋新供應比例為70:30,即未來十年的供應目標為興建301 000個公營房屋單位和129 000個私營房屋單位。



同籌共劃 創建未來
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新近落成的居屋凱樂苑(上)和公屋寶石湖邨

◀ 興建中的深水埗白田邨第七、八及十一期,旁為早期落成的白田邨
Pak Tin Estate Phases 7, 8 and 11 in Sham Shui Po -
construction in progress, surrounded by earlier phases of
Pak Tin Estate



本年度落成的富山邨

假設就興建公營房屋覓得的土地能全部如期順利推出，我們估算在這段期間共可興建約272 000個單位；雖較政府的目標（即301 000個單位）少29 000個單位，但相比2018年公布上一個十年期（即2019/20至2028/29年度）67 000個單位的推算短缺已大幅收窄。

為達到政府的公營房屋供應目標，房委會繼續竭盡所能，進一步增加建屋量。這有賴各方通力合作，包括與其他政府決策局及部門緊密協作，進行前期規劃以適時提供用地和基礎設施，及在技術可行的情況下致力增加土地的發展密度，以因地制宜的設計盡用每一幅用地的發展潛力，並讓對管理綜合發展項目具備豐富經驗的合作伙伴發揮所長。我們亦務求以一切安全可行的方法，如機械化施工、機械人技術的應用等，提高公營房屋的實際建造率。

按我們截至2020年3月的估算，在房委會逐年推展的五年房屋建設計劃下，2019/20至2023/24年度的五年期內總建屋量約為95 900個單位，包括約72 700個公屋／綠表置居計劃單位和23 200個其他資助出售單位¹。有關2019/20年度落成的所有項目詳情，請參閱本年報的業務回顧第2章。

¹ 房委會轄下的其他資助出售單位主要包括居者有其屋計劃單位。

² 輪候時間由公屋申請登記日期開始計算，直至首次配屋為止，但不包括申請期間的任何凍結時段（例如申請者尚未符合居港年期規定；申請者正在等待家庭成員來港團聚而要求暫緩申請；申請者在獄中服刑等）。一般申請者的平均輪候時間，是指在過去12個月獲安置入住公屋的一般申請者輪候時間的平均數。



家庭和長者申請者較優先獲配公屋單位

適時編配公屋單位

2019/20年度，編配予一般申請者（即家庭申請者和長者一人申請者）和配額及計分制下的非長者一人申請者的公屋單位合共約12 100個，當中新建單位有3 600個，翻新單位約8 500個。

房委會以一般申請者平均約三年可獲首次配屋為目標。然而，鑑於現時公屋需求非常殷切，截至2020年3月底，在過去12個月獲配屋的一般申請者的平均輪候時間²為5.4年，當中長者一人申請者的平均輪候時間為3.0年。為此，房委會正致力興建更多公屋單位，並設法善用其現有的房屋資源，務求縮短輪候時間。

按照房委會的政策，一般申請者（即家庭和長者申請者）較非長者一人申請者優先獲配公屋單位。非長者一人申請者必須在配額及計分制下申請公屋，而每年的單位編配數目受配額所限。配額及計分制下申請者的配屋優次，是按其在計分制下所累積的分數而定，分數取決於申請者在申請時的年齡、輪候時間，以及當時是否居於公屋等因素。平均輪候約三年獲首次配屋的目標並不適用於配額及計分制下的申請者。

資助出售單位

房委會除了為有迫切住屋需要的市民提供公屋單位外，另一項工作是回應中低收入人士的置業訴求。為此，房委會推行一系列計劃向目標羣組出售資助出售單位。房委會負責興建和銷售大部分這類資助出售單位。現正推出的主要資助出售單位計劃為居者有其屋計劃、綠表置居計劃和白表居屋第二市場計劃。

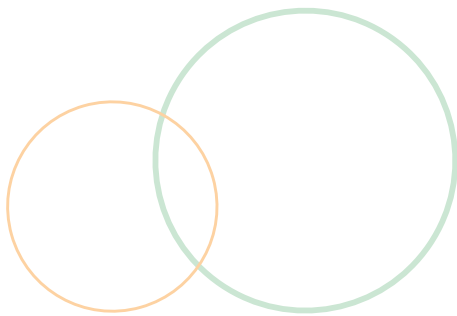
居者有其屋計劃(居屋)

居屋旨在協助中低收入家庭(包括合資格的公屋租戶)以大幅低於公開市場的價格自置居所。房委會於2019年5月推售第五批合共4 871個新居屋單位，其中603個單位已於2019/20年度落成，其餘4 268個單位將於2020/21至2023/24年度落成，合資格的申請者在2019年12月開始揀選單位。

該批新建居屋單位的售價，是根據行政長官2018年6月公布的修訂居屋定價機制而釐定。在該機制下，居屋單位的定價不再與市價掛鈎，而是按非業主住戶家庭每月入息中位數釐定，令其更切合市民的負擔能力。至於綠表置居計劃和「港人首次置業先導項目」的單位，則根據前一期居屋出售計劃的折扣率，經調整後釐定售價。

綠表置居計劃(綠置居)

綠置居為綠表申請者提供自置居所的機會，以較上一期居屋出售計劃的折扣率多10%的折扣率購買綠置居單位。綠表人士主要是現有的公屋租戶和已通過詳細資格審核的公屋申請者。房委會2018年1月把綠置居恆常化，為綠表人士提供居屋以外的另一置業途徑。2019年12月推出的「出售綠置居單位2019」計劃，提供合共3 696個單位。該批單位原本屬於兩個公屋項目，分別位於柴灣柴灣道和青衣青衣路，經房委會2019年3月議決後轉為「綠置居」單位，預計於2022/23和2023/24年度落成，合資格的申請者可於2020年6月開始揀選單位。



居者有其屋計劃網頁

白表居屋第二市場計劃(白居二)

白表申請者包括合資格的私人住宅住戶和其他各類經濟能力較佳的住戶。「白居二」讓這些合資格的白表申請者可在第二市場購買未補價的資助出售單位，並藉此促進資助出售單位的流轉，善用現有房屋資源。最新一期「白居二2019」已於2019年5月與「出售居屋單位2019」一併推出。房委會2019年3月通過把全年的「白居二」配額由2 500個增加至3 000個。

在約3 000名成功申請「白居二2019」人士中，約2 600名申請者向房委會和/或香港房屋協會申請「購買資格證明書」。「購買資格證明書」持有人可以與持有「可供出售證明書」的居屋第二市場業主簽訂臨時買賣協議。然後，買方的律師向房委會申請「提名信」，以訂立買賣協議。截至2020年3月31日，房委會已發出約500封「提名信」。

加快出售「租者置其屋計劃」(租置計劃) 未售單位

在租置計劃下，租置屋邨的現租戶可選擇購買其現居的出租單位。雖然房委會在2005年後再沒有推售新的租置屋邨，但租置屋邨的現租戶仍可購買其現居單位。截至2020年3月底，在39個租置屋邨當中，約22%的租置單位(即約41 000個單位)尚未售出。

行政長官在《2019年施政報告》中建議，為進一步滿足公屋租戶的置業需求，房委會應積極部署，加快出售租置計劃的未售單位。其後，房委會資助房屋小組委員會於2020年3月通過凍結出租從租置屋邨回收的出租單位，以便日後將這些單位出售。



位於粉嶺的居屋雍盛苑



租金援助計劃的宣傳海報

租金政策與租金援助

低收入的公屋租戶受惠於獲大幅補貼的租金，租金均已包含差餉、管理費及維修保養費用。截至2020年3月底，公屋單位的平均月租約為2,070元，位於各區不同屋邨的公屋單位實際月租介乎443元至5,159元。

截至2020年3月底，約有19 020個因財政問題而暫時無力繳付租金的租戶受惠於房委會的租金援助計劃。在該計劃下，符合資格的租戶可獲減租25%或50%，視乎其負擔能力如租金與入息比例，或對照公共房屋入息限額的收入水平。為確保租戶知悉這重要的安全網，房委會通過房屋資訊台、電台、YouTube影片分享平台、Facebook面書信息、「房署資訊通」流動應用程式、房委會／房屋署網站、海報、單張和《屋邨通訊》，廣泛宣傳租金援助計劃。非政府機構、區議會和屋邨管理諮詢委員會（邨管諮委會）等亦轉介一些租戶接受租金援助。

家庭和諧共融措施

房委會推行四項「天倫樂」計劃，目的是在公共屋邨內建立更緊密家庭網絡，支援延伸家庭的居住安排，並鼓勵長者居家安老。2019/20年度，該四項計劃為接近5 000個家庭作出安排，方便親屬互相照應：

「天倫樂」計劃	受惠家庭數目(個)(約數)
天倫樂優先配屋計劃	2 030
天倫樂調遷計劃	130
天倫樂加戶計劃	2 580
天倫樂合戶計劃	40



「天倫樂」計劃鼓勵子女與年長父母同住或就近居住

天倫樂優先配屋計劃為公屋申請者而設，讓年輕家庭與年長父母或其他受供養親屬（必須年屆60歲）在本港任何地區同住一個公屋單位，或在市區以外地區分別入住兩個就近的公屋單位。這項計劃的合資格申請較一般家庭的申請提早六個月獲得處理。

其他三項「天倫樂」計劃均為現有的公屋租戶而設，以不同方式鼓勵延伸家庭同住或就近居住。租戶如有子女或年長父母居於不同區議會分區的公共屋邨，可通過天倫樂調遷計劃遷往其親屬現居或附近的屋邨居住。天倫樂加戶計劃容許公屋長者租戶的一名成年子女，連同其家庭成員申請加入戶籍³。至於天倫樂合戶計劃，則為分別居於兩個公屋單位的年輕家庭與年長父母（或受供養年長親屬）而設，成功申請者可合併戶籍，在資源許可的情況下遷往其選擇地區的公屋單位。

改善居住質素的調遷計劃

2019/20年度，約270個住戶通過房委會兩項改善居住質素的調遷計劃（即每年推出的「公屋租戶紓緩擠迫調遷計劃」和「改善居住空間調遷計劃」），改善居住環境，獲提供更大的居住空間。這些計劃讓居住密度低於每人7平方米（以室內樓面面積計算）的公屋住戶，申請調遷到較大的單位。

³ 必須符合「一個家系」的條件（即若戶籍內已包括成年子女，便不得加入其他已婚子女；若戶籍內已包括已婚子女，便不得加入其他成年子女），而且全家必須通過全面經濟狀況審查及住宅物業權審查。



珍惜公屋資源嘉年華

租住資格

我們致力確保公屋資源優先分配予真正有需要的家庭，因此定期核實公屋申請者和現有租戶的資格。2019/20年度，我們根據「富戶政策」⁴和其他租約事務管理政策，核實由個別人士遞交約25萬份入息和資產申報資料，藉此確定現有租戶符合資格繼續在公屋單位居住，並有助釐定合適的租金水平。

濫用公屋指不當使用公屋單位，例如租戶丟空單位、讓非認可人士佔用單位、分租單位，或在單位內進行不法活動。我們以三管齊下的方法偵測和打擊濫用公屋個案。第一，我們採取恆常的屋邨管理措施，輔以屋邨職員每兩年一次的家訪，以核實單位是否用得其所。第二，善用公屋資源分組負責調查懷疑濫用公屋個案；除了處理隨機抽選的個案之外，亦會調查由前線管理人員

轉介或公眾舉報的個案；分組轄下設有一個特別小組，負責執法事宜。2019/20年度，善用公屋資源分組處理6 300宗與住用情況有關的個案和5 800宗涉及入息及資產申報的個案。

第三項打擊濫用公屋的措施，是提高公眾對此措施的認識，並鼓勵市民舉報懷疑濫用個案。為此，我們年內推出多項宣傳和教育活動，計有伙拍香港電台在房委會「大本型」商場舉行「珍惜公屋大行動開展禮2019」，由房屋署副署長主持，並邀請屋邨管理諮詢委員會代表出席；又在全港各區共27個公共屋邨舉辦嘉年華，當中設有攤位遊戲、展板，派發紀念品和氣球，以及設立拍照區供市民與「防護俠」拍照，以宣揚珍惜公屋資源，並鼓勵市民舉報懷疑濫用的個案。同時，我們通過不同廣告媒體和渠道，向租戶和市民傳遞切勿濫用公屋的重要信息，包括在香港電台第二台播放五齣以「公屋資源 切勿濫用」為主題的廣播劇；使用公共交通工具車身、候車站的廣告，以及屋邨內的海報、橫額，向公眾廣泛傳遞「公屋資源 切勿濫用」的信息。租戶方面，我們向所有屋邨居民派發舉報濫用公屋郵柬及年曆卡，又定期出版《屋邨通訊》，並在房屋資訊台播放短片，宣揚相關信息。

⁴ 「富戶政策」指房委會的「公屋住戶資助政策」和「維護公屋資源的合理分配政策」。



珍惜公屋大行動開展禮

The theme for this Annual Report of the Hong Kong Housing Authority (HA) for 2019/20 is “Work Together for Quality Public Housing”. The expression “Work Together” highlights that the HA’s work in delivering the housing our city needs is *collaborative*, involving multiple parties working in harmony towards a common goal. In this chapter, our focus is on the collaborative planning efforts that are helping to bring new affordable quality housing into existence, and that are addressing the Government’s long-term housing supply targets. We also describe some of the most important of the many policies and schemes that are administered by the HA and that work together to improve the lives of public rental housing (PRH) applicants and tenants alike, as well as those who aspire to home ownership. Multiple dedicated parties over the past year – including planners, managers and committee members – have worked hard to ensure the steady progress of our goals of delivering quality housing to those in need, and meeting the home ownership aspirations of those trying to set foot on the housing ladder.

All these planning efforts in the year have had a direct impact on very large numbers of people. At the end of the first quarter of 2020, approximately two million people, or around 29% of the entire population of Hong Kong, were residing in the PRH provided by the HA. In addition, during the year many eligible low- to middle-income families gained the opportunity to become home owners by purchasing subsidised sale flats (SSFs) offered by the HA.

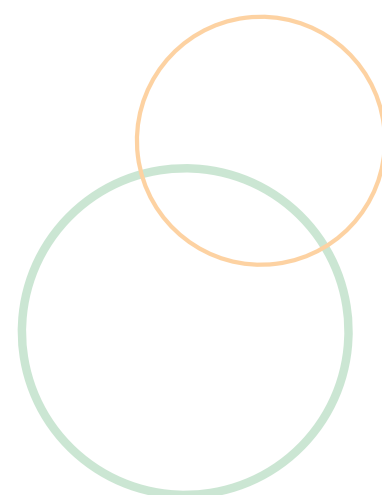
Our Long-term Housing Goals

A major priority of the Government in recent years is to exhaust all possible means to increase the supply of housing for Hong Kong, both public and private. To this end, the Government publishes annual reports which set out the latest progress of key aspects of the Long Term Housing Strategy (LTHS) and present its rolling 10-year housing supply target. The most recent of these, the LTHS Annual Progress Report 2019, was released in December 2019. This report lays out a total housing supply target of 430 000 units for the 10-year period from 2020/21 to 2029/30. Within this total, the public/private split of new housing supply is 70:30, representing a supply target of 301 000 public housing units and 129 000 private housing units to be built over this decade.

Assuming that all sites identified for public housing development can be smoothly delivered on time, we estimate that the public housing production for the period is about 272 000 units. This represents a shortfall of 29 000 units against the Government’s target (i.e. 301 000 units). Despite this, the extent of shortfall is much less than the projected shortfall of 67 000 units for the last 10-year period (i.e. from 2019/20 to 2028/29) as announced in 2018.



Some public housing developments in Shek Kip Mei





Newly completed Tung Wui Estate

To meet the Government's public housing supply target, the HA is continuing to do its utmost to further increase the flat production. This is contingent upon the collaborative effort, and close liaison with other government bureaux and departments at early planning stage to ensure timely availability of sites and supporting infrastructure. We also strive to enhance the development intensity of land where technically feasible, and to adopt site-specific design with a view to optimising the development potential of each site. Besides, we enlist stakeholder partners that are highly experienced at managing complex projects. As far as possible, we are also looking at all safe practical ways to enhance the productivity of public housing production through means such as mechanised construction, robotic application, etc.

As at March 2020, we estimate that we should be able to build a total of around 95 900 units in the five-year period from 2019/20 to 2023/24 under the HA's rolling five-year Housing Construction Programme. These will consist of around 72 700 PRH/Green Form Subsidised Home Ownership Scheme units and 23 200 Other SSFs¹. Details of all the projects completed in 2019/20 can be found in Chapter 2 of the Business Review of this report.

¹ Other SSFs under the HA mainly include Home Ownership Scheme units.

² Waiting time refers to the time between registration for PRH and first flat offer, excluding any frozen periods during the application period (e.g. when the applicant has not yet fulfilled the residence requirement; the applicant has asked to have his/her application put on hold pending the arrival of family members for family reunion; the applicant is imprisoned, etc.). The average waiting time for general applicants refers to the average waiting time of those general applicants housed in PRH in the past 12 months.



Family applicants, together with elderly applicants, are given priority for the allocation of PRH units

Allocating PRH Units as They Become Available

In 2019/20, a total of around 12 100 PRH units were allocated to general applicants (i.e. family and elderly one-person applicants), and to non-elderly one-person applicants under the Quota and Points System (QPS). These consisted of 3 600 newly-built units and about 8 500 refurbished units.

The HA aims to provide the first flat offer to general applicants after around three years on average. However, due to the current strong demand for PRH, the average waiting time² of general applicants who had been housed in the previous 12 months was 5.4 years as at the end of March 2020. Within this group, the average waiting time for elderly one-person applicants was 3.0 years. The HA is doing its utmost to get more PRH units built, as well as looking at ways to better utilise its existing housing resources, in order to shorten the waiting time.

Business Review

The HA has a policy for the allocation of PRH units under which general applicants (i.e. family and elderly applicants) are given priority over non-elderly one-person applicants. These latter applicants must apply under the QPS, and the PRH units allocated to them are limited by an annual quota. QPS applicants have their priority determined according to the points they accumulate under a points system, which are based on factors such as their age at the time of application, waiting time, and whether they are currently living in PRH. The target of providing the first flat offer at around three years on average does not apply to QPS applicants.

Subsidised Sale Flats (SSFs)

In addition to providing PRH units for those in pressing need, another task of the HA is to address the aspirations of low- to middle-income earners wishing to get a foot on the housing ladder. It does this through a series of schemes under which it sells SSFs to various target groups. The HA is responsible for constructing and managing the sale of many of these SSFs. The main SSF schemes currently operating are the Home Ownership Scheme, the Green Form Subsidised Home Ownership Scheme, and the White Form Secondary Market Scheme.

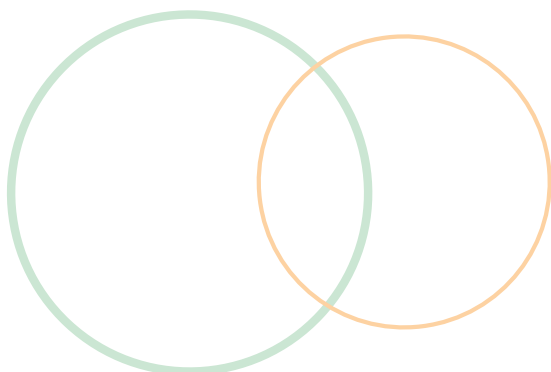
Home Ownership Scheme (HOS)

The HOS aims to help low- to middle-income families, including eligible PRH tenants, achieve home ownership at prices considerably lower than open market prices. The HA put up for sale in May 2019 the fifth batch of 4 871 new HOS flats, of which 603 flats have been completed in 2019/20 and the remaining 4 268 flats are scheduled for completion between 2020/21 and 2023/24. Flat selection for eligible applicants began in December 2019.

This new batch of HOS flats were priced according to the revised HOS pricing mechanism announced by the Chief Executive in June 2018, designed to make HOS flats more affordable. The pricing of HOS flats is no longer linked to market prices. Instead, the flats are priced according to the median monthly income of non-owner occupier households. The Green Form Subsidised Home Ownership Scheme and the “Starter Homes” pilot projects for Hong Kong residents are both priced according to adjusted discounts based on the preceding HOS sale exercise.

Green Form Subsidised Home Ownership Scheme (GSH)

The GSH is a scheme that offers Green Form applicants the chance to become home owners by purchasing GSH flats at a discount that is 10% greater than that determined for the preceding HOS sale exercise. Green Form applicants are mainly sitting PRH tenants and PRH applicants who have passed the detailed eligibility vetting process. The HA regularised GSH in January 2018 to provide an additional avenue by which Green Form applicants can achieve home ownership, apart from the HOS. In December 2019, a total of 3 696 flats were offered for sale under the Sale of GSH Flats 2019 exercise. These GSH flats were converted from two PRH developments, following a decision by the HA in March 2019. One is at Chai Wan Road in Chai Wan, and the other at Tsing Yi Road in Tsing Yi, and the flats there are estimated to be completed in 2022/23 and 2023/24 respectively. Eligible applicants will be able to make their flat selections starting from June 2020.



Three generations of family enjoying life in their HOS flat

White Form Secondary Market Scheme (WSM)

White Form applicants include eligible households in private housing, as well as various other categories of better-off households. The WSM allows these eligible White Form applicants to purchase SSFs with premium unpaid in the Secondary Market, and in this way it facilitates the circulation of SSFs so that our existing housing resources are better used. The latest round of this scheme, WSM 2019, was launched in May 2019 in parallel with the launch of the Sale of HOS Flats 2019. This year, following endorsement by the HA in March 2019, the annual WSM quota was raised to 3 000 from 2 500 previously.

Of the around 3 000 successful WSM 2019 applicants, around 2 600 applied for the Certificate of Eligibility to Purchase (CEP) from the HA and/or the Hong Kong Housing Society. A CEP holder can enter into a provisional agreement for sale and purchase with an owner holding a Certificate of Availability for Sale in the HOS Secondary Market. The buyer's solicitor will then apply to the HA for a Letter of Nomination to enter into an agreement for sale and purchase. Up to 31 March 2020, the HA had issued some 500 such letters.

Accelerating the Sale of Unsold Tenants Purchase Scheme (TPS) Flats

Under the TPS, sitting tenants in TPS estates can opt to purchase the rental flats in which they reside. Although no new TPS estates were launched after 2005, sitting tenants in TPS estates still have the option of purchasing their flats. As at the end of March 2020, around 22% of the TPS flats in 39 TPS estates (i.e. around 41 000 units) remained unsold.



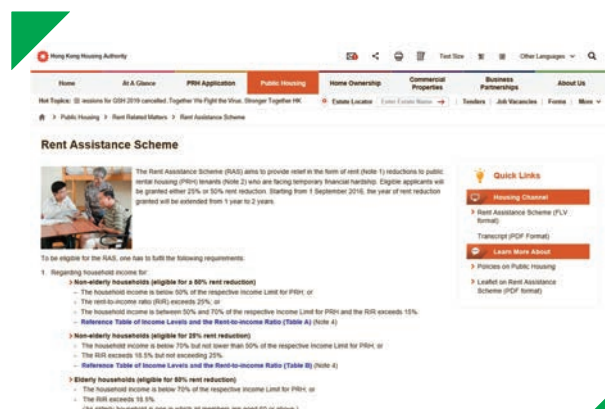
Po Ming and Kwong Ming – HOS courts in Tseung Kwan O

In the 2019 Policy Address, the Chief Executive proposed that, to further meet PRH tenants' home ownership aspirations, the HA should make active preparations to accelerate the sale of the unsold TPS flats. Subsequently, in March 2020, the HA's Subsidised Housing Committee endorsed freezing the letting of rental flats recovered from TPS estates, with a view to putting them up for sale in the future.

Rent Policies and Rent Assistance

Low-income PRH tenants benefit from significantly subsidised rents, which also include rates, management fees, and maintenance costs. As at the end of March 2020, the average monthly rent for a PRH unit was approximately \$2,070, with the actual rents charged in different estates across Hong Kong ranging from \$443 to \$5,159 per month.

As at the end of March 2020, around 19 020 households that had been experiencing temporary difficulties in meeting their rent obligations due to financial issues had taken advantage of the HA's Rent Assistance Scheme. Under this scheme, eligible tenants can be given a rent reduction of 25% or 50%, depending on factors such as their rent-to-income ratio or their income level relative to the Public Housing Income Limit. To ensure our tenants are fully aware of this important safety net, the HA advertises the Rent Assistance Scheme widely on the Housing Channel, radio, YouTube, Facebook posts, the iHousing app, our HA/Housing Department Website, and in posters, leaflets and *Estate Newsletters*. Some households are also referred for assistance under the scheme by other bodies, including non-governmental organisations, local District Councils, and Estate Management Advisory Committees (EMACs).



Information on the Rent Assistance Scheme is available on the HA/HD Website

“Harmonious Families” Initiatives

The HA’s four “Harmonious Families” schemes are each designed to enhance family networks, support extended family living arrangements, and encourage “ageing in place” in PRH estates. They delivered valuable kinship benefits to almost 5 000 households in 2019/20.

Harmonious Families Schemes	Number of households benefiting (approximate)
Priority Scheme	2 030
Transfer Scheme	130
Addition Scheme	2 580
Amalgamation Scheme	40

The Harmonious Families Priority Scheme is for PRH applicants. It is designed to enable young families and their elderly parents or other dependent relatives (who must have reached the age of 60) to live together in the same PRH flat in any district in Hong Kong, or to live separately in two nearby PRH flats in a non-urban district. Eligible applications enjoy a six-month period of priority processing over applications submitted by ordinary families.

The other three Harmonious Families schemes are for sitting PRH tenants, and all in different ways encourage extended families to live together or close by. Under the Harmonious Families Transfer Scheme, tenants whose offspring or elderly parents are living in a PRH estate in a different District Council district can transfer to the estate where these relatives are living, or to one nearby. The Harmonious Families Addition Scheme allows elderly PRH tenants to add an adult offspring, together with his or her family members, to the tenancy³. Finally, the Harmonious Families Amalgamation Scheme caters for young families and their elderly parents (or elderly dependent relatives) living separately in two PRH units. Successful applicants can amalgamate their tenancies and move to a PRH unit in any district of their choice, subject to the availability of resources.

³ Subject to the “one-line continuation” rule (i.e. a branch family cannot be added when there is already an adult offspring in the tenancy, and an adult offspring cannot be added when there is already a branch family in the tenancy); and the whole family must pass a comprehensive means test and domestic property test.

⁴ The WTP refers to the HA’s Housing Subsidy Policy and the Policy on Safeguarding Rational Allocation of Public Housing Resources.



The Harmonious Families Priority Scheme gives priority to PRH applicants with elderly family members

Transfer Schemes to Improve Living Quality

In 2019/20, around 270 PRH households were provided with larger accommodation under two HA schemes, the annual Territory-wide Overcrowding Relief Exercise and the Living Space Improvement Transfer Scheme. These schemes allow PRH households with a living density of less than seven square metres of Internal Floor Area per person to apply for relocation to larger accommodation.

Tenancy Eligibility

Our priority is to ensure that families in genuine need have priority in the allocation of PRH resources. One way that we do this is by regularly checking the eligibility status of both PRH applicants and sitting tenants. In 2019/20, we checked around 250 000 individual income and asset declarations received under the Well-off Tenants Policies (WTP)⁴ and various other tenancy management policies. These checks enabled us to confirm that the sitting tenants were eligible to continue occupying a PRH unit, as well as help determine the correct level of rent to be charged.

Tenancy abuse relates to the misuse of PRH units, for example by non-occupation, unauthorised occupation, sub-letting, or using them for illegal activities. We rely on a three-pronged approach to identify and curb such cases. One involves regular estate management measures, supplemented by biennial flat inspections by estate staff to check that the flats are genuinely occupied and are not being misused. Secondly, the Public Housing Resources Management (PHRM) Sub-section investigates suspected abuse cases. Apart from carrying out checks on randomly selected cases, it also deals with referrals from frontline management and reports from members of the public. Within the PHRM Sub-section, a special sub-unit deals with enforcement actions. The PHRM Sub-section handled 6 300 occupancy-related cases and 5 800 cases involving income and assets declarations in 2019/20.

The third prong of our initiatives to fight tenancy abuse is to raise public awareness of the problem and encourage people to speak out if they become aware of cases. To this end, we ran various publicity and educational programmes throughout the year, including the Cherish Public Housing Resources Campaign 2019. The Kick-off Ceremony for the campaign was held at the HA's commercial complex, Domain, in collaboration with Radio Television Hong Kong (RTHK). The Housing Department's Deputy Director officiated at this event, which was attended by Estate Management Advisory Committee (EMAC) representatives. Elsewhere, 27 PRH estates hosted Fun Fairs that included educational games, exhibition panels, the distribution of souvenirs and balloons, and



Having fun at the Cherish Public Housing Resources Fun Fair

photo-taking opportunities in photo corners featuring a model of the Housing Protector theme character. All of these aimed at promoting the importance of cherishing our public housing resources, and encouraging the reporting of suspected tenancy abuse cases. Meanwhile, a host of different advertising media and promotional channels were used to get this important message across to tenants and citizens. Five radio drama episodes on the theme “Cherish Public Housing Resources” were broadcast on RTHK Radio 2, each promoting the importance of fighting tenancy abuse. Advertisements on public transport and at bus shelters, as well as publicity posters and banners posted in estates, all made the “Cherish Public Housing Resources” message highly visible to the wider population. Specifically for our tenants, we distributed thematic report aerogrammes and calendar cards to all estate residents and supplemented the message with regular publicity through *Estate Newsletters* and video broadcasts on the Housing Channel.



A poster encouraging the public to “Cherish Public Housing Resources”

巧構妙築 建優拓新

Design and Construction –
a Quality Built Environment



香港房屋委員會(房委會)今年年報的主題是「優化公屋 同心同行」，用以形容房委會的建築工作最為恰當。全賴眾多來自不同範疇的人員齊心協力，彼此合作，方能達至質優量高的工作成效。這些人員包括規劃師、建築師、工程師、設計師、環保專家、核數師、行政人員，當然還有不同服務的承辦商。這些參與房委會建築工作的人員各具專才，各司其職，但都抱持同一願景、同一信念，均以「質素」為先，無論施工、物料、環境，以至香港的房屋，均講求優質。本章闡釋在建築工程的各層面，我們如何採取一些重要方法興建優質房屋，為最有需要的市民建造結構穩固、設計理想、選料耐用的居所。

純就數量而言，2019/20年度房委會完成七個公共租赁住房(公屋)／綠表置居計劃(綠置居)發展項目和三個其他資助出售單位發展項目，合共建成約13 100個新單位，其中公屋／綠置居單位約10 100個，其他資助出售單位約3 000個。此外，年內落成的零售設施的總樓面面積約為17 600平方米，並增設私家車和貨車泊車位約660個。

過去一年，我們亦為多個即將開展的新發展項目擬訂計劃設計方案和製備工程預算。

2019/20年度完成的公屋／綠置居發展項目(依時序)：		
秀明道	秀茂坪邨	秀潤樓
彩園路	寶石湖邨	珊瑚樓、紫晶樓、碧玉樓
石硤尾邨第六期	石硤尾邨	美禧樓、美柏樓
火炭	駿洋邨	駿逸樓、駿爾樓、駿山樓、駿時樓、駿湖樓
粉嶺第49區	暉明邨	昇暉樓、泰暉樓
豐盛街	富山邨	富暉樓
東頭邨第八期	東匯邨	匯智樓

2019/20年度完成的其他資助出售單位發展項目(依時序)：		
長沙灣副食品批發市場5號地盤第二期	凱樂苑	凱莎閣、凱葶閣、凱旭閣、凱瞳閣
德士古道	尚文苑	尚文苑
禾上墩街	彩禾苑	彩禾苑



新落成的公屋項目秀茂坪邨(左圖)和居屋彩禾苑

巧構妙築 建優拓新
Design and Construction -
a Quality Built Environment



結合建築信息模擬技術與「現實捕捉」技術以作樹木保育研究 — 結合前(左圖)和結合後的影像

運用科技提升設計質素

我們在設計過程中，利用先進技術提升質素，效果理想。舉例來說，最近我們在新葵街的一個發展項目中，採用「現實捕捉」技術以加強樹木保育。「現實捕捉」是指獲取物件、建築物或工地的三維表面特徵和空間信息的一個過程，從中可建立準確的數碼形象。在新葵街項目中，我們利用激光掃描技術收集該處現有樹木的一組三維點雲數據，再把相關數據與房屋發展項目所採用的建築信息模擬技術結合，這樣建築師就能準確預見現有樹木與擬建樓宇之間的距離與布局，有助於決定如何設計樓宇和適度地修剪樹木。

建築信息模擬 — 房委會的設計圖庫

建築信息模擬技術雖可用於製作三維模型，但本質上主要是一種管理信息的策略。2019年我們選取標準構件式單位設計的樓宇單位，配合建築信息模擬技術，建立把兩者結合為模型的數碼「圖庫」。這些模型涵蓋工程項目由開始至結束的各個階段，包括計劃設計、詳細設計、招標、建造和遞交建築圖則。樓宇單位「圖庫」所載資料易於修改，並可隨時應用於不同的公營房屋項目，除了可提高設計效率，加快製備標書的過程以外，更有助加強工程團隊各成員在整個工作流程中的溝通與合作。

活用資訊科技

今時今日，對房委會公營房屋發展項目的規劃工作和建造工程來說，資訊科技資源已經是一個不可缺少的部分。當中以建築信息模擬技術、地理信息系統、房屋建設管理系統、無線射頻識別技術，以及發展及建築工地流動系統為建築師和工程師最常採納的工具。

早於2016年推出發展及建築工地流動系統第一階段時，房委會已向駐工地人員提供兩個應用程式，以便他們利用流動通訊技術進行現場實地檢查。駐工地人員只須帶備智能電話，並下載系統內的流動應用程式，包括「建

築工程檢查應用程式」和「屋宇裝備工程檢查應用程式」，便能快捷地與承建商直接溝通，而且完全可以追查過往記錄。此外，我們推出「安全警報應用程式」以便房委會駐工地人員向管理層報告意外或事故。這些措施讓房委會駐工地人員更易監察工程進度，令工作更有效率。據用家反映，新系統亦有助加強工地安全管理、提升工程質素，甚至提高承建商的生產力。

2019年我們推出第二階段的發展及建築工地流動系統後，承建商每當完成一項建築工序，便可利用「申請檢查要求應用程式」，提交檢查要求，並查閱該項要求的處理進度。該系統第二階段的另一特色是設有「工地警報應用程式」，讓駐工地人員發布工地提示給承建商，並透過應用程式與承建商即時聯絡。我們亦加強在系統第一階段所推出「安全警報應用程式」的功能，以協助房委會編製意外統計報告，並讓承建商遞交意外／事故報告和分析意外／事故的根本成因。這不但進一步理順程序，而且可讓我們更有效處理意外／事故、編製全面的意外統計數字，以及減少使用紙本記錄。系統第二階段還包含其他應用程式 — 「工地指引應用程式」(供駐工地人員向承建商發出工地指引)和「結構工程檢查應用程式」。

我們現正展開系統第三階段的研發工作，包括編寫「每個單位的最後驗收檢查應用程式」和「地基工程檢查應用程式」。前者用於支援駐工地人員就建築工程和屋宇裝備工程進行各個住戶單位的最後驗收檢查，並取代現行已過時的工業級個人數碼助理裝置上運作的「房屋建設管理 — 工地(建築)監管流動系統」。我們於2019年7月開始試行該應用程式，並預計2020年年中推出。我們亦同時研發「地基工程檢查應用程式」，用以支援駐工地人員就最常用的三種樁柱(即大口徑鑽孔樁、嵌岩工字鋼樁和小直徑灌注樁)檢查地基工程。該應用程式預計於2020年年底試行，並計劃於2021年年中推出，屆時取代仍在已過時的視窗平板電腦上運作的「建造(地基)監管流動系統」。



(左圖)利用「發展及建築工地流動系統」的應用程式，
精簡建築工地的安全管理工作
(右圖)為機械人設定試水要求



因應《施政報告》提出的上述措施，房委會正探討在建造公營房屋時採用「組裝合成」建築法，以提高生產力的可行性。同時，房委會已擴大預製混凝土組件技術至其他地方，如預裝電線喉管的半預製走廊樓板。我們將繼續探討其他方法，以進一步提高生產力，例如在公營房屋的天台使用立體預製升降機機房。

自2016年起，我們的員工已受惠於發展及建築工地流動系統的七個應用程式，即「建築工程檢查應用程式」、「屋宇裝備工程檢查應用程式」、「結構工程檢查應用程式」、「申請檢查要求應用程式」、「工地指引 應用程式」、「安全警報應用程式」和「工地警報應用程式」。該系統將進入第三階段，並推出另一系列實用的程式，逐步邁向全面善用資訊科技，以提升公營房屋發展項目的質素。

探討「組裝合成」建築法的發展潛力

自2008年起，房委會的公營房屋項目發展策略，一直採用實而不華的構件式單位設計，並配以簡樸的飾面和裝置。單位的預製和組裝組件均在場外施工，然後運送至建築工地作最後裝配。行政長官在《二零一七年施政報告》中公布多項新措施，以推動建造業界採用「組裝合成」建築法。這項建築法的特色是在工地外預先製造和裝配已完成牆身、地板和天花板飾面工序的獨立立體組件。這方法原則上與房委會的組裝系統相若，但對組件的飾面完成度有較高要求。



使用半預製走廊樓板的預裝電線喉管，增強預製技術

推廣使用機器人 提升建築質素

現今的嶄新建築技術發展一日千里，在建築工地利用機器人來提升生產力和施工質素，不乏成功例子。我們相信在建築工地應用機器人技術，有助緩解香港工人老齡化和勞工短缺的問題，改善工地安全，從而提供更理想的優質居所。為鼓勵承建商更廣泛應用機器人技術，房委會自2020年3月起，在評審複雜建築新工程合約的標書時，加入關於應用機器人建築法的規定，並在評審投標者所提交的技術建議書時給予技術評分。投標者如能展示在牆身油漆和鋪砌地磚等方面所運用的機器人技術，有助提升建築工地的生產力、建築質素、安全水平和環保表現，將獲得技術評分。我們亦會與業界相關人士或機構合作，透過研究和發展工作，共同探討如何在建築工程中更廣泛應用機器人技術。

環保屋邨 優質生活

近年我們利用更多科學研究和科技工具，使各屋邨符合環保原則，成為長久安居之所。從一開始設計新的公屋發展項目時，我們便利用碳排放量估算方法，估算有關屋邨在100年的生命周期內的總碳排放量，包括經由建築物料、建築構築物、公用屋宇裝備裝置、能源消耗、植樹、拆卸工程等產生的碳排放量。根據這些資料，我們便可修訂設計，藉以減少碳排放量，提升項目可持續發展的整體表現。屋邨啟用後，我們利用ISO 50001能源管理體系量度和監測每幢住宅大廈的公用能源消耗量。2019/20年度我們在七個新工程項目應用碳排放量估算和能源消耗量估算的方法，並根據有關資料調低住宅大廈的估計公用能源消耗量，得出的消耗量較基準數量少約29%。

為配合政府推廣使用可再生能源的政策，房委會自2011年起，在具備足夠空間和符合相關設計準則的新建公屋發展項目中，為每幢住宅大廈裝設連接電網的光伏發電系統。光伏發電系統可把太陽能轉化為電力，而房委會採用的光伏發電系統，可向電網輸入相等於大廈公用地方約 1.5% 至 2.5% 電力需求的電量。截至2020年3月底，房委會轄下屋邨共有109幢住宅大廈裝設光伏發電系統，可提供的總發電量為1 010千瓦。

我們在設計時，繼續採用「順應自然」的設計原則和微氣候研究成果。這些工具幫助我們了解建築工地的具體地理環境和氣候特徵，並據此修訂設計，例如更加善用日照的分布、避免產生「熱點」、改善自然通風等。

在某些情況下，礦渣微粉是一種可以代替混凝土的環保物料，我們早已在新建築合約的規格中訂明必須使用這種物料。此外，我們規定用於預製混凝土外牆和預製樓梯的混凝土中，35% 的水泥成分必須以礦渣微粉代替。我們現正進行可行性研究，如證實可行，將把這項規定的適用範圍擴大至半預製樓板。

廣種植物是締造更為環保綠化屋邨環境的有效方法。根據我們的政策，在可行的情況下，各新建屋邨預留作綠化的面積不應少於用地的兩成，而佔地兩公頃以上的屋邨則增至三成。至於樹木與單位的比例目標，是每建造15個單位種植一棵樹。在環境擠迫的市區用地種植，確保樹木和植物獲得足夠水份是一大難題。自2016年起，我們使用現場零灌溉系統，為所有公屋和資助出售房屋項目的選定花槽灌溉，結果證明這個系統有效管理雨水，減少耗用食水灌溉植物。我們繼續研究如何利用更多不破壞生態平衡的物料以改善這個系統。其他綠化措施還包括研發預製綠化組件系統，使屋邨大廈地面和平台的植樹工作更快捷、簡便，以及在合適的發展項目中使用更多預植攀緣植物組件，以收「即時綠化」之效。



