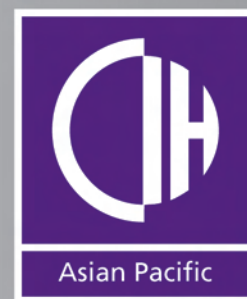


# Housing Express

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英國特許房屋經理學會亞太分會刊物



## Urban Renaissance Management and Rehabilitation of Aging Buildings

### 都市的振興 老化樓宇的管理與更生







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## Message from the Chairman 主席的話



It is my great honor to be elected as Chairman of the Chartered Institute of Housing, Asian Pacific Branch for a consecutive Year.

2007 is a year of thriving business for the Branch. We have established the Professional Development Committee and have witnessed the recruitment of Corporate Members from Macao and Taiwan for the first time. These new members will act as an active vehicle to promote professionalism in housing and flourish the development of the Branch there.

In response to the evolving challenge of devolution and with the approval of CIH Council, the national branches in Scotland, Northern Ireland and Wales have developed into National Business Units (NBU) in early 2006. Each NBU is duly delegated with certain powers and duty and to act as a vehicle to deal with issues specific to its region. It is anticipated that the Asian Pacific Branch will soon follow suit. The Branch will gear herself well for the transformation and keep our members informed of the development.

The Branch will continue to strive for excellence in promoting professionalism and good professional practice for a healthy development of the industry. With your valuable opinion and support, the Branch will have another year of thriving business.

Chow Chiu Hung, Victor  
Chairman  
Chartered Institute of Housing  
Asian Pacific Branch

我很榮幸能獲選連任成為英國特許房屋經理學會亞太分會2008年度的主席。

2007年是分會豐收的一年。分會除設立了「專業發展委員會」，更成功在台灣和澳門為學會招收了第一批會員。這批新會員將牽起積極的媒介作用，以推廣房屋管理的專業，並弘揚分會在當地的發展。

面對着地區的不同變化和發展，蘇格蘭、北愛爾蘭和威爾斯等三個分會得到英國總會的贊成通過，已在2006年初發展成為 "National Business Unit" (NBU)，並獲授一定的權責處理當地各具地區特色的事務。預期亞太分會亦將不久作出跟隨，發展成為NBU。分會將積極作出有關轉營的準備，並將適時通知各會員。

分會將繼續奮力追求卓越，提升專業水平，推動良好專業操守，以求行業的健康成長。在您的寶貴意見和支持下，分會的工作和發展將再創高峰。

英國特許房屋經理學會亞太分會  
主席 周超雄



## 都市的振興 - 老化樓宇的管理與更生

葉毅明博士 刊物委員會主委

據香港政府統計，香港樓齡超過三十年的私人大廈約有一萬二千幢左右，筆者根據屋宇處資料估計，其中略多於一萬一千幢左右為住宅，十年後更將會增加百分之五十。環顧香港老舊的社區，不難看到很多建於六、七十年代的大廈，外觀不但雜亂無章且破舊不堪，大廈內衛生環境更為惡劣，且公共地方電線保護層剝落，隨時引發火警危險；近年很多事故如露台坍塌，外牆剝落而傷及途人均時有所聞。多層大廈是都市化的產物，但多層大廈的壽命一般可達七、八十年至一百年，例如紐約不少摩天大廈都在一九三零年代建成，香港灣仔區的德昌大押更有超過一百二十年歷史，老牌屋苑如美孚新邨樓齡雖然超過四十年，但外觀優雅且內部間隔平實，管理服務運作良好，深受住客歡迎，樓價更是「老而彌堅」，可見樓齡不是一個關鍵問題。可惜很多樓齡三、四十年的大廈，不但建築工藝低劣，更長期缺乏適當的保養，業主也絕少再投資維修，樓宇的老化程度遂隨著歲月而加劇。大廈外觀是否漂亮反屬次要，內裏與居住質素息息相關的各項設施，例如供電、供水、排污等等，均已嚴重衰退，部分更病入膏肓，這不但帶來生活上的不方便，更可能隨時引發環境衛生危機。

如果只看個到住宅單位是否花費在物業的維修保養，本來是業主個人的投資選擇，保養差勁的住宅單位會因為物業減值而令收益減少，損失的也是業主個人。但香港存在著很多業權分散的多層大廈，個別業主縱然積極負責，也未必能夠把維修保養工作做好。由於業主眾多，物業的維修保養以至日常的管理皆可能引起「搭便車」的問題。在維修保養的問題需要業主集體決議，個別一兩位業主的不參與，將會增加其他業主的負擔而引發集體行動因而拉倒。香港很多老舊大廈本來也有相當多業主願意投資於維修保養，但可惜往往因為極少數業主不願參與而不能成事。

### 大廈老化「骨牌效應」

本來就算整幢大廈因為老化而業主利益受損，也只是

相關業主的個人損失。但是在高發展密度的都市，樓宇的維修保養卻存在著嚴重的「界外效益」問題。例如樓宇因老化而引致外牆剝落，可能傷及第三者，排污渠因失修破裂會導致臭水橫流而影響社區環境衛生，如因防火設施損壞而發生火警，更會危及相鄰大廈住客的生命安全等等；因此這已經不是一個單純的「個人」或「投資收益」的問題，它已經涉及「公眾利益」。一些西方國家的經驗告訴我們，破落老化的樓宇更會引發「骨牌效應」，導致整個社區的不斷衰落，美國很多大都會存在著大型的貧民窟，便是一個很好的例證。

但有意見認為這「骨牌效應」是一種自然規律。傳統理論認為所有樓宇皆有自然生命週期，維修保養的效益會因樓齡增加而遞減，因而有關投資存在著「最優值」，過度的投資於維修保養不一定能夠帶來相應的收益，倒不如把舊樓拆卸重建，更符合成本效益。因而缺乏維修保養的老化樓宇，正是拆卸重建前的陣痛。但國外研究對於生命週期、維修保養投資的最優值應以何估值，也存在著不同的意見；加上拆卸重建涉及很多社會價值及規劃政策等問題。並不是一個單純的技術或成本的考慮。

另有理論認為隨著經濟進步，社會對住屋的品味要求漸高，新建樓房較能夠追上品味的變化，並吸引有錢人搬離舊區向新發展區遷移，舊區所剩下的老舊樓房由於樓價、租金低廉，正好為經濟能力較差家庭提供廉宜居所；提升維修保養的水平但同時提升租金水平，反會增加貧窮家庭的負擔。但亦有意見認為貧窮家庭的需要是果而不是因，很多城市大規模的「土坤化」(Gentrification)（指老舊社區新建大量的中上價樓宇吸引中產階級回流）也反証了貧窮家庭住屋需要理論的弱點。

較新的理論把老化樓宇引發社區衰落的「骨牌效應」，與「界外效益」及「集體行動」的理論相連結。Anderson（1995）認為「骨牌效應」與三個因素的互動有關一區內居民的特質、物業的經濟價值、樓宇的實質狀



況。由於較貧窮家庭遷入租金較為低廉的老舊樓房，由於他們不能負擔昂貴的租金，因而影響物業業主的投資意欲，缺乏有效的維修保養也令物業的實質狀況變壞，對生活質素有要求的住客漸漸遷出，物業租金又進一步下滑，只能夠吸引負擔能力更差的住客遷入，因而形成惡性循環（圖一）。由於樓房存在著高程度的「界外效益」，破落的樓房不但使其本身的價值降低，也會間接影響周圍樓宇的價值。因此，一幢嚴重破落老化的樓宇，很容易把周圍的樓宇也推向這惡性循環，因而令小區內的舊樓房整遍地老化而形成貧民窟。加上由於集體行動的困難，業權分散的大廈需要進行改造已經相當困難，需要進行整個小區的改造，更可謂難若登天。香港進行舊區重建，雖然政府已經高度介入，但仍然阻力重重，其困難程度可見一斑。

#### 國外的經驗

香港都市發展的歷史雖然不算短，但真正說得上的高速發展其實只開始於六、七十年代，但其發展的速度卻可謂驚人；但由於早期缺乏長遠的規劃，也沒有進行具有遠見的投資，很多早期發展的區域，如深水埗、油尖旺、九龍城等社區均已變得嚴重老化。一段很長時間香港社會都寄望透過全面的社區重建，改善老化社區的面貌。可是無論在理論或實踐上，全面的社區重建根本很難成事。全面性社區重建涉及的投資固然是天文數字，就是這些投資可以落實，其經濟效益也實在存疑；以前很多具經濟效益的重建項目，大都依靠地積比率的增加或土地用途的改變，但對於六、七十年代興建的樓宇，已經沒有增加地積比率空間，改變土地作商業用途也存在困難，加上進行收購及規劃所需的功夫及時間，也會令很多投資者卻步。由於老化樓宇的數目將會以幾何級數增加，已經不可能單以全面重建以解決社區老化問題；因此怎樣防止樓宇老化及在不全面重建的前提下把老舊社區更新，遂成為社會上一個

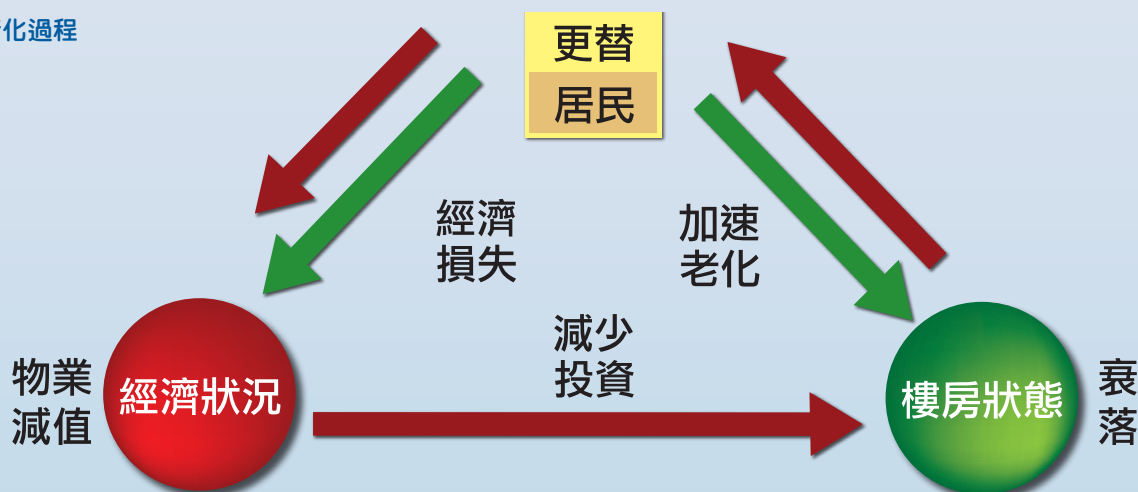
熱切的課題。

美國一些大都會存在著大量貧民窟，但政府大都採取自生自滅的純市場策略，而往往對問題束手無策。相對於美國的放任自由政策，歐洲很多國家都十分認真地面對都市老化的問題。例如瑞典、丹麥、荷蘭等國家都投入大量資源並嘗試不同的方法，改善都市老化狀況。由於社區的老化與區內居民的特質、物業的經濟價值、樓宇的實質狀況相關，因此單單投資於樓房硬件的改造，並不能長遠而全面地解決問題；根據瑞典的經驗，預防社區老化的政策需要同時改善區內居民的經濟狀況，並透過市場力量促進經濟活動，提升社區內物業的經濟價值（Nesslein, 1988）。Anderson (2002) 總結丹麥的經驗，指出政府在改善及預防社區老化問題的政策上，其實包括四個相關策略方向：（一）強化社區網絡及減少區內問題；（二）改進區內樓房的市場競爭力；（三）全面地減低社會分化；（四）減低貧窮社區對地方政府的負擔。前兩項策略尤為重要，它包括降低租金、樓房硬件改造、在組織上對居民提供實質援助。Anderson (1995) 更倡議政府可透過公共房屋、市區重建與更新、經濟補貼、租金管制等一系列策略，預防社區的老化（圖二）。

#### 香港解決社區老化問題策略

香港社區老化問題已經刻不容緩，香港政府也早於一九七零年代認識到問題的急切性，但一直以來卻缺乏長遠及統一的策略。香港房屋委員會於一九八零、九零年代進行大規模的公共屋邨重建，更是老化社區改造的成功典範。可惜在私人樓宇為主的老舊社區改造上，卻牛步不前。以往以拆卸重建為主的策略已顯得缺乏效率，大量拆卸仍然可以居住的樓宇，既浪費資源也破壞原來的社區網絡；政府近年遂慢慢地把社區改造的方向，從單一的拆建

圖一社區老化過程



資料來源：Anderson (1995) 74頁



策略轉變為多元化方向，其中包括加入更新、維護、保育等概念。可惜這些社區改造策略仍然只偏重於社區硬件改造，直至這兩年由於經濟衰退及貧富兩極化所衍生的問題漸漸浮現，才意識到改善舊區居民生活及經濟狀況，必須結合到全面改造老舊社區的策略。

香港改造老舊社區的政策方向已經較前清晰，政府部門及公營機構，在新成立的發展局的統籌下，均積極開展相關的工作。市區重建局主要是針對一些老化程度嚴重的社區進行補救性工作，並透過重（拆）建、復修、保育、更新的策略活化老舊社區，我們特別邀請了市區重建局撰文介紹他們這方面的工作。在預防社區老化這方面，則主要希望透過鼓勵業主成立立案法團及聘用專業物業管理服務，主動進行復修及預防性維修，以減慢大廈老化的速度及延長建築物的壽命；很多大型屋苑或高價住宅物業，在這方面的成果最為顯著。可惜對於不少中小型的老舊樓宇，成立業主立案法團存在不少阻力，就是成立了法團，在團結業主進行大型維修工作上，也面對不少困難，城市大學現正進行一項有關大廈維修工作的研究，他們也與我們分享了一些業主在這方面的苦處。

