



Asian Pacific

英國特許房屋經理學會亞太分會

Chartered Institute of Housing Asian Pacific Branch

2012
Year Book

Striving For **Excellence,**
Expanding **Horizon**

精益求精 · 擴闊領域



publications

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2013 / 2014

“RENOWNED AND WELL-RECOGNIZED PROGRAMME IN THE FIELD”

房屋管理專業文憑

Professional Diploma in Housing Management (3-year part-time)

- **Professional Recognition: Corporate Membership**

Chartered Institute of Housing (CIH)

Hong Kong Institute of Housing (HKIH)

- **Academic Advancement**

Graduates will be able to articulate to top-up Bachelor degree programmes offered at local and overseas universities.

Closing date for application: May 15, 2013

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- **Access Course to Professional Diploma in Housing Management**

Closing date for application: June 14, 2013

Enquiry: 2508 8816 / 8833

<http://hkuspace.hku.hk/housing>

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CHAIRMAN'S REPORT

主席報告

Chairman's Report 主席報告

Fellow members,

Time flies and my 2nd year term as the chair of CIHAPB will soon be over. With the full support from members of the Executive Committee, substantial advancement in various aspects of work have been observed.

I would like to convey my heartfelt appreciation for their unfailing support and commitments to the Institute over the past two years.

Details of the works done by various sub-Committees over the year have been incorporated in their respective reports and here, I will highlight, the major areas of our work for your information:

1) Membership

In 2012, we are able to maintain a steady membership growth and the average number of members (for all categories) remained over 2,200. There has been a continuous increase in the number of members in Mainland China which is at par with the training courses organized by the 2 partners, namely CBRE and Venci. Now we have a total of 251 members and we anticipate that the numbers will continue to grow in Mainland China in future due to (1) the increasing demand for better PM services with the rapid economic development over these years and (2) the formal launch of national examination for Certified Property Managers since 2010.

In order to maintain better services coverage to the members in China, we are now planning to set up a permanent representative office in Mainland China which will serve as a central point of contact for all members and to handle their enquires and applications just like the Administrative Office in Hong Kong. On the other hand, we will also plan for setting up a few contact points in various locations in North, South and Central China to facilitate the easy contact with the members in the various regions. We will expand further to Sichuan and Macau as and when situation

allows. The primary objective is to build up our own membership network in China in the near future.

On the contrary, it is observed that over 2012, the number of members in Taiwan has been reducing due to one reason or another. The EC will look into proactive ways to enhance our services for the Members thereat and will maintain cooperation with our partner Hwa Hsia Institute of Technology for development and accreditation of new professional courses and to recruit more new members from the property sector. It is expected that more new members can be recruited with the concerted action from our Representative Office at Taiwan.

2) Continuous Professional Development ("CPD")

With effect from 1.1.2013, all Registered Professional Housing Managers have to fulfill the CPD requirement of 20 CPD hours upon renewal of their registration with Housing Managers' Registration Board ("HMRB"). Currently, CIHAPB does not run an independent CPD Programme for our Members and their CPD will be vetted by Hong Kong Institute of Housing before HMRB will approve their application for renewal of registration. In order to keep abreast with the changing market demand and to prepare for the forthcoming Licensing Regime for property management companies and practitioners, The Professional Practice Sub-Committee has drawn up the an initial plan for the implementation of CPD for our members. It is proposed that our members have to fulfill 20 CPD hours/year for membership renewal. The IT Sub-Committee is now working hard on the necessary computer registration system. We are optimistic that the whole CPD system can be launched in mid 2013.

3) Training

As mentioned in Paragraph 1, the number of Members outside HK has been increasing after the signing of the cooperation agreements with CBRE & Venci in mid 2010. In view of the growing demand of property management professionals in PRC market, preliminary contacts has been made with CBRE and Venci to extend our cooperation in professional training in the coming 2-3 years. Apart from the training courses, the setting up of 2-3 contact points in PRC is also under consideration with the support of our partners. The ultimate target is to further extend our membership base through approved professional training courses organized by our partners locally. Our General Manager (Professional Development) will keep monitoring on the courses organized by our partners to ensure candidates taking/passing these courses have fulfilled the admission standard laid down by CIHAPB.

In addition, we have also organized seminars and forums with other local institutions in Chengdu (6/2012), Shenzhen (9/2012), Beijing (7/2012 and 11/2012) on contemporary management theories and practices on different types of valuable assets. The attendance is by far very satisfactory and attracts over 200 for each occasion.

Up to the end of 2012, we have over 250 members recruited through this routing. Mr WONG Hin-nang is now liaising with other interested Institutions and multi-national Companies to explore the possibility to extend our training programme further to other locations like Chengdu.

4) Qualification Framework (“QF”) for Property Management Industry

Over the past few years, I have been participating in The Industry Training Advisory Committee for Property Management Industry for the promotion of qualification framework for industry wide, especially the reciprocal recognition of prior learning for the frontline practitioner who possess years of experience in their work but hold no recognized academic qualification. The result is encouraging and up to end of Nov 2012, 3457 applications have been processed by VTC (the appointed organization to handle RPL applications), covering a total of 4,581 units of competency. On the other hand, Education Bureau has also launched recently the use of credits and Implementation of Award Titles for the QF. Henceforth, the road map for individual practitioners to attain truly recognized qualification under the QF will be clear and definite and be recognized by Industry as a whole.

To allow these practitioners whose qualifications have been recognized through RPL to join the Institute as our Members, Membership Sub-Committee is now working on the details of a new Membership category so that these practitioners can be admitted as our Members. Details will be circulated for information of Members once it is ready.

Last but not the least, I have to thank you once again for the very strong support from you over the past two years. I sincerely call upon your continual support to the new Executive Committee to make their work a more successful one in the coming two years.

Wishing you all a happy and prosperous 2013!

Cliff WONG
Chairman



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

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。

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.

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。

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



THE EXECUTIVE COMMITTEE

執行委員會

The Executive Committee 執行委員會



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



Vice Chairman
Dr Yip Ngai Ming
副主席
葉毅明博士



Immediate Past Chairman
Mr Poon Yuen Fong, Sanford
前任主席
潘源舫先生



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 Chiu Sin Hung, Bonny

專業實務委員會主委
趙善雄先生



Chair of Publications Committee
Mr Chan Wai Kong, Frankie

刊物委員會主委
陳偉光先生



Co-opted Member
Mr Lee Kwong Yiu, Ernest

增選委員
李光耀先生



Co-opted Member
Mr Fung Po Kwong, Paul

增選委員
馮寶光先生



Co-opted Member
Mr Wu Yi Cheng

增選委員
吳沂城先生



Co-opted Member
Mr Tong Wing Ho, Edmund

增選委員
湯穎豪先生



Co-opted Member
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增選委員
鄭立信先生



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 Chow Chun Ling, Kenny

增選委員
周駿齡先生



Co-opted Member
Mr Wong Ying Kit, Romulus

增選委員
黃英傑先生



Co-opted Member
Mr Ho Chun Nin, Edwin

增選委員
何春年先生



Co-opted Member
Mr Lai Yuk Tim, Tim

增選委員
黎玉添先生

Hon Advisors 名譽顧問

Honorary Legal Advisors 名譽法律顧問	Mr Chung Pui Lam, GBS, OBE, JP 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, SBS, MBE, JP 陳炳煥先生
	Mr Lee King Chi, Joesph, BBS 李敬志先生
	Mr Li Pak Ho, MBE, JP 李百灝先生
	Mr Tsai Chin Lung 蔡錦隆先生
	Miss Wong Lai Chun, BBS 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 總經理	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



Committee Members

Chairperson : Ms Wong Siu Ling, Linda
Vice Chairperson : Mr Kwong Lap Shun, Keith
Members : Mr Chiu Sin Hung, Bonny
Ms Fan Chui King, Agnes
Mr Fung Ping Yan
Ms Kwok Pik King, Theresa
Mrs Li Lam Chin Ching, Rita
Mr Luk Wai Lun, Stanley
Mr Wong Kam Tong, Vincent
Ms Wong Siu Lai, Nora
Mr Wong Ying Kit, Romulus

委員會

主委 : 王小玲女士
副主委 : 鄭立信先生
委員 : 趙善雄先生
樊翠琼女士
馮炳欣先生
郭碧琼女士
李林展青女士
陸偉倫先生
黃錦棠先生
黃小麗女士
黃英傑先生

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 Seoul in April
- Manchester Conference & Exhibition in June
- Housing seminars in Chengdu / Beijing / Macau / Shenzhen in June / July / September / December
- International Property Management Conference in Taiwan in December

Local

- Monthly Branch Executive Committee Meeting
- Branch Annual General Meeting in January
- Branch Executive Committee Brain Storming session in January
- Spring Cocktail Reception of the Hong Kong Professional Property Services Alliance
- Joint Annual Dinner with HKIHL in November
- Receiving Mainland China, Macau and overseas visitors
- Various seminars / talks / workshops / local visits organized by External Affairs & Public Relationship 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

- 4月訪問首爾
- 6月參加英國曼徹斯特房屋會議及展覽
- 6月、7月、9月、12月成都、北京、澳門、深圳物業管理會議
- 12月台灣房屋研討會

本港

- 分會管理委員會月會
- 1月分會週年大會
- 1月管理委員會集思會
- 2月香港房地產專業服務聯盟春節酒會
- 11月香港房屋經理學會聯合週年晚宴
- 接待內地、澳門及海外同業
- 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、本港訪問交流團

