

H o u s i n g E x p r e s s

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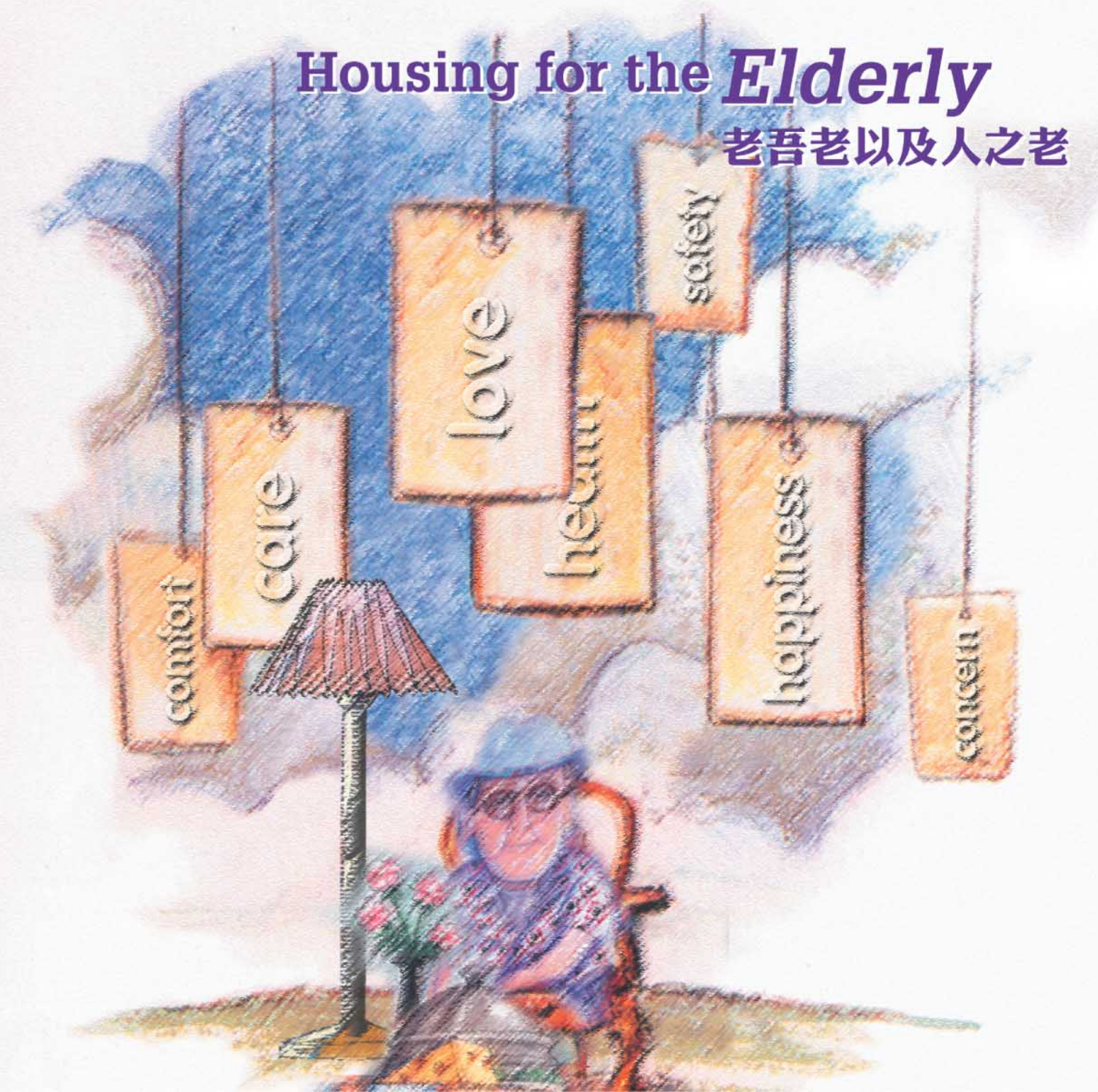
HOUSING EXPRESS

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Housing for the *Elderly*

老吾老以及人之老



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安全的環境

永無遺憾

建立標準

物業風險管理

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概述

每年，在建築物內都會發生致命的意外，導致人命，財產的損失，影響樓宇設施的運作，和引發巨額的保險索償。因此物業經理必須採取預防危險的措施。

物業經理應該以提供一個安全，舒適和優美的環境予物業使用者為目標，讓他們可以在內生活，工作和消閒。更重要的，是在政府設施和公用設備與物業交接的地方，確保符合安全標準，把風險減至最低。

所以我們需要制定一個有效的物業風險管理系統，藉以確定行動，排列優先次序，估計所需的人手和設備，及訂立執行計劃。

風險的註譯

「風險」應該經常聯繫到一些難以預料的事情，導致公司業務，資產以至人命的損失，在物業管理的範疇內，風險可以是：

- i) 火警
- ii) 爆炸
- iii) 水淹
- iv) 惡意破壞
- v) 濕滑地面
- vi) 不當地使用工具和設備
- vii) 不當地使用危險物料和屋宇設備
- viii) 不安全的工作和管理習慣
- ix) 非法僭建

上列是常見主要風險項目。

物業風險管理系統

物業風險管理系統以一個成文的方法管理風險。這系統是一個持續的程式，在物業管理活動內尋找良好的工作習慣，和建立正式的標準，讓各級別的員工跟隨，其目標是促進一種未雨綢繆的主動態度，和維持高警覺性的氣候。物業風險管理的理念可以透過幾個元素轉化為物業管理公司的日常操作。

物業風險管理系統		
風險管理政策		尋找風險可能發生的地方 風險評估 工作安全制度 建築物，機房和設備
風險管理策略	風險管理實務	防火 承辦商與訪客 溝通 風險調查和報告
公司風險管理文化		培訓 風險監控

風險管理政策

物業管理公司應該把「風險管理」定位為公司的主導原則和指令，並把它融合為公司的主流業務。各級別員工必須認定，在工作地方和所管理物業內，維持一個沒有危險的環境絕對是首要任務，公司也必定要向各階層的員工，不論他們的級別和工作性質，發放一個清晰的訊息，風險管理是一個共同責任。

風險管理策略

在認知的層面，頂層管理人員應該盡力在機構內培育一個避免危險的文化。公司非常着重維持一個沒有危險的工作環境，灌輸這個團體價值和共同信念予所有員工，是漫長和艱巨的工作。

在操作的層面，應該設立一套全面的風險管理系統，包括計劃，執行，監控和檢討所有的業務程序，以確保風險管理表現有持續的改進。

風險管理實務

在廣泛的物業風險管理範疇內，有十個最為相關的課題，排列如下：

尋找風險可能發生的地方

這是有計劃地檢視所管理的物業，尋找和記錄有可能發生的危險，這些危險如真的發生會導致業務和人命的損失。

有時候我們可以用危險和可操作性研究，為工作制度，操作和流程作深入的分析。我們亦可根據當時社會流行的課題，進行檢察，尋找隱藏的危險，可能導致整個公司業務有災難性的傷害。

進行以上的檢察時，我們經常用檢察清單，這樣會令工作更徹底和保持其一貫性。清單也可以降低對個別有經驗員工的依賴，和方便跟進工作。

風險評估

由於資源是有限的，在確立風險項目後，我們不可能立即矯正或控制所有弱點，所以需要設立優先次序。這個程序叫「風險評估」。

有些地方如出現即時危險，可導致損失和傷亡的，我們要立即把它清除。「風險評估」是管理層的一套工具，籍以確定優先處理那些較嚴重的危險。排列優次的方法是根據每一項風險發生的經常性和嚴重性，配給一個因數，由此可以發展成為風險評估組別，以分辨每項風險的危險程度。這些危險程度可以分類為：不能接受，不想發生，可容忍，和可接受。

安全工作制度

我們需要發展和維持一套工作制度，保障員工，顧客，承辦商和公眾的安全，並訂立緊急事故處理的程序和指引，以降低風險。

這些安全制度和緊急事故處理程式是收錄在安全和危機管理的指南內。員工需要熟習指南，知道如何正確完成風險管理工作。指南需要定時更新，以配合法例，科技和社會環境的轉變。

