



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

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Year Book **2010** 年報



改善房屋 優化生活

Improving HOUSING for SOCIETY



**HONG KONG
HOUSING SOCIETY**
香港房屋協會

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HAIRMAN'S REPORT

主席報告 ▶▶

Chairman's Report

主席報告



Time flies and my term of chairmanship will soon come to an end by mid January 2011. This is the opportune time for me to report on the achievements made by the Executive Committee in the year of 2010.

It was a fruitful year for the Asian Pacific Branch. We had smooth operations for the various functional subcommittees with support by an efficient administrative service. Though we needed to operate under a tight budget, we have tried our best endeavour to provide services to members and to focus efforts on membership drive and professional development prudently. Starting from 2007, we continued to recruit members from Hong Kong, Macau, Taiwan and Mainland China. This professional platform maintained her total membership at around 2,000 throughout the year. And we maintained this professional linkage with our counterparts, as well as relevant government officials, locally and abroad.

As usual, Chartered Institute of Housing held the Annual General Meeting in Harrogate of the United Kingdom in June this year. Some of our EC members and I witnessed the first scholar, Professor Paddy Gray, to be elected as our new President. And members present also discussed the important issues of membership and governance reform of CIH. The new membership

時光飛逝，本人出任亞太分會主席的任期快將於明年一月中完結。此刻，正好由本人向各位會員總結執行委員會在過去一年工作的成果。

亞太分會剛又渡過了豐盛的一年。在有效的行政支援下，執委會屬下各事務委員會均能平穩妥善運作。雖然我們需要在有限的財務預算下營運，大家已各盡所能審慎地開展會籍拓展及專業發展的工作。自從二零零七年開始，我們招收了來自香港、澳門、台灣及中國大陸地區的會員。在這個專業平台下，亞太分會今年維持在會員總人數約二千名的水平。而我們亦繼續保持着在本地以至海外地區與專業伙伴的聯繫。

一如既往，英國特許房屋經理學會於本年六月在英國 Harrogate 市召開會員週年大會。本人及部份執委會委員親自見證本會選出韋百德教授成為新任及首位學者會長。於大會上，出席會員更就本會在會籍及管治改革事宜作出積極討論。改革後的會籍架構將會更精簡，從而鼓勵更多對房屋管理專業感興趣的人士加入；另外，本會的管治架構亦將會重組。兩項措施經過總會過去數年的深入研究後，皆旨在促進本會未來長遠的發展。隨着週年大會的結束，主要代表亞太分會與總會溝通聯繫的周富強先生，亦完成了其三年任期，正式圓滿結束了總會諮議會委員的任務。本人謹代表執委會在此感謝及欣賞「周哥」從上世紀九十年代中期開始對亞太分會的貢獻。

structure would be simplified to encourage more who has an interest in housing field to join us; while the current governance structure would be re-engineered. Both moves are used to facilitate CIH future long term development after serious considerations by the Headquarters in past years. By the end of the AGM, our Council Member, Mr Edmond Chau, also officially retired from the Council after his 3-year term. On behalf of the EC, I am much grateful and appreciate Edmond's accomplishments and contributions to the Branch since the mid 1990's.

In Taiwan, we co-organized the International Conference in Housing with Hwa Hsia Institute of Technology (HHIT) on 24 September, with our President as one of the keynote speakers. On the same day, the President and I officially opened the "Taiwan Liaison Office of Chartered Institute of Housing Asian Pacific Branch". Located in HHIT, the office is used to facilitate communication and our services to members in Taiwan. In the following month, we held another seminar on "Luxury Housing Management" in Taipei with stakeholders like housing professionals, government officials, developers and owners' representative who had actively involved in the discussion and experience sharing.

Our President paid his annual visit to the Branch and joined the Annual Dinner with us on 5 November. Professor Paddy Gray had a busy itinerary to Beijing, Wuhan, Macau and Shenzhen, other than that in Hong Kong. The President was accompanied by EC members to visit the China Property Management Institute in Beijing. A property management conference was held with the Vanke Property Management Academy of Geely University, Beijing, to give students there an overview of the housing management industry and its future prospect in Mainland China. Paddy focused on professionalism in housing management in his speech. In Wuhan, he had the opportunity to meet students of the validated property management degree course of Wuhan University; in which, he spoke to broaden students' horizon and perception to the housing management profession. To foster regular communication and the closer tie with the Macau Housing Bureau and Macau Property Management Business Association, President and the EC visited them on 15 November. On next day, Paddy spoke in the seminar

於九月二十四日，亞太分會與台灣華夏技術學院共同主辦了國際房屋會議，韋百德會長親臨會議並為主講嘉賓發表演說。同日，會長與本人共同主持了「英國特許房屋經理學會亞太分會台灣聯絡處」的開幕儀式。聯絡處設於華夏技術學院，其主要目的是加強與台灣地區會員的溝通和服務。在十月時，亞太分會邀請了有關業界，官方、發展商及業戶代表，共同就「豪宅房屋專業管理」議題在台北進行熱烈討論及分享經驗。

韋百德會長今年參加了亞太分會於十一月五日在香港舉行的週年晚宴。隨後展開一系列緊湊的外訪活動，地點包括北京、武漢、澳門及深圳。在執委會委員陪同下，會長拜會了總部設在北京的中國物業管理協會，並與謝家瑾會長及其他領導進行親切交流。訪京期間，我們在北京吉利大學萬科物業管理學院與其他業界代表向二百多名學生詳述了房屋管理專業在中國大陸未來的宏觀發展前景。韋百德會長更在其演講中集中在房屋管理的專業性發表精辟意見。到了武漢後，我們有機會與亞太分會認可的武漢大學物業管理本科學位課程的學生會面。在互相交流的過程中，會長通過其演說擴闊及加深學生們對房管專業的認知。為了加強彼此溝通及聯繫，會長及執委會於十一月十五日拜訪了澳門特區政府房屋局及澳門物業管理業商會。翌日，會長出席了亞太分會在深圳主辦的「綠色管理與持續發展」為題的研討會並發表講話。留港期間，韋百德會長除拜訪香港房屋協會外，更與香港房屋經理學會理事會共晉午餐並親切交流。

with the theme on “Green Management and Sustainable Development”, which was co-organized by the Branch in Shenzhen. During his stay in Hong Kong, he also visited the Hong Kong Housing Society and had a friendly lunch gathering with Council members of HKIH.

I have given a timely update to members on the important issues we have been pursuing locally in my Chairman's Messages in March and September, as well as the last issue of Housing Express. Due to the tragic building collapse at Ma Tau Wai Road in late January, the Building Management Professional Service Scheme (BMPSS) was launched by Home Affairs Department (HAD) with Hong Kong Housing Society, our Branch, HKIH, HMRB and HKAPMC from 1 April for 12 months. With the active participation of volunteer members, we have achieved the objectives of encouraging owners of aged and dilapidated buildings to form owners' corporations, introducing to them the importance of timely management and maintenance, as well as the availability of building maintenance incentives and financial assistance schemes. We are glad to learn that HAD has already secured on-going resources to appoint professional management agents from the private sector to continue the service after March 2011.

Another active response from the industry was the prompt organization of the Joint Forum by the Hong Kong Professional Property Services Alliance in May, and the follow up submission of a Summary Report to the Development Bureau by end June on how to assist the Government in shaping a timely strategy to resolve the long-standing management and maintenance problem of aged buildings.

After long years of sustained and concerted efforts of our industry, I am much pleased that the Government finally took the initiative of putting forward the consultation paper to the LegCo Home Affairs Panel and the public on “Putting in Place a Regulatory Framework for Property Management Industry” in mid December. The Government expects that after the 3-month consultation period by mid March 2011, a decision on how to regulate the industry by the administration will be made before end June next

本人曾就本地發生的重要議題在本年三月及九月發出「主席的話」及最近一期「房管專訊」中向會員及時匯報。由於在一月尾發生了馬頭圍道塌樓的不幸事件，民政事務總署聯同香港房屋協會、亞太分會、香港房屋經理學會、房屋經理註冊管理局及香港物業管理公司協會共同推行「大廈管理專業服務計劃」。計劃由四月一日開始為期十二個月。在各專業學會會員及協會成員踴躍的義務支持下，我們成功達致鼓勵樓齡長及殘破失修樓宇業主組織業主立案法團，傳達適時管理及維修的重要性，以及向他們介紹由不同公營機構推行之各種樓宇維修鼓勵和財務支援計劃之種種目標。我們非常高興得悉民政事務總署已取得相關恆常資源在明年三月底後委聘私營物管機構在計劃結束後繼續向該等業主提供服務。

業界就上述事件另一積極回應乃香港房地產專業服務聯盟於五月中主辦的聯合論壇，及其後於六月尾向香港特區政府發展局遞交總結報告，內容主要就長期存在的舊樓管理和維修問題向當局提出各方會員意見。

物業管理業界經過多年持續及不懈的努力後，本人非常高興知悉政府終於在十二月中向立法會民政事務委員會及公眾人士提交名為「設立物業管理行業的規管架構」的諮詢文件。政府預期在明年三月十五日完成三個月的諮詢期後，可在明年六月尾前就如何規管物業管理業界作出決定。正如本人過往的滙報所述，亞太分會、香港房屋經理學會、房屋經理註冊管理局和香港物業管理公司協會均提倡一個同時就物業管理公司及個別房屋管理從業員強制發牌的規管制度。就此，本人熱切期望各會員能夠支持上述倡議，並在諮詢期內積極表達意見。上述種種有關樓宇安全，針對舊樓的適時管理及維修問題，以及就物業管理行業規管事宜，行政當局均予以高度重視。這反映在今年十月中香港特區行政長官的施政報告中；歷年來，這種情況皆罕有出現。

year. In my past report, the Branch, HKIH, HMRB and HKAPMC advocate a mandatory licensing regime for both the property management companies and individual housing practitioners. In this connection, I would appeal to all members to voice out actively in supporting our advocacy during the consultation period. All these issues of building safety, timely management and maintenance especially for aged buildings, and regulation of property management industry are highly regarded by the administration, as they were all reflected in the Policy Address of the Chief Executive in mid October, which was rarely made in the past.

Looking back to the objectives set by the EC in early 2009 when I assumed the Branch chairmanship, namely (i) to continue and strengthen the professional development efforts locally and in surrounding regions especially Mainland China, Taiwan and Macau; (ii) to develop further our membership and related services; and (iii) to enhance the Branch profile locally and in the Region, the EC and I have tried our best to meet all these objectives. And I believe my successor will have your support to discharge his duty as you did to me.

I would like to thank again all of our members, locally or abroad, Honourary Advisors, Honourary Legal Advisors, EC members, and professional partners for your unfailing support to our services in 2010. And I believe every one of you will share with me the pride and joy that our Branch is marching into the 45th anniversary in 2011 shortly. We had planned and prepared for the celebration activities well in advance since July. Members are anticipated to participate into the various functions actively and enthusiastically.

Finally, I wish the new Executive Committee of 2011 will have every success.

Sanford POON
Chairman
Chartered Institute of Housing Asian Pacific Branch

December 2010

回望在二零零九年初本人剛出任亞太分會主席時，執委會定下的三個重點工作：(一)繼續及強化在區內外，尤其是中國大陸、台灣及澳門的專業發展工作；(二)進一步發展會員及相關服務；及(三)促進亞太分會在本埠及亞太區的知名度及專業地位。執委會及本人均盡力達成以上各項目標。本人深信各會員將不會吝嗇您們曾給予本人的支持，繼續協助本人的繼任者履行任務。

我希望再次向各本地及海外之會員、榮譽顧問、榮譽法律顧問、執委會各委員及專業伙伴在過去一年給予本會無限的支持表示衷心謝意。本人相信您們將會與我一起分享亞太分會快將於明年昂然邁進四十五週年的這份自豪感和喜悅。我們早已於七月開始籌劃和預備有關事宜。屆時，希望各會員能夠積極參與來年一系列的誌慶活動。

最後，本人摯誠祝願二零一一年新一屆執行委員會事事順利。

英國特許房屋經理學會亞太分會
主席 潘源舫

二零一零年十二月



A BOUT **CIH** & **APB**

關於英國特許房屋經理學會及亞太分會 ▶▶



About CIH & APB

關於英國特許房屋經理學會及亞太分會

About CIH & APB

The Chartered Institute of Housing (CIH), with headquarters in the United Kingdom, is a professional body for housing managers. Throughout the years CIH actively advises governments on housing management policies, promotes the code of ethics amongst housing practitioners, educates and nurtures housing professionals, and works to advance the development of the profession.

With a primary aim to promote the art and science of housing, CIH offers training programmes, provides professional advice and disseminates technical information to its members and the public. Moreover, it serves as a common platform for members of its 13 branches to exchange views and to share experience on housing management with other housing organizations.

The Hong Kong Branch of the Institute was first constituted in Hong Kong under the Societies Ordinance in 1966. In 1988 it registered under the Companies Ordinance as an overseas representative office of CIH and was later renamed as Asian Pacific Branch in 2001 to reflect the wider spectrum of services it renders.

CIH has over 22,000 members worldwide, with over 2,000 from the Asian Pacific Branch. Its members work predominately in government housing authorities, educational institutions, private corporations and non-government organizations in both the UK and the Asia Pacific Region. Professional qualifications validated by the CIH are widely recognized by both the public and private sectors in the UK and Hong Kong.

The Asian Pacific Branch has been involving actively in professional training on housing management in Hong Kong since 1968. It validates academic programmes that lead to professional qualifications in housing management. Upon completion of the Practical Experience Requirement, graduates of validated programmes are eligible to apply for CIH membership. CIH has engaged in partnership with the University of Hong Kong, City University of Hong Kong, The Hong Kong Polytechnic University, Hong Kong Institute of Vocational Education as well as Wuhan University in Mainland China and Hwa Hsia

關於英國特許房屋經理學會及亞太分會

英國特許房屋經理學會(學會)為房屋管理的專業團體，總部設於英國；學會積極為政府的房屋管理政策提出建議、推廣房屋管理的專業操守、為房屋專業管理培訓人材，以至推動行業的專業發展等。

學會一直以推廣房屋管理的科學與藝術為使命，為有志投身房屋管理之人士提供專業指導及資訊，及透過十三個分會，為各地會員及有關房屋團體交流房屋管理的知識和經驗。

「英國特許屋宇經理學會香港分會」於一九六六年根據《社團條例》在香港成立。香港分會在一九八八年根據《公司條例》註冊為學會海外辦事處，並在二零零一年，改名為英國特許房屋經理學會亞太分會，以反映分會服務範圍的改動。

學會現時有會員約二萬二千人，其中亞太分會有會員約二千人。會員主要為英國及亞太區內不同的公營房屋管理機構、教育機構、私人機構及非政府團體服務。學會的專業資格受到英國及香港特別行政區之公營及私人機構廣泛承認。

學會一直致力推動房屋管理的專業訓練，並為認可大學及專上院校提供的專業資格課程進行認證。修畢認可課程的學員經完成實務訓練後可申請成為會員。

分會自一九六八年，已為香港大學、香港城市大學、香港理工大學、香港專業教育學院，以至武漢大學及臺灣華夏技術學院認證其舉辦的優質物業及房屋管理課程。

亞太分會銳意推廣服務至亞太地區，並於香港及亞太區的主要城市主辦或協辦學術交流及研討會。分會積極促進學會與亞太區專業團體交流及擴闊相互聯繫網絡，以建立亞太分會成為區內的專業交流樞紐。

Institute of Technology in Taiwan in offering programmes accredited by CIH.

CIH promotes steadfastly professionalism of housing management in the Asia Pacific Region and organizes regularly seminars, conferences and professional visits in Hong Kong and major cities in the Region. The Asian Pacific Branch is active in setting up working relationship with its counterparts in the Region to promote the Branch as the hub of the Region for professional exchange.

CIH welcomes people interested in pursuing housing management as a career and also those in participating the activities of CIH.