Education and Training Committee 教育及培訓委員會



Committee Members

Chairperson : Mr Ng Kwong Ming, Paul
Vice Chairperson : Mr Fung Po Kwong, Paul
Mr Wu Yi Cheng
Members : Mr Cheung Shu Yan, Edmond
Mr Chiu Pak Lung
Mr Chui Ming Man, Jackey
Mr Lau Ping Wah, Steve
Mrs Li Lam Chin Ching, Rita
Dr Lin Kwan Wah, Valentino
Ms Tang Po Yee Polly
Mr Tong Wing Ho, Edmund
Dr Yuen Wai Kay, Ricky

委員會

主委 : 吳光銘先生
副主委 : 馮寶光先生
吳沂城先生
委員 : 張樹仁先生
趙伯龍先生
崔銘文先生
劉炳華先生
李林展青女士
練均華博士
鄧寶儀女士
湯穎豪先生
阮偉基博士

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 in Asian Pacific Region.
- To liaise and work with the universities and other academic / vocational institutions in Asian Pacific Region for the provision of housing / property management training 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 Housing Management (Professional stream) Department of Urban Planning & Design, The University of Hong Kong
 - 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
 - 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)

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

年內完成工作

- 出席下述課程的學務會議：
 - 香港大學城市規劃及設計系房屋管理碩士(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

- Participating in the selection on admission of students to:
 - Professional Diploma in Housing Management by HKU SPACE.
 - Bachelor of Social Science with Honours in Administration and Public Management Housing Studies Stream by City University of Hong Kong
- 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
 - Bachelor in Housing Management Studies Department of Management Science & Engineering, School of Economics & Management Wuhan University, China
- 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
 - 香港城市大學公共及社會行政學系行政及公共管理榮譽社會科學學士
- 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
 - 中國武漢大學經濟及管理學院管理科學及工程系房屋管理學學士

External Affairs and Public Relations Committee 對外事務及公共關係委員會



Committee Members

Chairperson : Mr Luk Wai Lun, Stanley
Vice Chairperson : Ms Fan Chui King, Agnes
Mr Chui Ming Man, Jackey
Members : Mr Chiu Sin Hung, Bonny
Mr Fung Po Kong, Paul
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
Dr Yip Ngai Ming
Dr Yuen Wai Kay, Ricky

委員會

主委 : 陸偉倫先生
副主委 : 樊翠瓊女士
崔銘文先生
委員 : 趙善雄先生
馮寶光先生
馮炳欣先生
何春年先生
郭碧瓊女士
黎玉添先生
李林展青女士
吳光銘先生
吳美全先生
王小玲女士
葉毅明博士
阮偉基博士

Missions

The mission of External Affairs and Public Relations Committee is to endeavour to promote the Arts and Science of Housing Management in Asian Pacific region. To foster links with real estate and housing management academic and professional institutes. To liaise and work with government department and public authority on housing management related social subjects.

工作目標

對外事務及公共關係委員會旨在為在亞太區內致力推廣房屋管理的藝術和科學。拓展與各房屋相關的專業學會及學術機構交流。積極與各物業管理相關的政府部門及社區團體維持良好的溝通和聯繫。



The Committee is to work and coordinate with other branch committees towards enhancement of professionalism in housing management practitioners. To achieve a professional expertise and competency status in different societies and communities in Asian Pacific region.

Achievements in the year

In the light of sustainable growth in real estate and property development in mainland China Hong Kong and Asia, the need for licensing for professional housing management in mainland China and Hong Kong is a hot debate of the year, Asian Pacific Branch developed Continued Professional Development Scheme ahead of the launching of Statutory Licensing Control in the forthcoming years.

With close liaison between various branch committees, Asian Pacific Branch launched a series of thematic symposium, conference and experience sharing workshops on dominate housing management subjects in Beijing, Shanghai, Guangzhou, Shenzhen, Taiwan and Macau.

From strength to strength, we continue to step up our efforts in further developing the professional image of Chartered Institute of Housing, and most of all, benchmark recognition of the nation-wide leading professional expertise status of our chartered members in the society.

The Committee would like to express thankfulness to fellow committee members for their unfailing contributions and supports towards the successful accomplishment of the missions of the Institute.

本委員會持續與亞太分會各工作委員會緊密合作，互相配合協調，發揮總會的房屋管理專業目標。加強社會公眾人士對本會的認識，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

隨著整個中國內地及亞太地區對專業化物業管理要求之提升，相關的物業發牌監管制度將於未來兩三年間推出。亞太分會亦積極籌備持續專業發展計劃，使會員有足夠之裝備乎合快將出台之物業管理發牌制度。

同時，憑藉各工作委員會的互相支持和共同努力，亞太分會在中國內地、北京、上海、廣州、深圳、台灣及澳門成功舉辦一系列的房管會議，交流會及專題論壇。

繼往開來，本會繼續努力與國內及亞太地區的專業團體及機構進行緊密的聯繫，協辦進行專業的交流及學習，務求推廣物業管理的專業地位。繼續安排各地區交流訪問，期待透過不同的經驗分享及瞭解，持續加強本學會的專業形象及領導地位。

委員會藉機會向各委員會就過往一年的努力與付出致以心謝意；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



Committee Members

Chairperson : Mr Fung Ping Yan
Vice Chairperson : Mr Chow Chun Ling, Kenny
Members : Mr Chiu Sin Hung, Bonny
Mr Ho Chun Nin, Edwin
Mr Ng Mei Chuen, Frederick
Mr Pang Kwok Wah, Derek
Mr Sze Wing Luen, Wesley
Mr Wong Kam Tong, Vincent

委員會

主委 : 馮炳欣先生
副主委 : 周駿齡先生
委員 : 趙善雄先生
何春年先生
吳美全先生
彭國華先生
史永聯先生
黃錦棠先生

Missions

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

工作目標

- 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；
- 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
- 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。

Achievements in the Year

With the dedication and support of the Committee Members, we have been keeping on promoting the use of email, electronic newsletters, 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. Members may be aware of the Branch has increased the use of electronic message/notice to communicate with members updating members on the latest development of the Branch and to disseminate information. The increase of use of electronic newsletters, message and communication had successfully reduced the cost of postage of circular and contributed to environmental protection. Also, it has provided an efficient communication channel between the Branch and its members.

To facilitate members updating their personal profile in the Branch's website, early this year, the Branch has launched a new webpage "CIH Member". With the new webpage, members can easily amend his/her personal profile, including employer, corresponding address, contact, personal email address etc. Members can log in the said webpage using the password of his/her CHIAPB email account given. Members are urged to update their personal profile in case there is any change of their employment, contact, corresponding and email address etc.

This year, we have used "e-housing" to replace the traditional Housing Express so as to save the environment. Furthermore, to facilitate members' professional development, a new webpage "Continue Professional Development" is now under construction and will be completed in April 2013. After launch out the new webpage, members can easily record down their Professional Development achievements and submit to Branch Office for record.

Our website is an important means of communication between the Branch Office and its members as well as dissemination of information, such as visits, seminars, news, announcement etc. Publications including Year Book, dissertations, e-housing will be uploaded onto the website regularly to facilitate members to get access of it on-line. Members are encouraged to visit the website of the Branch at www.cih.org.hk.

年內完成工作

過往一年，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。不少會員已發覺分會已加強使用電郵，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。

為方便各會員更新個人資料，年初，我們在分會網站內增設了一個新的網頁，以方便會員在分會網站呈報及更新個人資料，包括僱主、通訊地址、個人電郵等。會員可使用分會提供的電郵密碼，登入分會網站內的「會員專區」更新自己的個人資料，手續非常簡便。分會在此促請各會員，如閣下的僱主、通訊地址、個人電郵等有任何改變，請通知分會或透過上述網頁，更新閣下的個人資料，以便分會與閣下進行溝通和連系。

今年，分會把『房管專訊』以電郵形式發放給各會員，以推動環保。另外，為支援各會員的專業發展，分會現已聘請承辦商，寫一個新的網頁，以協助會員呈報和紀錄已完成的『持續專業發展』項目。新的網頁預計在明年四月完成和推出。

分會網站是分會與各會員溝通和發放消息的主要平台，希望各會員能抽空閱覽分會網站 www.cih.org.hk。分會將會不斷更新網站內容和定期把分會的刊物，如年報、文章、房管專訊等上載於網站內，供會員和公眾人士閱覽。

Membership Committee 會籍事務委員會



Committee Members

Chairperson : Mr Ng Mei Chuen, Frederick
Vice Chairperson : Mr Tong Wing Ho, Edmund
Members : Mr Chan Wai Kong, Frankie
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
Mr Ng Kwong Ming, Paul
Mr Tam Wai Po, Jerry
Ms Tang Sau Ching, Regina

委員會

主委 : 吳美全先生
副主委 : 湯穎豪先生
委員 : 陳偉光先生
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
吳光銘先生
譚偉葆先生
鄧秀清女士

Missions

- Recruit members from Asia Pacific region.
- Vet and approve Membership applications for Chartered member and ordinary member, vet and recommend Fellow Membership applications to the Executive Committee of APB for endorsement.