屏欣苑的預植攀緣植物組件

綠色建築 金級標準

房委會每當建築項目完工，需要申請總樓面面積寬免時，便把該項目交由香港綠色建築議會根據綠色建築環評計劃（綠建環評新建建築）評級，以獲得外間機構對新發展項目整個生命周期的可持續發展特點的客觀評估。我們的目標是在該評分制下最少達到「金級」標準。2019/20年度房委會在綠建環評新建建築（1.2版本）中獲得認證的成績如下：

建築項目與評級（暫定評級）

馬鞍山路資助出售房屋發展計劃（金級）

大埔第9區公共房屋發展項目和大埔頌雅路東公共房屋發展項目（金級）

沙田石門安睦街第一期資助出售房發展計劃（金級）

「通用設計」 安全通達

房委會所有新建和翻新屋邨均以「通用設計」概念來設計，目的是令周圍環境盡可能方便所有人（不分老幼或傷健）出入、理解和使用。公屋居民中有不少長者，「通用設計」尤其令他們受惠。現時這方面的預設設計特色包括：加闊通道、單位大門、廚房門和浴室門，以方便輪椅進出。我們亦採用對長者較為安全易用的物料和裝置，例如防滑地磚和較大的開關掣。

保障工人安全

房委會致力保障工人安全，詳見每年更新的《工地安全策略》，當中包括為新工程工地和維修保養工程工地上一切建造工程而訂立的詳細規定，也有為房委會委聘的物業管理服務公司、潔淨服務承辦商和保安服務承辦商所負責工作而設的規定。我們亦定下目標，嚴控意外，現時的目標是每年每千名工人發生不多於九宗意外。一宗意外也嫌多，慶幸房委會在2019年涉及新工程合約的意外率為每千名工人僅5.2宗，涉及維修保養工程合約的意外率為每千名工人5.3宗；相比起來，全港工業意外率平均每千名工人29宗意外。此外，年內香港建造業界共錄得16宗致命工業意外，當中並無涉及房委會的新工程合約或維修保養工程合約。房委會的工地安全網站 (<https://www.housingauthority.gov.hk/sitesafety>) 載有更多關於房委會工程合約和香港整個建造業界的意外個案統計數字。



大埔第9區公共房屋發展項目和大埔頌雅路東公共房屋發展項目的三維視像模型圖



為工人而設的工地休息處，備有風扇和飲水設施

為了維持高安全水平，過去一年我們加強一些風險管理措施和工序管控。為更有效監察承辦商在安全方面的表現，我們改善多個安全稽核制度，包括為新工程而設的「房委會安全稽核制度」和「房委會升降機及自動梯指定分包合約安全稽核制度」，以及為維修保養及改善工程而設的「房委會安全稽核制度（維修保養及改善工程）」和「房委會升降機及自動梯安裝工程安全稽核制度」。我們亦改進了突擊安全巡查計劃，提升我們突擊巡查的能力，以檢查新工程合約工地的安全情況。

稽核與巡查是我們用以監察和改善安全作業方式的重要方法，而我們亦在「房委會安全稽核制度」中訂明多項相關措施，例如定期稽核新工程和維修保養工程，並進行突擊安全巡查，改進我們的安全作業方式和表現。年內，我們為新工程合約推出多項新的和經修訂的安全規格，當中包括在安全稽核中新獲認可的創新安全措施、用以提高安全意識和防止意外的新訂良好工地作業方式、安全氣候指數調查，以及為加深工人認識正確的安全程序而推出的工作安全行為計劃。我們又為維修保養及改善工程推出改善措施，包括在突擊巡查中加入更全面的棚架評估。

要做到安全至上，提供安全培訓是另一重要法門。年內，我們為承建商和工程人員舉辦了數個安全研討會、講座和工作坊，當中包括每年一度的安全研討會，今屆研討會2019年7月舉行，題為「安全工地作業之關愛文化—關愛文化常推廣 工友安全又健康」。房委會的工地安全網站亦發放和定期更新安全資訊，包括意外統計數字、安全健康警示、安全研討會和講座的投影片與短片、良好工地作業方式的資訊和創新的工地安全措施、工地安全手冊及其他刊物。新修訂的《樓宇保養及維修工程安全手冊》已經出版，並分發至屋邨管理處轄下各單位，電子版本亦已上載至房委會的工地安全網站。

新型冠狀病毒病（2019冠狀病毒病）於2020年1月在香港爆發，我們迅速採取行動，保障工地人員的健康。首先，我們提醒承建商務必加強防止病毒傳播的措施，包括嚴格遵守政府所訂規定，以及遵從衛生署衛生防護中心發出的指引，而承建商採取的具體措施計有：監察工地以找出有病徵的工人、在特別簡報會上向工人發放抗疫信息。工人如感不適，將被勸諭留在家中並延醫診治。此外，我們亦加強保持工地衛生的工作，包括加強清潔廁所和便具，並改善休息處的通風情況。



安全研討會於2019年7月舉行



工人粉飾公屋大廈外牆

全面品質管理

房委會持有多項國際品質管理系統的認證，亦要求轄下承建商持有相關認證，以確保我們的表現符合國際標準，並能與世界各地其他類似組織的表現看齊。房委會轄下的發展及建築處部分工作採用歐洲品質管理基金會的卓越模式，而房委會所有承建商均須取得ISO 9001、ISO 14001和OHSAS 18001認證。此外，房委會的建築（新工程）承建商和打樁工程承建商須具備ISO 50001能源管理體系的認證。2018年3月，新的ISO 45001認證推出，並於三年內取代現有的OHSAS 18001標準，而ISO 50001認證的新版本亦已於2018年8月推出。我們已因應上述情況提醒相關承建商有需要取得ISO 45001認證，並轉換至2018年版的ISO 50001認證。

獲取認證的標準和日常營運所採用的管理體系列載下表：

認證標準	認證範疇	首次認證年份	
發展及建築處			
ISO 9001：品質管理	公營房屋建築工程的規劃、設計、項目管理和合約管理	1993	
ISO 14001：環境管理	公營房屋建築工程的規劃、設計、項目管理、合約管理和材料試驗	2009	
ISO 50001：能源管理	公營房屋建築工程的規劃、設計、項目管理和合約管理	2012	
ISO 45001：職業健康及安全管理體系	公營房屋建築工程的材料試驗	2020	
屋邨管理處			
ISO 9001：品質管理	公營房屋維修保養及改善工程的規劃、設計、項目管理和合約管理	1993	
ISO 14001：環境管理	公共屋邨維修保養及改善工程的規劃、設計、項目管理和合約管理，以及在公共屋邨提供的物業管理服務（包括潔淨、保安、園景美化和辦事處管理）	2011	
ISO 50001：能源管理	公屋住宅大廈設施管理和公用地方改善工程的規劃、設計、營運、項目管理和合約管理	2013	
ISO 45001：職業健康及安全管理體系	公營房屋維修保養及改善工程的規劃、設計、項目管理和合約管理	2019	
獨立審查組			
ISO 9001：品質管理	公營房屋的屋宇管制	2014	
ISO 14001：環境管理	公營房屋的屋宇管制	2014	
其他品質管理計劃／標準	範疇	首次採用年份	備註
發展及建築處			
ISO 26000：社會責任	公營房屋建築工程的規劃、設計、項目管理和合約管理	2010	已納入發展及建築處其他管理體系內。此項並非認證標準，但採用了香港品質保證局「社會責任先導者指數」作為評分指標。由2012年起，發展及建築處連續第八年獲得5.0分滿分。

其他品質管理計劃／標準	範疇	首次採用年份	備註
發展及建築處			
ISO 31000：風險管理	公營房屋建築工程的規劃、設計、項目管理和合約管理	2010	已納入發展及建築處其他管理體系內。
歐洲品質管理基金會卓越模式	公營房屋建築工程的規劃、設計、項目管理和合約管理	2010	已納入發展及建築處其他管理體系內。
屋邨管理處			
ISO 19011：稽核管理體系	為公營房屋維修保養及改善工程的規劃、設計、項目管理和合約管理進行的內部稽核	2012	已納入屋邨管理處其他管理體系內。此項並非認證標準，但曾於2013年獲香港品質保證局的「驗證聲明」予以核實。
ISO 26000：社會責任	公營房屋維修保養及改善工程的規劃、設計、項目管理和合約管理	2012	已納入屋邨管理處其他管理體系內。此項並非認證標準，但採用了香港品質保證局「社會責任先導者指數」作為評分指標。由2014年起，屋邨管理處連續第六年獲得5.0分滿分。
ISO 31000：風險管理	公營房屋維修保養及改善工程的規劃、設計、項目管理和合約管理	2012	已納入屋邨管理處其他管理體系內。此項並非認證標準，但曾於2013年獲香港品質保證局的「驗證聲明」予以核實。
香港品質保證局「樓宇可持續發展指數計劃」	在10個包含所有主要大廈設計類型的屋邨中，其住宅大廈（在環境、社會和經濟方面）的可持續發展表現。	2012	此項並非認證標準，但已通過香港品質保證局的「樓宇可持續發展指數計劃」核實。 房委會於2012年成為首個獲得香港品質保證局「樓宇可持續發展指數驗證標誌」的機構。

房委會轄下的發展及建築處和屋邨管理處每年均根據香港品質保證局的「社會責任先導者指數」，就其社會責任表現接受評估。根據ISO 26000的標準，該指數衡量發展及建築處和屋邨管理處在實踐社會責任方面所作承擔和貢獻的深度，範圍涵蓋機構管治、人權、勞工實務、

環境保育、公平營運操守、消費者事宜、社區參與及發展等。2019年，發展及建築處連續第八年獲得香港品質保證局「社會責任先導者指數」5.0分滿分，而屋邨管理處則連續第六年獲得5.0分滿分。



測量地基工程項目的鋼套管長度(左)和監督在反循環鑽孔機平台上的大口徑鑽孔樁工程，以確保建築質素



承建商須選用附有英國標準協會風箏標記的閘門(左)和喉管配件

主要建築物料的品質

儘管房委會所有承建商均須符合ISO 9001的規定，我們仍力求保證由這些承建商搜購並用於房委會建築工程的多種建築物料品質良好，方法之一是規定產品必須取得認證，以便在供應鏈上游多提供一重品質保證。現時，我們規定須取得認證的主要建築物料或產品共有12種，包括：防火木門、板間牆、建築用的袋裝水泥、瓷磚黏合劑、瓷磚、修葺用砂漿、鋁窗、uPVC排水管道與配件、連體座廁設備、鋼筋網、發光二極管凸面照明器和丙烯酸多層漆料。

我們亦規定房委會建築工程或維修保養工程所使用的主要喉管和喉管配件，均須附有英國標準協會風箏標記(B.S. Kitemark)或獲水務署所接納的其他產品認證計劃認證。此外，我們會在喉管物料運抵工地後進行監控測試；由於很多水管工程均由房委會的總承建商分判給其他承造商，為了控制喉管品質，我們在合約內規定，該等總承建商必須聘用列於發展局《認可公共工程物料供應商及專門承造商名冊》中「水管裝置」工程類別內的本地水喉分判商。再者，為免出現工作過分集中的風險，我們已為認可水喉分判商和持牌水喉匠設定工作量上限，並規定建築承建商在制訂和推行管理計劃時，必須加入有關密切監督水喉分判商和持牌水喉匠的規定。

為確保建築物料品質上乘，我們進一步規定房委會所有新工程承建商必須就其建築物料(包括由分判商和供應商供應的物料)，制訂專屬的物料風險評估制度，然後併入該承建商的品質監控制度和分判商管理計劃內。承建商須就其參與的每個房委會工程項目，委託第三方核證團體，為其品質監控制度進行年度稽核。



「公營房屋入則易」的網頁

獨立第三方的監管工作

獨立審查組隸屬運輸及房屋局常任秘書長(房屋)辦公室，房委會憑藉該組的專業知識，多方監察和制衡其工作。房委會為新發展項目所提交的建築圖則和結構圖則，以及就現有樓宇的加建與改建工程(包括小型工程)所提交的圖則，均須接受獨立審查組以第三方身分審查。獨立審查組依據《建築物條例》和建築事務監督的政策與指引，對房委會的新發展工程和現有樓宇進行行政監管。此外，獨立審查組須根據建築事務監督的授權，負責就房委會在資助出售房屋計劃下出售的有關物業，以及拆售予領展或其後轉售予私人業主的零售與停車場設施，執行法定樓宇監管的工作。獨立審查組須負責處理這些樓宇的改建與加建工程和小型工程的申請，並就處所是否適合改作其他用途(跟由其他政府部門轉介的發牌事宜相關的個案)提供意見。獨立審查組亦負責監督小型工程監管制度、強制驗樓計劃和強制驗窗計劃的執行工作，以及執行管制違例建築工程和失修樓宇的規則。

自2016年起，房委會就其新發展項目和現有房委會樓宇的加建與改建工程，透過獨立審查組的「公營房屋入則易」電子系統，在網上遞交電子圖則，供審查組使用電子方式審批。與此同時，市民也可利用審查組的「房屋署圖則查閱網」在網上查閱房委會建築物圖則的記錄和索取記錄副本，並查閱小型工程、強制驗樓計劃和強制驗窗計劃的記錄，以了解有關申請處理的進度。

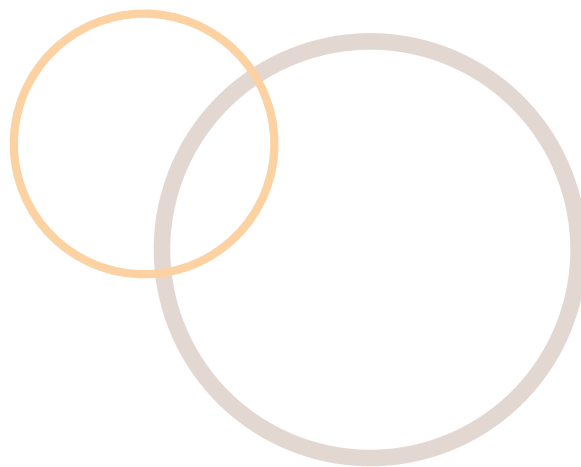
升降機巡查專責小組負責就房委會管理的升降機和自動梯實施稽核巡查制度，此舉有助我們提高升降機和自動梯的安全水平，並降低發生意外的風險。

採購質素

房委會聘用不同的工程承辦商建造和維修保養屋邨，又聘用多家物業管理服務供應商管理轄下屋邨及設施。房委會本着伙伴合作精神，並為配合其機構理念與工作目標，致力以公平的採購模式，與可靠、勝任的公司建立長遠的合作伙伴關係，秉持下列原則：

- (1) 維護開放公平的市場競爭環境；
- (2) 以公平、合理和合乎專業操守的方式與承辦商合作；
- (3) 採用具問責性和透明度高的機制作出有效管理；
- (4) 力求符合經濟效益；
- (5) 採取全面的風險管理；以及
- (6) 不斷求進。

房委會是受世界貿易組織《政府採購協定》規管的採購單位，在為大部分核心業務進行採購時，均採用選擇性招標程序。房委會亦因應情況作出其他類型的採購安排，包括公開招標、有限度招標和資格預審投標方式。多年來，房委會一直根據《工程承辦商及物業管理服務供應商登記指引》(《指引》)，因應合資格工程承辦商和物業管理服務供應商的業務性質，備存各類名冊。現時，房委會備存共九份工程承辦商名冊和三份物業管理服務供應商名冊。房委會採用選擇性招標時，一般會以公平和不偏不倚的方式，邀請房委會名冊內合資格的承辦商競投工程合約和物業管理服務合約。不在房委會名冊內的承辦商亦可申請列入名冊，有關申請根據《指引》處理。



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新落成的東匯邨匯智樓(前排)

公眾參與 廣納意見 — 華富邨重建項目



公共房屋乃為民而建，市民大眾就其居住地區的發展建議表達的意見應當參考。香港房屋委員會（房委會）深明讓社區參與的意義，近年在推行華富邨重建計劃這個大型項目時，趁機舉辦公眾參與活動，廣納意見。

華富邨早於1968年舉行揭幕典禮，屬本港其中一個歷史最悠久的公共租住屋邨。該屋邨見證數代本港居民生於斯、長於斯，至今仍是不少居民的安居之所。行政長官在《2014年施政報告》公布華富邨重建計劃，房委會按一貫安排，推動區內居民參與整個重建過程，尤其在擬定初步清拆計劃的階段。這個重建項目複雜且規模龐大，既須重置公用設施，又要安置居民；區內居民的歲月回憶、珍視的價值、各種需要和願望，也應獲充分考慮。



「華富半世紀歷史文化之旅」宣傳海報

華富邨於2018年踏入50周年，為慶祝這個新里程，我們在2019年4月7日於該邨舉辦「華富半世紀歷史文化之旅」的活動。該項活動由房委會與19個團體（包括華富邨居民組織、區內非牟利機構和學校等）合辦。開幕禮上，很榮幸邀請到第一任房屋署署長、華富邨的總設計師廖本懷博士擔任主禮嘉賓，與時任運輸及房屋局常任秘書長（房屋）兼房屋署署長應耀康先生、19個合辦團體和南區區議會代表一同為活動主禮。活動饒富趣味，包括「華富今昔」嘉年華和多個文化表演節目。



「華富半世紀歷史文化之旅」開展儀式上，廖本懷博士（前排左七）、應耀康先生（左六）與一眾來賓合照



參加者全程投入工作坊，討論氣氛熱烈

這項盛事造就良機，同日舉辦首個重建計劃的社區參與工作坊。約百名參加者在工作坊聚首一堂，主要為華富居民，還有12個地區團體的代表和當區區議員，當天各持份者就工作坊舉行前派發的華富邨重建通訊《重建路上》創刊號及問卷，分享對重建計劃的意見，交流討論。工作坊的討論成果和問卷調查統計結果繼而在2020年1月出版的第二期通訊，向持份者匯報。



培英中學學生表演「鼓樂喧天」

我們舉辦公眾參與活動的其中一個目的，是推動房委會、華富邨租戶和地區團體攜手合作，在華富邨未來的重建過程中，共同尋找和保育屋邨最珍貴的歷史和文化元素。而首個社區參與工作坊的目的，是在早期即為房委會提供推動社區參與的平台，務求達成廣泛共識，為日後重建計劃奠下基礎。在整個過程中，我們嘗試與整個社區建立信任，維持良好的互動關係，好讓將來的重建工作得以和諧、順暢地推展。

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房屋署代表簡介工作坊的討論流程

縮短流程 加快建屋 — 海盈邨、凱樂苑與長跨度行人天橋



海盈邨(左)和凱樂苑

海盈邨和凱樂苑為新近落成的公營房屋項目，坐落於西九龍公路與長沙灣海旁之間，所處用地一度預留作副食品批發市場。這兩個項目屬加快建屋項目，從設計至建造，需時僅五年多。2013年展開可行性研究和初步設計後，海盈邨和凱樂苑一期於2018年落成，凱樂苑二期則於2019年竣工。海盈邨和凱樂苑合共興建約3 840個單位，為大約11 300名居民提供寧靜舒適、可負擔的居所。儘管地理位置自成一隅、發展限制重重，整個項目的發展速度卻份外理想，足見設計巧妙，建造匠心。

這兩個項目的成功，取決於全面周詳的規劃。我們在規劃和設計階段，早已決定把海盈邨和凱樂苑作單一社區發展。兩幅用地均受嚴重噪音影響，主因是接近毗鄰的西九龍公路與連翔道合共16條行車道，北面又受制於港鐵東涌線和機場快線。另一方面，土地包含指定的非建築用地和已存在的大幅渠務專用範圍，並須在發展項目內劃出3 800平方米的公共休憩空間，可供興建住宅大廈的面積相對較小。



公共休憩空間，設計盡顯心思



連接盈昌樓和行人天橋的升降機



半地庫停車場的通風井



盈昌樓的零售設施

為緩減高速公路和港鐵地面路段的道路交通噪音，我們的設計師因地制宜，地盡其用，為兩個屋邨設計七座各具特色的大廈。首先，項目內的住宅大廈盡量遠離三號幹線，並大致上採用單向設計，使住宅單位背向行車道。我們繼而優化每幢住宅大廈的坐向、設計和布局，令各幢大廈互為彼此的隔音屏障，卻無礙空氣流通。我們再為一些單位加裝隔聲簷和隔音窗，並透過在面向行車道的那面大廈外牆以色彩、圖案和建築鱗片展現細緻設計，打破單調感覺。整個建築群因而更為悅目，既與鄰近社區融和一致，亦令環境恬靜安謐。

除着力緩減噪音外，海盈邨和凱樂苑均設計得美觀實用，建設一個悠閒社區，讓居民可享戶外空間和康樂設施，舒展身心。屋邨內的主要行車通道均在面向繁忙道路的一邊，為居民闢出一個不受車輛干擾的中庭和休憩區，寧靜宜人。海盈邨與凱樂苑之間設置公共休憩空間，不但發揮通風走廊的降溫效應，也可用作舉行節慶活動的地方，讓居民聚首聯誼。這個發展項目及其公共休憩空間位處填海區，我們把長沙灣歷年不斷變遷的海岸線巧妙地於園景設計元素上勾劃出來。位於中央的觀景台是另一建築特色，居民可飽覽維多利亞港海旁景致。在另一邊的凱樂苑停車場，以半地庫形式建造，為居民提供園景花園平台，而半地庫停車場的通風井與平台花園的外形設計渾然成一，配合得宜。

從凱樂苑步行至港鐵南昌站雖然僅需十分鐘，但海盈邨和凱樂苑與長沙灣繁囂的中心地帶卻相距甚遠。為這兩個屋邨興建經海達邨連接到長沙灣較中心區域的行人通道，成為我們的重大挑戰。海達邨是位於西九龍公路另一面的公營房屋項目，與上述兩個臨海屋邨之間分隔16條主幹道行車線。解決上述問題的方法，是興建一座長跨度的高架行人天橋，跨越多條行車線。該行人天橋全長約145米，將是全香港連接公共屋邨的最長行人天橋。天橋採用繫拱與桁架結構，克服天橋長跨度而毋須中段支撐的限制，令天橋架設於行車道之上，又不阻礙下方駕駛者的視線。

在接合海盈邨與海達邨預先架設的天橋結構構架期間，連翔道與西九龍公路部分路段須全面封閉。我們與海外專家和對造橋和臨時交通管理具備豐富經驗的多個政府部門緊密協作，兩端的結構構架降下和接合工序於2019年12月29日凌晨得以順利完成。我們現正為行人天橋進行屋宇裝備和飾面工程，預計2020年年底或之前竣工。這座玻璃上蓋的行人天橋，將成為鄰近一帶公營房屋群的特色地標，亦是長沙灣海旁這饒富活力新社區的樞紐。

長跨度行人天橋接合過程：



1 連接天橋前 — 結構架矗立公路兩旁



2 天橋2019年12月29日清晨完成接合



3 天橋建成

This year's theme for the Annual Report of the Hong Kong Housing Authority (HA), "Work Together for Quality Public Housing", is especially appropriate when applied to the HA's construction activities. For this we rely on the collaborative efforts of dozens of different parties working together for a high-quality outcome. They include planners, architects, engineers, designers, environmental experts, auditors, administrators, and, of course, contractors of all kinds. Despite their varied expertise and widely differing modes of operation, all the HA's construction stakeholders share a common vision and a set of common values. "Quality" remains the central goal: quality of work, quality of materials, quality of environment, and quality of housing for Hong Kong. In this chapter, we lay out some of the most important ways in which we are achieving quality housing at every level of our construction activities, in

the process helping to build strong, well-designed, lasting homes for those who most need them.

In terms of simple quantity, the HA completed construction of around 13 100 new flats in 2019/20. These included around 10 100 public rental housing (PRH) / Green Form Subsidised Home Ownership Scheme (GSH) flats in seven projects, and around 3 000 other subsidised sale flats (Other SSFs) in three projects. We also completed construction of around 17 600 square metres of gross floor area for retail facilities, and around 660 private car and lorry parking spaces.

At the same time, over the year we developed scheme designs and worked out project budgets for several new and upcoming projects.

PRH/GSH Projects Completed in 2019/20 (in chronological order):

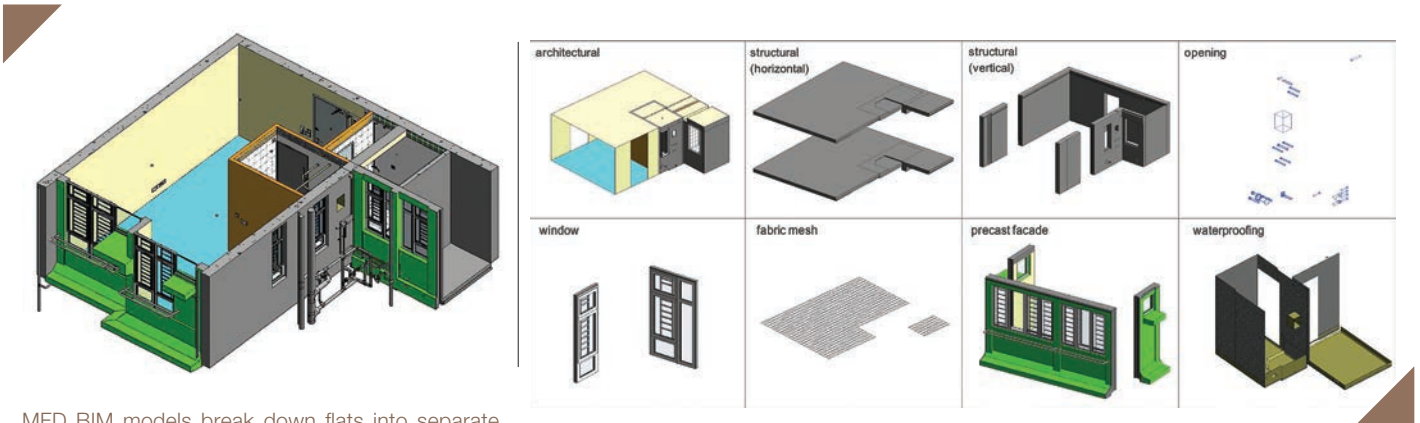
Sau Ming Road	Sau Mau Ping Estate	Sau Yun House
Choi Yuen Road	Po Shek Wu Estate	Shan Wu House, Tsz Jing House, Bik Yuk House
Shek Kip Mei Phase 6	Shek Kip Mei Estate	Mei Hei House, Mei Pak House
Fo Tan	Chun Yeung Estate	Chun Yat House, Chun Yi House, Chun San House, Chun Sze House, Chun Wu House
Fanling Area 49	Fai Ming Estate	Sing Fai House, Tai Fai House
Fung Shing Street	Fu Shan Estate	Fu Fai House
Tung Tau Estate Phase 8	Tung Wui Estate	Wui Chi House

Other SSFs Projects Completed in 2019/20 (in chronological order):

Cheung Sha Wan Wholesale Food Market Site 5 Phase 2	Hoi Lok Court	Hoi Sha House, Hoi Ting House, Hoi Yuk House, Hoi Tung House
Texaco Road	Sheung Man Court	Sheung Man Court
Wo Sheung Tun Street	Choi Wo Court	Choi Wo Court



Shek Kip Mei Phase 6 (two blocks on left)



MFD BIM models break down flats into separate components for easier and more efficient design

Technology in the Service of Design Quality

New technologies are providing us with valuable ways of enhancing the quality of our design processes. Recently, for example, we have been using “reality capture” technology to enhance tree preservation in a project at San Kwai Street. “Reality capture” is the process of obtaining surface characteristics and spatial information of an object, building or site in three dimensions, from which accurate digital representations can be created. For the San Kwai Street project, we used laser scanning technology to capture a set of 3D point clouds of the existing trees on the site. By integrating the 3D point clouds with the Building Information Model (BIM) of the housing development, our architects were able to accurately visualise the proximity and disposition of the existing trees in relation to the proposed buildings. This enabled us to make well-informed decisions about both the building design and appropriate levels of tree pruning.

BIM: Our Design Library

Although BIM technology can be used to produce 3D models, at heart it is essentially an information management strategy. In 2019, we applied BIM technology to our standard Modular Flat Design (MFD) flat units and develop a digital “library” of MFD BIM models. These models cover different stages of the project life cycle from start to finish, including scheme design, detailed design, tender, construction, and General Building Plan submission. The MFD BIM “library” of flat units can be easily modified and readily applied to different public housing projects. Having it available helps to enhance our efficiency in the design

and tender preparation processes, and improves collaboration between project team members throughout the entire workflow.

IT at Work

IT resources are nowadays a very important part of planning and construction works for HA’s public housing development. Some of the most valuable IT tools used by our architects and engineers include Building Information Modelling (BIM), the Geographic Information System (GIS), the Housing Construction Management Enterprise System (HOMES), Radio Frequency Identification (RFID), and the Development and Construction Site Mobile System (DCSMS).

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Sheung Man Court in Kwai Tsing

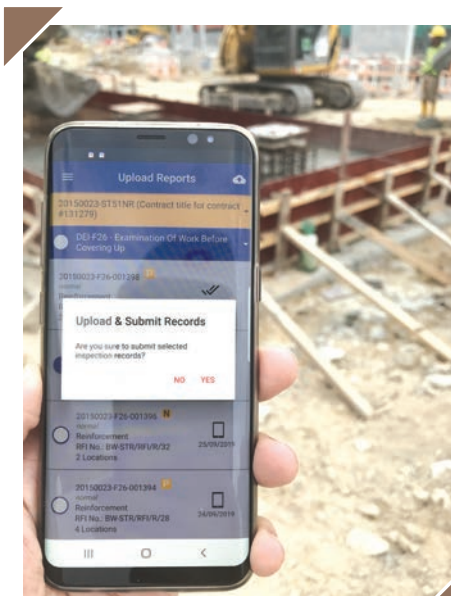
Business Review

After the mass rollout of DCSMS Phase 1 in 2016, HA site staff were given two applications enabling them to carry out site inspections using mobile technology. With a smart phone and the DCSMS mobile applications (Apps), which include Building Works and Building Services Works Inspection Apps, site staff were able to communicate quickly and directly with contractors, and in a fully traceable way. A Safety Alert App was also introduced to enable HA site staff to report accident/incident to HA top management. These measures have made monitoring the progress of projects easier and more effective. Feedbacks from users suggest that the new system is also enhancing site safety management, quality of work and even contractor productivity.

Subsequent to the roll out of Phase 2 of the DCSMS in 2019, contractors can now use a Request for Inspection App to submit inspection requests once they have completed a construction task, as well as to check the status of their requests. Another Phase 2 feature is a Site Alert App, which enables HA site staff to post site alerts for contractors and communicate with them by instant messaging. Further, the Safety Alert App developed in Phase 1 has been enhanced to enable HA to generate accident statistics report and contractors to submit accident/incident reports and carry out root cause analysis. This has further streamlined our procedures and improved our ability to manage accidents/incidents effectively, generate comprehensive accident statistics and reduce paper records. Other Apps that have been included in Phase 2 are a Site Direction / Site Memo App, used by site staff to issue site directions or memos to contractors, and a Structural Works Inspection App.

We are now proceeding with the development of Phase 3 of the DCSMS, which will consist of Final Flats Inspection Apps and a Foundation Works Inspection App. The Final Flats Inspection Apps are a group of Apps that will support our site staff when they carry out the final flat-to-flat inspection of building and building services works. The Apps will replace the existing HOMES Mobile Site Inspection (HMSI) system, which currently runs on ageing industrial grade Personal Digital Assistants. In July 2019 we began a trial run of the Final Flats Inspection Apps, with roll-out scheduled for mid-2020. Meanwhile, the Foundation Works Inspection App is also under development. This App will support site staff carrying out foundation inspections of the three most frequently used pile types – large diameter bored piles, socketed steel H-piles, and mini-piles. A trial run for this App is scheduled for late 2020, with rollout planned for mid-2021. It will replace the existing Construction Mobile Inspection System (CMIS), which currently runs on ageing Windows tablets.

Since 2016, our staff have benefited from the launch of seven Apps under the DCSMS, namely a Building Works Inspection App, a Building Services Works Inspection App, a Structural Works Inspection App, a Request for Inspection App, a Site Direction / Site Memo App, a Safety Alert App and a Site Alert App. With Phase 3 further expanding the suite of useful Apps, we are ensuring that IT continues to be exploited to the full to enhance the quality of public housing development.



(Left) The DCSMS Apps on mobile devices are streamlining safety management and enhancing quality and productivity at our sites

(Right) Enhanced Precast Technology: Precast plank for semi-precast corridor slab with pre-installed conduits

Exploring the Potential of Modular Integrated Construction

Since 2008, the HA has adopted Modular Flat Design with no-frills finishes and fittings as its development strategy for all public housing developments. The Modular Flat Design involves the use of precast concrete components which are constructed off-site and transported to the building site for final assembly. In her 2017 Policy Address, the Chief Executive announced new initiatives for promotion of Modular Integrated Construction (MiC) in the construction industry. The MiC refers to the manufacture of free-standing volumetric modules which are completed with most of the finishes required for walls, floors and ceilings off-site before they are assembled on site. Although the MiC is similar to the HA's modular system, it involves a higher amount of finishes to be pre-installed to the components as compared with HA's no-frills design.

In line with the Policy Address, the HA has been exploring the viability of applying the MiC in public housing construction for further enhancing our productivity. In parallel, the HA has extended the application of the precast concrete construction technology to areas such as semi-precast corridor slab with pre-installed conduits. We are continuing to explore other opportunities to further increase the site productivity, for example by using volumetric precast lift machine rooms located on the main roofs of housing blocks.



A robot conducting water test at bathroom

Promoting the Use of Robotics Technology for Quality Construction

Nowadays, new construction technologies are developing at a rapid pace, and there are success stories concerning the application of robotics technology to enhance productivity and quality of works in construction sites. We believe that the use of robotics technology at construction sites could also help address challenges being posed by Hong Kong's ageing workforce and the city's labour shortage. Robotics also has the potential to improve site safety and to deliver better quality housing. To encourage wider use of robotics technology by contractors, the HA has incorporated requirements relating to robotics construction in tender assessment of complex building new works contracts since March 2020. Technical scores would be allocated to applications of robotics for tasks such as wall painting and the laying of floor tiles that would enhance productivity, quality, safety and environmental performance. We are also exploring ways of wider application of robotics technology in our construction through R&D collaborations with stakeholders.

Greener Estates for Better Living Quality

Increasingly, we are using scientific studies and technological tools to ensure our estates are green and operate sustainably. From the very start, at the level of designing a new PRH development, we use Carbon Emission Estimation (CEE) to estimate the total carbon emissions of the estate – including emissions generated by construction materials, building structures, communal building services installations, energy usage, tree-planting, and demolition – over its expected life of 100 years. With this information, we can adjust the design in ways that reduce carbon emissions and improve the overall sustainability of the development. Once the estate is operational, we also use the ISO 50001 Energy Management System to measure and monitor the communal energy consumption of each domestic block. In 2019/20, we applied CEE and energy estimations to seven new projects, using this information to reduce the estimated communal energy consumption for their domestic blocks by about 29% compared with the baseline figure.



The Zero Irrigation System in use at Yau Lai Estate

To promote the use of renewable energy in line with Government policy, since 2011 the HA has been providing a grid-connected photovoltaic (PV) system for each domestic block in new PRH developments whenever sufficient space is available and the relevant design criteria can be met. PV systems convert solar energy into electricity, and the HA's PV systems are designed to feed in electricity equivalent to about 1.5% to 2.5% of the demand of the building communal area to the electricity grid. Up to the end of March 2020, PV systems with a total system capacity of 1 010 kW had been installed in 109 domestic blocks in HA estates.

We have also continued to incorporate “passive design” and micro-climate studies into our design activities. These tools enable us to understand the specific geographical and climatic features of our building sites and use this knowledge to adjust our designs, for example by using the distribution of daylight better, avoiding “hot spots”, and improving natural ventilation.

Ground Granular Blast Furnace Slag (GGBS) is an environmentally friendly replacement for concrete in some circumstances, and its use has been mandated in our specifications for new building contracts for some time. In addition, 35% of the cement in concrete used for the construction of precast concrete façades and precast staircases is required to be replaced with GGBS. We are currently conducting viability studies which, if successful, will extend this requirement to semi-precast slabs.

Planting is another way of enhancing the greening of our estates. Our policies stipulate that wherever possible, at least 20% of the site area of each new estate should be reserved for greening, rising to 30%

for estates covering more than two hectares. Our target tree-to-flat ratio is one tree for every 15 flats built. One challenge with planting in dense urban sites is to ensure trees and plants receive adequate water. Since 2016, we have been using an in-situ type of Zero Irrigation System to irrigate selected planters in all our PRH and Subsidised Sale Flat (SSF) projects. This system has also proved effective in enhancing our storm water management and reducing the use of potable water for irrigation. We are continuing to look at ways of improving this system by incorporating more sustainable materials. Other greening initiatives have included the development of a prefabricated modular system to make the planting of trees at ground level and on the podiums of estate blocks quicker and easier, and the use of more pre-grown vertical green panels at appropriate projects to create “instant greening” effects.

Green Buildings, Gold Ratings

Every building project completed by the HA that requires a gross floor area (GFA) concession is submitted for assessment under the Hong Kong Green Building Council's green building assessment scheme, the Building Environmental Assessment Method Plus for New Buildings (BEAM Plus NB). This scheme provides us with an objective external assessment of the sustainability features of our new developments throughout their entire life-cycles. As a matter of policy, we aim to achieve at least a Gold rating standard under the scheme. The HA's 2019/20 certification results under BEAM Plus NB (Version 1.2) are as follows:



3D illustration of Subsidised Sale Flats Development at On Muk Street Phase 1

Project & Rating (Provisional Assessment)

Subsidised Sales Flat Development at Ma On Shan Road (Gold)

Public Housing Development at Tai Po Area 9 and Public Housing Development at Chung Nga Road East, Tai Po (Gold)

Subsidised Sale Flat Development at On Muk Street Phase 1, Shek Mun, Sha Tin (Gold)

Universal Design for Safety and Accessibility

All of the HA's new and refurbished estates are designed in accordance with the Universal Design approach. This approach refers to design that ensures an environment can be accessed, understood and used to the greatest extent possible by all people regardless of their age or abilities. Universal Design brings particular benefits for the elderly, who make up a significant percentage of our PRH residents. Default design features these days include wheelchair-accessible corridors, flat entrances, and kitchen and bathroom doorways. We also incorporate materials and fittings that are safer and easier to use for the elderly, such as non-slip floor tiles and large-sized switches.

Safety for All Workers

The HA's safety commitments are laid out in detail in our annually updated Site Safety Strategy. This contains detailed requirements for all construction work carried out on our New Works and Maintenance Works sites, and for work carried out by the HA's property services agents, cleansing services contractors and security services contractors. It also includes stringent tolerance to accident, currently not more than nine accidents per 1 000 workers in any year. Although any accident is one too many, we are pleased that the HA's accident rates for 2019 were just 5.2 cases per 1 000 workers for New Works contracts and 5.3 per 1 000 workers for Maintenance Works contracts. By comparison, the average industry accident rate for Hong Kong overall is 29 per 1 000 workers. Furthermore, although 16 industrial fatal accidents were recorded in the Hong Kong construction industry during the year, none of these occurred under HA New Works or Maintenance Works contracts. The HA's site safety website at <https://www.housingauthority.gov.hk/sitesafety> provides further accident statistics relating to the HA's works contracts and the Hong Kong construction industry as a whole.



A worker working under the tower crane



A mist jet gun helps lower the temperature on a site

To maintain such high standards of safety, during the year we enhanced some of our risk management measures and work process controls. In order to better monitor the safety performance of our contractors, we made improvements to our safety auditing systems, including the HA Safety Auditing System and the HA Lift and Escalator Nominated Sub-contracts Safety Auditing System for New Works, and the HA Safety Auditing System (M&I) and HA Lift and Escalator Installation Safety Auditing System for Maintenance and Improvement works. Also strengthened was the Surprise Safety Inspection Programme, which improved our ability to run surprise site safety checks of New Works contracts.

Audits and inspections are important ways by which we monitor and improve safety practices, and we specify a number of these in the HA Safety Auditing System. For example, we run regular audits of New Works and Maintenance Works, together with surprise safety inspections of these works, which are used to improve our safety practices and performance. During the year we introduced new and revised safety specifications for New Works contracts that included new safety innovations recognised in the safety audit, new good site practices to heighten safety awareness and prevent accidents, a safety climate index survey, and a work safe behaviour programme to raise workers' awareness of correct safety procedures. For Maintenance and Improvement Works, enhancements were introduced that included a more comprehensive scaffold assessment as a part of the surprise inspection.

Safety training is another important way of keeping our safety standards high. During the year we ran several safety forums, seminars and workshops for our contractors and works staff. These included our annual Safety Forum in July 2019, run under the slogan "Caring Culture for Safe Work Practice – We Bolster Caring Culture for Safety and Health of Our Workers". Safety information was also made available and regularly updated on the HA Site Safety Website, which included information on accident statistics, Safety & Health Alerts, powerpoints and videos of safety forums and seminars, good site practices and innovative site safety measures, safety handbooks and other publications. An updated edition of the *Site Safety Handbook for Maintenance and Improvement Works* was published and distributed to all units in the Estate Management Division, with the electronic copy uploaded onto the HA Site Safety Website.

