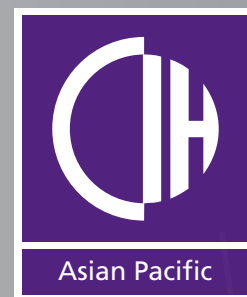


Housing Express



May 2009

房管專訊

Publication of Chartered Institute of Housing Asian Pacific Branch
英國特許房屋經理學會亞太分會刊物

國際房屋會議

《經濟衰退下房屋管理的新契機》

**International Housing Conference:
New Opportunities of Housing
Management under
Economic Recession.**



Housing Express

The image features a nighttime cityscape of Hong Kong as a background. The skyline is filled with illuminated skyscrapers, including the prominent Bank of China Tower. A semi-transparent horizontal band across the middle of the image contains the title 'Housing Express' in a bold, sans-serif font. The word 'Housing' is orange with a white outline, and 'Express' is dark blue with a white outline. Below this band, the lower half of the image shows a daytime cityscape of New York City, featuring a dense cluster of buildings and the Empire State Building on the right. A large, faint, light-orange circular graphic is partially visible on the left side of the lower half.



Contents

Executive Committee 2009	2
Message from the Chairman	3
Cover Story	
International Housing Conference: New Opportunities of Housing Management under Economic Recession – An Overview	4-5
國際房屋會議 《經濟衰退下房屋管理的新契機》 開幕致辭	6-7
Globalisation Forces a Paradigm Shift in Facility Management	8
香港房屋經理註冊制度	9
Towards a Green Economy	10-13
Putting it all back together : After the collapse, what now?	14-19
澳門物業管理的機遇與挑戰	20-21
Challenges and Opportunities for Our Industry in Greater China in/after Economic Turmoil	22-25
中國物業管理市場在經濟衰退下的契機	26-27
New Opportunities of Property Management under Economic Recession: In Multiple Ownership	28-29
「大蕭條 新契機」以物業管理產業為例	30-31
Branch Activities	32-33
Interview 人物專訪	
房屋管理專業發展的導航者 – 王麗珍	34-35
AGM	
2008 Annual General Meeting Chartered Institute of Housing Asian Pacific Branch	36-37

Chartered Institute of Housing Asian Pacific Branch 2009 Executive Committee

主席

Chairman

潘源舫先生
Mr Poon Yuen Fong, Sanford

副主席

Vice Chairman

趙伯龍先生
Mr Chiu Pak Lung

上屆主席

Immediate Past Chairman

周超雄先生
Mr Chow Chiu Hung, Victor

英國總會諮議會委員

CIH Council Member

周富強先生
Mr Chau Fu Keung, Edmond

義務秘書

Hon. Secretary

郭碧琮女士
Ms Kwok Pik King, Theresa

義務司庫

Hon. Treasurer

李林展青女士
Mrs Li Lam Chin Ching, Rita

培訓主任

Training Officer

吳光銘先生
Mr Ng Kwong Ming, Paul

會籍主任

Membership Officer

吳美全先生
Mr Ng Mei Chuen, Frederick

活動委員會主委

Chair of Activities Committee

王小玲女士
Ms Wong Siu Ling, Linda

對外事務及公共關係委員會主委

Chair of External Affairs & Public Relations Committee

陸偉倫先生
Mr Luk Wai Lun, Stanley

資訊科技委員會主委

Chair of Information Technology Committee

馮炳欣先生
Mr Fung Ping Yan

專業發展委員會主委

Chair of Professional Development Committee

阮偉基先生
Mr Yuen Wai Kay, Ricky

專業實務委員會主委

Chair of Professional Practice Committee

何春年先生
Mr Ho Chun Nin, Edwin

刊物委員會主委

Chair of Publications Committee

葉毅明博士
Dr Yip Ngai Ming

增選委員

Co-opted Member

陳偉光先生
Mr Chan Wai Kong, Frankie
張樹仁先生
Mr Cheung Shu Yan, Edmond
姜宜龍先生
Mr Chiang Yee Lung, Calvin
趙善雄先生
Mr Chiu Sin Hung, Bonny
樊翠琮女士
Ms Fan Chui King, Agnes
黎玉添先生
Mr Lai Yuk Tim, Tim
李國民先生
Mr Lee Kwok Man, Calvin

潘禮敦先生
Mr Pun Lai Tun, Raymond
蘇譚潔瑩女士
Mrs So Tam Kit Ying, Susanna
衛振聲先生
Mr Wai Chun Sing, Terence
黃英傑先生
Mr Wong Ying Kit, Romulus
黃錦棠先生
Mr Wong Kam Tong, Vincent

Message from the Chairman 主席的話



The new Executive Committee of the Chartered Institute of Housing, Asian Pacific Branch, was elected in the Annual General Meeting on 15 January 2009; and it is my greatest honor to be the Chairman of the year. Since then, I understand and am fully aware of the duty and responsibility of assuming the chairmanship of this professional organization of over forty years history in Hong Kong, with her reputation being well established by our pioneers and seniors of the profession.

The Branch has been renamed from Hong Kong Branch to Asian Pacific Branch in 2001. We have been developing into the regional hub of the Institute in the Asia Pacific region and maintain close linkage with its counterparts in Mainland China, Taiwan, Macau, Korea, Malaysia, etc.

Pursuant to the success in recruiting the first batch of corporate members in Macau and Taiwan in 2007, the Branch has also actively explored the membership development in Mainland China in 2008. I am much pleased to inform that there will soon be housing professionals in Mainland China joining the Institute to become our corporate members this year. And the Branch will act as the single platform for housing professionals of the four places on both sides of the Strait i.e. Mainland China, Hong Kong, Macau and Taiwan.

To keep members well-equipped with up-to-date knowledge of housing and to enhance continuing professional development, the Branch will offer more professional training, such as seminars, forums and visits, to members. In addition, we shall maintain close relationship with our professional counterparts locally, as well as friends in Asia Pacific region.

We had a busy and encouraging start of 2009. In early January, we visited Hanoi, Vietnam; and in late February, we organized for the first time an International Housing Conference in Taipei, Taiwan. Looking forward to the coming year, the Branch will continue to strive for excellence in membership service and promoting professionalism as we did in the past. And I will count on every one of our members and the new Executive Committee to help shape an even better future of our Branch.

Sanford Poon
Chairman
Chartered Institute of Housing
Asian Pacific Branch
March 2009

新一屆的執行委員會已於2009年1月15日舉行之周年大會中順利選出；而我非常榮幸能夠出任今屆主席。自此，我完全明白和瞭解到作為在香港擁有逾四十年歷史，並已由各前輩和資深工作者所建立優良聲譽的一個專業房屋機構之主席所應負的職務和責任。

英國特許房屋經理學會亞太分會自2001年由香港分會改名為亞太分會後，分會成功發展成為學會在亞太地區同業的中心點，與中國內地、台灣、澳門、韓國、馬來西亞等地緊密聯繫，會務持續發展。

繼2007年亞太分會成功在台灣及澳門招收了學會在當地首批的專業會員後，我們於2008年亦積極地發展中國內地會員。我很高興向大家預告相信於今年內將會有首批中國內地同業加入學會的大家庭，成為學會的專業會員。屆時，亞太分會將成為兩岸四地(中國內地、香港、澳門及台灣)在房屋管理的專業平台。

為使會員得到最新的房管知識，及配合持續專業發展，亞太分會將致力為會員提供更多的專業培訓，包括舉辦專題研討會、論壇和交流參觀活動等。再者，本會亦會繼續與本地業界友好伙伴，以及區內朋友加強聯繫。

我們今年已經有一個既繁忙又鼓舞的開始。於1月初，亞太分會訪問了越南河內；並於2月底，首次於台北主辦國際房屋會議。展望來年，我們將秉承過往傳統繼續努力追求卓越，提升會員服務及專業水平。而我將依賴各位會員及新一屆執行委員會共同構建一更美好的亞太分會。

英國特許房屋經理學會 亞太分會
主席 潘源舫
二零零九年三月

International Housing Conference: New Opportunities of Housing Management under Economic Recession – An Overview

Wong Hin Nang
General Manager (Professional Development), CIH APB

An International Housing Conference was held in Taipei NTUH International Conference Centre on 27 February 2009. The event aims to promote professional housing management practice in Taiwan and provide a venue for the sharing of experience on knowledge of housing management among professionals in the Region. It was the first event of similar kind held outside Hong Kong by the Asian Pacific Branch. The conference was co-organized with the Property Managers Association, Republic of China; Taipei Building Management Company Association; and Taichung Property Management Agency Association and funded by the Commerce and Economic Development Bureau of the Hong Kong SAR Government. 元利建設企業股份有限公司 and 國貿公寓大廈管理維護股份有限公司 of Taiwan also sponsored the conference.

With the theme 'New Opportunities of Housing Management under Economic Recession', the conference explored how housing management could cope with the current economic situation. Speakers from United Kingdom, Hong Kong, Mainland China and Macau were invited. They are Dr. Keith Fitcher, Regional Director, Greater China, ISS Facility Services Limited; Mr. Paul Diggory, Chief Executive, North Wales Housing Association; Mr. Paddy Gray, Director of Studies School of Built Environment, University of Ulster; Professor Eddie Hui, Hong Kong Polytechnic University; Mr. CH Fan, Managing Director, Synergies Management Services Limited; Mr. Cliff Wong, Vice Chairman, Housing Managers Registration Board, Hong Kong; Dr. CM Chiang, Part time Professor, Huazhong University of Science and Technology, Hubei; Mr. KC Chu, Associate Director, CB Richard Ellis Limited,

Taiwan; Dr. Kenneth Kao, Chairman, Property Managers Association of the Republic of China.

At the opening remarks, Mr. Sanford Poon, Chairman of Chartered Institute of Housing Asian Pacific Branch anticipated a closer co-operate between CIH and her Taiwan counterparts in promoting professional housing management in the Region. The conference was also officiated by three honourable guests, Mr. HM Su, Deputy Director of Construction and Planning Administration, Ministry of the Interior, Republic of China; Mr. NY Huang, former Director of Construction and Planning Administration, Republic of China; and Dr. Kenneth Kao, President, Property Managers Association, R.O.C.

A total of nine speeches were delivered to an audience of some 200 participants. Revealed by a satisfaction survey results, participants rated various aspects of the conference highly. They found the function successful and was able to meet their expectations. Most of the participants also expressed the willingness in jointing similar functions in the future. The conference opens an encouraging new horizon in further collaboration between CIH and Taiwan housing practitioners and in this respect a CIH validated property management programme, operated by a higher education institution in Taiwan, is expected in the near future.



Conference Programme 會議程序

開幕式致詞	<p>潘源舫先生 英國特許房屋經理學會亞太分會主席</p> <p>蘇憲民先生 中華民國內政部營建署副署長</p> <p>黃南淵先生 中華民國不動產協進會理事長</p>
Globalisation Forces a Paradigm Shift in Facility Management	<p>Dr Keith G.Futcher ISS Facility Services Ltd., Regional Director, Greater China; Chief Executive Officer, Hong Kong</p>
香港房屋經理註冊制度	<p>黃繼生先生 香港房屋經理註冊管理局副主席</p>
Towards a Green Economy	<p>Mr. Paddy Gray Director of Housing Studies, University of Ulster, UK</p>
Putting it all back together : After the collapse, what now?	<p>Mr. Paul Diggory Chief Executive, North Wales Housing Association, UK</p>
澳門物業管理的機遇與挑戰	<p>鄭國明博士 澳門特別行政區政府房屋局局長</p>
Challenges and Opportunities for Our Industry in Greater China in/after Economic Turmoil	<p>Mr K C Chu, Associate Director , Asset Services, CBRE Limited, Taiwan</p>
中國物業管理市場在經濟衰退下的契機	<p>樊卓雄先生 香港新昌管理服務有限公司 執行董事及董事總經理</p>
New Opportunities of Property Management under Economic Recession: In Multiple Ownership	<p>許智文教授 香港理工大學建築及房地產學系</p>
大蕭條 新契機 - 以物業管理產業為例總結及閉幕式	<p>高永昆博士 中華民國物業管理經理人協會理事長</p>

國際房屋會議 《經濟衰退下房屋管理的新契機》 開幕致辭

潘源舫 英國特許房屋經理學會亞太分會 主席

本人很高興及榮幸代表學會歡迎來自世界各地包括台灣、大陸、香港、澳門及英國不同地區的嘉賓，學者及物業管理業界的朋友聚首一堂，參加今天的會議。英國特許房屋經理學會（Chartered Institute of Housing, CIH）是一個房屋管理的專業團體，學會的設立在於議定各項房屋管理政策，推廣房屋管理同業的良好專業操守，教育及培訓房屋管理人材，以至專業發展等。學會同時給予會員指導及資訊，通過英國和海外十三個分會的安排，為各地會員交流房屋管理的知識和經驗。現時學會在全世界有會員大概二萬名。英國特許房屋經理學會香港分會是於1966年在香港成立。更於2001年改名為亞太分會。現時亞太分會有會員約二千名，我們正致力推廣服務至亞太地區，提升分會成為亞太地區中心的形象。

亞太分會與台灣業界有着悠久的交往歷史。並曾多次參訪台灣，行程遍及台北、台中及高雄市，與台灣業界建立了深厚友誼。在台灣業界友好的協助下，本分會於2007年夥同香港大學在台中舉辦了高級物業管理研修課程，內容配合台灣業界的需要，及成為學會專業會員的要求。最後共有33名學員成為學會首批在台灣會員。更於2007年10月23日在台中舉行了簡單而隆重的會籍頒授儀式。由本會當時的總會會長狄格理先生 (Mr. Paul Diggory) 親自頒發會員證書予台灣第一批的專



業會員。台中市市長胡志強先生、台中市政府及台灣房屋機構的行政主管亦一同出席見證。這正式標誌著學會與台灣同業的伙伴關係。

同一年，學會亦在澳門招收了第一批的專業會員，這實有賴澳門特別行政區政府及鄭國明博士的大力支持及積極推動澳門房屋管理的需要和專業水平的提升。

過去十多年來，台灣政府努力推動台灣的物業管理專業化，對業界的支持不遺餘力，並且不斷完善法規，致力改善民眾的居住環境；台灣業界除積極配合，協助專案研究，提供寶貴意見外，亦為專業發展不斷努力，期望與國際接軌。

學會以提高物業管理水平及培訓人才為宗旨，很樂意在台灣物業管理的發展過程中與台灣業界加強聯繫，互相學習，互相勉勵。我可以藉此機會向大家預先報告學會在不久的將來會在大陸招收第一批專業會員了。屆時，兩岸四地(台灣、大陸、香港及澳門)業界可通過我們這個專業平台互相交流分享聯繫。



去年九月中發生的世界金融危機，導致全球各地的經濟逆轉，使到很多人對現時的經濟大環境及金融制度進行深刻的反思。這事對房屋管理專業著實有甚麼關係或影響呢？今天的「國際房屋會議」就是以《經濟衰退下房屋管理的新契機》為主題，共同探討，希望能夠為大家帶來新的角度，新的思維。

今天的會議是由英國特許房屋經理學會亞太分會主辦，中華民國物業管理經理人協會協辦、香港房屋經理註冊管理局支持及香港特別行政區政府商務及經濟局資助的。

最後，我相信每一位為舉辦今天會議曾經付出的人士，您的努力將肯定不會白費；而是共同推動了台灣以至亞太地區物業管理專業水平的進一步提升。

國際
房屋會議

GLOBALISATION FORCES A PARADIGM SHIFT IN FACILITY MANAGEMENT

Dr Keith G. Futcher
ISS Facility Services Ltd., Regional Director, Greater China;
Chief Executive Officer, Hong Kong



In 2006, ISS continued the pace of acquisitions from last two years and completed 104 acquisitions in 30 countries. The activities acquired were diversified across all regions of the world and covered all main service areas like cleaning, catering, office support, property services, as well as security. In addition, ISS acquired several broad-ranged service companies and the major acquisitions were: Pegasus Security Holdings Ltd in the UK with 1,600 employees; Tempo Services Ltd with 17,000 employees expanding ISS in Australia to national coverage providing integrated services; Norfolk International Ltd in Israel - a catering company specialising in institutional and in-flight catering; Edelweiss Facility Management AG - one of the largest facility services companies in Switzerland; and DEBEOS GmbH - the former DaimlerChrysler German internal facility services company.