工作目標

- 於亞太區內招募會員。
- 審閱及批核專業會員，審閱及推薦資深會員之申請予亞太分會執行委員會審批。

- Vet Chartered Membership applications 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 endorsement.
- Liaise with CIH Headquarters from time to time and keep members updated regarding membership affairs.
- Update membership database and monitor membership subscription collection.
- Work closely with the IT Committee on setting up of communication platform at website for members' convenience.
- Work with Training and Education Committee in membership drive.
- 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。
- 與CIH總部保持聯繫，並就會籍事宜之最新訊息通知各會員。
- 更新會員資料及監察會費繳交狀況。
- 與資訊科技委員會緊密合作，提供網上溝通平台予會員。
- 與培訓及教育委員會合作致力推展會籍事宜。

Achievements in the Year

- **Membership Recruitment and Applications Processing**

In 2012, we worked with the Training & Education Committee and the General Manager in membership drive locally as well as in Mainland China, Taiwan and Macau. During the year, we have vetted about 356 applications including 216 Direct Final and 7 Affiliate members from China, 3 Direct Final members from Macau. Members of the sub-committee have taken part in the interview panel for applicants through Direct Final Route in Mainland and Taiwan.

- **Membership Drive**

We liaise closely with CIH Headquarters in order to updating our APB members on membership issues from time to time. In the year, our members are advised regarding the review of membership grades and designations as well as the time frame on fellowship applications through bulk email and Housing Express.

年內完成工作

- **會員招募及處理會籍申請**

於2012年，聯同培訓及教育委員會與分會總經理於本地、國內、台灣及澳門等地推展會員招募工作。年內審閱約356宗申請個案，其中包括216宗國內直接途徑會員申請，7宗國內附屬會員申請，3宗澳門直接途徑會員申請。會籍小組委員會更參與審核於國內及台灣之直接途徑申請面試工作。

- **會籍推展**

小組與英國特許房屋經理學會總部保持緊密聯繫，致使會員能就會籍事宜上不時獲得最新資訊，近日各會員已就會籍類別檢討及資深會籍申請等方面經電郵及房管專訊獲得通知。

- **Membership Update**

Our number of members has been growing steadily to exceed 2,200 by the year end which comprises local members and members from Mainland China, Taiwan and Macao. In 2012, with the utmost effort of the Executive Committee and the General Manager, recruitment of members outside Hong Kong has been increasing significantly. CIHAPB and the Membership Committee 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.

- **The First China Members' Meeting in Mainland**

With steady growth of members in Mainland, the CIHAPB has organized the First China Members' Meeting in Beijing in early December 2012. The meeting was successfully held with representatives from CIHAPB Executive Committee whereby members took the opportunity to understand more about CIHAPB and exchange contemporary property management experience.

- **會籍匯報**

現時本會會員人數至2012年底已超越2,200人，其中包括本地及來自國內，台灣及澳門。於2012年，透過執行委員會及總經理的努力，我們於香港以外招收的會員有明顯增長。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。

- **首次中國會員大會**

隨著國內會員穩步增長，亞太分會於2012年12月初在北京舉辦首次中國會員大會。各會員可藉此加深對亞太分會的認識及就現今物業管理趨勢作互相交流，分享經驗。

Professional Development Committee 專業發展委員會



Committee Members

Chairperson : Dr Yuen Wai Kay, Ricky
Vice Chairperson : Mr Wong Ying Kit, Romulus
Members : Mr Chan Wai Kong, Frankie
Mr Chow Chiu Hung, Victor
Mr Ng Kwong Ming, Paul
Mr Ng Mei Chuen, Frederick
Mr Poon Yuen Fong, Sanford
Mr Wong Hin Nang
Mr Wong Kai Sang, Cliff
Dr Yip Ngai Ming

委員會

主委 : 阮偉基博士
副主委 : 黃英傑先生
委員 : 陳偉光先生
周超雄先生
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
葉毅明博士

Missions

- To promote professional housing management practice
- To recruit members in Asian Pacific Region
- To enhance the professional image of Asia Pacific Branch

工作目標

- 推廣專業房屋管理
- 招募亞太區會員
- 提升學會的專業形象

Achievements in the Year

2012 has been another fruitful year for the Professional Development Committee. Through tremendous efforts, our membership network has been established and is taking roots in various parts of mainland China.

During the year, CBRE and VENCİ continued to collaborate with APB as its training agencies in China. Housing management courses were and will continuously be launched by these agencies in major cities of China. As of today, more than 150 CBRE managers have become CIH members. Two training classes were also conducted by VENCİ in Beijing with over 70 participants.

Five housing management seminars were held outside Hong Kong in Chengdu, Beijing, Shenzhen and Taiwan with different themes and these all ended up with excellent results and feedback.

The Institute also played host to two professors from the Guangzhou University and seven students from Wuhan University during which they visited several housing organizations for experience sharing.

In collaboration with the Housing Bureau and the Labour Bureau of Macau, the eighth Professional Property Management Practitioners Training Programme was complete. The series of courses have been successful in training more than 200 property management practitioners in Macau.

APB has established high reputation and a solid foundation for our membership drive in China. We will leverage on our existing network to further promote professional housing management in the region.

年內完成工作

2012年是專業發展委員會豐收的一年。通過努力，我們在中國的會員網絡已開始穩固而且續漸擴展。

在本年內，我們繼續委任世邦魏理仕物業顧問公司及VENCİ地產業培訓公司作為我們在中國的培訓中心在內地各主要城市開辦房屋管理課程。現時，世邦魏理仕已經有超過150名經理級僱員成為了CIH會員。VENCİ在北京舉辦的培訓班亦有70人參加。

我們分別在成都，北京，深圳和臺灣舉行了共五個房屋研討會都順完成及取得完美成果。

學會亦於今年暑假招待了從廣州大學的兩位教授及七名武漢大學學生。在我們悉心安排下，他們愉快地參觀了多個房屋機構及有關項目作經驗交流。

在澳門房屋局及勞工局的推動下，第8屆物業管理專業人員培訓課程順利完成。這一系列課程已為澳門培訓了逾200名專業物業管理從業員。

亞太分會在中國已成功建立極高的名聲及堅實的基礎以推廣我會的會籍。展望未來，我們會利用現有的網絡在區內進一步推廣專業房屋管理。

Professional Practice Committee 專業實務委員會



Committee Members

Chairperson : Mr Chiu Sin Hung, Bonny
Vice Chairperson : Mr Ho Chun Nin, Edwin
Members : Mr Chan Wai Kong, Frankie
Mr Cheung Shu Yan, Edmond
Mr Fung Po Kwong, Paul
Mr Kwong Lap Shun, Keith
Mr Lee Kwong Yiu, Ernest
Mr Luk Wai Lun, Stanley
Ms Ng Bik Yan, Betty
Mr Ng Mei Chuen, Frederick
Mr Ng Kwong Ming, Paul
Dr Yip Ngai Ming
Mr Wong Ying Kit, Romulus

委員會

主委 : 趙善雄先生
副主委 : 何春年先生
委員 : 陳偉光先生
張樹仁先生
馮寶光先生
鄭立信先生
李光耀先生
陸偉倫先生
吳碧茵小姐
吳美全先生
吳光銘先生
葉毅明博士
黃英傑先生

Missions

To promote professional and high quality housing management in Hong Kong and Asia 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.

工作目標

在香港及亞太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

- 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 working and seminars on topics relating to housing management.

Achievements in the Year

In the year of 2012, 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 Region, we promoted the continuous development on housing practice in the following different areas.

- A Talk regarding implementation of MBIS & MWIS was arranged in March.
- Response to the public consultation on strengthening waste reduction in Hong Kong was sent in April.
- Response on the public consultation regarding review of Minimum Wage was submitted in May.
- Visit to EcoPark at Tuen Mun was arranged in June.
- Talk relating to discrimination & sexual harassment was arranged in September.
- Visit to the Zero Carbon Building was arranged in October.
- Co-organized with the HKIHL, a legal talk on current issue regarding housing management was held in May & December.