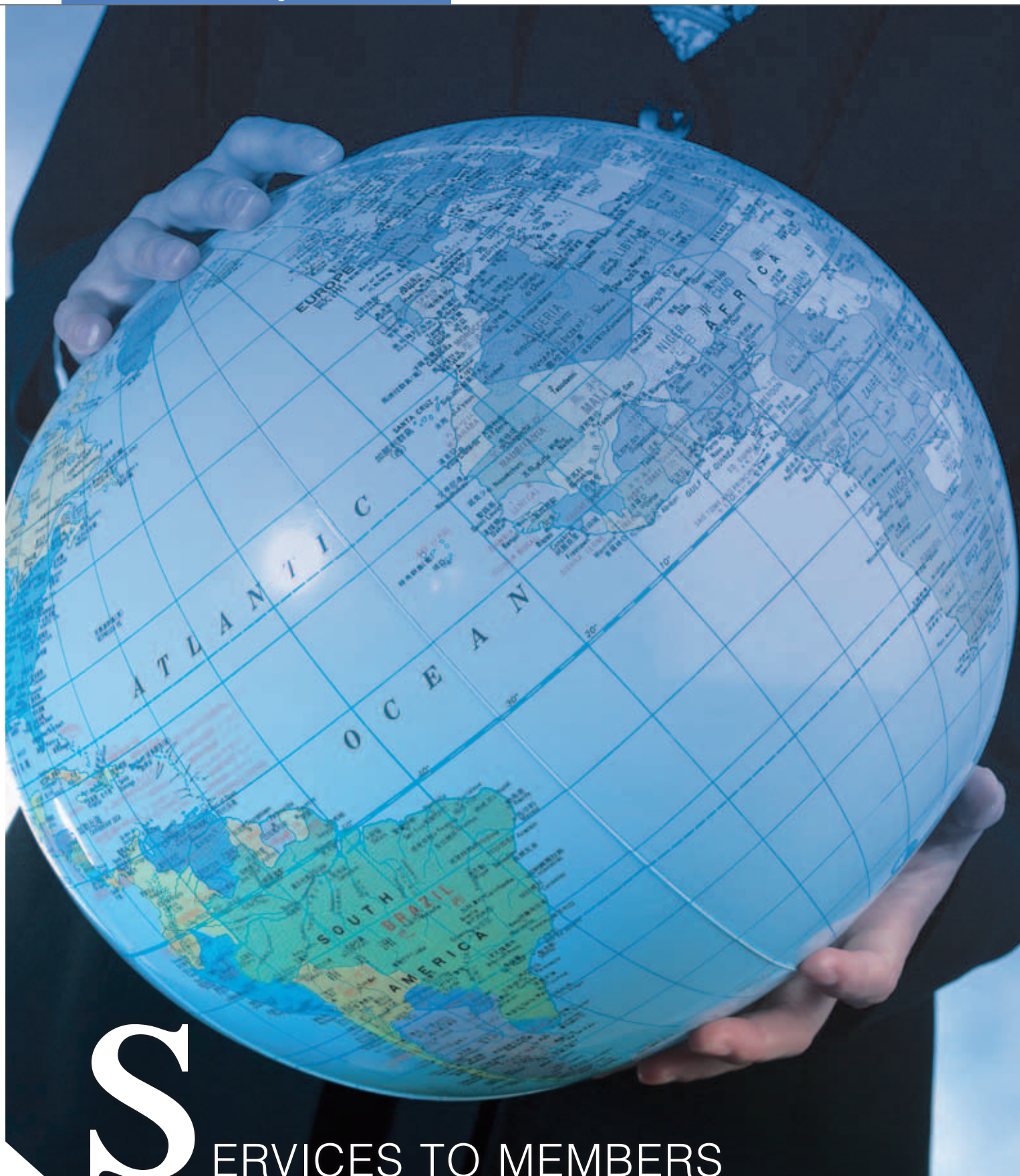
The Mission of CIH is “To maximize the contribution that housing professionals make to the well being of communities.” through the following means:

- Promote the art and science of housing;
- Enhance the image of the CIH and its Asian Pacific Branch as a reputable professional body, thereby promoting the excellence in property management by well-trained and qualified professionals;
- Adapt to the ever-changing housing industry and share best practices amongst housing professionals;
- Provide training opportunities for acquisition and dissemination of technical information and professional knowledge for the purpose of upholding professional standards;
- Offer advice on public consultation papers on housing and ally with Hong Kong counterparts to maintain partnership;
- Strengthen collaborations in the Asia Pacific Region;
- Develop the CIH Asian Pacific Branch as a regional hub, thereby enforcing the membership drive in the Region;
- Organize conferences, forums, technical visits and symposia as discussion platforms for experts and industry leaders to gather and interact on topical housing issues; and
- Publish newsletters, books and publications to let members stay abreast of the latest development in housing management.

學會歡迎有志從事房屋管理專業及其他對房屋管理有興趣的人士申請成為會員。

學會透過以下服務達至本會作為《促進房屋管理專業人員對社群作出最大貢獻》的宗旨。

- 推廣房屋管理專業的科學與藝術。
- 提高學會及分會的專業形象，通過曾接受良好訓練及具備專業資格的房屋管理人員推廣優質房屋管理服務。
- 適應不斷求變的房屋管理行業及分享最佳作業經驗。
- 為會員提供技術及知識培訓，以提高專業水平。
- 配合政府對房屋事務的諮詢工作，提供專業意見，並就房屋政策與區域團體合作。
- 加強與亞太區相關團體的合作與聯繫。
- 發展亞太分會成為亞太區專業合作的樞紐，並於區內推展會員招募。
- 舉辦各種研討會、專題會議、考察團及其他形式的論壇，為業內專家及業界領袖提供平台，促進專業知識的交流。
- 出版刊物及書籍，使會員獲得在房屋管理發展上最新的資訊。



SERVICES TO MEMBERS

會員服務 ▶▶



Services to Members

會員服務

CIH member's services include:

- CIH Members Bulletin (e-zine)
- The APB Housing Express magazines
- The APB e-Housing Express
- Careers and Professional Development Service
- Practice Online
- Housing Law Services
- Members Credits
- CIH Yearbook and Membership Directory
- Events and seminars
- A searchable online directory of CIH members and a facility for members to update their details online
- Discounts on a range of products and services

會員服務包括：

- 會員電子期刊
- 亞太分會房管專訊
- 亞太分會電子版房管專訊
- 職業及專業發展服務
- 網上實習
- 房屋法律服務
- 會員特許權益
- 年報及會員通訊錄
- 研討會及活動
- 網上查閱及更新會員資料
- 產品及服務優惠





T HE EXECUTIVE COMMITTEE

執行委員會 ▶▶

The Executive Committee Members

執行委員會



Chairman
Mr Poon Yuen Fong, Sanford
主席
潘源舫先生



Vice Chairman
Mr Wong Kai Sang, Cliff
副主席
黃繼生先生



Immediate Past Chairman
Mr Chow Chiu Hung, Victor
前任主席
周超雄先生



Honorary Secretary
Ms Kwok Pik King, Theresa
義務秘書
郭碧琮女士



Honorary Treasurer
Mrs Li Lam Chin Ching, Rita
義務司庫
李林展青女士



Training Officer
Mr Ng Kwong Ming, Paul
培訓主任
吳光銘先生



Membership Officer
Mr Ng Mei Chuen, Frederick
會籍事務主任
吳美全先生



Chair of Activities Committee
Ms Wong Siu Ling, Linda

活動委員會主委
王小玲女士



Chair of External Affairs
& PR Committee
Mr Luk Wai Lun, Stanley
對外事務及公共關係委員會主委
陸偉倫先生



Chair of IT Committee
Mr Fung Ping Yan

資訊科技委員會主委
馮炳欣先生



Chair of Professional
Development Committee
Dr Yuen Wai Kay, Ricky

專業發展委員會主委
阮偉基博士



Chair of Professional Practice
Committee
Mr Ho Chun Nin, Edwin

專業實務委員會主委
何春年先生



Chair of Publications Committee
Dr Yip Ngai Ming

刊物委員會主委
葉毅明博士



Co-opted Member
Mr Chan Wai Kong, Frankie

增選委員
陳偉光先生



Co-opted Member
Mr Cheung Shu Yan, Edmond

增選委員
張樹仁先生



Co-opted Member
Mr Chiu Pak Lung

增選委員
趙伯龍先生



Co-opted Member
Mr Chiu Sin Hung, Bonny

增選委員
趙善雄先生



Co-opted Member
Mr Chui Ming Man, Jackey

增選委員
崔銘文先生



Co-opted Member
Ms Fan Chui King, Agnes

增選委員
樊翠琮女士



Co-opted Member
Mr Lai Yuk Tim, Tim

增選委員
黎玉添先生



Co-opted Member
Mr So Kai Ming

增選委員
蘇啟明先生



Co-opted Member
Mrs So Tam Kit Ying, Susanna

增選委員
蘇譚潔瑩女士



Co-opted Member
Mr Wai Chun Sing, Terence

增選委員
衛振聲先生



Co-opted Member
Mr Wong Kam Tong, Vincent

增選委員
黃錦棠先生



Co-opted Member
Mr Wu Yi Cheng

增選委員
吳沂城先生

Hon Advisors

名譽顧問

Honorary Legal Advisors 名譽法律顧問	Mr Chung Pui Lam, O.B.E., J.P. 鍾沛林先生
	Mr Lam Kin Hung, Patrick 林健雄先生
Honorary Advisors 名譽顧問	Mr Chan Ping Woon, S.B.S., M.B.E., J.P. 陳炳煥先生
	Mr Lee King Chi, Joseph, B.B.S. 李敬志先生
	Mr Li Pak Ho, M.B.E., J.P. 李百灝先生
	Mr Tsai Chin Lung 蔡錦隆先生
	Miss Wong Lai Chun, B.B.S. 王麗珍小姐
	Mrs Wong Ng Wenh Ky, Julia 黃吳詠琪女士

Administration Support

行政支援

General Manager (Professional Development) 總經理(專業發展)	Mr Wong Hin Nang 黃顯能先生
Administrative Officer 行政主任	Ms Yung Po Kwan, Patsy 翁寶君女士
Administrative Assistant 行政助理	Ms Kwok Yik Che, Elise 郭亦芝女士



SUBCOMMITTEE REPORTS

小組委員會報告 ▶▶

Activities Committee

活動委員會



Chairperson : Ms WONG Siu Ling, Linda
 Vice chairperson : Mr CHEUNG Shu Yan, Edmond
 Member : Ms FAN Chui King, Agnes
 Mr FUNG Ping Yan
 Mr HO Chun Nin, Edwin
 Ms KWOK Pik King, Theresa
 Mrs LI Lam Chin Ching, Rita
 Mr LUK Wai Lun, Stanley
 Mr WONG Ying Kit, Romulus

主委 : 王小玲女士
 副主委 : 張樹仁先生
 委員 : 樊翠琮女士
 馮炳欣先生
 何春年先生
 郭碧琮女士
 李林展青女士
 陸偉倫先生
 黃英傑先生

Our Missions

To arrange logistics and support on local & overseas Conferences/Seminars/Talks/Study Tours and Technical Visits for members and Executive Committee.

Achievements in the Year

Overseas

- Study tour to Zhongshan in March
- Harrogate Conference & Exhibition in June
- Seminar on public housing in Shenzhen in July
- Opening of CIH Liaison Office in Taiwan in September
- International Property Management Conference in Taiwan in September
- Presidential visit to Beijing/Wuhan/Macau/Shenzhen in November
- Housing seminars in Beijing/Wuhan/Shenzhen in November

Local

- Branch Annual General Meeting in January
- Branch Executive Committee Brain Storming session in February
- Monthly Branch Executive Committee Meeting
- Joint Annual Dinner with HKIH in November
- Receiving Mainland China and overseas visitors
- Various seminars/talks/workshops/visits organized by External Affairs & Public Relations Committee and Professional Practice Committee

工作目標

負責管理委員會及會員在本港及海外研討會、講座、訪問交流團等場地及後勤安排

年內完成工作

海外

- 3月訪問中山
- 6月參加英國 Harrogate 房屋會議及展覽
- 7月深圳物業管理會議
- 9月台灣聯絡處開幕
- 9月台灣房屋研討會
- 11月會長訪問北京、武漢、澳門及深圳
- 11月北京、武漢、深圳房屋研討會

本港

- 1月分會週年大會
- 2月分會執行委員會集思會
- 分會管理委員會月會
- 11月香港房屋經理學會聯合週年晚宴
- 接待內地及海外同業
- 支援外事及公關委員會、專業發展委員會舉辦之研討會、講座、工作坊、訪問交流團

Education and Training Committee

教育及培訓委員會



Chairperson : Mr NG Kwong Ming, Paul
 Vice Chairperson: Mr LAU Ping Wah, Steve
 Members : Dr YIP Ngai Ming
 Mr CHIU Pak Lung
 Mr FUNG Ping Yan
 Mr KWAN Sze Ming, Mingo
 Mr CHEUNG Shu Yan Edmond
 Mrs LI LAM Chin Ching, Rita
 Mr LUK Wai Lun, Stanley
 Mr KAM Kin Hong, Daniel
 Mr CHAN Tin Yuk, Cliff

主席 : 吳光銘先生
 副主席 : 劉炳華先生
 委員 : 葉毅明博士
 趙伯龍先生
 馮炳欣先生
 關仕明先生
 張樹仁先生
 李林展青女士
 陸偉倫先生
 甘健康先生
 陳天旭先生

Missions

- To implement educational and training policies formulated by the Institute's headquarters in UK.
- To assist the Institute in validating/re-validating housing/property management courses.
- To liaise and work with the universities and other academic/vocational institutions in the provision of housing/property management courses.
- To arrange/assist educational and training activities with other committees and institutions as and where required.

Achievements in the Year

- Participating in the Academic Committees of the following courses:
 - Master of Arts in Housing Studies, Department of Public and Social Administration, City University of Hong Kong (City U)
 - Professional Diploma in Housing Management, School of Professional and Continuing Education (SPACE), The University of Hong Kong (HKU)
 - Bachelor of Arts with Honours in Housing Studies, Department of Public and Social Administration, City U

工作目標

- 執行由英國總會所制訂的教育及培訓政策
- 協助總會評核及重核房屋／物業管理課程
- 與大學及其他教育／職訓機構聯絡，協助提供房屋／物業管理課程
- 與相關專業團體及本會其他委員會聯系推動香港專業房屋管理課程
- 於須要時與分會其他委員會及其他機構安排／協助安排教育及培訓課程

年內完成的工作

- 出席下述課程的學務會議：
 - 香港城市大學房屋學文學碩士
 - 香港大學房屋管理專業文憑
 - 香港城市大學房屋學榮譽文學士
 - 香港城市大學物業管理文憑
 - 香港理工大學房屋管理學文學士

- Diploma in Property Management, School of Continuing and Professional Education (SCOPE), City U
- Bachelor of Arts in Housing Management, School of Professional and Education and Executive Development (SPEED), The Hong Kong Polytechnic University (Poly U)
- Participating in the selection on admission of students to:
 - Professional Diploma in Housing Management by HKU SPACE.
- Briefing of Practical Experience Requirements (PER) to students of the following courses and vetting of PER Booklets:
 - Master in Housing Management (Professional Stream), HKU
 - Master of Arts in Housing Studies Programme, Department of Public and Social Administration, City U
 - Bachelor of Arts with Honours in Housing Studies, Department of Public and Social Administration, City U
 - Professional Diploma in Housing Management, HKU
 - Diploma in Property Management, SCOPE, City U
 - Bachelor of Arts in Housing Management, SPEED, Poly U
- Liaising/meeting with academic and other institutions on validation/re-validation of the followings:
 - Master of Arts in Housing Studies Programme, Department of Public and Social Administration, City U
 - Bachelor of Arts (with Honours) in Housing Studies, Department of Public & Social Administration, City U
 - Diploma in Property Management, School of Continuing and Professional Education (SCOPE), City U
 - Professional Diploma in Housing Management, School of Professional & Continuing Education (SPACE), HKU
 - Bachelor of Arts in Housing Management, SPEED, Poly U
- 出席／參與下述課程的新生入學申請篩選：
 - 香港大學房屋管理專業文憑
- 向下述課程的學生簡報「實習經驗需要」及核對手冊：
 - 香港大學房屋管理碩士(專業課程)
 - 香港城市大學房屋學文學碩士
 - 香港城市大學房屋學榮譽文學士
 - 香港大學房屋管理專業文憑
 - 香港城市大學物業管理文憑
 - 香港理工大學專業進修學院房屋管理學文學士
 - 香港專業教育學院(摩利臣山分校)產業管理高級文憑
- 與教育及其他機構聯絡及會面，處理課程評核及重核下列課程：
 - 香港城市大學房屋學文學碩士
 - 香港城市大學房屋學榮譽文學士
 - 香港城市大學物業管理文憑
 - 香港大學房屋管理專業文憑
 - 香港理工大學專業進修學院房屋管理文學士

External Affairs and Public Relations Committee

對外事務及公共關係委員會



Chairperson : Mr LUK Wai Lun, Stanley
 Vice Chairperson : Ms FAN Chui King, Agnes
 Members : Dr YIP Ngai Ming
 Dr YUEN Wai Kay, Ricky
 Mr CHIU Sin Hung, Bonny
 Mr CHUI Ming Man, Jackey
 Mr FUNG Yan Ping
 Mr HO Chun Nin, Edwin
 Ms KWOK Pik King, Theresa
 Mr LAI Yuk Tim, Tim
 Ms LI LAM Chin Ching, Rita
 Mr NG Kwong Ming, Paul
 Mr NG Mei Chuen, Frederick
 Ms WONG Siu Ling, Linda

主委 : 陸偉倫先生
 副主委 : 樊翠瓊女士
 委員 : 業毅明博士
 阮偉基博士
 趙善雄先生
 崔銘文先生
 馮炳欣先生
 何春年先生
 郭碧瓊女士
 李林展青女士
 吳光銘先生
 王小玲小姐

Our Missions

External Affairs and Public Relations Committee shall endeavour to expand and maintain links with relevant housing, academic and professional institutes in Asian Pacific to promote the Art and Science of Housing Management.