私人大廈業主如果能夠主動進行維修保養工作固然可喜，但袖手旁觀而任由其大廈繼續凋零破落的業主也大有人在，由於維修是大廈內的集體行動，極少數業主這樣的不合作已經可以把大多數業主的積極性抵銷；透過屋宇署協調區內多個政府部門，鎖定區內維修問題較嚴重的目標大廈，透過強制維修令，也十分成功地提醒老化大廈的業主面對復修工作的問題。可惜不少接到強制維修令的業主面對根深蒂固的維修問題，卻感到相當徬徨無奈。香港房屋協會於三年前開展了「樓宇管理維修綜合計劃」，就是希望利用本身的專業知識，協助業主進行大型維修工作，除了給予技術支援外，更提供財政援助幫助有困難的業

主，我們也邀請了香港房屋協會介紹他們這方面的工作及成果。

復修已經損壞的部分以恢復大廈的正常功能固然重要，但畢竟預防勝於治療，因此怎樣預防大廈的進一步老化卻更為關鍵。理工大學完成了一項有關「永續物業管理」的研究報告，希望能夠了解業主怎樣能夠組織有效的物業管理，以提高的資源的運用效率。預防大廈老化需要定期對大廈進行「身體檢查」，以預早發現問題所在而對症下藥。香港大學正研究開發一套不需要工程專業人員也可運用的檢查工具，以協助業主更早地發現問題所在。我們也分別邀請了兩所大學的研究人員分享他們的研究成果。

香港政府在改善及預防社區老化的政策方面已經略具雛型，也意識到這方面需要政府的積極投資，成立具法定權力的市區重建局，並撥款一百億作運營資金固然是一個好開始，而二零零八年的預算案，更撥款十億元以協助年老業主所居住大廈的維修工作，更是一個小小的進步。但政府卻仍然缺乏對社區老化問題上具體而全面的政策，尤其在協助老舊社區活化其經濟活動及改善區內貧困居民的生活這兩方面，具體政策卻仍有待整合。

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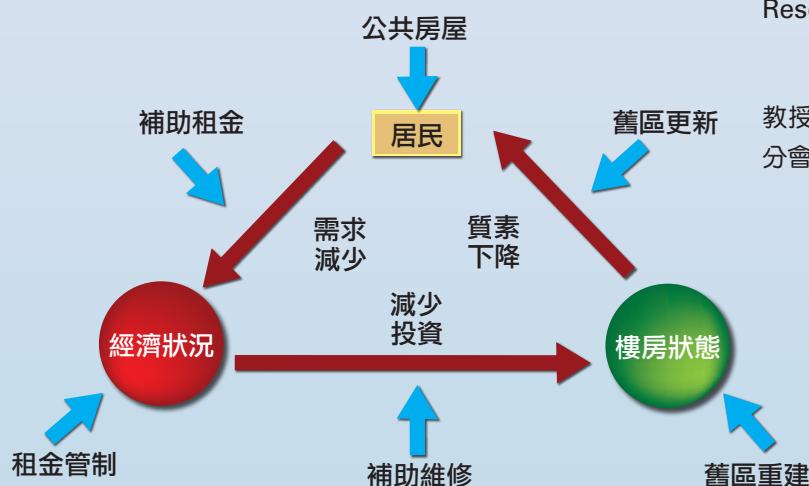
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圖二 預防社區老化的公共政策



資料來源：Anderson (1995) 75頁



## 樓宇維修 - 居民面對的困難

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住在舊區私人樓宇的居民，無論是業主或租客，跟住在較新私人樓宇居民並不一樣，他們不看重投資獲利，也不追求完美居所，對自己現時的居住環境沒有太多的要求，只求可以繼續棲身已很滿意。但令政府及社會大眾不安是，這些日久失修，缺乏專人管理的舊區私人樓宇，卻可能成為市區內隨時爆發的潛在大危機。

舊區樓宇因日久失修和缺乏管理而導致外牆剝落、石屎墜街、違例僭建物大量搭建、喉管爆裂漏水、室內公共地方電線損毀及胡亂掛搭、走火通道受阻塞或被更改等等，致令持續地不斷出現不少的傷亡和火災事故。二〇〇三年的沙士事件，沙士病菌亦因通過破爛喉管而進一步傳播，令部份住戶因而受感染，最後住戶強行被隔離的悲慘。

年多前不少樓宇鋁窗，因戶主忽略保養或使用不當而出現鋁窗墜街造成人命傷亡的事件。政府在媒介和社會壓力下，再不能迴避此社會上的潛在大危機。政府的市區重建策略，似乎並不可以以更迅速和快捷的方法去根治所有舊區樓宇的失修和缺乏管理而造成的種種事故。

經過多年的來來回回公眾諮詢，政府遂下定決心以立法形式去推行強制驗樓和驗鋁窗的措施，並進一步透過財政資助（2008財政預算案中分別增撥2億和10億元），協助長者改善其家居環境設備及維修自住物業或進行改善安全工程，並擴大香港房屋協會（以下簡稱「房協」）的「樓宇管理維修綜合計劃」，識拆解這潛在大危機。

但政府的用心，舊區樓宇居民包括長者又是否樂意領受。政府的拆解危機的策略又是否奏效及順利推行？而舊區樓宇居民如何看待政府銳意改善舊區舊樓居住環境的種種新猷？

香港城市大學公共社會行政學系現進行一項有關本港舊區更新和樓宇復修及管理上的研究。其中包括訪問舊區樓宇住戶，以了解他們對自己樓宇的復修及管理的看法，當中遇到的困難以及對政府和房協為他們提供的各種協助的反應。因研究仍在進行，現仍未可以掌握全面的研究結

果和數據。以下的資料是經研究人員初步訪問舊區樓宇住戶對上述問題所得的初步意見。

### 1. 住戶對維修自己所居住的殘破樓宇的意願

從訪問所得，絕大部份住戶對此卻表現冷漠，並不積極面對及處理自己居住的樓宇所出現的種種殘破問題和潛在危機。縱使他們意識到危機所在，但卻不願主動進行維修。首先，在受訪的住戶當中，大部份是中年或以上的老街坊。他們大都是以自住單位作為永久居所，較少以投資的角度，把自住單位善價而沽，「賺了錢就離場」。因此，自住單位的樓價是否有所增長，並不是他們最關心和重要的因素。

亦因為住戶對樓宇維修的迴避和被動態度，致令這潛在在大危機不斷持續和惡化。唯有政府的介入才能令居民的態度改變。所以，現時很多舊區樓宇住戶也是因為他們收到政府屋宇署發出的「維修令」後，才免為其難去進行樓宇的大維修工程而已。

### 2. 住戶對樓宇維修的財政負擔能力

當然，對於一班大部份已近退休或已退休無收入的老街坊而言，維修樓宇無形中是一筆預算外的大支出。這亦進一步解釋為何住在殘破樓宇的住戶不願去面對樓宇維修的問題。於是，面對樓宇維修，他們也盡可能爭取做少一些維修。而只會做屋宇署維修令內規定的項目，藉此盡量減低維修費用。這又與外界人仕所認為，「既然是維修，不如來個徹底全面樓宇翻新」的想法有很大的落差。雖然，也有受訪住戶明白徹底去維修，可換來更長久的安逸。但到投票時，他們又支持只做基本的維修。

此外，住戶即使同意大維修，也未必人人均可一筆過繳付維修費。對政府及房協提供的各種維修資助和免息貸款。住戶的興趣也似乎不大。總是認為「要左申請右申請，又要被查來查去，且借了要還，為何自己要自找麻煩」。有被訪的住戶，其實並不清楚有關維修資助和貸款計劃。政府或許可多做些宣傳工作，好讓舊區住戶對那些





計劃有多些認識。

### 3. 住戶在樓宇維修上面對的困難

有受訪住戶表示正因為他們對樓宇維修缺乏認識，也不知要如何進行。也多少造成他們不去主動面對此問題的最佳理由。從訪問中，舊樓住戶的確在面對要維修樓宇時，碰上不少的困難：

若該樓宇沒有設立業主立案法團或互助委員會，就沒有人會願意主動擔當組織工作。受訪住戶表示他們也不見到有任何政府部門或房協職員上門來幫手。

即使樓宇有法團或互委會，那些主席/委員其實也不懂得如何去處理樓宇維修的事。更何況是那些可能目不識丁的老街坊。

因維修是要各住戶共同分擔費用。部份被訪者表示，雖然法團也成立了好一段日子，他們其實對法團的主席/委員並不熟悉。故此，也不輕易相信法團的主席/委員就樓宇維修提出的種種建議，深怕易被人欺騙，金錢受損。

面對「追數」的問題，有受訪法團委員及住戶表示，他們也擔心一些不合作的住戶拒絕繳付其應分擔的維修費用，出現「走數」的問題。到頭來，誰去填補這些不足之數？法團又如何去付錢給負責維修工程的承建商？其中有被訪法團委員表示，他們唯有在聘用維修工程承建商的合

約中，一併要求承建商同時負起「收數」的任務。對於不願付錢的住戶，承建商又可用甚麼方法令其就範，住戶們似乎未有認真深究。很多居住在舊區的私人樓宇居民，很多都是上了年紀的長者，文化水平不高，有些行動也不方便。要令這些長者明白樓宇維修是何事十分不容易。更何況的是要他們同意共同去分擔該筆維修工程費用更加難。長者往往可能給予的回應是：「我間屋仲住得，唔駛整」。政府可能要再想辦法針對長者對樓宇維修的認知及不支持態度。

除了老人家外，有不少私樓宇居民，他們也只是租戶的身份。他們也可能未接觸過真正的單位業主。因他們只是透過地區上的小型地產經紀租得該單位。甚至交租也只交給地產經紀或將租金直接存入銀行。值得一提的，現時有不少的舊區私樓，是被一些南亞族裔的人士或早出晚歸的年青人租住。在與他們接觸及語言溝通上更加困難。在這種情況下，單位租戶就覺得樓宇維修不關他們的事，可以不用理（三不：不聽電話、不收通告/文件、不出席有關會議）。而有關法團、屋宇署或民政處職員等也因而未能聯絡到單位的真正業主而令維修計劃受到不必要的阻礙。

舊區的私人樓宇，有不少是沒有「大廈公契」，又或者整幢大廈或雙連式的屋苑因坐落於不同街道門牌，而出現「一梯兩契」、「重疊契」（指公共地方如天井位、交叉式樓梯）。因而令維修的責任誰屬更形複雜，難以處理。

### 總結

舊區更新和樓宇復修及管理，政府的介入方法，除了制定相關的法規措施和提供各種財政資助外，政府更應要充份去了解住在舊區私人樓宇的居民，他們在面對這需要額外承擔的維修責任（包括金錢）時所遇到的困難和憂慮，進而針對此些居民所遇到的困難和憂慮，找出相應的對策。政府及社會大眾既然說，樓宇復修及管理是每個業主和住戶責任，那若能解開這班居民的種種心結，相信他們日後會多一點負起這業主和住戶的應有責任。

# Benchmarking Building Management and Upkeep: The Building Quality Index Research Project by The University of Hong Kong

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## 1.0 INTRODUCTION

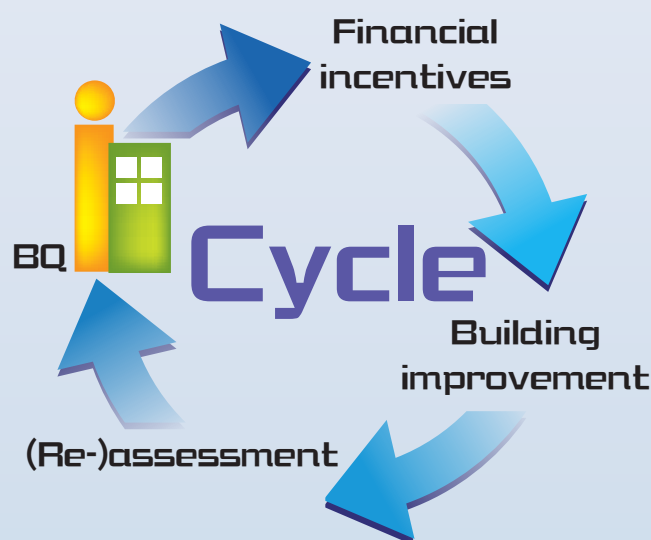
Hong Kong, a very tiny society, has a population of about seven million people. With such a high population density, it is necessary to maintain a healthy and safe living environment that is conducive to long-term growth, especially if Hong Kong is to become a world-class city. However, numerous tragedies, such as the Severe Acute Respiratory Syndrome (SARS) outbreak in 2003 and frequent incidents of falling concrete and windows, suggest that our built environment may not be as healthy and safe as we had thought. In particular, some building problems are latent and may only be known to occupants after use. This means that other stakeholders, such as prospective buyers, banks, insurance companies, and the government, are not supplied with adequate information on building quality when making their decisions. Poor quality buildings may also put building users, visitors, and even passers-by at risk. In summary, a lack of building quality information may have an adverse impact on the efficiency of the property market, as well as the sustainability of our living environment.

For the benefit of the whole community, The University of Hong Kong (HKU) initiated a Building Quality Index (BQI) research project in mid-2003, shortly after the SARS outbreak, to tackle this information problem by revealing more building quality information to all stakeholders. Recognizing that the existing residential building stock had been most problematic and neglected, HKU undertook the first study to develop a standardized assessment tool for the initial screening of their health and safety performance. The information conveyed by the BQI can be used by developers, building owners, property investors, property managers, prospective buyers, banks, insurance companies, the government, and even the public to distinguish

high quality buildings from low quality ones.

The project's aim is to assess and reveal different aspects of building quality for various stakeholders. Yet, building performance assessment is only a means, not an end. The ultimate goal of providing more information on building quality is to enhance our living environment. The BQI, the name of the project's outcome, is an overall indicator of the quality level of a building. It is underpinned by a number of sub-indices that focus on different aspects of building quality (e.g. health and safety). Each sub-index was derived from a building

Figure 1 :The Building improvement cycle



Source: Ho et al. (2005b)

assessment scheme that is tailor-made for multi-storey apartment buildings commonly found in Hong Kong. As shown in Figure 1, the BQI can be used to promote a building improvement cycle through market forces.