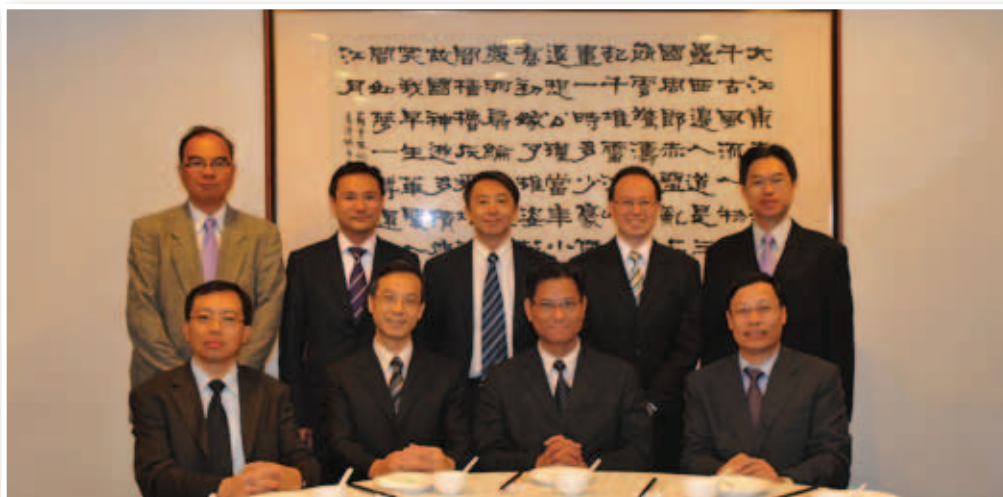
- 積極參與政府及社區活動藉以推動優質房屋管理
- 與相關專業團體及本會其他委員會聯繫推動香港專業房屋管理

年內完成工作

在各委員支持及熱心工作下，我們能夠在房屋管理專業方面保持活躍參與，透過與各相關房屋組織、團體及專業學會聯繫，我們已不斷發展房屋管理專業領域，年內工作包括以下各點。

- 在3月舉辦「建築物能源效益條例第610章」和「強制驗樓計劃」和「強制驗窗計劃」講座。
- 在4月提交加強香港在減少廢物的公眾諮詢的回應。
- 在5月提交有關最低工資的公眾諮詢回應。
- 在6月舉行屯門環保園之考察團。
- 在9月安排了有關歧視及性騷擾的講座。
- 在10月舉行零碳天地考察團。
- 在5月及12月與香港房屋經理學會舉行有關房屋管理的法律講座。

Publications Committee 刊物委員會



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Missions

- To enhance our professional status via publicity.
- To publish articles written by the members for sharing through our electronic platform.
- To disseminate and promote best management practice to Asian Pacific Region.
- To promote more readership of e-publications through dispatching e-copies to all members in support of environmental protection.
- To liaise with members/partners in the Asian Pacific Region via e-Housing Express.

工作目標

- 透過宣傳活動以加強亞太分會之專業化地位。
- 透過電子平台刊登會員之文章以作分享。
- 推廣及宣傳卓越房屋管理經驗於亞太區。
- 為支持並配合全球環保趨勢，致力向會員推廣亞太分會電子刊物。
- 透過電子房管專訊刊物以加強亞太地區會員及伙伴之聯繫。

Achievements in the Year

- Our e-Housing Express of October 2011 focused on several hot topics including amendment of Building Management Ordinance as well as Minimum Wage issue etc. Our Hon. legal advisor, Mr. Chung Pui Lam, GBS OBE JP and relevant scholars were invited to share their views.
- In order to let our members understand more about Qualifications Framework (Q.F) and its future trend, we invited Mr. Stephen Yuen MH, the Chairman of Industry Training Advisory Committee (ITAC), and Mr. Patrick Pang, the Chief Manager of Q.F. Secretariat, to elaborate on details of development.
- The Publications Committee has arranged to produce 2012 year book with the theme “Striving for Excellence, Expanding Horizon” and has also invited various experts from Asia Pacific Region to contribute articles so as to enhance our members’ knowledge regarding the housing issues of other regions.
- Several issues of e-Housing Express had been issued & published in this year.

年內完成工作

- 二零一二年十月份之電子房管專訊配合最新之行業討論專題 — 包括建築物管理條例的修訂及最低工資議題等，故特邀本會之名譽法律顧問 — 鍾沛林律師及大學學者討論及分享。
- 為著令會員對香港物業管理業推行的「資歷架構」加深認識，特邀物業管理業 — 行業培訓諮詢委員會主席 — 袁靖罡先生 MH 及資歷架構秘書處總經理彭炳鴻先生等作專訪並講解最新發展。
- 刊物委員會亦於年內出版二零一二年年報，並以「精益求精，擴闊領域」為主題，邀請各亞太區之房管專家為本會撰寫文章以加強會員對不同地區之房管專業資訊。
- 年內已出版數期之房屋專訊電子版以供會友瀏覽。



CIH PRESIDENTIAL MESSAGE

英國特許房屋經理
學會會長的話

CIH Presidential Message



Looking back over 2012, I am delighted to note that CIH Asian Pacific Branch has enjoyed another successful year.

The support we provide to housing professionals in the region has continued to grow over the last 12 months. Last year, CIH accredited new qualification programmes launched by Wuhan University and Guangzhou University in China and Hwa Hsia Institute of Technology in Taiwan, hosted housing seminars for professionals in Shenzhen and Beijing, and saw sustained growth in membership — which is expected to continue.

I acknowledge the effort and determination of CIH Asian Pacific Branch, and all members in the region, which I'm sure will be sustained throughout 2013. There are plans for further work to collaborate with educational institutions, training organisations and property management companies to ensure housing professionals are equipped to be the best they can be. There will also be a focus on improving our membership services, including the introduction of a continuing professional development programme; there will be a drive to promote CIH membership and to raise awareness of the important contribution housing professionals make to the wellbeing of society.

CIH remains a strong and influential voice for the housing sector in the Asia Pacific region, and this is thanks to the commitment and dedication of our members – in the UK and internationally – who are united in their belief that everyone is entitled to a decent, affordable home in a thriving, safe community. With this foundation, CIH Asian Pacific Branch is set for continued success in 2013 and beyond.

Robin Lawler

CIH President 2012



SPEECH AT JOINT ANNUAL DINNER

聯合周年晚宴演辭

環境局副局長陸恭蕙 OBE 太平紳士於聯合周年晚宴致辭



陸恭蕙副局長首先以國語及粵語向會場內各出席者（包括國內及台灣的來賓）問好，接著以廣東話致辭：

我是一個政治家，經常只是紙上談兵，卻未必懂得實現。回望年青時代，香港並沒有那麼多高樓大廈。現時，不論在我們的居住或工作環境，到處都是高樓大廈。如果社會沒有在座各位本著不斷提升大廈管理質素的理念，多年來為業界付出專業知識及心血，以及政府不斷完善整套相關法例及規例，香港便無法正常運作。

我明白到，有些市民可能會埋怨物業管理公司的工作未臻完善或仍有不足之處，而大廈管理從業員在管理大廈或為大廈做決定時，亦可能會覺得某些居民很礙事。相信在座各位對這些問題都曾有設身處地的感受。如沒有各位房管專業人士用心去管理香港的樓宇及不斷提升管理水準，相信香港的生活水準定必大打折扣。

縱觀兩個學會的背景，我發現政府及環境局很需要依靠物業管理界推行很多措施。回想多年前大家關注的「氣候變化」事宜，現在已是全球熱門課題之一。現時業界亦協助推行減碳措施，物管業務可謂無遠弗屆。

我曾與建築界朋友討論過，香港會否於數十年後因某些原因而不能再興建新樓宇。提出問題後，我發現很多同道人也認為我所說的情況有可能發生。現時大廈一般壽命是50年，但亦有可能延長至200至300年。也許日後要興建新樓宇，須受到諸多建築及法例的新限制。在此情況下，現存的樓宇便需要延長壽命。屆時，大廈管理人便要考慮如何維修保養大廈，以及如何延長大廈壽命，而政府亦可能須訂立新法例予以配合。

倘若大廈往後不能輕易被拆卸，大廈應作出什麼改變呢？假設大廈就如天堂一般，我們應如何對大廈作出投資？假如我們不把大廈當作死物，而是當作活生生的個體，並賦予不斷發展及進步的能力，我們就必須大大提升大廈各方面的效能，包括大廈功能、水質、空氣及能源等等。我相信這可能是我們未來10至20年的挑戰。

現時我在環境局的任期還有4年多，局方有很多事情想做，而現階段可以做的是強化大廈服務的基礎。我將會與黃錦星局長繼續努力，把上述事宜做到更深更廣的層面。但是如沒有在座各位的支持及合作，局方的努力則可能付諸一炬。



COVER STORY

文章分享

「自願樓宇評審計劃」 Voluntary Building Assessment Scheme

Voluntary Building Assessment Scheme Team
Hong Kong Housing Society
January 2013

Building neglect has been a long-standing problem in Hong Kong. As prevention is better than cure, the HKSAR Government has determined to amend the Buildings Ordinance after two rounds of public consultation conducted in 2003 and 2005. Finally, the Buildings Department (BD) has implemented the Mandatory Building Inspection Scheme (MBIS) and Mandatory Window Inspection Scheme (MWIS) on 30 June 2012 after LegCo's endorsement to tackle the building neglect problem in the long run.

To support the two mandatory inspection schemes, the Hong Kong Housing Society (HKHS) undertook to develop the Voluntary Building Assessment Scheme (VBAS) from 2006 with the support and assistance from the building related industries. VBAS has been fully implemented on 17 July 2012. It aims to provide an alternative for the owners of well managed buildings without having to undergo the mandatory inspections and, through positive recognition of the VBAS, owners will be motivated to take their own initiatives to properly manage and timely maintain their properties, thereby raising the overall quality standard of building management in Hong Kong. To enhance the credibility, acceptance and transparency of the VBAS, HKHS invited representatives of BD, Home Affairs Department (HAD), professional institutes and organizations of various disciplines including Architects, Surveyors, Engineers, Environmental Professionals and Property Managers to actively participating in the development of the VBAS assessment mechanism.

HKHS conducted 3 trial assessments before the VBAS was formally implemented. With the help and support of the Hong Kong Association of Property Management Companies (HKAPMC) and its member-companies, there were 78 buildings participated in the trial assessments. After a number of revisions and enhancements, HKHS started promoting the VBAS in May 2012 by arranging training programmes for related building professionals and inviting applications for registration as VBAS Assessors. VBAS has started accepting applications for building certification since July 2012. All private domestic buildings and composite buildings (domestic & commercial) in Hong Kong, of any building age and with building management, are welcome to join the VBAS.