With the outbreak of novel coronavirus disease (COVID-19) in January 2020 in Hong Kong, we moved quickly to protect site workers' health. To start with, we alerted our contractors of the importance of stepping up measures to prevent the spread of the disease by strengthening their compliance with requirements imposed by the Government and observing advice issued by the Department of Health's Centre for Health Protection. Specific measures adopted included site monitoring to identify any workers showing symptoms, and anti-disease messages disseminated to workers at special briefing sessions. Workers who were feeling sick were advised to stay at home and seek medical advice. Enhancements were also made to site hygiene arrangements, including enhanced cleaning of toilet and latrine facilities and improved ventilation of rest areas.

Comprehensive Quality Management

The HA holds, or requires its contractors to hold, certifications for various international quality management systems. This is to ensure that our performance is in line with international standards, and can be measured against that of other similar organisations worldwide. Our Development and Construction Division bases some of its work on the European Foundation for Quality Management Excellence Model, while all HA contractors must be ISO 9001, ISO 14001 and OHSAS 18001 certified. In addition, our building (New Works) contractors and

piling contractors must operate a certified ISO 50001 energy management system. In March 2018, new ISO 45001 certification was rolled out that will replace the existing OHSAS 18001 standard in three years' time, while new ISO 50001 certification was introduced in August 2018. We have accordingly alerted relevant contractors of the need for them to acquire ISO 45001 certification and to transit to the 2018 edition of ISO 50001.

The standards to which we are certified and the management systems we adopt in our operations are shown in the following tables:

Certified Standard	Scope	Certified since
Development & Construction Division (DCD)		
ISO 9001: Quality Management	Planning, design, project management and contract administration for the construction of public housing	1993
ISO 14001: Environmental Management	Planning, design, project management, contract administration and materials testing for the construction of public housing	2009
ISO 50001: Energy Management	Planning, design, project management and contract administration for the construction of public housing	2012
ISO 45001: Occupational Health and Safety Management System	Materials testing for the construction of public housing	2020
Estate Management Division (EMD)		
ISO 9001: Quality Management	Planning, design, project management and contract administration for the maintenance and improvement of public housing	1993
ISO 14001: Environmental Management	Planning, design, project management and contract administration for the maintenance and improvement of public housing estates. Provision of property management services (including cleansing, security, landscaping and office administration) in public housing estates	2011
ISO 50001: Energy Management	Planning, design, operation, project management and contract administration for facility management and improvement works of the communal areas of PRH domestic blocks	2013
ISO 45001: Occupational Health and Safety Management System	Planning, design, project management and contract administration for the maintenance and improvement of public housing	2019
Independent Checking Unit (ICU)		
ISO 9001: Quality Management	Building Control for Public Housing	2014
ISO 14001: Environmental Management	Building Control for Public Housing	2014

Other Quality Schemes/ Standards	Scope	Adopted since	Remarks
DCD			
ISO 26000: Social Responsibility	Planning, design, project management and contract administration for the construction of public housing	2010	Integrated with other management systems of DCD. A non-certifiable standard, but measured through the HKQAA CSR Advocate Index. For the eighth consecutive year since 2012, DCD achieved the full score of 5.0.
ISO 31000: Risk Management	Planning, design, project management and contract administration for the construction of public housing	2010	Integrated with other management systems of DCD.
European Foundation for Quality Management (EFQM) Excellence Model	Planning, design, project management and contract administration for the construction of public housing	2010	Integrated with other management systems in DCD.
EMD			
ISO 19011: Auditing Management System	Internal audit for planning, design, project management and contract administration for the maintenance and improvement of public housing	2012	Integrated with other management systems of EMD. A non-certifiable standard, but verified through HKQAA with Verification Statement obtained in 2013.
ISO 26000: Social Responsibility	Planning, design, project management and contract administration for the maintenance and improvement of public housing	2012	Integrated with other management systems of EMD. A non-certifiable standard, but measured through the HKQAA CSR Advocate Index. For the sixth consecutive year since 2014, EMD achieved the full score of 5.0.
ISO 31000: Risk Management	Planning, design, project management and contract administration for the planned maintenance and improvement of public housing	2012	Integrated with other management systems of EMD. A non-certifiable standard, but verified through HKQAA with Verification Statement obtained in 2013.
HKQAA Sustainable Building Index (SBI) Scheme	Sustainability performance (environmental, social and economic) of domestic blocks in 10 estates containing all major block types	2012	A non-certifiable standard, but verified through the HKQAA SBI Scheme. In 2012, the HA became the first organisation to obtain the HKQAA SBI Verified Mark.



Measuring the verticality of pile steel casing (left) and supervising the construction of driven H-piles to ensure building quality

The social responsibility performances of the HA's Development and Construction Division (DCD) and Estate Management Division (EMD) are both assessed annually under the Corporate Social Responsibility (CSR) Advocate Index of the Hong Kong Quality Assurance Agency (HKQAA). Based on ISO 26000 standards, the index measures the level of maturity of the Divisions' social responsibility undertakings and their contributions in areas of organisational governance, human rights, labour practices, the environment, fair operating practices, consumer issues, and community involvement and development. In 2019, the DCD achieved the full HKQAA CSR Advocate Index score of 5.0 for the eighth consecutive year, and the EMD achieved 5.0 for the sixth consecutive year.

Quality in Core Building Materials

While all the HA's contractors must be ISO 9001 compliant, we also look to guarantee the quality of many of the building materials sourced by these contractors for use in HA construction. Our product certification requirements are one way of doing this, proving an extra layer of quality assurance on the upstream side of the supply chain. The 12 key building materials or products for which we currently require product certification are fire resistant timber doors, panel wall partitions, packed cement for architectural use, tile adhesives, ceramic tiles, repair mortars, aluminium windows, uPVC drainage pipes and fittings, close-coupled water closet suites, mesh reinforcement, LED bulkheads, and multi-layer acrylic paints.

Separately, we also require major plumbing pipes and pipes fittings used in HA construction or maintenance works to carry the Kitemark of the British Standards Institution or to be covered by other product certification schemes accepted by the Water Supplies Department. In addition, we carry out surveillance tests on plumbing materials after delivery. Much plumbing work is sub-contracted by the HA's main contractors. In order to maintain the plumbing quality, these main contractors are contractually required to appoint domestic plumbing sub-contractors from the Plumbing Installation Category of the Development Bureau's List of Approved Suppliers of Materials and Specialist Contractors for Public Works. Further, to avoid concentration risks, we have imposed workload capping limits on the approved plumbing sub-contractors and our Licensed Plumbers. When developing and implementing their building management plans, our building contractors are required to include provisions for the close supervision of plumbing sub-contractors and Licensed Plumbers.

As an extra step to ensure the highest quality of building materials, we require all our new works contractors to develop project-specific materials risk assessment systems for their building materials, including those supplied by their sub-contractors and suppliers. These systems are then incorporated into the contractors' Quality Control Systems and Sub-contractor Management Plans. Contractors are required to appoint third-party Certification Bodies to conduct annual audits of their Quality Control Systems for each HA project they are involved in.



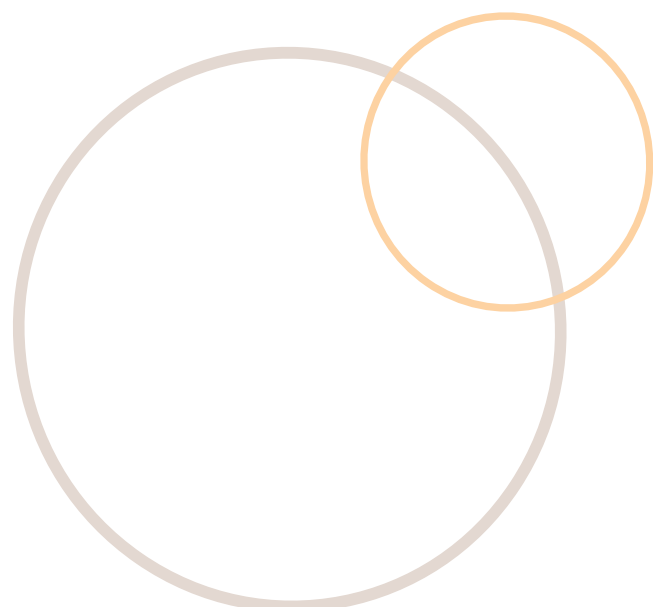
LED bulkhead (left) and aluminium windows are two of the 12 key building products for which we currently require product certification

Independent Third-party Overseeing

The HA draws on the expertise of the Independent Checking Unit (ICU), under the Office of the Permanent Secretary for Transport and Housing (Housing), to provide a range of checks and balances on its work. Building plans and structural plans submitted for the HA's new development projects are all subject to third-party checking by the ICU, as well as plans for Alterations & Additions (A&A) works in our existing buildings (including Minor Works). The ICU exercises administrative building control over the HA's new development works and existing buildings in line with the Buildings Ordinance and the Building Authority (BA)'s policies and guidelines. In addition, under the authority delegated by the BA, the ICU is responsible for statutory building controls in relation to properties with subsidised sale flats sold by the HA, as well as retail and car parking facilities divested to Link or their subsequent private owners. For these buildings, the ICU processes submissions for A&A and Minor Works applications, and offers advisory input on the suitability of using premises for different purposes (in relation to various licensing referrals from other government departments). The ICU is also responsible for overseeing the implementation of the Minor Works Control System, the Mandatory Building Inspection Scheme (MBIS) and the Mandatory Window Inspection Scheme (MWIS), and for enforcing the rules on unauthorised building works and dilapidated buildings.

Since 2016, the HA has been able to submit building and structural plans for both its new development projects and A&A works for existing HA buildings to the ICU by e-submission via the ICU's Housing Electronic Plan Submission System (HePlan), which enables the submission to be processed electronically. The ICU's Housing Electronic Building Records Online System (HeBROS), meanwhile, provides the public with on-line inspection and copying services for HA building records, and enables searches on the submission status of Minor Works, MBIS and MWIS records.

The Lift Inspection Focus Team operates an audit inspection system for lifts and escalators managed by the HA, which helps us improve lift and escalator safety and reduce the risk of accidents.



Procurement Quality

The HA engages various works contractors to build and maintain its estates, and property management service providers to manage its estates and facilities. Embracing the partnering spirit and in line with its corporate vision and mission, the HA is committed to securing competent, reliable and long-term partners through equitable procurement operations in accordance with the following principles:

- (1) Safeguard open and fair competition in the marketplace;
- (2) Partner in a fair, reasonable and ethical manner;
- (3) Provide effective administration which is accountable and transparent;
- (4) Obtain value for money;
- (5) Incorporate risk management on a holistic basis; and
- (6) Maintain continuous improvement.

The HA is a procuring entity governed by the Agreement on Government Procurement (GPA) of the World Trade Organisation, and it adopts selective tendering procedures in procuring most of its core businesses. Other types of tendering arrangements, including open tendering, limited tendering and prequalified tendering, may also be adopted as appropriate. For many years, the HA has maintained lists of qualified works contractors and property management services providers appropriate to the nature of its business, in accordance with the Guide to Registration of Works Contractors and Property Management Services Providers (the “Guide”). Currently, the HA has nine Lists of Works Contractors and three Lists of Property Management Services Providers. For selective tendering, HA normally invites those qualified contractors on the relevant HA Lists to submit tenders for works contracts and property management services contracts, in a fair and non-discriminatory manner. Contractors who are not on the HA Lists can apply for admission, and these applications are processed in accordance with the “Guide”.



The newly completed PRH project – Shek Kip Mei Phase 6

Public Engagement –
The Wah Fu Estate Redevelopment



Dr Liao Poon-huai (left) and Mr Stanley Ying – two Directors spanning over half a century – share the development of public housing over the past 50 years

Public housing is ultimately for the community, so it is logical to take into account opinions of members of the community in any proposed developments to the area they live in. The value of community engagement is well understood by the Hong Kong Housing Authority (HA), and recently we have had the opportunity of rolling out public engagement activities for a major redevelopment project: the Wah Fu Estate Redevelopment.

Wah Fu Estate is one of Hong Kong's oldest public rental housing (PRH) developments, having been officially unveiled back in 1968. Several generations of Hong Kong residents have grown up there, and it remains a much-loved home to many. When the Chief Executive announced the Wah Fu Estate Redevelopment in the 2014 Policy Address, the HA engaged the local community in the redevelopment process as a consistent approach, especially when developing a preliminary clearance plan. The redevelopment project is a complex and large-scale one, and includes the need for reprovisioning

communal facilities and rehousing residents. It was vital that the memories, values, needs and aspirations of the local community would be well considered.

Wah Fu Estate reached its 50th anniversary in 2018, and we celebrated this milestone with an event titled "A Cultural Journey through Half-Century Wah Fu", held in the estate on 7 April 2019. This historic celebration event was organised in collaboration with 19 co-organisers, including tenants' associations of Wah Fu Estate, local non-profit making organisations, and local schools, etc. A highlight of the opening ceremony was the presence of the first Director of Housing and the chief designer of Wah Fu Estate, Dr Donald Liao Poon-huai, who officiated along with the then Permanent Secretary for Transport and Housing (Housing)/Director of Housing, Mr Stanley Ying, and representatives of the 19 co-organisers and of Southern District Council. Fun activities at the event included a "Wah Fu Today and Yesterday" carnival and a series of cultural performances.



Wah Fu Carnival is well received by the tenants

This wonderful event was the perfect occasion to launch our first community engagement workshop on the redevelopment programme. That workshop brought together around 100 participants to share their views, most of them were residents of Wah Fu Estate and representatives from 12 local groups and the local district councilor. Their discussions were based on a questionnaire and the first issue of Wah Fu redevelopment newsletter “On the Road to Redevelopment”, which was distributed to all Wah Fu Estate stakeholders before the event. Following the valuable exchanges during the workshop, a second newsletter was published in January 2020 to update stakeholders on the workshop findings and the consolidated results of the questionnaire survey.



Wah Fu newsletter “On the Road to Redevelopment” issue nos.1 (left) and 2

One of the goals of the public engagement campaign was to bring together the HA, Wah Fu Estate tenants and other local groups in a joint effort to identify and preserve the most valuable historical and cultural elements of the estate during its future redevelopment. The aim of the first community workshop was to provide the HA with a channel to engage with the local community at a very early stage, in order to arrive at a general consensus for the future redevelopment plan to base on. We are trying to build trust and productive relationships with the local community in the whole process, thus enabling the upcoming redevelopment process to progress smoothly and harmoniously.

巧構妙築 建優拓新
Design and Construction -
a Quality Built Environment



The kick-off ceremony of the project “A Cultural Journey through Half-Century Wah Fu”

*Fast-track Housing Development:
Hoi Ying Estate, Hoi Lok Court & the Long-span Footbridge*



The single-aspect wings facing the West Kowloon Highway

Sitting between the West Kowloon Highway and the Cheung Sha Wan waterfront are two recently completed public housing projects – Hoi Ying Estate and Hoi Lok Court. Occupying a site once reserved as a wholesale food market, the two developments have been designed and built under a fast-track programme spanning just over five years. The feasibility study and the initial design of the project began in 2013, with Hoi Ying Estate and Hoi Lok Court Phase 1 completed in 2018 and Hoi Lok Court Phase 2 in 2019. The two developments are now providing about 3 840 comfortable, quiet and affordable homes for around 11 300 residents. The speed that these two sites were developed is all remarkable given the isolated nature of the site geographically and the severe site constraints, and is a testament to some exceptional design and construction efforts.

The secret to the success of these two developments was holistic and comprehensive planning. From the outset, both Hoi Ying and Hoi Lok were planned, designed and developed as a single community. Both sites were subject to severe noise challenges, primarily due to their proximity to the 16 traffic lanes of the adjacent West Kowloon Highway and Lin Cheung Road, as well as being bounded by the MTR Tung Chung Line

and Airport Express to the north. The area available for building the domestic blocks on the site was relatively small due to the need to maintain a designated non-building area, the existence of an extensive drainage reserve area within the site, and the need to provide a 3 800-sq.m. public open space in the development.

Our designers came up with seven different site-specific blocks for the estates that would maximise the site development potential while also mitigating road traffic noise from the highway and railway noise from the above-ground MTR lines. First, domestic blocks in the development were set as far apart from Route 3 as possible, and single-aspect design was largely adopted on this side of the blocks so that flats faced away from the road. The orientation, design and disposition of each domestic block were then optimised to provide mutual noise-screening without compromising ventilation. Acoustic fins and acoustic windows were also provided for some flats. Added articulation through colour patterns and architectural fins helps enliven the single-aspect “walls” facing the roads. The result is a group of buildings that has a pleasant visual impact, harmonises with the neighbourhood, and offers a surprisingly quiet environment.



The well-designed public open space for relaxation

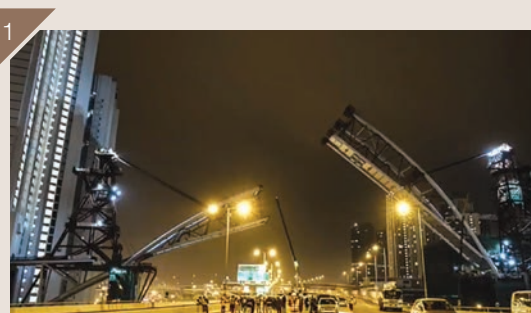
The estates have also been designed to foster a harmonious community life, with many external spaces and amenities provided for relaxation and recreation. Vehicular traffic is limited to the periphery facing the busy roads, enabling a quiet and traffic-free central court and amenity area to be created for residents. The public open space between Hoi Ying and Hoi Lok takes advantage of a ventilation corridor for cooling, and has been designed to act as a social hub for seasonal and festive social events. With the development built on reclaimed land, its landscape elements reflect the changing coastline of Cheung Sha Wan over the years. Another special feature is a viewing deck located in the centre of the public open space that offers panoramic views of the harbour waterfront. Elsewhere, the roof of a semi-basement carpark in Hoi Lok provides a platform for a landscaped garden for residents, with its ventilation shafts cleverly integrated into the roof garden's contours.

Although Hoi Lok is only a 10-minute walk from the MTR Nam Cheong Station, Hoi Ying and Hoi Lok are indeed quite a distance from the busy centre of Cheung Sha Wan. Creating a pedestrian connection between the two estates and the centre of Cheung Sha Wan through Hoi Tat Estate, a public housing development on the other side of the West Kowloon Highway, posed a major design challenge. These two waterfront estates are separated from Hoi Tat Estate by 16 lanes of major roads. The solution was an elevated walkway that would span these laneways in the form of a single long-span footbridge. With a length of about 145 metres, it will be the longest pedestrian footbridge connecting public housing estates in Hong Kong. Its tied arch and warren truss design enables the footbridge to have a wide span without intermediate supports, providing unobstructed sightlines for drivers on the roads below.

Connecting the pre-erected halves of the bridge between Hoi Ying and Hoi Tat Estates took place overnight and required a large section of Lin Cheung Road and the West Kowloon Highway to be completely closed for traffic. Both structural frames were lowered and joined to create the bridge link in the early morning of 29 December 2019, in an operation that involved collaboration with overseas experts and various government departments. Building services and finishing works on the structural frames are currently in progress, with the footbridge due for completion by late 2020. Eventually to be topped with a glass canopy, the footbridge will become an iconic feature of this cluster of public housing estates and a vital component of the vibrant new community on the Cheung Sha Wan waterfront.

巧構妙築 建優拓新
Design and Construction -
a Quality Built Environment

The erection process of the long-span footbridge:



The operation in progress before dawn of 29 December 2019



Finishing works on the footbridge (June 2020)



Footbridge completed

管優理善 萬戶安居

Management and Maintenance –
Safe and Healthy Living



為讓屋邨保持最佳狀況，居民安居無憂，香港房屋委員會(房委會)的運作模式，以及團隊和專家的工作均以「優化公屋 同心同行」為目標。「優化」是指保持屋邨設施完善和環境衛生、改善租戶的居住環境、保障安全等。「同心同行」則包括服務承辦商、屋邨管理諮詢委員會(邨管諮委會)、租戶等的協作活動，培養居民對社區的歸屬感，為居所環境而感自豪。本章闡述我們推行的其中一些主要計劃和系統，有助於締造安全清潔、舒適和諧的屋邨環境，造福社羣。

全方位維修計劃和強制驗窗計劃

房委會在2006年推出全方位維修計劃，目的是滿足租戶日漸提高的期望、提升房委會資產的經濟效益和延長其使用年期。通過這項計劃，我們主動勘察樓齡達十年或以上的公共租住房屋(公屋)單位的室內狀況，並提供全面的維修服務。2019/20年度，我們在37個公共屋邨推行全方位維修計劃。

全方位維修計劃採取三管齊下的方針，即主動查找維修問題、迅速回應租戶提出的維修要求，以及加強推廣與教育的工作。家居維修大使在室內勘察時，檢查和記錄單位的室內情況、教育租戶有關樓宇維修的知識，並安排一站式的修葺服務，包括即場提供小型修葺服務、即時發出施工通知單予承辦商跟進較複雜的修葺工程。

除全方位維修計劃外，強制驗窗計劃是政府為加強樓宇安全而推行的措施。窗戶如欠缺妥善維修，玻璃、窗框等物件可能從高處墜下，構成危險。在強制驗窗計劃下，樓齡達十年以上且高於三層的樓宇有機會被揀選接受檢驗，當中包括房委會屋邨的樓宇。運輸及房屋局常任秘書長(房屋)辦公室轄下的獨立審查組根據建築事務監督授予的權力，負責選出房委會的樓宇進行檢驗，並依據這項計劃規定發出法定通知。當房委會的樓宇被選進行驗窗，我們便會委聘屋宇署的註冊合資格人士，檢驗和監督所需進行的修葺工程。2019/20年度，房委會共有17個屋邨推行強制驗窗計劃。

其他保養改善服務和計劃

房委會因應公共屋邨的生命周期，推行多項維修和活化計劃，確保租戶享有既安全又舒適的居住環境。例如推行「日常家居維修服務」，透過專責室內技術小隊，與租戶保持緊密聯繫，迅速回應租戶的施工要求，為他們提供小型室內維修服務。

為進一步勘察高齡屋邨的基本結構安全，第二輪全面結構勘察計劃2018年展開，涵蓋71個屋邨，包括已納入第一輪勘察計劃的屋邨，以及未有納入第一輪勘察計劃但將於2018年至2032年間成為「高樓齡」的屋邨。勘察計劃旨在確保公共屋邨的結構安全和合乎財政效益。

較舊的屋邨經全面結構勘察後，如確定結構穩固，房委會便會推行屋邨改善計劃；2019/20年度涵蓋共九個屋邨。屋邨改善計劃旨在活化並改善較舊的屋邨，讓租戶得享更宜人的居住環境。計劃一般包括改善邨內康樂設施、翻新大廈外牆和公用地方，以及改良園景、花園和花木種植。

升降機是公屋居民賴以出入的重要設施，因此我們致力確保升降機性能良好，可供安全使用，升降機現代化計劃正是為達此目標的一項措施。在此計劃下，我們首先檢查和評估公共屋邨內所有使用逾25年的升降機，再釐定各項現代化工程的優次。2019/20年度，我們在公共屋邨完成54部升降機的現代化工程，另為六個屋邨內87部升降機的現代化工程六次招標。

全方位維修計劃
全面保養 妥善維修

房屋委員會推行的「全方位維修計劃」，提升轄下公共屋邨的維修保養服務，令居民有更佳的居住環境。

計劃的三大方針為：

- 1 主動及全面查找維修問題
- 2 緊急應變及迅速回應住戶要求
- 3 加強宣傳和居民教育

1 主動及全面查找維修問題

- 委派家居維修大使分批探訪各屋邨住戶。
- 主動為住戶勘察單位內的設施。
- 查找需要維修的地方。
- 安排工程人員盡快跟進。

全方位維修計劃小冊子



全方位維修計劃的家居維修大使勘察單位的室內情況後，向租戶講解家居維修保養的知識

為改善個別單位的裝置，房委會近年推行多項措施，包括為部分租戶加設晾衣杆，以及更換單位門口的摺閘。因應租戶對曬晾衣物的需求，房委會一直在可行情況下為七種類型的公屋大廈加設晾衣杆作為業主固定裝置。我們已為約260 000個公屋單位加設晾衣杆，並按個別租戶要求，把固定窗花改為活動窗花，方便租戶使用新的晾衣杆。此外，房委會2015年開始把公屋單位門口的所有舊式摺閘更換為較穩固的新式摺閘，這項大規模計劃2019/20年度完成，年內更換的摺閘約有9 600道。

基礎設施方面，房委會因應需要進行大型屋邨維修保養工作，包括在基礎設施耗損至維修並不合乎經濟效益的情況下，為較舊屋邨進行一系列土木改善工程，工程範圍主要包括更換地下水管、修復地下排水渠，以及重建屋邨道路。這些在較舊屋邨施行的工程是根據長期計劃進行，並以屋邨的現況調查結果，以及地下水管、地下排水渠和屋邨道路的損壞和維修記錄為依據，以釐定所需工程。2019/20年度，橫頭磡邨、順安邨和大坑東邨分別進行土木改善工程。



長康邨食水水壓改善工程



麗閣邨剛完成全面結構勘察計劃

2019年7月，十個獲選定在設計類型上極具代表性的公共屋邨，全部通過房委會的樓宇可持續發展驗證體系的驗證，並獲發香港品質保證局「樓宇可持續發展指數驗證標誌」。這項驗證讓房委會更能衡量轄下公屋樓宇可持續發展的績效表現，從而制定有效的長遠維修和改善策略。

安全、清潔、衛生的環境

ISO 45001職業健康安全管理體系

房委會致力在各層面維護職業健康安全。對於公營房屋的維修和改善工程，我們一直採用職業健康安全管理體系，並於2019年6月把體系標準由原本的OHSAS 18001:2007轉換至ISO 45001:2018。新標準有助加深前線人員對工作所涉危險的認識，並提升整體職業健康和安全管理表現。此外，房委會與建造業議會、職業安全健康局和其他支持機構2019年7月簽署《安全約章》，表達全心全意推廣關愛文化的承諾，以及竭力保障工友健康和生命的決心。



順安邨更換地下供水管道



「屋邨防火嘉年華」以有趣遊戲方式宣傳防火信息

防火安全

我們非常重視公共屋邨的防火安全；繼續透過日常維修和保養計劃進行消防安全改善工程，提升公共屋邨的消防安全標準和符合《消防安全（建築物）條例》的要求。除了定期舉行火警演習之外，我們每年推行「屋邨防火安全運動」，令所有租戶保持高度警覺，而更重要是確保他們知道當發生火警時應如何應變。年內我們於33個公共屋邨舉辦一系列「屋邨防火嘉年華」，設計多個遊戲和饒富趣味的活動，教育居民如何預防家居火警。我們也透過房委會房屋資訊台的短片、「屋邨防火安全運動」網頁、房委會Facebook和Instagram專頁，以及推廣不同防火主題的海報，傳遞防火安全信息。所有公屋大廈每一樓層均裝設消防喉轆，旁邊當眼處張貼簡單易明的操作步驟。此外，我們繼續按《消防安全（建築物）條例》的要求進行消防改善工程。

不少邨管諮委會均在邨內積極推廣防火安全，例如舉辦防火安全活動，邀請消防處人員主講防火安全講座。年內，我們提供資源予邨管諮委會籌辦上述活動，並頒發獎項予21個積極推動屋邨防火工作的邨管諮委會。同時，我們繼續與消防處合作，由該處派出流動宣傳車和消防安全教育巴士到訪多個公共屋邨，推廣重要的防火安全信息。

升降機及自動梯安全

房委會一向着重居民使用升降機和自動梯的安全，而建立使用者的安全意識是當中一大關鍵。在2019/20年度的升降機及自動梯安全運動中，我們張貼一系列設計鮮明的安全教育海報、豎立自動梯安全告示板，以及在房屋資訊台播放宣傳短片，推廣使用升降機和自動梯的安全。此外，我們張貼警告標貼，提醒註冊升降機工程人員在進入升降機槽進行維修保養工作前，務須先按下緊急按鈕和鎖定升降機機廂位置。



宣傳安全使用升降機和扶手電梯的其中一款海報

公屋清潔行動

香港公共屋邨人口密集，要居民生活安全又健康，必須人人注重環境衛生。為確保環境符合最高衛生標準，房委會主要從兩方面着手：積極推行清潔行動和住戶衛生教育。值得一提的是，為配合政府全城清潔工作，我們2019年6月至2020年2月期間在所有公共屋邨展開屋邨清潔行動，包括一連串加強防治鼠患和蚊患的措施。

我們從老鼠「食」、「住」、「行」三方面基本生存需要，設法打擊鼠患問題。藉着斷絕食物來源、消除藏匿點，以及堵塞來往的通道，大幅減少甚至殲滅老鼠。在清潔行動時，我們參照食物環境衛生署（食環署）的建議，在現有樓宇的合適地點加裝防鼠裝置，例如鼠擋、鋼絲網和金屬門腳護板。我們也參考屋宇署的指引，在新落成的樓宇加入防鼠設計。滅蚊措施也同樣重要，我們持續在常規工作中，消除可導致蚊蟲滋生的環境（例如積水），並於雨季時每周在民居附近植物茂盛的地點噴灑霧化滅蚊劑殺滅成蚊。年內，我們購入多部滅蚊機，包括食環署推薦的In2Care滅蚊器，加強防蚊和滅蚊工作。

我們相當重視公共屋邨在清潔和防治蟲鼠方面的宣傳和公眾教育工作，藉以鼓勵住戶保持屋邨清潔衛生。我們通過不同途徑分享衛生知識和健康錦囊，包括宣傳單張、海報、防治蟲鼠講座、《屋邨通訊》、房屋資訊台和社交媒體平台。同時，我們實施扣分制，防止和遏阻住戶和非住宅租戶的不良衛生行為。

在進行屋邨清潔行動時，房委會、食環署與當區持份者共同巡查重點屋邨，尋找在防治蟲鼠方面可改善的地方，並揀選合共約90個重點屋邨，在2019年6月至2020年2月期間分三個階段推行清潔和防治蟲鼠的額外措施。



彩雲(一)邨辦事處、邨管諮委會與食環署合辦推廣屋邨清潔行動



「減廢先鋒」與「瘦身垃圾筒」出席和樂邨的社區活動，宣傳減廢信息。

扣分制

房委會在公共屋邨實施的屋邨管理扣分制，訂明28項可處懲罰的「不當行為」，藉此改善屋邨衛生和培養租戶的公民責任感。根據扣分制，租戶或認可住客如在所住屋邨作出訂明的不當行為，可被扣分，所扣分數有效期為兩年。截至2019年12月31日，約有32 100 戶被扣分，導致他們不得申請任何自願調遷計劃。租戶如在24個月內被扣的有效分數累計達16分，可被終止租約。截至2019年12月31日，有106戶的累積分數已達上限16分。

扣分制對打擊關乎環境衛生和屋邨管理的不當行為非常有效，甚受公屋住戶支持。除扣分制外，我們也推行其他積極措施遏止不當行為。屋邨職員和特別任務隊人員分別在屋邨和區域層面巡邏和執法，以處理亂拋垃圾、吸煙、高空擲物等不當行為。我們繼續透過海報、單張、短片、社交媒體貼文等各種宣傳工具，向租戶推廣公民責任和保持居住環境舒適宜人的重要信息。

可持續的綠色生活

環保計劃

房委會持續推行為期兩年期的「綠樂無窮在屋邨」計劃，於全港各公共屋邨推動可持續的綠色生活。第十二期計劃2019年1月展開，涵蓋共80個公共屋邨(2019年和2020年每年各40個)，主題是「減廢回收、轉廢為材」，以配合政府倡議推行的都市固體廢物收費計劃。在「綠樂無窮在屋邨」計劃下，房委會委託三個環保團體在選定的公共屋邨推行宣傳和教育活動，包括環保嘉年華會、綠色生態遊和教育工作坊等，旨在鼓勵公屋居民實踐廢物源頭分類。多項活動由商界環保協會、綠領行動和世界綠色組織舉辦。

為響應環境保護署(環保署)的「家居廢物源頭分類計劃」，鼓勵市民把廢物分類回收，我們在全港每幢公屋住宅大廈地下公用地方設置三色回收桶，以協助居民減少家居廢物量。此外，我們在公共屋邨舉辦形式多樣的嘉年華會和推廣活動，鼓勵租戶源頭減廢和實踐乾淨回收。我們又安排房委會兩個減廢主題角色——「減廢先鋒」和「瘦身垃圾筒」，走訪約20個屋邨，提高公眾的減廢意識。

上述各項推廣工作帶來令人鼓舞的成績。過去一年，公屋居民每日產生的廢物量降至平均每人0.59公斤，低於我們所定每人0.70公斤的目標。除了從三色回收桶收集可回收物料外，我們亦配合環保署繼續試行玻璃樽回收計劃，在公共屋邨回收約511公噸玻璃樽。至於其他回收活動，我們在中秋節後回收約47 800個月餅盒(約14公噸)，另在農曆新年後收集約6 600盆年桔循環再植。

廢物管理

為政府即將實施的都市固體廢物收費計劃作好準備，房委會於2018年11月開始為揀選的公屋住戶推行為期半年的都市固體廢物收費實踐計劃。該計劃與環保署合辦，在嘉福邨、大坑東邨和漁灣邨推行，獲選住宅樓宇的居民按照計劃獲免費派發模擬垃圾袋棄置廢物；而環保署委聘的非政府機構在屋邨進行宣傳推廣活動。實踐計劃旨在讓更多公屋持份者和住戶在現實生活中試行都市固體廢物收費，以助居民為收費計劃作好準備，並有效傳遞減廢和回收的信息。日後我們會與環保署進一步合作推行類似的實踐計劃，同時繼續推廣減少廢物和廢物源頭分類的可持續生活方式，在公共屋邨進行相關宣傳和教育活動。

房委會、環保署和食環署合辦另一項以廢物源頭分類為主題的活動，2018年7月展開先導計劃，每天從房委會轄下九個商場和濕貨街市收集經源頭分類的廚餘，放置於所屬商場的指定收集站，然後由食環署承辦商運送到有機資源回收中心進行場外處理。先導計劃成功推行，商戶積極參與，促使我們計劃於2020年年中把廚餘收集服務推展至更多房委會商場和濕貨街市。房委會與環保署一直努力鼓勵更多商戶和檔戶參與先導計劃，又舉辦各種宣傳教育活動，提升他們的環保意識。

環保署的「廢塑膠回收先導計劃」是近期一項推動可持續發展和減少廢物的措施，目的是增加廢塑膠回收量。先導計劃在三個地區推行，2019年年底首先在東區展開。房委會與環保署協作，環保署的承辦商直接從區內非工商業處所，包括公私營住宅、學校、公營機構等收集各類廢塑膠（例如不同類型的塑膠樽、塑膠容器和用具、包裝物料和發泡膠），再經進一步處理後製成再生原材料或再造產品，供應本地市場或出口。承辦商定期到參與屋邨進行宣傳推廣活動，並設置流動收集點，在收集廢塑膠的同時，教育市民妥善回收。先導計劃即將在觀塘和沙田區展開。

實施ISO 50001能源管理體系和ISO 14001環境管理體系

2019年6月，房委會屋邨管理處成功更新ISO 50001認證，證明房委會的能源管理標準達到國際品質標準。房委會自2013年起獲得ISO 50001認證，涵蓋範圍包括公共屋邨住宅樓宇公用地方的設施管理和改善工程的規劃、設計、營運、項目管理和合約管理。定期維修和物業管理方面，認證機構在2019年5月就ISO 14001環境管理體系進行年度監督審核，確定這項認證資格持續有效。

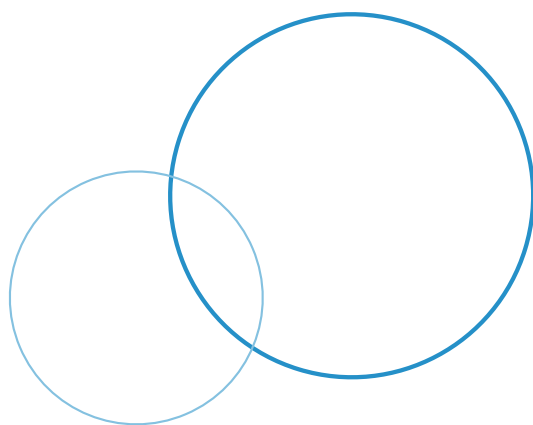
節約能源

近年，房委會在公共屋邨引入多項節能措施，例如在維修故障時，使用裝有發光二極管的照明裝置代替裝有慳電膽的凸面照明器、出口指示牌和方向指示牌；把傳統加壓食水泵系統更換為變頻式加壓食水泵系統；並在進行升降機現代化工程時，採用節能的升降機驅動控制系統。年內，我們也繼續進行碳審計，監察14幢經選定公屋住宅大廈內碳排放水平。

綠化和樹木管理

綠化屋邨帶來清新景象，令人舒暢。年內20個公共屋邨引入新品種植物美化庭園，當中不乏特別為配合區內環境而挑選的植物。我們更與邨管諮委會攜手合作，在20個屋邨舉辦綠化推廣活動，讓居民參與屋邨綠化。

房委會公共屋邨栽植種類繁多、形態各異的樹木，共約94 000株。我們的企業樹木管理系統記錄每棵樹的最新資料，簡化樹木風險評估和管理程序。年內十個屋邨舉辦植樹日，補充和重新種植樹木，進一步綠化屋邨。每棵新栽種的樹木都記錄在企業樹木管理系統內。同時，屋邨樹木大使計劃逾700名熱心義工繼續積極推廣樹木護養。年內我們為屋邨樹木大使開辦兩個專題訓練課程，一個有關識別樹種，另一個教導辨識樹木問題。



和峯邨(左)和怡明邨的園景改善工程



順安邨舉辦的植樹日



為「屋邨樹木大使」舉辦的識別問題樹木講座

協力改善屋邨管理 推廣健康生活方式

邨管諮委會的參與

邨管諮委會是在個別屋邨運作的諮詢組織，通常由屋邨職員、民選區議員和租戶代表組成。他們擔當多項重任，包括作為聯繫房委會職員與租戶的橋樑、就管理事宜提供意見、爭取租戶支持新的管理政策、評核服務承辦商的表現，以及為居民籌辦社區活動。

所有成立邨管諮委會的公共屋邨每年均獲房委會撥款，以舉辦屋邨社區建設活動。房委會也從中央儲備撥出其他款項，讓邨管諮委會與非政府機構合辦不同主題的社區建設活動。2019/20年度這類合辦活動共約360項，包括長者外展服務、鼓勵建立綠化和健康環境的活動，以及建設和諧快樂社區的計劃。這些活動以研討會、工作坊、表演、嘉年華會等形式進行。

多年來，房委會一直與衛生署合作，定期舉辦不同主題的社區健康推廣計劃，鼓勵公屋租戶實踐健康生活。邨管諮委會與非政府機構在這些計劃下合辦活動，例如為居民舉辦日常健體活動，並講解健康飲食之道。2019/20年度，17個邨管諮委會曾參與這類活動，主題集中於推廣低鹽健康飲食和鼓勵多步行、多運動。

每年邨管諮委會與非政府機構均就恆常主題合辦活動，當中至少一項以「關懷長者」為主題。此舉既可讓獲選的非政府機構在個別屋邨為長者租戶提供外展服務，亦可邀請邨內年輕人或屋邨學校學生參與探訪活動，與長者積極互動接觸。除外展服務外，2019/20年度為長者而設的活動還包括嘉年華會、健康推廣工作坊、展覽和講座，以及基本健康評估檢查。年內這類合辦活動約160多項。

長者康健在屋邨

很多長者以公屋為家。為了向長者住戶推廣健康生活安享晚年的信息，多年來我們推行「長者康健在屋邨」計劃。年內，該計劃依然廣受歡迎，吸引約5 700名長者參與。

我們在本年度籌辦多項活動，包括各式節目、展覽、講座和免費健康評估。我們與衛生署口腔健康教育事務科攜手合作，推行各類口腔健康教育活動；又伙拍香港大學(港大)護理學院，藉上門探訪和設立流動健康評估站，為眾多屋邨長者提供免費健康評估檢查。長者年紀愈大，肌肉流失愈多，容易失足跌倒，因此「少肌症」仍是計劃下教育活動的一大主題。我們在流動健康評估站設置「少肌症」小型展覽，並舉辦預防「少肌症」的講座和工作坊。

惟2019冠狀病毒病在2020年初爆發，三個原定於2月和3月舉行的預防「少肌症」健康講座暨工作坊全部取消；我們因此聯同港大護理學院製作以長者為對象的強化肌肉運動影片，以取代講座，鼓勵長者於疫情期間在家中鍛鍊肌肉。影片已上載於房委會三個網上平台——Facebook專頁「公屋人情風貌」、Instagram和YouTube，方便長者在家庭中依照指示做運動。