2.0 A HEALTH INDEX AND A SAFETY INDEX

There has been increasing awareness among Hong Kong people of the health and safety standards of their living environment, but well-established assessment tools on these aspects have been lacking. As a result, the BQI is currently composed of two sub-indices, namely the Building Health and Hygiene Index (BHHI) and the Building Safety and Conditions Index (BSCI). The BHHI measures the level of achievement of individual buildings in safeguarding occupants against physical and mental health risks, like infectious diseases and chronic/mental illnesses while the BSCI measures the level of achievement of individual buildings in safeguarding occupants and the public against the risk of physical injury and death, like fire and falling objects. The BQI and its sub-indices are building-specific, enabling the comparison of health/safety performance across buildings.

2.1 Principles and Hierarchies of Building Factors

Compared to the schemes developed by other organizations, the assessment framework of the BQI was less complex and more practical, with a view to providing initial screenings for a large number of residential buildings using limited resources within the shortest possible time. For this reason, the factors to be included in the assessment should be general enough to cater to most variations in building design features and management practices available at present or in the near future. These factors should, as far as possible, be measurable and verifiable, with minimum subjective elements for consistency and impartiality of the assessment results. Moreover, assessment methods should be simple and practical. Based on these principles, a list of building factors that suits the institutional and cultural settings of private residential buildings in Hong Kong was identified for the development of the BHHI and BSCI assessment schemes. Expert inputs were obtained from an advisory committee comprising various government and public bodies, academic institutions, and professional institutes. The building factors that are related to the health and safety of occupants, users, and visitors are shown in Figures 2 and 3.

At the top of the hierarchies is the BHHI/BSCI score, which is divided into Design and Management in

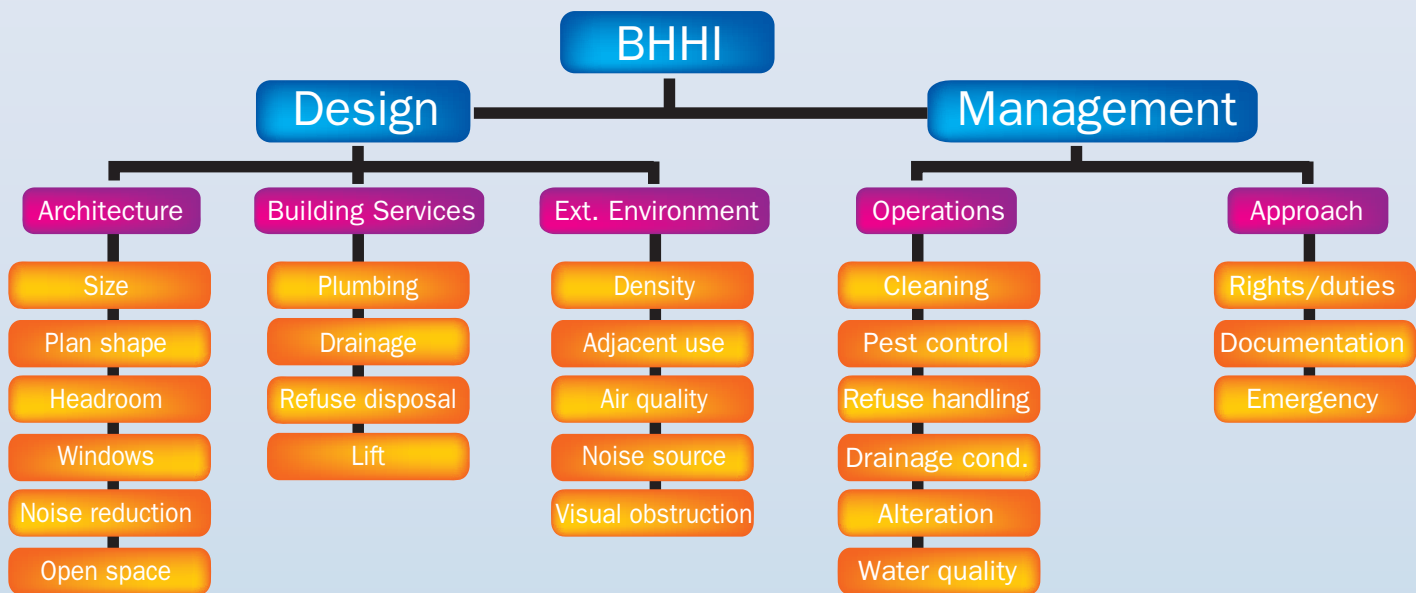


Figure 2: The hierarchy of building factors for the BHHI (Ho et al., 2004)

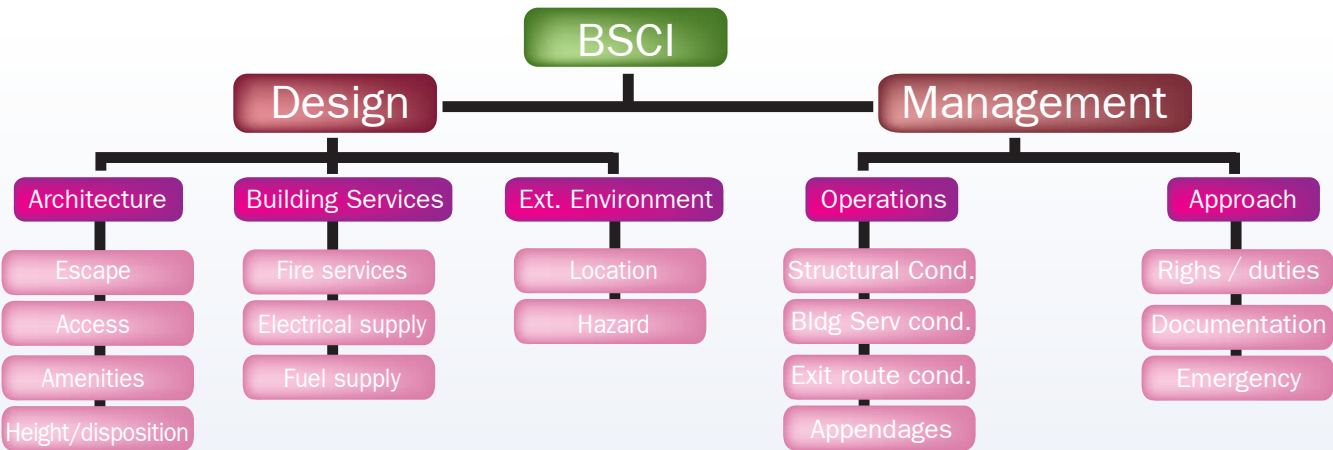


Figure 3: The hierarchy of building factors for the BSCI (Ho and Yau, 2004)

the second level. The Design aspect of a building represents the ‘hardware’ of a building, which is usually hard to change technically or economically once a building is put into use. On the other hand, the Management aspect of a building represents the ‘software’, which is dynamic and relatively easy to change even after a building is occupied. The classification of building factors into Design and Management has the advantage of dividing the factors into groups that are within and beyond the control of the owners. This helps the owners identify the possible courses of action that can be taken to improve their buildings’ performance. The third level has five factors, namely Architecture, Building Services, External Environment, Operations, and Approaches. They represent five distinct components of a building and are normally handled by different professions. Items at the lowest level are examples of building factors to be assessed. Their generality ensures that a wide variety of existing and forthcoming residential buildings can be covered (e.g. from old to new, low-rise to high-rise, and single-block to estate-type buildings). Most of the factors can be obtained relatively easily and objectively from public sources (e.g. the government) or upon inspection of common areas and the external environment. The relevance of the

factors to health and safety was established through literature. For instance, health considerations include air, water, light, and noise, whereas safety considerations include fire risks, structural safety, falling risks, and specific hazards.

2.2 Process of Building Assessment

The assessment procedures consist of four major tasks. What comes first is the desk study, in which building measurements are obtained from approved building plans kept by the Buildings Department, whereas building addresses and management modes were obtained from the database maintained by the Home Affairs Department. Some items under External Environment were obtained from the web and street maps. Apart from the desk study, building inspections were conducted with the help of a building inspection check list to verify the actual health and safety conditions of a building. All parameters to be measured or inspected on site were confined to common areas to which owners or management agents had given consent (e.g. podium, lobby, lift, staircase, and corridor) and the surrounding external environment. In fact, these common/communal areas are usually the most problematic in terms of management and maintenance due to their co-ownership nature. The interiors of flats, however

Grade	Description
A	<b>Very Good</b> in terms of health/safety. Not expected to require major changes in design and management within a reasonable time.
B	<b>Average/Good</b> in terms of health/safety. Certain minor improvements in design and/or management may be considered.
C	<b>Fair</b> in terms of health/safety. Detailed inspection for improvements in design and/or management is expected.
U (Unclassified)	<b>Unsatisfactory</b> in terms of health/safety. Immediate detailed inspection for improvements in design and/or management is required and/or there is inadequate information for assessment.

Table 1: The BHHI/BSCI grading table (Ho et al., 2005b)



important, were not inspected because access to individual flats was practically impossible. Their assessments would be based on the information available in floor layout plans. During a site inspection, a management information sheet was used to interview owners' organizations and/or property management companies to evaluate their management practices. If necessary, the owners or management staff were requested to provide documentary records (e.g. tenant survey records and monthly financial statements) for verification. Finally, data was consolidated for computing the BHHI and BSCI.

## 2.3 Scoring and Grading System

The BHHI and BSCI are simply a weighted average of the ratings of the building factors in their respective hierarchy. The rating of each building factor ranges from the best practice (rating = 100) to the worst practice (rating = 0). The weightings were collected from the advisory committee in two workshops using the Analytic Hierarchy Process (AHP). Technical details of the rating methods and AHP workshops can be referred to Ho et al. (2004; 2005a). After assessment and analysis, each building will be given a BHHI and BSCI score. The scores range from 0 (i.e., the worst scenario) to 100

(i.e. the best scenario). A higher BHHI/BSCI score indicates a better health/safety performance.

For ease of use by the public, the BHHI and BSCI scores can be categorized into grades, such as the four-grade system (namely A, B, C, and U) shown in Table 1. The best buildings are labelled "A" and the worst (or those without adequate information for assessment) "U". With this user-friendly grading system, building stakeholders can easily understand the level of achievement of a building in safeguarding health and safety, which has probably not been revealed to them before.

## 3. PILOT STUDIES IN HONG KONG

Pilot studies were successfully carried out in 2003, 2004, 2005 and 2006. The BHHI and BSCI assessment schemes were applied to assess the health and safety performance of a sample of multi-storey private residential buildings in Hong Kong. Right after the development of the BHHI scheme, it was used to assess 57 private residential buildings in 13 districts in Hong Kong in summer 2003. The average building age was 17 years old, and the average flat size was 43sq.m. The building heights

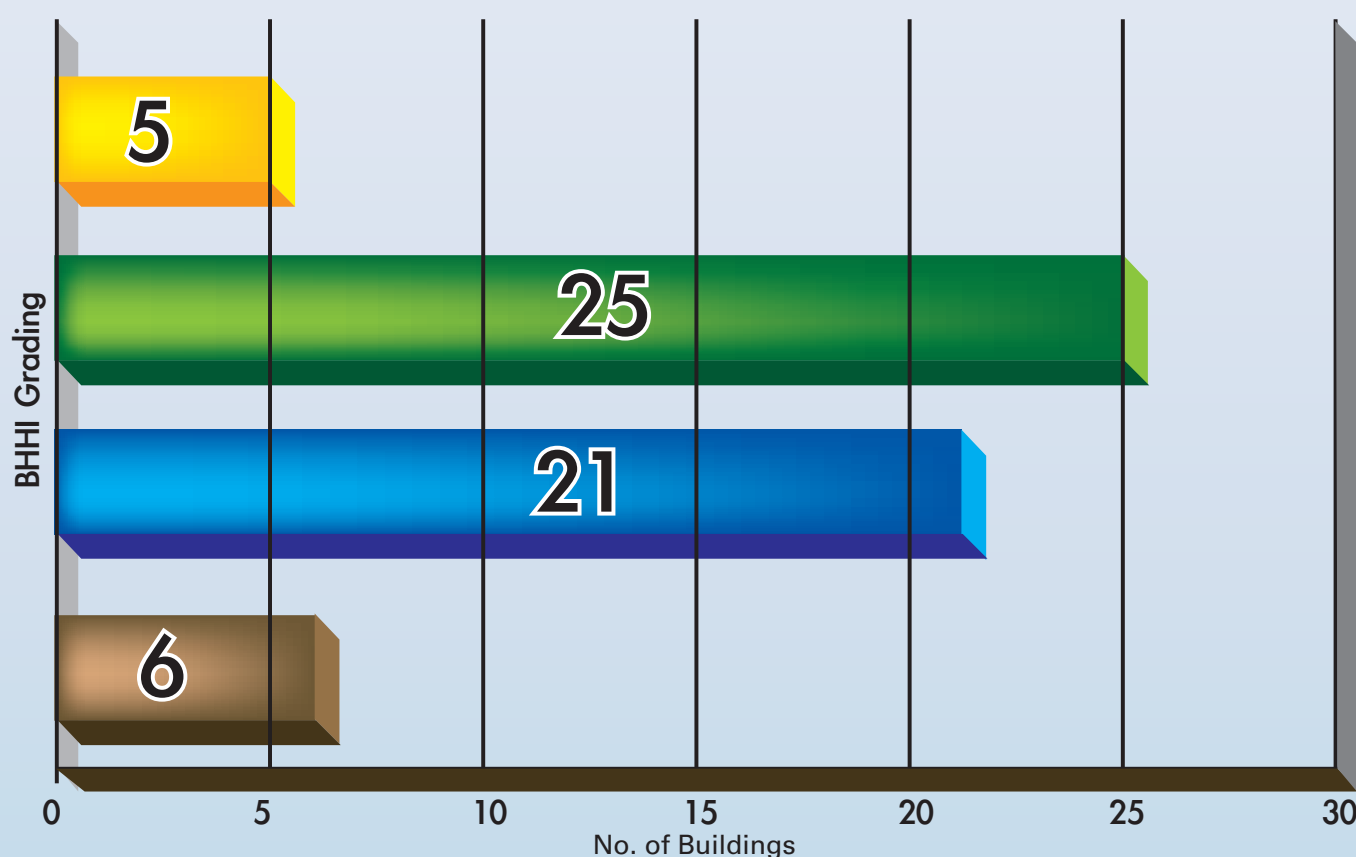


Figure 4: BHHI assessment results in 2003

Table 2: Physical characteristics of the sampled buildings in the 2004-2006 pilot studies

Characteristics		Yau Tsim Mong	Eastern District	Kowloon City
Age (Year)	Mean	30.9	32.7	37.8
	Maximum	50	59	57
	Minimum	3	3	7
Flat Size (m <sup>2</sup> )	Standard Deviation	11.8	12.7	12.6
	Mean	51.4	61.7	44.2
	Maximum	142.4	148.0	245.8
No. of Storeys	Minimum	10.1	4.5	11.4
	Standard Deviation	18.5	24.8	35.0
	Mean	11.9	14.2	8.1
No. of Flats	Maximum	28	40	21
	Minimum	3	3	3
	Standard Deviation	5.8	8.5	3.8
	Mean	55.9	62.0	40.35
	Maximum	420	440	198
	Minimum	3	4	3
	Standard Deviation	69.4	70.9	42.38

Table 3: Management structures of the sampled buildings in the 2004 pilot study

Residents' Organization	Management Organization	Surveyed Buildings		
		Yau Tsim Mong	Eastern District	Kowloon City
IO	IO	17.6 %	35.0%	21.7%
IO	PM	26.7 %	32.5%	23.6%
MAC / OC	MAC / OC	8.5 %	6.3%	12.3%
MAC / OC	PM	13.1 %	4.4%	3.8%
Nil	PM	11.5 %	3.7%	1.8%
Nil	Nil	23.6 %	18.1%	36.8%

Notes: IO denotes incorporated owners; OC denotes owners' committee; MAC denotes mutual aid committee; and PM denotes external property management company.

ranged from three to 40 storeys, and 38 buildings (67 percent) were estate-type developments.