The Committee will continue to work and coordinate with other committees to achieve the objective of CIH to maximize the contribution that housing professionals make to the well beings of the communities in Asian Pacific.

Achievements of the year

With mutual support and joint effort from associated committees, a series of conference, forum and symposium were successfully organized in Mainland China, Taiwan, and Macau.

The Committee would like to express its gratitude and thankfulness to fellow committees' members for their contributions toward successful accomplishment of the missions of the committees.

工作目標

對外事務及公共關係委員會將會在亞太區內致力推廣房屋管理的藝術和科學的工作；拓展與各房屋相關的學術交流，並積極與各專業團體維持良好的溝通和聯繫。

委員會將持續與各工作委員會緊密合作、配合協調，發揮本會的最大精神目標，讓亞太區域的房屋管理專業人員以專業所長貢獻社會。

工作總結：

憑藉各工作委員會的互相支持和共同努力，一系列的房管會議、交流會及專題論壇在中國內地、台灣及澳門得以成功舉辦。

委員會藉此機會向各委員會就過往一年的努力與付出致以衷心謝意；更為各委員會在積極推動房屋管理專業精神所得的成果致賀。

Information Technology Committee

資訊科技委員會



Chairperson : Mr FUNG Ping Yan
 Vice Chairperson : Mr CHIU Sin Hung, Bonny
 Members : Mrs SO Tam Kit Ying, Susanna
 Mr NG Mei Chuen, Frederick
 Mr PANG Kwok Wah, Derek
 Mr SZE Wing Luen, Wesley
 Mr WONG Kam Tong, Vincent

主委 : 馮炳欣先生
 副主委 : 趙善雄先生
 委員 : 蘇譚潔瑩女士
 吳美全先生
 彭國華先生
 史永聯先生
 黃錦棠先生

Our Missions

1. To uphold and promote the professional image of the Chartered Institute of Housing Asian Pacific Branch (CIHAPB);
2. To leverage the use of Information Technology and the Branch website to strengthen our communications with our members, housing professionals and practitioners, Government officials and the public;
3. To provide IT support to the CIHAPB; and production of promotional materials to facilitate housing professionals in Asia Pacific region, Government officials and the public to have a better understanding of the CIHAPB.

Achievements in the Year

With the dedication and support of the Committee Members, we have kept on promoting the use of email, electronic newsletter, and website to communicate with our members. Furthermore, content of the website are updated regularly to keep members abreast of the latest development of the Branch.

使命

1. 確立及提升英國特許房屋經理學會亞太分會之專業形象及地位；
2. 透過資訊科技及分會網站，加強與各會員，物業管理從業員，政府及公眾人士之聯繫；及
3. 對分會提供資訊科技支援，並協助製作多媒體宣傳材料，增強政府、專業團體、業界及公眾人士對本會的認識。

年內完成之工作

過去一年，在各委員的支持下，我們繼續透過電郵、電子刊物和分會的網站，加強分會與會員的聯繫。為進一步改善及強化分會發放電郵的效率和功能，分會在去年設計了一套新的電郵發放軟件。不少會員已發覺分會在本年已加強使用電郵，發放通告和訊息。這不但大大縮短郵寄信件所需的時間和減省郵費，並進一步推動環保。

This year, members may be aware that the Branch has increased the use of electronic message/notice to communicate and update members on the latest development of the Branch as well as to disseminate information. The increase of use of electronic message and communication had successfully reduced the cost of postage of circulars and contribute to environmental protection. Also, it provides a more efficient communication channel for the Branch and its members.

Members may be aware of a new webpage has been created in the website mid this year with a view to updating members of the development and progress of the “Building Management Professional Services Scheme” launched in April 2010.

To facilitate members updating their personal profile in the website, a new software has been developed and is now under testing and commissioning. Upon completion of the software, members can update their personal profile at the website themselves easily and please do update your particulars from time to time when there is any change. It is expected that this new features would be launched in early 2011.

To celebrate the coming 45th Anniversary of the Branch, next year, the Committee will produce a DVD to record the development and achievements of the CIHAPB for the past forty five year. Upon completion, the DVD will be sent to all members and content of the DVD will be uploaded onto our website.

Our website is an important means of communication between the Branch Office and its members. It provides an excellent platform of communication and dissemination of information to the members and the public. Members are encouraged to visit the website of the Branch at www.cih.org.hk.

本年中，我們在分會網站內，加設了〈大廈管理專業服務計劃〉一欄，提供有關計劃的詳情和資料，與各會員分享。為方便各會員更新個人資料，我們現已完成製作一套新的軟件，以便會員在分會網站呈報及更新個人資料。新的電腦軟件現正在作最後測試和驗收，預計於明年首季推出，供會員使用。

此外，為慶祝分會明年成立四十五週年，我們將會製作一套短片，介紹分會過往四十五年的發展。製作完成後，我們會把該套短片郵寄予各會員，和上載於學會的網站內。

分會網站是分會與各會員溝通和發放消息的極佳平台，希望各會員能定期抽空閱覽分會網站 www.cih.org.hk。

Membership Committee

會籍事務委員會



Chairperson : Mr NG Mei Chuen, Frederick
 Vice Chairperson : Ms TANG Sau Ching, Regina
 Members : Ms AU Wah Tat, Christine
 Mr CHAN Wai Kong, Frankie
 Mr CHIU Pak Lung
 Mr CHIU Sin Hung, Bonny
 Ms FAN Chui King, Agnes
 Mr FUNG Ping Yan
 Ms KAN Wai Si, Silvia
 Mr LEE Kwong Yiu, Ernest
 Ms LI Man Chi, Wendy
 Mr LIU Wing Tai, Harvey
 Mrs SO Tam Kit Ying, Susanna
 Mr TAM Wai Po, Jerry
 Mr TONG Wing Ho, Edmund
 Mr WU Yi Cheng

主委 : 吳美全先生
 副主委 : 鄧秀清女士
 委員 : 區華達女士
 陳偉光先生
 趙伯龍先生
 趙善雄先生
 樊翠琮女士
 馮炳欣先生
 簡惠詩女士
 李光耀先生
 李敏芝女士
 廖永泰先生
 蘇譚潔瑩女士
 譚偉葆先生
 湯穎豪先生
 吳沂城先生

Our Missions

1. Recruit local members and members from other cities of the Asia Pacific region.
2. Vet and approve Corporate, Practitioner, Affiliate and Student Membership applications, vet and recommend Fellow membership applications to the Executive Committee of APB for endorsement.
3. Vet Corporate Membership application through the Direct Final or Distinguished Professional routes and recommend to the Executive Committee of APB for further recommendation to the CIH Headquarter for final decision.

工作目標

1. 於本地及亞太區內其他城市招募會員。
2. 審閱及批核專業會員、房屋從業員、附屬及學生會員，審閱及推薦資深會員之申請予亞太分會執行委員會審批。
3. 審閱經卓越或直接途徑成為專業會員的申請，然後向亞太分會執行委員會作出建議，從而審議後推薦予CIH總部作最後批核。

4. Liaise with CIH Headquarters and keep members updated regarding membership affairs.
5. Update membership database and monitor membership subscription collection.

Achievement in the Year

1. Membership Recruitment and Processing Applications

We worked with the Training & Education Committee and the Professional Development Manager in membership drive locally and in Mainland China, Taiwan and Macao. During the year, we vetted about 250 applications including 20 Direct Final from Taiwan and 37 students from outside Hong Kong (11 from Mainland China and 26 from Taiwan).

2. Membership Drives

We liaise closely with CIH Headquarters on updated membership issues from time to time. Recently, our members are advised regarding the 2011 annual subscriptions and the review of membership grades through bulk email and Housing Express. Moreover, as informed in our last report, the entrance fee for all categories has been waived with effective from 1 January 2010.

3. Membership Update

Our members have been maintaining at around 2000 from Hong Kong as well as from Mainland China, Taiwan and Macao. CIHAPB and the Membership Committee members will keep on working strenuously with a view to recruiting more members in the region as well as to providing more services to our members.

4. 與CIH總部保持聯繫，並就會籍事宜之最新訊息通知各會員。
5. 更新會員資料及監察會費繳交狀況。

年內完成的工作

1. 會員招募及處理會籍申請

聯同培訓及教育委員會與分會專業發展經理於本地、國內、台灣及澳門等地推展會員招募工作。年內審閱約250宗申請個案，其中包括20宗直接途徑申請(台灣)及37宗外地學生會員申請(國內11宗、台灣26宗)。

2. 會籍推展

小組與總會保持緊密聯繫，致使會員能就會籍事宜上不時獲得最新資訊，近日各會員已就2011年會費及會籍類別檢討等方面經電郵及房管專訊獲得通知。再者如上年報告所述，本會入會費自2010年1月起已獲豁免。

3. 會籍匯報

現時本會會員人數維持約式仟人，其中包括本地及來自國內、台灣及澳門。亞太分會執行委員會及會籍小組會繼續於亞太區內致力招收會員及提供更多服務予本會會員。

Professional Development Committee

專業發展委員會



Chairperson : Dr YUEN Wai Kay, Ricky
 Vice Chairperson : Mrs SO TAM Kit Ying, Susanna
 Members : Mr CHOW Chiu Hung, Victor
 Mr HO Chun Nin, Edwin
 Mr NG Kwong Ming, Paul
 Mr NG Mei Chuen, Frederick
 Mr POON Yuen Fong, Sanford
 Mr WONG Hin Nang
 Mr WONG Kai Sang, Cliff

主委 : 阮偉基博士
 副主委 : 蘇譚潔瑩女士
 委員 : 周超雄先生
 何春年先生
 吳光銘先生
 吳美全先生
 潘源舫先生
 黃顯能先生
 黃繼生先生

Our Mission

- To promote the professionalization of housing management
- To advance the membership base of CIH in the Asia Pacific Region
- To enhance the professional image of CIH APB

Achievements in the Year

Mainland China

Property management seminars were held in Shenzhen, Wuhan University and Beijing Geely University with a view to promoting professional housing management and maintaining a good working relationship with the institutions and counterparts.

On request of Zhongshan Agile Property Land Limited, a training programme was organized for her staff to enhance their management concepts and skills.

工作目標

- 推廣房屋管理專業
- 增加亞太地區會員
- 加強學會的專業形象

年內完成的工作

中國內地

學會分別在深圳、武漢大學及北京吉利大學舉辦物業管理研討會，藉以推廣專業房屋管理，及與中國內地的學院和業界保持良好的工作關係。

應雅居樂物業管理服務公司的邀請，為該公司員工設計及安排培訓課程，以提高其管理知識及技巧。

A study trip on public housing management model in Hong Kong was organized for a group of Shenzhen housing officials. Through visits to Hong Kong Housing Authority, the Hong Kong Housing Society and private property management companies, our Shenzhen counterparts were introduced to the mode of operation, outsourcing mechanism and estate management policies of public housing in Hong Kong.

Taiwan

An International Housing Conference was held in Taiwan with Hwa Hsia Institute of Technology as co-organizer in September.

To enhance communication with and services to members in the area, the Taiwan Liaison Office was set up in September in Hwa Hsia Institute of Technology. The office serves as a contact point of CIHAPB providing simple enquiry and liaison services for our Taiwan members. With coordination of the office, the first property management forum was successfully held in October with satisfactory results.

Following the completion of the "Train-the-trainers Course", 20 qualified participants successfully applied for professional membership. The first batch of student membership applications were received from 26 students following the accreditation of the property management programme in Hwa Hsia Institute of Technology.

Macau

The sixth intake of Property Management Training course for housing practitioners in Macau was launched. Accredited by APB, the course was jointly held by the Macau Housing Bureau and Labour Bureau. There were over 190 graduates from the past five intakes.

學會應深圳市房屋管理處的要求，為該處官員安排來香港考察公共房屋管理模式。在香港期間，曾參訪香港房屋委員會、香港房屋協會及私營管理公司後，得以了解香港公共房屋管理政策及外判管理制度的運作。

台灣

在台灣與華夏技術學院合辦國際房屋會議。

亞太分會台灣聯絡處於九月在華夏技術學院成立，以加強與台灣會員的溝通和對會員服務。聯絡處主要為台灣會員提供簡單的查詢服務及聯絡的工作。通過聯絡處的協調安排，首次物業管理座談會於十月成功舉行，並且獲得滿意的成果。

完成物業管理種子教師課程後，其中二十名合資格學員申請成為學會的專業會員。首批經學會認證課程的華夏技術學院學生，亦於年內申請成為學會的學生會員。

澳門

由澳門房屋局及勞工局合辦，學會認證的物業管理專業人員培訓課程，第六屆經已開課。過去五屆修畢課程的澳門物業管理從業員逾一百九十人。

Professional Practice Committee

專業實務委員會



Chairperson : Mr HO Chun Nin, Edwin
 Mr CHAN Wai Kong, Frankie
 Mr NG Mei Chuen, Frederick
 Mr CHEUNG Shu Yan, Edmond
 Mr LUK Wai Lun, Stanley
 Mr NG Kwong Ming, Paul
 Ms FAN Chui King, Agnes
 Mr CHIU Sin Hung, Bonny
 Mr LAM Kin Hung, Patrick
 Mr WAI Chun Sing, Terence
 Dr YIP Ngai Ming
 Mr LEE Kwong Yiu, Ernest

主委 : 何春年先生
 委員 : 陳偉光先生
 吳美全先生
 張樹仁先生
 陸偉倫先生
 吳光銘先生
 樊翠琼小姐
 趙善雄先生
 林健雄先生
 衛振聲先生
 葉毅明博士
 李光耀先生

Our Missions

To promote professional and high quality housing management in Hong Kong and Asian Pacific Region and strengthen the professional image of the Institute:

- To exchange best housing management practices with counterparts in Asian Pacific Region.
- To provide professional comments to various government authorities on housing policy and related issues.
- To promote good housing management by actively participating in government and local community activities.
- To collaborate with relevant professional bodies and other committees of the Institute for organizing workshops and seminars on topics relating to housing management.

工作目標：

在香港及亞太地區推動專業及優質房屋管理服務：

- 與亞太區同業交流最佳房屋管理實務經驗
- 向政府部門提供有關房屋政策的專業意見
- 積極參與政府及社區活動藉以推動優質房屋管理
- 與相關專業團體及本會其他委員會聯系推動香港專業房屋管理

Achievements in the Year

In the year of 2010, with the support and enthusiasm of committee members, we maintained an active role on housing professionalism. Through the linkage and participation with relevant housing, academic and professional institutes in the Asian Pacific Region, we promoted the continuous development on housing practice in the following different areas.

- Co-organized with The Hong Kong Institute of Housing, a forum on Public Open Space at Private Development in March.
- A study tour and visiting the facilities and operation of 中山雅居樂 in March.
- Co-organized with Hong Kong Housing Society and The Hong Kong Institute of Housing on the training course for sliver hair in March.
- Co-organized with City University of Hong Kong, invited Mr Chan Bing Woon and Mr Bowie Yip from The Hong Kong Mediation Council to deliver a talk on Mediation in May.
- A study tour and visiting the facilities of Cathay City in May.
- Co-organized with BSOMES and City University of Hong Kong, a technical seminar on Environmental Conservation and Facilities Management in August with the speakers Mr K.F. Yee, Dr Joseph Lai and Mr Jonathan Lee.
- Invited Mr. Ronald Lai from AON Hong Kong Limited to deliver a talk on Insurance and recent cases in November.
- Actively participated in forums and discussions on Regulation of Property Management Industry, Related Building Management Issues and Licensing Development organized by different governmental departments.
- Actively participated on revision of the management guidelines prepared by ICAC.