特別要注意的是使用，儲存和處理危險物品，例如化學品和易燃物品。如可能的話，一定要為有危險的工序訂立正確的工作指南。需要使用特別工具和設備的員工一定先接受有關的訓練，而在密封空間或高空工作的人員，要嚴格跟隨執行正確的工作程序和安全措施。

建築物，機房與設備

物業保養經理在採購，操作和維護建築物，機房和設備方面，都有責任達致最高的安全標準。在採購時一定要檢查貨品是否符合安全規格。每位員工對於建築物，機房和設備的責任一定要記錄在案，以方便檢查。一定要保持一套維修記錄，顯示維修的歷史，和是否跟上預訂的維修計劃。

防火

失火是物業內最普遍的危險，值得物業管理人員特別注意。防火的目標是確保防火系統符合最低的法例要求。防火的關鍵在乎定期檢查和測試所有救火系統和設備，以確保它們正常運作。

前線的物業管理人員一定要嚴格地執行防火的管理措施，包括清除走火通道和出口的障礙物，保持防煙門關閉，和完工後熄滅所有火種等。

應該定期進行火警演習，令物業內的用戶和管理人員熟習逃生路徑，疏散程序和有關的緊急應變措施。對於導致火災危險的人士，應該採取果斷的行動，包括控告他們。

承辦商與訪客

承辦商有責任為下屬和物業管理公司安全地工作。管理公司一定要維持一套系統，監察承辦商是否安全操作。這系統必定包括投標前的篩選，標書的評估，承辦商準備的安全計劃，培訓和合約完結後的評價。

承辦商應該遵守有關的法例要求，例如職業安全及健康條例，工廠及工業經營條例，危險品條例和它們的附例。此外，承辦商進入任何物業工作時，應該同時遵守由物業經理，工程師或他們的代表不時訂立的工作指令。

溝通

風險管理資料的流通是風險管理系統成功的主要因素。因此建立工作組別之間的溝通渠道是至為重要的。物業經理應該確保：

- 很快地發放安全指令；
- 所有員工完全明白新的規例和要求；
- 能即時傳達給員工有關風險管理的課題。例如保險，救火技術等的最新資料；
- 會安排聚會，工作坊和座談會，讓員工就風險管理方面，分享經驗和討論共同關心的事項。
- 可透過外聯網和內聯網，存取風險管理資料。

意外調查和報告

所有引致不同程度的生命或財產損失的意外或事件，都需要記錄和調查。一定要訂立記錄和報告意外的程式，該程式是以得出預防措施為依歸。調查方面可以採取正式的查察，或分析手頭資料和客觀證據。如有需要，可以邀請公司以外的專家提供專業判斷，找尋事件發生的原因，建議補救辦法，及防止將來重覆發生同類型事件。

培訓

物業管理本質上是一個人力密集的專業，因此技術與能力是最重要的資產。物業管理公司在投資這類培訓時，是希望員工達至所要求的標準，名為「風險管理能力」。這標準告訴從業人員他們在日常工作上對於風險管理所需要的知識，及公司在這方面的價值觀念，讓他們知道於緊急情裏下怎樣做。所以設計培訓課程時是要突顯其實際可行性。於物業管理範疇內，「風險管理能力」可以解釋如下：

- 經常灌輸員工有關意識，使他們對危險的迴避和警覺，成為他們潛意識的一部分；
- 員工有足夠的知識和技巧處理風險管理工作；
- 員工在緊急事故發生時或於壓力下，仍然可以保持冷靜和抽離緊張情緒。

不論培訓的內容是怎麼樣，最重要的是員工能活學活用。物業風險管理是針對一些非經常發生的事情，例如救火或緊急疏散，所以必須定期安排更新實習課程，令員工達至熟練。

以下是一個典型管理課程的大綱：

- 風險管理概念
- 與物業有關的安全法例
- 找出危險地方與監控
- 風險管理實務
- 緊急應變程式
- 意外報告和調查

風險監控

一旦建立了風險管理系統，就需要加入監控和檢討程序，以評價系統實施的效果。這些程序是整套風險管理不可或缺的部分，亦是令其成功的必需部分。

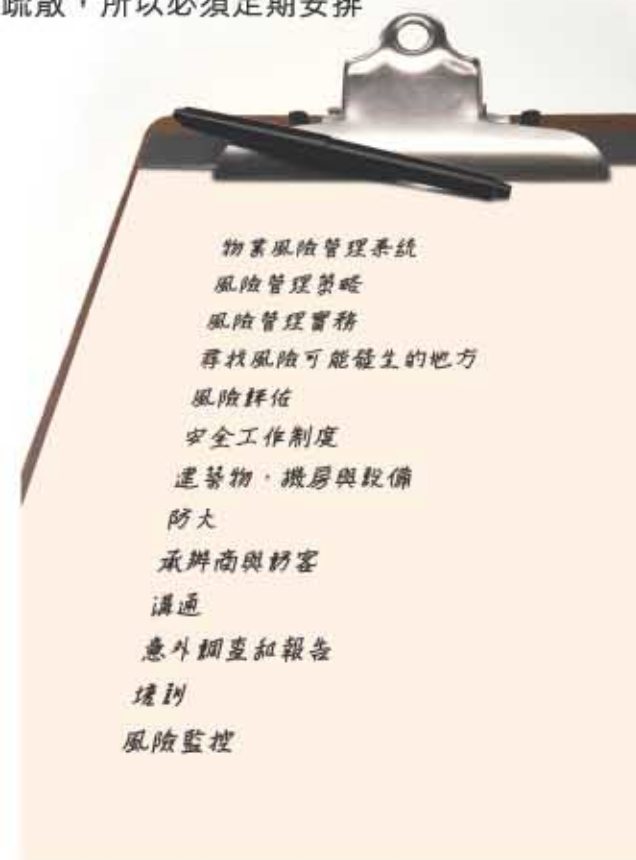
風險監控的主要目標是評價：

- 風險管理工作是否達至所期待的效果；及
- 是否符合所有安全標準與程式。

監控風險管理也是表示高層管理人員對於這方面的承擔，同時是確保整個系統不斷改善的必要因素。

監控基本上有兩個類別：

- 主動性監控：這是採取一種風險評核的形式，即執行一系列的查察和檢視，確保系統下的程序和預防措施齊備，以及物業管理人員跟從既定的做法。
- 回應式監控：記錄所有事項或意外，包括可能發生的危險事項，縱使這些事項不會導致人命損傷。管理人員需要訂立制度與程序，確保意外發生後記錄在案，和調查重要的意外事件，找出即時的情況



和發生的原因，由此可以得出一些啟示，以堵塞風險管理系統的漏洞，和改善實施的標準。

由此可見，風險監控是一個持續的過程，對於風險管理功能提供一個客觀和系統化的檢討，令高層管理人員能掌握公司整體依從法例及內部標準的程度。

促進一個迴避危險的公司文化

成功地實施風險管理需要一個相應的文化。一個避免危險的文化著重員工個人屬性，包括責任感，警覺性，領袖才能及有效授權，這些素質明顯有助於風險管理工作。

高層管理人員的承擔

在公司內促進避免危險的文化，最有效的是由上而下的推進，和高層管理人員有絕對的承擔。高級行政人員經常被下屬視為模仿的對象，他們的支持行為，對於員工投入風險管理工作方面，有莫大的影響。

為維持風險管理達至所要求的效果，高層管理人員明白有需要分配足夠的金錢和時間，以確保風險管理在該公司是一項持續的工作。

全民參與

有效的安全工作表現在乎上下一心，由最高的管理層，到前線的員工，皆投入參與。至為重要的是每一位僱員都瞭解公司在這方面的使命，和承擔分配給他們的責任。切記風險管理是公司內每一個人的共同責任。應該鼓勵員工參與設計，計劃和監控整個風險管理流程，以確保長久的成功。

總結

很少人會質疑管理風險的重要性，及它對於公司業務普遍存在的影響。找出危險地方可能很容易，但知道如何不斷地去除風險則是困難的，更困難的是實際發展和維持一套有效的風險管理系統。

香港的建築物經歷了很多意外，導致人命的傷亡。房屋專業人員已經更加警醒到預防危險的需要。但如果我們稍不留神，錯漏便會出現。當面對困難和資源緊絀時，我們就讓這些問題纏心，管理風險變成最後考慮的事情。我們要經常警惕自己，確保不會不經意地，在處理風險方面作出讓步。同時需要經常鑒別公司內避免危險文化的強項與弱項，藉以長足進展。請緊記文化是需要年月來塑造的，一旦偏離正軌，撥亂反正的功夫是長遠而艱巨的。

Creating a Service Culture in Property Management

Edwin Hui



What is Property Management

When we talk about Property Management, we would normally relate it to cleaning, security and maintenance. Whilst this is true these functions are only merely scratching the surface of our business and if you look at it from a Customer Service viewpoint, Property Management is a far more complex business that attempts to manage the use of common areas and facilities whilst maintaining a positive environment for all occupants.