The BHHI assessment results are plotted in Figure 4. Among these sampled buildings, five (9%) were found to be "very good" (A grade) in terms of health and hygienic conditions, 25 (44%) were "average/good" (B grade), and 21 (37%) were "fair" (C grade). There were six (11%) buildings whose conditions were "unclassified" (U grade) either because their health and hygienic performance was unsatisfactory or the information for assessment was insufficient. Despite the small sample size, it was found that variations in building design were relatively low and had little impact on health performance. Also, buildings without management and/or older buildings were generally associated with poorer health performance. However, our sample did not allow us to separate these two factors because most

of the old buildings were unmanaged.

Since the development of the BSCI scheme in 2004, pilot studies have been carried out using both the BHHI and BSCI schemes. During 2004, 2005 and 2006, 133 buildings in Yau Tsim Mong, 160 buildings in the Eastern District and 106 buildings in Kowloon City were sampled and assessed, respectively. These districts were selected because buildings there had different physical characteristics, such as age, flat size, height, and development scale. In the Eastern District and Kowloon City, 12 buildings (7.5 percent) and 9 (8.5 percent) of the buildings respectively, were estate-type developments; whereas all the sampled buildings in Yau Tsim Mong were single-block developments. The physical characteristics of the sampled buildings in these districts are summarized in Table 2. This wide coverage of



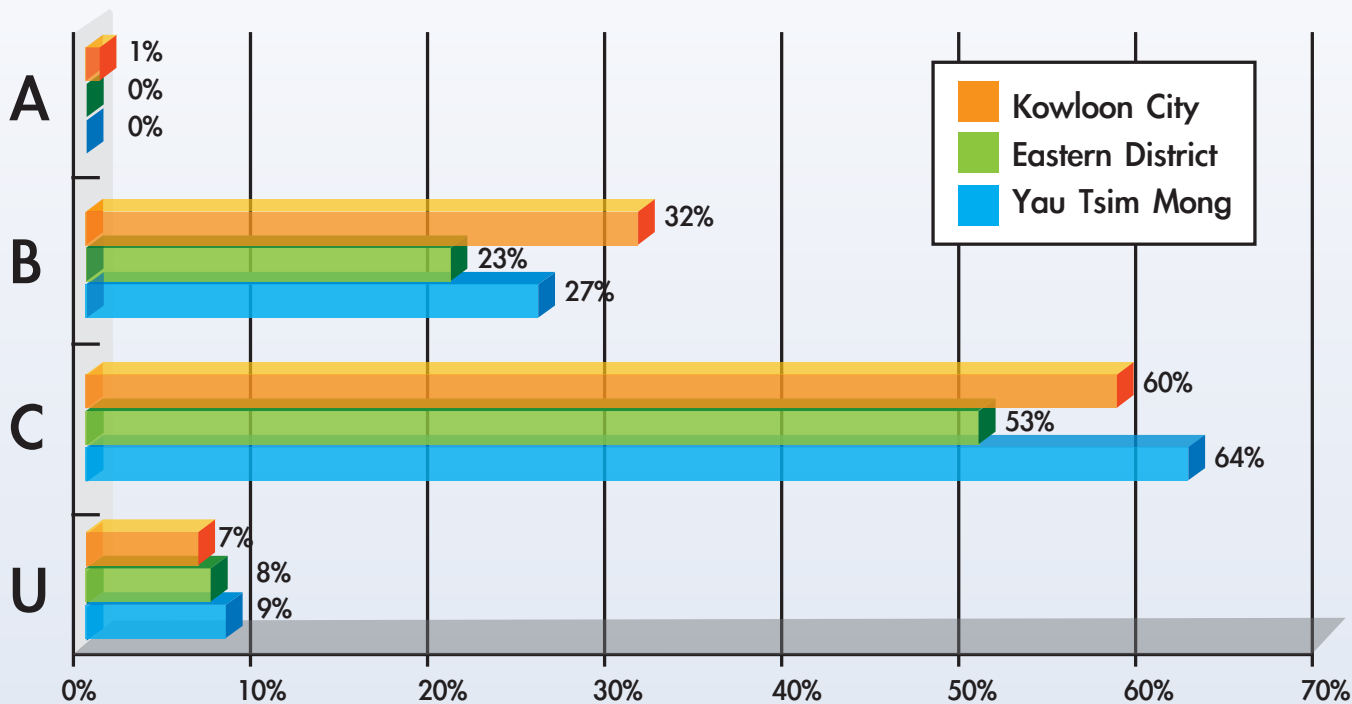


Figure 5: BHHI assessment results in 2004, 2005 and 2006 pilot studies

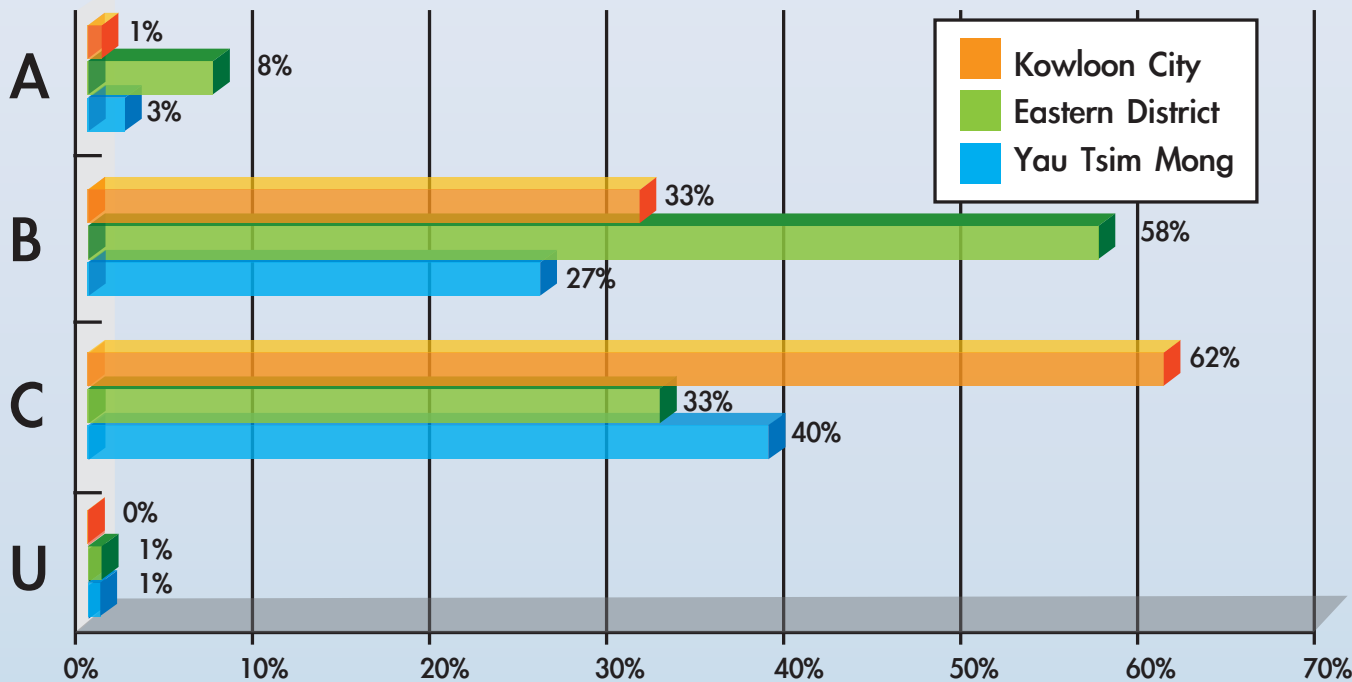


Figure 6: BSCI assessment results in 2004, 2005 and 2006 pilot studies

Table 4: Typical design and management inadequacies

<b>Building Health Aspects</b> <b>Design factors</b> <ul style="list-style-type: none"><li>• Non-durable water pipe materials</li><li>• Presence of external noise source</li><li>• No cross-ventilating windows</li></ul> <b>Management factors</b> <ul style="list-style-type: none"><li>• Illegal alterations affecting drainage, lighting, and ventilation</li><li>• Unhygienic environment</li><li>• Lack of documentation</li><li>• Improper refuse handling</li><li>• Poor drainage conditions</li></ul>	<b>Building Safety Aspects</b> <b>Design factors</b> <ul style="list-style-type: none"><li>• Lack of centralized fuel supply</li><li>• No breakglass units or fire hydrants or hose-reels</li></ul> <b>Management factors</b> <ul style="list-style-type: none"><li>• Poor conditions of exit routes and exit doors</li><li>• Lack of emergency plans for fire outbreak and typhoon, etc.</li><li>• Illegal projecting structures</li><li>• No insurance policy</li></ul>
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building characteristics allowed us to gauge their relationship with health and safety performance.

In addition, residential buildings in these districts had a wide variety of building ages and management structures. As shown in Table 3, about 66 percent of the sampled buildings in Yau Tsim Mong had residents’ organizations, such as Incorporated Owners (IO), Owners’ Committees (OC), and Mutual Aid Committees (MAC). About half of them were managed by property management agents (PM). Nearly a quarter of the buildings were unmanaged. In the case of the Eastern District, buildings with residents’ organizations accounted for 78 percent of the sample while 41 percent of the buildings were managed by PM. Buildings without any form of management amounted 18 percent. As for Kowloon City, nearly half of the sampled buildings had residents’ organizations, 29 percent of the buildings had PM, and 37 percent did not have any form of building management.

The assessment results for health performance and safety performance are reported in Figures 5 and 6, respectively. For the BHHI, the majority of the sampled buildings in the three districts were awarded a grade “C”. Buildings with a grade “A” were definitely the minority. Of the three districts, buildings in Kowloon City generally performed better in terms of health performance. Compared to the 2003 results, the health performance of the buildings in the three studied districts was poorer largely because the sampled buildings in 2004, 2005 and 2006 pilot studies were older and most of them were not estate-type developments. Turning to the BSCI, buildings with a grade “B” and those with a grade “C” contributed roughly the same portions to the whole sample. Unlike the case of the BHHI, buildings in the Eastern District had on average the best safety performance.

4. ANALYSES OF THE FINDINGS

The performance assessment of the buildings did not mark the end of the research project. The assessment results of the 2004, 2005 and 2006 pilot studies were analyzed to explore the determinants of building performance in Hong Kong. The decomposition analysis showed that most of the variations in building health and safety performance were attributed to differences in building management rather than building design. This is consistent with the results from the small sample obtained in 2003. Some typical design and management inadequacies are listed in Table 4.

Further statistical analyses were carried out to test whether health and safety performance was associated with building age, development scale and management structure (e.g. Ho et al., 2006; Wong et al. 2005). The major findings were that given the same management structure and developments scale, older buildings generally performed poorer in respect of health and safety. However, building age alone could only explain less than 40 percent of the variations in the BHHI and BSCI of the sampled buildings. In other words, building age is not the only determining factor of buildings’ health and safety performance, and there should be some other factors which played significant roles in affecting building health and safety performance. In fact, development scale and management structure also matter a lot.

The findings returned from the analyses suggested that buildings with more residential units generally performed better but the betterment decreased as the number of residential units in the buildings rose. This is possibly because the benefits of scale economies in building maintenance and management were counterbalanced by the increased difficulties in coordinating a rising number of building owners involved. On the other hand, while



building owners cannot stop a building from aging, they can improve its health and safety performance through enhancing its management structure, such as forming IO and engaging PM. It was found that buildings with IO and/or PM generally performed better than those without any form of building management. The optimal structure of building management was the co-existence of IO and PM. In addition, based on a projection of our results, it can be shown that enhancing the management structure would upgrade most unclassified buildings to a grade "C".

Based on the analysis findings above, important practical and policy implications can thus be drawn. For example, the scale economies in building maintenance and management were exemplified by the analysis results which offer valuable insights to the urban planners and public administrators in the development of the city. Redevelopment projects which aim to tackle the problems of building dilapidation in Hong Kong should be carefully planned with reference to their scale. With the long-term health and safety performance of buildings in mind, piecemeal redevelopments resulting in developments of smaller scales should be avoided. Yet, the government and public organizations should not lose sight on those buildings with many residential units because coordination problems in building management prevail in these buildings. In this regard, it is much appreciated that the Hong Kong Housing Society has recently lowered the application threshold with respect to the number of residential units for their Building Maintenance Incentive Scheme. For eligibility, the maximum limit of residential units has increased from 200 to 400.

At the same time, the government seems to be on the right track in addressing the problems in community building management by inciting the owners of private residential buildings to establish an IO and/or hire a PM. The government should dedicate more resources to educate the public on the importance of proper building management; or it should make a bold and determined step to make the formation of IO and/or engagement of professional PM mandatory through legislation.