管理服務供應商

房委會把不少基本服務外判予不同的服務供應商，因此一直致力確保服務供應商在運作上達至最高標準：提供優質的商品和服務，並關顧受聘員工。為此，房委會只委聘在經驗和財政能力均符合規定的承辦商。舉例而言，只有背景符合嚴格要求的服務承辦商，方可列入房委會的潔淨服務承辦商、護衛服務承辦商名冊和物業管理服務公司名冊(即獲准承投房委會潔淨服務、護衛服務和物業管理服務合約的公司名單)。此外，服務承辦商的表現按季評核，評核由屋邨房屋事務經理或物業服務經理和邨管諮委會委員負責，並參考相關屋邨的租戶



房委會 - 公屋人情風貌 Housing Authority- Public Housing Vistas

3月3日

【長者康健在家中】(第二輯)

今日我哋繼續教大家「健肌五式」其餘兩招可以改善姿勢及強化肩膊肌肉嘅運動：「運轉乾坤」同「輕而易舉」。

🔴小貼士：每個運動，每星期做三次先至有效㗎！……[查看更多](#)



房委會的社交網站Facebook專頁「房委會 — 公屋人情風貌」、Instagram專頁和YouTube頻道發布的短片，鼓勵長者在家做運動

問卷調查結果。此外，承辦商檢討小組委員會(服務)也按季覆核所有服務承辦商的表現，如發現承辦商違反任何法定或合約規定，可作出規管行動或紀律處分，例如限制或暫時禁止參與投標或終止合約，甚至從名冊中除名。季度工作表現評核的結果也可能影響承辦商日後競投合約或延續服務合約的機會。

我們的服務合約訂有條文確保服務承辦商善待員工，尤其是非技術工人。如非技術工人的僱傭期超過七天，服務承辦商必須與他們簽訂標準僱傭合約。房委會已落實政府就2019年4月1日起招標的服務合約所推行的新措施，包括為非技術工人提供合約酬金、法定假日薪酬和額外颱風工資。僱用非技術工人的服務承辦商必須與僱員簽訂新的標準僱傭合約，確保僱員在新服務合約下享有加強的僱傭福利保障。

屋邨管理人員定期與非技術工人會談，查核其僱主有否遵從相關的勞工法例。如發現不當或違規情況，我們會向承辦商發出勸諭信、警告信或失責通知書，這或會影響日後其標書評審和續約申請事宜。



坪石邨舉辦的快樂耆程「情」常在

管理保養工程承辦商

房委會十分重視保養工程須達到最佳標準，因此在投標和合約管理層面均設有制度把關。舉例而言，在審批建築保養的分區定期合約過程中，我們繼續根據優先投標機會和綜合評分投標制，考慮投標者過往的表現和績效。對於現行合約的承辦商，我們採用保養工作表現評分制，以密切監察和評核其表現。

保障工人權益

突擊巡查承辦商，能有效偵察一些可能涉及侵害工人權益的違規行為。2019/20年度，我們就27份獨立的服務合約突擊巡查24個公共屋邨，包括與約749名非技術工人會談，以了解他們的工作情況和合約條件。這些突擊巡查由房委會與多個勞工團體聯合進行。另一個有助消除合約違規行為的方法，是教導非技術工人認識自身權益。2019年11月，我們聯同勞工處和廉政公署在房屋署培訓中心舉行研討會，協助非技術工人加深了解《僱傭條例》、《僱傭補償條例》和《防止賄賂條例》下的權利和責任，以及其他與僱傭相關的權益。研討會共有125名非技術工人參加。

零售和商業樓宇

除公屋外，房委會也負責管理約179萬平方米的非住宅設施(截至2020年3月底)，當中約49%為福利和社區設施，約15%為零售設施，其餘36%作其他用途，包括工廠大廈單位和辦公室。

房委會轄下的非住宅設施，大部分以照顧公屋居民的需要為先。以房委會的零售設施為例，首要目的是為滿足區內公屋租戶各式各樣的基本需要。為此，我們採取靈活的市場推廣和租賃策略，確保商場的行業組合理想，其中超級市場、食肆、藥房等為主要的基本零售設施。至於新落成的商場(例如麗翠商場)，我們在商業租賃方面採取策略性和多元化的規劃，以擴展店舖的行業種類，提供更多購物選擇。



麗翠商場

近年，我們注意到公屋租戶對便捷銀行服務的需要，因此一直與主要銀行合作引入流動分行服務。截至2020年3月31日，流動分行服務已遍及30個屋邨，日後將擴展至更多屋邨，特別是那些附近缺乏合適銀行設施的屋邨。此外，房委會把轄下一些商舖出租予銀行開設分行或提供自助銀行服務，並在邨內指定地點設置自動櫃員機。上述種種措施能利便公屋租戶使用基本的理財服務。

網上購物和家居送遞服務日趨普及，加上2019冠狀病毒病於2020年的影響，因此我們安排把更多商舖出租予快遞服務供應商。很多市民選擇從包裹儲物櫃提取網購物品，房委會不斷努力在其轄下屋邨和商場物色合適地點設置包裹儲存櫃。截至2020年3月31日，已有43個公共屋邨和商場設有這類包裹儲存櫃。

大本型

「大本型」是房委會轄下最大的商場，也是區內重要的購物和娛樂消閒熱點，一直深受區內區外顧客歡迎。為保持商場的吸引力，年內我們於一些重要節日及特別日子舉行節慶活動，並舉辦適合一家大小的合家歡節目。本年度舉辦的特別主題節目包括「大嶼山魚類巡禮—自然水族展覽」、環保基金「生活的減法：一切從簡開始」、動感親子農莊、香港潛攝大賽2019、Pororo冬日飛車樂園，以及與知名品牌合辦的時尚生活展銷會和博覽會。



在「大本型」舉辦的Pororo冬日飛車樂園



我們繼續在「大本型」網站(<http://www.domain-mall.hk/>)和相關社交媒體平台大力宣傳商場活動。「型人會」忠誠計劃也成功維繫現有顧客。年內，房委會安排短期租賃的銷售亭、路演和節日展銷會，為商場增添新鮮感。

年內，「大本型」引入新商戶，其中有意大利特色餐廳、知名麵包店和繪畫教室。我們亦增設或提升多項設施，包括在停車場安裝五個電動車輛中速充電器，以滿足電動車車主的需求，並體現我們對保護環境的承擔。

推廣活動

房委會繼續以中央統籌方式，為其他商場就主要節慶安排推廣活動和節慶裝飾，包括為欣田商場舉行開幕誌慶儀式；又定期推出短期租賃的銷售亭、路演和展銷會，增加商品和服務的選擇，令顧客更添購物樂趣。

為優化購物環境以進一步方便顧客，房委會轄下37個商場和15個主要零售設施已設有免費Wi-Fi無線上網服務，供公眾使用。這項免費Wi-Fi服務自2020年年初全面啟用，讓顧客可享用快捷穩定的無線上網服務。



位於沙田的水泉澳廣場

優化非住宅設施

房委會轄下的非住宅空間和設施具備多種不同用途，我們持續檢視運用這些空間的成效，研究如何盡量善用空間。就此，我們推行五年向前推展計劃，為轄下零售和停車場設施的資產優化工作釐訂優先次序。「資產優化」工作包括進行大型改善工程、重訂行業組合、增設商舖或更改設施用途等。我們於2019/20年度把油麗邨、彩盈邨和天晴邨的零售設施納入資產優化計劃，並深入研究可行的資產優化選項。年內，石排灣商場的改善工程已經完成；梨木樹商場和彩德商場，以及石硤尾邨和博康邨街市設施的研究或工程也進展良好。這項計劃的改善和改建工程配合靈活的市場推廣和租賃策略，不但大大改善房委會轄下商業設施的使用情況，更能善用資源，滿足居民需要。

我們一直探討如何更有效運用房委會轄下部分非住宅設施如儲物室或其他空間，例如提升儲物室的租用率，以及研究可否把儲物室改建為住宅單位或作其他合適用途。相關工作進展良好，部分合適的非住宅設施(如公共屋邨的空格)已改作福利和零售用途的單位。

支持環保

房委會在規劃和營運零售設施過程中，十分重視環境保護和綠色生活。房委會簽署《節能約章》和《戶外燈光約章》，表明對減低零售設施的能源消耗量有所承擔。作為香港綠建商舖聯盟成員，我們鼓勵商戶在日常營運中採取可持續發展的環保措施，例如參與由非政府機構舉辦的食物捐贈計劃。

我們嘗試舉辦各種環保活動，推動租戶和市民減少和回收廚餘，並逐步減少使用即棄塑膠餐具。2019年8月至10月期間，我們把鼓勵減少使用即棄塑膠餐具的推廣活動從「大本型」擴展至油麗商場、安泰商場、水泉澳廣場和晴朗商場。該活動透過禮品換領和其他推廣計劃提高公眾的環保意識，廣受顧客歡迎。推而廣之，我們更鼓勵房委會物業的其他食肆經營者減少或避免使用即棄餐具。房委會七個商場/主要零售設施 — 「大本型」、油麗商場、海麗商場、水泉澳廣場、美田商場、晴朗商場和坪石邨，亦有參與「利是封重用回收大行動2020」，藉以培養公眾重用和回收物資的習慣。



位於九龍城的晴朗商場

房委會屋邨的抗疫措施

2019冠狀病毒病於2020年初在本港爆發，我們面臨可說是歷來最嚴峻的公共衛生威脅。在人煙稠密的香港，要控制這高傳染性病毒的傳播異常困難。香港房屋委員會（房委會）負責管理全港180多個公共租住屋邨（公共屋邨），居民佔全港總人口約29%，當中不少更是高風險的長者，因此抗疫對房委會而言是一項切身挑戰。憑藉2003年應對嚴重急性呼吸系統綜合症的經驗，房委會迅速採取一連串行動，務求在冠狀病毒疫情下，盡力保障租戶、承辦商和員工的健康。本專題故事闡述房委會為保障轄下屋邨居民健康和防止疫情擴散所採取的部分措施，以響應全城「同心抗疫」。

隨着冠狀病毒病的威脅變得嚴重，香港政府迅速應變，1月25日宣布把「對公共衛生有重要性的新型傳染病預備及應變計劃」的應變級別由1月4日的「嚴重」提升至「緊急」，並推行多項嚴厲措施，以保持良好衛生環境，減低疫情傳播的風險。我們隨即作出配合，在全港公共屋邨採取多項針對性抗疫措施，保障租戶和員工健康。我們增加在所有屋邨的清潔和消毒次數，特別是屋邨內人流較多的公用地方，同時加強清潔入口閘門和升降機的按鈕和按鈕板、升降機大堂、升降機機廂、自動梯、樓梯、扶手等，以及房委會轄下商場、街市和公廁。此外，我們在每座住宅大廈的地下大堂、商場和屋邨管理處提供酒精搓手液和設置消毒地毯。

保持良好衛生環境委實有賴社區各方合作。為使信息深入人心，除了教導市民如何在個人和家庭層面防疫抗疫之外，我們更透過一系列宣傳和健康教育的通告、海報和社交媒體貼文，推廣個人、家庭和商戶的良好衛生習慣，呼籲居民和非住宅租戶同心抗疫，又把這些信息在公共屋邨布告板和邨內其他顯眼位置展示。此外，我們

加強執法行動，根據扣分制和相關法例，打擊與衛生有關的不當行為和違例事項，強調齊心抗疫，人人有責。

自政府指令減少社交接觸以來，保持社交距離已成為抗疫新常態；因此我們安排房委會不少員工在家工作，並暫時關閉轄下康樂及社區設施，取消所有大型活動；只有若干推廣攤位或流動展覽，以及處理防疫物品的活動才獲豁免。為了讓市民在人流密集的地方保持社交距離，我們採取適當措施，在屋邨辦事處的接待大堂管制人流和排隊方式，並為所有進入屋邨辦事處的市民量度體溫。

房委會轄下屋邨工作的服務承辦商眾多，保障外判服務合約工人的安全是我們應對2019冠狀病毒病的另一重要環節。首先，我們提醒承辦商管理層有責任為公共屋邨清潔、消毒及其他所需服務的前線員工提供合適和足夠的個人防護裝備。在全港口罩短缺的情況下，政府決定向受僱於政府外判服務合約承辦商的前線清潔工人每月免費派發懲教署生產的口罩。由2020年2月中起，房委會把這些口罩分派予轄下服務合約的清潔工人。

因應疫情，政府在「防疫抗疫基金」下推出「物業管理業界抗疫支援計劃」，旨在支援物業管理業的防疫工作，並肯定前線員工（例如清潔和保安員工）的服務。房委會着力配合這項計劃，加快相應的政府撥款安排，自2020年3月起，向受僱於房委會服務承辦商的每名清潔和保安員工發放每月1,000元津貼。

當房委會屋邨出現2019冠狀病毒病確診個案時，我們實施嚴謹慎密的應變計劃。穿上個人防護裝備的工人按照政府指引，徹底清潔和消毒出現個案的樓宇，又加密清



遊樂設施暫停開放



為進入屋邨辦事處大堂人士量度體溫



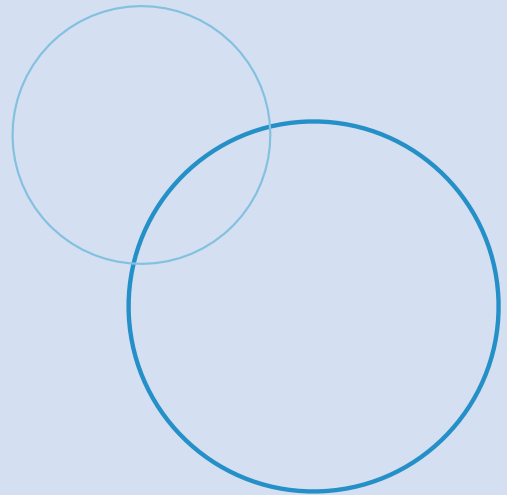
清潔大廈地下大堂信箱

潔和消毒屋邨的公用地方，而技術人員則視察與出現感染個案單位共用排水管和排氣管的所有單位。病毒有機會通過不合規格或安裝欠妥的喉管和通風系統傳播，為了盡量消除這個風險，我們張貼通告，提醒住戶在改動單位前，必須先徵得房委會批准，並且警告他們若擅自改裝喉管可能帶來衛生風險，後果嚴重。我們亦在通告中勸諭居民須妥善保養單位內的排水管，定期把半公升清水倒進去水口（U形隔氣彎管），保持管道暢通及環境衛生。

為防止病毒在公共屋邨傳播，我們呼籲全體員工、承辦商和租戶同心抗疫。這項工作殊不容易，需要各方竭盡所能、保持警覺、和衷合作。大家為守護彼此的安全和健康而齊心努力；房委會與各持份者盡心竭力對抗疫情，成效有目共睹。



使用洗地機清潔大廈樓層



管理善 萬戶安居
Management and Maintenance -
Safe and Healthy Living



加強清潔大廈密碼按鈕



用1比99濃度的稀釋家用漂白水拖抹和洗擦樓梯和扶手

To keep our estates in excellent condition and our residents contented, the Hong Kong Housing Authority (HA) operates systems, teams and experts whose job is to “Work Together for Quality Public Housing”. For them all, “quality” means keeping our estate environments in tip-top condition in terms of facilities and hygiene, improving the living conditions for tenants, keeping them safe, and much more. This working together also includes service contractors, Estate Management Advisory Committees (EMACs), and tenants themselves, in collaborative activities that help foster a sense of community and pride in one’s living environment. In this chapter, we describe some of the most significant of the schemes and systems we have in place and the benefits they are bringing by helping make our public rental housing (PRH) estates safe, clean and comfortable, and providing harmonious environments for our communities.

Total Maintenance Scheme & Mandatory Window Inspection Scheme

To meet the expectations of our tenants, enhance economic efficiency and lengthen the usable life of our assets; the HA’s Total Maintenance Scheme (TMS), launched since 2006, proactively inspects in-flat conditions and provides comprehensive repair services for PRH flats in buildings aged 10 years or above. In 2019/20, the TMS was implemented in 37 PRH estates.

The three-pronged approach of the TMS includes identifying maintenance problems proactively, responding to tenants’ maintenance requests promptly, and strengthening promotion and education. During in-flat inspections, In-flat Inspection Ambassadors inspect and record the condition of each flat, educate tenants about building maintenance, and arrange one-stop repair services, including carrying out minor repairs on the spot and immediately issuing works orders to contractors to follow up more complicated repairs.

Supplementing the TMS is the Mandatory Window Inspection Scheme (MWIS), a Government initiative to improve building safety. Poorly-maintained windows can result in objects such as glass and window frames falling from height. Under the MWIS, any building over 10 years old that is higher than three storeys may be selected for inspection, including buildings in estates under the HA. The responsibility for selecting HA buildings for inspection and for issuing any statutory notices under the MWIS rests with the Independent Checking Unit of the Office of the Permanent Secretary for Transport and Housing (Housing), under the delegated authority of the Building Authority. If one of the HA’s buildings is selected for window inspection, we engage “Qualified Persons” (registered with the Buildings Department) to carry out the inspection and supervise any necessary repair works. In 2019/20, 17 of our estates had the MWIS implemented in them.



A TMS Mobile Education Booth



A “Qualified Person” undertaking a mandatory window inspection at Lai Kok Estate



A workman repairs door hinges of a flat under the Responsive In-flat Maintenance Services



Wah Fu Estate was one of the estates where the CSIP was implemented

Other Maintenance and Improvement Services and Programmes

The HA runs various maintenance and rejuvenation programmes, linked with the life cycles of different PRH estates, to ensure a safe and pleasant living environment for tenants. For example, our Responsive In-flat Maintenance Services sends dedicated in-flat technical teams to closely coordinate with tenants, promptly respond to tenants' works requests, and provide them with indoor minor maintenance services.

The second cycle of the Comprehensive Structural Investigation Programme (CSIP) commenced in 2018. This CSIP cycle ascertains the structural safety and financial sustainability of PRH estates not covered by the first cycle but which will become aged during the period from 2018 to 2032, as well as checks the continuing structural safety and financial sustainability of PRH estates covered in the first cycle. This cycle will involve a total of 71 PRH estates.

In older estates that have undergone a CSIP assessment and have been confirmed to be structurally sound, the HA implements its Estate Improvement Programme. Nine estates were covered by this programme in 2019/20. As the name suggests, this is a programme to refresh and upgrade older estates and make them more liveable for tenants. The programme typically involves adding enhancements to the estate's recreational facilities, renovating the building exteriors and shared areas, and revamping the landscaping, gardens and planting.

Lifts represent essential mobility items for many PRH residents, so we are committed to ensuring our lifts are safe for use and in good working order. Our Lift Modernisation Programme is one means of achieving this goal. Under this programme, we first check and assess all lifts aged over 25 years in various PRH estates, and prioritise modernisation works. In 2019/20, we completed modernisation works for 54 lifts in PRH estates, and issued six tenders for the upcoming modernisation works of 87 lifts in six estates.

Recent initiatives to improve the amenities of individual flats have included programmes to provide laundry rods for some tenants, and to replace the collapsible gates at flat entrances. The HA has been meeting the needs of its tenants for laundry-drying by installing laundry rods as landlord's fixtures in seven kinds of housing block wherever practicable. In total, we have installed laundry rods for around 260 000 PRH flats. At the same time, we replaced fixed window grilles with openable ones upon requests by tenants, to make it easier for them to access the new laundry rods. The year 2019/20 also saw the completion of a large-scale programme begun in 2015 to replace all the old-type collapsible gates at the entrances to rental flats with new and more secure gates. Around 9 600 gates were replaced in the year.

The HA also carries out major repair and maintenance activities at the level of basic infrastructure where necessary, including a range of Civil Engineering Improvement (CEI) works at older estates where facilities have deteriorated beyond economic repair.



The new covered walkway at Lei Muk Shue (II) Estate



An Estate Fire Safety Fun Fair held at Tsui Ping South Estate, where messages about fire safety were conveyed to children through fun games

Typical CEI works mainly involve the replacement of underground water mains, the rehabilitation of underground drains, and the reconstruction of estate roads. These kinds of works have been implemented at our older estates according to a rolling programme, based on annual surveys that assess current conditions alongside the failure and repair history of the underground water mains and drains as well as of the estate roads at these estates. In 2019/20, CEI works were carried out in Wang Tau Hom Estate, Shun On Estate and Tai Hang Tung Estate.

In July 2019, 10 selected PRH estates that offered a good representation of all typical block types were fully verified under the HA's Building Sustainability Verification System, and awarded the Hong Kong Quality Assurance Agency Sustainable Building Index Verified Mark. This verification enables the HA to better gauge the sustainability performance of its PRH blocks, allowing us to formulate effective long-term maintenance and improvement strategies.

Safe, Clean and Healthy Environment

ISO 45001 OHSMS

The HA is wholly committed to safeguarding health and safety at every level, and consequently we have adopted the Occupational Health and Safety Management System (OHSMS) for planned maintenance and improvement of public housing. In June 2019, we successfully migrated the original OHSAS 18001:2007 OHSMS to ISO 45001:2018 OHSMS for planned maintenance and improvement works. The new system is helping to raise the awareness of our frontline staff of occupational hazards,

and to enhance the HA's overall occupational health and safety performance. In addition, in July 2019 the HA signed a Safety Charter with the Construction Industry Council, the Occupational Safety & Health Council and other supporting organisations signifying its commitment to bolstering a caring culture for the safety and health of workers.

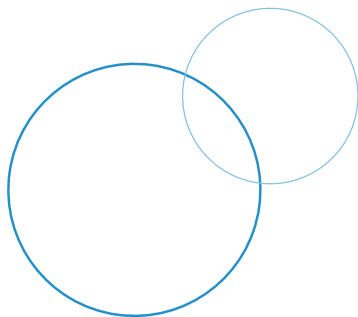
Fire Safety

High priority has always been accorded to fire safety at PRH estates. Through our regular repair and maintenance programmes, we have continued to implement fire safety improvement works, enhance fire safety standards and ensure we comply with requirements under the Fire Safety (Buildings) Ordinance. Apart from regular fire drills, we run a year-round Fire Safety Campaign for all tenants to keep alert levels high and, more importantly, to ensure that tenants know what to do should a fire break out. During the year, we organised a series of Estate Fire Safety Fun Fairs under the campaign at 33 PRH estates. These delivered games and other fun activities designed to educate tenants about preventing fires at home. Messages on fire safety were also circulated through video broadcasts on the HA's Housing Channel network, information uploaded to the Estate Fire Safety Campaign website, the HA's Facebook, Instagram pages, and via posters with different fire prevention themes. Simple step-by-step guides for operating fire hose reels have been prominently displayed next to every reel on each floor of all housing blocks. In addition, we have been conducting fire safety improvement works to enhance fire safety standards and comply with the requirements under the Fire Safety (Buildings) Ordinance.

Many EMACs were also active in promoting fire safety in their estates, for example by organising fire safety activities and inviting officers from the Fire Services Department (FSD) to give fire safety talks. We provided EMACs with resources for these activities, and presented awards to 21 EMACs that had been most active in promoting fire safety awareness at their estates during the year. Meanwhile, we continued partnering with the FSD, which sent its Mobile Publicity Unit and Fire Safety Education Bus to various PRH estates to disseminate important fire safety messages.

Lift & Escalator Safety

The safety of our residents in using lifts and escalators has always been a priority for the HA. The key here is creating a safety-conscious mindset among users. Our Lift and Escalator Safety Campaign for 2019/20 incorporated a range of eye-catching educational posters and escalator safety stand boards, along with safety videos broadcast on the Housing Channel. In addition, we produced warning stickers to remind registered lift workers to press the emergency stop button and lock the position of the lift car before they enter the lift shaft to carry out maintenance works.



An escalator safety stand-board at the entrance to Domain

PRH Cleansing Programme

In the densely populated PRH estates across Hong Kong, good hygiene is a crucial part of safe and healthy living for all. For the HA, ensuring the highest standards of hygiene takes two main forms – active cleaning programmes and hygiene education for residents. In particular, we launched an Estate Cleaning Campaign in all PRH estates from June 2019 to February 2020 to tie directly in with the Government's territory-wide cleaning work. Our campaign included a series of extra measures to enhance rodent and mosquito controls.

We approached the rodent challenge by recognising the three basic survival needs of rodents: food, shelter, and passageways. By eliminating food sources and blocking hiding places and dispersal routes, the rodent population can be significantly reduced or even eliminated completely. Under our campaign, and in line with suggestions by the Food and Environmental Hygiene Department (FEHD), we installed more rodent-proofing facilities such as rat guards, wire mesh and metal kicking plates in suitable locations in our existing buildings. As for new buildings, rodent-proofing designs have been developed with reference to the guidelines from the Buildings Department. Mosquito control measures are also important; we continued to implement routine measures to eliminate environments where mosquitos can breed (e.g. stagnant water sources), while carrying out weekly fogging of scrubby areas near PRH residences in the rainy season to kill adult mosquitos. During the year we also purchased more mosquito trapping devices, including the In2Care traps recommended by the FEHD, to enhance our mosquito prevention and control work.

We attach great importance to promotional and public education efforts on cleansing and pest control in PRH estates, which encourage our residents to keep their estates clean and hygienic. Hygiene facts and tips were shared via multiple channels, including leaflets, posters, pest control talks, estate newsletters, the Housing Channel, and social media platforms. At the same time, we applied the Marking Scheme to discourage poor hygiene practices among residents and non-domestic tenants.



Jointly held by the Choi Wan (1) Estate Office, EMAC and the FEHD, the pest control talk boosts tenants' awareness of rodent and pest prevention and control work

Under the Estate Cleansing Campaign, joint inspections of priority estates were conducted by the HA, the FEHD and local stakeholders to identify areas for improvements in pest control. A total of around 90 priority estates were selected to have extra cleansing and pest control measures implemented in three phases running from June 2019 to February 2020.

Marking Scheme

The HA's Marking Scheme for Estate Management Enforcement in Public Housing Estates is a scheme to enhance hygiene and civic responsibility on PRH estates by penalising residents who commit any of the 28 specified "misdeeds". Under the scheme, a tenant or authorised occupant who commits any of the misdeeds in the estate where he or she resides may have Marking Scheme points allotted to them, which are valid for two years. As at 31 December 2019, around 32 100 households had penalty points allotted to them, debarring them from applying for any of our voluntary transfer schemes. Households accumulating 16 valid points within 24 months may have their tenancies terminated. As of 31 December 2019, 106 households had reached this 16-point threshold.

The Marking Scheme has proved very effective in curbing environmental hygiene and estate management misdeeds, and is strongly supported by our PRH tenants. In addition to the scheme, we have been implementing other proactive measures to deter misdeeds. Patrols and enforcement actions are carried

out by staff at estate level and by Special Operation Teams at a regional level to tackle misdeeds such as littering, smoking, and throwing objects from height. We have continued to promote the importance of tenants showing civic responsibility and helping to maintain decent PRH living environments through publicity materials such as posters, leaflets, videos and social media posts.

Sustainable Green Living

Green Projects

The HA's Green Delight in Estates (GDE) programme is an ongoing two-year programme that brings projects for sustainable green living to PRH estates across Hong Kong. In January 2019 we launched Phase 12 of GDE to cover 80 PRH estates, 40 each year in 2019 and 2020 respectively. The main theme for Phase 12 was "Waste Reduction and Recycling", selected to tie in with the Government's proposed Municipal Solid Waste Charging Scheme. Under the GDE, the HA engaged three green groups to deliver promotional and educational programmes that included green carnivals, eco-tours and educational workshops to selected PRH estates. The focus of these activities was to encourage the practice of waste separation at source among our PRH residents. Various activities were organised by the Business Environment Council, Greeners Action, and World Green Organisation.

Three-coloured recycling bins have now been placed in the ground floor common areas of each PRH domestic block across Hong Kong to help all residents reduce the amount of domestic waste they produce. This has been done in support of the Environmental Protection Department (EPD)'s "Source Separation of Domestic Waste Scheme", which has been set up to encourage people to separate their waste for recycling. Elsewhere, we organised various carnivals and promotional activities in PRH estates specifically to encourage tenants to reduce waste at source and embrace clean recycling, and sent the HA's two Waste Reduction theme characters, "Waste Reduction Bee" and "Slim Garbage Bin", on visits to around 20 estates to raise community awareness of waste reduction.

All this promotional work has achieved encouraging results. Over the year, the daily waste generated by PRH residents was reduced to an average of 0.59 kg per person, lower than our target of 0.70 kg per person. In addition to the collection of recyclables from the three-coloured recycling bins, we also collected some 511 tonnes of glass bottles from PRH estates as part of an ongoing glass recycling trial being spearheaded by the EPD. In other initiatives, we collected around 47 800 moon cake boxes (about 14 tonnes) for recycling after the Mid-Autumn Festival, and about 6 600 potted citrus plants for replanting after the Lunar New Year.

Waste Management

In preparation for the implementation of the Government's Municipal Solid Waste (MSW) Charging Scheme, the HA set up a half-year trial for selected PRH residents that started in November 2018. Run in

collaboration with the EPD, the trial was conducted in Ka Fuk, Tai Hang Tung and Yue Wan Estates. Residents in the designated trial blocks at those estates were provided with free dummy garbage bags for disposing of waste in accordance with the scheme, and a non-governmental organisation commissioned by the EPD was engaged to carry out promotion and publicity in the estates. The trial aimed at enabling stakeholders and residents in PRH settings to try out MSW charging in real life, and was effective in preparing residents for the scheme as well as conveying the message of the importance of waste reduction and recycling. We will collaborate further with the EPD on similar trial schemes in the future, and continue to implement promotional and educational programmes in PRH estates on adopting a sustainable lifestyle of waste reduction and separating waste at source.

Waste separation at source was also the theme in another initiative that involved collaboration among the HA, the EPD and the Food and Environmental Hygiene Department (FEHD). This saw the launch of a pilot scheme in July 2018 to collect source-separated food waste daily from nine HA shopping centres and wet markets and deposit it to designated collection points within each of the respective locations. FEHD contractors then delivered the waste to the Organic Resources Recovery Centre for off-site recycling. The success of this pilot scheme and the level of engagement by tenants has led to the extension of the food waste collection service to include several more of the HA's shopping centres and wet markets from around the middle of 2020. Together with the EPD, the HA has been working to get more shop and stall tenants to join the trial programme, at the same time



Environmental Recycling Day held at Ko Yee Estate to promote separation of waste for recycling



Food waste is collected from stalls at Ching Long wet market

Business Review

organising various promotional and educational programmes to boost their awareness of environmental protection.

A further sustainability and waste reduction initiative undertaken recently was the launch of the Pilot Scheme on Collection and Recycling Services on Plastic Recyclable Materials. This is a scheme organised in collaboration with the EPD to enhance the recycling of waste plastics. The Pilot Scheme will run in three districts, with its first location being the Eastern District in late 2019. Under the Pilot Scheme, EPD contractors collected all types of waste plastics (e.g. different types of plastic bottles, containers and utensils, packaging materials and polyfoam) directly from non-commercial/industrial premises in the districts, including private and public housing estates, schools, and public institutions. These were further treated in order to produce either recycled raw materials or products for local or external markets. The contractors also carry out regular publicity and promotional activities, and mobile collection points have been set up both to collect waste plastics and to educate the public on proper recycling in PRH estates. The Pilot Scheme will soon be rolled out in Kwun Tong and Sha Tin Districts.

Implementation of ISO 50001 and ISO 14001

In June 2019, the HA's Estate Management Division successfully renewed its ISO 50001 certification, which recognises the international quality of the HA's energy management standards. The scope of ISO 50001 certification, which has been held since 2013, includes the planning, design, operation, project management and contract administration for facilities management and improvement works at communal areas of PRH domestic blocks. In addition, the relevant certification body carried out an annual surveillance audit for the ISO 14001 Environmental Management System on planned maintenance and property management in May 2019, as a step towards keeping the certification up to date.

Energy Conservation

In recent years, the HA has incorporated a number of energy-saving initiatives into its PRH estates. For example, we now use Light Emitting Diode (LED)

luminaires in place of Compact Fluorescent Lamp (CFL) in bulkhead light fittings, exit signs and directional signs during breakdown maintenance, and variable speed booster fresh water pump systems in place of conventional booster pump systems. We have also incorporated energy-efficient lift drive control systems in our lift modernisation works. Our Carbon Audit exercise, which monitors carbon emissions in 14 selected PRH domestic blocks, was continued in the year.

Greening & Tree Management

Greening makes an important positive difference to the ambience of estates. During the year we introduced new types of plants to enhance the landscape of 20 PRH estates, many of which were selected to match the local environmental conditions. We have also made greening promotional activities available to residents, collaborating with EMACs in 20 estates to organise events to get local PRH communities involved.

In total, PRH estates under the HA are home to approximately 94 000 trees of various species of different sizes. The HA operates an Enterprise Tree Management System (ETMS), which both keeps track of each individual tree and also streamlines our processes for assessing and managing tree risk. To replenish the tree supply and further green our estates, we organised tree planting days in 10 estates during the year and recorded the newly planted trees in our ETMS. Meanwhile, more than 700 enthusiastic volunteers in our Estate Tree Ambassador Scheme remained active in promoting tree care. During the year we ran two special training courses for them, one on tree identification and the other on identifying problems in trees.



A landscape improvement project at Wu King Estate



An EMAC-funded greening activity at Kwong Fuk Estate



A Healthy Diet – Green Health Workshop for the elderly held at Lee On Estate

Partnering for Better Estate Management and Healthy Living

EMAC Involvement

Estate Management Advisory Committees (EMACs) are advisory groups that operate in individual estates, and are typically made up of estate staff, elected District Councillors and tenants' representatives. They perform multiple valuable roles, including liaising between HA staff and tenants, offering advice on management issues, gaining support from tenants for new management policies, evaluating the performance of service contractors, and organising community activities for residents.

All PRH estates that have EMACs in place are allocated funding annually by the HA specifically for EMACs to use in organising estate community-building activities. Other funding may also be provided to EMACs from the HA's central reserve to enable them to partner with non-governmental organisations (NGOs) in organising community-building activities with central themes. In 2019/20, a total of around 360 partnering activities were organised by EMACs, including outreach services for the elderly, activities to encourage a green and healthy environment, and initiatives to build a happy and harmonious community. These took the form of seminars, workshops, performances and carnivals.

In a longstanding collaboration with the Department of Health, the HA participates in regular thematic community health promotion programmes to encourage our PRH tenants to adopt a healthy lifestyle. EMACs have partnered with NGOs to deliver activities under

these programmes, such as giving residents regular physical activities along with healthy eating advice. In 2019/20, 17 EMACs participated in the programmes, with themes that focused on promoting a low-salt diet for better health and encouraging people to walk and exercise more.

Among the regular themes adopted each year for EMAC-NGO partnering activities, all EMACs conduct at least one partnering function with the theme of "Caring for the Elderly". This is an opportunity for selected NGOs to deliver outreach services to the elderly tenants of individual estates, as well as to invite young people from the estates or students at estate schools to join in these visits and interact with the elderly in positive ways. In addition to outreach services, other events for the elderly in 2019/20 included carnivals, health promotion workshops, exhibitions and talks, and basic health assessment tests. During the year, some 160 of these partnering functions were held.

Healthy Ageing in Public Housing Estates

Many elderly people call a PRH estate their home. To promote happy and healthy living for our elderly tenants, we run a longstanding Healthy Ageing in PRH Estates programme. The programme continued to be popular and attracted around 5 700 elderly tenants during the year.

Many activities were arranged during the year, including events, exhibitions, talks and free health assessments. Various oral health education initiatives were undertaken as part of our collaboration with the Department of Health's Oral Health Education Division.



Volunteers on a visit to an elderly resident of Lai Kok Estate



Elderly tenants receive health assessments at a mobile health assessment station set up at Upper Ngau Tau Kok Estate by the HKU School of Nursing Team

Meanwhile, our partnership with the School of Nursing of the University of Hong Kong (HKU) delivered free health assessment checks to elderly tenants in different housing estates, done either during home visits or at mobile health assessment stations. Sarcopenia, a condition of muscle loss with ageing that increases the risk of falling among the elderly, remained a major theme of our education activities under the programme. We included a mini exhibition on sarcopenia at the mobile health assessment stations, and also ran talks and workshops on preventing sarcopenia.

With the outbreak of coronavirus (COVID-19) in early 2020, unfortunately, three Health Talks cum workshops on preventing sarcopenia planned for February and March had to be cancelled. However, in lieu of the talks, we collaborated with HKU's School of Nursing to produce videos on muscle-strengthening exercises specially designed for the elderly, to encourage our elderly tenants to work out at home during the pandemic. The videos were posted on three of the HA's online platforms, Public Housing Vistas (Facebook), Instagram and YouTube, making it easy for the elderly to follow along with the video instructions at home.

Service Provider Management

The HA contracts outsource many essential services to a wide range of service providers. We are committed to ensuring that these service providers operate to the highest standards, not only in terms of delivering quality goods and services, but also in the care they show to their own employees. One way we do this is by limiting the contractors used by the HA to qualified service contractors that meet certain requirements relating to

experience and financial capability. For example, to be admitted onto the HA's List of Cleansing and Security Service Contractors and Property Services Agents (the list of the companies permitted to bid for our Cleansing, Security service and Property Services contracts), service contractors must meet strict background criteria. In addition, their performance is assessed quarterly, a process that may involve input from Housing Managers or Property Services Managers and EMAC members, as well as reference to tenant surveys from the relevant estate. Also on a quarterly basis, the performance of all our service contractors is reviewed by the Contractors Review Committee (Services). Contractors that are found to be in breach of any statutory or contractual requirement may have regulatory or disciplinary action imposed on them, such as restriction or suspension from tendering, contract termination and even removal from the List. The results of these quarterly performance assessments may also have an impact on a contractor's chance of bidding for future tenders, or having a service contract extended.

We also have provisions in place for ensuring that our service providers treat their workers, especially their non-skilled workers, well. Service contractors must enter into a Standard Employment Contract (SEC) with their non-skilled workers if the employment period exceeds seven days. The HA has put into effect the Government's new measures for tenders of service contracts invited from 1 April 2019 onwards, which include the provision of gratuity, statutory holiday pay and extra typhoon wages to non-skilled workers. In addition, relevant service contractors who employ non-skilled workers are required to sign a new SEC with their employees to ensure they are entitled to enhanced employment benefits under the new service contracts.

Our estate management staff regularly speak to non-skilled workers to check on whether their employers are complying with the relevant labour legislation. If we identify irregularities or non-compliance, we may issue advisory letters, warning letters or default notices to contractors, all of which may affect our evaluation of any future tenders or applications for contract extension.

Maintenance Contractor Management

Ensuring that maintenance works is carried out to the best standards is of particular importance for the HA, and we have systems in place to do this at both the tendering and contract management levels. For example, we have continued to implement the Preferential Tendering Opportunities and Preferential Tender Award System in the procurement of all building maintenance District Term Contracts, which take into account the past performance and track records of tenderers. For contractors who are currently fulfilling their contracts, we operate the Maintenance Assessment Scoring System, which allows us to monitor and assess their performance closely.

Protecting the Rights of Workers

Making surprise checks on contractors is a valuable way of detecting irregularities that may involve potential breaches to workers' rights. In 2019/20, we carried out surprise checks at 24 PRH estates in relation to 27 separate service contracts. These checks included talking with around 749 non-skilled workers to learn more about their working and contract conditions, and were carried out in collaboration with various labour unions. Education of non-skilled workers on their rights is another way of helping stamp out contract irregularities. We played our part by organising a seminar attended by 125 non-skilled workers at the Housing Department's Training Centre in November 2019, in conjunction with the Labour Department and the Independent Commission Against Corruption. This was aimed at helping non-skilled workers become more aware of their rights and responsibilities under the Employment Ordinance, the Employees' Compensation Ordinance and the Prevention of Bribery Ordinance, and other employment related rights.

Retail and Commercial Properties

Apart from PRH management, the HA is responsible for managing around 1.79 million square metres of non-domestic facilities (as at the end of March 2020). Among these, about 49% are welfare and community facilities, about 15% are retail facilities, and the remaining 36% are for other purposes, including factory units and office use.

Most of the non-domestic facilities under the HA are set up with the priority of catering for the needs of PRH residents. For example, the HA's retail facilities have the primary aim of providing a wide range of basic necessities to local PRH tenants. To ensure this is the case, we adopt flexible marketing and leasing strategies to ensure that the trade mix in our shopping centres is an optimum one, providing mainly basic retail facilities such as supermarkets, eateries and pharmacies. For new shopping centres, such as the Lai Tsui Shopping Centre, we also adopt strategic and diversified planning for commercial leasing that widens the trade mix and provides more shopping choices.

Recognising the need of PRH tenants for convenient banking services, we have been collaborating with major banks on provision of mobile services in recent years. As at 31 March 2020, mobile branch services served 30 estates, and these will be extended to more estates over time, especially those that lack suitable banking facilities nearby. In addition, some HA shops are let to banks for branch services or self-service banking, and some spaces in estates are designated for automatic teller machines. As a result of these initiatives, PRH tenants enjoy good access to essential financial services.



Mei Tin Shopping Centre in Sha Tin



Parcel collection lockers in Cheung Shan Estate



The themed Dynamic Green Farm event at Domain

As the popularity of online shopping and home delivery has increased, especially with the arrival of COVID-19 in 2020, we have arranged to let more shops to express delivery service providers. Parcel lockers for delivery are a popular way of receiving goods ordered online, and the HA has been identifying suitable sites for setting up parcel lockers in its estates as well as in its shopping centres. As at 31 March 2020, parcel lockers had been set up in 43 PRH estates and shopping centres.