This is a part of the strategy by ISS A/S, a hundred year old business, reputedly the world's largest cleaning company, to re-position itself, in the short term, as the world's largest integrated facilities services company. In 2006, cleaning services provided merely 57% of global revenue. The supply of single, multi and integrated services was to achieve significant stakeholder values such as: to reduce costs for end-users whilst providing service excellence, to increase profit margin to the benefit of share price by moving services up the value-chain, and to increase employer engagement through shared values of equity, honesty, transparency and to increase livelihood. ISS stated that there was a large, nearly untapped market for this client led demand.

ISS A/S is not the only global company to repeat this mantra. International companies from the construction industry, such as Amec, Mowlem, Bouygues; or from technical/ engineering backgrounds, such as Dalkia, Haliburton, Wisag; or from single-service histories, such as Compass, Sodexo, or ISS: are acquiring others and citing sales of multiple or integrated services as their strategic rationale. This is not merely a fine-tuning of a production process, not merely the adoption of a new technology but also a wholesale reappraisal to identify truly who are the stakeholders in outsourced services, what are their values, what is the function of the industry, and how to achieve an increase in true values for customer and supplier to their mutual benefit.

ISS A/S and others are reacting quickly to a fundamental change in the client's global business environment. Business risk today is pervasive, fast moving, and relentless. The fundamental driver for increased outsourcing and for integrated facility services is the business need for flexibility in an increasingly risky world. The 9/11 terrorist attack in New York, the global impact of communicable disease such as SARS, or today, Avian Influenza,

can bring normally healthy markets to a standstill. Furthermore, business experience in those crisis events demonstrated that the companies with the highest ratio of fixed to variable costs suffered greatly. On the contrary, outsourcing of facilities services is an effective means of converting operational fixed costs to a variable.

The integrated services management model is a reflection of what has worked successfully in the airline industry, in the hospitality industry, and in broad sectors of manufacturing where response to change is paramount for survival. In addition, procurement of infrastructure requires a one stop solution and a total supply of all skills, services and resources, that a company needs to use, to prosper its core business: deployed in skill sets that best suit the client's needs at any time and place, is needed. This is to take place within a long-term relationship, where the core and non-core activities are seamlessly interwoven.

CONCLUSION

Globalisation impacts every company. The market-driven ripple effect of a catastrophic event in one locality is fast moving and relentless in its consequences elsewhere. Therefore, hedging or managing risk is now a desired shareholder value. As a result, the service industries in combination with facility management are finding an increasingly open market for the adoption of outsourcing as a means of achieving management innovation, integration of work practices, and mitigation of risk. For example, international operations expanding into the BRIC markets are looking to this model to enable them to make faster green-field start-ups. Besides, the supply side from the service industries are creating a new service orientation for infrastructure management that draws heavily from the hospitality industry to create service managers focusing more on the customer experience and less on professional accreditation or qualification. As a result, operational management is driven further down the organisation structure and our industry has an urgent need to develop and supply management skills at all levels of the organisation structure. We also have an urgent need to implement information technologies operating at the local level but providing managerial controls over geographies extending from national, to regional and to global bounds.

[This paper is an abridged version of the speech Dr Keith G. Futcher delivered on the International Conference, Opportunities of Housing Management under Economic Recession, 27 February, 2009, Taipei, Taiwan. Dr Futcher has proofread this paper and gives his consent for its publication. Powerpoint version of his speech appears on the website of CIH APB http://www.cih.org.hk/English/News/events_review_folder/events_review2009022701.html

香港房屋經理註冊制度

黃繼生先生 - 房屋經理註冊管理局副主席

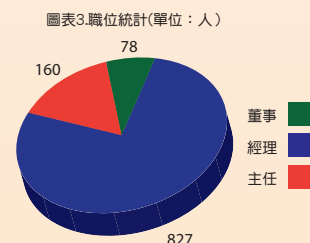
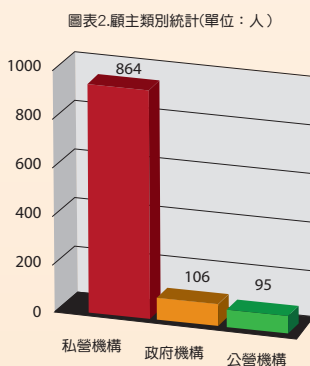
背景及簡介

房屋經理註冊管理局(下稱管理局)是依〈香港法例第550章〉(下稱法例第550章)於2000年4月1日成立的法定團體，以監管專業房屋經理的服務水平為目標，確保「註冊專業房屋經理」有足夠資歷在港執業，而且其服務及表現能達致專業水平，並於專業操守上達致自我監管。

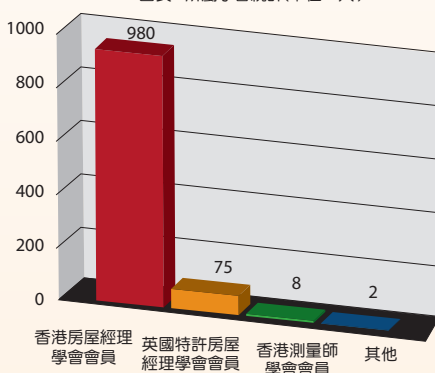
管理局職能包括：(1)建立「註冊專業房屋經理」名冊；(2)訂定及檢討註冊標準；(3)核實註冊申請；(4)處理續期申請；及(5)處理違規行為。管理局須由不多於16名成員組成，包括主席及副主席，其中不少於12名須由理事會委任，及不多於2名可由行政長官委任。管理局旗下分設兩個委員會，分別為註冊事務委員會及研訊委員會。根據法例第550章第3條，管理局所作出的每項委任公告均須在憲報刊登。

申請資格及成員統計

申請人必須通常居於香港，並連續在港擁有不少於一年的工作經驗。同時，申請人須為香港房屋經理學會會員或其他房屋管理團體的成員，而資格標準不低於香港房屋經理學會會員的資格標準(如英國特許房屋經理學會會員)。管理局亦會接納其他的申請資格，此等申請人的學歷、訓練及經驗均不能低於香港房屋經理學會之會員，例如：香港測量師學會會員、香港營造師學會會員、香港建築師學會會員、香港會計師公會會員及香港工程師學會會員。香港房屋經理學會之會員須具5年之相關工作經驗，且必須完成以下其中一門認可課程並取得相關學歷，包括：(1)香港大學專業進修學院頒發之房屋管理專業文憑；(2)香港理工大學頒發之物業管理學(榮譽)理學士；(3)香港城市大學頒發之房屋學(榮譽)文學士；(4)香港城市大學頒發之房屋學文學碩士；或(5)香港大學城市規劃及環境管理研究中心與香港大學專業進修學院合辦及頒發之房屋管理碩士(專業課程)。



圖表1. 所屬學會統計(單位：人)



管理局於2002年3月制定「註冊專業房屋經理」的專業守則，規定「註冊專業房屋經理」必須遵守。如違規，管理局有權暫時或永久終止其註冊。

依管理局之數據統計，大多數註冊專業房屋經理為香港房屋經理學會會員(圖表1)。另外，受僱於私營機構的註冊專業房屋經理佔成員總數的大部分，其餘則來自政府機構或公營機構(圖表2)。已註冊之專業房屋經理的職位通常為主任級或以上，其中有827位成員為經理職級，有78位更屬董事級(圖表3)。

同時，管理局收集其他相關數據以作統計，包括註冊專業房屋經理的年齡及性別統計等(圖表4及5)。

同時，管理局收集其他相關數據以作統計，包括註冊專業房屋經理的年齡及性別統計等(圖表4及5)。

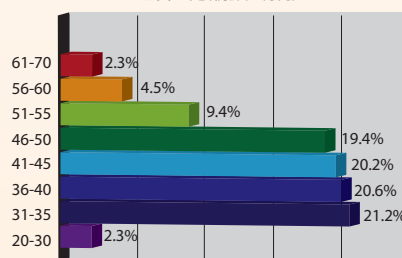
工作進程及成果

管理局通過參與政府機構相關行業的委員會，積極就行業向政府及各界人士提供意見，包括參與職業訓練局核下的房地產服務業訓練委員會以及教育局旗下的物業管理行業培訓諮詢委員會。同時，管理局更於不同社區安排路演，從而使市民大眾認識行業。管理局致力提倡專業資格互認，經「綜合經濟合作協議」與內地的物業管理師進行交流，增加各地專才的合作機會。除此之外，通過增加舉辦兩地四岸房地產交流活動，讓各地物業管理從業員認識彼此房地產行業的特色，取長補短。最後，管理局一直注重與香港特區政府研究強制註冊的可行性，以求推動良好專業操守及行業健康成長。

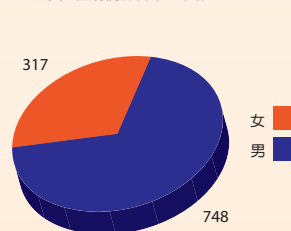
(編者按：本文根據黃繼生先生于2009年2月28日的講話稿輯錄，並經黃先生過目，講話稿全文登載于英國特許房屋經理學會亞太分會網頁http://www.cih.org.hk/Traditional/News/events_review_folder/events_review2009022701.html)



圖表4. 年齡統計(百分比)



圖表5. 性別統計(單位：人)



Towards a Green Economy

A big question that the world has to answer: will sustainability stay at the forefront of our minds with the world facing a serious economic recession?

Not long ago the headlines were focused on climate change, but now they are obsessed only with the deteriorating economic climate. Reports about global warming and melting polar ice-caps have been replaced by stories of the latest bank or retail giant to fall victim to the credit-crunch. People have started to look closely at their energy bills not to check their consumption but to worry about the rising costs...but perhaps there is some salvation in linking those two issues?

Does all this mean that the environment is no longer the key issue affecting our modern lives? Have we forgotten about the needs of our planet? Are we now so absorbed in worrying about economic doom that we have begun to ignore environmental issues?

Well, maybe the recession can help the planet. Reports from the UK and across the world show that we are being more careful with our hard-earned money – we're buying less and we're buying smarter. So tightening our wallets and purses may be cutting our carbon footprint.

So this is great news for the environment. We are all doing less of the things that are really damaging and doing more of the things that are greener and healthier. Is this all we need to do – a bit less, a bit slower? There is clearly some potential for the recession to change the way we live, making us greener, healthier and maybe ultimately happier. But I think tackling climate change effectively will demand a little more from us.

Moving towards a green economy can help us to both meet the environmental challenges that we face and tackle the effects of the economic recession. If we embrace the environmental agenda wholeheartedly then it's possible that many, many jobs can be created from the measures that we have to take.

The United Nations Environment Programme has produced what they describe as a 'landmark report', "Green jobs: towards decent work in a sustainable, low carbon world". From an investment perspective, refocusing the economy from a model established in the early part of the 20th century into one based on clean technologies – like renewable energy regeneration, 'natural infrastructure' such as forests and, of course, building more energy efficient homes – is the essential foundation to revitalizing the world's economy. And if this can be achieved it will also have helped to steer the

Mr. Paul Diggory
Chief Executive, North Wales Housing Association



economy in a more sustainable direction.

According to Achim Steiner, UNEP's Executive Director, "The financial, fuel and food crises of 2008 are in part a result of speculation and a failure of governments to intelligently manage and focus markets." He went on to say that "...they are also part of a wider market failure triggering ever deeper and disturbing losses of natural capital and nature-based assets coupled with an over-reliance on finite, often subsidized fossil fuels."

Has the housing sector got a part to play? Steiner also said: "The flip side of the coin is the enormous economic, social and environmental benefits likely to arise from combating climate change and re-investing in natural infrastructure – benefits ranging from new green jobs in clean technology and clean energy businesses up to ones in sustainable agriculture and conservation-based enterprises."

So it seems that the economic models of the 20th century have run their course. Is it possible to continue with old methods that have failed us when we have challenges like delivering better livelihoods for the 2.6 billion people still trying to live on less than \$2 a day? Is it possible that those models can help us reduce our ecological footprint? When the global economy recovers, investments will start to return to high levels. Is it acceptable that they go into the old short-term economy? Or should we not be demanding that resources go into a new green economy that will deal with a variety of challenges and at the same time generate many new economic opportunities for the poor and well-off alike?

There is a huge global market for products and services according to the UNEP report. It's estimated at US\$1.4 trillion (47.2 trillion TWD) at present and is projected to almost double by 2020. Some 50% of the market is related to energy efficiency with the rest linked to sustainable transport, water supply, sanitation and waste management.

Take Germany as an example, where environmental technology is forecast to grow from 4% of its industrial output today to 16% by 2030, with employment in the sector exceeding their large machine tool and automotive industries.

So what does all this mean for the housing world? Well, amongst the key components for the green vision of a new economy are building and construction, incorporating energy efficient technologies and renewable energies. On a global scale the transition to energy efficient buildings could create millions of jobs while investments in improved energy efficiency in buildings could create an additional 2-3 million 'green' jobs in Europe and the USA alone.