## 5. RECOGNITION OF THE RESEARCH PROJECT

The significance of the BQI research project has been highly recognized by the academia and industry. Thankfully, the project received financial support from the Research Grants Council of the

Hong Kong Special Administrative Region (Project References: HKU 7107/04E and HKU 7131/05E), the Small Project Funding Scheme and HKU Research Group on Sustainable Cities Seed Grant from The University of Hong Kong, and Sun Hung Kai Properties Limited. Since the beginning of the BQI project, six articles have been published in academic and professional journals, and 14 manuscripts were presented in international conferences. The article by Ho et al. (2004) won the 2005 Awards for Excellence Outstanding Paper from the Emerald Group. Besides, three conference papers by Chau et al. (2005) and Ho et al. (2007a; 2007b) won the Best Paper Awards in the Fifth China Urban Housing Conference held in Hong Kong and the Sixth China Urban Housing Conference held in Beijing, respectively. More importantly, the study on the BSCI by Yau (2006) won the Li Ka Shing Prize which is the one of the most prestigious awards for academic excellence in HKU.

## 6. THE WAY FORWARD

The pilot studies of the BQI project were only the beginning. There are about 38,000 multi-storey private buildings all over Hong Kong, and our sample only covered less than two percent of them. It is clear that we need to enlarge our sample to a reasonable size, if not all buildings, in Hong Kong. In other words, a mass assessment is needed, and since June 2007, the research project team has been assessing about 100 buildings in the Central and Western District. It is believed that for the BQI to have an impact on the society, it is critical to assess a large number of buildings within a reasonable timeframe. The wider the coverage of the BQI, the higher is the incentive for all stakeholders to improve our living environment.

In addition, from the analysis findings, we found that private multi-storey residential buildings with an IO and/or an external property management company generally performed better than those buildings without any form of building management. Yet, the effects of these agents on building management may vary. Therefore, it is valuable to benchmark the performance of these management agents and study its correlation with the quality of the buildings concerned.

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# Sustainable Management of Aging Residential Buildings

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## Introduction

The outbreak of SARS in 2003 exposed not only problems of public hygiene, but also problems about aging building stocks with inadequate management and maintenance. The above exposition is also reflected in public concerns of recurring accidents as a result of building neglect in recent years. In Hong Kong, management and maintenance of aging multi-storey buildings have been an enduring problem. This paper will start with a review of the literature on the subject matter. After that an exploration of the problem areas of aging building management will be taken place, followed by identification of key attributes for sustainable building management. This paper will finally be concluded with some recommendations to the improvement of current situation.

## Literature Review

### Effective Building Management Practice

Building management in the simplest terms is about the total care of the building during the operation stage (Baldwin, 1994). In this connection, Hui (2005) provided a more comprehensive framework in approaching this particular subject. The framework is represented by a hexagonal cell as shown in Figure 1. The hexagonal cell shows the context of building management in which six critical issues have been identified, including Deed of Mutual Covenant (DMC), Building Management Ordinance (BMO) and contracts, license and certificates, building operation and maintenance, projects and renovation, risk management, and budget administration.



Figure 1 Context of Building management  
 Source: Hui(2005)

### Effective Building Maintenance Practice

As defined by Allen (1993), building maintenance involves all technical and administrative actions to restore a building's function and performance to the standards required by the users. He further contended that the quality and efficiency of building maintenance depends on the collection and use of information on the building condition, users' needs, and works being conducted.

Since strategies for building maintenance are mostly budget driven, Horner et al (1997) proposed a new maintenance management approach in selecting a cost-effective strategy, i.e. corrective maintenance, preventive maintenance, or condition-based maintenance. It is also found that the initiative of building owners possessed a major impact on the execution of building maintenance. This problem is usually associated with difficulty in making collective decisions, lacking technical knowledge,

and also overlooking the benefits induced (Walter & Hasting, 1998 and Chau et al, 2003).

### Problems of Multi-ownership and Formation of Owners' Corporations

Whilst the building ownership arrangement in Hong Kong is dominated by tenancy-in-common in which the owners hold undivided shares in the property, it creates an ambiguity in defining ownership interests. Yip and Forrest (2002) commented that it is the system which complicates the arrangement of repair and maintenance of the housing stock as well as confuses the rights and responsibilities of flat owners. Walter and Hasting (1998) also concluded that the system of multi-ownership results in three problems: (1) illegal alteration and use of property by owners; (2) minimum standards of maintenance; and (3) redevelopment problems. Yip & Forrest (2002) suggested that consideration of an institutional arrangement, known as owners' corporation (OC), is essential to solve this collective action dilemma.

### Methodology

The aims of this paper are to explore the problem areas of managing aging buildings and to identify the criteria of sustainable building upkeep, by which recommendations can be made accordingly through the production of a research report and a repair and maintenance (R&M) management guide at the end of the research. To achieve these particular aims, various kinds of research methods, including literature review, structured questionnaire survey and in-depth interview, were adopted to investigate the current situation of the subject matters (see Figure 2).



Figure 2 Research Methods for Building Management Issues

### Findings of Questionnaire Survey

A structured questionnaire with multiple objectives was prepared for conducting a door-to-door survey on the target buildings. With regard to the concerns of building management, there were three problem areas to be explored: (1) the knowledge of the occupants to source support for repair and maintenance (R&M) works; (2) the willingness of the occupants to participate in the common affairs of the buildings; and (3) the reasons of the unwillingness of the occupants to implement R&M works.

### Knowledge to Source Support on R&M

It was found that the knowledge of the building occupants in sourcing support for the implementation of R&M works was extremely inadequate. As low as only less than one quarter of the building occupants were knowledgeable about the source where information and support on R&M works could be sought (see Figure 3). This finding reflected the fact that aging buildings were often occupied by minority groups such as elderly and lower-educated people. These people tended to be unaware of the updates of the society.



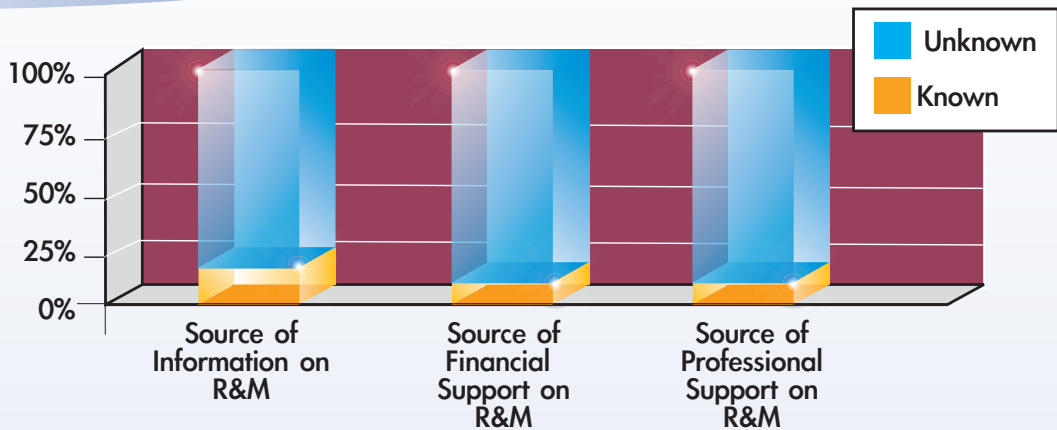


Figure 3 Building Occupants' Knowledge of Information and Support on R&M

Willingness to Participate in Common Affairs of Buildings

The survey also investigated the owners' willingness to participate in the common affairs of the buildings. With the indication of 5-point Likert format with (1) denoting "Strong Unwillingness" and (5) denoting "Strong Willingness", the results showed that the willingness of the occupants to participate in common affairs of the buildings was fairly low (see Figure 4). The results also revealed that the willingness of the owners in "Sharing R&M Cost" was higher than that of the tenants.

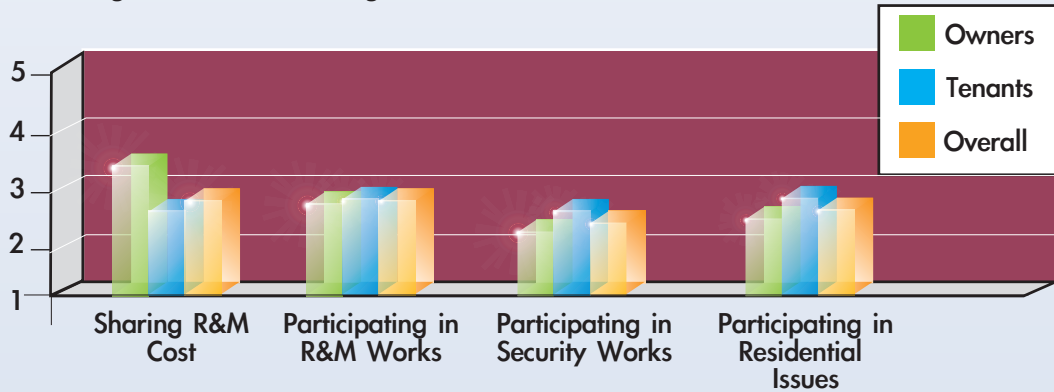


Figure 4 Building Occupant's Willingness to Participate in Common Affairs of Buildings

Reasons of Unwillingness to Implement R&M Works

The survey further looked at the reasons of why the occupants were unwilling to implement R&M works. The results showed the most dominant reason for the occupants not to implement R&M works was that they saw "No Obligation" in so doing (see Figure 5). It was followed by "No Money" and "Too Much Expenses", both of these reasons were related to financial consideration. These findings were interesting that most of the occupants possessed no concept of being responsible for the upkeep of their own buildings.

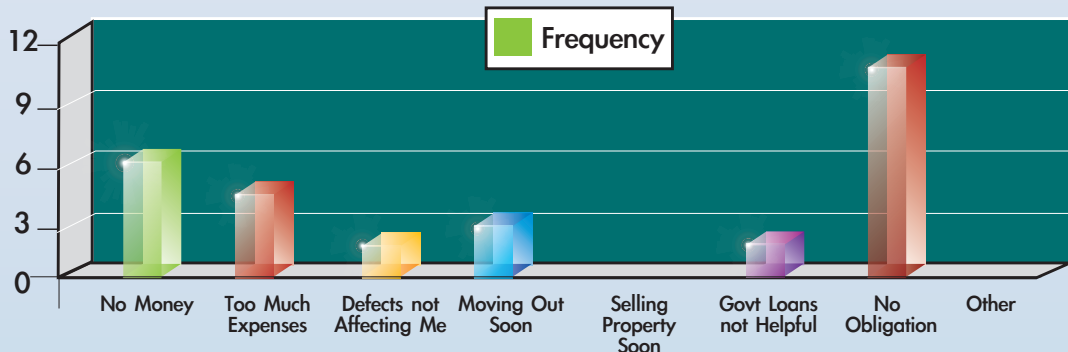


Figure 5 Reasons of Unwillingness to Implement R&M Works

Problem Areas of Management of Aging Buildings

By consolidating the results from comprehensive review of relevant literature, door-to-door structured questionnaire survey and in-depth interviews with stakeholders of the subject matter, a better picture of managing aging buildings can be accessed and the findings can be generalized into various problem areas that will be discussed in the following.

## Problems of OC Formation

Whilst the institutional form of owners' corporation (OC) is considered most appropriate in the realization of collective rights and responsibilities in a co-ownership arrangement, there are a number of enduring problems that have to be resolved prior to the successful formation of an OC.

The initiative and attitude of building owners have a significant role to play in ensuring the quality and safety of their living environments by formation of OC. However, the willingness of the owners to participate in such a collective action will be dependent not only on a sense of neighborliness or a social norm of participation as indicated by Yip & Forrest (2002), but also on the expected return of such effort (e.g. enhancement of property value) and the knowledge of consequences of building neglect.

## Diseconomies of Scale in Management Cost

The numbers of units in an aging building is usually far less than that in a modern high-rise tower. Comparatively fewer numbers of units in aging buildings reflects the fact of diseconomies of scale in the procurement of building management and maintenance services, by which higher per-unit costs will be induced, and also the willingness of the owners to building upkeep will be turned down.

To tackle this economic problem, cluster of building management service for a group of aging buildings sitting in a particular land lot was suggested. Two major difficulties are observed in cluster of building management service. Firstly, rather than making calculation on the basis of Gross Floor Area (GFA), apportionment of liability for common parts of a building is often making reference to the specifications of DMC. Secondly, without the proper mandate and effective coordination, the promotion of such practice will be difficult to proceed because of variations in owners' interests.

## Financial Difficulties of Owners

Undoubtedly the problem of financial difficulty has always prevented the owners of aging buildings from proper management and maintenance of their buildings. Currently a number of incentive schemes are available from various public organizations to cater for different purposes (see Table 1). The general objective of these schemes is to encourage building owners to implement R&M works for restoring the condition of aging buildings.

Table 1 Incentive Schemes Offered by Various Public Organizations

Organization	Incentive Schemes
Buildings Department	Building Safety Loan Scheme Coordinated Maintenance of Buildings Scheme
Urban Renewal Authority	Building Rehabilitation Loan Scheme Building Rehabilitation Materials Incentive Scheme Third Party Liability Insurance Subsidy Better Mortgage Loan Scheme
Housing Society	Building Maintenance Incentive Scheme Building Management Incentive Scheme Home Renovation Loan Scheme

However it is observed that the owners may not be well motivated if they consider the expected returns of rehabilitation works are less than the corresponding expenses. In this regard, a holistic survey on the enhancement of property value resulting from rehabilitation works is highly desired to serve as a motivational reference for the owners to make decisions on building upkeep.

## Insufficient Professional Support to Owners

Another major obstacle preventing the owners of aging buildings from the proper upkeep of their buildings is lack of knowledge in sourcing professional support for building management and maintenance as revealed from the questionnaire survey. In view of the owners' profile of aging buildings mainly consisting of people from minority groups, management of aging buildings cannot secure the competence required for the processes of proper building upkeep such as organizational skills, technical analysis, legal considerations, etc.