The Business Nature

Who are our customers? They come from all walks of life; they could be owners, occupiers, visitors, etc. We serve our customers 1,440 minutes a day, 365 days a year.

Management Contracts are not short term in nature. If the owner occupies the property then the term could be forever, if on the other hand the property is totally tenanted the term may be much shorter but generally speaking it would be at least a year.

Managing a property is like running a small city. Constantly under the scrutiny of all users, there is a constant pressure to balance the views and issues of various groups of people.

Service Delivery Approach

Traditionally, there was little if any customer service in Property Management. Customers had no input into their service, they just accepted what the Property Management company delivered.

Over the past few years, there has been an evolution within the industry and nearly every property management company has become a major advocate for Customer Service.

Instead of simply delivering standard services as has been done in the past, Property Management companies have now adopted the theory that what the customer wants the customer gets. This however is easier said than done.

What Could the Service Provider Do to Make the Customers Happy

Everyone has experienced a time when they have not been happy with a product or service that they have received.

For example, booking a non-smoking hotel room with a double bed only to be given a smoky room with two single beds. After explaining our frustration and anger to the Front Desk staff, we are upgraded to a suite and given a complimentary dinner for two.

The same applies to ordering food in a restaurant only to find out that it is rotten. The restaurant manager refunds your money and gives you a complimentary bottle of wine when next you visit.

These are examples of everyday situations where we as customers do not receive the desired level of services or product that we were after. As customers with choice we have the ability to either walk away at that moment or make a choice not to ever go back.

What is the Property Manager's Option

Unlike some of the scenarios mentioned above, Property Managers do not have the luxury of offering such tangible alternatives to a disgruntled customer. For example, if we have an unhappy customer who makes a noise complaint regarding the occupant upstairs who is redecorating, we cannot simply relocate him to another unit, all units are individually owned. We are in no position to offer a complimentary dinner to the upset customer from our management fee, which is contributed from all the owners to cover common area expenses only.

It is a reasonable question to ask if we could refund the management fee that the upset customer has paid due to him being deprived of his quiet enjoyment, unfortunately this is not possible.

How then can the management service provider appease

PROBLEM

the anguish and frustration of the upset customer? The occupier will not walk away, that unit is his home he needs to live there and as he has received no solution to his problem his anger at the service provider will remain with him forever.

The Catch 22 Situation

There are often times where a Property Manager is caught in a Catch 22 situation or is limited in dealing with issues. Being a successful Property Manager allows you the support of your occupants and owners etc. With that support you are able to be productive, enforce relevant rules and regulations and generally manage the property to a high standard. The problem arises when you do not have the full support of people and you try to manage the property. This is where it becomes Catch 22. Without the support of your occupants you cannot manage the Building to the highest standard and without managing the building to the highest standard, you cannot get the support of your tenants/occupants. A typical example of this situation is as follows:

It is not uncommon to find house rules in a residential development that restricts occupants from keeping pets in their premises. Despite several attempts at enforcing the rules the occupants still choose to keep their pet. Other occupants are aware of the pets as they are running around the development. In their mind there are still dogs and therefore we as the Property Manager have not been successful in doing our job. As you can see this is an example of a Catch 22 situation. Without the full support of all occupants in enforcing house rules, we cannot complete our job successfully and therefore lose the support and respect of the balance of the occupants.

The Mindset Cycle

Let's pause a moment and look at the Mindset Cycle below.



As can be seen from the above Mindset Cycle, we all possess a set of beliefs

that translate into attitudes, attitudes are the way a person thinks and feels. Attitudes then form a person's behavior or how someone chooses to act. The resulting actions stimulate a reaction for the person who is being interacted with as a certain type of behavior has a direct impact on them.

How Do the Customers See us

Based on the above Mindset Cycle and as a result of the Catch 22 situation mentioned earlier, our customer often perceives us to be unreliable and irresponsible. This perception is a reaction to the behavior that our customer witnesses. There may have been situations where we have behaved poorly, shirking responsibility or blaming another department. On top of this the grooming of the frontline staff is sadly often far from satisfactory, which does not impress the customers at all. With this in mind, their attitude towards us would become apathetic and condescending. In turn, when they have any encounter with us, their attitude can be hostile. Often no matter how hard we try to improve our service and deliver a high standard, customers will always have the same attitude. This attitude is difficult to change and often leads to confrontation.

How Do We See the Customers

In the same way that customers develop an attitude toward us we can also develop a set of beliefs that contribute to our attitude and behavior toward our customers. As a result of some of the more difficult encounters with our customers, we believe them to be negative, unreasonable and intimidating. Consequently our behavior towards them becomes apathetic; our service delivery sub standard. Unsurprisingly, this behavior only serves to reinforce their negative belief in us and create an environment for constant confrontation.

What is causing the Customer's Reactions?

In trying to rectify this constant confrontation, we have to change the way we behave so that our behavior appeals to our customers. The only way the belief of our customers will change is if our behavior towards them changes also. We need to deliver customers the service that they want. Instead of shying away from our responsibilities, we need to understand their needs and then ensure we deliver it to them in the best possible way.

Common Problems

As our dealings with customers are part of day-to-day requirements, we need to shift our attitude from one of pessimism to a positive interaction. We need to be confident in our dealings with customers, as they are part of our roles every day. We cannot be too quick to doubt the intentions of our customers; always thinking that are causing trouble or challenging our position is the wrong attitude to take. If we are constantly facing each customer encounter with the wrong attitude then we will react in an inappropriate manner and further enhance the customer's attitude. For example, if a customer claims to have suffered some damage to their property, we immediately minimize their complaint as a result of our attitude towards them, in this instance we do not react the way the customer wants and thus the next encounter may be a hostile one. On top of this, people are always very quick in discussing bad experiences and therefore our unhappy customers are quick to communicate to papers and senior management their grievances with our service. This reaction does not contribute positively to our reputation.

The Solutions

Knowing the issues that exist between ourselves and our customers, we need to ensure we tackle the problem head on. Understanding customers' needs and feelings is the key to success, once we do that we can then work together with them to solve any problems which may arise and provide the level of service they desire. Being prepared to offer solutions and alternatives is another critical factor in working with our customers; this will be a challenge and will require initiative. Once we have gained the trust and respect of our customers we need to constantly deliver the right solutions as once you lose trust it is difficult to regain.

The Long Term Effect

If we are successful in changing the beliefs and attitudes of our customers then we can enjoy a long-term prosperous relationship with them. This relationship will be based on trust and mutual understanding. As the relationship improves and continues to grow so will the positive encounters. Our staff will be more comfortable in offering solutions and providing help and customers in turn will be happier and easier to deal with. The cycle will continue. Out of this positive cycle will come positive praise and recognition that will in turn create a better reputation for us.

Elderly Housing

Rocco Cheung

The Concept of Elderly Housing Changed

As medical care advances, the average life expectancy has been increased. Table below shows that by 2001, life expectancy had increased to 78.2 for men and 84.1 for women and it is projected that by 2031, the average life expectancy will reach 82.3 for men and 87.8 for women in Hong Kong. According to the 2001 Census, there is a total of 1,000,849 elderly people aged 60 or above. This is about 14.9% of the overall population. The increasing longevity also causes the phenomenon of population aging unprecedented.