年內完成的工作

- 在3月與香港房屋經理學會合辦有關「在私人物業發展項目的公共開放空間」論壇。
- 在3月參觀中山雅居樂的設施及運作。
- 在3月與香港房屋協會及香港房屋經理學會合辦有關「關愛銀髮一族」訓練課程。
- 在5月與香港城市大學合辦有關調解的應用，主講嘉賓包括有香港調解會的代表陳炳煥先生及葉榮榮先生。
- 在5月參觀香港國際機場國泰城各項設施。
- 在8月與屋宇設備運行及維修行政人員學會及香港城市大學合辦邀請余光輝先生、黎鴻傑博士及李文光先生主講有關「環境保護及設施管理」。
- 在11月與香港城市大學合辦邀請怡安保險顧問有限公司黎志誠先生主講有關物業管理各類保險問題及案例。
- 積極參與有關物業管理之條例、管理問題及物業管理發牌的論壇及研討會。
- 積極參與由廉政公署編寫之物業管理指引。

Publications Committee

刊物委員會



Chairperson : Dr YIP Ngai Ming
 Vice Chairperson : Mr LAI Yuk Tim, Tim
 Members : Mr CHOW Chun Ling, Kenny
 Mr CHUNG Pui Sang, Edmund
 Mr HO Chung Cheung
 Ms KWOK Pik King, Theresa
 Mr LAI Yew Cho
 Mr LEE Kwok Man, Calvin
 Mr PUN Lai Tun, Raymond
 Mrs WONG Ng Wenh-ky, Julia
 Mr WONG Ying Kit, Romulus
 Mr WU Kit

主委 : 葉毅明博士
 副主委 : 黎玉添先生
 委員 : 周駿齡先生
 鍾沛生先生
 何仲昌先生
 郭碧瓊女士
 黎耀祖先生
 李國民先生
 潘禮敦先生
 黃吳詠琪女士
 黃英傑先生
 胡傑先生

Our Missions

- Disseminate best management practice to Asian Pacific Region
- Promote more readership of e-publications (Housing Express and yearbook)
- Assist the Professional Development Manager in the production of promotion materials

工作目標

- 於亞太區推廣國際頂尖房屋管理經驗
- 向會員推廣亞太分會電子刊物
- 協助專業發展經理製作亞太分會宣傳刊物

Achievements in the Year

- The May 2008 issue of Housing Express focuses on “the preservation of heritage buildings”. With contribution from academics and practitioners from the Urban Renewal Authority and Cheung Kong Holdings of Hong Kong as well as from Taiwan, Macau and Mainland China, it covers a wide range of issues on how heritage buildings around Asia are preserved and turned into venues that are shared with the general public.
- The September 2008 issue of Housing Express features “Public housing policy in China”. It offers a comprehensive review of the recent development in national housing policy in China as well as specific programmes in Shanghai, Guangzhou and Shenzhen. The articles are written by relevant experts from both the academic and policy circles.
- Both issues of Housing Express have introduced recent update of housing and housing management development of our close partners in Asia-Mainland China, Vietnam, Macau, Taiwan and Korea.
- The Publications committee also takes the responsibility of producing this 2010 Year Book and updating of publicity materials of the Branch.
- Three issues of e-Housing Express have been published in the year in respectively May, July and October this year and another one will be issued in December 2010.

年內完成工作：

- 二零一零年五月份房屋專訊以「歷史建築的保育」為主題，並邀請到香港市區重建局和香港長江實業集團，以及台灣，中國大陸，澳門的學者及專家，專題重點介紹亞洲幾個城市歷史建築的保育工作，並如何透過保育將歷史建築與公眾分享。
- 二零一零年九月份房屋專訊重點介紹「中國的公共住房政策」，並邀請內地的專家學者詳述國家的公共住房政策及上海，廣州和深圳公共住房建設的執行情況。
- 兩期房屋專訊均分別報導亞太分會的幾個重要亞太區夥伴：中國大陸、越南、台灣、澳門及韓國房屋管理的最新發展。
- 刊物委員會亦於年內出版2010年報及亞太分會宣傳單張。
- 年內分別在五、七及十月出版了房屋專訊的電子版，本年內最後一期電子版將於十二月出版。



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PEECHES AT **APB** ANNUAL DINNER

聯合晚宴演辭 ▶▶

Speech by Professor Paddy Gray, President, CIH to the Joint Annual Dinner

總會會長韋百德教授於聯合周年晚宴演辭



Mr President, Chairman, distinguished guests, ladies and gentlemen, can I begin by saying how pleased I am to be here, and to be able to visit friends and colleagues in the Asian Pacific region during my year as President. I consider it a great privilege and an honour to be given the opportunity to address you this evening.

The past twelve months since your last annual dinner have been another busy period for the Chartered Institute of Housing, both in the United Kingdom and internationally.

Housing in the UK now has a much higher profile, and professional institutions like the CIH have had to continually review the way we relate to emerging political issues. But the CIH also needs to respond to developments that are taking place internationally.

The CIH has a large overseas membership and here in the Asian Pacific, membership of the CIH now stands at just under 2000..... some 10% of our total membership. My colleagues and I on the Institute's governing Council are extremely proud of this.

The needs of the housing industry in the United Kingdom, Hong Kong and elsewhere in the world are clearly different, although I am sure we might all be surprised at the amount of commonality

that does in fact exist. The CIH, however, has a unique role in working with colleagues in different countries, to ensure that people working in housing have good education, training and professional support to develop housing solutions which will meet local needs.

And this is critical, because the sector we work in is undergoing significant change. Much of the debate about the future of social housing has been, and will continue to be, about how to secure sufficient investment both to improve the existing housing stock and to provide new homes.

In the UK, the housing sector is facing significant challenge as the recently elected coalition government introduces measures to reduce public expenditure and re-draw the social housing landscape. Announcements made only two weeks ago following a comprehensive spending review will have a major impact on how the sector can deliver enough homes that people can afford to live in. CIH is engaging fully in the debate that is now raging in the UK to ensure that the deficit reduction measures do not have a disproportionate impact on the most vulnerable people in our society.

Here, in Hong Kong I am aware that building safety has aroused public concern about the rising problem of ageing buildings. In the 2010-2011 Policy Address, the Chief Executive responded to this and proposed measures to deal with the issue. Hong Kong Government will provide resources to enhance building safety and building management through introducing of legislation to tackle the problems of building dilapidation and unauthorised building works. Government will also educate the public and help owners' corporations better understand their rights and responsibilities. Property management professionals will be playing a very important role in supporting the government and the society to achieve this.

In the Policy Address, The Chief Executive also announced that the Government will monitor the operation of property management companies. Legislation on hiring of property management services and statutory licensing regime for the property management industry will be established. It is no doubt that it will improve the professionalism of property management in Hong Kong. I am sure that it is welcome by the industry and you will help Government to complete the consultation works for the benefits of the industry and the society as a whole.

I know that many people in this room tonight are striving to deliver good quality services which satisfy tenants, residents and other service users, and many of you are using your skills and expertise to help regenerate and sustain communities.

As a profession and as individual organisations, we need to have a clear vision of where we're going; to recognise the changes that are taking place in our operating environment; and, to inspire our staff in contributing positively to what must be a shared agenda.

At the CIH, one of the critical success factors in our Business Plan is to "equip the profession for today and tomorrow".

And we are well placed to achieve this.

As the Chartered Institute, we are concerned about all aspects of housing. We represent individuals working across all tenures, and we are concerned about improving standards, which we achieve through promoting professional practice. And we are concerned about shaping housing policy, drawing on our members' experiences to influence new ideas and initiatives.

In each case, we support this by helping to develop the knowledge and skills of housing professionals..... working with Universities and Colleges to implement our education programmes..... providing training courses and other events..... and, through our professional practice publications and advice. It is at the heart of what we do.

Housing offers a great career and here in Hong Kong this transcends both the public, private and commercial sectors – but within the UK, we are striving to encourage people to join the sector and make housing a career of first choice, and I do believe that all housing organisations have a major role to play, in achieving this.

On a different note, I would like to acknowledge that in recent years, my colleagues on the Asian Pacific branch Executive Committee have done much to extend networking with individuals and to strengthen communications with friendly organisations in the Peoples Republic of China. I am looking forward to visiting Beijing, Shanghai and Wuhan over the next few days to meet some of these organisations and individuals, and to get a better understanding of some of these opportunities and to add further support in enhancing and fostering such positive developments.

Almost ten years ago the branch changed its name, and its focus, to reflect the challenges and opportunities that were emerging because of the strong desire for increased professionalism across the region as a whole. I am encouraged to see that the Asian Pacific branch has maintained a mutually beneficial and supportive working relationship with the Hong Kong Institute of Housing which, over the years, has contributed significantly to the improvement of the living environment including the promotion of good quality housing management services for the public, private and commercial sectors.

Members of the Asian Pacific branch of the CIH deserve full acknowledgement for their vision, hard work and commitment and on behalf of the CIH's council, I would like to publicly thank all those members who have contributed to that vision and who continue to promote the role the CIH plays in delivering professional housing practice.

President, Chairman, distinguished guests, ladies and gentlemen..... the Chartered Institute of Housing's prime purpose is to:

“promote the art and science of housing, its standards and ideals and the training and education of those engaged in the profession of housing practice”

This needs skilled and trained workers to deliver policies into practice on the ground and the CIH is focused on ensuring the delivery of such requirements.

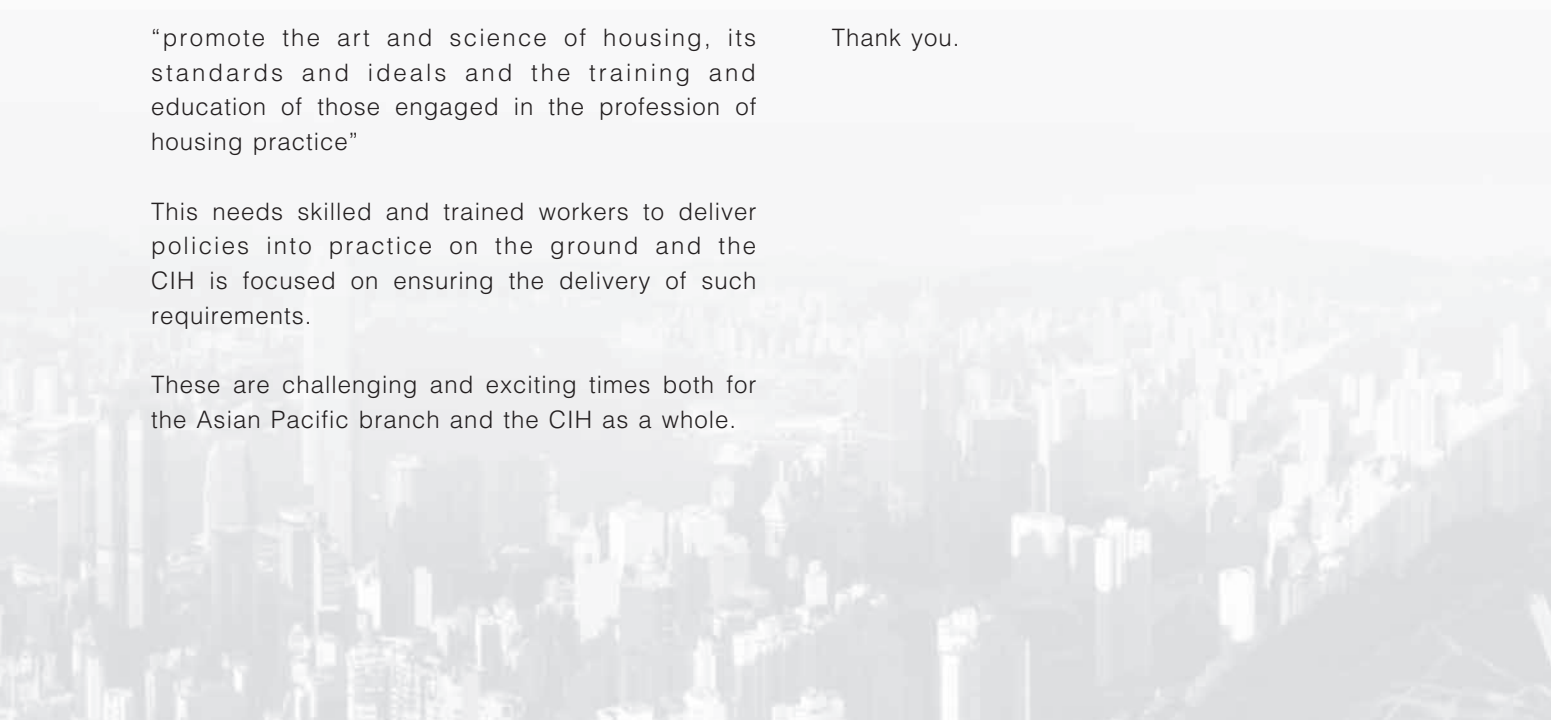
These are challenging and exciting times both for the Asian Pacific branch and the CIH as a whole.

I hope that we will be able to meet again to take forward the initiatives we have already started, in order to develop the CIH as a truly international organisation.

Today Hong Kong is on the forefront of some significant changes as globalisation gains momentum. This brings with it new challenges and opportunities in the property business. As professionals in the housing, retail and commercial sectors, you more than any other stand in a unique position to help shape and determine that future. Your dedicated efforts will help to meet the rising expectations of the people of Hong Kong for a higher standard of living and a more sustainable living and working environment.

President, Chairman, distinguished guests, ladies and gentlemen, as the CIH Asian Pacific branch and the Hong Kong Institute of Housing celebrate another year of achievement, I would like to wish both organisations every success in your continued efforts to raise professional standards in property management and in your pursuit of excellence in service delivery.

Thank you.



Speech of Ms Florence Hui, JP, Under Secretary of Home Affairs, to the Joint Annual Dinner

民政事務局副局长許曉暉太平紳士於聯合周年晚宴致辭



余(泰基)會長、潘(源舫)主席、學會的各位會員、各位嘉賓：

今晚香港房屋經理學會及英國特許房屋經理學會亞太分會聯合舉行周年晚宴，我很高興參加這個盛會，與各位物業管理專業人士共聚一堂，交流意見。

兩個學會一直致力推廣行業的專業規範、培訓人材，會員都具備優秀的專業知識，為全港甚至內地的物業，提供高效率和高水平的管理專業服務，貢獻良多。

近年，香港的物業管理水平無疑提高了不少，但現時仍有很多舊式樓宇，沒有任何形式的管理組織，甚至缺乏基本的樓宇管理，以致大廈日久失修。

我衷心感謝香港房屋協會、在座兩個專業學會以及另外兩個物業管理專業團體的支持，與民政事務局合作，於今年四月推出了為期12個月的「大廈管理專業服務試驗計劃」，為約1,000個舊樓單位的業主，免費提供專業的物業管理意見及跟進服務，從而改善舊樓的管理。自試驗計劃推出半年以來，專家小組已為約800個單位業主提供有關服務，受到有關業主的歡迎。

我們將參考試驗階段的寶貴經驗，進一步完善此項計劃，並打算於明年上半年進一步加強對舊樓業主的支援。此外，我們亦會展開一系列推廣活動，促進樓宇妥善保養，包括(一)成立大廈管理糾紛顧問小組，為涉及大廈管理糾紛的業主提供中肯及權威的意見；(二)與專上院校合作，為法團的委員舉辦培訓課程；(三)提供平台讓業主分享經驗，並藉此持續推廣妥善保養大廈的文化。另一方面，政府亦會積極研究修訂法例，確保大廈不會因為管理不善，而威脅到住客或公眾的安全，必要時有效地強制業主或法團聘用物業管理公司。

縱觀香港物業市場的發展，預計本港未來對物業管理專業服務的需求會愈來愈大，需要確保物業管理公司的營運受到妥善監察，我們理解業界大致上認同有需要就物業管理行業引入發牌制度，確保服務質素。如果日後推行大廈強制聘用物業管理公司，則更需要相關的監管機制。發牌制度在落實上涉及不少細節，因此我們會在年底進行公眾諮詢，希望業界踴躍發表意見，好使我們能集思廣益。深信只要大家同心協力，本港的大廈管理質素定可進一步提高，讓市民有更優質的生活環境。

最後，我謹祝兩個學會百尺竿頭，更進一步。多謝各位。



BEST DISSERTATION AWARDS

最佳碩士論文獎 ▶▶



Metropolitan Shopping Centers in Hong Kong: Determinants for Sustaining Competitiveness

Ms TONG Pui Sze, Esther

Master of Housing Management
The University of Hong Kong



HKU Space — Master of Housing Management
(Professional Stream)
Ms Tong Pui Sze, Esther 唐佩詩

Introduction

From supplying the basic necessity of living to serving a leisure activity, shopping plays prime role in Hong Kong economy for its concrete linkage with tourism, one of the important businesses. During past years, Hong Kong faced criticism of its reputation as “Shopping Paradise”, Asian Financial Crisis, outbreak of SARS, execution of Three Links and the current universal financial tsunami, both tourism and retail industry experienced considerable pressure. Under rising demand and vigorousness of the contention internally and externally, management in shopping centers become a crucial element in achieving success in the retail industry and hence sustains the standing of Hong Kong as a whole.