## Promotion of Building Management

Currently the Home Affairs Department (HAD) and Hong Kong Housing Society (HKHS) are taking a leading role in the promotion of building management to the owners of aging buildings. A number of resources centers have been established throughout the territory with the aim of providing the owners with a comprehensive support on building management. The main objectives of these centers are (1) to facilitate the formation of OC; and (2) to introduce a good standard of practice for managing the common parts of buildings.



The essence of the promotion of building management is to motivate the building owners to achieve a collective goal of safe and healthy living environment. In the case of aging buildings, taken into account the majority of the occupants belonging to minority groups, a more proactive approach, featuring the skills of “community network development”, “human touch contact”, and “door-to-door interface communication”, is required to further supplement the efforts of HAD and HKHS in the promotion of building management.

## Key Attributes of Sustainable Building Management

With the critical review of the problem areas in managing aging buildings, five key attributes of sustainable management of aging buildings have been identified as (1) legal provisions; (2) motivation of owners; (3) organization of owners; (4) financial affordability; and (5) technical competence (see Figure 6). The following will elaborate those considerations for each attribute towards long term success of building upkeep.



Figure 6 Five Key Attributes of Sustainable Building Management

### Legal Provisions

The current legal framework governing building management and maintenance matters includes Buildings Ordinance (BO), Building Management Ordinance (BMO), Deed of Mutual Covenant (DMC) and other relevant legal documents. The main objectives of these legal provisions are summarized as follows (Buildings Department, 2002):

- Ensure minimum safety and health standards are maintained in the design, construction, use, and safety maintenance of buildings;

- Facilitate the formation of OC in private buildings;
- Impose controls on the Management Committee (MC) of an OC;
- Empower OC to undertake renovation and improvement works in buildings;
- Empower the Secretary for Home Affairs to impose mandatory management on buildings that are not properly managed; and
- Set out the rights, interests and obligations of the owners, occupiers, tenants and management agents in respect of the management and maintenance of buildings.

The success in accomplishing the abovementioned objectives is subject to enforcement and regular review of the existing legal framework with regard to the ongoing change of field situation; however the current circumstances suggest that there is still room for the legal framework to improve.

### Motivation of Owners

The motivation of owners to accept the responsibility of keeping buildings in good repair is considered the root of building neglect problem. It is a prerequisite for other support measures such as financial assistance, technical support, mediation mechanism and mandatory inspection to effectively take place. The motivation of owners is dependent on a variety of positive and negative incentives (also known as carrot-and-stick approach). The negative incentives (i.e. the stick) are to motivate the owners by avoidance of possible legal or financial liabilities imposing on them. The positive incentives (i.e. the carrot) are to motivate the owners by appreciation of the benefits from proper upkeep of buildings.

### Organization of Owners

The co-ownership arrangement for the multi-storey buildings in Hong Kong is in the form of tenancy in common in which each owner is assigned an undivided share in a building. The drawback of this form of ownership is to confuse the owners' rights and responsibilities for upkeep of buildings; and it is followed by the problems of illegal alteration and use of building and low standard of maintenance. To ensure a building in good condition is the collective responsibilities of every owner of the building. In this sense, the formation of an owners' organization as a management structure to facilitate building management and maintenance is considered a reasonable tactic.

Currently the Government department responsible for the promotion of OC formation is the HAD. Each District Office of the HAD is staffed with a few numbers of Liaison Officers who are responsible

for handling over hundreds of buildings without OC. In most districts, the Officers are engaged in plenty of community services apart from building management issues. Taken into account the current manpower structure as well as the public administration in nature, the HAD would be the best in position for educational and publicity activities to promote and enhance owners' awareness of proper and effective management of buildings.

## Financial Affordability

The problems of financial difficulty encountered by the owners of aging buildings are two-fold in general. Firstly the owners living in those buildings are mostly with lower household incomes. The tension in financial capability seems to become a major difficulty for them to make contribution in upkeep of buildings. Secondly the buildings built in the old days have comparatively fewer numbers of units than that of modern high-rise apartments, economies of scale in the procurement of building management and maintenance services are hardly achieved in this case.

Currently various kinds of financial assistance schemes operated by several public organizations, such as the BD, HKHS and URA, are available for open application. The assistance from these schemes is offered either in the form of loans or subsidies.

## Technical Competence

Technical competence refers to the proficiency in technical knowledge and skills of implementing R&M programs. Without the possession of professional knowledge, the owners of aging buildings as laymen would experience difficulties in handling such specific work programs, where by the owners' motivation would be turned down regardless of their initial goodwill in proper upkeep of the buildings. Table 2 shows the particular processes of an R&M program in which professional and technical advice is most desired by the owners of aging buildings.

## Recommendations

Taken into consideration the actual field situation of aging building block and the reflection of viewpoints from different stakeholders in the building management sector, recommendations to the subject matters are generalized in the following.

### Enhancement of Outreach Promotion and Education

It is understood that the motivation of owners plays a significant part in the process of sustainable building upkeep. There are still rooms for the current outreach promotion and education programs conducted by the HAD or other housing related organizations to be enhanced in both qualitative (delivery of substantial information) and quantitative (sufficient coverage of owners concerned) terms.

### Reinforcing Support from Professional Bodies

Since the professional advice on R&M process, particularly legal, technical and financial matters, is highly desired by the owners as average laymen, it is proposed that the engagement of professional bodies in the counseling service by the HAD should be reinforced by providing follow-up support to those in genuine need during pre-contract stage, instead of making one-off responses to the public's enquires at the Building Management Resource Centers of the HAD.

### Partnership with NGOs

In view of the nature of local community campaign, the promotion of building management should be conducted in partnership with local NGOs. With the approaches of "human-touch contact" and "door-to-door interface communication", the owners would be more easily convinced of benefits arising from building upkeep. The role of NGOs can also supplement the duties of the HAD by making use of their long term relations with local neighborhoods and knowledge of local affairs.

### Joint-OC Committee

"Joint-OC Committee" is a committee jointly formed by a number of OC in a close neighborhood. It is to promote proper building upkeep by providing cross-references to good practice of building management executed by neighborhoods, and also

Table 2  
Processes of an R&M Program in which Professional Advice is Most Desired  
by the Owners of Aging Buildings

#### Pre-contract Stage

- Prioritization of repair items
- Budgeting and raising funds
- Insurance policies
- Preparation of tender documents
- Award of contracts

#### Post-contract Stage

- Contract administration
- Progress monitoring
- Quality assurance
- Safety and health monitoring
- Payments



to provide mutual support among a number of OC for sustaining their functions and operations. "Joint-OC Committee" can also reduce the costs of building upkeep by sharing information on R&M among the members and jointly procuring management and maintenance services if possible.

## Enhancement of Regulatory Measures

It is proposed that intensification of enforcement against building neglects by relevant government authorities should be put forward as one of the effective incentives to form OC. Given that the complication of the problems that involves different government sectors, the enforcement will be more effective through the establishment of a new task force as a one-stop agency to be responsible for the control of building neglect. The proposed task force can also take a leading role in coordinating the promotion of proper building upkeep which is currently executed by various housing related organizations.

## Acknowledgement

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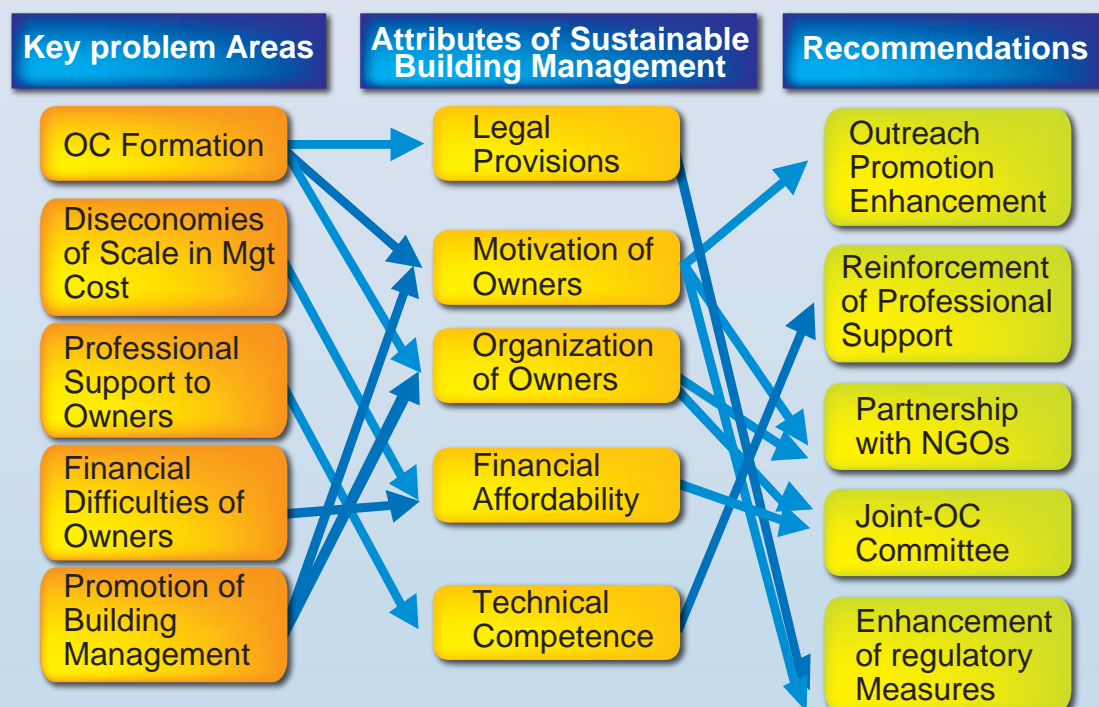


Figure 7 Proposed Framework for Sustainable Management of Aging Buildings

## 協助老化樓宇業主適時維修- 香港房屋協會「樓宇管理維修綜合計劃」

香港房屋協會

面對日益嚴重的樓宇維修及保養問題，房協在三年前創新推出「樓宇管理維修綜合計劃」，在運作上已上了軌道。此計劃的其中一個主要目標，是透過協助私人樓宇的業主改善及更新他們的居住環境，從而解決樓宇失修的問題。為此，我們已制訂策略，繼續主動尋找機會拓展服務，並積極回應有關訴求。

### 獨特理念

房協相信維修妥善的物業能令整個社會得益，而「樓宇管理維修綜合計劃」的獨特理念是透過清除可能危害性命及樓宇安全的威脅，如喉管鬆脫或損毀、窗框不穩及其他滲漏，為香港締造一個更安全和更舒適的居住環境。

「樓宇管理維修綜合計劃」不但贏得各政府部門及眾多受惠人士的支持和讚譽，我們相信亦有助公眾認識保養大廈及單位的好處。自計劃於二零零五年二月推出以來，我們已為二千六百多幢樓宇約共十三萬二千個單位提供財務及技術支援，成效不淺。

這項非牟利的計劃服務範圍廣泛，包括兩項資助及一項免息貸款計劃。「樓宇管理資助計劃」協助業主成立業

主立案法團，而「樓宇維修資助計劃」則為樓齡超過二十年及租值較低的大廈，就維修及保養工程提供資助。此外，「家居維修貸款計劃」則為舊樓業主提供免息貸款，協助他們保養及維修其單位，改善家居的安全和衛生。

我們利用本身的資源，積極支持政府鼓勵業主承擔管理及維修其物業的責任，並不要求財務回報。這項使命任重道遠。香港現時約有一萬一千幢樓齡達二十年以上的私人住宅及綜合用途樓宇欠缺認可的物業管理制度。我們的目標是在未來的七年內，協助其中百分之八十的樓宇成立業主立案法團，以及推行維修和管理工作，以改善樓宇的狀況。

### 優化服務

為貫徹「盡心服務」的宗旨，我們經常探討及發展新的計劃，以配合社會轉變的需要。例如我們擴大了「樓宇維修資助計劃」的服務範疇，接受環保工程的申請。此外，我們亦已進一步放寬租值限制要求，使更多業主符合「樓宇維修資助計劃」及「家居維修貸款計劃」的申請資格。我們尤其關懷年長的業主，因此邀請社工參與，以促進溝通，在有需要時為長者提供特別資助。

透過「樓宇管理維修綜合計劃」，房協不單在舊樓保養和維修方面取得成功，並已制訂機制，在社區出現緊急事故時發揮支援作用，例如二零零六年四月牛頭角偉景樓因氣體爆炸造成嚴重損毀，我們與該業主立案法團緊密合作，協調維修工程。除撥出八十萬元資助外，亦幫助業主立案法團撰寫招標文件及甄選工程顧問和承建商。

我們能夠迅速回應及提供技術支援，是房協「盡心服務」為社群的強烈使命感另一例證，令我們得到「房屋社工」這個親切外號。

### 業主立案法團

我們秉承改善樓宇管理質素及鼓勵業主承擔維修責任的目標，自二零零五年起已協助七百幢大廈成立業主立案法團。成立業主立案法團是宣揚妥善保養樓宇及分享資料的不二法門。憑藉豐富的經驗和技術知識，房協已作好準備，隨時為業主立案法團提供意見及支援。

為促進成立大廈業主立案法團及進行大廈維修工程，房協提供三千元的資助以支付法團成立的費用。我們亦提供工程費用百分之二十或每戶三千元（以較低者計）的資助，以改善大廈安全及衛生情況。





此外，在完成大廈維修工程後三年內，房協更為樓宇公共地方的公眾責任保險提供保險費半數資助，上限為六千元。



## 「物業管理諮詢中心」

配合「樓宇管理維修綜合計劃」的成功，我們乘勢擴大了「物業管理諮詢中心」的網絡。「物業管理諮詢中心」主要位於舊區，由房協的專業人員管理，在辨識樓宇失修及維修工程方面提供意見。

目前共有九個「物業管理諮詢中心」投入服務，其中一項工作重點是加強對業主的財務及技術支援，協助他們適時改善其物業的維修及管理。「物業管理諮詢中心」更不時舉辦教育及宣傳活動，向公眾宣揚妥善管理及維修的重要。年內，我們舉辦了三百個工作坊、研討會及路演，令逾四萬名參加者提高這方面的關注。

此外，隨著民政事務總署關閉四個「大廈管理資源中心」，「物業管理諮詢中心」已增設轉介服務，為市民安排約見專業團體，包括香港律師會及香港會計師公會。這項「一站式」服務為一些不懂得如何接觸專業團體的市民提供有效的協助。