Expectation of Life at Birth for Hong Kong and Selected Economies, 2001-2031

Economy	2001	2006	2011	2016	2021	2026	2031
Male							
Hong Kong	78.2	79.1	80.0	80.7	81.4	81.8	82.3
Japan	77.5	77.9	78.2	78.4	78.7	78.8	79.0
U.S.A.	74.4	75.0	75.6	76.2	76.9	77.6	78.3
U.K.	75.8	-	77.4	-	78.6	78.9	-
Female							
Hong Kong	84.1	84.9	85.7	86.4	86.9	87.4	87.8
Japan	84.2	84.7	85.1	85.4	85.7	85.9	86.0
U.S.A.	80.1	80.8	81.4	82.2	82.9	83.6	84.2
U.K.	80.6	-	81.5	-	82.8	83.2	-

Sources: Hong Kong Census and Statistics Dept. Hong Kong population projections, 2002-2031

It is generally assumed that old people, being more traditional people like to live with their children. This is the traditional Chinese culture of 'raising a son



as a security measures for old age'. However, in maintaining young generation living with elderly parents without giving proper support, for example, securing an accommodation of adequate quality and size and respecting the elderly people's right to autonomy, we are creating stigmatization and discriminating against 'unconventional families'.

Old people change with society. The search for independent living and autonomy is no longer only cherished by the young. Chow and Chi's (1990) research has found that while many elderly people continue to live with young family members, there is a growing preference among the elderly to lead an independent life in Hong Kong. Even when their health is deteriorating, a substantial proportion of elderly do not want to depend on their close relatives. (Chan and Lee, 1999)

In a study by Chow and Chi, the limitation of the study is that the respondents were members of social and multi-service centers only. And that the study also adds to our understanding in that about four to six percent of the elderly would probably prefer to live alone should they be offered a choice to do so. Furthermore, it is observed that other than meeting the accommodation need of the elderly, measures should also be taken to ensure that the elderly are happy with their present situation and would not look for a change. Finally, it must be recognized that the elderly are now more receptive to living in institutions and they may not regard living with their families as the best choice. (Chow, Nelson and Chi, Iris (1990) A study of the living arrangement of the elderly in Hong Kong. Hong Kong journal of gerontology. Vol 4, no.1, pp. 11-18.)

Elderly Housing- A Relatively New Phenomenon in Hong Kong

In fact, the retirement housing industry in Hong Kong is a relatively new phenomenon in Hong Kong while it has started in the 1980s in the United States. Hence, the types of major senior housing options prevailing in the United States might be explored.

They includes 1) independent living facilities, 2) congregate seniors housing, 3) assisted living facilities, 4) skilled nursing facilities and 5) continuing care retirement communities.

Among these, the assisted living facilities are more appropriate for the needs of the existing market in Hong Kong. For example, the Senior Citizen Residence Scheme (SEN) launched by Hong Kong Housing Society is very similar.

Assisted living facilities provide on-site health care. Residents pay a large entrance fee and monthly maintenance fee with the assurance that they can live in the community permanently and receive health care. These communities target upper income individuals over 75 years. The community is typically designed in a campus style with independent living units, congregate care sections, and nursing communities (Gimmy and Boehm, 1988).

Roles of Public Sector and Private Sector in Elderly Housing

In Hong Kong, there is a few percent of the old population live in institutions, others live in ordinary households. As housing plays a vital role in the quality of living, the Housing Department and the Hong Kong Housing Society have also provided purpose-built accommodation for senior citizens of lower income, and implemented priority schemes to encourage families to live with their elderly parents. However, these may not be enough to satisfy the rising aspirations of the Hong Kong people, particularly the elderly population not falling within the low income group.

Hong Kong's housing needs are changing in scope and housing for the elderly forms an important part of that change. One of such changes is the concept of aging in place while another important principle is that

"need" for the elderly should not be confined to financial need; it should also include the need for care and attention.

As a whole, the government has recently attempted to provide various kinds of services to enable elderly people to remain living in their familiar community as long as possible.

The Senior Citizen Residences Scheme (SEN) launched by the Hong Kong Housing Society in August 2003 is the first attempt to actualize the concept of 'housing with care'. Being a new mode of elderly housing-cum-service, the Senior Citizen Residences Scheme (SEN) may be an alternative to the senior citizens who can afford.

In the private sector, there are also no elderly housing projects specifically tailored to the elderly. Nonetheless, the government launched the Premium Concession Scheme in July 2003 to encourage private developers to incorporate purpose-built premises for residential care homes for the elderly in new private development.

Besides, the government is gradually shifting its policy direction on elderly from one relying on non-government organizations (NGOs) to better utilizing in private sector resources.

However, the group of elderly who owns and live in property in old urban areas is the most deprived one in the current housing policies. It is not easy for them to liquidize their fixed assets and they are commonly known as the 'income poor, asset rich' elderly people. The situation becomes worse along with the number of people holding 'negative equity' and a possible policy on mandatory building maintenance.

'Reverse mortgage' and other financial arrangement need to be studied to enable elderly from lower income to middle income group owing property to cover the housing tenure and the long term care expenses.



According to the Comprehensive Study on the Housing Needs of the elderly by University of HK, as a whole, provided there would be no great change in current housing policies in the near future, there would not be any big problem in meeting the housing needs (in quantity term) of the elderly from both public and private sectors,

In brief, whether or not there is adequate housing supply for elderly people is no longer a major issue nowadays. Instead, 'Quality with Choice' has become a new concern on housing for the senior citizens. (Comprehensive Study on the Housing Needs of the Elderly in Hong Kong-Hong Kong Housing Society and University of Hong Kong)

Some Concerns of Elderly Housing

• Seniors' Living Environment

Academics MP Lawton and L. Nahemow have made a significant contribution to our understanding of the interplay of elderly needs and their environment. Given the varying faculties of individual seniors, some may find a particular environment so difficult to negotiate that it causes them both physical and emotional stress. Others, however, may perceive the same environment as too easy, thus creating an unnecessary stigma. Balancing challenge and support must be done carefully, but it is not possible. When the individual's needs and the environment's press are in sync, there is environmental fit, Lawton and Nahemow say. A senior housing facility must have this environmental fit in its target market in order to be successful.

• Management of senior housing

Although management, to a large extent, determines the success or failure of senior housing, why there is an inadequate quantity and quality of literature on the subject? This is in part because of the highly individualized nature of management. There is no formula for what will work in every situation, so managers have to respond and adapt to each situation, figuring out what management style, roles, and responsibilities best suit their facility. Analysts,

auditors, and appraisers have to take an individualized approach to the assessment of management teams. While the formula for success may be different in every case, the product looks the same — happy employees, minimal turnover of residents and staff, and a blanket of collective effervescence over it all.

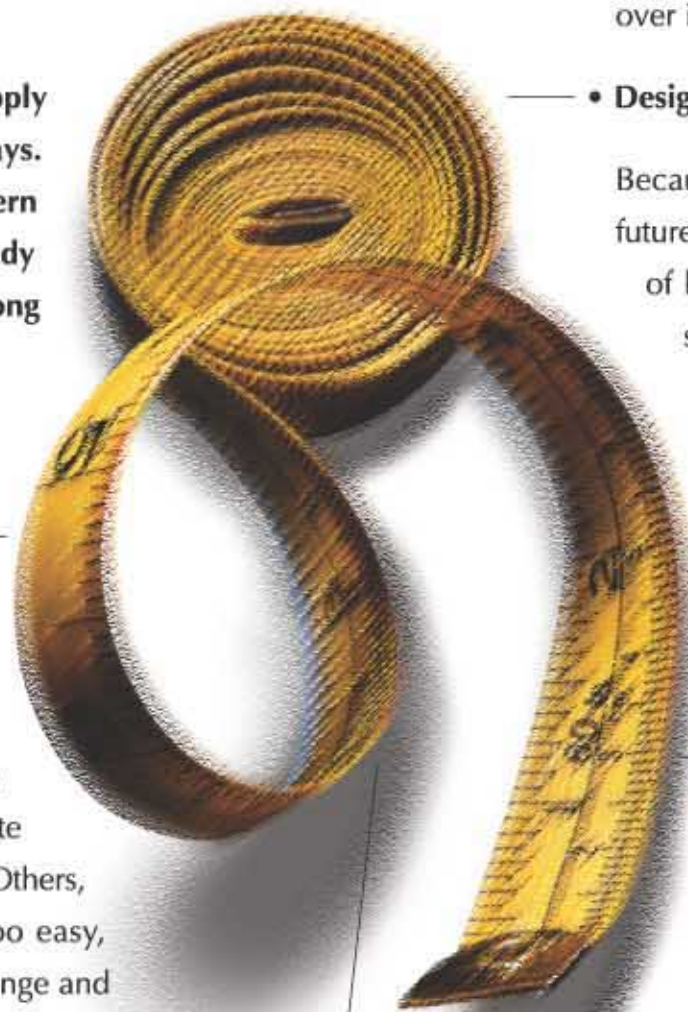
• Design and Development

Because the significant growth of the elderly population in the immediate future will be confined to the very frail oldest old population, adaptive reuse of less supportive housing to meet more intensive needs is likely to be seen in many cases, and the adaptability of a facility then becomes especially important.