Scope of Work

Among various kinds of shopping arcades, metropolitan centers are of the largest classification that draw the largest population including visitors from other places in the world and therefore strongly influence the tourism and retails in Hong Kong. Hence, focus is placed at this category.

Goals and Objectives

This study aims to make recommendations to the shopping management of Hong Kong for enhancing the competitiveness of their shopping centers through critical comparison among three metropolitan arcades in Hong Kong launched at different time periods in terms of performance, strength and weakness. In particular, three research questions are derived from the target chosen:

1. whether the more mature the mega mall, the better they perform or vice versa;
2. What is the degree of importance of various components for sustaining competitiveness?
3. Is there any deviation among the preference of locals and tourists?

Several objectives are thereby designated to be achieved as follows:

1. to observe the development of shopping centers, particularly the metropolitan centers and the retail industry in Hong Kong;
2. to identify the issues that confront the industry by exploring the environmental factors and the intensity of the competition;
3. to identify the components that a competitive shopping arcade shall possess through conceptual literature review and studying international experience;

4. to evaluate the competence of the chosen metropolitan shopping centers through comparison with the theoretical findings;
5. to investigate the effect of the degree of maturity of a metropolitan mall to its performance;
6. to determine the difference between the preference of locals and that of overseas shoppers;
7. to draw recommendations to managers of metropolitan shopping arcades in Hong Kong by concluding the factors required to maintain their strengths.

Retail Trades in Hong Kong

Shopping Center and its Classification

Shopping centers of various sizes and arrangements are all designated to meet two purposes — to offer an optimum retailing environment for the tenants and to fulfill the shopping needs of shoppers. Regardless of how scholars group the arcades, in short, Hong Kong' shopping centers can be summarized in to Convenience/Street Shops, Neighborhood, Community/District/ Regional, Specialty, and Metropolitan/Megamall/Super regional.

Development of Retail Industry

Money generated from retail trade remains an important position in the GDP component. Yet it did not come to be so crucial at the very beginning. Before 1960s, consumption to Hong Kong people was merely for meeting basic needs (exclude clothing). They spent little time and money for entertainment. In mid 1960s, demographic structure changed and industrialization created tons of employment opportunities, rising of economically independent working youths gave rise to the popularity of inexpensive entertainment. Key tourist spots were

made lying along the coast of Victoria Harbour while tourist shopping was almost about souvenirs and high end stuffs purchase. Hong Kong's transformation into financial centre in 1980s further boosted the affordability of locals who started to hunt for quality and variety. However, pegging to the US dollar and inflation levied a heavy burden upon businesses, some stores could not sustain the rising operating cost and got closed at last. In late 1990s, housing price and rental reached the summit and then crashed due to the Asian Financial Crisis. Unscrupulous practices of shops in Hong Kong tourist shopping areas provided opportunity to cities nearby to defeat Hong Kong as tourist destination. Local consuming power was further weakened by outbreak of SARS, vigorous price competition was therefore observed in Hong Kong retail trades.

Development of Shopping Centers

While shopping mall and retail industry grow side by side, malls also went through same phases. Traffic free stalls that were solely based on basic necessities of life were built during the resettlement program introduced by the government before 1960s. They were grouped as what they sold and serve as burgeon of shopping centers in Hong Kong. In 1960s — 1970s, early form of shopping mall with 3 to 4 storeys was developed to satisfy the needs of rising population. The shift of the service target to tourists from overseas enhanced the shopping mall culture to grow. In order to capture the tourist market, the malls were concentrated close to the main hotels or along the waterfront. This followed by the arrival of Japanese department stores that brought in the one-stop shopping mode. Along side with the rising of standard of living in the 1980s, shopping

facilities were well planned to suit residents of the estate and even attracted those living nearby. Yet, in late 1990s, it was hard to find place for mall investment. Metropolitan centers continued to be heavily relied on in establishing and maintaining Hong Kong the image of popular shopping destination in Asia. Some private developer built mega mall at industrial or commercial areas to create freshness to the industry and targeted the working group in these areas.

Competition among Shopping Centers

Though Hong Kong is flooded with shopping malls, options offered to shoppers are limited. The major cause is the similarity of the tenant mix and facilities between them leading to the fact that they are often indifferent from each other. Survey carried out by the Planning Department in 2004 showed a majority would go shopping outside their district of residence, implying cross group rivalry further magnifies the overall competition in the market. Simultaneously, Singapore, Tokyo, Shanghai, Taipei are gaining popularity in promoting themselves as shopping destination. Foreign travelers currently possess a wide variety of choices in selecting Asian countries for visit. This therefore weakens the standing of Hong Kong in the world.

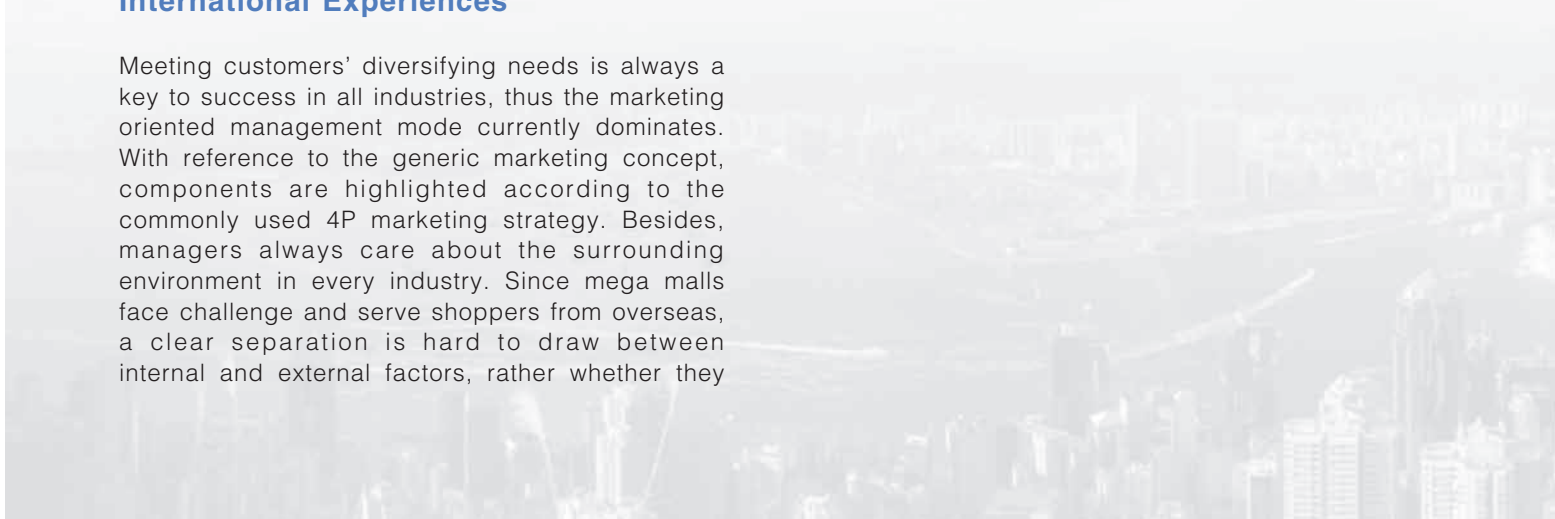
Conceptual Literature Review and International Experiences

Meeting customers' diversifying needs is always a key to success in all industries, thus the marketing oriented management mode currently dominates. With reference to the generic marketing concept, components are highlighted according to the commonly used 4P marketing strategy. Besides, managers always care about the surrounding environment in every industry. Since mega malls face challenge and serve shoppers from overseas, a clear separation is hard to draw between internal and external factors, rather whether they

are controllable catches our sight. The above 4Ps are controllable factors whereas economic, demographic, political and legal, and technical are out of managers' control.

Though the paper placed focus on the metropolitan malls in Hong Kong, competition is not just happened within this small city, but internationally. Therefore, it is necessary to look at the malls in other countries. Mega malls in Asia like Taipei 101 and Parco Bugis Junction Shopping Mall while some situated outside the region e.g. Mall of America are considered and measured.

Elements for staying competitive can be therefore summarized by incorporating them into the 4Ps concept. Different indications are adopted to clarify the presentation (Environmental factors: underlined; *International experience*: Italic). Details are as follows:



	General situation	Facing Threats
Works required at all time	Frequent study of the trend on the economic, political and technical environment and the target customers, both internal and external including their affordability, age, nations, beliefs; Forecast accurately and response quickly	
Product	Tenant Mix <ul style="list-style-type: none"> — should cover different types of tenants and a bundle of anchor tenants in order to establish “one-stop shopping” for shoppers — <i>inclusion of features or tenants with entertaining nature</i> — maintain balanced proportion of local and imported goods available in the mall — establish concrete linkage to international well known brands so as to keep high quality imported products available for shopping Customer Service <ul style="list-style-type: none"> — <i>should be tailor-made particularly take care of tourists' needs</i> — frontline staff should have at least bilingual or even trilingual communication skill so as to impress the tourists — <i>Prior information and news of the mall should be available for people in the world</i> 	<ul style="list-style-type: none"> — Stay flexible by regularly <u>change the mix to maintain freshness.</u> — Keep high quality tenants
Price	Price of Products offered by Tenants <ul style="list-style-type: none"> — <u>degree of reasonability in price controls by people's affordability, product's distinguishing features, currency exchange, tax rate, travelling cost, etc.</u> Leasing Plan <ul style="list-style-type: none"> — a tool to control tenants and maintain uniformity by means of lease term and requirement — tenant selection 	<u>Communications with tenants</u>
Place	Location and Accessibility <ul style="list-style-type: none"> — depends on attractiveness of the place and the requirement for entering a country or city as different <u>countries adopt differently</u> — <i>external: near renowned travelling spots or major traffic hubs with well facilitated linkage to the mall</i> — <i>internal: escalators, lifts, corridors</i> Space Planning <ul style="list-style-type: none"> — tenant placement — degree of comfort render to the shoppers — match with the theme of mall — easy to understand and visualize by <i>clear zoning and directories</i> — <i>iconic features and greenery</i> 	
Promotion	Branding and Positioning <ul style="list-style-type: none"> — differentiated attributes should be desired by the target — effort is placed to sustain and strengthen these attributes Advertising and Promotional Event <ul style="list-style-type: none"> — continuous and ample whatever it is of sales, entertainment, cultural, community or educational in nature — higher participation of tenants could attain higher chance to success 	<ul style="list-style-type: none"> — <u>great effort on promotions that should be in line with target's taste</u> — joint promotion

Table 3.1 Components for sustaining competitiveness

Methodology

Analytical Framework

The study is adopting the focus-down approach to identify elements for the metropolitan ones to stay competitive in the market. The criteria below show how a mega arcade is defined as competitive with reference to the literatures. As customers' comments are crucial for their frequency and duration of visit, most criteria are customer-related.

Areas for Investigation	Measurement criteria
1. Product	
<i>Tenant Mix:</i> <ul style="list-style-type: none"> Types and variety of tenants especially the anchors and the entertainment providers; Expectation of shoppers on the kinds of tenants should be included in the mall and their choice on the tenants; Presence of any deviation on their expectation and the existing situation <i>Customer Service:</i> <ul style="list-style-type: none"> Types of service provided; Shoppers' experience on using the service particularly when communicating with the frontline staff; Availability of prior information of the mall in terms of zoning, accessibility, types of tenants and promotional events available for those tourist shoppers 	<ul style="list-style-type: none"> Attract the most shoppers Create the most uniqueness Obtain the least deviation Experienced by most shoppers and get the most positive comments The most easement obtained by tourist shoppers
2. Price	
<i>Price of Products Offered:</i> <ul style="list-style-type: none"> shoppers' priority when choosing a product; whether they find it is reasonable to charge different kinds of goods <i>Leasing Plan:</i> <ul style="list-style-type: none"> Relationship with tenants by looking at how often the management meets with the tenants; Uniformity of tenants and any deviation of tenants' facade to the theme of the mall 	<ul style="list-style-type: none"> Possess the most reasonably priced products Communicate most frequently Obtain the least deviation from the mall's theme

Areas for Investigation	Measurement criteria
3. Place	
<p><i>Location and accessibility:</i></p> <ul style="list-style-type: none"> — reasons for choosing to visit and to shop in Hong Kong by the tourist shoppers; — investigate both internal e.g. design of corridor, escalators, stairs, etc and external like connection to the transportation hubs and any hotels, travelling spots nearby means of transportation; <p><i>Space Planning:</i></p> <ul style="list-style-type: none"> — shoppers' impression on tenant placement and zoning, facilities provided; — presence of any difficulties and insufficiency in getting to shops or places they want; — shoppers' impression on iconic features (if any) 	<ul style="list-style-type: none"> — The least entry barriers of the city — Possess the most convenient and most linkage — Obtain the most positive comments
4. Promotion	
<p><i>Branding and Positioning:</i></p> <ul style="list-style-type: none"> — Shoppers' impression on the malls and reason for they visit the mall; — Existence of any deviation from the brands or positions established by the mall <p><i>Promotional events:</i></p> <ul style="list-style-type: none"> — Events held in the year; — Participation of tenants and shoppers; — Shoppers' satisfactory level 	<ul style="list-style-type: none"> — Obtain the least deviation — Obtain the most participation and satisfactory level

Table 4.1 Factors considered in the study



Target of the Study

By considering the year of opening, size and occupancy rate, three metropolitan shopping centers, Harbour City, Times Square and Elements are chosen to be the investigating target of the study aiming to determine if maturity make better performance and the trend of Hong Kong mega malls.

Data Collection and Analysis Methods

Data are generally obtained in the two ways, Direct Observation and Personal Interview. On-site visits to the 3 malls are performed to observe their facilities and space planning etc. Besides, interviews are done to both shoppers and tenants of the 3 malls during weekends and questions are designed according to the framework established above. The interviewees are picked randomly by convenient sampling. The target response in each mall for shoppers and tenants are 80 with half locals and half of tourists, and 10 respectively.

Data is then gathered, compared and evaluated. Since the study is qualitative in nature, analysis lays particular stress on descriptive information with the help of chart and table. Hence, their strength, weakness and deviation of customers' expectation to the actual situation are determined.