## 「房協樓管先鋒隊」

由於現今的業主越來越重視為家人提供良好的居住環境，房協特別成立了「房協樓管先鋒隊」，為失修舊樓的業主提供一個平台，分享良好大廈管理維修的經驗及知識。

自成立以來，「房協樓管先鋒隊」的會員參加了多項活動，以提高對良好物業管理及維修守則的認識。為進一步鼓勵他們改善居住環境，房協亦舉辦了健康講座、探訪長者及提高環保意識等活動。

## 公眾意識

全港性的「樓宇管理維修綜合計劃」雖然取得初步成功，但這項艱巨而長遠的任務要持續進展，必須得到公眾長期關注，而政府及社會各界的支持亦同樣重要。「樓宇

管理維修綜合計劃」在社區已獲認同，我們深感欣慰。在去年向各區有關區議員所進行的一項調查中，顯示他們對計劃有相當認識，而百分之八十七受訪者更對我們推行計劃的表現高度評價。

為推廣樓宇安全及妥善維修的重要，房協推出了廣泛的宣傳活動，包括電視、電台及報章雜誌廣告，以及派發宣傳單張和在鐵路沿線張貼海報。為進一步提高公眾意識，我們在推出由計劃宣傳大使胡杏兒小姐的廣告時，同時向全港多幢舊樓的住戶寄發單張，把信息傳達給三十多萬個家庭。

我們宣揚良好物業管理及維修守則的活動，包括一年一度舉行的「樓宇安全嘉年華」。這項與屋宇署及市區重建局合辦的活動於去年十月在維多利亞公園舉行，吸引超過一萬七千名市民參加。市民在參加遊戲和贏取豐富獎品之餘，也對樓宇安全有更深的認識。

此外，為提高公眾認知，房協亦印製了內容全面的《樓宇管理維修三招五十式》小冊子，輯錄了之前在蘋果日報解答讀者問題的文章。

「樓宇管理維修綜合計劃」的網站(bmms.hkhs.com)亦上載了有關大廈管理維修的各類資訊和參考資料。此外，我們亦更新了「大廈管理實務指南」，免費為公眾提供有關物業管理維修的詳盡指引。

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# Building Rehabilitation as An Integral Part of Urban Renewal

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## Introduction

In the past four years, the Urban Renewal Authority (URA) has pioneered and made significant progress in promoting building rehabilitation in Hong Kong. In this article, we will explain the model for the initiatives, and share some observations from experience in helping owners to organize rehabilitation work.

## The Scene of Urban Decay in Hong Kong

The city of Hong Kong is now approaching its middle-age and some parts of its old urban areas are rapidly degenerating. There are about 10,000 private buildings in the metro urban area of Hong Kong which are over 30 years old; this number will grow to 14,000 in 2011. Government estimates that there are about 11,000 buildings without owners' corporations (OCs) and are not serviced by property management firms.

Fragmented titles have often resulted in a general lack of building management and maintenance of these old buildings. Many of them are plagued with unauthorized building structures, including illegal roof structures. The building services in many of these buildings, including plumbing, drainage, electrical installations and fire services, require upgrading and retrofitting in order to suit the current health and safety standards. Other facilities relating to quality of living, e.g. lifts, telecommunication and security systems, also leave much to be desired.

Deterioration of building quality brings changes in the residents' profile and in time results in deterioration in neighborhood quality. This in turn aggravates building neglect and accelerates the decay process of old buildings and the built environment; urban blights generated in this vicious circle are causing serious urban degeneration problems which the community now has to face. To avoid a crisis, better and more proper care of its urban fabric has become an important issue.

## URA's 4R Strategy – the holistic action-area approach for urban renewal

Since its inception in 2001, the URA has adopted an embracive policy that accommodates a wider set of objectives – its 4R (ie. Redevelopment, Rehabilitation, Preservation and Revitalization) policy aims at full utilization of limited resources



whilst maintaining social stability and harmony. We seek to capture as many of these 4R actions as practically possible within an action area so as to accentuate the urban renewal effects, retain local vibrancy and enhance cultural and heritage flavors.

## Rehabilitation vs Redevelopment

Amongst the 4Rs, the dichotomy between rehabilitation and redevelopment is perhaps most striking. Redevelopment provides opportunities for replacing obsolete buildings with modern ones meeting current standards and requirements (including those for environmental & energy efficiency), allows comprehensive planning, infrastructure improvement, traffic and environmental provisions, and addition of much needed public open space and community facilities.

Yet, we are also aware that urban renewal cannot be just about demolishing old buildings and replacing them with new ones. Proper maintenance and up-keep will lengthen the life spans of buildings and preserve the local character. Rehabilitation generates much less construction waste, causing minimal disturbance to the affected residents and the community network when compared with redevelopment; in many cases it offers an attractive alternative and is preferred from the perspective of conservation for buildings, social fabric and societal resources.



## URA's Building Rehabilitation Incentive Schemes

In promoting building rehabilitation, the URA leverages on the support and work of relevant government departments which are responsible for promoting building management or enforcing building safety. We provide a variety of incentives and much needed technical assistance to the property owners concerned in an effort to promote and facilitate the proper repair and maintenance of buildings.

Since May 2004, the URA has been helping owners of old buildings wishing to undertake rehabilitation work through two incentive schemes, viz. The Building Rehabilitation Materials Incentive Scheme and Building Rehabilitation Loan Scheme.

We estimate that about 1,000 blocks of old buildings or over 50,000 property units could benefit from the two schemes, which are tailored to facilitate two different groups of old buildings and their owners.

The buildings qualified to join the scheme are mainly:

- residential or composite buildings;
- around 20 or more years old;
- with existing owners' corporations; and
- located in or near the 9 designated urban renewal Scheme Areas.

The Materials Incentive Scheme targets buildings with impending statutory orders or are subject to Building Department's mass enforcement operations. The URA provides technical assistance



and incentive materials to the OCs so that they are able to carry out the works in a more comprehensive manner beyond the standard of basic repairs. Since its inception, the scheme has benefited owners of over 260 buildings (over 20,000 units).

To encourage building owners with no statutory orders to carry out preventive building rehabilitation work on a voluntary basis, we provide interest-free loans, allowing owners to borrow up to HK\$100,000

per unit (or the amount of their contribution). Repayment period can be up to 5 years (in 60 monthly installments) and there is no income or asset tests for the applicants. So far, over 170 buildings covering about 14,000 units have joined the Loan Scheme.

For those owners with genuine financial hardship, we provide grants equal to their contribution up to a maximum of HK\$10,000 per unit.

## Preferential Mortgage Terms

Since 2004, the URA has reached agreement with 17 banks to offer preferential mortgage terms to owners of buildings rehabilitated under URA's building rehabilitation schemes. The preferential terms include loans up to 70% of the property value, at tenors and interest rates similar to those for much younger buildings. With Hong Kong Mortgage Corporation's mortgage insurance program, these old rehabilitated buildings can now obtain mortgages up to 85% of their property values.

## Subsidy for Public Liability Insurance

The URA encourages property owners to take up public liability insurance cover by introducing an insurance premium subsidy. This offers 50% subsidy on the third party liability insurance premium for the building common parts, up to \$6,000 per annum, for three consecutive years, after comprehensive rehabilitation of the building under URA's schemes.

## Some Observations on the Problems and Issues Relating to Building Rehabilitation

Rehabilitation of an aging building under multiple-ownership is a complex social process articulating the technical (design and technology), administrative (legal and management framework) and human (motivation and interaction amongst owners and residents) dimensions. While the first two dimensions have been under intensive study by professional / academic bodies, our rehabilitation work to date has provided some interim observations on the human aspects.

Fragmented titles in multiple-owned old buildings are major stumbling blocks to the initiation of any rehabilitation work. Whether a building rehabilitation project can get off the ground depends on the owners reaching consensus to proceed and agreeing on the scope of works / contribution amounts. In old buildings, we have observed the following human factors which, if improved, could facilitate the making of such consensus.

## Affordability

Old buildings in old urban areas are typically inhabited by aged and low-income groups as well as new arrivals from the Mainland. To many of them, building rehabilitation carries a price tag which they can ill-afford. The interest-free loans and hardship grants serve as relief from cash-flow constraints and financial hardship, helping to remove some major hurdles against reaching consensus.

## Willingness

Different owners assign different priorities to improving their living environment in order to enhance comfort, health and safety. Our experience has shown that willingness to undertake rehabilitation work increases markedly where statutory orders have been issued by government departments. These orders often provide the 'stick', and hence needed impetus, for rehabilitation.

Another consideration that would affect the owners' willingness is the return on investment in rehabilitation work. From observation, the preferential mortgage terms have enlivened the property market for old buildings and enhanced the market values of many rehabilitated buildings. This in turn has increased the willingness of many owners to undertake building rehabilitation.

## Trust and Confidence

Poor neighborhood relationship makes it difficult for owners to organize work on a voluntary basis. Lack of trust and confidence among owners and towards market players often leads to disputes and arguments, spoiling a lot of well-intended efforts. The URA as a non-profit-making third party often plays an effective role in helping concerned parties to reconcile their differences. In addition, the URA's technical support to owners helps to foster confidence in the office bearers of the OCs in their endeavors to organize rehabilitation work.

## Apathy

There is a general lack of awareness among owners of the need and duty to carry out building maintenance work, and many owners have little concern over the risk and liability arising from building neglect. To improve building care culture and combat this short-sightedness, public education is indispensable. We see a significant role for non-government organizations (NGOs) which are active in local communities in promoting building rehabilitation. These NGOs can also assist owners to overcome neighborhood problems of OC formation and organize rehabilitation works. In this respect, the URA's partnership with NGOs so far has produced some encouraging initial results.

## The Way Forward

In closing, we wish to emphasize that the building decay problem is so acute and sizeable that it is not realistic for the URA to tackle it alone. Instead, building rehabilitation initiatives require the concerted efforts of many sectors of the community, including academics, professionals, government departments, NGOs and industry players. The URA stands ready to pioneer these initiatives and set up workable models. We hope that through demonstrable results of our rehabilitation projects, the catalytic effect which the URA seeks to create will ripple through the entire community to foster a better building care culture for Hong Kong. In fact recent policy adjustments by government departments and resource allocation by NGOs towards these directions are encouraging signs which we sincerely hope that the community and other stakeholders will echo.

## About the author:

Stephen Lam is a Director of the Urban Renewal Authority responsible for the implementation of all joint-venture property projects and building rehabilitation initiatives. Prior to joining the Authority, he was a director of a leading engineering consulting firm responsible for the planning and implementation of new towns in Hong Kong. He is active in HKIE affairs as Chairman of the Quality Control Committee, Deputy Chairman of Professional Assessment Committee and member of Fellowship Committee.





## 值得特別注視的兩個新案例

鍾沛林律師 分會法律顧問

### 一. 「國榮大廈」案例 (CACV No.195/2004)

在2007年10月有一個案例值得特別留意，這是香港終審法院就旺角女人街國榮大廈案件作出最終判決。該案件涉及大廈頂樓單位的簷篷有被加長擴大，該加長部份為僭建物，存在三十多年，僭建物的一角有石屎墮下導致一位女小販死亡。當然該單位的業主及租客作為業主及佔用人因對該樓宇有管有權應各自需要負上責任，但法團是否須要同樣負上法律責任？高等法院原訟庭及上訴庭均認為法團無須為僭建物負上日常維修責任而駁回死者家屬索償，但死者家屬不服並上訴終審法院，以另一法律原則“公眾妨擾 (Public Nuisance)”為上訴理據，被終審法院所接納，裁定法團有責任賠償。綜而言之，該案的判案論點包括：

1. 事件出現一種情況對公眾人士的生命、安全或財物構成危險，不論是由作為 (act) 或由不作為 (omission) 而產生。此案是由於法團未有作出行動所致。法團有責任去消除此種危險境況。法團在合理情況下應該知道該妨擾危險境況的存在；同時預見可能會對公眾人士構成傷害。
2. 該案法團明知僭建物存在已久而不作出合理步驟去清除，石屎下墮傷人甚至死亡是不可逃避的責任。
3. 公眾妨擾比疏忽更嚴謹，就算被告人已採取合理謹慎的措施去防止傷害，都不可以此為辯護理由，如果行為或不作為可做成預見的傷害。值得注意的是終審法院並不是以普通法的疏忽責任判法團有責，而是以公眾妨擾而判案。各位物業經理常對兩宗涉及巨額賠償的「新興大廈」及「添喜大廈」兩個案例俱耳熟能詳，法庭是基於法團、管理公司、業主、佔用人及承建商的“疏忽(negligence)”導致他人傷亡，現在「國榮大廈」案例，終審庭主要強調普通法存在的侵權行為—“公眾妨擾 (Public Nuisance)”作為判案根據。
4. 基於法團在建築物管理條例下對大廈公共地方及事務有足夠控制權，法團是有責任的。
5. 法團先前的辯解—法團對該僭建物並無控制權—並不成立。

### 二. 置富花園案例 (LDBM 108/2007)

另一個值得留意的案例是有關一位業主買了兩個相連單位，在分隔牆（承力牆）開一門口作出入通道，將兩個單位打通（已有屋宇署的開工紙）。在這案例，法庭要處理的爭論包括：

- (1) 該分隔牆是否大廈的公共部份；及
- (2) 開一個門口是否違反大廈公契條款有關不可作出結構性改動而影響大廈其他部份。

法庭引用建築物管理條例附表1有關公用地方的定義裁定該分隔牆是公用部份，同時亦指出在該兩單位的契據（屋契）並無註明該牆是歸於該業主的，雖然業主可使用該牆，例如裝飾、釘附物件、電線等。法庭亦認為開了該門口後，雖然該牆或建築物仍然安全，但不表示沒有損壞或影響其他大廈部份的使用或享用，其實該牆的力度已受影響。另公契亦有所規定不可切割、損毀、更改或干擾任何大廈的公用部份，該牆是屬於所有業主及用來支撐大廈的重量。最終法庭頒佈禁制令並要還原該分隔牆拆除部份。