To give the subject a UK focus, a report commissioned by the Federation of Master Builders (FMB) suggests there is a market for upgrading housing worth some £3.5 billion (173 TWD) for the country's builders. The report, "Building a Greener Britain" was compiled and released in 2008 by the Environmental Change Institute at Oxford University. The report's author, Gavin Killip, says "Bringing British homes up to standard is possible using existing technology but the skills and industry base to deliver the necessary change is under-developed. Making low carbon housing mainstream will be good business and good for jobs, as well as reducing energy bills and CO2 emissions"

This call for Government to help to promote and develop a market that will not only maintain but create new jobs and business for the country's troubled construction industry is a clear example of the vision of opportunity described by UNEP. At CIH we believe the time is right for a massive structured programme with strict targets which deals with the existing housing stock in a strategic and comprehensive manner. We need investment levels that at least match those of past inner-city renewal programmes. The current 'piecemeal' approach does not address the scale of the programme and is not fit for purpose.

Investing in low or zero carbon housing makes sense in so many ways – a 'green' home:

- Creates a healthier indoor environment, with better health for residents
- Uses less energy
- Produces less waste
- Wastes less resources
- Reduces fuel bills helping people to better

manage the cost of living

On a wider scale it helps to develop greater environmental awareness leading to increased responsibility and helps to create jobs. We can look to Germany for evidence, where it is estimated that for every £1 billion (49.3 billion TWD) invested in the existing housing stock, around 25,000 jobs are created (June, 2007).

The most widely known definition of sustainable development is "...development that meets the needs of the present without compromising the ability of future generations to meet their own needs". I'd like to look at some examples of recent housing projects that are contributing to this approach and showing that a greener economy is the right way.

I'll start with my own employer, **North Wales Housing Association**, as it's important to 'walk the talk' as we say. This is Parc Street in Holyhead, on the Isle of Anglesey. We took over the site of a derelict building which was being vandalized by young people and becoming dangerous. The development of eight homes won the 2007 Welsh Housing Award for 'Increasing Environmental Sustainability'.

The eight houses achieve high levels of sustainability through a range of features:

- Internal timber frame construction with high insulation levels
- Internal lighting is 100% energy saving, included the boarded out loft space
- Solar water heating systems using the largest panels available to maximize the south facing aspect
- Condensing boilers increase efficiency
- Water harvesting systems designed to lower the use of mains water.

For the first three months the average electricity bill for residents was £9 (44 TWD) and we will continue to monitor performance on behalf of residents.

In November the **Welsh Assembly Government** took a positive step, announcing that more than 40 leading organisations representing the construction sector in Wales had teamed up to sign the first green building charter of its kind in the UK. They are committing themselves to support progress towards the development of low / zero carbon buildings ahead of the UK Government's target of achieving zero carbon new homes by 2016 and achieve a major step change in Wales by 2011. It will also work towards significantly increasing the energy efficiency of the existing building stock in Wales, contributing towards a target of 3% annual reductions in emissions from 2011 onwards.

Reductions of 3% each year would enable Wales to achieve an 80% reduction before 2050. One method

of reducing Wales' carbon footprint is through improving the energy efficiency of buildings, as the direct and indirect consumption of energy from buildings generates approximately 40% of all carbon emissions in the UK. By achieving these targets, there must be an increase in green jobs and the expenditure required over a relatively short timescale means a boost to the economy.

If that's at the level of government, what can individual organisations do? The **Gentoo Group** in the north east of England is amongst the most progressive of our housing associations and adopted a CO2 Charter in 2007. This commits them to:

- Challenge environmental laziness
- Use sustainable materials whenever possible
- Maximize recycling opportunities
- Eliminate unnecessary transportation
- Encourage their customers to be environmentally responsible and energy efficient
- Make recycling simpler for their staff and customers
- Challenge negativity and encourage positive behaviour
- Work with their partners to influence their behaviour in support of their work.

Gentoo, named in The Sunday Times Top 50 Best Green Companies List, commissioned environmental accounting experts to carry out a comprehensive footprint assessment of its entire business as part of its ongoing work to improve the efficiency of the Group and reduce its impact on the environment. Gentoo has created a specialist division called Gentoo Green, to ensure delivery of Environmental Sustainability across the business.

Gentoo manages around 30,000 housing units for approximately 70,000 thousand residents, which means they can have a substantial direct and indirect impact on carbon savings through policy changes and awareness programmes. For some time Gentoo has been offering a personal footprint service to its staff and are now involving its customers through its EASI (Environmental Awareness Sustainability Impact) campaign. Gentoo's office footprint for all their bases is just over 6,000 tonnes of CO2, over half from energy consumption and 24% equating to business travel.

It's clear that successful businesses develop by changing, and the drivers for sustainability create a new market environment where adapting businesses can thrive.

One way of promoting innovation and encouraging by example is through awards. Last year the UK held its first Sustainable Housing Awards. The winner of the best sustainable larger social housing project was the **Bromford Group** for its scheme in Cross Street South, Wolverhampton. They built 27

apartments and three four bedroom houses. Modern methods of construction and sound thermal mass meant that each home uses only two kilowatts of heat per hour – it's typically 8 to 10. What makes it outstanding is its biodiversity – an urban site now contains an eco-park for the local community with a balancing pond with fluctuating water levels, recycled walkways and lots of planting. It also includes allotments for residents to grow their own food. All materials can be recycled and are low maintenance whilst there is a green roof.

Heat is provided by a community biomass boiler fuelled by wood chip feeding through to underfloor heating. A heat recovery system provides mains pressure hot water. The scheme includes many water-saving measures too.

Of course, it's easier to achieve low carbon housing when building new homes but more difficult to achieve with existing homes. The **Sanford Housing Co-operative** in South London began by looking at their long-term maintenance issues and capitalized on the interest of their residents by sending them on a two-day course in environmental technology at the Centre for Alternative Technologies in Wales. They created the 'C60 Project' which aims to cut emissions by 60%. The houses were built in 1973. The improvements included:

- Replacing gas boilers with biomass boilers using wood pellets
- Solar thermal panels to provide hot water
- Exchange fans to reuse waste heat
- Low energy lighting
- Rainwater butts
- Eco kitchens
- A bicycle shed made from recycled materials and with a green roof.

Materials have a major part to play. This **Orwell Housing Association** scheme in Suffolk in England has no visible environmental add-ons and no fancy gadgets. The homes are grouped in blocks of three, angled north-south towards the sun. The environmental gain comes from the fabric and clever design. The timber-framed structure has been sprayed with a mix of lime and hemp – called hempcrete. It captures carbon dioxide, which makes it carbon negative. The walls are airtight with windows of various sizes punched in the wooden-clad façade to maximize the solar gain and give visual variety.

Construction has begun on the UK's first carbon-negative residential development. The Leeds "**greenhouse**", led by developer **Citu**, will create 172 homes, office space and associated amenities. The development includes high-level insulation, ground source heat pumps, rooftop-mounted wind turbines and solar thermal, and a 100m offsite wind turbine.

All this will mean that the "greenhouse" will use

less energy than it creates, allowing the excess to be fed into the National Grid. This will make the development carbon negative. Developers say the innovations mean the “greenhouse” will save around 700 tonnes of carbon and 3.5 million litres of water per year compared with an equivalent conventional development. It will cut utility bills by up to one-third.

“Greenhouse” will provide 1,400m² of state-of-the-art office space, incorporating virtual networks, video conferencing, a wireless environment, high-speed broadband and business support services on-site. Additional features embrace a design-led approach to minimising environmental impacts. These include an electric car club scheme, a bicycle by-the-hour service, full on-site recycling facilities and allotments to grow your own food.

Many people in urban settings live in high-rise homes, particularly relevant in Taiwan and elsewhere in the Asian Pacific, and the high density means that this is a more efficient use of land. A Malaysian-based architect, **Ken Yeang**, is the leading designer of bioclimatic skyscrapers – high-rise buildings that drip with plants and are angled to catch the sun.

The Editt Towers in Singapore is planned to be built soon. It has half a square metre of planted area to each square metre of useable area, with plants chosen to avoid conflict with local indigenous species. Carbon embodied in the construction process has also been taken into account.

- Rainwater is collected on the roof and in sunshades
- Built-in filter systems re-use water, making the tower 55% self-sufficient
- Solar panels will cover 855 square metres of the structure
- A waste management system is built-in
- Sewage is treated to create compost or biogas.

For my final example I'm going to look at Sweden. In England the Government is looking to establish 10 new eco-towns. **Hammarby Sjostad** could provide the model we need. It is a settlement of 11,000 homes and is highly self-sufficient. In Hammarby they put waste from the sewage into the compost. They take out the heat from the sewage and bring it into the district heating system. Over 70% of the towns heating is based on renewable resources.

The biogas that is extracted from the wastewater treatment plant is primarily used to power buses and cars. It also powers around 1,000 gas stoves in Hammarby.

A strong transport infrastructure is important and, with the town being just outside Stockholm, most of its residents commute into the centre for work. Cars that use biogas do not have to pay the city's congestion charge and effective transport

links mean that 79% of residents do not use cars to travel to work. Hammarby has been designed so that residents can walk from one side of the development to the other entirely on parkland and green spaces.

High density is key and the environmentally friendly performance has been achieved by building it into the system of the buildings rather than by relying on people.

In conclusion, we each have a personal responsibility to embrace the new agenda. If we are to succeed in achieving sustainability on a global scale, then a 'return to normal' is not an option once the world's economies start to recover. The potential for creating employment in a worthwhile and sustainable manner is enormous and the schemes that I've featured show the benefits of doing so. Our leadership in this area can be instrumental in increasing demand for the new technologies.

And if we in the housing sector are to successfully negotiate a path through the recession, it needs to be a sustainable path. Our governments in the UK are helping to tackle the downturn in the building industry by bringing forward money from future years' budgets to maintain building activity. But this is not enough. Let's try to solve our problems in a hopeful and optimistic way. We have a real opportunity to improve the homes we provide in a way that will create so many new jobs and at the same time contribute significantly to a sustainable



world.

This paper is an abridged version of the speech Mr John Diggory delivered on the International Conference, Opportunities of Housing Management under Economic Recession, 27 February, 2009, Taipei, Taiwan. Mr Diggory has proofread this paper and gives his consent for its publication. His full paper appears on the website of CIH APB http://www.cih.org.hk/English/News/events_review_folder/events_review2009022701.html

Putting it all back together : After the collapse, what now?

Paddy Gray Director of Housing Studies, University of Ulster

Introduction

Northern Ireland was created as a separate jurisdiction in 1920 by the Government of Ireland Act of that year. As a result Northern Ireland is often referred to as a place apart within the UK. Ireland politics have been determined by this co-existence of two communities with differing identities and aspirations (Bell 1987, Ogle 1989, Gray 1994, Boal 1996). Some writers refer to the poor housing conditions in the province as one "which lagged behind other UK regions and which merited special attention." (Evason 1980, Brett 1986, Murie 1992, Gray & Paris 1999). The extent of religious segregation that exists in the province is mostly apparent in public sector estates although not exclusively located there. There is no realistic prospect of a significant short term change and new peace walls were being constructed and extended even after the cease-fires were announced in 1994.

In the past ten years the social, political and economic landscape in Northern Ireland has changed considerably. Despite a number of achievements, expectations that the policy landscape would greatly reflect the presence of a local administration, like that in Scotland and Wales, were not realised due to a five year hiatus following the suspension of devolution in 2001. Northern Ireland has been much more generously funded for social housing than other parts of the UK. Owner occupation stands at just under 70% of all housing in the province.



Affordability

One of the objectives of national housing policy in the UK is to provide a decent home for every family at a price within their means. For many years Northern Ireland was seen as one of the most affordable areas for property throughout the United Kingdom and within the island of Ireland. The 2007 Q3 Bank of Ireland/Housing Executive/University of Ulster house price survey (University of Ulster et al, 2007) showed an increase of 40% over the previous year while the Department of

	Social New Build - Completions	NSM Estimate of Ongoing Need	Backlog - Cumulative
2001/02	1,613	1,500	(113)
2002/03	1,095	1,500	292
2003/04	687	1,500	1,105
2004/05	888	1,600	1,817
2005/06	973	1,600	2,444
2006/07	1,375	2,200	3,269
2007/08	1,004	2,200	4,465
Annual Averages	1,091	1,728	638

Table 1: The Shortfall in the construction of new social housing 2001-2008
Source NI Housing Market Review 2008-2011 NIHE Belfast

	2001 (%)		2006 (%)	
Owner Occupied	432,300	66.8	468,800	66.5
Private Rented & Other	49,400	7.6	80,800	11.5
Housing Executive	116,000	17.9	93,400	13.3
Housing Association	17,900	2.8	21,500	3.1
Vacant Dwellings	31,900	4.9	40,400	5.7
TOTAL	647,500	100	705,000	100

Table 2: Northern Ireland's Dwelling Stock by Tenure, 2006

Communities and Local Government House Price Index for March 2007 showed that Northern Ireland was the only part of the United Kingdom where house price inflation rose from 48.5% to 50.1%.

The Current Economic Situation

Northern Ireland's economy is in recession with economic growth forecast to remain flat in 2008 and to contract by 1.5% in 2009. Private sector output in Q2, 2008 was 2.2% below the corresponding quarter in 2007. The report emphasizes that Northern Ireland cannot insulate itself from global economic developments.

The rapid growth in house prices has created difficulties for housing associations involved in the delivery of new social housing for rent as they too struggle to secure land for development. In many cases, land cost is now approaching 50% of the cost of a newly built house; compared with land cost in 1993, for example, which was only approximately 9% of development costs. The target to deliver 1,500 new social housing homes each year has been severely hampered by these high costs and problems regarding the acquisition of land for development coupled with difficulties securing the necessary planning permissions in time (DSD, 2007).

Results from the 2006 House Condition Survey carried out by NIHE have been emerging since May 2007 and provide the most recent picture

of the characteristics and condition of Northern Ireland's housing stock. In 2006 there were 705,000 dwellings in Northern Ireland – an increase of 57,500 (9%) over the period since 2001.

Dwelling Tenure

Table 2 provides the key tenure related information:

- Significant growth in the owner-occupied sector.
- The continued rapid increase in the number and proportion of private rented sector dwellings.
- The number of tenanted social dwellings has fallen.
- The total number of vacant properties has increased (NIHE 2009)

Figure 1 illustrates the balance between social and private housing in Northern Ireland over the last decade.