Domain

Domain, the largest of the HA's shopping malls and an important regional mall and entertainment hub, has continued to be a popular destination for many shoppers from within and outside the district. To keep it in the spotlight, a programme of special events for some of the major festivals and special days during the year was run. These were supplemented by events specially targeting children and their families. Some of the special themed events held in the year included the Fish Kaleidoscope – Stream Explorer in Lantau Nature Aquarium Exhibition; the Environment and Conservation Fund Decluttering Lifestyle: The Joy of Less; Summer Dynamic Green Farm; the Hong Kong Underwater Photo & Video Competition 2019; Pororo Winter Amusement Park; and a series of lifestyle-themed trade fairs and expos in partnership with renowned brands.

All these events and more have continued to be promoted widely on the mall's designated website, <http://www.domain-mall.hk/>, and associated social media platforms. The Domain Club loyalty programme has also been successful in maintaining the loyalty of

customers. Throughout the year, the HA made available short-term kiosks and venues suitable for holding roadshows and festive trade fairs, adding new interest to the mall environment.

New businesses introduced to the mall during the year included an Italian-style specialty restaurant, a well-known bakery shop and a Drawing Studio, among others. We added or upgraded various facilities in the year, including installing five medium chargers for electric vehicles in the car park to meet demand from electric vehicle owners and show our commitment to environment protection.

Promotional Activities

We continued to launch centrally arranged promotional activities and festive decorations during major festivals in other HA shopping centres, including a special opening celebration ceremony to mark the opening of Yan Tin Shopping Centre. We also arranged for short-term lettings of kiosks and venues for roadshows and trade fairs periodically at other shopping centres, widening the choice of products and services and enhancing the shopping experience.

To enhance the user-friendly shopping environment, free Wi-Fi has been provided for public use in 37 of the HA's shopping centres and 15 major retail facilities. This fast and stable Wi-Fi service has been available for shoppers since early 2020.

Enhancing Our Non-domestic Facilities

The HA's non-domestic spaces and facilities are used for many different purposes, and we are continually looking at how effectively we are using these spaces and how they can best be utilised. To this end, we run a five-year rolling programme to prioritise asset enhancement of our retail and carparking facilities. Our "asset enhancement" work includes major improvement works, re-designating the trade mix, providing additional shops, or converting the use of the premises. In 2019/20, we included retail facilities in Yau Lai Estate, Choi Ying Estate and Tin Ching Estate in the asset enhancement programme, and carried out detailed studies of enhancement options at these sites. Meanwhile, the improvement work at Shek Pai Wan Shopping Centre was completed during the year, while good progress was made on our studies or work at Lei Muk Shue and Choi Tak Shopping Centres as well as at the market facilities in Shek Kip Mei and Pok Hong Estates. The improvement and conversion works carried out under the programme, together with flexible marketing and leasing strategies, have helped us significantly improve the utilisation of our commercial premises and optimise the use of resources to meet residents' needs.

We have also been exploring ways to better utilise some of our non-domestic facilities such as storerooms or other spaces, for example by improving the letting rate of storerooms and studying the feasibility of converting them into domestic flats or for other uses as appropriate. Progress has been made in converting some suitable non-domestic facilities (e.g. empty bays in PRH estates) for use as welfare and retail premises.

Supporting Environmental Protection

Environmental protection and green living are important aspects of our retail environment planning and operations. The HA is a signatory of the Energy Saving Charter and the Charter on External Lighting, as part of its commitment to reducing energy consumption at its retail premises. As a member of the Hong Kong Green Shop Alliance, we encourage our shop tenants to incorporate sustainable green measures into their daily operations, such as by joining food donation schemes organised by NGOs.

We also try to get our tenants and members of the public to embrace various environmental protection practices on reducing and recycling food waste and phasing out the use of disposable plastic tableware. A promotional campaign to encourage reducing the use of disposable plastic tableware was extended from Domain to Yau Lai Shopping Centre, On Tai Shopping Centre, Shui Chuen O Plaza and Ching Long Shopping Centre, running from August to October 2019. The campaign was welcomed by shoppers, whose awareness of the issue was raised through various gift redemption and promotion schemes. More widely, the HA encouraged other operators of food establishments in HA premises to reduce or avoid the use of disposable tableware. Seven of the HA's shopping centres and major retail facilities – Domain, Yau Lai Shopping Centre, Hoi Lai Shopping Centre, Shui Chuen O Plaza, Mei Tin Shopping Centre, Ching Long Shopping Centre and Ping Shek Estate – also participated in the Lai See Reuse and Recycle Programme 2020, which aimed at promoting the habit of reusing and recycling.



A lion dance being performed at the Grand Opening of Yan Tin Shopping Centre



Yan Tin Shopping Centre in Tuen Mun

How the HA Fought the Virus in its Estates

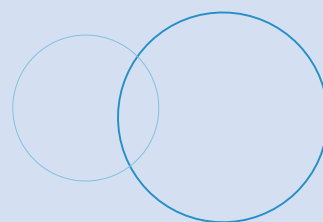
In early 2020, Hong Kong faced perhaps its biggest-ever public health threat with the outbreak of COVID-19. In a city as densely populated as ours, the highly contagious nature of the virus posed special difficulties for controlling its spread. This was a challenge of special relevance to the HA, which is responsible for managing more than 180 public rental housing (PRH) estates where around 29% of the city's population live, including many high-risk elderly. Drawing on its experience in handling SARS in 2003, the HA quickly launched a host of actions designed to keep its tenants, contractors and staff as safe as possible in the face of COVID-19. This feature story describes some of the moves that have been helping to protect HA estates and people against the spread of the virus, while hammering home the importance of our city-wide slogan, 'Together, we fight the virus!'

The Hong Kong Government moved quickly as soon as the seriousness of the COVID-19 threat became clear. On 25 January, it announced that Hong Kong would move to the "Emergency Response Level" of the "Preparedness and Response Plan for Novel Infectious Disease of Public Health Significance", up from the "Serious Response Level" introduced on 4 January. A number of stringent measures to maintain good hygiene and reduce the spread of the disease were introduced. In line with these, we launched a number of targeted anti-infection measures at our PRH estates across Hong Kong, all aimed at protecting the health of tenants and workers. To begin with, we stepped up the frequency of our cleansing and disinfection work in all estates. We gave special attention to the common areas of estates with high visitor flows, and cleaning was also enhanced for buttons and button panels of entrance gates and lifts, as well as areas such as lift lobbies, lift cars, escalators, stairs and handrails, and at our commercial centres, markets, and public toilets. In addition, we provided alcohol-based hand-rubs and sanitising mats in the ground floor lobbies of every residential block, shopping centre and estate management office.

Ultimately, good hygiene standards require the co-operation of every individual in the community. To get this message out, along with education about how to fight the virus on an individual and household level,

we circulated a range of publicity and educational notices, posters and social media posts that promoted good hygiene practices for personal and household living and in shops, and appealed to residents and non-domestic tenants for support in the battle against COVID-19. These were prominently displayed on notice boards and in other conspicuous locations in PRH estates. Supplementing this, we increased our enforcement actions against hygiene misdeeds and offences under the Marking Scheme and relevant legislation, emphasising just how seriously everyone needed to take the virus situation.

Social distancing became the new norm as a strategy of containing the virus, as the Government issued directives for reducing social contact. In response, we implemented work-from-home arrangements for many of our HA staff, as well as temporarily closing our recreation and community facilities and suspending all major events. Exceptions were only approved for certain promotional booths or mobile exhibitions, and for the handling of items required to prevent and control the disease. To maintain social distancing in crowded locations, we took measures where necessary to control the flow of people and queuing practices at estate office reception lobbies. We supplemented this by introducing body temperature checks for all members of the public entering estate offices.



Recreation facilities have been temporarily closed



Temperature check before entering an estate office



Cleansing in wet market

With so many service contractors working in our estates, keeping workers of outsourced service contracts safe was another essential part of our COVID-19 response plan. To begin with, we reminded the management of these contractors of their responsibility to provide appropriate and adequate personal protective equipment for frontline staff responsible for cleansing, disinfection and other essential services in PRH estates. With masks in short supply across Hong Kong, the Government decided to distribute masks produced by the Correctional Services Department each month for free to frontline cleansing workers engaged by government outsourced service contractors. From mid-February 2020 onwards, the HA distributed these masks to cleansing workers under its service contracts.

We also played our part in facilitating another scheme introduced by the Government in the face of COVID-19. This was the “Anti-epidemic Support Scheme for Property Management Sector”, launched under the Government’s Anti-epidemic Fund to support the property management sector in its anti-epidemic efforts and to recognise the services of frontline workers such as cleansing and security personnel. We have been expediting the Government’s funding arrangements for this scheme by providing the monthly allowance of \$1,000 to each cleansing worker and security worker employed by our service contractors since March 2020.

When confirmed cases of COVID-19 have come to light on HA estates, we have implemented a strict and thorough response plan. Staff wearing personal protective equipment is sent in to carry out thorough cleansing and disinfection of the affected buildings, in accordance with Government guidelines, while increased cleansing and disinfection of the common areas of the estate is also undertaken. Technical staff then inspect all units that shared drainage and vent pipes with the units of the infection cases. To minimise the risk of the disease spreading through faulty or incorrect pipework and venting, we have posted notices widely reminding tenants that they must obtain prior approval from the HA before carrying out any alterations to their units, and warning that, because of the health risks, unauthorised modification of pipes is a serious matter. The notices also encourages good environmental hygiene by reminding residents to maintain their drainage pipes properly and to regularly pour half a litre of water into each drain outlet (U-trap) to keep them clear.

Our staff, contractors and tenants have all been called upon to work together and fight the virus on PRH estates. The task has not been easy as it required much commitment, vigilance and co-operation from everyone involved. We all have pulled together to keep each other safe and healthy. In Hong Kong’s fight against the virus, the HA has done its utmost to play its part effectively, together with its stakeholders.

齊心連繫 同譜佳章

Engagement and Communication –
Support behind the Scenes



前 兩章闡述香港房屋委員會(房委會)過去一年興建並管理公共租住屋邨(公屋)和資助出售單位所付出的努力,成績有目共睹,背後有賴眾多同事和團隊互相支持,實現「優化公屋 同心同行」的目標。房委會幕後人才濟濟,各司其職,有的負責媒體傳訊,維持公共資訊流通;有的解答查詢,處理投訴,循不同途徑與住戶保持聯繫;有的促進員工的身心健康;有的確保資訊科技資源得以善用,與時俱進。沒有他們默默耕耘,房委會便無法取得如此亮麗成績。本章介紹其中一些令房委會有效暢順運作的支援途徑和工作。

有效的溝通途徑

2019/20年度,房委會致力開拓與公眾溝通的途徑,特別是透過互聯網和不同社交媒體平台,促進信息交流。現今網絡用戶的上網裝置五花八門,昔日「一款走天涯」的網頁設計已不足以配合實際需要,因此我們着力建立無障礙網頁。2019年年中,我們完成房委會/房屋署網站的「適應性網頁設計」項目,提升用戶的瀏覽體驗。無論所用的是桌上電腦、平板電腦或手提電話,經改良的「適應性網頁設計」都能因應不同裝置的屏幕大小,自動顯示網頁內容。我們網站的瀏覽人數眾多,這項技術無疑是一項重大進展。2019/20年度,房委會/房屋署網站錄得平均每月超過5百萬次的網頁瀏覽量,而2019年5月份推出「出售居者有其屋(居屋)計劃單位2019」期間,瀏覽量更飆升至逾千萬次。

除了現有的Facebook和YouTube平台外,我們在2020年1月開設房委會Instagram帳戶(www.instagram.com/hkhousingauthority),擴展社交媒體的領域。2020年1月至3月間,我們在Instagram發布超過50篇貼文和15個限時動態,涵蓋不同主題,包括公營房屋新發展、資助自置居所計劃、屋邨管理事宜、社區活動等。年內在Facebook專頁發布約200篇貼文,並在YouTube分享30段影片。關注我們Facebook專頁的人數正穩步增加,截至2020年3月底,已有逾12,000個用戶追蹤我們的專頁。



我們繼續出版電子月刊《互信》,報道房委會的發展動向和最新活動等有趣資訊,藉此與員工和其他持份者保持聯繫。另一份定期出版的刊物是《屋邨通訊》,每半年一次派發給公屋租戶,提供一些與屋邨生活息息相關的有效資訊。

我們亦沿用一貫的通訊方式(包括電話、電郵和信件)與市民溝通。2019/20年度,我們經熱線接獲逾607,100個來電,處理約87,100宗口頭或書面查詢/投訴。

短片創作比賽

我們於2018年舉辦「家•邨•情:公共屋邨短片創作比賽」,2019年頒發獎項予各得獎者和組別。全港現居於和曾居於公屋的人士均可參加比賽,以家人、朋友或鄰里之間的情誼為主題,製作短片分享在屋邨生活的溫馨回憶和美好體驗。逾百名公屋居民報名參賽,作品題材廣泛、質素甚高,抒發他們對多年公屋生活的銘感之情。評判根據參賽作品的故事內容、創意、感染力和視聽效果,從各個組別選出11名得獎者,並嘉許六組「最佳演繹獎」的優勝者。



短片創作比賽的部分得獎短片縮圖 — 公開組(左一)和中學組

(左圖)房委會Instagram帳戶

機構訪問

房委會歡迎有意了解香港公屋制度的各地訪客參觀公共屋邨。惟自2019年6月起，香港社會情況不穩，隨後更出現2019冠狀病毒疫情，令我們不得不把多項早已計劃的參觀活動延期或取消。年內僅能安排八次參觀活動，其中四次接待內地代表團，四次接待海外團體；亦為本地關注團體安排了一次參觀活動。

傳媒活動

香港房屋政策在年內的變化和發展，吸引傳媒對房委會及其工作的關注。我們盡力向傳媒提供一切所需資料，安排新聞訪問及傳媒簡報會，令其能翔實有據地報道。年內我們發布61份新聞稿、解答1 368項傳媒查詢，並處理58宗由新聞界轉介的投訴。

員工發展

我們年內繼續為房委會員工安排培訓及發展活動，以助培育專業幹練、積極進取的團隊，在各業務範疇作出貢獻。2019/20年度，每名員工平均接受18.8小時培訓，包括課堂授課、短期派任、導師計劃、實地參觀和考察團。我們亦把新學習材料上載「房委會易學網」(易學網)，供員工自學進修。為應對2019冠狀病毒疫情，我們把一些課堂教學改為在易學網上授課，包括自選影片和其他電子學習資源。

年內，「心意卡」計劃繼續推行，以表揚員工的卓越表現。我們把傑出團隊的成功故事上載至易學網，以供分享交流。同時，我們為管理人員舉辦工作坊，深化他們在工作間的關愛文化。



中華人民共和國駐比利時王國特命全權大使團參觀安泰邨的岩石公園

重視員工健康和安

房委會的「員工身心樂健系列」舉辦多個講座，主題包括精神健康、急救、中醫藥、眼睛護理、伸展運動等；亦定期把最新的健康資訊上載至房委會的「樂健坊」網站。

我們定期舉辦職業安全健康(職安健)培訓課程和講座，2019年舉辦200個講座和課程，逾8 300名員工參加。房委會內聯網的職安健網站亦已更新，加入職業安全健康局和勞工處編製的安全資料、健康錦囊和相關刊物。我們繼續進行一年一度的辦公室安全視察工作，找出並消除辦公室環境的潛在危險。

工作場地的員工安全

鑑於2019冠狀病毒病的疫情，我們迅速加強房委會總部的清潔及消毒工作，並不時提醒同事注重個人衛生。總部各入口已裝置體溫掃描系統，為所有進入總部的員工和訪客量度體溫，另在各主要入口放置消毒地氈(定時以1:49稀釋漂白水進行消毒)。總部多個地點亦擺放了專為棄置用過口罩而設的有蓋垃圾桶。

我們為有需要的員工提供口罩、酒精搓手液和膠手套等個人防護裝備，並定期透過電子郵件向員工發放衛生署的最新資訊，包括預防措施和健康錦囊，以提高他們的防護意識。



員工參觀位於屯門的環境教育中心 <源·區>



房委會總部各出入口增設體溫掃描系統(左)和潔手液

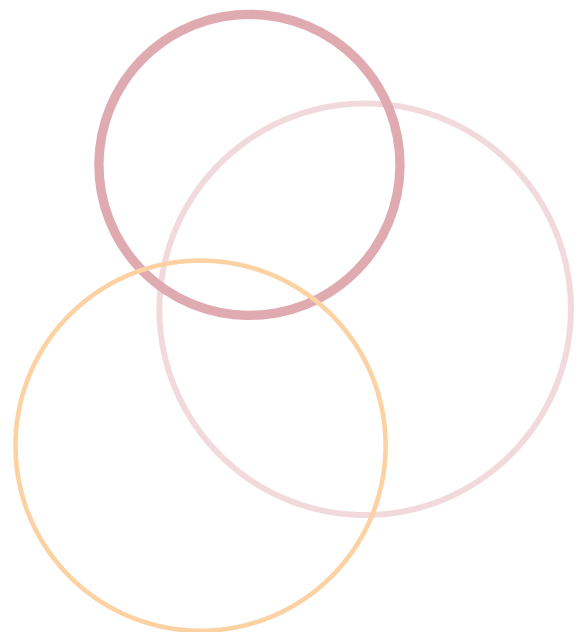


善用科技 提升效率

房委會雲端運算基礎設施(房委會雲端平台)為房委會轄下所有資訊科技系統,提供共享硬件資源、標準化資源分配和中央控制的系統支援。該平台自2018年12月投入運作以來,我們把舊有資訊科技系統遷移至房委會雲端平台的工作進度理想;逾70個資訊科技系統當中,有27個系統的遷移工作已順利完成。我們的目標是在2021/22年度或之前,把餘下的資訊科技系統遷移至房委會雲端平台。

房委會一直為市民開拓更廣泛的電子服務。2019年5月,我們推出一項網上遞交申請服務,讓市民透過互聯網遞交居屋和「白表居屋第二市場計劃」(白居二)的申請表;結果約七成的申請表經網上遞交,過程方便快捷,廣受市民歡迎。有見及此,我們繼續改進該項服務,以配合2019年12月推出的「綠置居2019」。我們將繼續探討運用電子途徑,提供更多服務。

房委會的資訊科技工作一向與時俱進,符合國際標準。為保護我們的資訊科技系統和資訊資產,避免受到攻擊或出現保安漏洞,我們不斷檢視並提升現有的保安措施,以確保其效能,同時保持ISO 27001:2013資訊保安管理的認證資格。我們繼續致力提高員工對資訊保安的意識和警覺性,以及對良好作業模式的認知。



出售居屋單位(左)及白居二的網頁



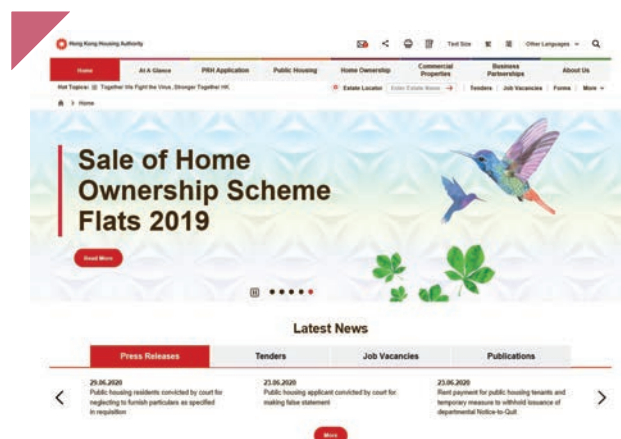
齊心連繫 同譜佳章
Engagement and Communication -
Support behind the Scenes

The public face of the Hong Kong Housing Authority (HA), as seen in its efforts to construct and manage public rental housing (PRH) estates and subsidised sale flats over the year, has been introduced in the previous two chapters. Behind the scenes, though, many other individuals and groups have also been involved to “work together for quality housing” in supporting roles. These roles are many and varied, and include maintaining media channels and the flow of public information, handling queries and complaints, engaging with tenants in various ways, keeping HA staff happy and healthy, and ensuring our IT resources are efficient and up to date. Without these efforts, the more publicly visible achievements of the HA would not be possible. In this chapter, we showcase some of the behind-the-scenes channels and roles that are crucial to the smooth efficient functioning of our organisation.

Efficient Communication Channels

In 2019/20, the HA has worked hard to expand the range and quality of its communication with the public, especially through the internet and various social media platforms. One area we have been focusing on is web accessibility, recognising that web users nowadays use many types of devices to access the internet and that a “one-size-fits-all” web presence is no longer adequate. In mid-2019 we completed our “responsive web design” (RWD) project for the Housing Authority/Housing Department Website, which has optimised the browsing experience of its users. The RWD enhancement now enables web content to display in a way that automatically fits to the screen dimensions of different devices, whether they be desktop computers, tablets or mobile phones. This was an important development given the huge number of people who browse our website. In 2019/20, the website received more than five million web page views per month on average, with that number rising to over 10 million in May in response to the launch of the Sale of Home Ownership Scheme (HOS) Flats 2019.

In January 2020, we expanded our social media presence from the existing Facebook and YouTube platforms by adding an HA Instagram account (www.instagram.com/hkhousingauthority). Between January and March 2020, more than 50 posts and 15



A screenshot of the Housing Authority / Housing Department Website homepage

stories were published on Instagram, covering a variety of topics including our new public housing developments, subsidised home ownership schemes, estate management issues and community events. We also published around 200 posts on Facebook and 30 videos on YouTube during the year. In addition, we have seen steady growth in the number of followers of our HA Facebook page, with over 12 000 fan followers as at the end of March 2020.

We have continued to engage with our staff and other stakeholders by publishing our monthly e-newsletter *Housing Dimensions*, which provides much interesting information about HA developments and activities. Another regular publication is our bi-annual *Estate Newsletter*, which is delivered to PRH tenants and provides them with useful information relevant to life on their estate.

As always, we continue to offer traditional channels of communication for the general public including telephone hotlines, emails and letters. In 2019/20, we handled over 607 100 calls through our hotlines and dealt with some 87 100 verbal or written enquiries/complaints.

Short Video Contest

In 2018 we launched our territory-wide competition, the “Making Precious Memories – Life in Public Housing” Short Video Contest, and in 2019 we awarded prizes to the winners and to performing groups. The contest was open to all current and former public housing residents. Entrants were invited

to produce a short video that captured some of their warm memories and positive experiences of living in public housing, themed around relationships among family, friends and neighbours. Over 100 PRH residents took part in the video challenge, producing a wide range of high quality tributes to public housing life over the years. Eleven winners were selected in various categories, based on the content, creativity, impact and audio-visual effects of their entries. In addition, six groups of “Outstanding Performers” were recognised.

Corporate Visits

The HA has always welcomed overseas visitors seeking to learn more about our PRH system on visits to its estates. Regrettably, the unstable social situation in Hong Kong from June 2019 onwards, followed by the COVID-19 outbreak, meant we had to postpone or cancel a large number of planned visits. Throughout the year, we were only able to organise eight site visits, four of which were for Mainland delegations and the other four for groups from elsewhere in the world. We also ran one visit for a local interest group.

Our Media Activities

The changes and developments in Hong Kong’s housing policies during the year generated considerable interest from the media in the HA and its activities. We have been striving to provide the media with all the relevant information needed. Press interviews and media briefings were arranged to arrive at a balanced and informed view of the situation. We issued 61 press releases, handled 1 368 media enquiries and dealt with 58 complaints referred to us by the press during the year.



Visiting delegation of Hawaii State Senate trying recycled plastic walking trail in On Tat Estate

Staff Development

The HA’s staff training and development activities continued over the year, with the goal of maintaining a highly skilled and motivated workforce across our operations. In 2019/20, we provided an average of 18.8 hours of training per staff member, delivered in the form of classroom training, attachment programmes, mentoring programmes, site visits and study tours. New learning materials were also uploaded to the HA e-Learning Portal for self-learning. Due to the outbreak of the COVID-19 pandemic, we transformed some of our classroom training programmes into electronically accessible formats and made them available on our e-Learning Portal. These included videos-on-demand and other e-learning resources.

Our Extra Mile Card Plan, which recognises exemplary performances by staff members, continued during the year. Success stories about team achievements were shared on the HA e-Learning Portal. Workshops were organised for managers to reinforce the importance of building a caring culture at work.

Prioritising Staff Health and Safety

During the year, our Employee Wellness Programme featured seminars on topics such as mental health, first aid, Chinese medicine, eye care and stretching exercises. New health-related information was also regularly uploaded to the HA’s Health Portal.



Participants using Therabands for exercise during a Seminar on Office Syndromes

Business Review

Occupational safety and health (OSH) training courses and seminars were run regularly across the year, with over 8 300 staff members attending 200 seminars and courses in 2019. We also updated our dedicated OSH website on the HA intranet, adding safety information, health tips and publications from the Occupational Safety and Health Council and the Labour Department. Our annual Departmental Office Safety Inspection Exercise once again identified and removed potential hazards in the office environment.

Staff Safety in the Workplace

In response to the COVID-19 outbreak, we have stepped up cleansing and disinfection at the Housing Authority Headquarters (HAHQ), and from time to time reminded colleagues to observe high levels of personal hygiene. Temperature scanning systems were installed at the entrances to the HAHQ to check the body temperatures of all staff and visitors on arrival. In addition, sanitising mats (disinfected with 1:49 diluted bleach regularly) were laid at major entrances, and dedicated rubbish bins with covers were placed at various locations in the HAHQ for the disposal of used face masks.

Personal protective equipment such as face masks, alcohol-based hand-rubs and plastic gloves, etc have been provided to staff for meeting their needs. Updated information on precautionary measures and health tips from the Department of Health has also been regularly disseminated to staff via email to keep awareness high.



Temperature scanning systems have been installed at entrances to the HAHQ

Enhancing Efficiency Through IT

The HA-Cloud Infrastructure now provides the HA with a shared pool of hardware resources, a standardised model of resources allocation, and centralised support for all its IT systems. Since the infrastructure came into operation in December 2018, good progress has been made in migrating our older IT systems to HA-Cloud, with 27 of over 70 IT systems having now completed the migration. We target to complete the migration of all IT systems to HA-Cloud by 2021/22.

The HA has been increasing the range of e-services it provides for the public. In May 2019, we launched an e-submission service enabling members of the public to submit applications for HOS and the White Form Secondary Market Scheme through the internet. About 70% of the applications for these were submitted online. The service provided a convenient method for submitting applications and was generally welcomed by the community. Further enhancements were made to the e-submission service to coincide with the launch of the Green Form Subsidised Home Ownership Scheme 2019 in December. We will continue to explore options for providing more of our services via electronic channels.

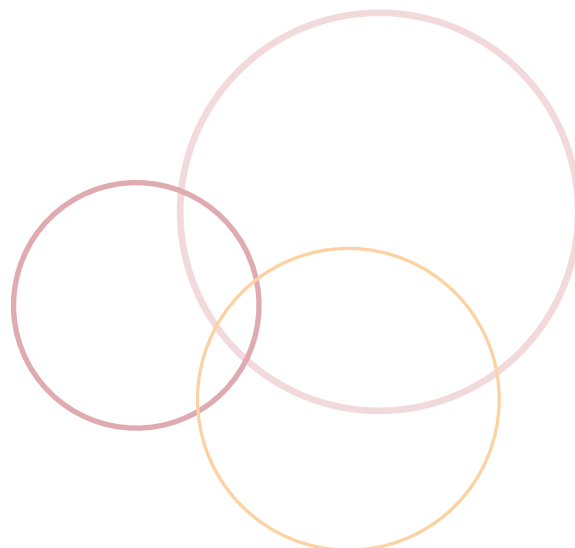
The HA has continued to maintain high quality in its IT work and to comply with relevant international standards. To protect our IT systems and information assets from security attacks and other vulnerabilities, we are continuously reviewing and strengthening our existing security measures to ensure their effectiveness, and maintaining ISO 27001:2013 certification on information security management. We will not rest in our efforts to raise awareness of security information, alerts and best practices in information security.



The HA-Cloud logo (left) and the HA-Cloud Computing Infrastructure

2019/20 年度所獲業界獎項及社會嘉許 Industrial Awards and Community Recognitions

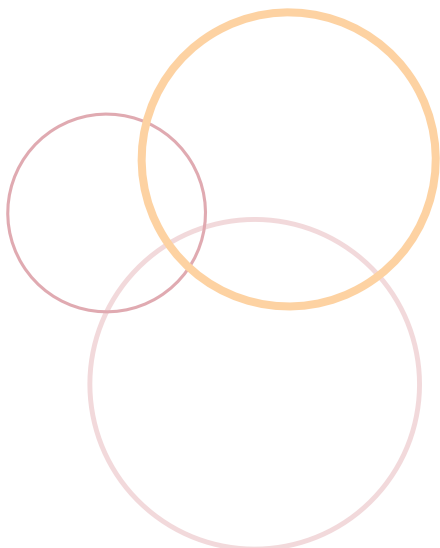
獎項／得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
發展及建築 Development and Construction	
<p>香港項目管理學會大獎2018 連翠邨·柴灣連城道公共房屋發展計劃 建造／工程 — 優勝者 景泰苑(新蒲崗)「綠表置居先導計劃」 可持續發展 — 優勝者</p> <p>Hong Kong Institute of Project Management Awards 2018 Lin Tsui Estate, Public Rental Housing Development at Lin Shing Road, Chai Wan Construction / Engineering – Winner Green Form Subsidised Home Ownership Scheme at San Po Kong (King Tai Court) Sustainability – Winner</p> <p>香港項目管理學會大獎2019 長沙灣副食品批發市場3號及5號地盤第1、2期公共房屋發展計劃[海盈邨及凱樂苑] 2019年項目大獎 建造／工程 — 優勝者 安達臣道地盤A至地盤E公共租住房屋發展項目(安泰邨及安達邨) 「可持續」組別 — 優勝者</p> <p>Hong Kong Institute of Project Management Awards 2019 Public Housing Developments at Cheung Sha Wan Wholesale Food Market Site 3 and Site 5 Phases 1&2 [Hoi Ying Estate & Hoi Lok Court] Project of the Year 2019 Construction / Engineering – Winner Public Rental Housing at Anderson Road Site A to Site E, On Tai Estate and On Tat Estate Sustainable Project – Winner</p>	<p>香港項目管理學會 Hong Kong Institute of Project Management</p>
<p>亞太項目管理學會聯盟大獎2019 安達臣道地盤A至地盤E公共租住房屋發展項目(安泰邨及安達邨) 「可持續」組別 — 優勝者</p> <p>Asia Pacific Project Management Awards 2019 Public Rental Housing at Anderson Road Site A to Site E, On Tai Estate and On Tat Estate Sustainable Project – Winner</p>	<p>亞太項目管理學會聯盟 Asia Pacific Federation of Project Management</p>



獎項／得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
<p>香港建築師學會2019年兩岸四地建築設計大獎 水泉澳邨 — 沙田第52區公共房屋發展計劃 住宅 — 銀獎</p> <p>HKIA Cross-Strait Architectural Design Awards 2019 Shui Chuen O Estate – Public Rental Housing Development at Sha Tin Area 52 Residential – Silver Award</p>	<p>香港建築師學會 Hong Kong Institute of Architects</p>
<p>2019年CIBSE香港大獎 寶鄉邨(寶鄉街·大埔) 住宅大廈年度獎 — 優勝者</p> <p>CIBSE Hong Kong Awards 2019 Po Heung Estate (Po Heung Street, Tai Po) Project of the Year Awards – Residential Building – Winner</p>	<p>英國屋宇裝備工程師學會 香港分會 The Chartered Institution of Building Services Engineers Hong Kong Branch</p>
<p>傑出見習工程師獎2019 見習土力工程師培訓計劃 培訓 — 亞軍獎</p> <p>Trainee of the Year Award 2019 Geotechnical Engineering Graduate Training Scheme Training – Second Prize Award</p>	<p>香港工程師學會 Hong Kong Institution of Engineers</p>
<p>2019年歐特克香港建築信息模擬設計大獎 公營房屋發展計劃中的構件式單位設計 – 在協作和整合過程中採用建築信息模擬技術 研究類別 — 榮譽獎</p> <p>Hong Kong Building Information Modelling (BIM) Awards 2019 Modular Flat Design in Public Housing Developments – Adopting BIM for Collaboration and Integration Research Category – Honorable Mention</p>	<p>歐特克香港 Autodesk Hong Kong</p>
<p>第25屆公德地盤嘉許計劃 粉嶺第49區公共租住房屋發展計劃 公德地盤獎 — 優異獎</p> <p>25th Considerate Contractors Site Award Scheme Construction of Public Rental Housing Development at Fanling Area 49 Considerate Contractors Site Awards – Merit Award</p>	<p>發展局及建造業議會 Development Bureau and Construction Industry Council</p>

獎項／得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
環保 Environmental Friendliness	
環保建築大獎2019 建築模擬驅動的系統化地基設計 研究類別 — 優異獎 前葵涌已婚警察宿舍公屋發展計劃建築工程 新建建築類別 — 已落成項目 — 住宅建築 — 入圍項目 Green Building Award 2019 BIM-enabled Systematic Approach to Foundation Design (BIM-SAFD) Research Category – Merit Award Construction of Public Rental Housing Development at Ex-Kwai Chung Police Married Quarters New Buildings Category – Completed Projects – Residential Building – Finalist	香港綠色建築議會及環保建築專業議會 Hong Kong Green Building Council (HKGBC) & Professional Green Building Council (PGBC)
香港綠色機構認證 房委會的減廢表現 減廢證書 — 卓越級別 Hong Kong Green Organisation Certification HKHA Waste Reduction Performance Wastewi\$e Certificate – Excellence Level	環境運動委員會 Environmental Campaign Committee

屋邨管理 Estate Management	
建築測量師大獎2019 連接新與舊 — 長青邨加裝升降機塔 改動及加建工程組別(業主／業主代表) — 冠軍 實踐關懷獎 Building Surveyor Awards 2019 Connect Old and New – Addition of Lift Towers at Cheung Ching Estate A&A and Conversion Category (Client / Client's representative group) – Winner Caring Practice Award	香港測量師學會 The Hong Kong Institute of Surveyors
香港品質保證局「企業社會責任先導者標誌」 房屋署 HKQAA CSR Advocate Mark Housing Department	香港品質保證局 Hong Kong Quality Assurance Agency

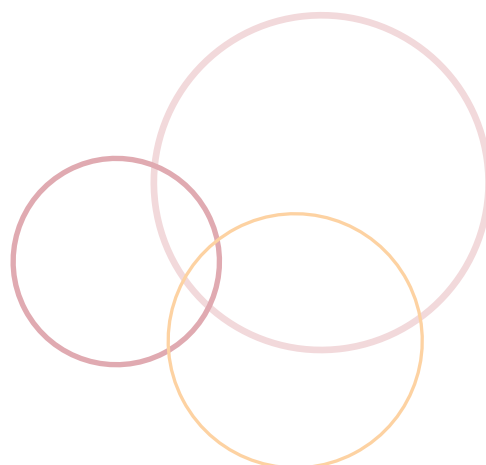


齊心連繫 同儕佳章
 Engagement and Communication -
 Support behind the Scenes

獎項／得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
<p>黃大仙區第二十一屆2019 / 2020優質大廈管理比賽 (公共屋邨組)</p> <p>冠軍、環保大廈獎 — 慈康邨(領先管理有限公司) 亞軍 — 慈民邨(領先管理有限公司) 季軍 — 東匯邨(領先管理有限公司) 優異獎、環保大廈獎 — 慈正邨(香港房屋委員會) 優異獎 — 富山邨(領先管理有限公司) 優異獎 — 沙田坳邨(領先管理有限公司)</p> <p>The 21st (2019 / 20) Wong Tai Sin District Quality Building Management Competition (Public Housing Estate)</p> <p>Champion and Green Building Award – Tsz Hong Estate (Pioneer Management Limited) 1st Runner-up – Tsz Man Estate (Pioneer Management Limited) 2nd Runner-up – Tung Wui Estate (Pioneer Management Limited) Merit and Green Building Award – Tsz Ching Estate (Hong Kong Housing Authority) Merit – Fu Shan Estate (Pioneer Management Limited) Merit – Shatin Pass Estate (Pioneer Management Limited)</p>	<p>黃大仙區議會房屋事務委員會 Housing Committee of Wong Tai Sin District Council</p>
<p>第二十屆建造業安全分享會暨頒獎典禮 最佳高處工作安全改善計劃</p> <p>房屋署分區維修保養及空置房屋翻新定期合約 — 葵涌(1)區2018 / 2021 — 銀獎</p> <p>20th Construction Safety Forum and Award Presentation Best Safety Enhancement Program for Working at Height</p> <p>District Term Contract for Maintenance, Improvement and Vacant Flat Refurbishment for Properties Managed by DMO KC(1) 2018 / 2021 – Silver</p>	<p>職業安全健康局，勞工處及建造業議會 Occupational Safety and Health Council, Labour Department, Construction Industry Council</p>
<p>第18屆沙田區優質大廈管理比賽</p> <p>豐和邨 公共房屋組亞軍 公共房屋組(大廈保安)冠軍 公共房屋組(公用地方防止蚊患及鼠患措施)冠軍 欣安邨 公共房屋組亞軍 公共房屋組(大廈防火及消防設備)冠軍 公共房屋組(大廈環境衛生)冠軍 公共房屋組(公用地方防治蚊患及鼠患措施)冠軍</p> <p>The 18th Quality Building Management Competition in Sha Tin</p> <p>Fung Wo Estate Runner-up of Public Housing Group Champion of Security of Public Housing Group Champion of Common Areas to Prevent Mosquito and Rodent Measures of Public Housing Group Yan On Estate Runner-up of Public Housing Group Champion of Fire Prevention and Fire Equipment of Public Housing Group Champion of Building Environmental Hygiene of Public Housing Group Champion of Common Areas to Prevent Mosquito and Rodent Measures of Public Housing Group</p>	<p>沙田區議會 Sha Tin District Council</p>

獎項／得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
卓越設施管理獎(公營租住及資助購置房屋) 利安邨 Excellence in Facility Management Award 2019 (Public Rental & Subsidized Purchase Housing) Lee On Estate	香港設施管理學會 The Hong Kong Institute of Facility Management
香港綠色機構 大元邨 減廢證書 — 卓越級別 利安邨 減廢證書 — 基礎級別 The Hong Kong Green Organisation Certificate Tai Yuen Estate Wastewi\$e Certificate – Excellence Level Lee On Estate Wastewi\$e Certificate – Basic Level	環境運動委員會 Environmental Campaign Committee
2018–2019年度東九龍「最佳伙伴」物業 牛頭角下邨 The “Best Partner” Property, Kowloon East in the year of 2018–2019 Lower Ngau Tau Kok Estate 2018–2019年度東九龍「優秀伙伴」物業 大本型 The “Outstanding Partner” Property Kowloon East in the year of 2018–2019 Domain	香港警務處 東九龍總區防止罪案辦公室 Hong Kong Police Regional Crime Prevention Office, Kowloon East
2019公務員優質服務獎勵計劃 園藝小組「社區種植樂悠悠，攜手共建綠家園」 內部支援隊伍獎 — 銅獎和特別嘉許(與市民互動) Civil Service Outstanding Service Award Scheme 2019 Horticulture Unit “Promoting Community Planting in Existing Public Rental Housing Estates” Internal Support Team Award – Bronze Prize and Special Citation (Interactive Communication with the Public)	公務員事務局 Civil Service Bureau

齊心連繫 同儕佳章
 Engagement and Communication -
 Support behind the Scenes



獎項／得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
大廈優質供水認可計劃 — 沖廁水(銀) 嘉福邨 大元邨 Quality Water Supply Scheme For Buildings – Flushing Water (Silver) Ka Fuk Estate Tai Yuen Estate 大廈優質供水認可計劃 — 沖廁水(藍) 彩園邨 顯耀邨 高怡邨 藍田邨 利安邨 牛頭角下邨 寶鄉邨 新翠邨 Quality Water Supply Scheme For Buildings – Flushing Water (Blue) Choi Yuen Estate Hin Yiu Estate Ko Yee Estate Lam Tin Estate Lee On Estate Lower Ngau Tau Kok Estate Po Heung Estate Sun Chui Estate	水務署 Water Supplies Department

機構 Corporate	
ISO/IEC 27001:2013資訊安全管理系統認證 香港房屋委員會 ISO/IEC 27001:2013 Information Security Management System Certification Hong Kong Housing Authority	英國標準協會 British Standard Institute
「同心展關懷」機構2019/20 「連續10年或以上同心展關懷」標誌 — 房屋署 Caring Organisation 2019/20 10 Years Plus Caring Organisation Logo – Housing Department	香港社會服務聯會 The Hong Kong Council of Social Service

The image features three overlapping circles of different colors: a large red circle at the top, a green circle on the right, and a large blue circle at the bottom. The circles overlap in the center, creating a Venn diagram-like structure. The background is a light blue gradient.