Designers and other professionals must not be fooled by a pretty package but should instead determine how a facility meets users' needs. One of the best ways to gauge the success or failure of a facility in the eyes of its users is through post occupancy evaluation studies.

• Site Characteristics

Although a great deal of emphasis may be put on designing an accessible and appropriate building for senior needs, professionals often neglect to adequately evaluate a building's location context. Both the reputation and the reality of a neighborhood's ability to meet all needs of seniors should be considered. Site location and character are especially critical for the elderly because seniors are less ambulatory than younger adults, they will spend more time within the immediate area than other age groups. Proximity to shopping facilities is an important consideration when deciding on the location of a senior project or when assessing the value of an existing property. Not only does the ability to shop for essential items afford seniors convenience and a sense of independence, but the proximity of shopping usually indicates the presence of other amenities as well. Public transit lines, post offices, restaurants, banks, doctor and dentist offices, drugstores, churches and community centers are fixtures in local shopping areas and positive consequences of agglomeration practices. This clustering not only facilitates interface between senior housing residents and the community but also vice versa. The presence of public transit may allow



friends and relatives without cars to visit more easily and frequently. (Gimmy and Dowd, Clifford J. (1998), pp.43-59)

In Hong Kong, following the trend of the overall population that the proportion of those living in new towns increased substantially in the last years, the proportion of older persons living in new town also increased from 26.6% in 1991 to 34.3% in 2001. (Hong Kong. Census and Statistics Dept. 2001 *population census: thematic report. Older persons*, 2002) Nevertheless, the proportion of older persons to the total population in all new towns in 2001, being 8.6%, was still much lower than the territory's figure of 11.1%. New towns are not suitable for the senior housing project.

Conclusions

According to the demographic analysis and the current trends continue, more than 14% of the population will be the elderly and the elderly-specific housing is beneficial to most of them. The following are general conclusions:

- Study on the housing needs of the elderly in Hong Kong should be conducted periodically by research team to review the current demand on senior housing and to plan for the future projection. It is especially important when there is anticipated change of social concept for the elderly to become more independent than their former generation and lead would lead to a more independent living.
- Government should take positive policy to encourage various sectors, especially the private sector resources and social service providers to take up the social responsibility to built senior housing project with some forms of Premium Concession to lower their construction cost.
- Various surveys and studies should be carried out with the seniors who live in areas where there will be launching any senior housing project. It is also necessary to gauge the views of existing tenants of the Jolly Place of the Senior Citizen Residence as to have a clearer picture of what causes people to decide to move, what elements must be present in the senior housing community and how seniors perceive expenditures related to housing and services and the like.

- The private sector should be encouraged to build senior housing project. They should cooperate with popular medical care partners to give a better image of the facility for the elderly and to give opinions on what health services the middle-class elderly would like so that the project might be successfully put to market and attract full occupation by senior citizens.



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SEN - Senior Citizen Residences Scheme

長者安居樂住屋計劃

Benny Hui

Background

SEN is an initiative of the Hong Kong Housing Society, with policy support from the HKSAR Government. It is aimed at Seniors currently served neither by the Private Sector, nor by Public Sector programmes. We initiated SEN with little more than a perception of need, beginning a process hard for any other organisation in Hong Kong to initiate.

The proportion of the population over 60 is rising and the percentage of elderly living alone is rising much faster, from 2% in 1986 to 13% in 1996. Assistance exists for the independent but there is a gap between public housing without services and elderly homes with a high level of care, at high cost.

Institutional care is not necessarily the answer. The new elderly are healthier, wealthier and able to look after themselves for longer. Many occupy family flats which are expensive and inconvenient for them. With alternatives in terms of size and facilities, they could realize capital for needs such as medical and care services. There is much that can be done to promote wellbeing with low intrusion, low subsidy and care at home.

The Housing Society formulated the SEN programme to promote Aging in Place and Healthy Aging. Our target audience comprises people with some capital, often in good health, who seek the security of housing and integrated services appropriate to their future physical needs, however long they may live.

Research and Feasibility

In 1995 we commissioned "Market and Marketing Research for Senior Citizen Residences". Over 2,000 interviews provided input from potential users.

The market was estimated at 320,000 persons, of whom about 70,000 were identified as likely to be very interested in SEN.

It was suggested that management of facilities might be sub-contracted to specialist care and service providers.

Research indicated that the capital contribution acceptable to respondents was below the cost of commercial development. Government support through reduced land grant premium consequently became necessary to the viability of the programme.

Policy Support and Identification of Sites

Subsequently, discussions took place with the Planning Department and various Non-Governmental Organisations.

A report was submitted to the Lands and Works Policy Group.

Sites at Tseung Kwan O and Jordan Valley were identified by Government for the purpose of the pilot study.

An undertaking appeared in the 1996 Policy Address to consider an Elderly Citizens Housing Scheme with the Housing Society, to build small flats in urban areas for sale or lease to the elderly.

In 1997, applications were made to the Town Planning Board to develop the two sites. The Lands and Works Policy Group approved Lease for Life as a means of disposal.

In 1998 a decision was made by the Chief Executive in Council to Introduce the Senior Citizen Residence Scheme, after which an invitation was received from the Housing Bureau to proceed with the pilot projects.

Land grant conditions were agreed with Government in 2000 covering nominal premiums, restrictions on target customers, operation and alienation.

Evolution of Building Design

In 1998, a Value Management Workshop was held to enable consensus amongst participants from a many of the bodies involved.

Schematic design of two SEN projects was initiated in 1999. Mock-ups of flat types were made available for comment by Housing Society staff, occupational therapists, consultants and selected potential end- users in September 2000 and construction commenced in October.



The first pilot scheme, in Tseung Kwan O is adjacent to an existing Care and Attention home run by Haven of Hope Christian Service, who will operate the SEN facility. 78 studio flats and 156 one-bedroom flats are provided in a 26-storey residential tower. The five storey podium provides hydrotherapy pools, sauna, gymnasium, games room, hobby room, library, multi-purpose hall, common room and podium level garden. Nursing care is available in two and four bed wards around a shared lounge. The kitchen can also serve other residents.



The second pilot scheme, at Jordan Valley will be operated by Hong Kong Sheng Kung Hui Welfare Council. Here, there are four levels of shared facilities and 333 flats on twenty levels.

Studio flats have hotel-type layout, with internal shower room and small kitchen area. One bed units have a separate kitchen.

Comparable developments were inspected in the US, Japan and Taiwan and aged care consultants provided advice. Mock- up interiors were constructed to facilitate the practical needs of the infirm whilst enabling homely ambience and personal expression.

Social interaction is encouraged by shared amenities and design of communal spaces.

Safety and hygiene are prioritised. While conventional in appearance, bathrooms allow wheelchair access, with assistance if necessary. Flat- floor showers enable the cubicle to be easily removed and shower room doors provide emergency

entry. Kitchens are dimensioned for older Hong Kong people and feature special, wok-shaped safety hotplates. Flats are fitted with emergency call buttons, smoke detectors and sprinklers.