Within the social sector, the gradual shift in the balance between Housing Executive and housing association stock continued during 2007/08. Since the House Sales Scheme was set up in 1979, the Housing Executive has sold more than 117,000 of its dwellings. The Scheme has not only provided an affordable route into home ownership for numerous house holds, but also had a significant impact on the overall level of social housing

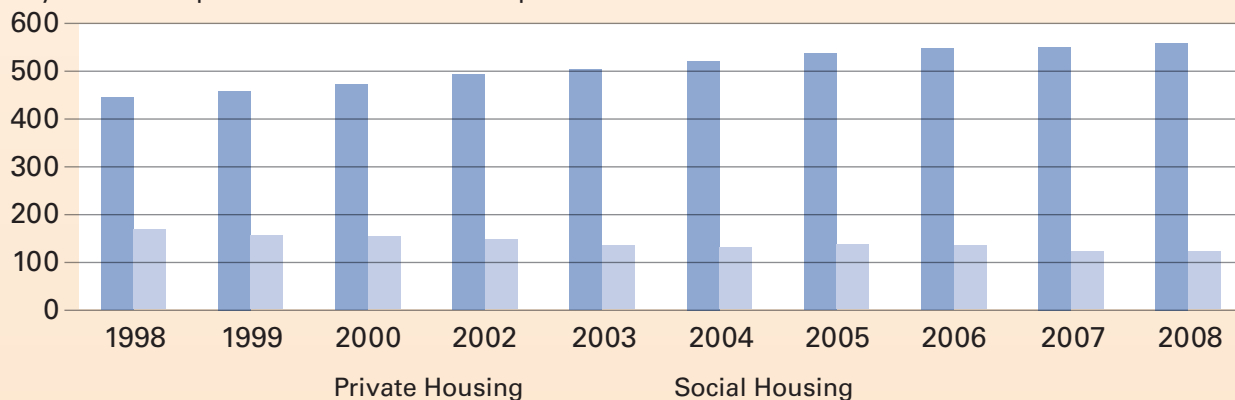
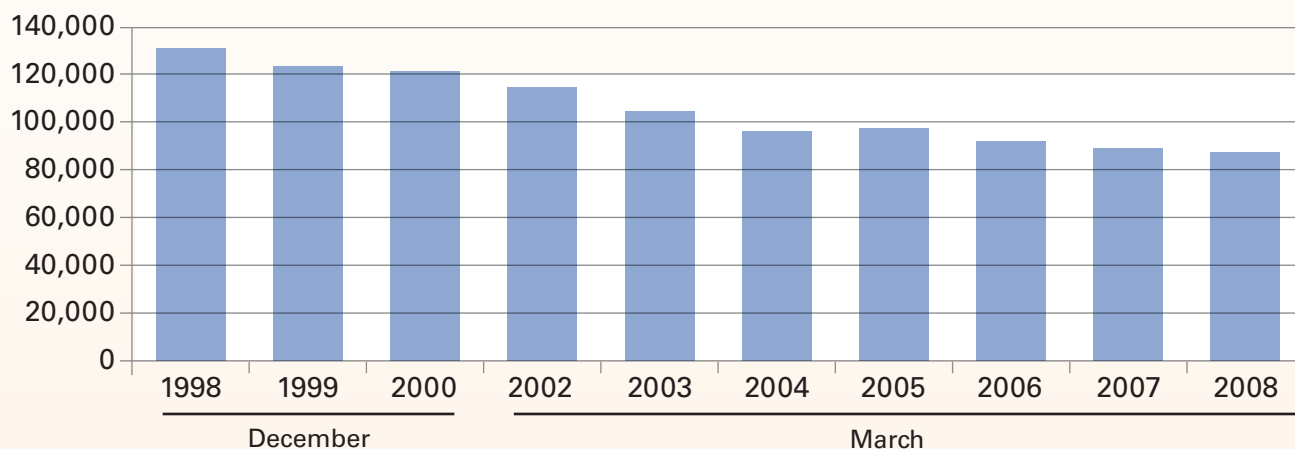


Figure 1: The Changing Balance of Social and Private Housing, 1998-2008

Source: DSD Housing Statistics

Figure 2: Housing Executive Stock, 1998-2008



Source: DSD Housing Statistics

stock.

As part of the Housing (Northern Ireland) Order 2003, the provisions of the statutory House Sales Scheme were extended to housing association tenants. Figure 2 illustrates the combined impact of house sales and demolitions on the (occupied) Housing Executive stock.

Mixed Communities

As has been the case in Great Britain, the United States, the Netherlands and various other jurisdictions, creating integrated and sustainable communities has become a key policy concern for governments in the island of Ireland in recent years. One of the main drivers of mixing policy has been concerned about the growing tendency for social housing to be occupied by marginalised households with high levels of unemployment and low incomes, higher than average proportions of children and a high concentration of single parents. With an increasingly multi-cultural population, a number of problems have developed, including some manifestations of hostility towards immigrants within local communities and the challenges posed by (in some cases unexpected) population growth, given the imbalance between housing supply and demand in many areas.

Segregation in Northern Ireland

In Northern Ireland, the specific circumstances and history have meant that research and analysis have focused on issues of sectarian segregation and the potential for creation of mixed religion communities. Given the sensitivities of the issue, the mistrust between communities and the threat of violence and danger have existed for many years. More recently the Housing Executive, as part of its community cohesion strategy, has sought to encourage more mixing within its estates. The Good Friday Agreement in 1998 made a specific commitment to promote integrated housing and

to help people have the right to freely choose their place of residence and be left in peace there (p16). A Shared Future: The Policy and Strategy Framework for Good Relations in Northern Ireland, published by the Officer of the First Minister and Deputy First Minister (OFMDFM) in March 2005, also highlighted the importance of developing and supporting mixed housing.

The two main areas of development within A Shared Future are:

- to develop shared communities where people of all backgrounds can live, work, learn and play together;
- to support and protect existing areas where people of different backgrounds live together (2.5)

More recently, against the backdrop of devolved Government and difficult decisions about public spending, attention has been drawn to the unsustainable costs of segregation.

Reporting on Deloitte's research findings, the Independent newspaper referred to the housing issues identified:

In housing terms many homes lie empty – and some have to be demolished – although there is housing need in various districts those allocated to them refuse them on the grounds of safety.

Houses and apartments in problem areas can also cost more because of additional security measures deemed necessary.

The report concludes: 'While we recognise the potential to respond positively to the challenge of a shared future and to re-define service delivery, it must be recognised that the timeline for change and benefit realisation is not

insignificant.’

Shirlow and Murtagh (2006) describe the impact of segregation in Belfast in particular, and have also considered the impacts and extent of policy response to the issue. Shirlow and Murtagh also explain that:

‘...residential segregation has been a prominent

Table 3: Housing Aspirations

	Mixed religion	Own religion	Don't know/other
2007	80	12	8
2006	79	13	8
2005	78	18	4
2004	80	19	2
2003	72	21	7
2002	74	19	7
2001	66	26	9
2000	70	22	8
1999	73	22	5
1998	71	21	9

Source: Northern Ireland Life and Times Survey, various years.

feature of urban division within Belfast since the onset of the industrial age. However, unlike previous periods of intercommunal violence, Belfast has been scarred by contemporary unrest in a different way. A significant effect of contemporary violence has been the virtual disappearance of neutral zones between segregated places. The subsequent increase in segregation, which has been commonplace within parts of Belfast since the late 1960s, has encouraged a succession of bordering events that have extended the connotation and magnitude of preceding ethno-sectarian divisions.’

An Appetite for Mixing

Although such well-documented and highly obvious patterns of ethno-sectarian segregation in Northern Ireland have tended to receive the most attention, there are examples of relatively mixed communities that have developed organically over a number of years, or maintained a generally mixed character despite the pressure of the conflict. Successive surveys have also suggested that although people do not always vote with their feet, there is a will to live in more mixed environments.

Studies in the Ballynafeigh area (Murtagh and

Carmichael (2005) and Byrne, Hansson and Bell (2006)) sought to identify the factors that helped this particular part of Belfast retain a ‘mixed’ reputation before, during and after the Troubles.

In their analysis, Murtagh and Carmichael referred to Murtagh's previous research (2000), which identified a number of factors that helped influence mixed housing outcomes:

- Political stability
- Safety
- A history of political neutrality
- The wider geographical setting
- Access to services
- Stable demographics

The apparent importance of stability across a range of factors is interesting in the context of the research in Ballynafeigh, as well as Areema and Rathfriland (Byrne, Hansson and Bell, 2006), where notions of communities in transition were identified. A further common theme arising from Murtagh and Carmichael and Byrne et al's research is the importance of community groups and neutral shared spaces.

Murtagh and Carmichael pointed out that mixed (social) housing estates tended to be concentrated in a belt of mainly rural districts, while Byrne et al identified the particular impacts of the agriculture industry, which facilitated mixing at critical times of year including the harvest.

In both rural and urban settings, length of residence has been identified as an important component in creating and sustaining relationships. In this context, it is useful to take account of a number of indicators of mixed areas identified by Byrne et al:

- Protestant and Catholic residents
- Few sectarian incidents
- Acceptance of cultural symbols and events
- Freedom of movement
- Expression of culture (without fear of persecution)
- Community participation
- Diversity – the presence of different ethnic groups helping to promote a perception that an area is safe and secure

The findings on the need for social interaction were elaborated by a recent report by Hewstone et al for OFMDFM,. The authors of the report found that:

It is not the case that in ‘mixed’ areas the two communities simply ‘live side-by-side’; rather, there is evidence of real integration. Those who live

‘apart’ in segregated communities have, for the most part, also studied apart and now work apart. Although there is evidence of ‘more’ extensive social interaction in segregated areas, mixed neighbourhoods had just as much social capital when the quality of interactions was measured. Thus, living in a mixed area does not have to come at the cost of valued social interactions. Our findings lend support to:

- The promotion of policy prioritising the development of more mixed housing in Northern Ireland.
- Initiatives to ensure that contact in mixed areas is not just superficial, but that, where possible, it facilitates the development of friendship bonds between residents from different groups.
- The promotion of shared space and strategies to deal with chill factors.

The Social Costs of Segregated Housing

Segregated housing dictates a more complex relationship between housing supply and demand than integrated housing (Boal 1996). However, segregated housing can lead to more than financial costs as it is argued that segregated residential areas lead to greater community isolation and to community fragmentation (Jarman 2002). Poole and Doherty (1995) also argued that residential segregation can help to cause what was termed by Boal (1982) as “activity segregation”.

Despite the peace process, many communities in Northern Ireland still experience fear and subsequently avoid areas dominated by the other religion. Most research has concentrated on the scale and effects of residential segregation. The costs of segregation have been highlighted above; however, there has been relatively little research on religiously integrated housing in Northern Ireland. Murtagh and McDaid (2000) highlighted the financial, housing management and social benefits of mixed housing.

The Problems of Developing Integrated Housing

Social housing providers face difficulty in securing land in high demand areas for all newly built social housing. In Northern Ireland the issue of land is closely aligned with that of territoriality and in 2004, Darby and Knox highlighted the importance of territoriality. Whilst the costs of segregated living and the benefits of it have been outlined above, it is necessary to reflect upon the issue of choice – are those living in segregated areas living there voluntarily or involuntarily? Indeed, many choose to live in segregated areas.

The importance of the ability to exercise choice, i.e.

that people have viable housing options to choose from, in this case mixed areas or segregated areas, has been highlighted by several academics. For example, Boal (1982) stressed the importance of choice over a forced integration policy. Poole and Doherty (1995) also argued that what is more important from a policy perspective are whether there are sufficient choices of a range of social environments to make a voluntary decision possible.

A Sheffield Hallem University team has researched the contribution of housing management to community cohesion. Although segregation was an important concern for many of the study’s respondents, opinions varied about: whether it was actually a problem; whether it was an issue that should be tackled; what interventions might be appropriate, and how tackling segregation might promote or undermine community cohesion (Robinson et al., 2004). One housing association Director observed that ‘my most sustainable schemes are mono-cultural’ (p15). Residential integration was not seen necessarily as essential for integration to take place and reservations with regard to promoting residential integration appeared to recognise that people often live in segregated communities for good reason. Blackaby (2004) also provided a good practical example of how community cohesion can be developed. Here the aims are to:

- Develop and maintain contact with hard-to-reach groups;
- Provide tenancy support to complement the work of other service providers;
- Co-ordinate and promote community development activities (and develop new projects and activities to encourage social and residential integration and cultural awareness);
- Support the communities to move to non traditional areas;
- Forge multi-agency partnerships to tailor services to deliver more effectively to meet specific needs in deprived areas; and
- Provide ‘racial equality’ and cultural awareness within tenants’ and residents’ associations (Blackaby, 2004).

Intrinsically, A Shared Future (2005) takes the view that the development of integrated social housing, whilst facilitating increased choice, should not be the main policy driver in newly built social housing, but rather as an add-on through projects in selected areas.

Conclusion

There is no doubt that the future of Northern Ireland's housing market is closely tied up with developments in the world economy. In recent years and particularly in 2007, Northern Ireland's housing market experienced a significant increase in house prices. It will take at least another year for confidence to return depending on wider trends in the world and in the UK economy.

There is no doubt that the future of Northern Ireland's housing market is closely tied up with developments in the world economy. There are increasing signs that the US economy has already entered a more prolonged recession. The dependence of the UK economy on the financial sector makes it particularly vulnerable to the ongoing effects of the "credit crunch". Lenders are more cautious in terms of lending policies and the price of credit has increased. These factors combined indicate a significant downturn in Northern Ireland's housing market, with sustained difficulties for most first time buyers.

Added to this negative scenario is the legacy of the 'troubles' particularly in the social rented sector where ethno religious division is rampant. Northern Ireland has much to do before it becomes an integrated society due to longstanding community divisions that have existed for centuries. Amongst the impediments to a shared society are the territorial divisions that mark A Shared Future (2005) noted that: 'the costs of a divided society - whilst recognising, of course, the very real fears of people around safety and security considerations - are abundantly clear: segregated housing and education, security costs, less than efficient public service provision, and deep-rooted intolerance that has too often been used to justify violent sectarianism and racism. Policy that simply adapts to, but does not alter these challenges, results in inefficient resource allocations. These are not sustainable in the medium to long-term.' In a period when public money is scarce it is important to embrace the goodwill that exists within some communities to create a situation where, in the long term, savings will be made by the abolition of the duplication and the multiplication of service delivery.

Bibliography

Bell, P. (1987) "Direct Rule in Northern Ireland" In Rose, R. (ed.) *Ministers & Ministries: A Functional Analysis*, Clarendon Press.

Blackaby, B (2004) *Community Cohesion and Housing: A Good Practice Guide*, Coventry, CIH.

Boal, F. (1982) *Segregating and Mixing: Space and Residence in Belfast*. In Boal, F and Douglas, J. (eds) *Integration and Division*, London, Academic

Press.

Boal, F. (1996) "Integration & Division: Sharing and Segregation in Belfast." *Planning Practice and Research*, Vol. 11, No. 2, pp. 151-8.