財務回顧
Financial Review

我們在2019/20年度的工作重點是透過維持穩健的財務和資金管理，以貫徹香港房屋委員會（房委會）的願景和工作目標。我們繼續致力改善和加強財務及風險的管理程序，務求盡量提升各項活動的財務和業務價值。

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

2019/20年度財務報表

房委會根據與政府的財政安排，以及房委會所通過的會計政策編製財務報表。2019/20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	13,326
2. 資金管理帳目盈餘	996
3. 代管服務帳目盈餘	43
年內盈餘	14,365

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0.60億元的非運作收入淨額後，2019/20年度的整體運作盈餘為133.26億元。

租住房屋業務在2019/20年度錄得7.18億元的盈餘。有關業務涉及下列類型房屋：

運作盈餘／(赤字)	百萬元
租住房屋	763
中轉房屋	(43)
長者租金津貼	(2)
	718

商業樓宇業務在扣除0.83億元的特殊項目前，盈餘為16.29億元。有關業務涉及下列類型設施：

運作盈餘	百萬元
商場	856
停車場	354
工廠	75
福利用途樓宇	344
	1,629

特殊項目款額為0.83億元，此金額是由房委會撥款進行的政府基建和社區設施的開支。

資助自置居所業務在計入100萬元的特殊項目前，盈餘為110.01億元。有關業務涉及下列自置居所計劃：

運作盈餘／(赤字)	百萬元
居者有其屋計劃(居屋計劃)/綠表置居計劃(綠置居計劃)	9,864
私人機構參建居屋計劃(私人參建計劃)	207
租者置其屋計劃(租置計劃)	954
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)	(24)
	11,001

特殊項目款額為100萬元，此金額包括調整居屋／綠置居計劃單位年末未售存貨的減值，以及就已售予香港按揭證券有限公司的自置貸款計劃貸款組合中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，2019/20年度的盈餘為9.96億元。在2020年3月31日，房委會的投資資金為556.72億元。房委會資金在2019/20年度的整體總回報率為2.0%。

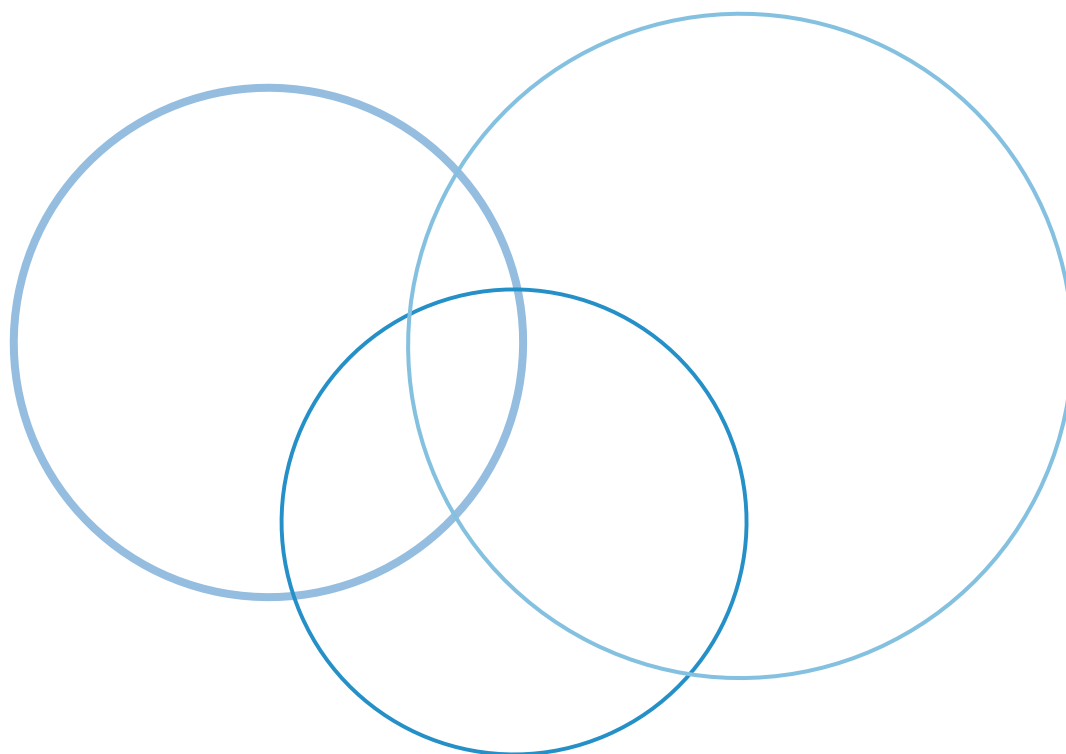
房委會的投資策略，是由房委會財務小組委員會經參考獨立投資顧問的建議後制定。投資策略的目標，是確保有充足的流動資金應付房委會運作所需，並以審慎和分散的投資方式，把房委會餘下資金作較長線投資，以賺取較佳的長期回報。

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。因應最新的金融市場情況和風險，房委會在2019/20年度就資產配置策略進行了穩健程度的周年檢討。資產配置策略概列如下：

外匯基金保本項目	約80.0%
港元／美元存款及債券	8.0%
股票	12.0%
	100.0%

3. 代管服務帳目

代管服務帳目顯示的運作盈虧情況包括下列項目：代表政府執行的代理職務；已落成資助出售單位屋苑住宅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。



Supporting the vision and mission of the Hong Kong Housing Authority (HA), maintaining sound financial and funds management remained our key focus in 2019/20. We continued to explore opportunities to improve and strengthen our financial and risk-management processes to provide maximum financial and business value in all our activities.

The HA is financially autonomous. Our massive public housing programmes are sustained through internally generated funds. Our financial resources are prudently managed for smooth operation of our capital programmes, operational services and business initiatives.

The 2019/20 Financial Statements

The HA's Financial Statements have been prepared in accordance with accounting policies approved by the HA and the Financial Arrangements with the Government. A full set of the Financial Statements for 2019/20 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	13,326
2. Funds Management Account Surplus	996
3. Agency Account Surplus	43
Surplus for the year	14,365

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 \$13,326 million for 2019/20 after taking into account a net non-operating income of \$60 million.

Rental Housing Operations generated a surplus of \$718 million during 2019/20, analysed over the following types of housing:

Operating Surplus/(Deficit)	\$M
Rental Housing	763
Interim Housing	(43)
Rent Allowance for the Elderly	(2)
	718

Commercial Operations generated a surplus of \$1,629 million before charging exceptional items of \$83 million, analysed over the following types of facilities:

Operating Surplus	\$M
Commercial Complexes	856
Car Parks	354
Factories	75
Welfare Premises	344
	1,629

The exceptional items of \$83 million represent expenditure incurred on Government infrastructure and community facilities funded by the HA.

Home Ownership Assistance Operations generated a surplus of \$11,001 million, before including the exceptional items of \$1 million, analysed over the following home ownership schemes:

Operating Surplus/(Deficit)	\$M
Home Ownership Scheme (HOS)/Green Form Subsidised Home Ownership Scheme (GSH)	9,864
Private Sector Participation Scheme (PSPS)	207
Tenants Purchase Scheme (TPS)	954
Home Purchase Loan Scheme (HPLS) and Home Assistance Loan Scheme (HALS)	(24)
	11,001

The exceptional items of \$1 million represents adjustments of write-down of stock value of unsold HOS/GSH flats at year end and adjustments of future interest liability on the outstanding balance of the HPLS loan portfolio sold to the Hong Kong Mortgage Corporation Limited.

2. Funds Management Account

Income and expenditure relating to the management of the HA's funds available for investment are included in the Funds Management Account, which showed a surplus of \$996 million for 2019/20. As at 31 March 2020, the HA's funds available for investment stood at \$55,672 million. For 2019/20, the overall return (gross) on the HA's funds was 2.0%.

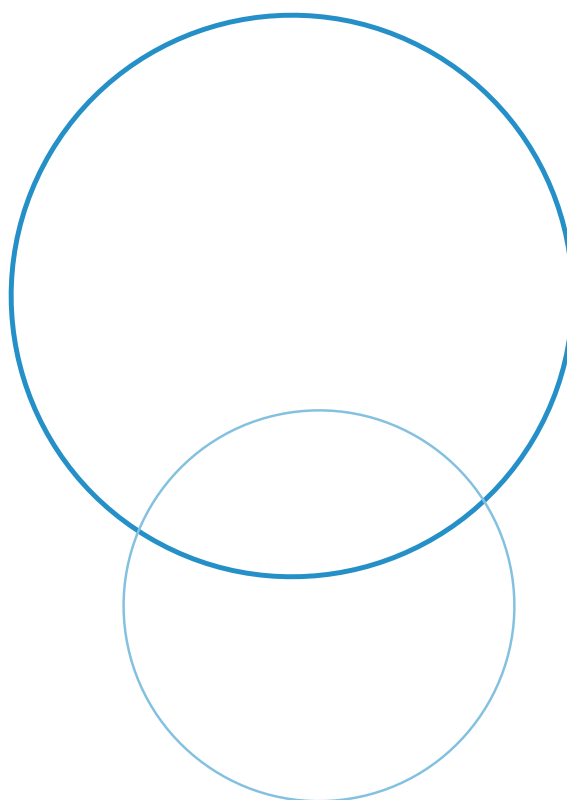
The HA's investment strategy is determined by the HA's Finance Committee with reference to the independent investment consultant's recommendations. The aim of the HA's investment strategy is to ensure that there is sufficient liquidity to meet the operational need of the HA, and to put the rest of the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

The Finance Committee, with the assistance of its Funds Management Sub-Committee, reviews the HA's investment strategy and position from time to time. The Funds Management Sub-Committee also advises on the selection of fund managers and monitors their performance, while ongoing monitoring of day-to-day operations is conducted by the Housing Department. An annual health check on the HA's Strategic Asset Allocation was conducted in 2019/20 taking into account the latest financial market situation and risks. The Strategic Asset Allocation is highlighted below:

Principal protection placements with the Exchange Fund	around 80.0%
HKD/USD deposits and bonds	8.0%
Equities	12.0%
	100.0%

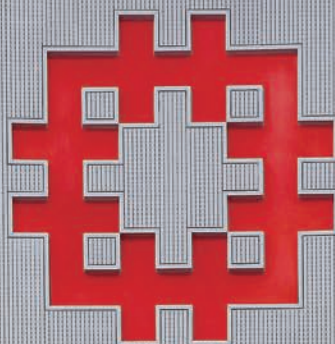
3. Agency Account

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



香港房屋委員會及轄下小組委員會

The Hong Kong Housing Authority and its Committees



2019/20 香港房屋委員會委員

The Hong Kong Housing Authority Members


 1
主席
Chairman

陳帆先生
(運輸及房屋局局長)
The Honourable Frank CHAN Fan
(Secretary for Transport and Housing)


 2
副主席
Vice-Chairman

唐智強先生
(房屋署署長) (由2019年10月21日開始)
Mr Donald TONG Chi-keung
(Director of Housing) (from 21.10.2019)


委員 Members

 3
許美嫦女士
Ms Tennesy HUI Mei-sheung


 5
蘇晴女士
Ms SO Ching

 7
雷紹麟先生
Mr Alan LUI Siu-lun

郭榮鏗議員
The Honourable
Dennis KWOK Wing-hang

 10
陳家樂教授
Professor CHAN Ka-lok


 13
盧麗華博士
Dr Miranda LOU Lai-wah


 14
陳志球博士
Dr Johnnie Casire
CHAN Chi-kau

 17
陳正思女士
Ms Cissy CHAN Ching-sze


 20
劉振江先生
Mr LAU Chun-kong

 21
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)
黎志華先生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 Mr Andrew LAI Chi-wah,
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)

 4
黃遠輝先生
Mr Stanley WONG Yuen-fai

 6
張達棠先生
Mr CHEUNG Tat-tong

張國鈞議員
The Honourable Horace
CHEUNG Kwok-kwan

 8
李國麟議員
Professor the Honourable
Joseph LEE Kok-long

 11
彭韻僖女士
Ms Melissa Kaye PANG

邵家輝議員
The Honourable SHIU Ka-fai

 15
陳旭明先生
Mr Raymond CHAN Yuk-
ming

 18
招國偉先生
Mr Anthony CHIU Kwok-wai


陳婉珊女士
Ms Clara CHAN Yuen-shan


 22
地政總署署長
(地政總署副署長(一般事務)
陳佩儀女士或地政總署副署長
(專業事務)候補)
Director of Lands
(with Ms Karen CHAN Pui-
yee, Deputy Director of Lands
(General) or Deputy Director of
Lands (Specialist) as his alternate)

蔡海偉先生
Mr CHUA Hoi-wai


盧偉國議員
Dr the Honourable
LO Wai-kwok


郭偉強議員
The Honourable
KWOK Wai-keung

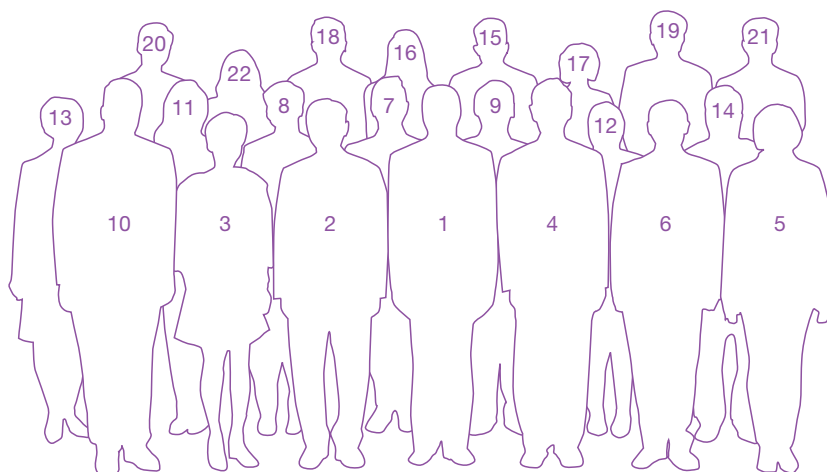
 9
柯創盛議員
The Honourable
Wilson OR Chong-
shing

 12
鄭慧恩女士
Miss Vena CHENG
Wei-yan

尹兆堅議員
The Honourable
Andrew WAN Siu-kin

 16
黃碧如女士
Ms Cleresa WONG
Pie-yue

 19
麥萃才博士
Dr Billy MAK Sui-
choi





陳帆先生, JP

(主席)(運輸及房屋局局長)

The Honourable Frank CHAN Fan, JP
(Chairman) (Secretary for Transport and Housing)

陳帆先生於2017年7月1日獲委任為運輸及房屋局局長，此前他自2011年12月起出任機電工程署署長，並兼任機電工程營運基金總經理。

作為運輸及房屋局局長，陳先生分別是香港房屋委員會、香港海運港口局、香港物流發展局及航空發展與機場三跑道系統諮詢委員會的主席。他亦是香港鐵路有限公司、香港按揭證券有限公司、香港機場管理局的董事，以及可持續發展委員會和青年發展委員會的成員。

陳先生為英國機械工程師學會的榮譽資深會員及香港工程師學會的資深會員。他於香港大學取得工程學學士學位後，再於英國亞伯丁大學取得醫學物理學碩士學位，以及於香港大學取得工商管理學碩士學位。

Mr Frank CHAN Fan was appointed Secretary for Transport and Housing on 1 July 2017. Before assuming this post, Mr Chan had been the Director of Electrical and Mechanical Services and the General Manager of the Electrical and Mechanical Services Trading Fund since December 2011.

As the Secretary for Transport and Housing, Mr Chan is the Chairman of the Hong Kong Housing Authority, Hong Kong Maritime and Port Board, Hong Kong Logistics Development Council and Aviation Development and Three-runway System Advisory Committee. He is also a board member of the MTR Corporation Limited, the Hong Kong Mortgage Corporation Limited and the Airport Authority Hong Kong; as well as a member of the Council for Sustainable Development and Youth Development Commission.

Mr Chan is an Honorary Fellow of the Institution of Mechanical Engineers and Fellow of the Hong Kong Institution of Engineers. Mr Chan received his Bachelor's degree in Engineering from the University of Hong Kong, Master's degree in Medical Physics from the University of Aberdeen, the UK, and Master's degree in Business Management from the University of Hong Kong.



唐智強先生, JP

(副主席)(房屋署署長)

Mr Donald TONG Chi-keung, JP

(Vice-Chairman) (Director of Housing)

唐智強先生在1987年7月加入政務職系後，於2018年4月晉升為首長級甲一級政務官。

唐先生曾在多個決策局及部門服務，包括運輸署、前工商科、前政務總署、香港駐華盛頓經濟貿易辦事處、前新機場工程統籌署、香港駐多倫多經濟貿易辦事處、前環境食物局、食物環境衛生署及民政事務局。他於2008年10月至2014年2月出任香港駐美國總經濟貿易專員，於2014年3月至2016年9月出任勞工處處長，並於2016年9月至2019年5月出任環境局常任秘書長／環境保護署署長。他於2019年10月出任運輸及房屋局常任秘書長(房屋)及房屋署署長。

Mr Donald TONG Chi-keung joined the Administrative Service in July 1987 and rose to the rank of Administrative Officer Staff Grade A1 in April 2018.

Mr Tong has served in various bureaux and departments, including the Transport Department, the former Trade and Industry Branch, the former City and New Territories Administration, the Hong Kong Economic and Trade Office in Washington, the former New Airport Projects Co-ordination Office, the Hong Kong Economic and Trade Office in Toronto, the former Environment and Food Bureau, the Food and Environmental Hygiene Department and the Home Affairs Bureau. He served as Commissioner for Economic and Trade Affairs, USA from October 2008 to February 2014, Commissioner for Labour from March 2014 to September 2016 and Permanent Secretary for the Environment/Director of Environmental Protection from September 2016 to May 2019. In October 2019, he assumed his current posting as Permanent Secretary for Transport and Housing (Housing). He is concurrently the Director of Housing.



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

許美嫦女士是香港執業律師，現為香港房屋委員會委員、香港考試及評核局委員會委員、酒牌局委員、香港中醫藥管理委員會中醫組及道德事務小組成員、油尖旺區撲滅罪行委員會委員，以及獨立監察警方處理投訴委員會觀察員。許女士也是香港醫務委員會業外委員、漁民特惠津貼上訴委員會（禁拖措施）主席，以及漁民特惠津貼上訴委員會（海事工程）主席。

許女士是香港各界婦女聯合協進會的義務法律顧問，以及北角官立小學的學校管理委員會委員。

Ms Tennessy HUI Mei-sheung is a solicitor practising in Hong Kong, a member of the Hong Kong Housing Authority, Hong Kong Examinations and Assessment Authority Council, Liquor Licensing Board, Chinese Medicine Practitioners Board and Ethics Committee of Chinese Medicine Council of Hong Kong, Yau Tsim Mong District Fight Crime Committee and Observer of Independent Police Complaints Council. Ms Hui is also a lay member of the Medical Council of Hong Kong, the Chairman of the Fishermen Claims Appeal Board (Trawl Ban) and the Chairman of the Fishermen Claims Appeal Board (Marine Works Projects).

Ms Hui is an Honorary Legal Advisor of the Hong Kong Federation of Women and a member of the School Management Committee of North Point Government Primary School.



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

黃遠輝先生生於香港。持有澳洲麥加里大學應用金融學碩士學位，是香港銀行學會資深會士。黃先生現為香港房屋協會成員、離職公務員就業申請諮詢委員會成員，以及博物館諮詢委員會主席。在環保方面，黃先生是環境諮詢委員會主席。

黃先生在銀行界累積逾37年經驗。1974年加入渣打銀行，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, 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. Mr Wong is a member of the Hong Kong Housing Society, a member of the Advisory Committee on Post-service Employment of Civil Servants and the Chairman of the Museum Advisory Panel. On the environmental aspect, Mr Wong chairs the Advisory Council on the Environment.

Mr Wong started his banking career, which spans over 37 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.



蔡海偉先生, JP
Mr CHUA Hoi-wai, JP

蔡海偉先生是註冊社會工作者，現任香港社會服務聯會行政總裁。蔡先生於香港大學取得學士學位，主修機械工程，其後負笈美國芝加哥伊利諾大學取得社會工作碩士學位。

蔡先生現為香港房屋委員會委員、扶貧委員會轄下關愛基金專責小組副主席、土地及建設諮詢委員會委員、安老事務委員會委員和精神健康諮詢委員會委員。

Mr CHUA Hoi-wai is a registered social worker and currently the Chief Executive of The Hong Kong Council of Social Service. After graduating from the University of Hong Kong with a Bachelor's degree majoring in Mechanical Engineering, Mr Chua went on to complete his studies in Master of Social Work at the University of Illinois at Chicago, USA.

Mr Chua is a member of the Hong Kong Housing Authority and the Vice-Chairman of the Community Care Fund Task Force under the Commission on Poverty, as well as a member of the Land and Development Advisory Committee, the Elderly Commission and the Advisory Committee on Mental Health.



蘇晴女士
Ms SO Ching

蘇晴女士是香港註冊建築師，現為一間建築顧問公司的執行董事，專長為大型建築發展項目。她於2013年加入香港房屋委員會（房委會）轄下建築小組委員會，2014年成為房委會委員，並由2018年起擔任策劃小組委員會委員及審計附屬小組委員會主席。蘇女士現為香港建築師學會理事及該會轄下教育事務部主席、聯合國教科文組織 — 國際建築師協會建築教育委員會成員、建造業創新及科技基金評審小組委員會成員、輸入優秀人才及專才諮詢委員會成員、香港浸會大學校董會成員，以及職業訓練局建築、土木工程及建設環境訓練委員會委員。

Ms SO Ching is a registered architect in Hong Kong and the Executive Director of an architectural consultant company, specialising in large scale building development. She joined the Building Committee of the Hong Kong Housing Authority (HA) in 2013 and has become a member of HA since 2014. She has also been a member of the Strategic Planning Committee and the Chairman of the Audit Sub-Committee since 2018. Ms So is currently a Council member of the Hong Kong Institute of Architects and the Chair of its Board of Educational Affairs, a member of the UNESCO-UIA Education Commission, a member of the Vetting Sub-committee on Construction Innovation and Technology Fund, a member of the Advisory Committee on Admission of Quality Migrants and Professionals, a Council member of Hong Kong Baptist University and a member of the Building, Civil Engineering and Built Environment Training Board of the Vocational Training Council.



張達棠先生, JP
Mr CHEUNG Tat-tong, JP

張達棠先生為昂遨顧問有限公司董事，本身是經驗豐富的工料測量師，擁有的理學碩士(建築)及法律博士學位，並且是內地註冊造價工程師。張先生對建造業充滿熱誠，除了是建造業議會和建造業工人註冊管理局的創會會員外，他在過去多年亦曾任廉政公署防止貪污諮詢委員會委員、上訴委員團(城市規劃)委員和牌照上訴委員會成員。張先生是香港測量師學會前會長及測量師註冊管理局前主席。除擔任香港房屋委員會委員外，他也是大口環根德公爵夫人兒童醫院管治委員會主席和香港弱能兒童護助會主席。張先生現任香港大學房地產及建設系客席教授，並為香港大學房地產及建設系和香港理工大學建築及房地產學系擔任兼任講師。

Mr CHEUNG Tat-tong is the Director of Aria & Associates Limited. He is a very experienced quantity surveyor, and holds a Master of Science degree in Architecture and a Juris Doctor degree. He is also a registered cost engineer in China. Mr Cheung showed zeal for the construction field and was the founding member of the Construction Industry Council and the Construction Workers Registration Authority and had served as a member of the Corruption Prevention Advisory Committee of the Independent Commission Against Corruption, the Appeal Board Panel (Town Planning) and the Licensing Appeals Board for the past years. He was the former President of the Hong Kong Institute of Surveyors and the former Chairman of the Surveyors Registration Board. Apart from being a member of the Hong Kong Housing Authority, he is currently the Chairman of the Hospital Governing Committee of the Duchess of Kent Children Hospital and the Society for the Relief of Disabled Children. Mr Cheung is an Adjunct Professor in the Department of Real Estate and Construction, the University of Hong Kong, and a part-time lecturer in the Department of Real Estate and Construction, the University of Hong Kong and the Department of Building and Real Estate, The Hong Kong Polytechnic University.



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

盧偉國博士是立法會議員，他本身是機械工程師，擁有工業工程碩士及工學博士學位。盧博士除擔任香港房屋委員會委員外，也是醫院管理局大會、西九文化區管理局董事局及機場管理局董事會的成員。

Dr LO Wai-kwok is a member of the Legislative Council. He is a mechanical engineer and holds a Master of Science degree in Industrial Engineering and an Engineering Doctorate. Apart from being a member of the Hong Kong Housing Authority, Dr Lo is serving as a member of the Hospital Authority Board, the West Kowloon Cultural District Authority Board and the Airport Authority Board.



雷紹麟先生
Mr Alan LUI Siu-lun

雷紹麟先生現為富融銀行市務總裁，同時擔任競爭事務委員會、工業貿易諮詢委員會、紀律人員薪俸及服務條件常務委員會、消費者委員會及香港房屋委員會的委員。

Mr Alan LUI Siu-lun is now Chief Marketing Officer with Fusion Bank. He is currently a member of Competition Commission, the Trade and Industry Advisory Board, Standing Committee on Disciplined Services Salaries and Conditions of Service, Consumer Council and the Hong Kong Housing Authority.



張國鈞議員, JP
The Honourable
Horace CHEUNG Kwok-kwan, JP

張國鈞先生是張國鈞楊煒凱律師事務所的合夥人。他於2017年7月1日獲行政長官委任為行政會議成員。此外，他是立法會民選議員，同時也是香港房屋委員會委員及香港按揭證券有限公司董事局成員。

Mr Horace CHEUNG Kwok-kwan is the partner of Messrs Cheung & Yeung, Solicitors, who has been appointed by the Chief Executive as a member of the Executive Council and assumed his duties on 1 July 2017. He is also an elected member of the Legislative Council. Apart from the above, he is currently a member of the Hong Kong Housing Authority, as well as a board member of The Hong Kong Mortgage Corporation Limited.



郭偉強議員, JP
The Honourable KWOK Wai-keung, JP

郭偉強先生是註冊社會工作者，同時也是立法會民選議員及東區區議會民選議員。目前，他是香港房屋委員會及轄下資助房屋小組委員會的委員。

Mr KWOK Wai-keung is a registered social worker. He is also an elected member of the Legislative Council and the Eastern District Council. Apart from this, he is serving as a member of the Hong Kong Housing Authority and its Subsidised Housing Committee.



郭榮鏗議員
The Honourable
Dennis KWOK Wing-hang

郭榮鏗先生是代表法律界的立法會議員，於2012年當選，並於2016年連任。現為公民黨執行委員會成員（黨務發展）及專業議政召集人。

郭先生是公民黨創黨黨員，也是公共專業聯盟（公共政策的智庫組織）及專業議政（立法會功能界別議員組成的聯盟）的創辦成員。他在2012至2016年擔任市區重建局董事會非執行董事（非官方成員），亦曾任中國維權律師關注組的執行委員會委員，以及香港大律師公會中國業務發展常委會委員。他現為香港房屋委員會委員、競爭事務委員會委員及香港按揭證券有限公司董事。

郭先生1999年畢業於倫敦國王學院並取得法學士學位，2002年獲香港高等法院認許為事務律師，2003年獲得英格蘭及威爾斯事務律師資格，其後於2006年在香港取得大律師資格。

郭先生曾於跨國律師樓史密夫斐爾律師事務所實習及工作五年，而他現時的大律師業務則專門處理民事個案、國際仲裁及司法覆核。

Mr Dennis KWOK Wing-hang is a member of the Legislative Council representing the legal profession in Hong Kong. He was elected in 2012 and then re-elected in 2016. He is currently the Executive Committee Member (Party Development) of the Civic Party and the Convenor of The Professionals Guild.

Mr Kwok is a founding member of the Civic Party, The Professional Commons (a think-tank on public policies) and The Professionals Guild (an alliance formed among functional constituency Members in the Legislative Council). He was also a Non-executive Director (non-official) on the Board of the Urban Renewal Authority from 2012 to 2016, an Executive Committee Member on the Board of the China Human Rights Lawyers Concern Group, and a member of the Standing Committee on China Practice Development of the Hong Kong Bar Association. He is currently a member of the Hong Kong Housing Authority and the Competition Commission, as well as a Director of the Hong Kong Mortgage Corporation Limited.

Mr Kwok graduated from King's College London in 1999 where he received his LLB. He was admitted as a solicitor in the High Court of Hong Kong in 2002 and to the Roll of Solicitors of England and Wales in 2003. He was called to the Hong Kong Bar in 2006.

Mr Kwok was trained and worked as a solicitor at an international law firm Herbert Smith for five years. His current practice as a barrister focuses on civil cases, international arbitration and judicial review.



李國麟議員, SBS, JP
Professor the Honourable
Joseph LEE Kok-long, SBS, JP

李國麟教授現為立法會議員，身兼香港公開大學護理及健康學院創院院長、榮譽教授、顧問，以及榮休教授。

李教授於2006年獲香港特別行政區政府委任為太平紳士，並於2009年獲頒授銀紫荊星章。

此外，他獲行政長官委任多項社會服務公職，包括市區重建局非執行董事（非官方成員），以及大嶼山發展諮詢委員會成員。

李教授亦是香港護士協會主席、律敦治及鄧肇堅醫院管治委員會成員，以及香港嶺南大學亞太老年學研究中心榮譽研究員。

Professor Joseph LEE Kok-long is a member of the Legislative Council, and also the Founding Dean, Honorary Professor, Advisor and Emeritus Professor of the School of Nursing and Health Studies of the Open University of Hong Kong.

Professor Lee was appointed Justice of the Peace in 2006 and awarded the Silver Bauhinia Star in 2009 by the Government of the Hong Kong Special Administrative Region.

He has been appointed by the Chief Executive to serve in a number of community services, including as Non-executive Director (non-official) of the Urban Renewal Authority and member of the Lantau Development Advisory Committee.

Professor Lee is also the Chairman of the Association of Hong Kong Nursing Staff, a member of the Hospital Governing Committee of Ruttonjee and Tang Shiu Kin Hospitals, and an Honorary Research Fellow of the Asia-Pacific Institute of Ageing Studies at the Lingnan University of Hong Kong.



柯創盛議員, MH
The Honourable
Wilson OR Chong-shing, MH

柯創盛先生是立法會議員(地方選區 — 九龍東)和觀塘區議員。他現為香港房屋委員會及轄下商業樓宇小組委員會委員、醫院管理局基督教聯合醫院管治委員會成員，以及立法會房屋事務委員會主席。

Mr Wilson OR Chong-shing is a member of the Legislative Council (Geographical Constituency – Kowloon East) and the Kwun Tong District Council. He is currently a member of the Hong Kong Housing Authority and its Commercial Properties Committee, a member of the Hospital Governing Committee of United Christian Hospital under the Hospital Authority and the Chairman of the Panel on Housing of the Legislative Council.



陳家樂教授
Professor CHAN Ka-lok

陳家樂教授現為香港中文大學(中大)商學院偉倫金融學教授，於2014至2019年期間出任中大商學院院長。

陳教授於2014年加入中大商學院前，曾任香港科技大學(科大)新昌 — 葉謀遵財務學講座教授，並擔任科大金融學系系主任(2003至2013年)和科大商學院署理院長(2013至2014年)。加入科大前，陳教授為亞利桑那州立大學金融學副教授。

陳教授熱心參與金融業事務，不遺餘力。他在多個委員會擔任公職，包括「香港銀行學會傑出財富管理師大獎」籌組委員會(擔任主席)、香港金融發展局人力資源小組、恒生指數顧問委員會、香港房屋委員會、金融學院、香港金融研究中心應用研究顧問委員會、香港金融管理局外匯基金諮詢委員會轄下的金融基建及市場發展委員會，以及證券及期貨事務監察委員會諮詢委員會。

陳教授於中大取得經濟學社會科學學士學位，並於美國俄亥俄州立大學獲得金融學哲學博士學位。

Professor CHAN Ka-lok is Wei Lun Professor of Finance at the Department of Finance of The Chinese University of Hong Kong (CUHK) Business School. He was the Dean of CUHK Business School from 2014 to 2019.

Before he joined CUHK Business School in 2014, Professor Chan was the Synergis-Geoffrey YEH Professor of Finance at The Hong Kong University of Science and Technology (HKUST), where he has served as the Head of Finance Department (2003–2013) and Acting Dean of HKUST Business School (2013–2014). Prior to joining HKUST, he was an Associate Professor of Finance at the Arizona State University.

Professor Chan is active in contributing to the profession. He currently serves in a number of committees, including the Organising Committee of the Hong Kong Institute of Bankers Outstanding Financial Management Planner Awards (Chairman), the Human Capital Committee of the Financial Services Development Council, the Hang Seng Index Advisory Committee, the Hong Kong Housing Authority, the Hong Kong Academy of Finance, the Hong Kong Institute for Monetary Research Council of Advisers for Applied Research, the Financial Infrastructure and Market Development Sub-Committee of the Exchange Fund Advisory Committee of the Hong Kong Monetary Authority, and the Advisory Committee of the Securities and Futures Commission.

Professor Chan obtained his B.S.Sc. in Economics from CUHK, and PhD in Finance from the Ohio State University.



彭韻僖女士, MH, JP
Ms Melissa Kaye PANG, MH, JP

彭韻僖女士是執業律師及彭耀樟律師事務所的合夥人。她具備國際公證人、婚姻監禮人、認可調解員及中國委託公証人的資格，在商業與公司訴訟方面擁有豐富經驗。

彭女士現為香港律師會會長及公民教育委員會主席。

Ms Melissa Kaye PANG is a practising solicitor and the Managing Partner of Pang & Associates. She is also a notary public, civil celebrant, accredited mediator and China Appointed Attesting Officer. Ms Pang has substantial experience in commercial and company litigation.

Ms Pang is currently the President of The Law Society of Hong Kong and the Chairman of Committee on the Promotion of Civic Education.



鄭慧恩女士
Miss Vena CHENG Wei-yan

鄭慧恩女士是執業律師，現時於艾金•崗波律師事務所擔任訴訟事務高級顧問律師，主要負責白領刑事案件和政府調查的辯護、反壟斷事宜、複雜商業訴訟及爭議調解。

鄭女士現為能源諮詢委員會成員、創科創投基金諮詢委員會委員、暴力及執法傷亡賠償委員會委員及人事登記審裁處審裁員。

Miss Vena CHENG Wei-yan is a practising solicitor. She is currently a senior consultant in Akin Gump Strauss Hauer & Feld's litigation practice, focusing on white collar criminal cases and government defense, antitrust, complex commercial litigation and dispute resolution.

Miss Cheng is a member of the Energy Advisory Committee, the Innovation and Technology Venture Fund Advisory Committee and the Criminal and Law Enforcement Injuries Compensation Boards, as well as an adjudicator of the Registration of Persons Tribunal.



盧麗華博士
Dr Miranda LOU Lai-wah

盧麗華博士現任香港理工大學(理大)行政副校長，負責策劃和領導與大學事務及資源相關的行政及管理工作，除負責財務、人力資源、資訊科技等工作之外，還負責校園發展及設施管理、知識轉移及企業發展、附屬公司管理、傳訊及公共事務、校友及學院發展、中國內地事務及管治事宜。

盧博士曾於商界及公營機構擔任不同管理職位。加入理大前，她在東方海外集團最後擔任的職位為東方海外物流首席營運官，負責領導和管理公司的全球業務發展與企業運作。

盧博士現為物流及供應鏈多元技術研發中心的董事局成員，並擔任香港房屋委員會、公務員薪俸及服務條件常務委員會、保險事務上訴審裁處上訴委員團及香港管理專業協會物流管理委員會的委員。

Dr Miranda LOU Lai-wah is the Executive Vice President of The Hong Kong Polytechnic University (PolyU), responsible for planning and leading institutional matters in connection with the administration and management of the University's affairs and resources. The scope of responsibility covers finance, human resources, information technology, campus development and facilities management, knowledge transfer and entrepreneurship, subsidiaries management, communications and public affairs, alumni and institutional advancement, Chinese Mainland affairs as well as governance matters.

Before joining PolyU, Dr Lou assumed different management roles in the business and public sectors. Her last position at OOCL Group was Chief Operating Officer of OOCL Logistics, leading and managing its global business development and corporate functions.

Dr Lou is currently a Board Director of the Logistics and Supply Chain MultiTech R&D Centre, and a member of the Hong Kong Housing Authority, the Standing Commission on Civil Service Salaries & Conditions of Service, the Insurance Appeals Tribunal panel and the Logistics Management Committee of The Hong Kong Management Association.



邵家輝議員, JP
The Honourable SHIU Ka-fai, JP

邵家輝先生現為立法會議員(批發及零售界)。他從事建材的業務。邵先生亦是香港房屋委員會委員、方便營商諮詢委員會和轄下批發及零售業工作小組的成員，以及工業貿易諮詢委員會委員。

Mr SHIU Ka-fai is currently a member of the Legislative Council (Wholesale and Retail). He engages in the business of construction materials. Mr Shiu is also a member of the Hong Kong Housing Authority, the Business Facilitation Advisory Committee and its Wholesale and Retail Task Force, and Trade and Industry Advisory Board.



尹兆堅議員
The Honourable Andrew WAN Siu-kin

尹兆堅先生持有英國艾塞克斯大學社會學文學碩士學位和香港城市大學社會科學榮譽學士(社會工作)學位。他現為立法會議員、葵青區議員、博彩及獎券事務委員會和大嶼山發展諮詢委員會的委員。他亦是香港房屋委員會及轄下資助房屋小組委員會的委員。

Mr Andrew WAN Siu-kin holds a Master of Arts degree in Sociology from the University of Essex, UK and a Bachelor of Social Science (Honours) degree in Social Work from City University of Hong Kong. He is currently a member of the Legislative Council, the Kwai Tsing District Council, the Betting and Lotteries Commission and the Lantau Development Advisory Committee. He is also serving as a member of the Hong Kong Housing Authority and its Subsidised Housing Committee.



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

陳志球博士是一個在倫敦證券交易所上市的國際房地產服務集團的行政總裁。他持有商業管理博士學位、房屋管理碩士學位及房屋管理專業文憑。他是註冊專業房屋經理，也是香港房屋經理學會、英國特許房屋經理學會、英國皇家特許測量師學會及香港地產行政師學會的資深會員，以及香港設施管理學會名譽資深會員。

陳博士現為香港物業管理公司協會會長、中電客戶諮詢小組主席、香港水上運動議會副主席、香港拯溺總會義務秘書、香港大學城市規劃及設計系客席教授、香港城市大學公共政策學系房屋學文學碩士課程副校外學術顧問，以及香港理工大學物業管理學(榮譽)理學士學位課程校外主考。他也是香港房屋經理學會上屆會長，以及房屋經理註冊管理局前任主席。

陳博士獲委任擔任多項公職及義務工作，現為香港房屋委員會及轄下建築小組委員會和商業樓宇小組委員會的委員，也是醫療輔助隊副總監、發展局社區參與綠化委員會成員、懲教署投訴上訴委員會非官方成員、職業訓練局保安服務業訓練委員會委員，以及香港吸煙與健康委員會轄下社區聯絡委員會增選委員。

數十年來，陳博士曾在多個政府委員會擔任公職，包括廉政公署防止貪污諮詢委員會、環境及自然保育基金減少廢物項目審批小組、市政服務上訴委員會、機電工程署上訴委員會、職業訓練局房地產服務業訓練委員會、香港貿易發展局專業服務諮詢委員會、香港吸煙與健康委員會等，並曾擔任香港學術及職業資歷評審局學科專家。

Dr Johnnie Casire CHAN Chi-kau is the Chief Executive Officer of a global real estate services group listed on the London Stock Exchange. He holds a Doctoral degree in Business, a Master's degree and a Professional Diploma in Housing Management. He is a Registered Professional Housing Manager. He is also a Fellow of The Hong Kong Institute of Housing, the Chartered Institute of Housing, the Royal Institution of Chartered Surveyors and the Hong Kong Institute of Real Estate Administrators, as well as an Honorary Fellow of The Hong Kong Institute of Facility Management.

Dr Chan is the incumbent President of The Hong Kong Association of Property Management Companies, the Chairman of the CLP Customer Consultative Group, the Vice-Chairman of the Hong Kong Water Sports Council, the Honorary Secretary of the Hong Kong Life Saving Society, an Adjunct Professor in the Department of Urban Planning and Design, The University of Hong Kong, the Deputy External Academic Advisor of the Master of Arts in Housing Studies Programme in the Department of Public Policy, City University of Hong Kong, and the External Examiner of Bachelor of Science (Honours) Programme in Property Management, The Hong Kong Polytechnic University. He is also the Immediate Past President of The Hong Kong Institute of Housing, and the former Chairman of the Housing Managers Registration Board.

Dr Chan has been appointed to serve in a number of public and voluntary services. Apart from being a member of the Hong Kong Housing Authority and its Building Committee and Commercial Properties Committee, he is currently the Deputy Commissioner of the Auxiliary Medical Service, a member of the Community Involvement Committee on Greening of the Development Bureau, a non-official member of the Correctional Services Department Complaints Appeal Board, a member of the Security Services Training Board of the Vocational Training Council (VTC), and a co-opted member of the Community Liaison Committee under the Hong Kong Council on Smoking and Health.