Through the comprehensive and rigorous building assessment of the VBAS, buildings with quality building management and maintenance will be awarded with Premium Certificates and Quality Labels, including the "Building Management Quality Label", "Building Maintenance & Repair Quality Label"/"Building Maintenance & Repair Excellent Quality Label" and "Environmental Awareness Quality Label". The buildings which have been awarded with the Premium Certificates will be recognized by the BD as having fulfilled the requirements under the MBIS and MWIS (for windows in common parts only) and will not be selected as target buildings in the respective inspection cycles under the MBIS and MWIS for undergoing mandatory inspections.

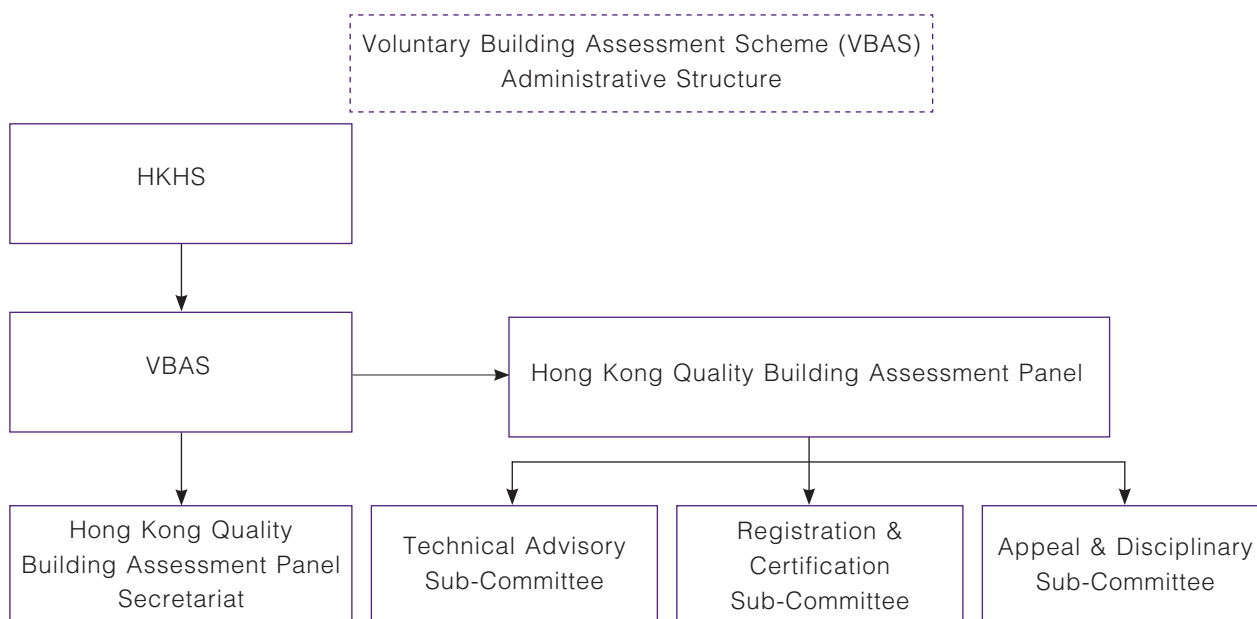
The building assessment under the VBAS consists of two main categories, i.e. Building Safety Category and Building Management Category. Assessment of the Building Safety Category covers 6 Elements namely "External Elements and Other Physical Elements", "Structural Elements", "Fire Safety Elements", "Drainage System", "Unauthorized Building Works" and "Window Elements (for windows in common parts only)". As

for the Building Management Category, the assessment covers 4 Elements namely “Building Maintenance Elements”, “Building Management Elements”, “Environmental Protection Elements” and “Value-added Elements”.

The VBAS Assessor shall conduct a one-off building inspection and assessment of the past records on building management and maintenance in accordance with the condition of the building at the time of assessment. Although there is no assessment cycle set for the VBAS, HKHS encourages owners to conduct regular assessment to their buildings in order to ensure the buildings are continuously maintained in good conditions and to maintain the prestige of the Premium Certificates and Quality Labels awarded under the VBAS.

For buildings aged 30 or above, if owners would like to gain BD’s continuous recognition as having fulfilled the requirements of MBIS and thus will not be required to undergo mandatory inspections in the respective inspection cycles, building assessment under VBAS shall be carried out at least once in a period of 10 years. For maintaining BD’s continuous recognition as having fulfilled the requirements of MWIS (for windows in common parts only), building assessment under VBAS shall be carried out at least once in a period of 5 years.

VBAS is operated under the supervision of the Hong Kong Quality Building Assessment Panel (Panel) and its three Sub-Committees set up by the HKHS. The Panel Secretariat is responsible for the daily operation of the VBAS.



* Representatives of Panel & Sub-Committees coming from HKHS, BD, HAD, HKIA, HKIE, HKIH, HKIS, HKGBC & HKAPMC

For implementation of the VBAS, the HKHS held two large scale seminars in May and June 2012 respectively for introducing details of the MBIS/MWIS and VBAS jointly with the BD to practitioners of the building related industries and encouraging the related building professionals to seek for registration as Registered Inspectors and VBAS Assessors. The two seminars attracted attendance of some 600 related building professionals.

HKHS held a number of the 1-day training sessions for registration of VBAS Assessors in the past months which were attended by a total of more than 500 related building professionals. Up to end of December 2012, there were 394 qualified building professionals, inclusive of a considerable number of Registered Professional Housing Managers, registered on various lists of VBAS Assessors after completion of the training.

To motivate the owners in joining the scheme at an earlier stage, HKHS announced on 17 December 2012 an offer of Early Bird Discount of 50% for the Certification Fee on “first-come-first-serve” basis. Each of the four categories of buildings/estates (according to total number of domestic units) will be allocated a quota of 10 for this special offer without time limit.

For more details of the VBAS, please make reference to the leaflet and the website of the VBAS (<http://vbas.hkhs.com>). For enquiries, you may contact the Panel Secretariat on hotline 8108 0108 or by email to vbasenquiry@hkhs.com.

香港房屋協會
自願樓宇評審計劃組
2013年1月

樓宇失修是香港一個長期存在的問題。預防勝於治療，政府於2003年及2005年經過兩輪公眾諮詢後，決定修訂《建築物條例》，強制樓宇定期進行檢驗和維修，以長遠解決樓宇失修問題。經立法會審議和通過後，屋宇署已於2012年6月30日開始實施「強制驗樓計劃」及「強制驗窗計劃」。

香港房屋協會（簡稱“房協”）為配合政府推行兩項強制計劃，從2006年開始籌備，並得到業界的支持和協助，於2012年7月17日正式推行「自願樓宇評審計劃」（計劃），為已有良好管理的樓宇在強制樓宇檢驗外提供另一選擇；並期望透過正面的確認，鼓勵業主主動妥善管理及適時保養維修其物業，令香港整體樓宇管理質素得以提高。為了增加計劃的公信力、認受性及透明度，房協邀請屋宇署代表、民政事務總署代表及來自各個建築、測量、工程、環保及物業管理界別的專業學會和機構代表積極參與制定計劃的評審機制。

在推行計劃前，房協曾先後進行了三次模擬評審。在得到香港物業管理公司協會及其會員管理公司的支持下，總共有78幢樓宇參與模擬評審。經過多次修訂及優化，房協於2012年5月開始推展計劃，舉辦「自願樓宇評審計劃」評審員培訓課程及接受評審員註冊，並於7月起接受樓宇認證申請。全港有樓宇管理的私人住宅及綜合用途（商住）樓宇，不限樓齡，均可參加。

本計劃透過全面及嚴謹的樓宇評審，向保持良好管理及保養的樓宇頒發卓越證書及各類優質獎章，包括「樓宇管理優質獎章」、「樓宇保養維修優質獎章」／「樓宇保養維修傑出優質獎章」及「環保意識優質獎章」。而取得卓越證書的樓宇，可獲屋宇署認可符合「強制驗樓計劃」及「強制驗窗計劃」（公用部分的窗戶）的要求，免卻於相關檢驗週期內被揀選為「強制驗樓計劃」及「強制驗窗計劃」的目標樓宇進行強制檢驗。