Limitations

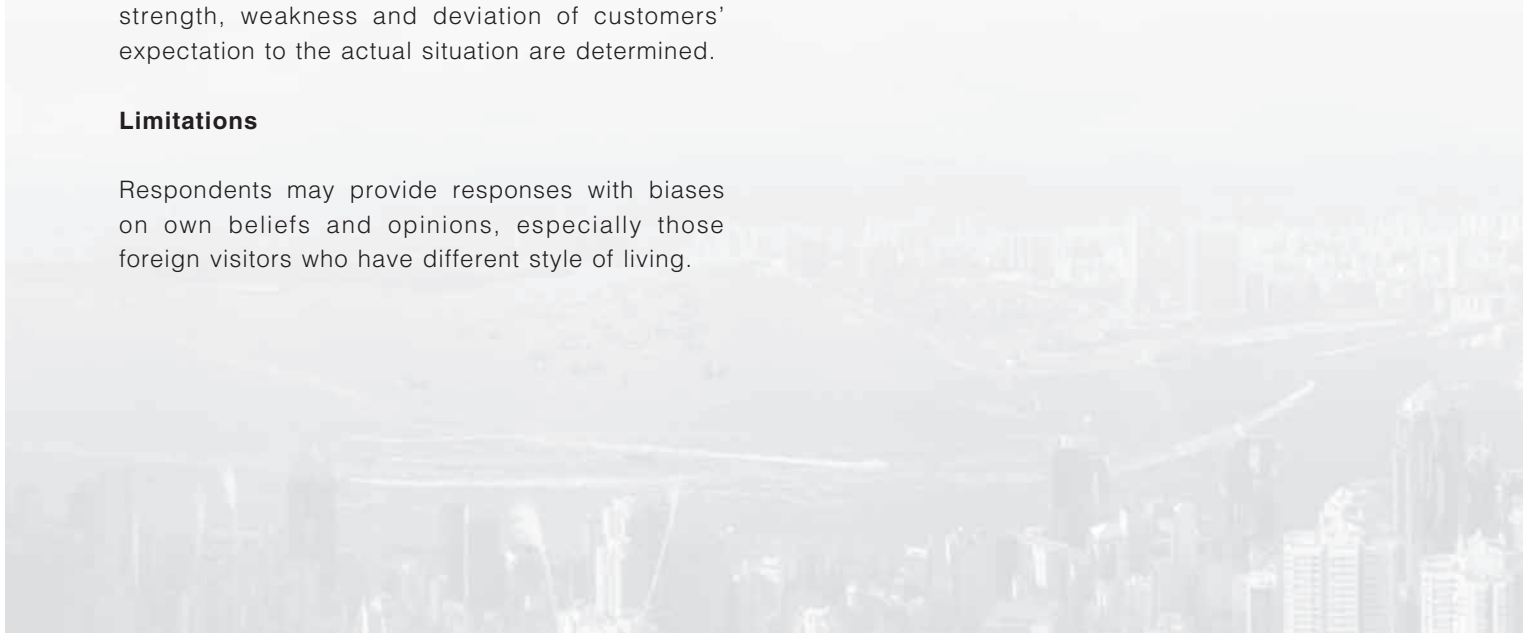
Respondents may provide responses with biases on own beliefs and opinions, especially those foreign visitors who have different style of living.

Findings and Evaluation

Before individual evaluation of the malls, uncontrollable environments based on the literature review are taken into account first. Due to the coverage of worldwide customers, demographics are too board to focus and thereby neglected in the study, leaving the remaining three factors and are discussed one by one.

Economic Factor

During the study, Hong Kong, like other Asian cities, starts to get rid from the shadow of Lehman Brothers and financial tsunami, "the worst is over" stressed in the economic Focus by Hang Seng Bank (2009), where the pace of the global contraction is found easing. Though the whole world is shocked, new construction of retail property covering a total of 530,000 sq. ft. was completed in Hong Kong in 2008 with a growth of 2.7% from 2007 (Knight Frank, 2008). While China suffered relatively less and because of the currency advantage, most people own stronger purchasing power and continuously serve as target of metropolitan malls in the world.



Reasonable Price	23 19.17%
Diversity of Products	47 39.17%
Special features of Products	29 24.17%
Tax free	36 30.00%
Low Currency Rate	31 25.83%
Others	0 0.00%

Table 5.1 Reasons for choosing Hong Kong to go shopping

In Table 5.1, survey on 120 overseas shoppers concerning their rationale for shopping in Hong Kong shows that the diversity of products (39.17%) wins most of their heart followed by the tax free (30%) and currency rate (25.83%). This implies both advantages greatly affect the affordability and budget of the tourists.

Political and Legal Factors

The government intervention that touches the scope of the paper is the entry requirement

and the attraction of Hong Kong as a shopping destination. As raised earlier, there is strong linkage present between retail and tourism, Hong Kong's attractiveness and immigration requirements exert direct influence to both industries. According to the Tourism Board (2009), nationals of most countries do not require visas and can be stay for periods varying 7 to 180 days. Also, the title of the fourth busiest international passenger airport in the world proves the ease of accessing this small city from worldwide.

Shopping	31 25.83%
Work/Business	27 22.50%
Diversity of Foods	33 27.50%
Scenic Spots	11 9.17%
Visit Relatives/Friends	18 15.00%
Others	0 0.00%

Table 5.2 Reasons for tourists to visit Hong Kong

As shown in Table 5.2, most tourists are found to stick to either the diversity of food or shopping for travelling to Hong Kong. Continuous effort of the Tourism Board in promoting Hong Kong constitutes the major source of this survey result. Notwithstanding such contribution is apparently not relating to the operation of shopping malls, participation of malls and shops is of certain importance to give rise to its promotion especially those held in district basis.

Technical Factors

Internet dominates in preceding decades for its instant and convenience characteristics. But to a mega mall, the key is to make use of this mean of information transfer and merge into its facilities that in turn contribute in attracting and providing easement to the shoppers. Based on the observation carried out, some facilities and services of the three malls are summarized as below:

Service/Facilities	Harbour City	Times Square	Elements
Wifi/Internet Service	Wireless Internet Service	Free Fixed Internet Service	Nil
Parking	Octopus incorporated	Octopus incorporated and self-serve payment system	Octopus incorporated and self-serve payment system
Lift/Elevator	Elevator used mostly	Elevator and Lift adopted; Two cross-floors elevators installed and functioned in October	Elevator used mostly
Entertaining Facilities	Cinema	Cinema	Cinema
Guide/Directories	Basic Directories on each floor with video showing	Basic directories on each floor	Basic Directories on each floor and zone with video showing
Others	Video wall	Video wall and Belfry	Indoor fountains

Table 5.3 Services and facilities with technical means of the three target malls



In response to the change in technical environment, the three malls are found to take some advantages to enrich its portfolio. However, whether they can help them to stand out from the pool is questionable because of similarity among them. At the same time, it is believed that technology is a useful tool to let countries overseas to know your mall and had been widely adopted

in other places of the world. But according to the survey, Table 5.4 shows the internet means of advertising the mall is far less effective than information offer by leaflet and tourist guide. It is probably because of the attractiveness of their web sites and the effort of government in promoting these malls. Individual assessment is performed deeply in later sections.

	Harbour City	Times Square	Elements	Total
told by Friends/Relatives	11 9.17%	7 5.83%	6 5.00%	24 20.00%
Tourist Guide/Leaflet	26 21.67%	26 21.67%	22 18.33%	74 61.67%
Magazines/News	3 2.50%	4 3.33%	5 4.17%	12 10.00%
Forum/Discuss Board	0 0.00%	0 0.00%	7 5.83%	7 5.83%
Official Web Sites	0 0.00%	0 0.00%	0 0.00%	0 0.00%
Discover when walk in the district	0 0.00%	3 2.50%	0 0.00%	3 2.50%

Table 5.4 How tourists know the mall

Owing to the above opportunity and threats arose from the environment, the performance of the three malls are then examined in accordance to their adoption to react.



Malls Performance

Malls under study represent various stages of shopping center's life. Harbour City, a mall at maturity, continues to stand at the top. Its image has permeated through the people especially foreigners (with 60% support, see Table 5.5), not merely because of the length of operation, its continuous improvement in details of mall e.g. design of guide and directories (mean score above 3, See Table 5.6), tenant selection ("Diversity of Goods" wins 42.5% support, See Table 5.7), also help in boosting its ranking to the highest among

tourist interviewees. Being a mature mall, Harbour City obtains an advantage for owning a number of renowned brands to invest and occupy its place as these firms aim to attain the favorable return from the standing of the mall. Yet, maturity does not guarantee success. When comparing with the recently launched malls, freshness is the most important ingredient and obstacle, a mature one have to retain and get over. Some may choose to carry out renovation, while some may enrich its tenant mix or revise details of the service provided. In past years, Harbour City undergoes these steps and maintains its standing.

	Locals	Tourists	Total
Harbour City	14 35.00%	24 60.00%	38 47.50%
Times Square	20 50.00%	11 27.50%	31 38.75%
Elements	6 15.00%	5 12.50%	11 13.75%

Table 5.5 Preference of the malls

	Harbour City			Times Square			Elements		
	Locals	Tourists	Total	Locals	Tourists	Total	Locals	Tourists	Total
No. of Access Channel Available:									
Public Transport	3.56	3.45	3.51	4.36	3.55	3.95	3.30	3.70	3.50
Car Parking Space	3.43	4.00	3.48	3.94	no comment	3.94	3.36	3.00	3.31
Interior Design of the mall									
Zoning of Different Types of Shops	3.38	3.18	3.28	3.53	3.25	3.38	2.73	2.85	2.79
No. of Stairs/ Escalators/Lifts/ Passageway	3.40	3.08	3.24	3.46	3.00	3.23	3.08	3.00	3.04
No. of Signage/ Directory	3.21	2.83	3.01	3.32	3.05	3.18	2.85	2.48	2.66
Clearness of Signage/ Directory	3.20	3.10	3.15	3.32	2.55	2.92	2.53	2.33	2.43

(1: Poor; 5: Excellent)

Table 5.6 Mean score of other attributes of the mall

	Harbour City			Times Square			Elements		
	Locals	Tourists	Total	Locals	Tourists	Total	Locals	Tourists	Total
Easy and convenient to get there	10 25.00%	8 20.00%	18 22.50%	19 47.50%	7 17.50%	26 32.50%	0 0.00%	5 12.50%	5 6.25%
Diversity of goods	9 22.50%	17 42.50%	26 32.50%	12 30.00%	9 22.50%	21 26.25%	0 0.00%	4 10.00%	4 5.00%
Spacious and comfortable	12 30.00%	15 37.50%	27 33.75%	4 10.00%	6 15.00%	10 12.50%	5 12.50%	5 12.50%	10 12.50%
Goods I want can only be found there	4 10.00%	6 15.00%	10 12.50%	2 5.00%	4 10.00%	6 7.50%	1 2.50%	1 2.50%	2 2.50%
Plenty of events e.g. sales, cultural, etc.	6 15.00%	0 0.00%	6 7.50%	2 5.00%	0 0.00%	2 2.50%	0 0.00%	0 0.00%	0 0.00%
Reasonable price	2 5.00%	4 10.00%	6 7.50%	11 27.50%	10 25.00%	21 26.25%	0 0.00%	3 7.50%	3 3.75%
Entertainment features e.g. ice court, cinema etc.	0 0.00%	2 5.00%	2 2.50%	0 0.00%	5 12.50%	5 6.25%	6 15.00%	2 5.00%	8 10.00%
External design	1 2.50%	3 7.50%	4 5.00%	0 0.00%	6 15.00%	6 7.50%	0 0.00%	0 0.00%	0 0.00%
Others: zoning	1 2.50%	0 0.00%	1 1.25%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%

Table 5.7 Reasons for shoppers' preference on malls



But to the local customers, accessibility, reasonableness of price and degree of comfort are key determinants for their preference. In particular, the accessibility of Times Square becomes the major rationale for most locals (See Table 5.7) like it the best (with 50% local supporter, See Table 5.5). When people start to familiar with and comfortable with its settings and ways it operates,

some may be bored, so this growing center in the lot focuses much on promotional events (See Table 5.8 and over 80% positive response See Table 5.9) and renowned tenants' introduction in order to upgrade its status. At the same time, its rather strong relation with the tenants (See Table 5.10) also helps to establish better control in pricing (Obtain the highest mean score in most items, See Table 5.11) that also is welcomed by tourists.

	Harbour City	Times Square	Elements
Festival	New Year Countdown, Lunar New Year, Easter, Valentine's Day, Father's Day, Mother's Day, Halloween, Christmas	New Year Countdown, Lunar New Year, Easter, Valentine's Day, Father's Day, Mother's Day, Halloween, Christmas	Christmas, Easter, Lunar New Year
Artistic	七小福 Photo Exhibition	Art Exhibitions of Jimmy's (幾米), Hung Tunglu, Yue Minjun, Carrie Chau, Chocolate Rain, Sui Jianguo	
Cultural	Sichuen Festival, Silk Road Art Exhibition	御馬金鞍	
Sales/Roadshow	Carshow, Beauty Care Brands' Roadshow, Mega Sales	Mega Sales, Different brands' roadshows	Dinning Redemption Scheme
Community	Workshop for kids	Love to Sichuen, Carnival with ECSAF	
Others		Bloc Mickey, Sunshine Beach, Hong Kong Film 100 years, Top 10 News	Lucky draw for Mainland visitors

Table 5.8 Promotional events held in the malls

	Harbour City	Times Square	Elements
Fair	0 0.00%	0 0.00%	2 12.50%
Average	4 28.57%	2 11.11%	7 43.75%
Good	7 50.00%	7 38.89%	7 43.75%
Excellent	3 21.43%	9 50.00%	0 0.00%
no Comment	0 0.00%	0 0.00%	0 0.00%

Table 5.9 Impression on the events that participated

	Harbour City	Times Square	Elements	Total
never	0 0.00%	0 0.00%	0 0.00%	0 0.00%
yearly	4 40.00%	1 10.00%	1 10.00%	6 20.00%
half-yearly	3 30.00%	3 30.00%	4 40.00%	10 33.33%
quarterly	3 30.00%	4 40.00%	3 30.00%	10 33.33%
monthly	0 0.00%	2 20.00%	2 20.00%	4 13.33%
more than monthly	0 0.00%	0 0.00%	0 0.00%	0 0.00%

Table 5.10 Frequency for meeting with mall's manager/landlord

	Harbour City			Times Square			Elements		
	Locals	Tourists	Total	Locals	Tourists	Total	Locals	Tourists	Total
Electrical	2.45	2.84	2.66	2.75	2.93	2.84	2.64	2.88	2.76
Fashion	2.05	2.69	2.37	2.59	3.13	2.87	2.47	3.08	2.78
Luxury	1.63	2.45	2.07	1.86	2.72	2.30	1.78	2.74	2.27
Food and Beverage	2.40	2.53	2.46	2.56	3.05	2.81	2.38	3.20	2.80
Sports	2.62	2.84	2.73	2.81	3.11	2.96	2.67	3.24	2.96
Household	2.28	2.60	2.44	2.47	2.81	2.63	2.44	2.78	2.59
Books, CDs, DVDs	2.49	2.91	2.66	2.56	3.00	2.67	2.68	3.08	2.78

(1: Too high, unacceptable; 4: Lower than expected)

Table 5.11 Mean score of reasonableness of product's price

Lastly come to the newly built Elements. Newly launched shopping center provides room for developer to test new features and allows public to expect. Regardless of Elements' least preference by interviewees (See Table 5.5), it had brought in new items and ways in operating a mall. Its multiplex cinema successfully caught locals' sight (with 30% of local supporters, See Table 5.12) while its idea in zoning and inclusion of art pieces

in different zone is also appreciated. Nevertheless, freshness cannot last forever in today's world and some features might not be admired by public. Elements' tenant grouping and unclear signs are some examples that hinder its growth in popularity (the least mean score among all, See Table 5.6). As time goes by, with a few fine-tuning on these details and the rising of familiarity among shoppers, Elements can be more competitive.

	Harbour City			Times Square			Elements		
	Locals	Tourists	Total	Locals	Tourists	Total	Locals	Tourists	Total
Electrical	6 15.00%	11 27.50%	17 21.25%	4 10.00%	12 30.00%	16 20.00%	4 10.00%	8 20.00%	12 15.00%
Luxury	1 2.50%	16 40.00%	17 21.25%	1 2.50%	10 25.00%	11 13.75%	1 2.50%	13 32.50%	14 17.50%
Food and Beverage	15 37.50%	4 10.00%	19 23.75%	13 32.50%	0 0.00%	13 16.25%	12 30.00%	0 0.00%	12 15.00%
Fashion	13 32.50%	7 17.50%	20 25.00%	21 52.50%	16 40.00%	37 46.25%	7 17.50%	14 35.00%	21 26.25%
Books, CDs, DVDs	2 5.00%	0 0.00%	2 2.50%	0 0.00%	0 0.00%	0 0.00%	4 10.00%	0 0.00%	4 5.00%
Sports	2 5.00%	2 5.00%	4 5.00%	1 2.50%	2 5.00%	3 3.75%	0 0.00%	5 12.50%	5 6.25%
Household	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
Others	1 2.50% Toy	0 0.00%	1 1.25%	0 0.00%	0 0.00%	0 0.00%	12 30.00% Cinema	0 0.00%	12 15.00%

Table 5.12 Product preference

Recommendations

After investigating the metropolitan malls in Hong Kong and overseas, common weaknesses and opportunities are identified. In view of the diverse catchment of a megamall, whose coverage extends to worldwide, such tactics ought to suit the shoppers overseas as well. A brief summary is hereby drawn in the following paragraphs.