Brett C. (1986) "Housing a Divided Community". Institute of Public Administration, Dublin

Byrne, J; Hansson, U; and Bell, J (2006) 'Shared Living: Mixed Residential Communities in Northern Ireland' Institute for Conflict Research

Doherty, P. and Poole, M. (2000) 'Living apart in Belfast: residential segregation in a context of ethnic conflict' in F. Boal (ed.) *Ethnicity and housing*, pp. 179- 189, Ashgate: Aldershot.

Evason. E. (1980) "Ends That Won't Meet."

Poverty Research Series No. 8, Child Poverty Action Group.

Gray, P. (1994) "Housing in Northern Ireland." *Administration, IPA.*, Dublin, Vol 42, No 3, 269-279.

Gray, P. & Paris, C. (1999) "A vision for Northern Ireland", in Brown, T. (ed). *Stakeholder Housing: The Third Way*, pp156-167 Pluto Press: London.

Murie, A. (1992) 'Housing Policy in Northern Ireland: A Review' University of Ulster, Research Paper No. 3.

Murtagh, B and Carmichael, P (2005) 'Sharing Place – A Study of Mixed Housing in Ballynafeigh, South Belfast' (Northern Ireland Housing Executive)

Murtagh, B., and McDaid, S (2000) *Integrated Social Housing: Implications for new build*, Belfast, Northern Ireland Housing Executive.

Northern Ireland Housing Executive (2009) 'NI Housing Market Review 2008-2011' Belfast

Office of the First Minister and Deputy First Minister (2005) *A Shared Future*, Belfast, Belfast, Community Relations Unit, OFMDFM

Ogle, S. (1989) "The Literature of Housing in Northern Ireland: A Critical Review of the Period since 1970." Policy Research Institute, The Queens University of Belfast and the University of Ulster.

Shirlow, P and Murtagh, B (2006) *Belfast: Segregation, Violence and the City* London, Pluto Press

University of Ulster, Bank of Ireland, Northern Ireland Housing Executive (2007) *Quarterly House Price Index*, Quarter 3, November.

[This paper is an abridged version of the speech Mr Paddy Gray delivered on the International Conference, Opportunities of Housing Management under Economic Recession, 27 February, 2009, Taipei, Taiwan. Mr Gray has proofread this paper and gives his consent for its publication. His full paper appears on the website of CIH APB http://www.cih.org.hk/English/News/events_review_folder/events_review2009022701.html

澳門物業管理的機遇與挑戰

鄭國明博士

一、物業管理概況

澳門的住房主要分為公共房屋及私人房屋兩大類，在物業管理的模式上也有不同。澳門的公共房屋可再分為社會房屋和經濟房屋兩類，前者屬於房屋局直接管轄的樓宇，後者則按照第41/95/M號法令的規範進行管理。截至2008年底，共有社會房屋37幢3,244個住宅單位8,000多居民。其日常管理，由房屋局委託管理公司進行。經濟房屋的日常管理，在執行第一次分層所有人（小業主）大會的決議前，應由發展商直接或委託專門企業管理。當小業主透過小業主大會選出其管理委員會後，有權選擇適合的管理公司。現時，經濟房屋共有42幢樓宇27,457個單位，每戶每月平均管理費約220至270元。費用包括公共區域水電費，清潔費及保安服務，公共設備保養費用，以及管理公司固定服務費用之份額等，但是對於一些不可預見之開支，例如維修樓宇共同部分及公共設備，分層所有人也須共同攤分。

澳門現有樓宇約有5,471多幢，大多數為私人所有。澳門的高層樓宇，業權分散，公用地方和公共設施共有，有時更是商業與住宅相結合，管理較業權單一的公共房屋複雜。早期由於並沒有相關法例的規範，居民與管理公司經常出現矛盾。直至1996年政府頒布了《分層樓宇法律制度》，物業管理問題才有所改善。該條例其後於1999年被廢止，物業的管理制度則載錄在民法典第五章第四節內，其中規範了分層所有人在管理上之權利、義務及負擔；分層所有人大會之組成與運作及；管理機關之組成、權利和義務等。

二、物業管理的經營現狀

管理私人樓宇的公司大致可分為三類：第一類是發展商附屬經營的管理公司，管理的大多數是發展商參與興建的物業。第二類是獨立經營的管理公司，是受發展商、管理機關（即管理委員會）等委託管理物業。第三類則是由所屬樓宇分層所有人（即小業主）自組成立的服務團體。現時在澳門有意開設物業管理公司，只需向財政局（政府機關）申領商業營運牌照，對物業管理經營者和從業人員並沒有特別的規範。截至2007年，物業管理公司約有120間，約12,400物業管理行業人員，包括樓宇管理員、清潔員、前線工作人員、辦公室後勤支援人員及管理層等人員。現時管理層人員文化程度大專以上的佔30%，中高程度約佔36%，年齡分佈

大約為30至55歲（約60%）。管理層的人員有年輕化的趨勢。

管理員年齡層在50至70歲，超過90%的管理員是55至65歲，小學學歷者約佔50%，初中學歷者約佔40%。清潔員多由女工擔任，超過90%的清潔員年齡介乎45至55歲，以小學程度佔大多數。物業管理公司人員的薪酬狀況：督察、統籌及辦公室後勤支援員工約有5,000至7,000元；行政業務主管約7,000至9,000元；經理級以上約9,000至11,000元；一般管理員約3,000至3,500元；清潔員約3,200至3,600元。

在管理的收費方面，7層以下的樓宇多數為舊式唐樓（約4,726幢），沒有升降機、防火或保安系統，業主每月只是支付約50元的樓梯清潔費，而樓宇的總體維修保養則長期欠缺。高層樓宇方面，多以委託專業性的管理，現時的收費約0.3至1.0元/尺，一般來說大約0.5/尺左右，物業服務費包括清潔及保安服務費用、共同部分設備之保養費用、以及共有區域之水電費用，有些更包括10%的維修基金。

三、澳門物業管理的挑戰與機遇

澳門自回歸後，以博彩、旅遊、會展為發展方向，並隨着賭權開放，外資增加，內地與澳門簽署更緊密經貿關係安排（CEPA）及內地開放自由行政策，均促進了澳門的經濟發展。在房地產方面，在建成及擴建樓宇方面，2005年1,277間升至2006年3,026間，而2007年則有2,051間。在新動工樓宇方面，2005年有4,947間，2006年有4,756間，而2007年則有4,390間。隨着高層新樓宇，商業樓宇及大型基建的落成，加速了澳門物業管理服務的需求，同時亦推動着物業管理朝着高水平服務要求之方面邁進，為澳門的物業管理的發展帶來機遇。

在經濟迅速發展之下，亦為物業管理行業帶來人力資源緊張問題，為其發展帶來衝擊。由於澳門以博彩業為主，加上近幾年一些大型國際博彩公司以高薪吸引不同行業人士轉職，造成行業人員流失，加上行業普遍薪酬較低，職位一旦空缺則難填補，部分公司只好將入職要求降低，結果影響其服務質素。部分職位如總管、物業行政主管、巡查督導主管、部門經理等中層職位更長期缺人。物業管理業除要面對人力資源問題外，亦要面對其他問題，如部分小業主欠交管理費，大型物業管理公司進駐所



帶來的競爭等。

另一方面，由於部分小業主未有履行其義務，欠交管理費，常引致管理公司陷入經營困難的狀況。同時，隨着樓宇樓齡增加，但往往一些樓宇共同部分缺乏維護，而樓宇的外表及內部設施日漸老化，在有需要維修而攤分費用時籌集資金不足或未能聯絡上有關業主，令到工程難以展開，使樓宇狀況變壞，再者是基於保障私有產權的原則，若私人物業未有抵觸現行的建築物條例、或出現危及公眾衛生和安全的情況下，政府不直接干預小業主對本身物業的處分權，因此，遇有樓宇管理相關問題，要是雙方未能互讓達成共識，產生問題，最終要透過法律途徑解決。

此外，由於早期行業的營運公司質素參差，一些公共設施長期缺乏維修、保養，甚至擅自挪用管理基金等；當小業主成立管理委員會後，可能會與管理公司產生糾紛，近年亦有發生物業管理公司管理質素不被小業主接受，而不滿之業主以拒交管理費作抗議或要求撤換管理公司，物業管理公司在收不足管理費的情況下，拖欠公共電水費等，因而引致多方面問題，如樓宇斷電危機、「一廈兩管」、「一廈兩會」等糾紛情況漸見出現。

另外樓宇管理委員會亦引發管理的問題，本來樓宇管理委員會的成立，其目的是讓物業所有權人和住戶行使監督管理公司的權利以提升管理質素，但是亦有發生部分人士卻藉管理委員會的權力，撤換管理公司謀取私利，或未能處理好新舊管理公司的交接，導致管理權爭奪糾紛，最後也只能訴諸法律，可是一旦作出法律訴訟，雙方無論在經濟時間與及精神上都可能承擔無窮的壓力，同時亦影響住戶的

生活。以上情況都是現時澳門的物業管理發展過程中面對的問題。

四、政府對樓宇管理的措施

為解決上述的問題，政府近年採取了一系列措施。在法制方面，政府於2006年，增加房屋局職能，作為樓宇管理的協調部門。遇有糾紛問題，政府主動作協調人，協助居民解決問題。自2007年起，規定公共部門外判的清潔和保安服務必須要訂定最低工資，每小時最低21元、每日168元或每月4,368元之規定。政府也先後推出：「樓宇維修無息貸款計劃」、「樓宇維修資助計劃」、「樓宇管理資助計劃」，以及「低層樓宇共同設施維修臨時資助計劃」，目的是協助小業主改善樓宇質素及提升管理水平。2009年政府更成立樓宇滲漏水聯合處理中心，協助處理及解決市民在樓宇塞渠及滲漏的問題。同時計劃即將推出「從事樓宇管理業務及管理服務人員職業的法律制度」及「樓宇管理仲裁中心」，前者用以規範物業管理行業、物業管理公司和管理員，後者則用以協助處理解決涉及樓宇管理糾紛事宜。

在培訓方面，為推動物業管理服務走向專業及提高行業水平，政府近年除在法例方面不斷完善外，更投放不少的資源在培訓方面。這包括開設管理員初級及中級培訓課程。自2004年起，已有約2,000人，包括基層管理員以及中層管理人員接受相關課程培訓。以及為行業提供儲備人員，為即推出「從事樓宇管理業務及管理服務人員職業的法律制度」開設“物業管理專業技術人員培訓課程”，以應付物業管理行業管理層的工作，並與專業認證機構攜手推行「優質物業管理服務認證計劃」，祈能透過推動管理公司參予計劃以提升管理素質與能力。同時亦不斷推動及支援管理委員會的工作，使能發揮其應有的作用。

五、總結

澳門物業管理在面對社會及經濟發展而不斷完善，為輔助業界不斷提升自身的質素，提升競爭力，政府致力營造一個有利行業發展及邁向專業化之環境。同時，透過專業知識和法例的推廣，期望小業主在享受服務和權利之餘，也盡力履行應有的義務，協同管理自己的資產。澳門物業管理在面對挑戰之時，相信在行業不斷奮發及自我增值，以及政府相關法制措施的配合下，樓宇管理將朝着水平進一步提升的方向邁進，為社會和諧締造基礎。

（編者按：本文根據鄭國明博士於2009年2月28日的講話稿輯錄，並經鄭博士過目，講話稿全文登載於英國特許房屋經理學會亞太分會網頁http://www.cih.org.hk/Traditional/News/events_review_folder/events_review2009022701.html）

Challenges and Opportunities for Our Industry in Greater China in/after Economic Turmoil

Mr K C Chu,
Associate Director , Asset Services, CBRE Limited, Taiwan

Background

We see markets going up and down; people come and go BUT are opportunities still there in the Greater China region? With more than 1.3 billion people looking for better accommodation, working area and leisure place AND with recent GDP growth figures of 11.4% in 2007; above 9% in 2008 and an expected rate of 6.5 to 9% in 2009; China can afford it!

As professional housing management practitioners, how can we capitalize on the opportunities in the Greater China Real Estate Market, especially, the opportunities created by the activities of the Private Equity Real Estate Investment Funds?

Real Estate Fund Investment in China

Although we see the following:-

- Total consideration of en bloc property acquisitions by overseas investors in Shanghai which stood at RMB 11.6 b in 2008 were down by 25% compared with Year 2007's RMB 15.5 b, according to statistics from CBRE Research
- Market was very static in Q4 of 2008 and there was no single acquisition activity by Foreign PE Real Estate Fund in Shanghai and Beijing
- That China Overseas Land & Investment would postpone the launch of its real estate fund indefinitely
- That after planning for months, Morgan Stanley has not yet secured any buyers for its 2 high-end serviced apartment projects in Shanghai
- Rumours were rife that Blackstone had dropped the idea for acquiring 4 commercial buildings which are worth \$1 Billion in Shanghai

At the same time we notice that: -

- Pacific Alliance China Land, in Nov 2008, has raised \$400 million and intended to invest across the residential, office, retail, and industrial sectors in China
- Also in Nov 2008, ARA Dragon Fund bought the newly completed Nanjing International Financial Centre, a 51-storey Grade A office-

cum-retail building for \$340M

- In Jan 2009 – GIC Real Estate, which is owned by Singapore Government, spent \$1 billion to buy from ProLogis, a US-based real estate investment trust, its China operations and stake in Japanese property fund
- In Jan 2009 - Citic Capital China Real Estate Investment Fund III has raised \$400 million and has prepared to invest in project developments, acquisitions and entity level investments in Chinese real estate companies. The fund focuses on development projects in the first- and second-tier cities, like Pearl River Delta, Yangtze River Delta, Pan Bohai Gulf Region and other cities, like Chengdu, Wuhan and Chongqing
- In Jan 2009 – ING Real Estate Select Asia-Pacific Property Growth Fund aims to raise \$250 in the first quarter of 2009 and a total fund size of \$675 million by the time it closes

At the same time some Cross-boarder PE Real Estate Funds are retreating from Greater China owing to various reasons, for instance: -

- Liquidity of their holding company
- Cash Out of Profit
- Pessimistic to the real estate price
- Fed up with the regulatory uncertainties.

However, appetites of other funds are growing because: -

- They need to park their excess cash in Greater China especially during these turbulent times in the financial market
- They anticipate Greater China will be the 1st one standing up after the Financial Turmoil
- They may benefit more by the long term appreciation of RMB
- They hope to take advantage of the attractive valuation in the real estate market
- Last but not the least, although the government is relaxing the fiscal and monetary policies to "rescue" the real estate industry, some small



and medium-sized enterprises will continue to find it difficult to raise funds from the equity market and financial institutions. Therefore, the jungle law comes in, Real Estate Fund could pick up those valuable assets from them at very “reasonable” price

Strategies of PE Real Estate Funds

Generally speaking, two kinds of strategy will be applied: -

- Opportunistic Funds, which purchase the properties 12 months before they are completed, so they shouldered mid-sized property tenancy risks. Investors could take a relatively higher level of risks and see for higher return. They would look for “UNDER” managed real estate asset and then acquire, reposition, develop and redevelop the assets
- Core Funds, normally invested by pension funds and other conservative investors only willing to take fewer risks, therefore get lower profits

Opportunities for Us

No matter Opportunistic Funds or Core Funds, they need our service. Put it in another way, how could we contribute to the operations of those PE Real Estate Funds in Greater China?