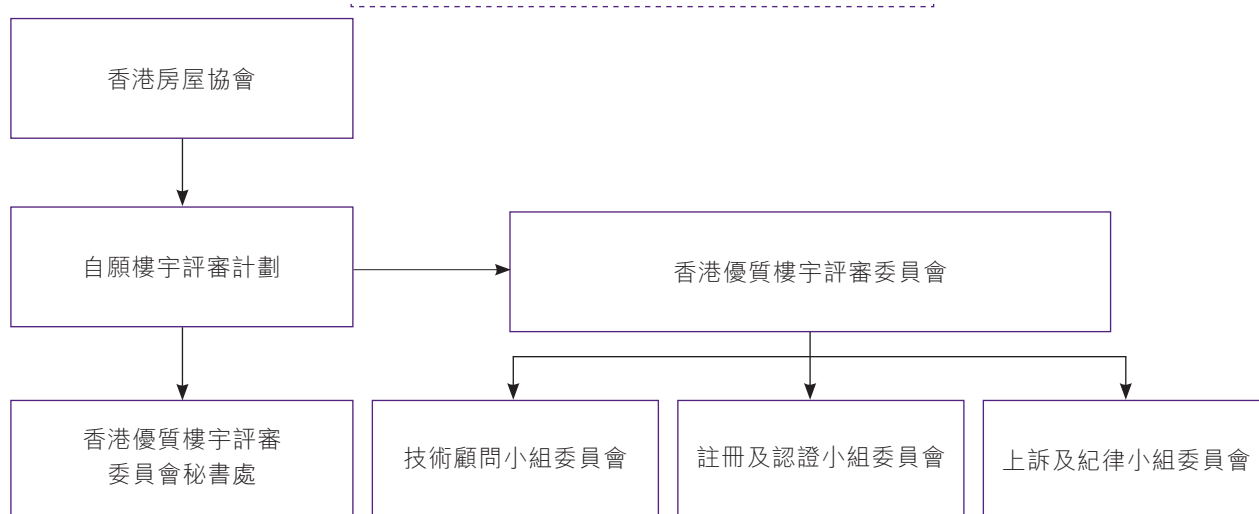
計劃的樓宇評審分為樓宇安全及樓宇管理兩大部分。樓宇安全的評審範圍包括外部構件及其他實體構件、結構構件、消防安全構件、排水系統、違例建築物及窗戶構件（公用部分）等六大元素。至於樓宇管理方面，評審範圍涵蓋樓宇保養、樓宇管理、環境保護及增值等四大元素。

評審員須按樓宇在評審時的狀況，進行一次性的檢驗及評審過往樓宇管理保養維修的記錄。雖然計劃不設評審週期，但房協鼓勵樓宇業主定期安排樓宇進行評審，藉以確保樓宇處於妥善管理及適時維修的狀態，並可維持計劃的卓越證書及優質獎章的榮譽。

此外，樓齡達30年或以上的樓宇成功獲認證後，若業主希望持續獲屋宇署認可符合「強制驗樓計劃」的要求，便須最少每隔10年為樓宇進行一次評審；如要持續獲屋宇署認可符合「強制驗窗計劃」（公用部分）的要求，則須最少每隔5年進行一次評審。

計劃在房協成立的「香港優質樓宇評審委員會」及其下三個小組委員會督導下運作，並由委員會秘書處負責執行日常的工作。

自願樓宇評審計劃的行政架構



* 委員會代表來自香港房屋協會、屋宇署、民政事務總署、香港建築師學會、香港工程師學會、香港房屋經理學會、香港測量師學會、香港綠色建築議會及香港物業管理公司協會

為開展這項計劃，房協於2012年5月及6月先後舉行了兩次大型簡介會，聯同屋宇署代表向業界講解由屋宇署推行的「強制驗樓計劃」及「強制驗窗計劃」及由房協推行的「自願樓宇評審計劃」的詳細內容，並鼓勵相關的樓宇專業人士註冊成為「註冊檢驗人員」及「自願樓宇評審計劃」評審員。兩次簡介會共有600多名相關的專業人士參加。

房協在過去幾個月亦分別舉辦了多班為期一天的培訓課程，吸引了超過500多名專業人士參與。直到2012年12月底為止，已有394名具備相關專業資格的人士註冊成為計劃之不同類別的評審員，包括為數不少的註冊專業房屋經理。

為推動業主儘早參與本計劃，房協更於2012年12月17日宣佈，以「先到先得」的形式，提供認證半費優惠，四個組別的大廈／屋苑（以住宅單位數目劃分）各設十個名額，不設時限。

各界人士欲進一步了解詳情，可查閱計劃的簡介單張及網頁(<http://vbas.hkhs.com>)。如有任何查詢，可致電熱線8108 0108及電郵至 vbasenquiry@hkhs.com 與「香港優質樓宇評審委員會」秘書處聯絡。

「透過客戶服務優質標準以達至卓越之客戶關係」 Achieving Customer Relationship Excellence through Customer Service Quality Standard (CSQS) Review — A Case Study of Property Management Industry

Jason Chu
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Email: jason@apcsc.com

ABSTRACT

The Customer Service Quality Standard (CSQS) has been developed in conjunction by the Asia Pacific Customer Service Consortium (APCSC) and researchers from the University of Hong Kong to assess the overall service quality, best practice compliance and performance of customer service operation. It is a comprehensive certification dedicated to a robust customer service world class framework awarded to organizations that excel in customer relationship excellence (CRE). The main aim of the CSQS is to establish a practitioner-based, user-driven set of best practice guidelines that can be followed to manage the service operation systematically and effectively so as to provide excellent services consistently to meet and exceed customer requirements and expectations.

This study intends to present a CRE strategic review of property management sector through case studies and examples on how customer relationship excellence can be achieved through implementing a series of checks and actions based on CSQS, in a world class framework composed of four main areas, namely, management responsibilities, resources management, process management and performance management. The Customer Service Knowledge Management (CSKM) under the CSQS framework was established to increase the overall organizational effectiveness, capabilities, performance metrics and customer relationship management system.

Keywords: CSQS, CSKM, the Balanced Scorecard, Leadership, Performance Management, Customer Relationship Excellence, Property Management

1.0 Introduction

1.1 *Challenges in the modern property management*

The housing managers and property managers are facing greater challenges today than ever before as the size of the housing development projects and the scale of the urban real estate planning grow larger in Asian Pacific countries.

These larger scale housing projects and real estate need to address and comply with more complex issues relating to government policies and regulations; health and safety, environmental standards; new ordinances on labor, facilities maintenance, security, and personal data privacy and protection; and last but not the least, increasingly higher expectations from the housing residents and property owners. The last group is generally referred to as “customers” today. These “customers” have invested a major part of their savings to acquire their houses and properties. In most cases, they will continue to pay monthly management fees and annual government tariffs in return for good quality of management services and enjoyment of life style and comfort.

Maintaining a high level of customer satisfaction from our customers, namely, housing residents, tenants and property owners, today have become not only more challenging but also one of the most important business objectives for housing and property managers in order to retain customers and renew the management contract upon expiration.

1.2 Customer Service Quality Standard (CSQS)

Asia Pacific Customer Service Consortium (APCSC) has identified that customer relationship excellence (CRE) is an essential part of corporate strategy to ensure sustainable business growth and development. Jointly with Professional George Huang from the University of Hong Kong, APCSC has researched and developed the Customer Service Quality Standard (CSQS) to support the development and implementation of CRE strategy with guidelines and best practices for service organizations including the housing and property management services.

The main aim of the CSQS is to establish a practitioner-based, user-driven set of good-practice guidelines that can be followed to manage the customer service operation systematically and effectively so as to consistently provide excellent services to meet and exceed customer requirements and expectations. These guidelines are arranged as a Standard specific to customer service organizations including Customer Service Centers, Technical Support and Call Centers/Contact Centers.

This review paper intends to present a comprehensive review of Property Management Service Industry on how it can achieve customer service excellence through implementing a comprehensive set of best practices and guidelines based on CSQS customer driven service framework in meeting and exceeding customer expectations and enhancing customer relationship excellence.

In the following sections, the paper reviews and points out some specific gaps that are common areas of attention for creating more added value and building better relationship with customers for property management firms from CSQS perspectives. The four perspectives of CSQS include management responsibilities, resources management, process management and performance management where the performance management KPI's are measured and integrated through the Balanced Scorecards. With this framework provided by CSQS, property managers are able to periodically review their business operations and performances, and make improvements in management, resources, processes and performance in a coherent way, focusing on developing excellent customer relationship.

2.0 Management Responsibilities

2.1. Organizational Leadership and Structure

“Has the senior leadership of the organization set a clear **customer relationship excellence strategy**, performance goals and measurements of the organization, and communicated them effectively?”

If your corporate strategies and mission statements are still missing a clear customer centric philosophy, your organization will be focusing more on other operational issues base on your mission versus focusing essentially on “customers” or customer’s need and satisfaction. Consequently, there is a lack of awareness and focus of such core value in the corporate culture and policy alignment with the service level agreements, pledge and commitment of quality standard to the level of customers’ requirements and expectations.

On the other hand, property management firms with a clear CRE strategy will focus much more on customer needs and requests to make continuous improvements and identify innovative services to fulfill and exceed customer expectations as a competitive advantage. It is therefore essential for reviewing your strategy and mission carefully with CRE strategy included.

2.2 Management Review and Management Action

Effective CRE leadership will review and solicit staff suggestions to recognize and motivate employees for customer compliments received and to implement best practices by listening to customer suggestions. Employee recognition scheme for staff who receives compliments from customers creates customer focus culture. The successful CRE strategy and leadership effectiveness together will create a sustainable service business model for higher customer satisfaction and loyalty.

In correspondence to the result of management review, management should be taking corrective and preventive actions to sustain the continuous improvement and development of the company, and setting up steering committee to review Root-Cause Analysis and carry out follow up action, and measure KPI's before and after continuous improvement action for comparison.

Furthermore, investigating cross-functional issues, root cause for the corrective and preventative action and deploying the PDCA system as the quality management system, staff performance is assessed by the corresponding KPI's and linked with clear performance incentive programs for the staff.

3. Resource Management

3.1 Resource Planning and Deployment

“Are resources determined and provided to establish and improve operations and align with the customer relationship excellence strategy, corporate vision, mission and pledge?”

Most property management firms are able to manage the cost and budget well. However, there is not a strong emphasis focusing strategically on identify areas to invest for higher return.