Evolution of Systems

The Lease for Life system enables long term planning and security for tenants or operators, can sustain a rolling programme of development and offers a degree of control over tenure and operations.

Eligible applicants must be Hong Kong residents or their spouses, over sixty.

An upper asset limit for residents is set because SEN is indirectly subsidised by the Housing Society and the Hong Kong Government. Resources need to be directed to those who need them.

A lower asset limit ensures that residents are able to fulfill their financial commitments. [Other types of housing are available to those who cannot afford SEN]. Where applicants have insufficient assets, guarantees may be accepted from third parties.

Tenants and owners of flats subsidised by the Housing Authority or Housing Society applying for SEN need to give up their ownership or tenancy if successful. This frees housing elsewhere for families.

Eligible elderly pay a lump sum Entry Contribution dependent on their age and the characteristics of the SEN unit. Flats revert to the Housing Society at the end of tenancy, so they can continue to benefit the target group. Pricing takes account of the age of the applicant; adjusting downwards with increasing seniority.

In setting the entry contribution, the Housing Society took into account of the ability to pay of the target group, the need to generate cash return for future projects and the desirability of refunding a portion of the Entry Contribution on termination of the lease.

The exit refund is related to length of occupation. The refund reduces yearly over the first fifteen years of occupation and then remains constant. For a sixty year old applicant who stays for twenty years, the total is estimated equivalent to the rental cost of a similar

public housing unit, although standards are higher.

There are additional management, repair and service charges.

Residents pay separately for services such as meals and nursing care

Construction for both projects cost about \$668M.

The entry contribution represents only about 35% of total development cost and payback would take 20-30 years.

Management

In 1997, the search began for building operators. Nine providers were identified and invited to tender. Five submitted proposals, which were judged in consultation with the Social Welfare Department.

In addition to traditional property management, the operators provide basic care services and optional provisional care at tenant's cost.

Ways Forward

Through the experience of SEN, and a study conducted jointly with HKU, we continue to develop our understanding of elderly housing. With rising living standards, simple provision of accommodation may no longer satisfy the aspirations of the elderly. Our vision is to offer 'Quality with Choice', where physical accommodation is combined with personal care and community support services. SEN is one approach to satisfy the needs of independent seniors. We expect to meet other needs through other programmes which integrate resources between the Housing Society, Government, NGOs and private developers.

Many members expressed that they had missed the chance of visiting Jolly Place on 26 June 2004. They wished to obtain relevant information on this project. Thus, I invited Mr Benny Hui of Hong Kong Housing Society, developer of Jolly Place, to provide relevant information about this project. Hope you enjoy this article.

The Editor

公共屋邨 長者服務



吳秀華

家有一老，如有一寶。為了尊重及多謝長者過往對社會作出的努力及貢獻，無論政府或非牟利機構，都非常關注長者住屋的需要。他們不斷推出新的構思、新的服務及設施，不但希望我們的長者老有所依，更希望他們可以安享晚年。例如香港房屋協會去年推出的『長者安居樂住屋計劃--樂頤居』，今年九月推出的『富貴長者屋--彩頤居』，及其他志願機構經營的各式各樣老人宿舍等等。

房屋署為照顧高齡人士的住屋需要，特設立多項優先配屋計劃，供長者申請。同時，為了鼓勵年青家庭照顧長者，凡與年老父母或年長親屬同住的家庭亦可循一些優先計劃，申請提早獲得編配公屋。香港房屋委員會亦非常關注高齡人士入住公屋的需要，於一九八四年更設立『長者住屋』計劃，於屋邨內有多項措施，照顧長者的需要。現將房屋署有關計劃簡介如下：

『高齡單身人士』優先配屋計劃

申請人如符合下列申請條件，會被編配入住長者住屋或一人住屋單位。

1. 申請人在申請時必須年屆58或以上，而在配屋時，必須年滿60歲，且在香港居住滿七年，並仍在香港居住；
2. 申請人的每月入息及現時的資產淨值不得超過房委會訂定的最高入息及總資產淨值限額；
3. 申請人須符合所有適用於一般家庭的申請公屋條件。

『共享頤年』優先配屋計劃

1. 兩位或以上的高齡人士，無論是否有親屬關係，若同意共住一個公屋單位，即可申請，無親屬關係的成員，須於申請表內一同簽署或蓋章。
2. 申請登記時，他們必須全部年滿58歲，於配屋時，則必須年滿60歲。
3. 申請公屋的高齡人士，每月家庭總收入及現時的總資產淨值不得超過房委會訂定的最高入息及總資產淨值限額。

4. 申請人及成員必須符合所有適用於一般家庭的申請公屋條件。

『家有長者』優先配屋計劃

凡參加此項計劃而符合資格的家庭，將會最多提早三年獲配公屋。申請條件如下：

1. 申請書內的成員是不少於兩人的家庭組合，其中必須包括最少一名年老親屬成員。
2. 申請登記時，該名年老親屬必須年滿60歲，並且願意與較年輕的成員居住。
3. 該等家庭必須符合所有適用於一般家庭的申請公屋條件；
4. 房屋署會根據公屋輪候冊上已登記家庭的先後次序作出調查，而該等申請書必須在輪候冊上登記不少於兩年。
5. 較年輕的一方成員要承諾照顧年長親屬，並一同居住。若日後發覺違反此條款，獲配單位的租約將會被終止。

『新市樂天倫』優先配屋計劃

這個計劃可讓年青家庭與年老父母或受其供養的年老親屬，以一戶或兩戶一同或分別申請新市鎮(即屯門、元朗、天水圍、大埔、粉嶺及上水)公共屋邨內的其中兩個獨立單位，合資格的申請人最多可提早兩年獲得配屋。申請條件如下：

1. 申請人一家必須為核心家庭，另再加上最少兩位年老父母或依靠申請人供養的年老親屬。
2. 該等家庭須符合所有適用於一般家庭的相關申請條件。
3. 合資格的家庭須在輪候冊上登記不少於兩年。
4. 凡合資格的申請人，必須遵守租約所訂的條款，負起照顧其年老親屬的責任。

『長者住屋』計劃

每所長者住屋均設有舍監服務以加強對住戶的照顧，舍監負責日常管理、聯絡福利機構、處理緊急意外事故；此外，舍監更會為住客舉辦康樂活動及講座，並定期探訪住戶，了解他們的健康狀況、衛生環境及其他居住上遇到的問題。

每個單位依據其面積而劃分二至三間住房，設有獨立電錶及煤氣錶，更裝有電話、熱水爐供住戶使用，定期有清潔人員清潔單位內的公用地方，長者住屋每層均設有休息室，內有影音設備、枱椅，報紙及雜誌等供住戶使用。

為照顧住戶的安全，長者住屋更設有緊急警報系統，連接長者住屋辦事處，另有火警警報系統連接消防局。各房間及公眾地方更安裝廣播系統，以加強住戶與舍監的聯繫。

除了上述優先配屋計劃及『長者住屋』計劃外，房屋署對居住於公屋的其他長者亦十分關注，例如設有『租金援助計劃』、『緊急警報系統安裝津貼』、『晾衣裝置』、加戶／調遷計劃及屋邨老人社區服務計劃等。

租金援助計劃

租金援助計劃的目的是協助經濟出現困難的公屋住戶，暫時寬減他們的租金。年長住戶比一般公屋住戶的申請資格及所獲的援助均較為寬鬆，例如他們可獲減一半租金，減租期為一年。一年後再檢討有關住戶的經濟及租金援助情況。

緊急警報系統的安裝津貼

房屋署設有津貼，資助六十歲或以上沒有領取綜援的獨居高齡人士安裝緊急警報系統。符合資格的高齡住戶可獲房屋署以實報實銷的方式發放一次過的現金安裝津貼，金額最高為2500元。

晾衣裝置

如果住戶的所有家庭成員都年逾六十歲，而所居住的單位仍然採用插筒式的晾曬裝置，住戶可向屋邨辦事處申請免費安裝拉繩的鋁質衣架。

加戶計劃

居住在新市鎮屋邨的青家庭，可申請把居住在市區屋邨或私人樓宇的父母或年老親屬，加入其戶籍內，要求編配位於新市鎮的較大型單位。而居住在新市鎮屋邨的高齡住戶，亦可以申請將居住在舊型市區屋邨的子女或年青親屬加入其戶籍，以便要求調遷往新市鎮的大型單位。