Opportunistic Funds

- Mr. Goodwin Gaw, Chairman & Co-founder of Gaw Capital Partner said, “as an opportunistic fund, we get active when times are bad” – Gaw has \$4.7 billion Chinese assets, spread across 14 projects
- Look for “UNDER” managed properties and acquiring them are the responsibilities of the Investment Manager of the Fund
- Assess whether the “UNDER” managed properties could be put back onto the right track is the responsibility of Profession Housing Manager

- Implementation of the repositioning need Profession Housing Manager
- Not to mention the daily operations of the properties
- Without the input and effort of Profession Housing Manager, UNDER managed properties would keep on being UNDER managed
- It is exceptionally true in China, especially in second-tier cities. There are so many “UNDER” managed assets – there are plenty of golden opportunities for the Opportunistic Funds and us.

Core Funds

- Core Funds are looking for “Steady” and “Stable” income generating from the properties
- To secure the income of the properties, Customer Service, Security, Cleaning, Maintenance, Energy Conservation and all other Housing Management functions have to be properly in place – Professional Property Manager definitely has a role here.

Rising Need for Portfolio Management Services instead of Property Management Services

Traditionally, property management services involve day-to-day management of a building or an estate of residential / commercial / industrial use or a mixture of some of them with the main objective focused on the efficient and effective running of the premises for the enjoyment and use of the occupiers, whereas the various areas of responsibility including but not limited to control of customer services, security and cleaning, operation and maintenance as well as upgrading / renovation of all common building fabric and facilities, and others like carpark operation and back up support for the full time attention of the Professional Property Manager. These duties are discharged through his or her subordinates down the line but they lay emphasis on the communal ones as a matter of fact.

Overlying the whole subject of property management services is the rising need for portfolio management services. Ultimately, our real concern is with the performance of the whole buildings, whether they are viewed as an investment, asset or facility in the widest sense. Perhaps the biggest service provided by its growth has been to focus attention more sharply on, and to promote the profile and image of the people who manage buildings.

Generally speaking, portfolio management can be defined in a number of ways: -

- It is concerned with the systematic optimisation of our property and use of our environment.
- Portfolio planning determines how an organization's tangible fixed assets can best support in achieving the organization's objectives.

Looked at in a more comprehensive view, portfolio management has the following definition: -

- The practice of co-ordinating the physical workplace with people and the work of the organization, integrating the principles of business administration, architecture, and behavioral and engineering services.

Portfolio management is also intrinsically linked to change, thus emphasising that management of buildings must operate in an essentially dynamic climate. It tends to focus management attention on those facilities or assets that are perceived as making a direct contribution to corporate profit making objectives.

The emerging role of the portfolio management manager tends, increasingly, to be involved with those issues perceived by senior management to be important to the efficient usage of buildings, such as space utilization and energy consumption. Whilst this is laudable, all too frequently, there is little or no active consideration given to the maintenance of the building fabric and facilities, as this is not perceived by senior managers to be part of the efficiency equation.

A better comprehension of the impact that building fabric and facilities may have on the productive performance of the built environment is beginning to change perceptions. For example, there is an increasing understanding of the phenomenon of sick building syndrome, and this is focusing attention on the less obvious effects of poorly maintained building fabric and facilities.

An apparent lack of interest in building fabric and facilities condition manifests itself in managerial, technical and financial neglect, which must be considered a portfolio management failure. However, there are cases where the buildings are recognized as being more directly related to corporate performance. They may, for example, be a direct generator of income, in which case there is often a presumption that market economics will

prevail to force owners to maintain buildings in proper market conditions. This belief, however, is rarely accurate. Maybe such can be changed in the current economic downturn.

Even if it was true, there is no guarantee that this leads to a rational approach to managing building condition. Rather perversely, the response to rent pressures is likely to be a superficial one. The customers in the market place tend to be rather unsophisticated in terms of building condition, and often rather easily seduced by a cosmetic response. For this reason, serious building condition problems are rarely tackled at the correct time.

Within the public sector, a fresh range of problems present themselves. The perceived importance of building fabric and facilities varies according to the use of the building, and different standards may be adopted for schools, health care buildings and local authority housing. However, many of these buildings are not seen as a generator of income, but rather as one of the means by which a whole range of society's needs are met. Although market pressures may be limited, there will be other pressures, social and political as well as economic. Almost inevitably there will be a need to reconcile conflicting demands with limited resources, which almost always militates against adequate funding being allocated for building maintenance. Parents of school children, for example, will be much more concerned that a school has adequate book stocks and that there are small class sizes than they will be about the condition of a school, so long as it is apparently in reasonable repair. Local authority managers can realistically only have one option given these political realities.

What emerges from this brief discussion is that any policy has to be considered not only in the light of a building's function, but also in relation to the user's perception of the building's condition, and its relevance to their primary needs. This latter effect is extremely difficult to quantify, but what is certain is that no management practices can operate without a clear picture of what is being managed and what the functional requirements are.

Management in all areas requires the stating of objectives against which performance is judged. The corollary of this, in relation to management of buildings, is that the defining of user needs is an essential pre-requisite for the evaluation of building performance. Only then does it become possible to determine what action, if any, is necessary to maintain the building's function, and to provide a benchmark against which performance of maintenance operations can be judged. Such

considerations should, of course, encompass not only animate users but also inanimate ones, such as plant, equipment, and machinery.

As a whole, it should embrace not only managing the building in use but also play an important part in its procurement. If this process is carried out correctly, then a comprehensive performance model of the building should be constructed at the outset, resulting in a skillfully developed design. At the completion of the construction phase, the building owner and the users, who may not be the same, should be in receipt of a building together with the necessary instructions for proper use. Unfortunately, this happens all too rarely.

How to Prepare Yourself

If you are still interested in career opportunities created by the activities of Real Estate Funds in Greater China, the following might help you find your way.

A lot of people believe that their internationally recognized qualification can bring them everywhere around the world and allow them to practice there. Allow me to be frank/blunt/truthful, it is not the case!! If you want to get on this fast moving train, I would like to put forward a series of questions to you:

- Have you read the “Property Law” of PRC issued in March 2007
- Have you read the amended “Property Management Regulations” of PRC issued in August 2007
- Do you know the utility charges in Shanghai & Beijing or Taiwan
- What's the average salary of a security guard or a cleaner in Nanjing
- Can you read simplified Chinese or speak PTH

I can keep on posting similar questions for an hour. But if you cannot answer the above simple questions, how you can expect the Funds resting their assets on your hands and expecting you to change those “UNDER” managed properties into their Cash Cows.

Typical Job Descriptions of a Professional Portfolio Manager

- Actively manage the overall development, leasing, and property teams in order to maximize value.
- Work closely with the in-house development team to supervise the development process from conceptualization through completion of construction.

- Oversee and manage local joint venture relationships with development partners and co-investors.
- Develop and implement an asset strategy for each investment including hold/finance/sell recommendations.
- Assist in strategy formation and participate in the acquisition with due diligence in review for new investments, including the negotiation/ review of contracts, development agreements, and 3rd party consultant agreements.
- Arrangement and negotiation of debt agreements.
- Review/approve the annual business plan, leasing plan, capital program and operating budgets for each asset.
- Recommend the sale of an asset and coordinate/ manage the sale through local partners/3rd party brokers.
- Manage the valuation review process, review external appraisals and present valuation recommendations.
- This includes analyzing complex deal structures in order to determine the fair market value of investments.
- Monitor and manage the investment cash flow.
- Manage and develop junior asset managers and analysts.

Then, is it hard to equip yourselves? Let's share the words of St. Matthew's Gospel:-

“Ask, and it shall be given; Seek, and ye shall be find; Knock, and it shall be opened unto you”

May we all wish the night is past and that the dawn has come.

This paper is an abridged version of the speech Mr K. C. Chu delivered on the International Conference, Opportunities of Housing Management under Economic Recession, 27 February, 2009, Taipei, Taiwan. Mr Chu has proofread this paper and gives his consent for its publication. Powerpoint version of his speech appears on the website of CIH APB http://www.cih.org.hk/English/News/events_review_folder/events_review2009022701.html

中國物業管理市場在經濟衰退下的契機

樊卓雄先生
新昌管理集團有限公司董事總經理

新昌管理集團有限公司於1978年成立，是香港第一及唯一於香港聯交所上市的物業及設施管理集團（股份編號：2340），同時亦是香港最大的物業及設施管理公司之一，擁有超過5,600名員工。集團在中國和香港管理超過270項物業與設施，包括163,000個住宅單位和2,200,000平方米工商物業。集團同時亦已取得ISO9001:2000優質管理系統、ISO14001環境管理系統、ISO10002顧客服務管理系統、OHSAS18001:1999職業安全及健康系統。集團管理營運員工人數約5,900人；管理面積為11,024,084平方米。代表性客戶包括瑞安集團、埃克森美孚有限公司、美國領事館、香港機場管理局、東方海外、領匯、The Blackstone Group、FedEx……。

2008年全球經歷金融海嘯打擊，中國房地產業發展受到極大的影響。在全球經濟衰退影響下，中國各種物業開發投資增幅均比前年同期減少，其中辦公樓開發投資更出現負增長。甲級寫字樓市場需求主要來自國際跨國公司，在金融危機影響下，不少企業削減海外預算及成本，選擇搬離高檔甲級寫字樓，以至空置率急升，連帶租金水平亦下跌。2008年第四季，廣州、深圳、上海的甲級寫字樓的整體租金水平較第三季分別下跌6.3%、5.91%及1.5%，而其中上海甲級寫字樓的空置率亦在近四年首次出現上升的趨勢。

零售物業方面，由於考慮到商鋪的購買成本高及收益回報期長，投資者不願在經濟不樂觀的環境下入市。在經濟低迷的情況下，零售業大受影響，國際零售商擴展戰略將明顯放緩，導致商鋪物業的需求減少，租金下跌。相對於二、三線城市，一線城市的優質零售物業市場所受的影響較為明顯。2008年第四季，一線城市的零售物業首層平均租金，除深圳略有上升外，其餘城市均較第三季下跌0.9-5.1%。

住宅樓宇方面，地方各項實施細則未能及時推出，市場未能受惠於中央的救市政策。投資者多持觀望態度，住宅物業成交量未見顯著增長。經濟環境不明朗，高檔住宅市場所受影響較大，由於投資者普遍持謹慎態度，擔心樓價再度下



滑，2008年第四季，一線城市的租金下跌最高達8.5%，而二、三線城市的租金跌幅相對較少。

對中國而言，雖然處於全球性經濟衰退條件下，仍有強勁的復甦能力。在全球經濟不景氣的情況下，中國的實質本地生產總值增長仍能保持世界領先的地位。根據聯合國發展計劃(UNDP)於零九年一月份發表的預測報告所指出，中國預期仍會繼續成為東亞地區，甚至全球經濟增長的主要動力之一。亞太地區三分之二市場的國民生產總值增長超過全球平均水平。中國長期維持本地生產總值於高增長水平，而其增長幅度更為全區之冠。中國同時擁有全球最龐大的外匯儲備基金，有利於確保國家金融安全，防範並抵禦金融風險、及有利於維護和鞏固中國作為大國的國際經濟地位和國際影響力。

於2008年9至10月期間，亞洲地區的房地產投資銷售總額與去年同期相比跌幅接近60%，中國錄得相對輕微的跌幅，反映投資者對其長遠經濟發展的信心。為挽救全球金融危機，中國將會投入巨額款項，在今後兩年內投入四萬億人民幣資金，推動全國經濟發展，預期措施將每年拉動經濟增長約一個百分點。中央大力支持房地產市場的健康發展，建議包括六大項積極建議，在強調

對低收入家庭實行住房保障的同時，亦堅持住房市場化，鼓勵住房合理消費，通過信貸支持、減免稅款等的措施，促進市場的具體發展。在六項建議中，以支持房地產開發企業積極應對市場變化一項建議對房地產業的發展最為重要，包括引導房地產開發企業積極應對市場變化、支持房地產開發企業合理的融資需求及取消城市房地產稅等。

中國房地產業的投資發展趨勢及市場預期為海外投資者投資意向轉變，由重點開發投資於國內的一線城市房地產項目，轉為對二至三線城市的發展。現時較受重視的城市包括：沈陽、天津、大連、武漢、成都等。這些城市的發展潛力是地理條件優越、迅速經濟增長、地方政府大力扶持和內在條件優厚，包括低地價、廉價勞動力等。此外由於全球經濟迅速下滑，發展前景不明朗，銀行大幅收緊信貸，使國際性的投資機構面對流動資金短缺的問題。在金融危機的影響下，中國本土的大型國有企業及亞太地區的私人投資者將取代現時一些國際性的投資機構，成為中國房地產市場的主導者，主要的國家或地區包括香港、台灣及新加坡。

經濟衰退下，物業管理反而有新的契機出現。新昌集團會提供一站式資產管理的服務。在租務及營運管理方面，會檢討項目的租務情況、租戶組合及制定租金的策略、舉辦各類型的推廣活動及協助業主提升物業的回報。在租賃及銷售方面，會為項目提供招商及銷售服務。在可行性研究/顧問服務方面，為土地或物業的發展項目提供可行性的研究報告，並為各類資產管理服務提供專業的建議。在物業管理及設施管理方面，範圍包括：保安、衛生、會所、停車場、財務、承辦商等的管理，同時亦兼顧樓宇設施的管理、運作及保養等多方面工作。對集團來說，中國擁有龐大的市場，2008年底甲級辦公樓供應共有13,798,416平方米，其中包括：北京，5,348,292平方米；上海，5,267,367平方米；廣州，1,787,300平方米；深圳，1,395,457平方米。每年營業額估計可達11億元人民幣，其中包括：租賃RMB698,920,000；租務管理RMB201,457,000；物業管理RMB165,851,000。零售物業供應方面則共有13,074,000平方米，其中包括：北京，7,520,000平方米；上海，4,300,000平方米；廣州，1,254,000平方米。每年營業額估計可達53億元人民幣，其

中包括：租賃RMB4,471,308,000；租務管理RMB572,641,000；物業管理RMB235,332,000。

此外，集團亦會挑選一線城市內具發展潛力的二、三級辦公樓進行重新定位及包裝，以大大提升租值能力及提供一站式的服務，由項目評估、成效分析、成本控制、工程管理、透過改善硬件設備重新包裝，重整租戶組合及上調租金，提供卓越的管理服務，藉以提升資產價值及質素，為業主提供最佳的投資回報。