Packaging of the mall

For efficient resources allocation, it is wise for the metropolitan mall's manager to organize functions or events in hand with the popular promotional campaign by the Tourism Board and HKTDC. With Government's help, name of the mall can be presented overseas. Developing a good fame for a mall is also recommended that requires the matching up of the fittings and furnishings of the mall, such that a spacious, comfortable and fresh impression can be rendered to shoppers. According to the survey, diverse choice of food is always the selling point of Hong Kong, mega mall is suggested to theme with its wide variety of food offered and take dining as its principal features.

Knowing the catchment

Affordability of patronage catches the major sight of running a mall. Price reduction is usually welcomed but variation in price produces better outcome when it happens in line with some promotional events, particularly during jointly preferential price cutting when two or more tenants can be benefited. Besides, some tenants might attract more foreigners while some are targeting the locals. Tenant placement and facilities can also be designed according to this profile.

Customer Care

Routine meeting with tenants serves as the best way to know shoppers' feelings and needs yet time consuming. Therefore, managers are advised to make use of internet and adopt the e-bulletins or e-news letters to broadcast information and interact with tenants. Also, random site inspection ought to be done to get more direct and instant feedback from both customers.

To a mature mall, when it is hard to differentiate with the upcoming malls with more advanced features, upgrading in customer service is one way to defense without much investment required. Ambassadors are suggested to act aggressively help those who seems to be in need and those overseas shoppers, and in turn their friendly manner helps in establishing the professional and considerate image of the mall. Metropolitan mall can imitate the practice in other countries to include parcel sending service or tour package offerings etc specially dedicate to overseas customers.

Creating Uniqueness

Being a mega mall, the manager should be familiar with the trend basically. What's more is they are not just being a follower, but a trend creator. Incorporating iconic features which are difficult to follow and the quicker the installation can enhance pulling effect. One may consider adding social factors and hot items to draw the whole world's attention.

Coopting specific tenants is another way to sustain distinctiveness. During incorporating renowned brands to start its flag store at the mall, rather than blindly searching, attractiveness of particular kind of product in some countries ought to be determined in advance. Other than enriching the tenant mix, manager could aim to transform the mall into a retail entertainment destination by owning not just a multiplex theater, but merry-go-round or aquarium, etc.

Conclusion

This paper concentrates the attention on metropolitan shopping centers in Hong Kong for their considerable contribution to retail and tourist industries, pillar to Hong Kong GDP. Three metropolitan arcades, Harbour City, Times Square and Elements, are selected to be investigated in more detailed manner. Among all, Harbour City recorded the most supporters owing to its wide product choice and spacious environment. However, maturity does not imply competitiveness. Common weakness of unable to maintain unique is derived from the survey result, though all three are performed on average. Indifference in tenant mix, unclear zoning with insufficient signs, lacking of memorable features, limited communication with tenants and customer care service lowers the attractiveness of these shopping centers.

Recommendations directing to these loopholes are finally pointed to the managers. They include packaging of mall, knowing the patronage, customer care and creating uniqueness. In particular, newly developed arcade ought to emphasize on theme presentation and its packaging to build up popularity, whereas the mature one is suggested to put more concern on customer care so as to obtain more opportunity to improve and differentiate from others in much less spending of time and money. The remaining two strategies are of the most importance that shall be adopted throughout the whole life of the mall instead. With the sensitive and creative mind, metropolitan shopping center's manager can turn the arcade into a well known shopping spot in Hong Kong.

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A Study on the Relationship between the Housing Management Mode, Residents' Participation and Sense Of Community in Hong Kong

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Ms Wong Ka Yan, Helen 黃嘉欣
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Ms Lam Sze Nga, Zia 林詩雅

Introduction

Sense of community (SOC) defines communities' and individuals' lives, and influences their psychological and physical health (Long & Perkins, 2003; Sarason, 1974). However, the role of housing management mode in SOC has long been overlooked. Given the different building management mode in Hong Kong, the studies and references from the West deem unable to explain the situation in Hong Kong thoroughly. Based on the conceptual framework of various theories on SOC and participation, the relationship between residents' SOC and participation under direct management and the third party management modes, and the role of Property Management Agents (PMAs) in Hong Kong will be discussed.

Literature Review

Community

Gusfield (1975) suggested two concepts of "community", territorial concept of community and

relational perception. People in communities would involve communal relationships and that the two concepts should not be separate notions (Gusfield, 1975; McMillan and Chavis, 1986).

Sense of Community

Sarason (1974) was the first to conceptualize the ideas of psychological SOC as *"the sense that one belongs in and is meaningfully a part of a larger collectivity, or among different groups in the collectivity"* (Sarason, 1974, p.41) and further identified that the ingredients of SOC involved *"the perception of similarity to others, an acknowledged interdependence with others, a willingness to maintain this interdependence by giving to or doing for others what one expects for them, the feeling that one is part of a larger dependable and stable structure"* (Sarason, 1974, p.157). A empirical research of McMillan and Chavis (1986) subsequently proposed membership, influence, integration and fulfillment of needs and shared emotional connection were four critical elements for the definition of SOC (McMillan, & Chavis, 1986; Chavis & Wandersman, 1990; Rovai, 2002; Unger & Wandersman, 1985; Talen, 1999; Townley & Kloos, 2009).

These elements were later developed into the Sense of Community Index (SCI) to measure SOC (Perkins et al., 1990). The SCI comprises twelve items, reflecting the perception of each of the four elements of SOC. Assessment to the items was either by true-false format (Perkins et al., 1990) or Likert-type scale (Peterson et al., 2006; Mak et al., 2009) or a combination of both (Chipuer & Pretty, 1999).

Limitations of SCI

Despite the wide use of the SCI, particularly in empirical studies, it was frequently criticized on its adequacy of psychometric properties and its validity (Chipuer & Pretty, 1999; Long & Perkins, 2003; Obst & White, 2004; Townley & Kloos, 2009). Chipuer and Pretty (1999) claimed that the items in the SCI appeared to be loaded on multiple

scales in the factor analysis, and the index could only support weak reliabilities for both overall SCI scale and the 4 subscales in their research on youth and adult's SOC in relation to geographic and relational communities. In other words, there was no dimensional consistency to the SCI both empirically and theoretically (Chipuer & Pretty, 1999).

However, SCI was not revised until Long and Perkins (2003), who re-evaluated the original SCI and argued that the confirmatory factor analysis would be more appropriate than the exploratory factor analysis to examine the fit of the theoretical structure to the empirical data of the SCI. They also agreed with Chipuer and Pretty's (1999) findings on adopting the one-factor scale instead of the four-factor scale of SCI to avoid the confusion in loading on multiple scales in the confirmatory factor analysis (Long & Perkins, 2003; Peterson et al., 2006).

In addition, Peterson et al. (2006) suggested that the factor structure of SCI failed to fit its data and the lack of psychometric properties might be attributed to the systematic error induced by the use of both positive and negative wordings. Although the mixing of positive and negative wordings was frequently designed to avoid respondents' bias and tendency to agree in researches, it could be problematic with studies of factor structures, because the positive and negative wordings would correlate differently with the measure of factors. As such, any negatively worded item in these studies is not advised (Peterson et al., 2006).

Moreover, the true or false response format of SCI was criticized to be over-generalized, leading to the lack of sensitivity, variability and reliability of the data (Long & Perkins, 2003; Townley & Kloos, 2009). With regards of the shortcomings of SCI as mentioned above, new measuring indexes, such as Brief Sense of Community Index (BSCI) (Long & Perkins, 2003) and Sense of Community Index — Revised (SCI-R) (Obst & White, 2004) were introduced.

Development of BSCI

To enhance the psychometric properties of the new index and avoid complex weighting system of substantial community-focused cognitive constructs and behaviours, Long and Perkins (2003) diminished the factors that are generally regarded as closely related to yet distinct from the SOC in the new index. These factors include behavioural constructs (such as participation and neighbouring) and other cognitive-affective-perceptual constructs (such as community satisfaction, place attachment, and collective efficacy).

However, unlike the SCI, Long and Perkins's BSCI did not correspond directly with McMillan and Chavis's 4-component theoretic framework, but introduced 3 new factors, namely social connection, mutual concerns and community values (Long & Perkins, 2003; Long & Perkins, 2007)., which three-factor structure had demonstrated good fit across all fit indices in the Confirmatory Factor Analysis (Long & Perkins, 2003; Obst & White, 2004).

Although Long and Perkins (2003) did not choose to use the 4 factors of McMillan and Chavis's framework, their new factors actually encompassed the concepts of membership, influence, integration and fulfillment of needs and shared emotional connection (McMillan & Chavis, 1986). For example, Social Connection included some items on the Membership and Influence; and Mutual Concerns covered aspects of influence and integration and fulfillment (Long & Perkins, 2003; Obst & White, 2004).

As a result, an eight-item BSCI was derived partly from the SCI (Perkins et al., 1990), where 5 out of the 12 items in the SCI were adopted with an addition of 3 questions to rate the importance of people watching out for each other and if there is a quantity of SOC.

Nevertheless, BSCI was also criticized on its true or false response format, which decreases its variability and sensitivity (Long & Perkins, 2003). Besides, Obst and White (2004) claimed that there was little theoretical justification to support the new three-dimension structure on McMillan and Chavis's (1986) theoretic framework. The 3-factor structure of BSCI was also inconsistent with the 4-dimensional structure of SCI, making it difficult to compare previous and new studies using SCI (Obst & White, 2004).

Factors Affecting the Sense of Community

Western researches suggested that SOC was related to numerous behavioural, demographic, external and psychological variables, yet literatures recognizing the same phenomena in Hong Kong were limited.

Behavioural Factors — Participation

Long and Perkins (2003) considered participation, as a behavioural construct, closely related to yet distinct from the SOC. It was found that member's voluntary participation in community affairs had a relationship with the sense of ownership and satisfaction and cohesion of the community (Brodaky et al., 1999; Chavis & Wandersman, 1990).

However, there is no consolidated consensus on the relationship between participation and SOC. Heller (1989) ascribed SOC to participation, while some scholars proposed the opposite that residents with higher degree of SOC are more willing to participate in community affairs, such as being a member of the community association, attending and giving opinion in meetings, (Hunter, 1975; Wandersman & Giamartino, 1980; Florin, & Wandersman, 1984; Garcia et al., 1999; Itzhaky & York, 2000) especially when the community is facing some major difficulties or problems (Bachrach & Zautra, 1985).

Behavioural Factors — Neighbouring

Neighbouring behaviour refers to some "*informal mutual assistance and information sharing among neighbours*" (Perkins & Long, 2002, p. 295), which could enhance the understanding of each other and get together to share views about problems in the community (Unger & Wandersman, 1985). SOC was found to be strongly associated with the degree of neighbouring (Farrell et al., 2004; Skjaeveland et al., 1996; Unger & Wandersman, 1985). Neighbouring also affects the tendency of resident to participate in the community affairs (Unger & Wandersman, 1983).

Other Factors

Apart from the behavioural factors, demographic and socio-economic characteristics, such as gender (Prezza et al., 2001), education level (Prezza et al., 2001), home ownership (Perkins & Long, 2002), and years of residence (Chavis et al., 1986; Skjaeveland et al., 1996; Prezza et al., 2001), and psychological factors such as social support, quality of life (Farrell et al., 2004) and daily hassles (Mak et al., 2009) also affect the SOC of residents.

In view of the situation of Hong Kong, Mak et al. (2009) found no significant relationship between SOC and demographic and socio-economic factors. This discrepancy may be attributed to the unique cultural and socio-economical backgrounds (Sagy et al., 1996; Sonn & Fisher, 1996; Forrest et al., 2002; Mak et al., 2009;), geographical setting, housing form, urbanization (Mak et al., 2009), physical setting of housing estates and the heterogeneous nature of resident composition (Unger & Wandersman, 1982).

Analysis

To identify the relationship among SOC, participation and the housing management mode (with or without a PMA), 52 questionnaire samples were collected from participants living in 16 private

single block buildings in To Kwa Wan, Wong Tai Sin and Yau Tsim Mong districts. Among these 16 buildings, 4 were managed by external PMAs and the others were self-managed.

A 24-item questionnaire was designed to measure residents' SOC by a modified BSCI, to investigate the degree of resident participation and whom the residents would rely on when dealing with problems regarding building affairs, and to understand how different variables affect residents' SOC.

The levels of SOC of the respondent were measured by the sum of the scores of the eight items of BSCI, with a total rating of 40. Resident's participation in community affairs was assessed from four aspects with maximum scores of 20 as each of the four questions was answered with reference to a five-point Likert scale.

Statistical analyses, namely, regression model and t-test were applied to test the relationships between SOC and participation, between management mode and SOC, and between management mode and participation.

The results of the survey and statistical analysis are summarized as follows:

- The total BSCI scores of respondents ranged between 13 and 40 and the average was 23. Among the three subscales of BSCI, average rating on community value was the highest (3.37), followed by mutual concern (3.13) and the lowest was social connection (2.29). In general, respondents desired to feel a SOC with the people in the same building although this expectation might not be satisfied at the present time.
- The results for resident's participation ranged between 4 and 17 and the average score was 10.7. Respondents were more likely to pay attention to notice and updates of the buildings than attending meeting or participating in discussion or decision making of the building affairs.

- The regression results indicated a positive relationship between the SOC and participation at 5% significance level.
- The t-test analysis suggested that residents living in buildings managed by PMAs have significantly (at 5% level) stronger SOC than those living in self-managed buildings.
- Also, residents living in buildings managed by PMAs were significantly (at 5% level) more participative than those living in self-managed buildings.
- Socio-demographic factors were found statistically insignificant in this study. One tailed t-tests suggested insignificant relations between gender and SOC and resident participation respectively ($P = 0.13$ for SOC and 0.36 for participation, $\alpha = 0.05$). In addition, other factors such as length of residence, household size, income, education level, age and employment status deemed statistically insignificant to explain the occurrence of residents' SOC and participation in regression model.

Discussion

Reciprocal Relationship between SOC and Resident's Participation

The survey found that the overall level SOC and participation among the respondents are average. In the recent decades, the continuous improvement in socio-economic condition encourages the emphasis on living quality and personal privacy while weakened the need for social connection. Also, urbanization and advancement of transportation networks increase mobility of the residents, so they do not need to rely on the local community for social support (Mak et al., 2009). The social connection further reduced by the lack of communal recreational facility within the selected buildings, such as club house. Unlike the early public housing estates, sanitary facilities

and kitchens are now furnished within the housing units. The opportunity of meeting other residents is largely reduced.

The degree of mutual concern between resident may be affected by the management mode and heterogeneous in resident composition (Unger & Wandersman, 1982). If there is PMA or management party in the estate, residents tend to leave the problems and management issues to them. And if they do not know their neighbours, it is less likely for them to know others' needs and value, and watch after each other and render help to neighbours.

In this study, the items of participation were focused on the concern and decision making on community affairs in formal occasions such as owners meeting. Among the four aspects, residents tended to limit their participation in reading notices which might have immediate influences to their daily life rather than attending meeting.

In view of individual SOC and participation, the regression model revealed a positive relationship between them. The feeling of being part of the community raised residents' concern and contribution to community affairs like sharing their views and attending meeting. On the other hand, through participation in these meeting and updates of the buildings, residents could know other residents in the building, express their own needs, increase mutual understanding, and solve problems together. The positive experience from these interaction and fulfillment of needs through discussion and problem solving could enhance the feelings of ownership of the community (Hunter, 1953), reinforce the social connection and mutual concern and develop a shared community value within the community.

PMAs Stimulated Residents' SOC in Private Residential Buildings in Hong Kong

The statistical result suggested that PMAs played an important role in enhancing SOC among residents in the same building. PMAs strived to

provide variety of services and activities in the managed buildings for enhancing their image in the industry, maintaining a quality assurance among the practitioners, as well as strengthening the connections between the residents and encouraging them to help each other.

In buildings managed by PMAs, the majority would rely on PMAs to solve the problems arise. This showed that the residents recognized the function and capacity of PMAs for improving the building welfare and were more willing to pass the responsibilities of maintaining the building in good condition to PMAs, and reduced direct participation.

Contrarily, given there was no available assistance from specified agents in buildings without PMAs, residents could only rely on themselves or neighbours when problems arose. It may appear that interaction among residents was encouraged, yet this does not guarantee a higher SOC, as other factors should also be considered. Residents from these buildings would also seek help from the managing parties, such as Incorporated Owners (IOs), Owner's Committee (OC) and the mutual aid committees. However, some residents were uncertain of whom they could seek help from. This uncertainty might suggest that the management bodies were not properly introduced to the residents, or they were rarely involved in the building management affairs. These residents may develop a sense of helplessness and detachment from the community, which would further decrease their SOC.