上述案件可能觸發其他類似案件的訴訟。最新的案件可能是高院案件440/08(20/3/08見報)涉及東半山一座豪宅高層，業主將兩單位打通變為一個約7千呎的單位。除了分隔牆外，可能還有些個案涉及將頂樓及天台變為複式，或將單位的牆推出去平台等。

另一問題是此案例是否適用於非承力的分隔牆。早前在土地審裁署的案例曾裁定在大廈外牆開窗口都被定為結構性改動而違反公契的規定。

## 澳門物業管理業商會和澳門物業管理專業人員2007論壇及會慶

周建平 澳門物業管理業商會秘書長

於2007年12月6日，澳門物業管理業商會和澳門物業管理專業人員協會，在澳門特別行政區主辦“兩岸四地物業管理業發展論壇”，以及舉辦每年一度的會慶慶典活動。

中國建設部總經濟師、中國物業管理協會會長謝家瑾女士代表中國物業管理協會到會祝賀和在論壇演講；台灣物業管理經理人協會，香港房屋經理學會，英國特許房屋經理學會亞太分會的代表也參與了此次盛會。

中國內地出席的嘉賓代表還有：深圳市國土資源和房產管理局副局長李加林先生；中國物業管理協會副秘書長、深圳房地產和物業管理進修學院常務副院長周心怡女士；珠海市物業管理協會會長李越先生，珠海市物業管理協會秘書長周賽群先生。以及珠海市僑辦、外事局、海交會等部門的領導人。

中國內地、香港和澳門特區、以及台灣地區四地的物業管理行業的領導人聚會澳門，首次舉辦論壇活動，是一個兩岸四地業界交流學習的創舉，對於推動兩岸四地物業管理事業的發展有著積極的意義。

在論壇中，澳門特區政府房屋局局長鄭國明博士作“澳門物業管理之持續化發展”的演講，介紹了澳門特區政府在有關物業管理事務中的角色、職能；政府對物業管理行業規範化和專業化的構想；以及在法制方面作出修改和完善的工作。

謝家瑾會長代表中國物業管理協會的演講題目是“物業管理在中國的發展及當前主要工作”。

台灣物業管理經理人協會秘書長顏世禮先生的演講題目是“台灣物業管理制度的發展”。

香港房屋經理學會前會長李春犁先生的演講題目是“物業管理專業制度”探討。

澳門物業管理商會常務副會長梁華的演講題目是“行業商會的社會責任和推動專業化的工作”。

共有約300名業內人士出席論壇。

在晚間舉行的澳門物業管理業商會21周年及澳門物業管理專業人員協會1周年慶典活動中，出席的嘉賓有澳門特別行政區經濟財政司司長譚伯源先生，房屋局局長鄭國明先生，勞工事務局局長孫家雄先生等政府官員；有中央人民政府駐澳門特區聯絡辦公室副主任高燕女士和外交部駐澳門特區專員公署副特派員黃松甫的代表邊春剛先生；有澳門中華總商會理事長許世元先生，立法會和行政會議員等多名社會知名人士。

澳門物業管理業商會會長劉藝良先生、澳門物業管理專業人員協會會長周爵先生分別代表兩會在會慶中致詞，中國物業管理協會會長謝家瑾女士代表中國協會致詞及向商會致送了寓意著物業管理事業如同新長征意義的紀念品。

慶典活動場面宏大，出席者約800人。





## 台灣積極推動建築物環保、節能與智慧化政策

顏世禮 中華民國物業管理經理人協會秘書長

### 1. 綠建築管理與改造

台灣綠建築政策自2001~2007年持續推動「綠建築推動方案」，已有相當進展與成果，台灣在國際綠建築組織占有重要地位，更引領民間企業參與建造綠建築的熱潮，為台灣永續政策奠定良好基礎。惟全球暖化及能源問題日益嚴重，特別是台灣，在20世紀的暖化速率為全球平均值2倍，人口密度高居全球第二，都市過度開發，綠地面積偏低，都市排熱困難，空調耗能增加，對國土暖化產生加乘作用，生活環境品質改善不易，亟待謀求改善。台灣政府主管部爰研擬第二階段「生態城市綠建築推動方案」，擴大綠建築實施範圍至社區或城市，並建立建築物綠建築改善診斷評估機制等策略，為台灣成為綠色矽島，推動國土永續、生態城市與綠建築深耕作準備，達成地球村有關「京都議定書」CO<sub>2</sub>減量以及「雪梨APEC領袖宣言」緩和氣候變遷、能源安全與潔淨發展等共同努力的目標。

有關生態城市方面，將經由建置高鐵學研生態村，推動都市熱島效應退燒競賽以及傳統街區生態改造，促成地方政府建置生態節能之公共環境，發展都市兼具保水節能與生態綠化功能，有效降低都市溫度與溫室氣體排放，引進綠色產業進駐，確保都市品質與永續經營。

至於綠建築的推動方面，將落實綠建築管理與改造，達成省電、節水、減廢、健康目標，創造健康安全住居環境，引領營建產業轉型成為綠色產業，落實綠營建國際接軌在地行動，開創綠建築與永續環境政策新紀元。

### 2. 建築物源管理

1970年代兩次能源危機以來，使得節約能源成為人類文明永續發展的課題。節能政策對於總體能源95% 依賴進口的台灣，更是經濟發展與文明生存競爭的命脈。台灣住商部分的耗能量約佔全台灣總耗电量的17%，尤其建築空調尖峰耗電量更佔台灣夏季尖峰總用電量三分之一，可見建築節能政策已成為台灣最重要的節能政策之一環。尤其建築物能源管理技術為建築耗能末端最直接的管制，其節能效益對於能源政策更是立竿見影。

台灣過去的建築節能研究主要以建築節能法令以及空調機械系統單體效率為方向，以耗能理論解析為主，目前缺乏對於耗能總量末端的空調、照明、動力節能技術的能源監測管理技術實測研究，使得建築節能技術未能有效落實。有鑑於此，為了落實建築總量管制的效果，台灣政府通過進行「建築物能源管理技術研究」，其內容主要為建築物能源管理技術之國際比較研究及現有建築管理法令之修正建議為主，同時配合建構建築物能源監測系統、建築耗能資料庫、專家診斷系統等配套措施，以持續的政策推動以達成建築節能的目標。

(官方網站<http://www.cabc.org.tw/energy/>)

### 3. 打造智慧居住空間

台灣近年來隨著資通訊科技(Information and Communication Technology, ICT)的快速發展與普及，人們的日常生活作息已與資通訊科技緊密的結合在一起。有鑑於此，台灣政府在2005年產業科技策略會議，特別針對高科技的電子、電機、材料、資訊及通信等ICT產業與傳統營建產業結合，提出「智慧居住空間發展策略」的議題，運用台灣地區的機電、電子、材料、資訊、通訊、自動化及控制產業與技術優勢，掌握智慧化居住生活科技發展趨勢與機會。台灣政府推動導入科技化生活的概念，強化智慧化居住空間定義為「建築物導入永續環保概念與智慧化等相關產業技術，建構主動感知及滿足使用者需求之建築空間，以創造及享有安全、健康、舒適、節能與永續的工作及生活環境」，其範疇包括智慧家庭、智慧建築、智慧社區及智慧都市。

(官方網站<http://www.ils.org.tw>)



**Seminar for staff of Wuhan University Property Management Programme**  
**14-19 January 2008**  
**武漢大學房屋管理學士課程老師在港研習班**  
**2008年1月14-19日**



Council member Joseph Lee in one of the sessions  
 資深會員李敬志在其中一研習課程



Site Visit 實地考察



The Graduation Class 結業全體照

**Spring Cocktail Reception of**  
**The Hong Kong Professional**  
**Property Services Alliance**  
**27 February 2008**  
**HKCEC**  
**香港房地產專業服務聯盟2008年**  
**春節酒會**  
**2008年2月27日**  
**香港會議展覽中心**



A toasting with Alliance Advisors, Mr Yuen Ching Bor, Stephen and Mr Lai Chi Keung, Alfred  
 與聯盟顧問袁靖罡先生和黎志強先生齊祝賀

**Annual General Meeting**  
**18 February 2008**  
**World Trade Centre Club**  
**週年大會**  
**2008年2月18日**  
**世界貿易中心**



Executive Committee 2008  
 2008年執委會



## Visit by Woori Housing Operation and Management Company from South Korea

13 March 2008

韓國物業管理同業到港交流

2008年3月13日

With Korean delegates at APB Office  
與韓國交流團代表攝於分會辦事處



## Brain Storming Session for the 2008 / 2009 Executive Committee

16 March 2008

Zuhai

2008/09執委會集思會

2008年3月16日

珠海

Active participation from Members  
會員積極參與

## 2nd Intake Graduation Ceremony - training course for practitioners in Macao

28 March 2008

Macao Housing Bureau

第二期物業管理專業技術人員課程結業禮

2008年3月28日

澳門房屋局



The happy graduate  
結業的喜悅

Chairman's congratulations  
主席的祝賀

## 2007 Annual General Meeting Chartered Institute of Housing Asian Pacific Branch

Kwok Pik King, Theresa  
Honorary Secretary, CIH APB

The meeting was held at the World Trade Centre Club, 38/F, World Trade Centre, 280 Gloucester Road, Causeway Bay, Hong Kong at 18:30 on 18th February, 2008. It was attended by 27 members in person and 168 members by proxy.

At the meeting, Mr Chow Chiu Hung, Victor, the Chairman, reported the following major achievements/breakthroughs by APB during his term of office:

1. The Professional Development Committee was established to offer advice on the development strategies and execute development policy governed by the Branch. In the past year, the Committee has successfully enrolled new corporate members from Taiwan and Macao as well as extended its service by providing training programmes in Macao and Taiwan for new members.
2. On 23 October 2007, a Certificate Presentation Ceremony was held in Taichung to confer membership certificates to the first group of CIH Corporate members in Taiwan. The Ceremony was officiated by Mr Paul Diggory, the President of the Institute, Mr Jason Wu, the Mayor of Taichung City, along with other municipal dignitaries and key executives of professional housing associations in Taiwan. This is a milestone in the history of the Institute which marks the establishment of an official partnership of the Institute with the local housing industry.
3. Corporate members were also recruited from Macao for the first time. The Branch has also explored new housing programmes with tertiary institutions in Macao, with the hope of creating more pathways to professionalism for housing practitioners there.
4. The Branch's involvement in Wuhan University's Bachelor of Arts in Housing programme continued with the University's accepting its first batch of 30 students to the housing management stream. In January 2008, the Branch launched a practical study programme in Hong Kong for the lecturers to enhance their hands-on knowledge of housing.
5. The Training and Education Committee has pioneered the validation of a new academic programme at Practitioner level in Macao. In Hong Kong, a validation exercise for the new accreditation of a bachelor programme in Hong Kong for the Institute was carried out in July.

6. On membership service, the Branch had offered seminars and forums on a wide range of issues such as Building Management (Amendment) Ordinance 2007, legal case update on property management as well as technical visits to Lok Ma Chau Spur Line and Discovery Bay residential community through the joint efforts of Activities Committee and Professional Practice Committee. The Branch is committed to keeping members well-equipped with up-to-date knowledge of housing which is crucial to the enhancement of continuing professional development and career prospect.
7. The Information Technology and Public Relations Committee has revamped the Branch web-page by giving it a more contemporary look to reflect our new corporate identity and has given a complete facelift on the "Web-mail" service for members to enjoy a larger disk volume of the email account.
8. New links were developed with counterparts in Malaysia, Korea and Taiwan.
9. In recognition of the work and contribution of APB, the CIH President had offered to upgrading APB to a Business Unit. APB's Executive Committee has started study on feasibility and transition logistics.

Mr Mak Siu Hung, Eddy, the Honorary Treasurer, reported the financial situation of the Branch for the Year 2007. In the year, HK\$1,970,000 was received from members and credited to CIH Head Office. Total expenditure of HK\$1,844,000 was reimbursed from CIH Head Office. The report was unanimously approved by the members attending the meeting.

The following Executive Committee members were elected:

Chairman  
- Mr Chow Chiu Hung, Victor

Vice-Chairman  
- Mr Poon Yuen Fong, Sanford

Hon. Secretary  
- Ms Kwok Pik King, Theresa

Hon. Treasurer  
- Mrs Li Lam Chin Ching, Rita

Training Officer  
- Mr Chiu Pak Lung



# Branch Activities

Membership Officer  
- Mrs So Tam Kit Ying, Susanna

EC Member  
- Ms Wong Siu Ling, Linda

EC Member  
- Mr Wong Ying Kit, Romulus

EC Member  
- Mr Fung Ping Yan

EC Member  
- Mr Ng Kwong Ming, Paul

EC Member  
- Dr Yip Ngai Ming

Mr Chau Fu Keung, Edmond and Mr Yuen Wai Kay, Ricky continue to serve in the Executive Committee as Council Member and Immediate Past Chairman respectively.

Mr Chau Fu Keung, Edmond, congratulated the newly elected executive committee members. He conveyed that CIH Council was impressed by APB's success in membership development in the Asia Pacific region, e.g. in Taiwan and Macao. CIH Head Office would base on the experience gained in APB to develop global membership, e.g. in South Africa and USA.

Mr Chow Chiu Hung, Victor, appealed to all members to join/assist/support the work of the Branch as it would experience a big change in the transformation to a Business Unit.

A vote of thanks to the outgoing Executive Committee was motioned by Mr Wong Kai Sang, Cliff, seconded by Mr Tam Wai Po, Jerry, and unanimously carried by all members present.



### Housing Express in e-format

Monthly issues of Housing Express will be sent to your CIH account. Do check out your CIH account regularly. Alternatively, you can set a forwarding instruction and redirect your CIH account to the account you use everyday (see the other box on how to do it).

### Forward your CIH email

You can set an instruction to redirect your email messages which are sent to your CIH email account to the account you use everyday. Please do the following:

1. Enter website **<http://www.cih.org.hk>**.
2. Choose **Language**
3. Choose **Webmail**
4. Click **<http://mailadmin.cih.org.hk>** for Mail Forwarding or Mail Administration.
5. Logon using your existing **User Name (User Account), Domain name (cih.org.hk)** and **Password**.
6. Select the **"Forward To"** option.
7. Type in the **address** you wish to receive the emails from **CIH APB**





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