Over the decades, Dr Chan has served on a number of Government boards and committees, including the Corruption Prevention Advisory Committee of the Independent Commission Against Corruption, the Waste Reduction Projects Vetting Subcommittee of the Environment and Conservation Fund, the Municipal Services Appeals Board, the Appeal Board of the Electrical and Mechanical Services Department, the Real Estate Services Training Board of VTC, the Professional Services Advisory Committee of the Hong Kong Trade Development Council, the Hong Kong Council on Smoking and Health, etc. He has also been a Subject Specialist of the Hong Kong Council for Accreditation of Academic and Vocational Qualifications.



陳旭明先生
Mr Raymond CHAN Yuk-ming

陳旭明先生為陳旭明測計師行有限公司(香港主要的建築測量服務顧問公司)董事總經理，在建築工程項目規劃和管理方面擁有逾30年經驗。陳先生具有建築測量師、項目管理測量師、物業設施管理測量師、規劃及發展測量師等專業資格。他亦是香港測量師學會資深專業會員、英國皇家特許測量師學會資深會員、英國特許建築工程師學會資深會員、英國特許建造師學會會員，以及英國特許仲裁人學會會員。陳先生現為世界建築監督組織副會長、申訴專員公署顧問，以及中國人民政治協商會議青島市委員會委員，曾任香港測量師學會會長及測量師註冊管理局主席。

Mr Raymond CHAN Yuk-ming is the Managing Director of Raymond Chan Surveyors Limited, a leading surveying consultancy firm in Hong Kong. He has more than 30 years of experience in the planning and administration of building projects. Mr Chan is qualified as a Building Surveyor, Project Management Surveyor, Property and Facility Management Surveyor, and Planning and Development Surveyor. He is also a Fellow of the Hong Kong Institute of Surveyors (FHKIS), the Royal Institution of Chartered Surveyors (FRICS) and the Chartered Association of Building Engineers (FCABE), and a Member of the Chartered Institute of Building (MCIoB) and the Chartered Institute of Arbitrators (MCI Arb). Mr Chan is currently the Vice President of the World Organisation of Building Officials, an Adviser of the Office of The Ombudsman and a QingDao Committee Member of the Chinese People's Political Consultative Conference. He was the President of the Hong Kong Institute of Surveyors and the Chairman of the Surveyors Registration Board.



黃碧如女士
Ms Cleresa WONG Pie-yue

黃碧如女士曾任一間律師行的合夥人。她於2018年3月底卸任合夥人職務，並成為該律師行的顧問⁽¹⁾。除了擔任香港房屋委員會及轄下資助房屋小組委員會的委員外，黃女士亦是漁民特惠津貼上訴委員會(禁拖措施)成員、上訴審裁團(建築物)主席小組成員及電訊(競爭條文)上訴委員會成員。她同時致力服務法律界，在香港律師會轄下的物業委員會及專業彌償計劃理賠委員會擔任委員⁽²⁾。黃女士現為天主教香港教區轄下教區醫院牧民委員會榮譽法律顧問。

Ms Cleresa WONG Pie-yue was a partner of a law firm. She retired from the partnership at the end of March 2018 and became a consultant of the law firm⁽¹⁾. Apart from serving on the Hong Kong Housing Authority and its Subsidised Housing Committee, Ms Wong is also a member of the Fishermen Claims Appeal Board (Trawl Ban), the Chairman panel of the Appeal Tribunal Panel (Buildings) and the Telecommunications (Competition Provisions) Appeal Board. She also devotes herself to serving the legal profession by taking up membership of the Property Committee and the Professional Indemnity Scheme Claims Committee of the Law Society of Hong Kong⁽²⁾. She is currently the Honorary Legal Advisor to the Diocesan Commission for Hospital Pastoral Care of the Catholic Diocese of Hong Kong.

註 Notes:

(1) 黃女士於2020年4月1日加入另一所律師行擔任合夥人。

Ms Wong joined another law firm as a partner on 1 April 2020.

(2) 黃女士自2020年4月1日開始辭任香港律師會轄下的專業彌償計劃理賠委員會。

Ms Wong resigned from the Professional Indemnity Scheme Claims Committee of the Law Society effective from 1 April 2020.



陳正思女士
Ms Cissy CHAN Ching-sze

陳正思女士現為香港機場管理局(機管局)商務執行總監。

陳女士主管香港國際機場的商務發展，負責制定和推行機場的商務組合策略(涵蓋零售、廣告、航空後勤等範疇)。她領導商務處，鞏固香港國際機場在航空貨運方面的領導地位，並為旅客提供優質的購物和餐飲體驗。

陳女士曾於多間本地及跨國機構任職，擁有豐富的管理經驗。加入機管局前，她曾任希慎興業有限公司總監(商鋪租務及市場推廣)，並曾在利潔時公司(香港/台灣)及強生(香港)有限公司等跨國機構擔任要職。

陳女士畢業於香港中文大學，取得工商管理碩士學位。

Ms Cissy CHAN Ching-sze is the Executive Director, Commercial of the Airport Authority Hong Kong (AAHK).

Ms Chan oversees the commercial development of the Hong Kong International Airport (HKIA). She is responsible for developing and implementing strategies for the airport's commercial portfolio, which spans retail, advertising and aviation logistics. She leads the Commercial Division in reinforcing HKIA's air cargo leadership as well as delivering superior shopping and dining experience to passengers.

Ms Chan has a wealth of general management experience gained from local and multinational organisations. Before joining AAHK, she was the Director, Retail Portfolio and Marketing of Hysan Development Company Limited. Prior to that, she held senior positions in multinational companies, including Reckitt Benckiser (Hong Kong/Taiwan) and Johnson & Johnson (Hong Kong) Limited.

Ms Chan graduated from The Chinese University of Hong Kong with a Master's degree in Business Administration.



招國偉先生
Mr Anthony CHIU Kwok-wai

招國偉先生是公屋聯會總幹事，持有嶺南大學中文(榮譽)文學士學位。他現為香港房屋委員會及轄下資助房屋小組委員會的委員。

Mr Anthony CHIU Kwok-wai is the Executive Director of the Federation of Public Housing Estates. He holds a Bachelor of Arts (Honours) degree in Chinese from the Lingnan University. Mr Chiu is currently a member of the Hong Kong Housing Authority and its Subsidised Housing Committee.



麥萃才博士
Dr Billy MAK Sui-choi

麥萃才博士是香港浸會大學財務及決策學系副教授。他現為證券及期貨事務監察委員會程序覆檢委員會及產品諮詢委員會的委員、方便營商諮詢委員會委員、最低工資委員會委員和證券及期貨事務上訴審裁處成員。他亦是香港房屋委員會及轄下財務小組委員會、資助房屋小組委員會和資金管理附屬小組委員會的委員。

Dr Billy MAK Sui-choi is an Associate Professor of the Department of Finance and Decision Sciences, Hong Kong Baptist University. He is currently a member of the Process Review Panel and Products Advisory Committee for the Securities and Futures Commission, the Business Facilitation Advisory Committee, the Minimum Wage Commission and the Securities and Futures Appeals Tribunal. He is also serving as a member of the Hong Kong Housing Authority and its Finance Committee, Subsidised Housing Committee and Funds Management Sub-Committee.



劉振江先生, JP
Mr LAU Chun-kong, JP

劉振江先生為高力國際常務董事，專責處理亞洲區估價及諮詢業務。他是特許物業估價測量師，也是香港測量師學會前會長及資深專業會員。他在物業估價、房地產諮詢服務、物業投資買賣市場等方面皆有豐富經驗。

劉先生是香港房屋委員會及轄下資助房屋小組委員會和投標小組委員會的委員，也是工業貿易諮詢委員會委員、大嶼山發展諮詢委員會委員和證券及期貨事務監察委員會房地產投資信託基金委員會委員。他現為香港數碼港管理有限公司董事，以及國際評估標準委員會有形資產標準委員會委員。

Mr LAU Chun-kong is the Managing Director of Colliers International, responsible for the valuation and advisory business in the Asian region. He is a chartered valuation surveyor, and a Past President and a Fellow of the Hong Kong Institute of Surveyors. He has a wide breadth of experience in property valuation, real estate consultancy and investment sales market.

Mr Lau is a member of the Hong Kong Housing Authority and its Subsidised Housing Committee and Tender Committee, the Trade and Industry Advisory Board, the Lantau Development Advisory Committee and the Committee on Real Estate Investment Trusts of the Securities and Futures Commission. He also serves as a Director of the Hong Kong Cyberport Management Company Limited and a member of the Tangible Assets Standards Board of the International Valuation Standards Council.



陳婉珊女士, MH
Ms Clara CHAN Yuen-shan, MH

陳婉珊女士為一間控股公司的副主席兼行政總裁。她現為嚴重急性呼吸系統綜合症信託基金委員會成員、能源諮詢委員會成員、香港生產力促進局理事會成員、香港貿易發展局一帶一路及大灣區委員會經貿合作園區專案小組(中小企製造業合作及投資)委員，以及工商機構支援基金評審委員會委員。她亦是香港房屋委員會及轄下資助房屋小組委員會的委員。

Ms Clara CHAN Yuen-shan is the Vice-Chairman and Chief Executive Officer of a holding company. She is currently a member of the Committee on Trust Fund for Severe Acute Respiratory Syndrome, the Energy Advisory Committee, the Council of Hong Kong Productivity Council, the Industrial Parks: SMEs' Manufacturing Partnership and Investment Task Force of HKTDC Belt and Road & Greater Bay Area Committee, and the Vetting Committee of the Trade and Industrial Organisation Support Fund. She is also serving as a member of the Hong Kong Housing Authority and its Subsidised Housing Committee.



劉焯女士, JP

(財經事務及庫務局常任秘書長(庫務))

Ms Alice LAU Yim, JP

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

劉焯女士1990年8月加入政務職系後，於2019年4月晉升為首長級甲一級政務官，曾在多個決策局及部門服務，包括前金融科、前布政司辦公室、中央政策組、前憲制事務科、前庫務局、政務司司長辦公室、前經濟局、前工商及科技局及食物環境衛生署。她於2010年3月至2012年3月出任財經事務及庫務局副秘書長(庫務)，2012年3月至6月出任候任行政長官辦公室秘書長，並於2012年7月至2017年6月出任行政長官辦公室常任秘書長。劉女士由2017年7月起出任財經事務及庫務局常任秘書長(庫務)。

Ms Alice LAU Yim joined the Administrative Service in August 1990 and rose to the rank of Administrative Officer Staff Grade A1 in April 2019. She has served in various policy bureaux and departments, including the former Monetary Affairs Branch, the former Chief Secretary's Office, the Central Policy Unit, the former Constitutional Affairs Branch, the former Finance Bureau, the Chief Secretary for Administration's Office, the former Economic Services Bureau, the former Commerce, Industry and Technology Bureau and the Food and Environmental Hygiene Department. She was Deputy Secretary for Financial Services and the Treasury (Treasury) from March 2010 to March 2012, Secretary-General, Office of the Chief Executive-elect from March 2012 to June 2012 and Permanent Secretary, Chief Executive's Office from July 2012 to June 2017. She has taken up the appointment of Permanent Secretary for Financial Services and the Treasury (Treasury) since July 2017.



陳松青先生, JP

(地政總署署長)

Mr Thomas CHAN Chung-ching, JP

(Director of Lands)

陳松青先生於1991年加入行政職系後轉職政務職系，他曾於前政務總署、前規劃環境地政科、前公務員事務科、香港駐日內瓦經濟貿易辦事處和前衛生福利及食物局服務。

他於2008年2月至2012年2月出任食物及衛生局副秘書長(衛生)，於2012年2月至6月出任防止及處理潛在利益衝突獨立檢討委員會秘書，於2012年9月至2017年6月出任發展局副秘書長(規劃及地政)。陳先生自2017年7月1日起出任地政總署署長。

Mr Thomas CHAN Chung-ching joined the Civil Service in June 1991, first served as an Executive Officer and then transferred to the Administrative Service. He has served the former City and New Territories Administration, the former Planning, Environment and Lands Branch, the former Civil Service Branch, the Hong Kong Economic and Trade Office in Geneva and the former Health, Welfare and Food Bureau.

He was Deputy Secretary for Food and Health (Health) from February 2008 to February 2012 and Secretary, Independent Review Committee for the Prevention and Handling of Potential Conflicts of Interests from February 2012 to June 2012, Deputy Secretary for Development (Planning and Lands) from September 2012 to June 2017. Mr Chan has been the Director of Lands since 1 July 2017.

2019/20 香港房屋委員會轄下各小組委員會委員名單

Membership of the Hong Kong Housing Authority Committees

常務小組委員會 Standing Committees

策劃小組委員會 Strategic Planning Committee

- * 陳帆先生, JP (主席)
The Honourable Frank CHAN Fan, JP
(Chairman)
- * 黃遠輝先生, SBS, JP
Mr Stanley WONG Yuen-fai, SBS, JP
- * 許美嫦女士, MH, JP
Ms Tennessy HUI Mei-sheung, MH, JP
- * 張達棠先生, JP
Mr CHEUNG Tat-tong, JP
- * 陳家樂教授
Professor CHAN Ka-lok
- * 蘇晴女士
Ms SO Ching
- * 郭榮鏗議員
The Honourable Dennis KWOK
Wing-hang
- * 房屋署署長(或代表)
Director of Housing
(or representative)
- 運輸及房屋局副局長
Under Secretary for Transport and
Housing
- 發展局常任秘書長(工務)(或代表)
Permanent Secretary for Development
(Works) (or representative)
- 民政事務總署署長(或代表)
Director of Home Affairs
(or representative)
- 規劃署提名代表
Nominated representative from
Planning Department

審計附屬小組委員會 Audit Sub-Committee

- * 蘇晴女士(主席)
Ms SO Ching (Chairman)
- * 張達棠先生, JP
Mr CHEUNG Tat-tong, JP
- * 盧麗華博士
Dr Miranda LOU Lai-wah
- 李炳權先生, JP
Mr LEE Ping-kuen, JP
- 劉詩韻女士, JP
Ms Serena LAU Sze-wan, JP
- 顧曉楠女士
Ms Anna Mae KOO Mei-jong
- 熊璐珊女士
Ms Lusan HUNG Lo-shan
- 余雅芳女士
Ms Avon YUE Nga-fong
- 孫耀達先生
Mr Ted SUEN Yiu-tat

建築小組委員會 Building Committee

- * 郭榮鏗議員(主席)
The Honourable Dennis KWOK
Wing-hang (Chairman)
- * 蘇晴女士
Ms SO Ching
- * 張達棠先生, JP
Mr CHEUNG Tat-tong, JP
- * 陳志球博士, BBS, JP
Dr Johnnie Casire CHAN
Chi-kau, BBS, JP
- * 李國麟議員, SBS, JP
Professor the Honourable
Joseph LEE Kok-long, SBS, JP

- * 陳旭明先生
Mr Raymond CHAN Yuk-ming
- 關寶珍女士
Ms Helen KWAN Po-jen
- 文海亮先生
Mr Alan MAN Hoi-leung
- 趙汝恒教授
Professor Christopher CHAO Yu-hang
- 李炳權先生, JP
Mr LEE Ping-kuen, JP
- 何周禮先生, MH
Mr Barrie HO Chow-lai, MH
- 梁慶豐先生
Mr LEUNG Hing-fung
- 龐愛蘭女士, BBS, JP
Ms Scarlett PONG Oi-lan, BBS, JP
- 羅健熙先生
Mr LO Kin-hei
- 霍天瑋先生
Mr Bryan FOK
- 何沅蔚女士
Ms Vera HO Ivy Yuen-wei
- 李少穎女士
Ms Ivy LEE Siu-wing
- 梁邦媛女士
Miss Eviana LEUNG Bon-yuen
- 余烽立先生
Mr Franklin YU
- * 房屋署署長(或代表)
Director of Housing
(or representative)
- 發展局常任秘書長(工務)(或代表)
Permanent Secretary for
Development (Works)
(or representative)
- 規劃署提名代表
Nominated representative
from Planning Department

商業樓宇小組委員會

Commercial Properties Committee

- * 許美嫦女士, MH, JP (主席)
Ms Tennesy HUI Mei-sheung, MH, JP
(Chairman)
- * 柯創盛議員, MH
The Honourable Wilson OR
Chong-shing, MH
- * 邵家輝議員, JP
The Honourable SHIU Ka-fai, JP
- * 陳正思女士
Ms Cissy CHAN Ching-sze
- * 陳志球博士, BBS, JP
Dr Johnnie Casire CHAN Chi-kau,
BBS, JP
- 劉詩韻女士, JP
Ms Serena LAU Sze-wan, JP

何志豪先生, BBS, JP
Mr David HO Chi-hoo, BBS, JP

潘國山先生, MH, JP
Mr PUN Kwok-shan, MH, JP

黃山先生
Mr Samson WONG San

葉毅明教授
Professor YIP Ngai-ming

羅健熙先生
Mr LO Kin-hei

李鋈發先生, MH
Mr Herman LEE Yuk-fat, MH

梁文廣先生, MH
Mr LEUNG Man-kwong, MH

歐楚筠女士
Ms AU Chor-kwan

劉夢霞女士
Ms LAU Mung-ha

李榮豐先生
Mr Jonathan LEE Wing-fung

康榮江先生, JP
Mr Wallace HONG Wing-kwong, JP

鄭達鴻先生
Mr CHENG Tat-hung

梁樂慧女士
Miss LIANG Lehui

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

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

財務小組委員會

Finance Committee

- * 陳家樂教授(主席)
Professor CHAN Ka-lok
(Chairman)
- * 鄭慧恩女士
Miss Vena CHENG Wei-yan

* 盧麗華博士
Dr Miranda LOU Lai-wah

* 麥萃才博士
Dr Billy MAK Sui-choi

熊璐珊女士
Ms Lusan HUNG Lo-shan

吳韻宜女士
Ms Wendy NG Wan-yee

康榮江先生, JP
Mr Wallace HONG Wing-kwong, JP

何聞達先生
Mr Edward HO Man-tat

林翠華女士
Ms Connie LAM Tsui-wa

范凱傑先生
Mr Alex FAN Hoi-kit

孫耀達先生
Mr Ted SUEN Yiu-tat

高德蘭博士
Dr Theresa CUNANAN

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

* 財經事務及庫務局常任秘書長
(庫務)(或代表)
Permanent Secretary for
Financial Services and the
Treasury (Treasury)
(or representative)

公務員事務局局長(或代表)
Secretary for the Civil Service
(or representative)

資金管理附屬小組委員會

Funds Management Sub-Committee

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Professor CHAN Ka-lok
(Chairman)

* 鄭慧恩女士
Miss Vena CHENG Wei-yan

* 麥萃才博士
Dr Billy MAK Sui-choi

吳韻宜女士
Ms Wendy NG Wan-yee

何聞達先生
Mr Edward HO Man-tat

黃慧群女士
Ms Anna WONG Wai-kwan

黃元山先生
Mr Stephen WONG
Yuen-shan

林曼雅女士
Ms Norris LAM Man-ngar

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

資助房屋小組委員會

Subsidised Housing Committee

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Mr Stanley WONG Yuen-fai, SBS, JP
(Chairman)
- * 蔡海偉先生, JP
Mr CHUA Hoi-wai, JP
- * 雷紹麟先生
Mr Alan LUI Siu-lun
- * 郭偉強議員, JP
The Honourable KWOK Wai-keung, JP
- * 李國麟議員, SBS, JP
Professor the Honourable Joseph
LEE Kok-long, SBS, JP
- * 尹兆堅議員
The Honourable Andrew WAN
Siu-kin
- * 盧偉國議員, SBS, MH, JP
Dr the Honourable LO Wai-kwok,
SBS, MH, JP
- * 彭韻僊女士, MH, JP
Ms Melissa Kaye PANG, MH, JP
- * 盧麗華博士
Dr Miranda LOU Lai-wah
- * 黃碧如女士
Ms Cleresa WONG Pie-yue
- * 招國偉先生
Mr Anthony CHIU Kwok-wai
- * 劉振江先生, JP
Mr LAU Chun-kong, JP
- * 麥萃才博士
Dr Billy MAK Sui-choi
- * 張國鈞議員, JP
The Honourable Horace CHEUNG
Kwok-kwan, JP

- * 陳婉珊女士, MH
Ms Clara CHAN Yuen-shan, MH

譚小瑩女士, JP
Ms Iris TAM Siu-ying, JP

陳浩庭先生
Mr Mac CHAN Ho-ting

林曉雅女士
Ms Hilda LAM

范凱傑先生
Mr Alex FAN Hoi-kit

植潔鈴女士
Miss Elaine CHIK Kit-ling

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

運輸及房屋局副局長
Under Secretary for Transport
and Housing

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

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

投標小組委員會

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Mr CHEUNG Tat-tong, JP
(Chairman)
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Ms Melissa Kaye PANG, MH, JP
- * 陳旭明先生
Mr Raymond CHAN Yuk-ming
- * 劉振江先生, JP
Mr LAU Chun-kong, JP
- * 雷紹麟先生
Mr Alan LUI Siu-lun

李炳權先生, JP
Mr LEE Ping-kuen, JP

梁慶豐先生
Mr LEUNG Hing-fung

羅健熙先生
Mr LO Kin-hei

陸勁光先生, MH
Mr LUK King-kwong, MH

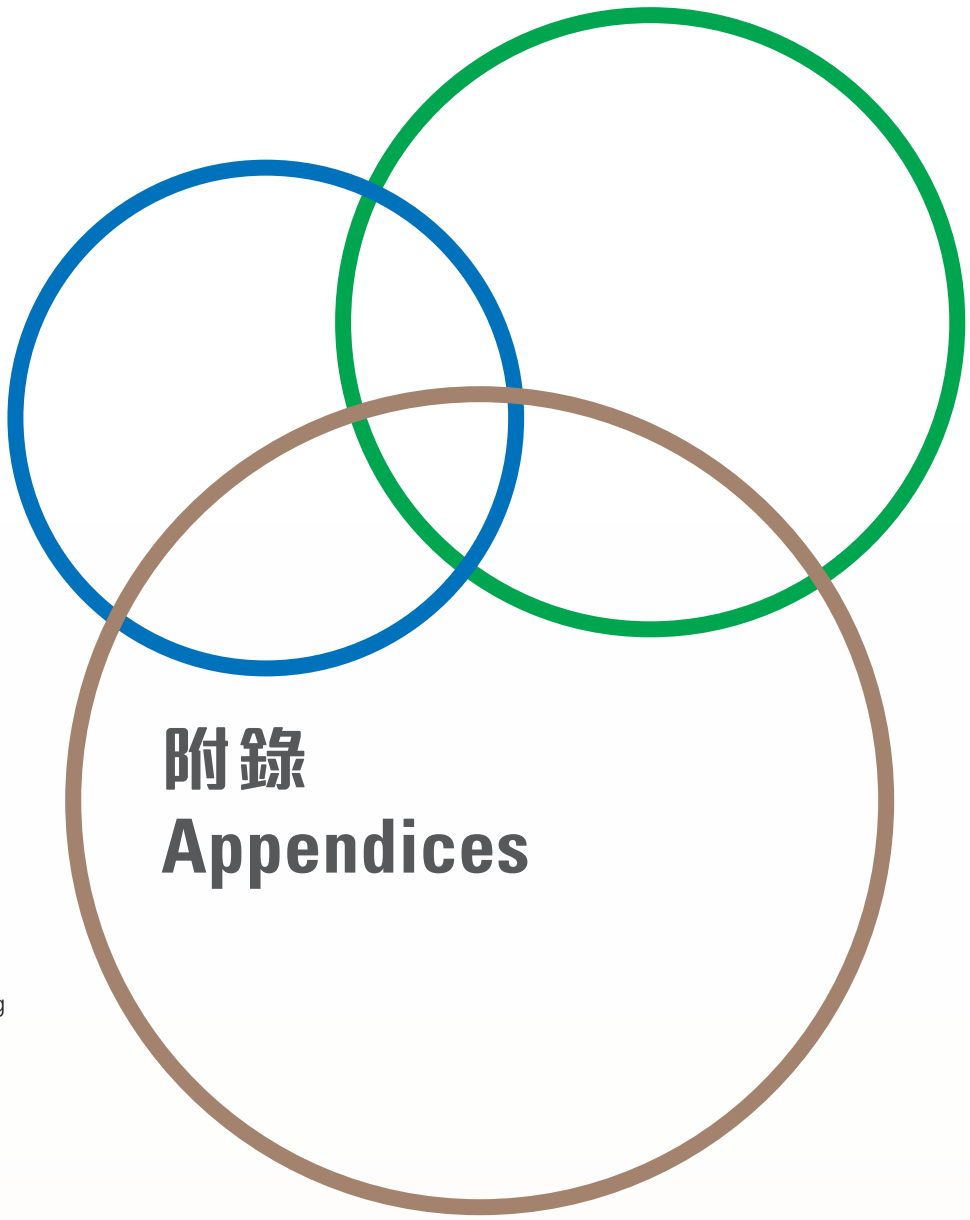
王家揚先生
Mr Roland WONG Ka-yeung

葉嘉偉先生
Mr Kelvin IP Kar-wai

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

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

各委員的簡歷及稱謂是根據截至
2020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 2020.



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01 香港房屋委員會組織及職能

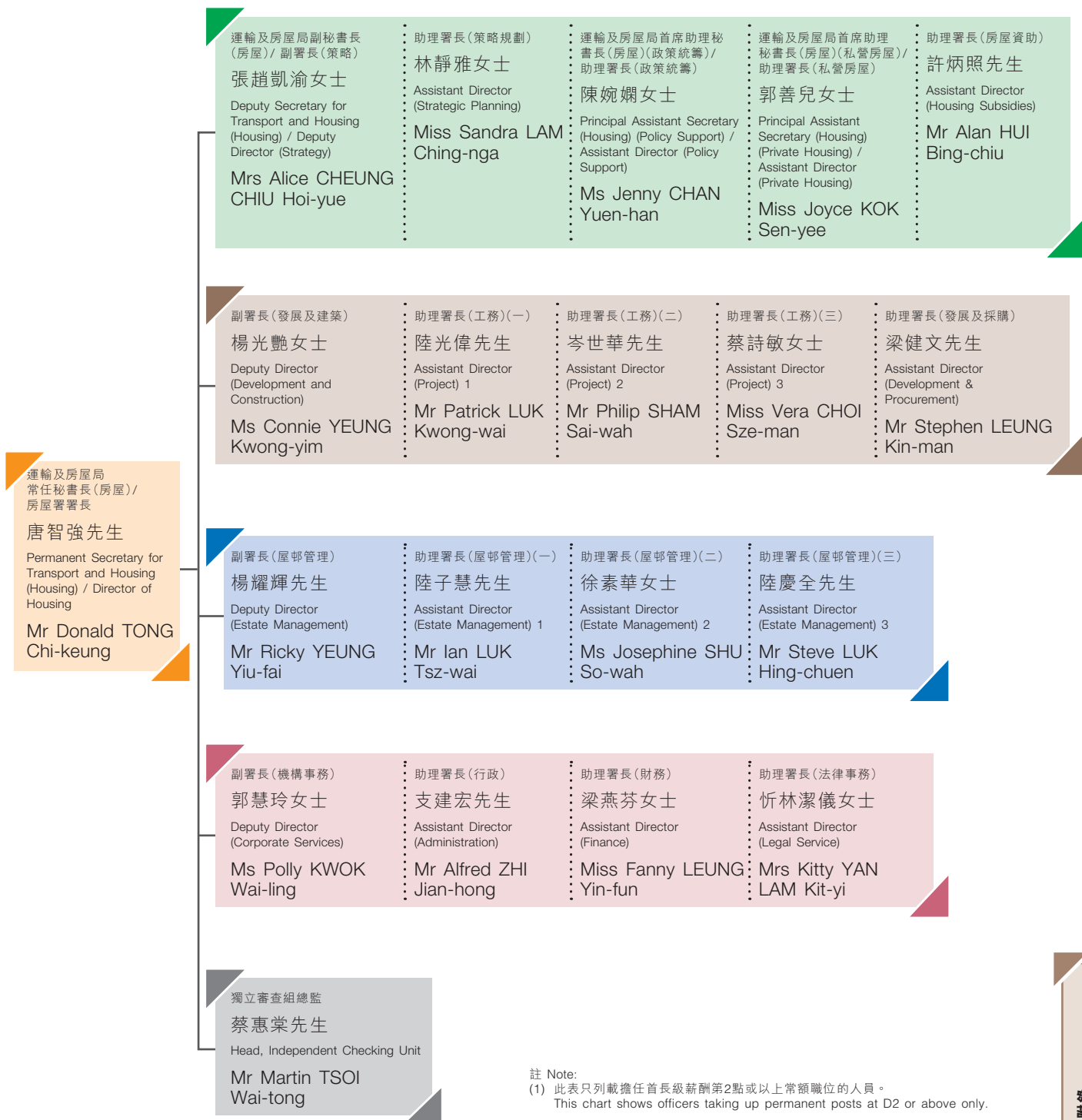
The Hong Kong Housing Authority Organisation and Functions

截至 As at 31.3.2020



02 房屋署首長級人員⁽¹⁾ Housing Department Directorate⁽¹⁾

截至 As at 31.3.2020



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 公共租住房屋編配 Allocation of Public Rental Housing

類別	Categories	截至 As at 31.3.2020		截至 As at 31.3.2019	
		單位 Flats	人數 People	單位 Flats	人數 People
公屋申請	Public Rental Housing Applications	12 128	32 352	26 889	73 208
屋邨清拆及大型維修	Estate Clearance and Major Repairs	42	92	375	1 118
政府清拆項目 / 市區重建局	Government Clearance Projects / Urban Renewal Authority	713	1 589	127	278
緊急安置	Emergency	0	0	0	0
初級公務員及退休公務員	Junior Civil Servants and Pensioners	933	2 743	1 502	4 411
體恤安置	Compassionate Rehousing	765	1 742	873	2 015
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	2 919	7 153	4 913	13 679
合計	Total	17 500⁽¹⁾	45 671	34 679⁽²⁾	94 709

註 Notes:

(1) 不包括5 278個編配中的單位。
Excluding 5 278 flats under offer.

(2) 不包括2 425個編配中的單位。
Excluding 2 425 flats under offer.

04 租住房屋數目 Rental Housing Stock

租住公屋 ⁽¹⁾	Public Rental Housing Estates ⁽¹⁾	截至 As at 31.3.2020		截至 As at 31.3.2019	
		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
區議會分區	District Council District				
中西區	Central and Western	636	2 039	636	2 051
東區	Eastern	35 352	96 737	35 405	97 966
南區	Southern	25 566	69 670	25 649	70 656
油尖旺	Yau Tsim Mong	2 820	7 802	2 820	7 947
深水埗	Sham Shui Po	64 645	160 627	62 364	156 702
九龍城	Kowloon City	29 609	73 804	29 609	74 400
黃大仙	Wong Tai Sin	75 173	198 912	75 371	202 313
觀塘	Kwun Tong	146 563	377 801	146 438	380 516
葵青	Kwai Tsing	101 328	273 229	101 492	276 656
荃灣	Tsuen Wan	21 729	56 594	21 729	57 360
屯門	Tuen Mun	57 824	143 887	58 204	145 875
元朗	Yuen Long	67 903	196 542	68 031	198 314
北區	North	23 304	62 641	22 397	61 133
大埔	Tai Po	16 447	43 237	16 725	44 535
沙田	Sha Tin	74 317	195 408	74 545	197 617
西貢	Sai Kung	28 735	80 731	28 885	81 943
離島	Islands	23 128	71 427	23 128	70 127
合計	Total	795 079	2 111 088	793 428	2 126 111

中轉房屋	Interim Housing	截至 As at 31.3.2020		截至 As at 31.3.2019	
		單位數目 ⁽²⁾ No. of Flats ⁽²⁾	認可居民人數 ⁽³⁾ Authorised Population ⁽³⁾	單位數目 ⁽²⁾ No. of Flats ⁽²⁾	認可居民人數 ⁽³⁾ Authorised Population ⁽³⁾
區議會分區	District Council District				
屯門	Tuen Mun	3 967	4 258	3 844	4 201
葵青	Kwai Tsing	1 928	627	1 928	781
合計	Total	5 895	4 885	5 772	4 982

註 Notes:

(1) 數字不包括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.

(2) 數字包括位於石籬(二)中轉房屋大廈中用作臨時居所的單位。

Figures include those flats used as temporary accommodation in Shek Lei (II) Interim Housing (IH) blocks.

(3) 數字不包括居於石籬(二)中轉房屋大廈中用作臨時居所單位的人口。

Figures exclude persons living in those flats used as temporary accommodation in Shek Lei (II) IH blocks.

05 出售房屋 Sale Flats

截至 As at 31.3.2020

	區議會分區	District Council District	單位數目 Number of Flats
居者有其屋計劃(居屋)單位 ⁽¹⁾ Home Ownership Scheme (HOS) Flats ⁽¹⁾	東區	Eastern	13 893
	南區	Southern	6 726
	深水埗	Sham Shui Po	6 360
	九龍城	Kowloon City	3 086
	黃大仙	Wong Tai Sin	20 506
	觀塘	Kwun Tong	28 454
	葵青	Kwai Tsing	13 284
	荃灣	Tsuen Wan	962
	屯門	Tuen Mun	20 835
	元朗	Yuen Long	21 966
	北區	North	12 566
	大埔	Tai Po	13 037
	沙田	Sha Tin	39 853
	西貢 離島	Sai Kung Islands	22 127 3 750
	合計	Total	227 405
私人機構參建居屋計劃(私人參建計劃)及 中等入息家庭房屋計劃單位 ⁽¹⁾ Private Sector Participation Scheme (PSPS) and Middle Income Housing Scheme (MIHS) Flats ⁽¹⁾	東區	Eastern	17 990
	南區	Southern	3 130
	油尖旺	Yau Tsim Mong	3 908
	黃大仙	Wong Tai Sin	11 364
	觀塘	Kwun Tong	6 410
	葵青	Kwai Tsing	840
	屯門	Tuen Mun	19 712
	北區	North	5 872
	大埔	Tai Po	3 928
	沙田	Sha Tin	12 914
	西貢	Sai Kung	13 766
	合計	Total	99 834
可租可買計劃、重建置業計劃單位及綠表置居計劃 ⁽¹⁾ Buy or Rent Option Scheme (BRO), Mortgage Subsidy Scheme (MSS), Green Form Subsidised Home Ownership Scheme (GSH) Flats ⁽¹⁾	油尖旺	Yau Tsim Mong	629
	深水埗	Sham Shui Po	2 531
	九龍城	Kowloon City	1 096
	黃大仙	Wong Tai Sin	1 497
	葵青	Kwai Tsing	1 920
	元朗	Yuen Long	2 560
	北區	North	800
	合計	Total	11 033
已出售的租者置其屋計劃(租置計劃)單位 ⁽²⁾ Tenants Purchase Scheme (TPS) Sold Flats ⁽²⁾	東區	Eastern	2 840
	南區	Southern	8 407
	深水埗	Sham Shui Po	5 245
	黃大仙	Wong Tai Sin	18 438
	觀塘	Kwun Tong	11 618
	葵青	Kwai Tsing	12 055
	屯門	Tuen Mun	13 494
	元朗	Yuen Long	6 059
	北區	North	14 304
	大埔	Tai Po	16 081
	沙田	Sha Tin	23 026
西貢	Sai Kung	11 901	
	合計	Total	143 468
	總計	Grand Total	481 740

註 Notes:

(1) 居屋 / 私人參建計劃 / 中等入息家庭房屋計劃 / 可租可買計劃 / 重建置業計劃 / 綠表置居計劃單位包括可在公開市場買賣的單位(居屋第三期乙之前出售的單位或已繳交補價的單位), 但不包括未售出的單位。

HOS / PSPS / MIHS / BRO / MSS / GSH flats include flats that are tradable in the open market (flats sold prior to HOS Phase 3B or flats with premium paid), but exclude unsold flats.

(2) 已出售的租置計劃單位包括可在公開市場買賣的單位(已繳交補價的單位), 但不包括售回給香港房屋委員會的單位。

TPS sold flats include flats that are tradable in the open market (flats with premium paid), but exclude cases in which buyers had sold back their flats to the Hong Kong Housing Authority.

06A 資格準則 Eligibility Criteria

公共租住房屋的申請資格準則 Eligibility Criteria for Public Rental Housing Applications				
資格準則 Eligibility Criteria	申請類別 Type of Applications	「高齡單身人士」優先配屋計劃 Single Elderly Persons Priority Scheme	「共享頤年」優先配屋計劃 Elderly Persons Priority Scheme	「天倫樂」優先配屋計劃 ⁽¹⁾ Harmonious Families Priority Scheme ⁽¹⁾
申請者年齡 Applicant's Age	年滿18歲 Must be 18 years of age or above	申請者必須年滿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 PRH 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 at the time of PRH allocation.	年滿18歲(有關的高齡人士必須年滿60歲或以上)。 Must be 18 years of age or above (the elderly persons must have attained the age of 60 or above).
住戶人數 Household Size	最少兩名有親屬關係 ⁽²⁾ 的人士合伙共住。非長者一人申請者會納入「配額及計分制」辦理。 At least two related ⁽²⁾ persons living together. Non-elderly One-person applicants are placed on the Quota and Points System.	高齡單身人士會被編配入住長者住屋、經改建的單位或獨立單位。 Single elderly applicants will be allocated Housing for Senior Citizens, converted flats or self-contained flats.	兩名或更多長者，無論有親屬關係 ⁽²⁾ 與否，獲配單位後須合伙共住。 Two or more elderly persons, either related ⁽²⁾ or unrelated, who undertake to live together upon flat allocation.	申請家庭最少有兩名成員，其中必須包括最少一名年長父/母或受供養的年長親屬。 The applicant's family must consist of at least two members, and amongst which at least one of them must be an elderly parent or dependent 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	申請者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 applicant and his / her family members 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，申請者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、管理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香港住宅物業的公司50%以上的股權。住宅物業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 Public Rental Housing (PRH) application form to the date of signing the tenancy agreement of the PRH unit 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 Notes:

(1) 凡參加此項計劃而符合資格的申請，會比一般家庭申請提早六個月獲得處理。

Eligible applications 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/母或受供養的年長親屬及最少一名年滿18歲的家庭成員，申請者可以選擇任何地區作為編配公屋單位。
- 不論申請者是由年長親屬還是另一名成年的家庭成員擔任，雙方均須於接受詳細資格審查面晤時簽署一份聲明書，聲明較年輕的一方成員會照顧年長父/母或受供養的年長親屬，並一同居住。

Opting to live in one unit with the elderly:

- The applicant's family must consist of at least two members, and amongst which at least one of them must be an elderly parent or dependent relative and at least one of them must be aged 18 or above. The applicant can select any district for allocation of public rental housing.
- Irrespective of whether the elderly or another adult family member is the applicant, both of them are required to sign an undertaking at the detailed vetting interview to the effect that the younger member would take care of and live together with the elderly parent(s) or 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/母或受供養的年長親屬，分別以兩份申請表，選擇位於市區以外同一地區內兩個就近的公屋單位。
- 雙方均須於詳細資格審查面晤時簽署一份聲明書，聲明在獲得編配有關單位後，年輕家庭會給予其年長父/母或受供養的年長親屬適當的照顧。

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

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

(2) 申請者與家庭成員的關係，及家庭成員之間的關係，必須為夫婦、父母、子女、祖父母、孫。申請者的單身兄弟姊妹亦可以獲得接納一同申請(單身兄弟姊妹即從來沒有辦妥任何正式結婚手續或舊式婚禮、已離婚或喪偶的兄弟姊妹。單身兄弟姊妹若於公屋申請登記後結婚，不論其配偶是否已獲香港入境權，亦必須即時在公屋申請內除名)。

The relationship between the applicant and family members and between family members must be either husband and wife, parent and child, grandparent and grandchild. Applicant may apply with his/her single sibling (Single sibling means never undergone any formal or customary marriage formalities, divorced or widowed. If the single sibling gets married after registration of PRH application, he/she must delete his/her name from the PRH application as soon as possible despite his/her spouse has not been granted the right to land in Hong Kong).