與此同時集團又積極開發有潛力的二、三線城市，優勢是容易尋獲合適的本地合作伙伴、普遍能獲得當地政府較有力的支持及土地資源相對充裕。但是上述的發展亦會有障礙，原因是市場透明度不足，地方政策欠穩定及缺乏行業專門人才。有潛力的二、三線城市主要發展的方向是：

【1】住宅項目(海外投資者的重點發展)，這項目的投資風險相對較低及受惠於二、三線城市的快速都市化對住宅項目有較大的需求和較短的回本週期。【2】辦公樓（只佔總體投資的少部份），由於對甲級寫字樓的需求相對較低及中國正朝服務型經濟的方向發展，一些有潛力發展為區域服務中心的地區，對高質辦公樓有一定的承接能力。

【3】零售類物業（逐步成為海外投資者的熱門投資項目），由於經濟發展迅速，人民生活指數提高，增加對高消費品的購買能力，享受相對低廉的土地價格，不少的國際知名品牌紛紛通過於國內二、三線城市開設旗艦店，進軍中國市場。

總括而言，集團在內地開拓新契機的策略是要積極建立品牌和展示優質管理的服務項目；聯合或收購合適的伙伴，以提供一站式的資產管理服務；了解有潛力城市的物業市場發展趨勢；與當地政府部門建立良好關係及與發展商、業主、投資基金等建立長遠的關係和網絡。此外，為配合內地的情況，集團特別將業務的模式包括物業管理、設施管理及全面資產管理的模式予以全面的轉變和配合，以求達至中國物業管理市場在全球經濟衰退下仍能良好發展的契機。

（編者按：本文根據樊卓雄先生于2009年2月28日的講話稿輯錄，並經樊先生過目，講話稿全文登載于英國特許房屋經理學會亞太分會網頁http://www.cih.org.hk/Traditional/News/events_review_folder/events_review2009022701.html）

New Opportunities of Property Management under Economic Recession: In Multiple Ownership

Prof Eddie C M Hui
Professor, Department of Building and real Estate
Hong Kong Polytechnic University

Introduction

Difficulty is encountered in property management of multiple-ownership buildings in Hong Kong. However, the responsibilities and relationships between the flat owners of a multi-storey building and its property managers are dictated by the following:

1. Building Management Ordinance (BMO), Chapter 344
2. Deed of Mutual Covenant (DMC) signed the first owner of the building on behalf of all the other owners
3. Lease Condition of the land the building built on it
4. Code of Practice

These four areas are explained in the following paragraphs.

Building Management Ordinance (BMO), Cap 344

The Building Management Ordinance (BMO), Chapter 344 is a most important ordinance regarding to the property management in Hong Kong. It facilitates the incorporation of owners (OC) of flats in buildings or groups of buildings and let the flat owners to form a legal entity and have legal capacity to deal with complicated building management and maintenance issues. It provides for the management of buildings or groups of buildings and for matters incidental. It also mentions that Owners Corporation is responsible for managing the common parts of the building and dictates that owners have to contribute funds to the management of the buildings. However, it does not provide any statutory guidelines on how the shares of property rights in the public area in the housing community should be divided. To certain extent, it is seen to be advantageous for the developer. (see Cap 344)

Deed of Mutual Covenant (DMC)

The HKSAR government is the only legal owner of all land. Property owners in the high-rise buildings



are actually tenants in common with exclusive use rights over their own flats plus an amount of undivided shares in the entire lot and building. Deed of Mutual Covenant (DMC) is an important document signed by the first owner of the building on behalf of the remaining owners of the building to observe the terms and conditions stated in the DMC. It illustrates the proportion of shares of each owner, the use of building, the public area which is not exclusively owned by any owners, the rules that occupiers.

If there is any inconsistency between the DMC and the Building Management Ordinance, Cap 344, it is clear that BMO prevails. DMC states the rights and responsibilities of the property manager as well. If any violation of the manager to DMC occurs, the manager will be punished as stated in the DMC, instead other form of statutory punishment.

Lease Condition

Lease condition is a contract between the government (as a lessor) and the land owner (as a lessee), which lists the site particulars and the details of the site and guarantees the conditions of the building to be kept as the time that the lease

was signed (with the use approved in the lease).

Code of Practice

Code of Practice publicizes standards and practices of management and safety in relation to the common parts of a building that are to be observed and followed by an owners' corporation. In addition, it advises the management of the building areas including the common facilities and landscaping areas.

Complying code of practice can prevent statutory punishment to the property management company. Other than that, the property management company should also concern with the laws relating to Environmental hygiene and water supply (Public Health And Municipal Services Ordinance, Cap 132), Security (Security and Guarding Services Ordinance, Cap.460), Insurance (Employees' Compensation Ordinance, Cap.282), Financial management (Building Management Ordinance, Cap 344) etc.

Opportunities available in Hong Kong

Under the recent economic recession, there are opportunities available in Hong Kong. One of them is facility management.

Facility Management (FM)

Facility Management not only ensures all assets in good condition during their life cycle, but also concerns with the initial, operation, maintenance and disposal costs. The main theories of FM, such as strategic facility management and space planning etc, can hardly be implemented in the properties which are too small or not wholly owned real estate.

Example in U.S.

With effective facility management, the life span of

a building is longer than that without it. Here are some examples. Life span of buildings in Japan is 40 years, that in US is 100 years while that in UK is 140 years. It is easily seen that effective facility management can extend the life span of a building.

Situation in Hong Kong

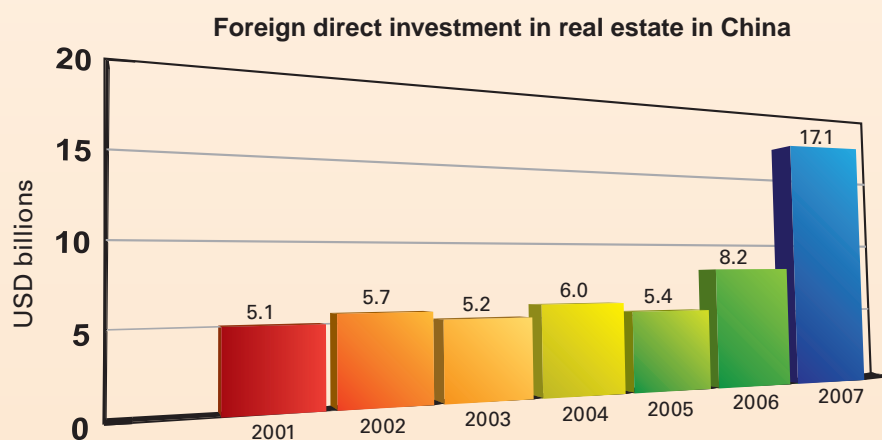
Hong Kong is a financial centre with modern facilities. Owners of a building have keen awareness of personnel costs as well as maintenance expenses of active and idle facilities under economic recession. It is important that asset management is usually charged to the accounting and/or finance department, and the information system department maintains information networks.

Green Management

Another opportunity is Green Management in Hong Kong. Green Management is environmentally friendly to decrease operation costs. It relates to smoke-free workplace policy, paper saving, energy saving, waste collection for recycling. Friendly relations can be developed between the company to the public or HKSAR government.

Opportunities in China real estate

In 2007, foreign direct investment (FDI) in real estate in China reached USD17.1 billion, compared with USD8.2 billion in 2006. The growing trend is expected to continue. Property management had not been well understood to the public in the Mainland. There were no Deeds of Mutual Covenant. Professionalism is in demand these days. In view of booms of the property market under emerging economy in China, professional property managers are needed. This can be regarded as opportunities for Hong Kong in the property management trade.



Source : China Statistical Information and Consultancy Centre

This paper is an abridged version of the speech Prof Eddie Hui delivered on the International Conference, Opportunities of Housing Management under Economic Recession, 27 February, 2009, Taipei, Taiwan. Prof Hui has proofread this paper and gives his consent for its publication. Powerpoint version of his speech appears on the website of CIH APB http://www.cih.org.hk/English/News/events_review_folder/events_review2009022701.html

「大蕭條 新契機」以物業管理產業為例

高永昆
中華民國物業管理經理人協會理事長

因應本次會議主題《經濟衰退下房屋管理的新契機》，本文試圖從此次金融危機下，探討台灣物業管理產業的未來新契機。

大蕭條大衰退之成因與結果

在經濟境況較佳情況，市場的過度投機和炒賣下，容易出現樓市泡沫現象。若再受到外圍的不利經濟因素影響，房地產價格下跌，導致金融機構如銀行不良的債權增加。金融機構在現金周轉不佳之下，唯有採取「雨天收傘」的方法，藉此收緊信貸，減少放款。

金融機構收緊信貸令企業資金出現短缺以致週轉不靈，另一方面因收入下降致企業盈利大幅下跌，甚至虧損。企業在面對經濟大衰退下，往往會透過裁員以降低成本。失去工資收入和收入減少的普羅民眾，消費意慾亦開始減少，最終導致加速經濟惡化的惡性循環，更多的企業採取同樣的方法，以裁減員工來減低生產成本，因而社會上有更多人被裁而失業。

經濟大蕭條大衰退的結果，往往陪隨著股價下跌、房價下跌、物價下跌、利率下降等現象發生。在經濟趨向緩滯下，消費者信心自然大跌，最後令企業獲利銳減而唯有採取裁員去節省成本，失業率上升在所難免。

企業因應之道

儘管經濟環境不佳，企業經營困難，但企業經營人和管理層仍能有它們的應變策略和方法。以下是摘錄自哈佛企管評論的因應之道。

1. 隨客應變策略 - 企業應重新再去進行「客戶區隔」(customer segmentation)，藉此重新制定新的經營策略(marketing strategy)和市場定位(market positioning)。並將策略進一步差異化，令企業可佔有獨特的市場定位。
2. 別節省策略性開支 - 企業除積極改變在經營上的弊點外，在衡量企業員工的表現時，也應平衡對員工計分卡上的策略監控。
3. 紓減員工壓力 - 面對企業的存亡，企業也應關心員工的工作內容以及他們在生活方面的情況。
4. 危機當前更不能集權 - 企業和員工應建立組織互信，並鼓勵員工去挑戰工作的現況。
5. 打折促銷虧更多 - 打折促銷方法可能倒過來令企業虧損更多。故此，企業應考慮那些非核心產品才可給予顧客打折。或可設計預設選項增加顧客的消費。
6. 風險管理與危機管理 - 在風險與危機管理上應有周詳部署，例如在產品營銷策略中設立停損點和設立領先指標，進行預測。
7. 商業模式再創新 - 面對消費市場的萎縮和同業的競



爭，企業應在商業模式尋求再創新。例如如何為顧客創造價值、設計比競爭者更好的方法、幫助顧客把重要的事情做好、設計利潤公式進行監控以及確認關鍵資源與流程。

大蕭條下企業如何能存活？

需要考慮的因素包括：

1. 企業的規模大小
2. 企業是追求利潤率或市場佔有率
3. 企業訂立何種的創新策略或品質策略？抑或是全賴低價的銷售策略？
4. 企業的長短期策略規劃
5. 守法增加成本或不守法降低成本
6. 美式管理文化或採取日式管理文化？

以上的因素會絕對影響企業的應變和在組織轉型策略上的不同。

危機成契機——大蕭條下逆勢成長的產業

雖說台灣的經濟也受全球金融海嘯的影響，但台灣物業管理卻奇蹟地是大蕭條下逆勢成長的產業。但原因何在？

物業管理因是低價之民生必需品產業，故其產業的需求也可以持續地保持，且產業的服務價格較低，較少受到價值高低的影響而出現大幅度的波動。再者，物業管理服務是一種必須的服務(essential service)，並

非可以輕易地以減少或替代的方法，去維持有品質的服務。

公寓大廈的治安維護是物業管理服務中的一種重要服務，它和警察、司法一樣，在不景氣期間，治安惡化時，更是不可以輕易地減少或替代。

台灣由於盛行房屋預售制度，俟完工交屋需時二至三年，因此一兩年前的預售案將於今年及明年新建完工，均需物業管理服務，故本產業仍能持續逆勢成長。

物業管理產業亦可扮演解決失業之教育訓練產業，它亦可作為人力仲介與人力派遣產業。

隨著公寓大廈所有權人及使用者對物業管理的服務要求及期望不斷提高下，物業管理公司需要不斷去設計更多的創新服務和增值服務。在某程度上亦間接影響其他相關產業的需求和催生其他更多的提供增值服務的新產業例如鐘點式的家中兒童/老人照顧服務、保姆、宅配物流、生活產品、商業支援以及各類保險產品的推介等。

在眾多物業管理服務的增值服務中，亦有利於物業管理公司或其相聯或相關的產業公司為那些以投資獲利的公寓大廈所有權人或其他產權人提供為其單位的租售服務。擴大房產租售服務產業或資產管理的更大發展空間。

大蕭條對台灣物業管理產業之衝擊

縱使我們認定台灣物業管理是大蕭條下逆勢成長的產業，但必須承認大蕭條對台灣物業管理產業亦造成一定的衝擊。

1. 大環境因素方面

由於利率下降、物價下跌、失業率上升、勞保費之調整等，令台灣物業管理產業的經營成本不斷上漲的同時，也令企業利潤不斷下降。

其次大陸和台灣的三通政策，受政治考慮而影響了大陸居民來台灣投資房地產的機會。間接影響台灣房地產的進一步發展。

新建完工房屋數量也因大蕭條而需求停頓而減產。對於二三年後的物業管理產業也帶來一定的需求下降的影響。

另外，在全球化衝擊下，國內業者將面對更嚴苛的國外大公司的全球化競爭。全球化除了外來競爭者將不斷增加，國內業者更大的衝擊是將出現利用全球整合基礎以從事經營與競爭的全球競爭者，其全球策略的優勢為：專業技術能力較強、成本較低（尤其是研發與製造成本）、品牌形象較佳、顧客偏好與忠誠度較高、競爭力強等。

2. 市場因素方面

根據統計，物業管理員工流動率竟高達80%至300%，對物業管理公司的衝擊相當大。但在經濟大蕭條下，普羅員工為保就業，而新入行者亦願意接受現時的待遇和福利，導致員工流動率下降，此對產業服務品質的提升未嘗不是一個有利