調遷計劃

在有需要及有合適單位時，房屋署可讓居於市區屋邨的年老家庭成員，調遷往其子女或近親所居住的新市鎮屋邨，並為他們安排一個獨立單位。若高齡人士已居住在新市鎮的公屋，亦可以申請將其居住於市區屋邨的子女或近親調遷至新市鎮，在情況許可及有合適單位時，他們將可獲配一個獨立單位。

屋邨老人社區服務計劃

房屋署在26個公共屋邨辦事處設有屋邨聯絡主任，定期探訪屋邨的獨居長者，為他們提供適當的服務或轉介；屋邨聯絡主任更安排社交及康樂活動供長者參加，鼓勵他們建立互相網絡及參加長者義工計劃。

有關上述計劃的詳情，可致電：

房署熱線：27122712

高齡人士申請諮詢熱線：27945134

閱覽房委會/房屋署網頁：<http://www.housingauthority.gov.hk>



COVER
STORY

老有所居在香港

一般狀況

根據2001年的人口普查，香港有1,000,849位60歲或以上的長者，大概為總人口的14.9%。在這些長者中，約有39.8%(即398,424人)居於公屋，另外13.5%(即135,058人)住在資助出售單位內。而在42.6%居於私人樓宇內的長者中，有73.8%(即314,816人)居於自置的物業，14.9%(即63,761人)則居於租住單位內。據估計，現在約有54,000位長者(約佔香港整體長者人口的5.2%)居於安老院舍。再者，香港仍然有大約1.3%的長者(即12,559人)現在還沒有合理水平的住屋，而要住在臨時搭建物內，包括臨時的木屋和天台屋等。為方便界別，本文所述的長者，是指60歲或以上的男女。

根據最新的資料顯示，現在有176,439位長者需要依靠綜援生活，約佔整體長者人口的17%。還有40.7%(即101,705人)65至69歲的長者現正接受高齡津貼，另有64.7%(即354,459人)合資格的長者(即年齡已屆70或以上)接受高齡高齡津貼。

未來需求

從2001年到2006年之間，來自新增長者家庭的房屋需要估計為11,665戶，而從2006年到2011年間則會上升至16,581戶。因此，在這兩個時期，每年的平均增長分別為2,333和3,316戶。在這些長者家庭中，絕大部份(90%)希望可以遷進公屋。假如現在的資助房屋建屋計劃和香港整體經濟狀況不變，從2001年到2006年，我們需要10,498戶公屋單位，817戶業主自住私人樓宇單位及250戶租住人單位，才能夠符合這些長者住戶各種的房屋需要。而在2006年至2011年之間，則相應需要14,923戶公屋單位，1,161戶業主自住私人樓宇單位及497戶租住私人單位。

另外，從2003年到2006年，估計有12,513戶現在的和7,450戶新增的長者家庭對房屋有所需求。在這19,963戶整體預測的需求中，約有90%(即17,967戶)盼望可以遷往公屋，僅有7%(即1,398戶)希望可以搬進自置的私人樓宇。

再者，約3,600單身長者戶和2,500戶長者家庭正在輪候公屋單位。至於45到59歲公屋申請人的數目，則分別為6,400和2000戶。其次，約有4,600位長者(包括2,165單身長者家庭和1,215二人長者家庭)在2002年到2009年之間，受到整體公屋重建計劃的影響而需要重新安置。此外，現在約有12,559長者和12,735位中年人居於臨時搭建物內。而且，截至2003年3月底，約有118位長者和172位年齡介乎50到59歲的人為露宿者。這兩者均可能希望遷入合理質素的居所。

根據「長期護理服務編配系統」辦事處的資料，截至2003年9月30日，已有25,603位長者申請不同類型的安老院舍服務。

至於中國大陸方面，估計約有24,600位中年人士及4,600位長者希望移居國內，並會在未來十年內在大陸購買或建造住屋。

供應預測

假如公屋政策繼續現行的長者優先配屋計劃，並預留30%新建成公屋單位為「小單位住宅計劃」的話，在2003年到2006年期間，將會有20,040戶公屋單位可供應給長者使用。

至於私人市場方面，已經有四項專為中上收入的長者而設計的住屋計劃。這些計劃包括由香港房屋協會分別在將軍澳(樂頤居)和佐敦谷(彩頤居)發展的合共576個「長者安居樂」單位，以及由太古地產計劃在域多利道和藍田興建的1,572個單位。

此外，從現在到2015年之間，將有大約6,000個新增的安老院舍宿位，這包括在公屋物業，社會服務團體的物業和私人樓宇內新建的宿位。

未來挑戰

在私營和公營房屋方面，現在的設計均未能滿足住客隨著老化而不斷轉變的需求。因此，我們無法實踐「原居安老」。更甚者，這個問題將會隨著人口老化而日益嚴重。

除此之外，家庭核心化已成為現在和將來的趨勢，家庭支援的減少，將會導致社區支援服務的需求不斷增加。作為提供社區支援服務的主要機構——非政府機構，通常在長者聚居的區域內，例如公共屋邨，設立有關的服務單位。但居於其他區域內的長者，卻無法獲得相應的社區護理和支援服務。

現在的安老院舍服務，主要是為有不同程度殘疾的長者提供所需的護理服務，但個別私營安老院的服務質素則非常參差，我們極需確保此類服務的質素。另一方面，現在輪候資助院舍宿位的平均時間為22個月。從此輪候時間來看，長者對護理安老院的資助宿位，需求仍然很大。

應付未來挑戰的可行方法

我們應該繼續為低收入的長者提供公屋單位，甚至放寬他們申請公屋的資格。

「長者租金津貼」既可允許長者選擇居住地點，又可鼓勵私營機構為長者提供住屋。我們可更深入研究和發展這個計劃。

為了使長者可以繼續在社區生活，我們需要研究各類的長者社區支援服務，



並探討如何把這些服務互相結合起來，以滿足社區上長者各類不同的需要。

為迎合長者因身體日漸衰退而產生的需要，我們可以把長者居住的公屋單位翻新，並採納「通用設計」，使他們可以「原居安老」。

「關顧式房屋」可以迎合不同負擔能力的長者。香港房屋協會最近推出的「長者安居樂住屋計劃」，按「關顧式房屋」原則設計了符合長者需要的住屋，可為私人發展商作借鏡。

在「持續照顧」及「原居安老」的原則下，所有長者都應該獲得照顧和支援。我們制定一個混合收費的模式，向中上收入的長者提供用者自負的服務，而對於低收入的長者，則按長者的能力提供不同的資助，以確別他們得到所需的服務。

私人發展商可考慮採用「混合發展」的模式，在他們的發展項目中，尤其是接近社會服務機構和醫療中心的地區，預留小部份的單位作特別為長者買家而建的「通用單位」。如果發展商能夠與這些服務機構通力合作，可為長者住客提供適切的家居照顧及醫療服務。

為了體現「多元選擇」的原則，私人發展商可研究因應不同需要的長者而提供更富彈性的租住權、租住年期及繳費安排的「服務式住宅」。

我們可發展「長者短期住宿／暫托服務」暫時性地紓緩家庭成員或親友擔任長期護老者角色的壓力，或填補醫療服務及相關手術後所需的照顧服務空隙。

我們可探討成立「資源中心」的可行性，以為長者及相關人士提供有關長者房屋的資訊、技術支援及其他有關設施。

在英國，有些地方政府和發展商合辦的小區，合共約二千多個單位，包括普通的住宅單位，為長者而設的「通用單位」，及為長者而設的護理安老院、日間活動中心及日托中心等。當住客日漸年長時，可在原區得到適當的服務。所以，香港也可以參考這個模式，政府、房屋機構、社會服務機構、醫療機構及私人發展商可聯手研究發展一個配套齊備的屋邨，以供長者「原居安老」。

香港由一個小漁港演變成為今日的國際都市，實有賴今日的長者們昔日的努力。

讓我們每人出一分力，為長者們提供所需的服務，使他們愉快地渡過晚霞歲月吧。

(資料來源：「香港長者住屋需要的全面研究」－香港房屋協會及香港大學)



APB is pleased to announce the appointment of two distinguished persons as Honorary Advisor of APB in recognition of their invaluable contributions to the housing management profession and to the Institute.