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

入息及總資產淨值限額 (2020年4月1日起生效) Income and Total Net Asset Limits (Effective from 1 April 2020)	家庭人數 Family Size	每月最高入息限額 ⁽¹⁾ (1.4.2020生效) Maximum Income Limit (per Month) ⁽¹⁾ (Effective from 1.4.2020)	總資產淨值限額 ⁽²⁾ (1.4.2020生效) Total Net Asset Limit ⁽²⁾ (Effective from 1.4.2020)	
	1人	1-person	\$12,800	\$266,000
	2人	2-person	\$19,430	\$360,000
	3人	3-person	\$24,410	\$469,000
	4人	4-person	\$30,950	\$548,000
	5人	5-person	\$36,890	\$609,000
	6人	6-person	\$40,840	\$659,000
	7人	7-person	\$46,770	\$703,000
	8人	8-person	\$52,310	\$737,000
	9人	9-person	\$57,710	\$815,000
	10人或以上	10-person or above	\$62,980	\$878,000

非親屬關係之長者住戶入息及 總資產淨值限額 (2020年4月1日起生效) Income and Total Net Asset Limits for Non-related Elderly Households (Effective from 1 April 2020)	住戶人數 Household Size	每月最高入息限額 ⁽¹⁾ (1.4.2020生效) Maximum Income Limit (per Month) ⁽¹⁾ (Effective from 1.4.2020)	總資產淨值限額 ⁽²⁾ (1.4.2020生效) Total Net Asset Limit ⁽²⁾ (Effective from 1.4.2020)	
	2人	2-person	\$23,320	\$720,000
	3人	3-person	\$29,290	\$938,000
	4人	4-person	\$37,140	\$1,096,000
	5人	5-person	\$44,270	\$1,218,000
	6人	6-person	\$49,010	\$1,318,000
	7人	7-person	\$56,120	\$1,406,000
	8人	8-person	\$62,770	\$1,474,000
	9人	9-person	\$69,250	\$1,630,000
	10人或以上	10-person or above	\$75,580	\$1,756,000

註 Notes:

- (1) 強制性公積金或公積金計劃下的法定供款可於申報入息時獲得扣除。
The amount of statutory contribution to the Mandatory Provident Fund or Provident Fund Scheme can be deducted when making income declaration.
- (2) 若全部家庭成員均為年滿60歲或以上的長者，其總資產淨值限額為上表所示限額的兩倍(即1人至10人或以上長者家庭的總資產淨值限額分別為532,000元、720,000元、938,000元、1,096,000元、1,218,000元、1,318,000元、1,406,000元、1,474,000元、1,630,000元和1,756,000元)。
If all member(s) of a family is/are elderly person(s) of age 60 or above, the total net asset limit for the family will double the amount as shown in the above table (i.e. the total net asset limits for elderly families with 1-person to 10-person or above are \$532,000, \$720,000, \$938,000, \$1,096,000, \$1,218,000, \$1,318,000, \$1,406,000, \$1,474,000, \$1,630,000 and \$1,756,000).

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

購買居者有其屋計劃單位的資格準則 Eligibility Criteria for Purchase of a Flat under the Home Ownership Scheme (HOS)		
申請者類別 Categories of Applicants	<p>綠表 Green Form</p> <p>1. 香港房屋委員會(房委會)或香港房屋協會(房協)轄下公共租住房屋(公屋)的住戶(「有條件租約」住戶除外)： Households of public rental housing (PRH) units under the Housing Authority (HA) (with the exception of tenants under conditional tenancies) or the Housing Society (HS);</p> <p>2. 持有由房屋署或市區重建局發出有效《綠表資格證明書》的人士： Holders of a valid Green Form Certificate issued by the Housing Department (HD) / the Urban Renewal Authority (URA);</p> <p>3. 持有由房屋署簽發有效《保證書》的房屋署屋宇事務助理職系人員；及 Staff of the Estate Assistant (EA) grade of the HD who is holding a valid Letter of Assurance (LA) issued by the HD; and</p> <p>4. 房委會「長者租金津貼計劃」的受惠者。 Recipients of Rent Allowance for the Elderly Scheme (RAES) administered by the HA.</p>	<p>白表 White Form</p> <p>1. 私營房屋的住戶； Households living in private housing;</p> <p>2. 房委會及房協轄下的公屋或任何資助房屋計劃單位住戶的家庭成員；及 Family member(s) of households living in PRH or any subsidised housing scheme units under the HA or the HS; and</p> <p>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十年內的「租置計劃」單位業主及其認可家庭成員。 Flat owners and their authorised family member(s) under the Tenants Purchase Scheme (TPS) within 10 years from the date of Assignment for the purchase of their TPS flats from the HA.</p>
家庭收入及資產限額 Household Income and Asset Limits	公屋住戶 / 持證人不受入息及資產限額的規定。 Tenants / Licensees of PRH are not subject to the requirement on household income and asset limits.	申請者及其家庭成員須符合房委會就每期銷售計劃訂定的入息及資產限額的規定。 ⁽¹⁾ The total monthly household income and the total net value of their assets should meet the limits set by the HA for each sale exercise. ⁽¹⁾
住宅物業擁有權 Domestic Property Ownership	公屋住戶 / 持證人不受住宅物業擁有權限制。 Tenants / Licensees of PRH are not subject to the restriction of ownership of domestic property.	申請者及其家庭成員須符合本計劃有關住宅物業擁有權限制的規定。 ⁽²⁾ The applicant and his / her family member(s) are subject to the domestic property ownership restriction of the scheme. ⁽²⁾
居港年期 Length of Residence	不適用。 Not applicable.	申請者須符合本計劃的居港年期的規定。 ⁽³⁾ The applicants are subject to the requirement on length of residence of the scheme. ⁽³⁾
申請者年齡 Applicant's Age	年滿18歲。 At least 18 years old.	年滿18歲。 At least 18 years old.
申請類別 Application Category	<p>1. 受房委會公屋清拆計劃影響的家庭申請者； Family applicants living in PRH estates affected by the HA's clearance programmes;</p> <p>2. 參加「家有長者優先選樓計劃」的家庭申請者； Family applicants applying under the "Priority Scheme for Families with Elderly Members";</p> <p>3. 其他家庭申請者； Other Family applicants;</p> <p>4. 受房委會公屋清拆計劃影響的一人申請者；及 One-person applicants living in PRH estates affected by the HA's clearance programmes; and</p> <p>5. 一人申請者。 One-person applicants.</p>	<p>1. 參加「家有長者優先選樓計劃」的核心家庭申請者； Nuclear family applicants applying under the "Priority Scheme for Families with Elderly Members";</p> <p>2. 其他核心家庭申請者； Other nuclear family applicants;</p> <p>3. 非核心家庭申請者；及 Non-nuclear family applicants; and</p> <p>4. 一人申請者。 One-person applicants.</p>

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

註 Notes:

- (1) 「出售居者有其屋計劃單位2019」下白表申請者的每月家庭總入息限額及家庭總資產淨值限額。
Total Monthly Household Income and Total Net Household Asset Limits for White Form applicants under the Sale of HOS Flats 2019.

家庭人數	Household Size	家庭每月總入息限額* Total Monthly Household Income Limit*	家庭總資產淨值限額 Total Net Household Asset Value Limit
1人	1 person	\$29,000	\$1,005,000
2人或以上	2 persons or above	\$58,000	\$2,010,000

在審查申請者的申請資格時，按強制性公積金(強積金)計劃或其他公積金計劃所作的法定供款會從申請者 / 家庭成員收入中扣除以計算入息(以法定的5%強制性僱員供款，及現行每月最高僱員供款限額為上限，其他非強制性的額外供款屬自願性供款，所以不能扣減)。

Statutory contributions under the Mandatory Provident Fund (MPF) Scheme or other provident fund schemes are deductible from a household's income for the purpose of vetting the applicant's eligibility. (At the statutory rate of 5% of employees' mandatory contribution and subject to a ceiling at the current maximum employees' monthly mandatory contribution, all contributions other than mandatory contributions are voluntary and cannot be deducted.)

- (2) 由申請截止日期之前的24個月起計，直至簽署買賣協議購買有關銷售計劃的居屋單位時，申請者及名列申請表上的其家庭成員不得(i)擁有或與他人共同擁有香港任何住宅樓宇或該類樓宇的任何權益；或(ii)簽訂任何協議(包括臨時協議)購買香港任何住宅樓宇；或(iii)持有任何直接或透過附屬公司擁有香港住宅樓宇的公司一半以上的股權；或(iv)為香港任何住宅樓宇(包括土地)的受益人；或(v)轉售香港任何住宅樓宇或出讓與香港住宅樓宇有關的任何權益(轉售或出讓的日期，以簽訂轉讓契據當日為準)，或(vi)退出任何持有一半以上股權而擁有香港住宅樓宇的公司。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建築物、用作居住用途的土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 listed in the application form has, during the period from 24 months preceding the closing date for submitting the application and up to the time of purchase of signing the Agreement for Sale and Purchase (ASP) for a HOS flat under the sale exercise, (i) owned or co-owned any domestic property in Hong Kong or any interest in such kind of property; or (ii) entered into any agreement (including preliminary agreement) to purchase any domestic property in Hong Kong; or (iii) owned more than 50% of the shares in a company in Hong Kong which directly or through a subsidiary company owned any domestic property in Hong Kong; or (iv) been a beneficiary of any domestic property (including land) in Hong Kong; or (v) assigned any domestic properties in Hong Kong or any interest in such properties in Hong Kong (the date of assignment means the date of execution of the Deed of Assignment), or (vi) withdrawn from any company which owned any domestic property in Hong Kong in which the applicant/family member owned more than 50% of the shares. Domestic properties include any domestic property, uncompleted private domestic property, rooftop structures approved by the Buildings Authority, domestic building lots and small house grants approved by the Lands Department in Hong Kong.

- (3) 申請者須在申請截止日期當日已在香港居住滿七年，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 the closing date of application, and his/her stay in Hong Kong is not subject to any conditions of stay (except the condition on the limit of stay).

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

申請白表居屋第二市場計劃(白居二)的資格準則 Eligibility Criteria for applying the White Form Secondary Market Scheme (WSM)	
申請者類別 Categories of Applicants	1. 私營房屋的住戶； Households living in private housing; 2. 香港房屋委員會(房委會)或香港房屋協會轄下公共租住房屋或任何資助房屋計劃單位住戶的家庭成員；及 Family members of households living in public rental housing (PRH) or any subsidised housing scheme units under the Hong Kong Housing Authority (HA) or the Hong Kong 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十年內的「租置計劃」單位業主及其認可家庭成員。 Flat owners and their authorised family member(s) under the Tenants Purchase Scheme (TPS) within 10 years from the date of Assignment for the purchase of their TPS flats from the HA.
家庭收入及資產限額 Household Income and Asset Limits	申請者及其家庭成員須符合房委會就本計劃訂定的家庭每月總入息及總資產淨值限額。 ⁽¹⁾ The total monthly household income and the total net household assets value of the applicant and his / her family members should meet the limits set by the HA for the scheme. ⁽¹⁾
住宅物業擁有權 Domestic Property Ownership	申請者及其家庭成員須符合本計劃所列住宅物業擁有權的限制。 ⁽²⁾ The applicant and his / her family members have to fulfil the domestic property ownership restriction of the scheme. ⁽²⁾
居港年期 Length of Residence	申請者須符合本計劃所列的居港年期限制。 ⁽³⁾ The applicant has to fulfil the length of residence restriction of the scheme. ⁽³⁾
申請者年齡 Applicant's Age	申請截止日期當日已年滿18歲。 At least 18 years old on the closing date of application.
申請類別 Application Category	一人申請者或家庭申請者(即二人或以上的組合)。 One-person applicants or family applicants (i.e. a composition of two or more persons).

註 Notes:

(1) 2019年「白表居屋第二市場計劃(白居二)」的入息及資產限額。
Income and Asset Limits for the 2019 White Form Secondary Market Scheme (WSM).

家庭人數	Household Size	家庭每月總入息限額* Total Monthly Household Income Limit*	家庭總資產淨值限額 Total Net Household Asset Value Limit
1人	1 person	\$29,000	\$1,005,000
2人或以上	2 persons or above	\$58,000	\$2,010,000

* 按強制性公積金(強積金)計劃或其他公積金計劃所作的法定供款會從申請者/家庭成員收入中扣除5%法定強積金供款以計算入息。
Statutory contributions under the Mandatory Provident Fund (MPF) Scheme or other provident fund schemes at the statutory rate of 5% are deductible from applicant's / family member's income for the purpose of vetting the applicant's eligibility.

- (2) 由申請截止日期之前的24個月起計，直至簽訂臨時買賣合約當日，申請者及其家庭成員不得(i)擁有或與他人共同擁有香港任何住宅樓宇或該類樓宇的任何權益；或(ii)簽訂任何協議(包括臨時協議)購買香港任何住宅樓宇；或(iii)持有任何直接或透過附屬公司擁有香港住宅樓宇的公司一半以上的股權；或(iv)為香港任何住宅樓宇(包括土地)的受益人；或(v)轉售香港任何住宅樓宇或出讓與香港住宅樓宇有關的任何權益(轉售或出讓的日期，以簽訂轉讓契據當日為準)；或(vi)退出任何持有一半以上股權而擁有香港住宅樓宇的公司。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構築物、用作居住用途的土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 listed in the application form has, during the period from 24 months preceding the closing date for submitting the application and up to the time of purchase of signing the Provisional Agreement for Sale and Purchase for a flat under the scheme, (i) owned or co-owned any domestic property in Hong Kong or any interest in such kind of property; or (ii) entered into any agreement (including preliminary 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) been a beneficiary of any domestic property (including land) in Hong Kong; or (v) assigned any domestic properties in Hong Kong or any interest in such properties (the date of assignment means the date of execution of the Deed of Assignment), or (vi) withdrawn from any company which owned any domestic property in Hong Kong in which the applicant/family members owned more than 50% of the shares. Domestic properties include any domestic property, uncompleted private domestic property, rooftop structures approved by the Buildings Authority, domestic building lots and small house grants approved by the Lands Department in Hong Kong.
- (3) 申請者須在申請截止日期當日已在香港居住滿七年，而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 the closing date of application and his/her stay in Hong Kong is not subject to any conditions of stay (except the condition on the limit of stay).

07 單位面積及租金 Size and Rent of Flats

截至 As at 31.3.2020

類型 Type	落成年份 Year of completion	居住單位總數 Stock of flats	選取單位的面積* (以平方米計) Size of selected flats* (in m ²)	居住單位數目 Number of flats	每月平均租金 (元) Average monthly rents (\$)	元 (每平方米 每月計) \$/m ² per month
前屋宇建設 委員會屋邨 Former Housing Authority Estates	1958-1965	14 765	24.1	2 381	1,408	58.4
			30.6	3 733	1,786	58.4
			41.2	1 298	2,405	58.4
	1966-1973	12 742	28.3	2 698	1,530	54.1
			30.6	3 770	1,794	58.6
			33.1	2 058	1,938	58.6
			36.5	1 256	2,000	54.8
香港房屋 委員會屋邨 The Hong Kong Housing Authority Estates	1973年以後 Post 1973	355 986 (市區) ⁽¹⁾ (Urban) ⁽¹⁾	16.3	6 973	1,406	86.1
			23.5	4 892	1,353	57.5
			34.4	14 997	2,950	85.7
			43.3	12 101	3,709	85.7
			53.6	1 238	5,051	94.3
		244 069 (擴展市區) ⁽²⁾ (Extended Urban) ⁽²⁾	14.1	2 455	1,161	82.6
			22.0	3 295	1,811	82.5
			34.4	5 322	2,856	82.9
			43.3	5 746	3,587	82.9
			51.8	2 240	3,451	66.7
		167 517 (新界) ⁽³⁾ (N.T.) ⁽³⁾	17.1	2 136	931	54.4
			24.9	3 552	1,120	44.9
			34.4	4 202	1,961	56.9
			43.3	3 764	2,476	57.2
			51.8	3 200	3,249	62.7

註 Notes:

* 載於此附錄的居住單位，其面積為每一類型單位中所屬面積範圍內為數最多者。
In compiling this appendix, the dominant size of each type of flat was selected.

(1) 市區包括香港島及九龍。

Urban includes Hong Kong Island and Kowloon.

(2) 擴展市區包括荃灣、葵涌、青衣、沙田、馬鞍山、將軍澳及東涌。

Extended Urban includes Tsuen Wan, Kwai Chung, Tsing Yi, Shatin, Ma On Shan, Tseung Kwan O and Tung Chung.

(3) 新界包括粉嶺、上水、屯門、元朗、天水圍、大埔及離島，但不包括東涌。

N.T. includes Fanling, Sheung Shui, Tuen Mun, Yuen Long, Tin Shui Wai, Tai Po and Outlying Islands excluding Tung Chung.

08 統計數字一覽表

Statistics

截至 As at 31.3.2020

		數目 Number
屋邨/屋苑	Estates/Courts	437
租住公屋 ⁽¹⁾	Public Rental Housing (PRH) ⁽¹⁾	186
居者有其屋計劃(居屋) ⁽²⁾	Home Ownership Scheme (HOS) ⁽²⁾	156
私人機構參建居屋計劃(私人參建計劃) / 中等入息家庭房屋計劃 ⁽²⁾	Private Sector Participation Scheme (PSPS) / Middle Income Housing Scheme (MIHS) ⁽²⁾	48
可租可買計劃 / 重建置業計劃 / 綠表置居計劃 ⁽³⁾	Buy or Rent Option Scheme (BRO) / Mortgage Subsidy Scheme (MSS) / Green Form Subsidised Home Ownership Scheme (GSH) ⁽³⁾	8
租者置其屋計劃(租置計劃)	Tenants Purchase Scheme (TPS)	39
租住公屋認可人口	Authorised Population	2 115 973
租住公屋	PRH	2 111 088
中轉房屋 ⁽⁴⁾	Interim Housing (IH) ⁽⁴⁾	4 885
資助出售房屋居住人口(估計數字)⁽⁵⁾	Resident Population in Subsidised Sale Flats (estimated population)⁽⁵⁾	1 053 400
居住單位數目	Stock of Flats	1 282 735
租住公屋	PRH	795 079
中轉房屋 ⁽⁶⁾	IH ⁽⁶⁾	5 895
居屋 ⁽⁷⁾	HOS ⁽⁷⁾	227 405
私人參建計劃 / 中等入息家庭房屋計劃 ⁽⁷⁾	PSPS / MIHS ⁽⁷⁾	99 834
可租可買計劃 / 重建置業計劃 / 綠表置居計劃 ⁽⁷⁾	BRO / MSS / GSH ⁽⁷⁾	11 033
租置計劃(已售單位) ⁽⁸⁾	TPS (sold flats) ⁽⁸⁾	143 468
未售出的單位	Unsold flats	21
興建中的單位數目	Number of Flats under Construction	84 864
租住屋邨 / 綠表置居計劃 / 資助出售單位	Rental / GSH / Subsidised Sale Flats	84 864
臨時收容中心 ⁽⁹⁾	Transit Centres ⁽⁹⁾	3
租住認可人口	Authorised Rental Population	57
托兒所 ⁽¹⁰⁾	Nurseries ⁽¹⁰⁾	355
幼兒園 ⁽¹⁰⁾	Kindergartens ⁽¹⁰⁾	241
學校 ⁽¹⁰⁾	Schools ⁽¹⁰⁾	259
圖書館及溫習室 ⁽¹⁰⁾	Libraries and Study Rooms ⁽¹⁰⁾	234
福利及康樂用途單位 ⁽¹⁰⁾⁽¹¹⁾	Welfare and Amenity Premises ⁽¹⁰⁾⁽¹¹⁾	6 901
舖位	Shops	2 297
街市檔位(包括熟食檔位)	Market Stalls (including cooked food stalls)	1 091
工廠單位 ⁽¹²⁾	Factory Units ⁽¹²⁾	8 658

註 Notes:

- (1) 租住公屋屋邨不包括有租住公屋單位的39個租者置其屋計劃(租置計劃)屋邨、三個可租可買計劃 / 重建置業計劃 / 綠表置居計劃屋苑及一個居者有其屋計劃(居屋計劃)屋苑。
Public Rental Housing (PRH) estates exclude those 39 Tenants Purchase Scheme (TPS) estates, 3 Buy or Rent Option Scheme (BRO) / Mortgage Subsidy Scheme (MSS) / Green Form Subsidised Home Ownership Scheme (GSH) courts and 1 Home Ownership Scheme (HOS) courts with PRH units.
- (2) 居屋 / 私人參建計劃屋苑包括第三期乙之前出售的居屋屋苑。
HOS / PSPS courts include pre-Phase 3B HOS courts.
- (3) 可租可買計劃 / 重建置業計劃 / 綠表置居計劃屋苑不包括一個有可租可買計劃 / 重建置業計劃單位的居屋屋苑(天頌苑)。
BRO / MSS / GSH courts exclude 1 HOS court (Tin Chung Court) with BRO / MSS units.
- (4) 中轉房屋人口不包括居於石籬(二)中轉房屋大廈中用作臨時居所單位的居民。
Population in Interim Housing (IH) excludes persons living in those flats used as temporary accommodation in Shek Lei (II) IH blocks.
- (5) 資助出售房屋居住人數包括居住於居屋、私人參建計劃 / 中等入息家庭房屋計劃、可租可買計劃 / 重建置業計劃 / 綠表置居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(已繳交補價的單位)的居民。居住人口數字是根據政府統計處進行的綜合住戶統計調查結果計算。
Subsidised sale flats population include those residing in HOS, PSPS / MIHS, BRO / MSS / GSH and TPS flats but exclude those residing in flats that are tradable in the open market (flats with premium paid). Figure for resident population is based on the General Household Survey conducted by the Census and Statistics Department.
- (6) 中轉房屋單位數目包括140個位於石籬(二)中轉房屋大廈中用作臨時居所的單位。
Stock of flats in Interim Housing (IH) includes 140 flats used as temporary accommodation in Shek Lei (II) IH blocks.
- (7) 居屋 / 私人參建計劃 / 中等入息家庭房屋計劃 / 可租可買計劃 / 重建置業計劃 / 綠表置居計劃單位包括可在公開市場買賣的單位(居屋第三期乙之前出售的單位或已繳交補價的單位)，但不包括未售出的單位。
HOS / PSPS / MIHS / BRO / MSS / GSH flats include flats that are tradable in the open market (flats sold prior to HOS Phase 3B or flats with premium paid), but exclude unsold flats.
- (8) 已售出的租置計劃單位包括可在公開市場買賣的單位(已繳交補價的單位)，但不包括售回給香港房屋委員會的單位。
TPS sold flats include flats that are tradable in the open market (flats with premium paid), but exclude cases in which buyers had sold back their flats to the Hong Kong Housing Authority.
- (9) 包括石梨臨時居所。
Including Shek Lei temporary accommodation.
- (10) 數字為單位總數目。
Figures refer to total number of stock units.
- (11) 包括托兒所、圖書館和溫習室。
Including nurseries, libraries and study rooms.
- (12) 包括位於工廠大廈的非製造業用途舖位。
Including non-manufacturing shops in factory buildings.

09 2015/16至2019/20財政年度運作結果的撮要

Summary of Operating Results for Financial Years 2015/16 to 2019/20

		2015/16 百萬元 \$M	2016/17 百萬元 \$M	2017/18 百萬元 \$M	2018/19 百萬元 \$M	2019/20 百萬元 \$M
租住房屋	Rental Housing					
收入	Income	14,365	14,444	15,379	16,414	17,435
開支	Expenditure	(14,376)	(14,118)	(14,996)	(15,651)	(16,717)
運作盈餘/(赤字)	Operating surplus/(deficit)	(11)	326	383	763	718
商業樓宇	Commercial					
收入	Income	2,469	2,714	2,975	3,253	3,335
開支	Expenditure	(1,383)	(1,448)	(1,604)	(1,647)	(1,789)
運作盈餘	Operating surplus	1,086	1,266	1,371	1,606	1,546
資助自置居所	Home Ownership Assistance					
收入	Income	2,596	2,729	10,021	9,799	24,229
開支	Expenditure	(611)	(1,326)	(5,281)	(6,871)	(13,227)
運作盈餘	Operating surplus	1,985	1,403	4,740	2,928	11,002
未計入非運作收入 淨額的綜合運作盈餘	Consolidated Operating Surplus before net non-operating income					
收入	Income	19,430	19,887	28,375	29,466	44,999
開支	Expenditure	(16,370)	(16,892)	(21,881)	(24,169)	(31,733)
未計入非運作收入 淨額的綜合運作盈餘	Consolidated operating surplus before net non-operating income	3,060	2,995	6,494	5,297	13,266
非運作收入淨額	Net non-operating income	56	15	7	11	60
包括非運作收入 淨額的綜合運作盈餘	Consolidated Operating Surplus including net non-operating income	3,116	3,010	6,501	5,308	13,326

10 2015/16至2019/20財政年度資本開支的撮要

Summary of Capital Expenditure for Financial Years 2015/16 to 2019/20

		2015/16 百萬元 \$M	2016/17 百萬元 \$M	2017/18 百萬元 \$M	2018/19 百萬元 \$M	2019/20 百萬元 \$M
建築工程	Construction	17,411	16,766	19,585	18,555	15,376
改善工程	Improvement works	812	659	674	584	651
電腦器材/汽車	Computer equipment/motor vehicles	129	105	121	134	203
資本開支總額	Total Capital Expenditure	18,352	17,530	20,380	19,273	16,230

11 過去十年公營房屋建屋量

Public Housing Production in the Past 10 Years

年份	Year	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
出租單位	Rental Flats										
香港房屋委員會 (房委會) ⁽¹⁾	The Hong Kong Housing Authority (HA) ⁽¹⁾	13 672	11 186	13 114	14 057	9 938	14 264	11 276	13 413	17 658	10 107
房屋協會(房協) ⁽²⁾	Housing Society (HS) ⁽²⁾	0	0	0	0	0	0	140	0	0	0
合計	Total	13 672	11 186	13 114	14 057	9 938	14 264	11 416	13 413	17 658	10 107
出售單位 ⁽³⁾⁽⁴⁾	Sale Flats ⁽³⁾⁽⁴⁾										
房委會 ⁽⁵⁾	HA ⁽⁵⁾	1 110	0	0	0	0	0	3 017	248	9 121	2 998
房協 ⁽⁶⁾	HS ⁽⁶⁾	0	0	0	0	0	988	0	0	0	1 640
合計	Total	1 110	0	0	0	0	988	3 017	248	9 121	4 638
總計	Grand Total	14 782	11 186	13 114	14 057	9 938	15 252	14 433	13 661	26 779	14 745

註 Notes:

- (1) 房委會租住房屋建屋量包括公共租住房屋(公屋)、中轉房屋單位和由居者有其屋計劃(居屋)轉作公屋項目的單位。由公屋轉作出售用途的可租可買計劃 / 重建置業計劃的單位則不包括在內。
Production of HA rental flats includes public rental housing (PRH), interim housing flats and flats of projects transferred from the Home Ownership Scheme (HOS) to PRH. Flats under projects built as rental housing but subsequently transferred to the Buy or Rent Option Scheme (BRO) / Mortgage Subsidy Scheme (MSS) housing are not included.
- (2) 房協租住房屋建屋量包括租住房屋和長者安居樂計劃的單位。長者安居樂計劃的單位是以長期租約推出，並需申請人繳付一筆租住權費。
Production of HS rental flats includes rental flats and the 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.
- (3) 就於2002年至2004年期間落成，並於2007年起才分開發售的居屋 / 私人機構參建居屋計劃(私人參建計劃) / 住宅發售計劃的單位而言，上表所指的「年份」為其首次推售時間。
For those HOS / Private Sector Participation Scheme (PSPS) / Flat-For-Sale Scheme (FFSS) flats completed during 2002 to 2004 and subsequently put up for sale by phase as from 2007, the first time when they were put up for sale was taken as the time of production.
- (4) 數字不包括市區重建局於2015/16年度一次性提供的322個資助出售單位。
Figures do not include the 322 subsidised sale flats provided by the Urban Renewal Authority (URA) on a one-off basis in 2015/16.
- (5) 房委會的資助出售單位建屋量包括居屋、私人參建計劃、可租可買計劃 / 重建置業計劃和綠表置居計劃(綠置居)的單位。
Production of HA subsidised sale flats includes the flats under the HOS, PSPS, BRO / MSS and Green Form Subsidised Home Ownership Scheme (GSH).
- (6) 房協資助出售房屋單位的建屋量包括住宅發售計劃、夾心階層住屋計劃和資助出售房屋項目的單位。
Production of HS subsidised sale flats includes the flats under FFSS, Sandwich Class Housing Scheme (SCHS) and Subsidised Sale Flats Projects.

12 2019建造業意外統計 Construction Accidents Statistics 2019

意外數字	Accidents	
總數(全港)	Total number (Hong Kong)	2 947
新建工程(房屋委員會)	New construction works (Housing Authority)	61
維修及保養(房屋委員會)	Repair and Maintenance works (Housing Authority)	17
總數(房屋委員會)	Total number (Housing Authority)	78
房屋委員會佔全港總數百分比	Housing Authority as % total	2.6%
每千名工人(全港)	Number per 1 000 workers (Hong Kong)	29.0
每千名工人(房屋委員會新建工程)	Number per 1 000 workers (Housing Authority new construction works)	5.2
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)	5.3
死亡數字	Deaths	
總數(全港)	Total number (Hong Kong)	16
總數(房屋委員會新建工程)	Total number (Housing Authority new construction works)	0
總數(房屋委員會維修及保養工程)	Total number (Housing Authority Repair and Maintenance works)	0
房屋委員會新建工程佔總數百分比	Housing Authority new construction works as % total	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%
每千名工人(全港)	Number per 1 000 workers (Hong Kong)	0.16
每千名工人(房屋委員會新建工程)	Number per 1 000 workers (Housing Authority new construction works)	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)	0
建造業工人受聘數字	Construction Workers Employed	
總數(全港)	Total number (Hong Kong)	101 750
總數(房屋委員會新建工程)	Total number (Housing Authority new construction works)	11 842
房屋委員會新建工程佔總數百分比	Housing Authority new construction works as % total	11.6%
總數(房屋委員會維修及保養工程)	Total number (Housing Authority Repair and Maintenance works)	3 189
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	3.1%

13 服務承諾 Performance Pledge

為確保服務更能符合公眾期望，與時並進，香港房屋委員會（房委會）訂立了一套服務承諾。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部門運作。我們將因應服務對象的需求而就有關服務承諾作出適時檢討。

To ensure our services better meet public expectation and move with the times, the Hong Kong Housing Authority (HA) has formulated a set of performance pledges. These pledges cover our operations that have an interface with the general public and our major client groups. We will conduct reviews on the performance pledges according to the needs of the clients.

服務承諾 Performance Pledge	服務目標 Performance Target	2019年實際成績* Achievement* in 2019
公共租住房屋（公屋）申請者 Public Rental Housing (PRH) Applicants		
1 我們會在確認收到申請表格後的3個月內，以書面通知申請者是否成功獲公屋登記。 We will within 3 months from the confirmed receipt of their applications notify the applicants in writing as to whether they are successful in public rental housing registration.	90%	99%
2 在申請到達詳細資格審查階段時，我們會預先1星期前通知申請者詳細資格審查面晤的時間。 When an application reaches the detailed vetting stage, we will give the applicant 1 week's advance notice of the detailed vetting interview.	99%	100%
3 我們會在30分鐘內接見準時出席詳細資格審查面晤的申請者。 We will conduct the detailed vetting interview within 30 minutes of the appointed time if the applicants arrive on time.	99%	100%
4 申請者在詳細資格審查階段的相關面晤中提供齊備的資料後，我們會進行審查及核實，於2個月內通知申請者是否符合編配資格。 Upon submission of full information by the applicants during the detailed vetting interview at detailed vetting stage, we will conduct checking and verification and advise the applicants on whether they are eligible for allocation within 2 months.	99%	100%
5 在接獲社會福利署體恤安置個案推薦後，我們會於3星期內與申請者面晤核實配屋資格。 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供申請者查詢申請進度。我們會更新系統內有關之申請進度資料至上一個工作天完結的情況。 We have set up the e-service on the web and the Housing Authority Hotline 2712 2712 enabling applicants to enquire on the progress of their applications. We will update the status of the relevant application progress data in the system as at the end of the preceding working day.	99%	100%
公屋住戶 PRH Tenants		
7 我們會在7分鐘內接待前來屋邨辦事處的公屋住戶。 We will attend to tenants within 7 minutes when they visit our estate office during office hours.	95%	100%
8 在收租服務時間內，我們會在18分鐘內接待前來屋邨辦事處繳交租金的公屋住戶。 We will attend to tenants within 18 minutes when they pay rent at our estate office during rent collection service hours.	95%	99.99%

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

服務承諾 Performance Pledge		服務目標 Performance Target	2019年實際成績* Achievement* in 2019
9	(a) 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。 We will refund domestic rental deposit and overpaid rent to ex-tenants within 2 weeks upon receipt of application if adequate information is provided and no outstanding debt is owed to the HA.	90%	96.35%
	(b) 如租戶提供齊備資料，我們會在接獲租金援助申請2星期內通知申請結果。 We will notify tenants of the outcome within 2 weeks upon receipt of application for rent assistance if adequate information is provided.	95%	99.84%
10	(a) 關於更換戶主、特別調遷、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。 We will provide interim replies for applications relating to change of head of household, special transfer, rent reversion and subsidy for the installation of an emergency alarm within 10 days if required documents are provided.	100%	100%
	(b) 就上述的申請，我們會在18天內給公屋住戶確實答覆。如我們未能在18天內作出確實答覆，會在作出確實答覆限期前及其後每月告知公屋住戶申請進展。 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.	95%	100%
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。 We will attend to complaints about security and cleansing services in the estate within 12 hours of report to the estate office.	95%	100%
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」、「租者置其屋計劃」或「綠表置居計劃」的單位，會在2星期內通知申請結果。 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), Tenants Purchase Scheme (TPS) or Green Form Subsidised Home Ownership Scheme (GSH) flat under the HOS Secondary Market Scheme, subject to the availability of required information.	90%	98.07%
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。 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.	95%	100%
14	升降機發生故障時： Maintenance personnel will arrive at the scene for report of lift breakdown:		
	(a) 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;	95%	99.28%
	(b) 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;	95%	99.24%
(c) 並於到場後30分鐘內救出被困的乘客。 have them rescued within 30 minutes of arrival.	90%	99.18%	

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

服務承諾 Performance Pledge	服務目標 Performance Target	2019年實際成績* Achievement* in 2019
15 遇有突然停電： For sudden interruption of electricity supply: (a) 屋邨管理人員會在屋邨辦事處接報後15分鐘內到場處理； Estate management personnel will arrive at the scene to attend to the sudden interruption of electricity supply within 15 minutes upon receipt of report to the estate office;	99%	100%
(b) 在辦公時間內，維修人員會在1小時內到場維修； Maintenance personnel will arrive within 1 hour for maintenance during office hours;	99%	99.85%
(c) 在非辦公時間內，維修人員會在2小時內到場維修； Maintenance personnel will arrive within 2 hours for maintenance after office hours;	99%	99.76%
(d) 如住宅大廈停電涉及超過一個住宅單位和 / 或公用地方，供電會在檢查後8小時內恢復。 Supply will be resumed within 8 hours after inspection for interruption that affects more than one domestic flat and / or the common areas of the domestic block.	95%	100%
16 遇有食水供應突然中斷： For sudden interruption of fresh water supply: (a) 屋邨管理人員會在屋邨辦事處接報後15分鐘內到場處理； Estate management personnel will arrive at the scene to attend to the sudden interruption of fresh water supply within 15 minutes upon receipt of report to the estate office;	99%	100%
(b) 維修人員會在1小時內到場維修； Maintenance personnel will arrive within 1 hour for maintenance;	95%	98.28%
(c) 若不涉及地底輸水管的維修，供水會在檢查後9小時內恢復。 Supply will be resumed within 9 hours after inspection where no repairs to underground water mains are required.	95%	100%
17 遇有沖廁水供應突然中斷： For sudden interruption of flush water supply: (a) 屋邨管理人員會在屋邨辦事處接報後15分鐘內到場處理； Estate management personnel will arrive at the scene to attend to the sudden interruption of flush water supply within 15 minutes upon receipt of report to the estate office;	99%	100%
(b) 維修人員會在2小時內到場維修； Maintenance personnel will arrive within 2 hours for maintenance;	95%	100%
(c) 若不涉及地底輸水管的維修，供水會在檢查後20小時內恢復。 Supply will be resumed within 20 hours after inspection where no repairs to underground water mains are required.	95%	97.22%
18 如屬房屋署負責維修的公眾地方排水道淤塞，我們會在屋邨辦事處接報後15分鐘內到場處理。 We will arrive at the scene to attend to blockage of drainage in public areas under the Housing Department's (HD's) care within 15 minutes upon receipt of report to the estate office.	99%	100%

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

服務承諾 Performance Pledge	服務目標 Performance Target	2019年實際成績* Achievement* in 2019
19 在接獲公屋住戶的維修要求後，如屬房屋署負責的項目，我們會在屋邨辦事處接報後12天內動工維修。如需較長時間始能動工，我們會在5天內將原因告知公屋住戶。(此維修要求不包括服務承諾第14至第18項所載者。) We will commence repairs within 12 days upon receipt of tenants' request to the estate office for repairs which the HD is responsible. We will inform tenants of the reasons for the delay within 5 days if longer time is needed to commence works. (The above repair requests exclude those as mentioned in pledge nos. 14 to 18)	90%	98.65%
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:		
(a) 我們會在30分鐘內到場； We will arrive at the scene within 30 minutes;	95%	100%
(b) 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;	95%	100%
(c) 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;	90%	100%
(d) 我們會在3天內檢查有關樹木的狀況。 We will conduct an inspection to the condition of the tree in question within 3 days.	90%	100%

居者有其屋計劃(居屋) / 租者置其屋計劃(租置) / 綠表置居計劃(綠置居)單位業主
Home Ownership Scheme (HOS) / Tenants Purchase Scheme (TPS) / Green Form Subsidised Home Ownership Scheme (GSH)
Flat Owners

21 如居屋 / 租置 / 綠置居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」申請後，會在2星期內通知申請結果。 We will notify HOS / TPS / GSH flat owners of the outcome within 2 weeks upon receipt of their applications for Certificate of Availability for Sale (CAS) of their flats under the HOS Secondary Market Scheme, subject to the availability of required information.	90%	98.72%
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綠表置居計劃(綠置居)單位業主 Green Form Subsidised Home Ownership Scheme (GSH) Flat Owners

22 若綠置居業主選擇由首次轉讓日期起計第一及第二年內，以原來的買價出售其單位予房委會的提名人時，如綠置居業主申請人提供的資料齊備，我們在收到就其單位提交的「出售資格證明書」申請後，會在2星期內通知申請結果。 We will notify GSH flat owners of the outcome within 2 weeks upon receipt of their applications for Certificate of Eligibility to Sell (CES) if they opt to sell their flats to HA's nominees within the 1 st and 2 nd year (at original price), subject to the availability of required information.	90%	100%
23 若綠置居業主選擇由首次轉讓日期起計第三至第五年內，以房屋署署長評定的售價出售其單位予房委會的提名人時，如綠置居業主申請人提供的資料齊備，我們在收到就其單位提交的「出售資格證明書」申請後，會在6星期內通知申請結果。 We will notify GSH flat owners of the outcome within 6 weeks upon receipt of their applications for CES if they opt to sell their flats to HA's nominees from the 3 rd to 5 th year (at the price assessed by the Director of Housing), subject to the availability of required information.	90%	100%

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

服務承諾 Performance Pledge	服務目標 Performance Target	2019年實際成績* Achievement* in 2019
商業單位申請人 Commercial Premises Applicants		
24 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%
25 如投標者提供的資料齊備，我們會依照標書次序編排小組審批的結果，於招標期限屆滿後18天內，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。 Subject to the availability of required information, 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%
26 我們會在招標期限屆滿後25天內，通知投標出價最高者有關租賃商業單位的招標結果。 If the tenderer is the highest bidder, we will inform him / her of the tender result for leasing of commercial premises within 25 days of the closing date of tender invitation.	99%	100%
商業單位 / 非住宅單位租戶 Commercial Premises / Non-domestic Premises Tenants		
27 如租戶提供的申請資料齊備，我們會按以下三類個案，從業主的角度審批租戶的裝修工程申請： We will vet from Landlord's role and approve tenants' applications for fitting-out works according to the following three classes, subject to the availability of requisite information: (a) 簡單個案： 不更改建築物的屋宇裝備、結構、防水設備、排水設施、間隔和外觀，於10天內完成。 Simple case: No alteration of Building Services installations, structure, waterproofing, drainage, compartmentation, outlook of the building. To be completed within 10 days.	95%	100%
(b) 一般個案： 相當大量建築工程、內部間隔移位、在樓板或牆壁開設開口，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.	90%	100%
(c) 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. (上述時間框架不計算運輸及房屋局常任秘書長(房屋)辦公室轄下獨立審查組所處理涉及改建和加建裝修工程需要的時間。) (The above time frames exclude the time required for processing by the Independent Checking Unit under the Office of the Permanent Secretary for Transport and Housing (Housing) for fitting-out works which involve alteration and addition.)	90%	100%

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

服務承諾 Performance Pledge	服務目標 Performance Target	2019年實際成績* Achievement* in 2019
28 如商業單位租戶續訂租約獲得批准，我們會在現行租約屆滿前3個月，把新租金和新租約條款通知他們。 We will provide commercial premises tenants with new rent and new tenancy terms 3 months before expiry of the existing tenancies if renewal is approved.	95%	100%
工程承建商及服務承辦商 Works and Services Contractors		
29 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 the HA's List of Works Contractors and Property Management Services Providers, the processing shall be completed within 3 months.	95%	100%
一般市民 General Public		
30 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%	100%
31 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%
32 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%

* 2019實際成績由1.1.2019起計算至31.12.2019。
The achievement in 2019 covers the period from 1.1.2019 to 31.12.2019.



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