With increasing energy cost, electric bills during winter and summer time, the world is becoming more environmental conscious to save energy, reduce carbon emission, and go green. Investing in energy saving devices and replacing old high energy consumption electrical appliances, light bulbs, machines, etc., can create a long term saving with good return on investment (ROI). Further investment on automation for light saving, temperature, water, energy saving and environment friendly systems will reduce a lot of manual work, reduce cost and create higher appreciation by the owners committee with a sense of pride for both the staff and customers.

3.2 Resource Utilization, Maintenance and Upgrade

Measuring resources utilization can also help the property managers to identify areas for better usage. For some facilities and areas, like the Karaoke or special purpose function rooms, with low reservation and customer usage; property manager can work with the customers to redevelop the existing facilities and common areas to change their purposes for more practical and even innovative development and renovation to match the lifestyle and changing lifecycle for the current owner, residential families and tenants. These regular reviews of resource utilization, maintenance and upgrade can help to increase the customers' usage of the property and more importantly satisfaction of the housing management.

Above all, have an effective customer feedback channel to listen, collect, review, strategically identify and proactively implement sound ROI projects to make continuous improvement and upgrade to the housing and real estate will create a stronger win-win-win customer relationship.

4. Process Management

4.1 Process Planning, Standard Operating Procedure and Operation Management

"Is there a CRE strategy to improve key customer experience management and service delivery processes with associated channels and touch points?"

A systematic process should be established to provide **feedback from the customer service unit** in order to improve the delivery, channels, development and introduction of new products and services.

Today, different customers have different purchase and spending behaviors including payment method preference which will impact how they want to make payment for the management fees. It is necessary that housing managers consider offering additional alternative payment methods including online, credit card, electronic payment system, check deposit to facility the increasing customer/consumer spending habits and the market trend to improve the operational efficiency, financial performance and increase customer satisfaction.

Regular customer satisfaction survey and period customer focus groups should be conducted to establish areas of improvement and follow up actions to monitor process performance and related key operational performance indicators.

4.2 Process Analysis and Process Improvement

Key customer service processes and activities should be periodically checked, analysed and reviewed to identify **opportunities** for process improvement and **innovation** so as to improve business and operational performance

With more innovation and customer oriented technologies available, property management can take advantage of these innovations to bring convenience to customers and bring a better customer experience management to benchmark with market trend and customer expectations.

For example, in addition to personal visits or phone call to the clubhouse, customers can make reservations of sports and leisure facilities via internet or mobile apps to offer 24-hour access. Special notifications, reminders and facilities maintenance can be done via SMS, Whats Apps, or email, etc. These self service channels and process automation not only create more convenience, accessibility, higher utilization to fit with customer's personal lifestyle and time, but also reduce the staffing level and workforce required to cover long operational hours at the clubhouse. The above examples have greatly improved the efficiency of different processes to improve customer experience.

Opportunities for process improvement should be proactively identified and implemented with consideration of information system and technology enhancement and support to improve customer experience management and satisfaction.

5. Performance Management

5.1. Performance Management System, Service Level Agreements, Analysis of Data

"Is there a CRE strategy for customer satisfaction management, benchmarking and performance management on customer, financial, service and staff performance for management review and action?"

Managing a large housing property is similar if not more challenging than managing a 5 start hotel and resort. The daily and weekly monitoring of a comprehensive balanced scorecards key performance indicators (KPI's) relating to customer, financial, service operation and staff performances is mandatory to ensure customer relationship excellence.

Achieving high level of customer satisfaction and loyalty, managing judicious budget and investing in sound ROI projects, keeping the service promises and service level agreements, offering professional service delivery with motivated and competent staff, maintaining a world class customer service, all make up our balanced scorecards with both quantitative and qualitative KPI's.

5.2. Performance Benchmarking, Managerial and Operational Uses

Benchmarking with other properties and listening to our customers' complaints and compliments can offer property managers the best future development directions.

APCSC has organized the International Customer Relationship Excellence (CRE) Awards since 2002 where property management companies amongst other cross industries have taken part and benchmarked with one another to identify best practices from property and cross industry leaders.

Leading property management firms have also been assessed through CSQS, the CRE Awards standard, to identify gaps and improvement opportunities. These gaps, opportunities, best practices can help property managers to create strategic initiatives in order to improve performance relating to customer, financial, service and staff performance.

Strategic initiatives and action plans should also be implemented throughout the organization to improve benchmarking gaps in product and service delivery, and customer expectations to achieve further CRE successes. Building a customer centric organization, with closer relationship with customers, initiating a personal greeting and conversation, listening to their feedback and suggestions, caring enough to make continuous improvements are all necessary to keep our customers delighted.

6.0 Customer Service Knowledge Management

Another important area that can contribute greatly to customer relationship excellence is the Customer Service Knowledge Management (CSKM). The CSKM is a centralized database and information system containing customers, products and services information to facilitate the efficient and accurate responses, and service delivery to achieve customer satisfactory with first time resolution without call back or escalations. Through effective CSKM, all and our staff and property managers can provide more personalize services meeting the needs of our customers and create a strong friendship with the residents and tenants.

Some companies are not fully aware of the importance of online customer service knowledge management (CSKM) which can support the frontline staff with professional knowledge and information to give first time resolution satisfactory to customer requests. This is another area for higher ROI programs to uplift the balanced scorecards KPI's.

With mature cloud and mobile computing devices, more companies from cross industries are deploying mobile devices, apps and tablets to extend the enterprise CSKM to where the customers are physically located to improve customer interaction and experience management to further empower their supervisors and frontline staff to offer timely feedback and provide personalized services.

7.0 Conclusion

The strategic review using CSQS guidelines applied to the property management industry has identified gaps and opportunities that are relevant and effective for auditing and benchmarking with both within and outside of the property management sector. Some of the strategic initiatives realized in the property sector are to enhance customer service best practices, to encourage organizational focus on customer needs to improve their business performance, to align the approach throughout the company and industry and to improve interdepartmental co-operation, customer and staff engagement.

The CSQS sets forth a set of Customer Relationship Excellence (CRE) guidelines that assists the organizations in instituting best practices and compliance and to empower the customer service and operation to greatly uplift their capability to improve the overall success, Voice of Customer quality system and performance.

The systematic annual CSQS review and implementation reinforce the corporate CRE strategy to:

- Drive Customer Relationship Excellence as core business value throughout the organization with endorsement from the top management cascading to the frontline operations;
- Improve organizational performance, Quality Management tools for continuing development of people, processes and systems;
- Audit and evaluate your service organization and systems with a World Class Framework for Strategic planning, Implementation, and Organization Integration;
- Identify gaps and opportunities to develop and establish customer service best practices;
- Drive Enterprise Customer Services Knowledge Management to improve staff performance, knowledge sharing, professionalism, and empowerment to serve customers better.

AUTHOR'S BIOGRAPHY

Jason Chu is the Founding Chairman of the Asia Pacific Customer Service Consortium (APCSC) and Hong Kong Customer Service Consortium (HKCSC), the judging panel and organizing committee of the International Customer Relationship Excellence Awards (CRE Awards), the Chairman of the International Council of Customer Service Organizations (ICCSO), and Life Time Fellow of the Customer Service Institute of Australia (CSIA).

Chu collaborates with industry experts and major university researchers to consult and research on key aspects of Customer Satisfaction and Loyalty. Jointly with researchers in the University of Hong Kong and the members of APCSC and HKCSC, Chu has led the consortium effort in developing the Customer Service Quality Standard (CSQS) in setting international standards and world class framework for service organizations.

Chu is also the pioneer of innovative customer service research including eSurvey on Internet Banking, Securities and Travel Services, Best-in-Class (BIC) CRM Benchmarking in Asia Pacific, Customer Satisfaction and Aspiration Survey and other international standards in Asia, Australia and the United States, collaborating with industry experts and major university researchers to consult and research on key aspects of Customer Satisfaction and Loyalty.

Chu is the Industry Visionary to build a Global Certification with international bodies in the USA, Australia, China and other countries for the CRM, Customer Service and Support Industry to develop professionalism and career development for the customer service industry.

Chu received his BS and MS degrees in Industrial Engineering and Operations Research from the University of California, Berkeley. He is a speaker of high demand at conferences and workshops to senior executives on developing CRM strategy and building customer centric organizations with customer loyalty.