Chan Bing Woon, S.B.S., M.B.E., J.P.

- ◇ Member, Eastern District Council.
- ◇ Member, Hong Kong Housing Authority.
- ◇ Immediate Past Vice-chairman - H.K. Housing Society Supervisory Board and Executive Committee.
- ◇ Vice-chairman of the Hong Kong Mediation Council.
- ◇ Members of many other professional, statutory bodies and committees.
- ◇ Hon. Fellow, Hong Kong Institute of Housing (Hon. FHKIH)
- ◇ Hon. Fellow, Hong Kong Institute of Real Estate Administration (Hon. HIREA)
- ◇ 30 years practice in the legal profession and with extensive involvement in enactment & subsequent amendments in Building Management Ordinance. Also, given special recognition of the services rendered on the setting up of Building Management Resource Centres.



Simon Li, J.P.

- ◇ Elected as MCIH since 1977 and FCIH since 1986.
- ◇ Council Member of CIH from 1989 to 1995.
- ◇ 34 years housing career with Hong Kong Housing Authority (HKHA).
- ◇ Retired from HKHA in 1988. Last posting Business Director (Management).
- ◇ After retirement he took up the post of Chairman of the Diocese Building & Development Commission of the Catholic Diocese of Hong Kong.
- ◇ Other voluntary / education appointments:
 - Associate External Academic Advisor of City University of Hong Kong Bachelor of Arts (Hons) Housing Studies programme.
 - Vice-chairman of the Hong Kong Society for the Aged.
 - Founder Member and Chairman of Hong Kong Fu Hong Society and Macau Fu Hong Society.

Congratulations to Mr. Chan and Mr. Li



Mediation as a form of Alternative Dispute Resolution (ADR)

Edmund CHUNG and Amy SIU

WHAT IS MEDIATION

Mediation is a well-established voluntary, non-binding, confidential process in which a neutral person (the mediator) assists the parties in a dispute to reach a negotiated settlement. The terms of such settlement can, by mutual agreement, be made legally binding.

Mediation is distinct from:

- Arbitration - a private and confidential process by which a third party, an arbitrator, decides the merits of a dispute.
- Litigation - a public process by which judges determine the rights and wrongs of a dispute.

TYPES OF DISPUTES AMENABLE TO MEDIATION

- Family
- Community and neighbourhood
- Industrial relations
- Commercial, including insurance, shipping, financial, company and shareholder disputes
- Construction
- Medical
- Intellectual property
- Low, medium and high value issues

ADVANTAGES OF MEDIATION

- The process provides a neutral, supportive and constructive environment in which the parties in dispute can reconcile their differences.
- The parties, with the assistance of a mediator, control the outcome of their dispute.
- Promotes communication between the parties.
- Time is used efficiently.
- Cost effective.
- Confidential process.
- Promotes an effective way of resolving disputes through co-operative decision making.

- Settlement is not imposed but agreed by mutual consent of the parties.
- Continued personal and business relationships are maintained after settlement.

HONG KONG INTERNATIONAL ARBITRATION CENTRE (HKIAC)

The HKIAC was formed in 1985 to provide an independent forum for dispute resolution. It has developed over the years to meet the growing need for speedy and reliable resolution of commercial disputes relating to international trade and business and is now recognized as one of the world's leading dispute resolution centre.

The Hong Kong Mediation Council (HKMC) is a division of the HKIAC and promotes the development and use of mediation as a method of resolving disputes.

Source: Information Brochure from HKIAC and HKMC

INTERVIEW WITH OUR HON. ADVISOR, MR. CHAN BING WOON, VICE-CHAIRMAN OF HKMC

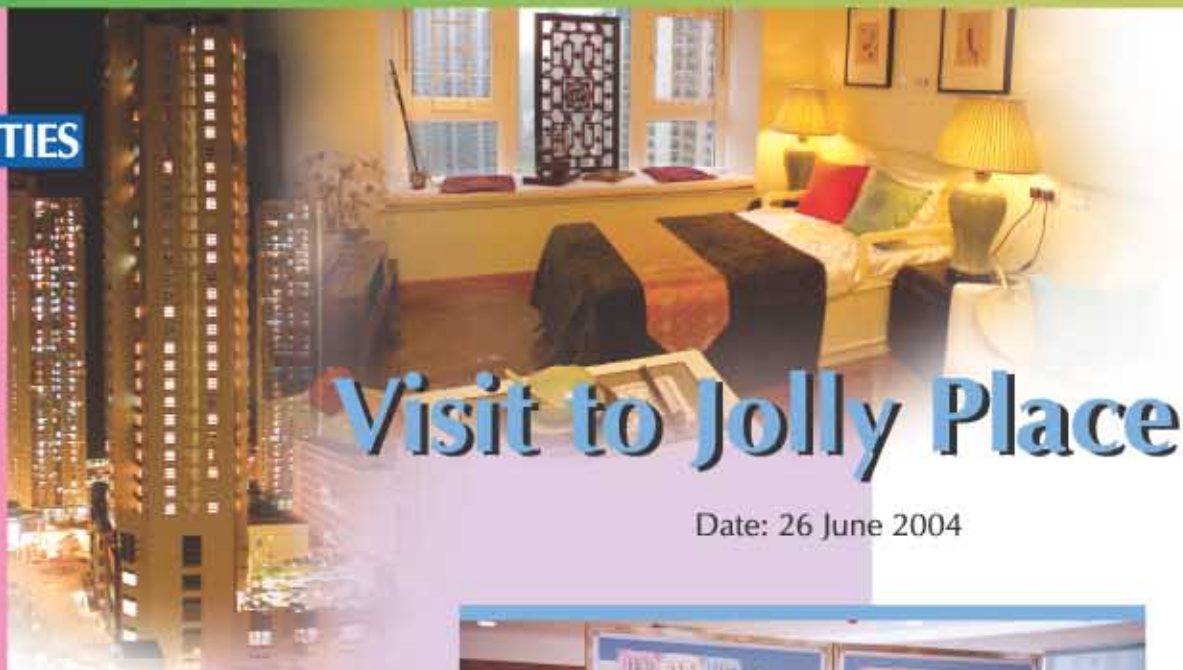


To enable our members to have a deeper insight into the subject, the writers (Edmund Chung and Amy Siu) had paid a visit to our Hon. Advisor Mr. Chan Bing Woon in his Office on 14/9/2004.

Mr. Chan is an Accredited Mediator and Vice Chairman of HKMC and has been actively promoting Mediation in Hong Kong in the past 4 to 5 years. Mr. Chan advised that experience indicated that some 70% to 80% of the disputes are amenable to mediation, the other 20% to 30% related to setting of precedent case or matters touching on public policy that are not amenable. He highly recommended that Mediation should be considered when disagreements exist between parties prior to proceeding to arbitration or litigation. He anticipates that mediation will play an increasingly important role in resolving disputes in building management issues in Hong Kong in future. (Note: In fact, as RPHM, our members are continuously practising mediation process in his / her daily work viz resolving disputes between developer and individual owners, between landlord and tenants, between individual owners and their owners' corporations etc, but on a less formal environment.)

Mr. Chan has kindly agreed to give a lecture on Mediation to our members in the near future. Members are advised to watch out for announcement.





Visit to Jolly Place

Date: 26 June 2004



"Wow, so delicious!"



"Activities so well organized!"



"Can management fees cover all necessary expenses?"

「漫步維修管理路」 嘉年華會

日期：2004年8月1日

地點：深水埗楓樹街遊樂場



主席及副主席參與攜手主禮



父母攜同子女參觀我們的展覽攤位

Visit Jointly Held with HKIIF

Date: 24 July 2004

Venue: Two International Finance Centre



Presentation of Souvenir



Welcome to All Participants

Visitors from Shanghai

Date: 19 August 2004

Venue: Branch Office at Harbour Centre

Presentation of Souvenir



Briefing Given by External Affairs Committee Chairlady