的因素，另外因可降低新進勞工的成本，故也有利於企業控制經營成本。

面對同業競爭，物業管理公司採取價格割喉戰，甚至出現「社區零繳管理費」，損害了產業的共同利益和團結性。物業管理公司、業主/管委會因物管事宜所發生的糾紛而進行訴訟時，法院的判例也對產業造成相當程度的不利影響。因其他公寓大廈的業主/管委會當與其物業管理公司發生糾紛時如在委任契約內容、殺價或更換業者上的糾紛，他們也可以參照此等法院判例去與物業管理公司週旋。

物管服務採取外包的原因

從觀察，台灣的大企業，其物管服務採取外包方式。原因可能是考慮其可以因此削減成本、成本彈性或經濟規模效率、信賴專業技術服務，也可能是受到經濟衰退和全球化影響。台灣的大企業亦會考慮服務的永續性效果。

決定外包策略的重要因素要建基於對公司現有員工的聘用、退休、資遣、轉調、物管公司承接等安排。當然，物管企業必定要有健全人力資源管理系統，且在物管服務方面，企業必須加強「顧客服務關係管理」(customer relationship management)才能有效爭取到大企業的外包業務。

大蕭條對物業管理服務之影響

到底，大蕭條對台灣物業管理服務有那幾方面的影響？首先，保全服務和餐飲服務應不會受到太大的影響；而清潔服務或許會有稍微萎縮的情況；但資產管理性質的物業服務和辦公室支援服務相信將可以逆勢成長。

結論

總體而言，經濟大蕭條下，相信台灣物業管理服務仍具以下數方面的新契機。首先，台灣物業管理產業營業額仍將逆勢成長。雖然因物業管理服務不斷降價、呆帳與扣款比例增加而令到利潤率微降，但另一方面人事成本卻可降低。全球化促使更多外來的新競爭者，相信台灣物業管理產業全仁定必抱持物競天擇，適者生存信念；正確的因應策略與作法是事業成敗關鍵。

（編者按：本文根據高永昆博士於2009年2月28日的講話稿輯錄，並經高博士過目，講話稿全文登載於英國特許房屋經理學會亞太分會網頁

http://www.cih.org.hk/Traditional/News/events_review_folder/events_review2009022701.html

Study Tour to Vietnam
越南考察團
2009年1月1-5日



Annual General Meeting
週年大會
2009年1月15日



Spring Cocktail Reception of The Hong Kong Professional
Perperty Services Alliance
香港房地產專業服務聯盟
2009年2月6日



Brain Storming Session
集思會
2009年2月22日



Delegates from Chong Qing
重慶考察團到訪本會
2009年3月26日



Legal Talk on Public Liability and Recent Court Cases
in Building Management
法律講座：公共責任與近期樓宇管理個案闡釋
2009年3月28日



房屋管理專業發展的導航者 —— 王麗珍

「我只是一個平凡的人」 —— 王麗珍自謙
「卻成就了很不平凡的事」 —— 旁觀者回應



她是誰

王麗珍，香港房屋協會前行政總裁兼執行總幹事，剛於今年4月1日退休了。人們在讚嘆她的成就之餘，也有點依依不捨。在房協，同事和住客都稱她為“王姑娘”；在行內，同業叫她“LC”（麗珍的英文短寫）。為什麼這般親切？因為她從來不擺架子，對人關懷備至，對各級的同事都親如家人。

基於這個理由，英國特許房屋經理學會亞太分會主席和兩名執行委員，在4月8日約見了LC，向她討教工作心得及行業的發展，與同業分享。

LC說：「我只是一個平凡的人，在1967年入行，從低（房屋助理）做起，與住客很接近，知道他們的需要。同時，也經歷了香港不同時代的轉變。」聽者回應：「正因為一個平凡的人，而成就了很不平凡的事，更難能可貴。」

起步時

香港於五、六十年代普遍居住情況惡劣，故此，一些由志願人士組成的非政府機構出現為一般市民提供廉價出租屋邨，房屋協會就是其中之一。LC記得她初入房協時有些出租屋邨申請人在獲配屋邨單位時，高興得帶着子女一字排開，向她鞠躬，並齊聲說：「多謝王姑娘。」的確，那時一般市民很難找到理想居所，獲配出租屋邨已是天大幸運，無限感恩了。當時，廉租屋的居民普遍教育程度不高，入息微薄，日常接觸慣屋邨職員，有事也只會找他們幫助。相對地，屋邨職員也盡力幫助住客，彼此瞭解和互信，往往成了好朋友。

變化

香港的公共房屋管理沿自英國。維修管理、挨戶收租、租務管理、每年家訪、社會服務等一整套工作，正適合六十年代的需要。房協當年的房屋經理也是從英國聘請的。她們包括Ms Sersale, Mrs Tristram, …等，對專業房管認識的深厚，工作的嚴謹和對人的熱誠，並立了好榜樣，也為房協奠定了穩固的基礎。

隨著時代的轉變，人們對房管的要求也不斷改變。例如，現在講求效率，房協便設立了服務承諾，不斷主動去找出顧客的需要並為他們提供相關的服務。

六十年代以前的建築設計簡單，大多是沒有電梯的單幢樓。通常每座樓宇由一個業主擁有，要為維修作決定也較為簡單易辦。隨著大型屋邨的出現，建築設計和業權分配也複雜多了。由於這種變化，專業房屋管理確是市場所需的。例如添喜大廈，雖然所發生的事情不單純是房管問題，但正因為缺乏專業管理，問題一拖再拖，終於把小業主推到困境。

讓房屋經理發揮他們的專業尤為重要。例如，當業主立案法團因為不同的原因，未能通過某項急需進行的維修項目，房屋經理便要盡一切辦法，替法團排難解紛，提出專業意見，使維修得以及時進行。可見，人際關係的技巧在這一行亦特別重要。現時政府並沒有立例要求法團必須聘請註冊專業房屋經理，所以樓宇失修和管理不善的例子時有出現。

培訓

房屋管理很多元化，培訓內容很廣，其中包括工程、法律、行政、財務等。與業界內其他的專業相比，例如建築師或工程師，他們好比專科醫生，而房屋經理則像家庭醫生，各展所長，都屬專業。

要成為專業，房屋經理必須有專業操守，法律支持，要有獨立性和法律承擔。法律支持是指立法註冊；具獨立性是需要持牌經理；法律承擔例如疏忽責任等。一個專業房屋經理，必須與時並進。所以，培訓方面必須包括持續專業發展(CPD)。

非政府機構

從五、六十年代開始，香港有若干個非政府房屋機構。同業有興趣知道，為什麼房協能夠一枝獨秀，不斷地發展，LC認為有以下的理由：

1. 房協的委員來自各行各業，有專業知識及肯為社會出力。
2. 房協勇於創新和嘗試，是房屋的先鋒和實驗室。
3. 房協善用資源和靈活處理業務，建立了一個穩健的財務基礎。
4. 多年來房協設立了一套嚴緊和現代化的管理架構，和培育了一群具團體精神和有使命感的員工，明白居安思危的重要，不斷為改變作好準備。

在談及可否成立多幾個像房協的非政府機構為房屋署分擔一些工作，LC 認為這個想法可以考慮，因為這些機構在處理業務時可能彈性較大。

房管人員的特質

房管人員要有很高的情緒智商(EQ)，擁有多方面的知識和資訊，懂得掌握人際關係，恪守專業道德和操守；最重要的，是對人要關懷備至。現在香港普羅大眾開始認識專業管理的重要，要求越來越高，這個行業有前景，可提供一份安定的工作，但不會賺大錢。

個人成就

LC坦言，入行當房屋助理時，絕未想過在退休前會做行政總裁，一直只是盡力做好本份。最初修讀房屋管理文憑，拿到房管的一定資格後，繼而進修管理學，人力資源學等。在房協，LC曾經在不同部門和崗位工作。在管理層而言，必須兼顧行政和管理兩方面，特別是人力資源管理，而LC則更加着重給機會予前綫同事去發揮，從而培育後輩。

LC除了在房協盡心盡力工作之外，對行業也貢獻不少。她在1984-1986年出任英國特許房屋經理學會亞太分會(前稱為香港分會)義務司庫，1993-1995年出任香港房屋經理學會會長，2004-2006年獲委任為房屋經理註冊管理局主席。現時她是香港房屋委員會資助房屋小組委員會成員、亦曾任土地及建設諮詢委員會成員，市區重建局土地、安置及補償委員會增選委員。

LC更於2008年獲香港特別行政區政府頒授銅紫荊星章，表揚她對房屋的貢獻。

房管發展

LC認為，房管專業發展，首重法定註冊房屋經理。從業員也需要持續進修。雖然現在不能預知何時可以成功強制專業房屋經理註冊和推行強制專業房屋管理，她不希望到有重大事故發生後，政府才急忙立法。她語重深長道：「做這行，對人要真誠，做事要盡力而為，堅守專業道德，日久見人心，努力是不會白費的。」

未來計劃

當被問及未來發展時，LC以「隨遇而安，多些時間陪父母」來回應，從而結束今次訪問。據悉LC已獲邀成為房協的委員。今後，她將會用另外一個身份在另一層次參與房協，繼續為行業作出貢獻及為香港市民服務。

最後，英國特許房屋經理學會亞太分會藉此再次衷心感謝LC接受本會的專訪。謹祝LC退休生活愉快，身體健康！

訪問：潘源舫，葉毅明，郭碧琮 記錄：郭碧琮

2008 Annual General Meeting Chartered Institute of Housing Asian Pacific Branch

Theresa Kwok
Honourary Secretary

The meeting was held on the 15th January, 2009 at 18:30 at City Chinese Restaurant, 8/F Amenities Building, City University of Hong Kong and was attended by 32 members in person and 6 members by proxy.

Mr Chow Chiu Hung, Victor, chairman of APB, reported the major achievements/breakthroughs by APB during his term of office.

1. Since the renaming of Hong Kong Branch to Asian Pacific Branch in 2001, the Branch had to, besides Hong Kong, take care of the CIH affairs within the Asia Pacific region. With the full support of the Executive Committee and the members, the Branch had developed into a regional hub of the industry in the Asia Pacific region and maintained close linkage with its counterparts in Mainland China, Taiwan, Macau, Korea, Malaysia and others.
2. Pursuant to the success in recruiting the first batch of Corporate Members in Macau and Taiwan last year, the Branch had conducted a training course in Mainland China in July 2008. In October and November 2008, the Branch conducted professional interview with some students of the training course in Beijing and Shenzhen respectively to pave the way for the conferment of corporate membership. Besides, students from the Bachelor of Arts in Housing degree program of the Wuhan University would be graduated in 2009. Therefore, there would soon be housing professionals in Mainland China joining the Institute to become Corporate Members.
3. In response to the evolving challenge of devolution and to facilitate smooth operation, the national branches in Scotland, Northern Ireland and Wales had developed into National Business Units (NBU) in early 2006 with the approval of the CIH Council.

Each NBU acts as a vehicle to deal with issues specific to its region. It is believed that the Asian Pacific Branch would follow suit to be transformed into a NBU or similar model to meet with the rapid development of the Branch. An ad hoc committee had been formed to tackle the issue and members would be kept informed of the development.

Mrs Li Lam Chin Ching, Rita, the Honorary Treasurer, reported the financial situation of the Branch for the Year 2008. In the year, HK\$1,903,678.00 was received from members and credited to the Head Office. Total expenditure of HK\$1,979,853.32 was reimbursed from the Head Office, which was within the approved budgeted expenditure amounting to HK\$2,787,300.00. The report was unanimously approved by the members attending the meeting.

The following nominations for Officers and Members of the Branch Executive Committee were received: Chairman - Mr Poon Yuen Fong, Sanford; Vice - Chairman - Mr Chiu Pak Lung; Hon. Secretary - Ms Kwok Pik King, Theresa; Hon. Treasurer - Mrs Li Lam Chin Ching, Rita; Training Officer - Mr Ng Kwong Ming, Paul; Membership Officer - Mr Ng Mei Chuen, Frederick; Committee Members - Mr Fung Ping Yan, Mr Ho Chun Nin, Edwin, Mr Luk Wai Lun, Stanley, Ms Wong Siu Ling, Linda, Dr Yip Ngai Ming and Mr Yuen Wai Kay, Ricky.

No election was required for the officer and the committee member posts as the number of candidates did not exceed the vacancies. The composition of the Branch Committee for the Year 2009 as above was motioned by Mr Kwan Sze Ming, Mingo, seconded by Mr Chan Wai Kong, Frankie, and unanimously passed by all members attending the

meeting.

Mr Chau Fu Keung, Edmond, CIH Council Member thanked Victor for his efforts during his term of office and the support from the members in the past years. He conveyed that CIH Council appreciated APB and its works as it was the largest branch of the CIH. The Head Office believed that APB would continuously expand as the number of members from Mainland China, Macau, Taiwan and others was increasing.

Mr Poon Yuen Fong, Sanford expressed that the works of the executive committee would focus on certain areas, including membership service and professional development within the region. APB would continue to promote professional housing management and upkeep the celebrity and professionalism of the Institute. Mr Poon also thanked Our Honorary Advisors, Mr Edmund Chung and Mr Eddy Mak, for their kind support and advice in the past year.

Mr Chow Chiu Hung, Victor and Mr Poon Yuen Fong, Sanford presented souvenirs to the members who had served the executive or functional committees for ten years or more.

A vote of thanks to the outgoing Executive Committee was proposed by Mr Mak Siu Hung, Eddy and unanimously passed by all members attending the meeting.



HOUSING EXPRESS

Publications Committee 刊物委員會

Chairman 主委

YIP Ngai-ming

葉毅明

Member 委員

CHUNG Pui Sang, Edmund

KWOK Pik King, Theresa

LAI Yuk Tim, Tim

LAI Yew Cho

LEE Kwok Man, Calvin

PUN Lai Tun, Raymond

WONG Kam Tong, Vincent

WONG NG Wenh Ky, Julia

WONG Ying Kit, Romulus

WONG Yun Chuen

WU Kit

鍾沛生

郭碧琼

黎玉添

黎耀祖

李國民

潘禮敦

黃錦棠

黃吳詠琪

黃英傑

王潤泉

胡傑

PUBLISHER

Housing Express Special Issue is a half yearly publication by Chartered Institute of Housing Asian Pacific Branch.

The publisher accepts no responsibility for damage or loss of materials submitted for publications. The views and opinions expressed or supplied are those of the authors or contributors and do not necessarily reflect those of the Chartered Institute of Housing Asian Pacific Branch, its Executive Committee, Members or Editorial Staff.

Chartered Institute of Housing Asian Pacific Branch

英國特許房屋經理學會亞太分會

Units 2709-11, Shui On Centre, 6-8 Harbour Road
Wanchai, Hong Kong

香港灣仔港灣道6-8號瑞安中心2709-11室

Tel 電話 : (852) 2356 8680

Fax 傳真 : (852) 2356 7332

Website 網址 : www.cih.org.hk

Email 電郵 : apb@cih.org.hk