Alternatively, the result might also be explained by the negative performance of PMAs. If a PMA did not perform satisfactorily, residents would take collective action to attain their expected services. In this case, residents would express their views and reject the PMA's ideas in OC meetings, and try to gain support from others to consolidate their powers in passing or rejecting resolutions in meetings. Thus, residents' SOC was developed.

PMAs Stimulated Residents' Participation in Private Residential Buildings in Hong Kong

With the support of PMA in terms of professionalism in property management, residents were more willing to participate in building issues. Meanwhile, residents living in self-managed buildings were not eager to voice out their needs and monitor building matters due to liability issues. If IOs were the managing party of the building, residents would recognize their experiences in managing the building instead of their professionalism in property management. Since IOs obtained no knowledge of property management and were afraid of their own faults in any building affairs, they were less likely to participate in building affairs, avoiding possible legal liability.

Conclusion

The survey suggested that most respondents thought that feeling a SOC with people in the building was important. However, the average rating of actual feeling of the SOC with others in the building was lower than their expectation, implying that there was a gap between their need and attainment of SOC. The gaps in samples without PMAs were greater than that with PMAs. The lower average participation score of the residents from non-PMA buildings might suggest the absence of participation platform for residents. As SOC is related to resident participation, in order to reduce the gap between residents' need and attainment of SOC, resident participation, especially in non-PMA buildings should be encouraged through the establishment of other managing parties. In this regard, the government should encourage and reinforce the establishment the IO in buildings, especially for the buildings without PMAs.

Furthermore, most residents recognized PMAs' function in maintaining and improving the building environment when problems arose. However, even though the PMAs were highly involved in the building affairs, they did not have a

close relationship with the residents. From the participants' response, residents only had vague impression of PMAs' existence. PMAs should try to build up a more noticeable image through more proactive interaction with the residents.

Relationship between residents' participation and SOC under direct and third party management modes was also studied. The linkage between SOC and residents' participation, as shown in the statistical test, reciprocates by varying the degree of sense of belonging, fulfillment and mutual understanding of the residents. The result also indicated that the existence of external management agency had a positive effect on both SOC and participation. Since SOC and residents' participation affect each other, the influence of PMA on SOC and residents' participation may be exerted directly or indirectly via the other as illustrated in figure 1.

PMAs could enhance residents' participations by providing more meeting channels, but their existence may also discourage residents to express opinions and leave the responsibility of problem solving to them. On the other hand, PMAs organize various kinds of recreational activities to bring residents together and help cultivating the social network and the SOC.

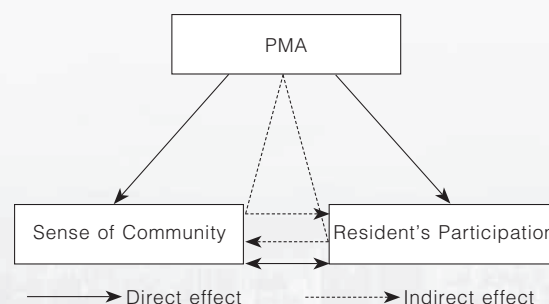


Figure 1: Interactions between PMA, SOC and residents' participation

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C

COURSES TO MEMBERSHIP

學會認證課程



Courses to Membership

學會認證課程

Institution	Programme	Duration	Completion of Practical Experience Requirements 完成「實務訓練」	Type of Membership
院校	課程	年期		會籍類別
School of Professional and Continuing Education (SPACE), The University of Hong Kong 香港大學專業進修學院	Professional Diploma in Housing Management 房屋管理專業文憑	3 years (Part-time) 3年(兼讀)	Compulsory for membership 入會必須條件	Corporate Member 專業會員
Department of Urban Planning and Design (DUPAD), The University of Hong Kong 香港大學城市規劃及設計系	Master of Housing Management (Professional Stream) 房屋管理碩士(專業課程)	2 years (Part-time) 2年(兼讀)	Compulsory for membership 入會必須條件	Corporate Member 專業會員
Department of Public and Social Administration, City University of Hong Kong 香港城市大學公共及社會行政學系	Bachelor of Arts with Honours in Housing Studies 房屋學榮譽文學士	4 years (Part-time) 4年(兼讀)	Compulsory for membership 入會必須條件	Corporate Member 專業會員
Department of Public and Social Administration, City University of Hong Kong 香港城市大學公共及社會行政學系	Bachelor of Social Sciences with Honours in Administration and Public Management Housing Studies Stream 行政及公共管理榮譽社會科學學士	2 years (Full-time) 2年(全日制)	Compulsory for membership 入會必須條件	Corporate Member 專業會員
Department of Public and Social Administration, City University of Hong Kong 香港城市大學公共及社會行政學系	Master of Arts in Housing Studies 房屋學文學碩士	1 year (Full-time) 2 years (Part-time) 1年(全日制) 2年(兼讀)	Compulsory for membership 入會必須條件	Corporate Member 專業會員
School of Professional Education and Executive Development (SPEED), The Hong Kong Polytechnic University 香港理工大學專業進修學院	Bachelor of Arts in Housing Management 房屋管理學文學士	1.5 years (Full-time) 1.5年(全日制)	Compulsory for membership (i) completion of attachment type of PER during study (ii) completion of two years on the job PER after graduation 入會必須條件 (i) 完成在學時「外派學習」或「實務訓練」 (ii) 於畢業後完成二年的在職「實務訓練」	(i) Housing Practitioner (ii) Corporate Member (i) 房屋從業員 (ii) 專業會員

Institution	Programme	Duration	Completion of Practical Experience Requirements	Type of Membership
院校	課程	年期	完成「實務訓練」	會籍類別
School of Continuing & Professional Education (SCOPE), City University of Hong Kong 香港城市大學專業進修學院	Continuing Education Diploma in Property Management 物業管理持續教育文憑	1 year (Part-time) 1 年(兼讀)	Compulsory for membership 入會必須條件	Housing Practitioner 房屋從業員
Hong Kong Institute of Vocational Education — Morrison Hill, Vocational Training Council 香港專業教育學院摩理臣山分校	Professional Diploma in Property Management for Practitioners, Macao 澳門物業管理專業技術人員課程	310 hours — about 7 months 310 小時 — 約 7 個月	Compulsory for membership 入會必須條件	Housing Practitioner 房屋從業員
Hong Kong Institute of Vocational Education — Morrison Hill Vocational Training Council 香港專業教育學院摩理臣山分校	Higher Diploma in Real Estate Management 產業管理高級文憑	3 years (Full-time) 1.5 — 6 years (Part-time) 3 年(全日制) 1.5 — 6 年(兼讀)	Compulsory for membership 入會必須條件	Housing Practitioner 房屋從業員
Department of Management Science and Engineering, School of Economics and Management, Wuhan University, China 中國武漢大學經濟及管理學院管理科學及工程系	Bachelor in Housing Management Studies 房屋管理學學士	4 years (Full-time) 4 年(全日制)	Compulsory for membership (i) completion of attachment type of PER during study (ii) completion of two years on the job PER after graduation 入會必須條件 (i) 完成在學時「外派學習」或「實務訓練」 (ii) 於畢業後完成二年的在職「實務訓練」	(i) Housing Practitioner (ii) Corporate Member (i) 房屋從業員 (ii) 專業會員
Graduate School and Department of Assets and Property Management, Hwa Hsia Institute of Technology, Taiwan 台灣華夏技術學院資產與物業管理系暨研究所	Bachelor of Commerce in Housing Management 房屋管理商學士	4 years (Full time) 4 年(全日制)	Compulsory for membership (i) completion of attachment type of PER during study (ii) completion of two years on the job PER after graduation 入會必須條件 (i) 完成在學時「外派學習」或「實務訓練」 (ii) 於畢業後完成二年的在職「實務訓練」	(i) Housing Practitioner (ii) Corporate Member (i) 房屋從業員 (ii) 專業會員



C

OUNCIL MEMBER REPORT

總會諮議會委員報告 ▶▶



Council Member Report

總會諮議會委員報告



Dear friends and colleagues,

The year 2010 marks fulfillment of my 3-year term of Council Membership of Chartered Institute of Housing. During the term of service, I have seen CIH achievements in growing more global and reshaping membership structure. The period of 2009-2010 is also a year of continuous success for CIH Asian Pacific Branch in the area of strengthening good education, training and professional support to housing developments and needs in the region.

The CIH prime purpose is to “promote the art and science of housing, its standards and ideals and the training and education of those engaged in the profession of housing practice”. I am proud that we are taking the lead to develop knowledge and skills of housing professionals, working with educational institutions and universities in implementation of validated education programmes, providing training courses and events and editing professional practice. In this regard, the CIH adage “your work is our business” actually reflects the heart and spirit of our housing professionals.

There are challenges and opportunities in housing services arena over the region of Asian Pacific. There are matured societies like Hong Kong where people appreciate the ever-improving housing and property business while people of less successful places are trying to shape and determine their future of the sector. The Asian Pacific Branch being CIH representative in the region is the academic institute playing the assisting role to meet rising expectations of people of successful places for sustainable living environment and less successful places in continuous improvement for higher standard of accommodation provisions.

I would like to congratulate the CIH Asian Pacific Branch every success in the years to come. Their continued efforts to raise professional standards in property management and in pursuit of excellence in service delivery is not only being admired by places striking the same goal but at the same time a good example for friends of property business to follow. We would like people who have the heart to improve the quality of living and service delivery of housing management to learn with us, improve with us and influence with us.

Edmond CHAU Fu-keung

2007-2010 CIH Council Member



A

CTIVITY SNAPSHOTS

活動剪影 ▶▶



Activity Snapshots 活動剪影

Building Safety Carnival 樓宇安全嘉年華

2010年1月17日
17 January 2010



Asian Pacific Branch Annual General Meeting 2009 亞太分會二零零九年度會員周年大會

2010年1月22日
22 January 2010



2010 Brain Storming Session of Branch Executive Committee 二零一零年執行委員會集思會

2010年2月6日
6 February 2010



The Spring Cocktail Reception 2010 of The Hong Kong Professional Property Services Alliance

香港房地產專業服務聯盟
二零一零年新春酒會

2010年2月25日
25 February 2010



Silver Hair Course 『關愛銀髮一族』課程

2010年3月
March 2010



Forum on the Consultancy Study on "Public Open Space in Private Development"

『在私人發展項目內提供公眾設施』
諮詢論壇

2010年3月26日
26 March 2010



Study Tour to Zhongshan

中山考察

2010年3月27日

27 March 2010

**Launching Ceremony of "Building Management Professional Service Scheme"**

『大廈管理專業服務計劃』開幕禮

2010年3月30日

30 March 2010

**Meeting with Ms Unis Goh, Australasian Housing Institute**

與澳洲房屋學會會長會面

2010年3月30日

30 March 2010

**Visit to Macao Housing Bureau and Property Management Business Association Macao**

拜訪澳門房屋局及物業管理業商會

2010年4月9日

9 April 2010

**Seminar for CB Richard Ellis (Beijing) Ltd, Shenzhen Branch**北京世邦魏理仕物業管理服務有限公司
深圳分公司專題培訓講座

2010年4月16日

16 April 2010

**Meeting with Hwa Hsia Institute of Technology**

與台灣華夏技術學院舉行工作會議

2010年4月24日

24 April 2010



**HKPPSA Joint Seminar on
“Proper Building Management and
Maintenance of Aged Buildings”**

香港房地產專業服務聯盟研討會
-『妥善管理和維修舊樓』

2010年5月15日
15 May 2010



**Conference on “Disasters:
Preparedness, Response and
Recovery”**

2010年6月15日
15 June 2010



**Mediation Talk on “What and
Why Housing Management
Practitioners need to know about
Mediation”**

2010年5月24日
24 May 2010



**Chartered Institute of Housing
Annual Conference &
Exhibition 2010**

二零一零年英國特許房屋經理學會
周年會議及展覽

2010年6月22-24日
22-24 June 2010



Cathay City Visit
參觀香港國際機場國泰城

2010年5月29日
29 May 2010



Agile Training Program
雅居樂專項培訓課程

2010年6月25-26日
25-26 June 2010



住宅與房地產雜誌社主題沙龍活動 - 『物業服務企業生存狀況』 2010年6月30日
30 June 2010



深港兩地聯誼會 - 『深圳公屋 研討會』 2010年7月2日
2 July 2010



Placement Programme for Wuhan University Students 武漢大學物業管理專業學生暑期實習計劃 2010年8月9-29日
9-29 August 2010



China Real Estate (Hong Kong) Forum 2010 2010年8月19-20日
二零一零年中國房地產(香港)論壇 19-20 August 2010



Technical Seminar on "Environmental Conservation and Facilities Management: Case Studies and Practical Applications in Buildings" 2010年8月23日
23 August 2010



Conference on "Regulative Requirement on Building Inspection for Better Building Safety" 2010年9月18日
18 September 2010



Delegates from China Property Management Institute visiting Chartered Institute of Housing
中國物業管理協會訪英國
特許房屋經理學會

2010年9月24日
24 September 2010



Opening Ceremony for Taiwan Liaison Office of Chartered Institute of Housing Asian Pacific Branch
英國特許房屋經理學會
亞太分會台灣聯絡處揭幕

2010年9月24日
24 September 2010



International Conference in Taiwan on "2010 Property Management and Prevention of Catastrophes International Academic Conference"
台灣國際性房屋管理會議 - 『2010年
物業管理暨防災國際學術研討會』

2010年9月24日
24 September 2010



Graduation Ceremony of Property Management Training Course in Macau
澳門物業管理專業技術人員
培訓課程結業禮

2010年10月14日
14 October 2010



Launching Ceremony for "Integrity and Quality Building Management Programme"
『優質管理 誠信專業』啟動典禮

2010年10月17日
17 October 2010



25th Anniversary of Property Management Business Association Macao
澳門物業管理業商會25周年
會慶活動

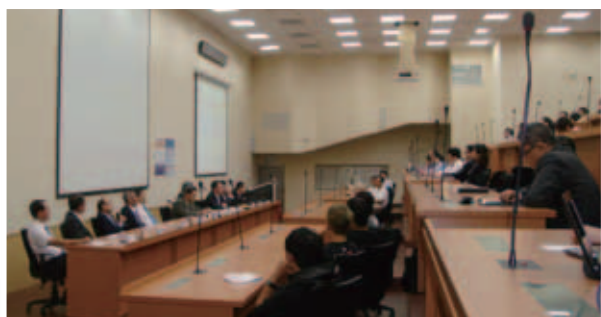
2010年10月22日
22 October 2010



Taiwan Property Management Forum on “Management of Luxurious Properties”

台灣物業管理座談會 -
『豪宅物業管理』

2010年10月25日
25 October 2010



Joint Annual Dinner 2010
二零一零年聯合周年晚宴

2010年11月5日
5 November 2010



『物業管理的專業性及發展前瞻』
高峰論壇

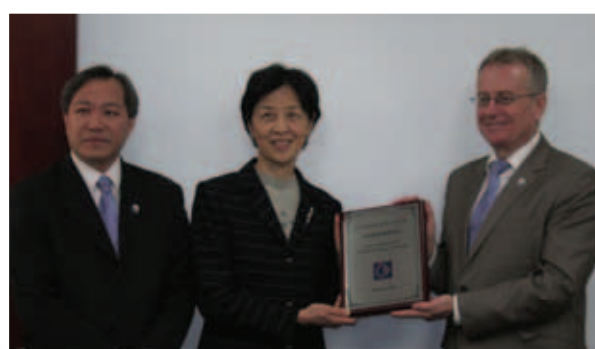
2010年11月8日
8 November 2010



Visit to China Property Management Institute

總會會長拜訪中國物業管理協會

2010年11月8日
8 November 2010



“EVS25 Hong Kong Electric Vehicle Parade and Exhibition”
『EVS25 香港電動車巡遊暨展覽』

2010年11月11日
11 November 2010



武漢大學『二零一零年管理科學與
工程秋季研討會』

2010年11月12日
12 November 2010



Meeting with Macau Housing Bureau

澳門房屋局專業物業管理工作會議

2010年11月15日
15 November 2010



The President visits the Hong Kong Housing Society

總會會長訪問香港房屋協會

2010年11月17日
17 November 2010



Property Management Forum on "Green Management and Sustainable Development"

『綠色管理與可持續發展』論壇

2010年11月16日
16 November 2010



Insurance Talk on "Mandatory Owners' Corporation Third Party Liability Insurance"

『強制業主立案法團購買第三者風險保險』法例講座

2010年11月19日
19 November 2010



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