「人手不足」的「算定損害賠償」 (Liquidated damages for manpower shortage)

郭冠英律師
李郭羅律師行
2012年11月

引言

物業管理公司經常都需要為屋苑安排保安、清潔等服務，並為此擬備招標文件及服務合約。該些服務合約多會規定承辦商(contractors)須安排一定數目的員工為屋苑提供服務，例如每更最低人數等等。

自最低工資的法例實施後，一些行業如保安及清潔等員工的薪金大幅上升，流動性也較大，且部份「豪宅」對服務人員的質素要求頗高，以致承辦商有時不易按合約規定聘得足夠人手提供服務，故出現違約情況。而這些合約多有條款載明承辦商於違約時須支付「損害賠償」(damages)，並以某算式計算(稱為「算定損害賠償」[liquidated damages])。屋苑管理公司更可從合約應付的酬金中先行扣除賠償金，再支付餘額予承辦商。

可是，是否所有類似的「算定損害賠償條款」(liquidated damages provision)在法律上都是有效的呢？屋苑法團及管理公司是否可按照合約所載的計算公式獲得賠償呢？本文會對此問題及物業管理人員應注意的相關事項作簡單探討。

有效的「算定損害賠償條款」

刑事法律旨在「警惡懲奸」，藉著處罰觸犯刑法的被告人，以警效尤，維持社會治安。可是，屬於民事法律範疇的「合約法」的一項基本原則是賠償受害者，而並非懲罰違約的一方。即使被告人確有違約，但如原告並未因此蒙受任何損失，一般來說，原告也不應興訟索償。例如保安公司按合約應提供十名護衛員為屋苑服務，但在某天只有五人當值，明顯屬於違約。可是，當天屋苑也沒有失竊等特別事故發生，人手不足並未令屋苑或業戶蒙受任何實際經濟損失，按照上述的法律原則，屋苑的法團或管理公司也未必可以向保安公司索償，因為他們根本證明不到有任何損失。

可是，如果保安合約載有有效的「算定損害賠償條款」，並獲法院執行，法團或管理公司於承辦商違約時便無須再證明有任何實際的金錢損失，即可獲賠根據合約算式所算定的賠償金。其實，加入「算定損害賠償條款」往往就是為了避免要就實際損失舉證，改為以一簡單算式計算賠償金額。因為承辦商人手不足很多時未必會導致可證明的損失，所以屋苑的保安清潔等服務合約才加入「算定損害賠償條款」，以免當承辦商違約時仍莫奈他何。

但是是否所有的「算定損害賠償條款」都有效呢？答案是否定的！「算定損害賠償條款」必須是按照原告人「事前真正估算」(genuine pre-estimate)，若對方違反相關條款，己方可能蒙受損失的金額而訂出的計算辦法，法律上方為有效。舉一個實例，假如管理公司在保安公司未有提供足夠人手時，會安排自己僱員或其他公司的保安員填補空缺，屋苑業主為此便須支付額外費用。如管理公司將該些額外費用的計算方式(如每更的替工工錢為數若干等)加進合約，構成「算定損害賠償條款」的基礎，甚至再加上一些數目有計算依據的行政費用，該「算定損害賠償條款」便很可能被法庭接納為有效。即使屋苑某次人手短缺卻沒另覓替工，或並無因此遭竊賊光顧，即沒有任何實際的經濟損失，仍可按合約載明的「算定損害賠償條款」獲償。

罰款條文 (penalty clause)

如果原告加入「算定損害賠償條款」的目的，只是為了向對方施壓，迫使對方不會違約，這些合約條文在法律上便會被視為具備「懲罰性」，被告按合約需要支付的其實是「罰款」(penalty)，而非「損害賠償」(damages)，這便違反了上述合約法「只為賠償原告；並非懲罰被告」的基本原則。例如法團或管理公司為保證承辦商有足夠人手為屋苑服務，於合

約中要求對方於違約時須賠償的金額屬於天文數字，明顯與事件的嚴重性不成比例，或超過己方可能蒙受的損失，根本並非按事前誠實估量所訂，在這情況下，法庭多會視該條文為「罰款條文」(penalty clause)，並拒絕執行。

即使有關合約條款被界定為「罰款條文」，也不等於違約一方無須賠償。不過，原告必須按照普通法規定，先提出證據證明己方因對方未有提供足夠人手而蒙受真正經濟或金錢損失，然後再由法庭評定損失的金額。

須注意事項

基於上述情況，物業管理公司在合約加入相關條款的同時，應考慮及注意以下事項：

- (1) 研究可否將合約酬金由固定金額改為按承辦商出勤人數計算。管理公司方面仍可在合約中載明對方須提供一定數目的員工為屋苑服務，這樣做的話，於承辦商提供的服務人數不足時，即使因為沒有實際損失而不能向對方索取違約賠償，也可按比例減少應付的合約酬金。
- (2) 考慮可否訂立聘請替工的機制。一些較具規模的物業管理公司可能本身聘有保安、清潔等員工，或有屬同一集團的「姊妹」保安或清潔公司。如果某屋苑出現人手不足，可研究立即借調人手替補。只要有這機制存在，即使不是每次都安排替補，仍可向法院解釋有關的「算定損害賠償條款」並非為懲罰承辦商而設，而是按照事前估量，因為承辦商人手短缺導致屋苑可能須額外承擔的替工開支而制定。管理公司應準備好有關的數據資料，以證明合約所載算式確有依據。
- (3) 物業管理公司須與法團或業主委員會代表解釋以上情況，表明一些合約條款執行上可能有爭論空間，若認為有需要可就常用的招標文件內容諮詢法律意見，至少不要在有人手短缺情況出現又不能向承辦商追討賠償時，被業主們怪責處事不週或不夠專業。
- (4) 不應勉強或因循地在合約中加入一些嚴苛或不合理的「算定損害賠償條款」，以為可以威脅承辦商，使他們遵守最低服務人數的規定。這些條款正正是法律所不容許的「懲罰性條款」，獲法院執行的機會根本甚微。

本文僅供讀者參考，如遇真實個案敬請另行尋求法律意見。

澳門私人樓宇管理與政府政策之演變

澳門房屋局譚光民局長

一、政府就私人樓宇管理角色的演變

一直以來政府只對社會房屋^{備註一}具有參與樓宇管理事務，同時在 1995 年開始按照第 41/95/M 號法令所賦予的監察權的職能，對經濟房屋^{備註二}共有部分進行監察，以要求管理者履行所適用之法律及上述法令所載之義務。當時政府對於私人樓宇的管理事務並未有法律依據作出支援。

然而，隨著社會的發展，私人樓宇業主對自身居所共有部分的維修及權利的關注度日漸提高，再加上業主與提供服務的管理人彼此都未全面認識自身在法律規定的權利與義務，從而引發很多樓宇管理上的糾紛，較多問題是業主或管理機關(俗稱管理委員會)向管理公司取回樓宇的管理權、業主或物業管理公司質疑管理機關的有效性，物業管理公司未有履行義務繳交公共設施的電費等等，這些糾紛成為政府及社會關注的問題。於是，在 2006 年政府就介入樓宇管理事務擴展至私人樓宇，職能包括對私人樓宇的籌組管理機關提供支援，同時促進業主、管理機關及管理公司之間的溝通及協調相關之管理爭議。

二、傳統的樓宇管理服務受到沖擊

傳統的物業管理公司只是提供一般的清潔、管理員，及維護一般基本設施的運作，而業主也沒有意識到自己為共有部分的權利人，所以提供服務的公司不受到外來要求所推動，其服務僅會保持固有的水準。但自從博彩業開放後，澳門樓宇價格也隨之起了很大的變化，業主開始認識到樓宇的管理權是屬於業主所有人，強調要提高樓宇管理質素，因而開始關注管理費與物業管理公司提供的服務是否符合又或管理質素是否達到業主的的要求等等。然而部分的物業管理公司對市場起了變化在心理上未能調適，故未有快速就提供的服務進行改革。

三、從多方面提升樓宇管理質素

政府為有效推動樓宇的管理，因而不斷推行多項措施以便有利提升樓宇管理質素。考慮到要提升樓宇管理質素的涵蓋層面包括樓宇內所有住戶、物業管理公司，樓宇內外設施及共有部分的運作。

能提升住戶清晰了解對共有部分的權責及義務，以及管理機關明白自身的職責，則有利樓宇管理的和諧，因此宣傳推廣樓宇管理知識的工作，是一個不可缺少及持續的計劃。另外透過支援方式協助管理機關就召開業主大會及在樓宇管理上所衍生的問題提供意見。同時以資助及貸款的方式鼓勵業主為樓宇進行維修。

為解決樓宇管理爭議在訴訟程序所需的時間，政府於 2011 年設立「仲裁中心」以爭議雙方同意下參與仲裁程序；首個程序先安排雙方進行調解，雙方未能和解則進行裁決，而裁決與初級法院作出的判決具有等同的執行效力。

由於樓宇管理的爭議很多時是涉及對《民法典》分層所有權利制度的理解及執行，為使法律能配合社會所需，政府現正開展修訂有關制度的工作。

另外，物業管理公司對樓宇管理的質素有著關關鍵性，公司的有效管理、運作及具有專業能力才確保管理合同的協定落實。政府現正制訂《從事分層建築物管理業務及管理員職業的法律制度》，藉以規範樓宇管理公司及管理人員的資格進行審查發牌，確保樓宇管理公司及管理人員必須具備一定的條件及質素，有效規範樓宇管理行業，從而有助提升樓宇管理服務質素，而有關法例亦正進入立法程序。

備註一： 社會房屋屬政府財產之房屋，以租賃方式提供給經濟狀況較差且居住於澳門之家團。

備註二： 經濟房屋為政府透過房屋發展合同制度或由政府負責建造的房屋樓宇，用以提供社會收入較少之階層購買。

建築物管理條例(344章)的修訂

鍾沛林律師 GBS, OBE, 太平紳士

建築物管理條例(「條例」)正進行檢討、並依進程表提交中期報告予民政事務局局长，相信短期內會就中期報告內擬修訂的議題由檢討委員會進一步聚焦及深入研究、討論及處理一些較複雜的問題，然後提交最後建議。相信將來的修訂建議會分兩個部份：一個是條例條款的修訂，須透過立法程序經立法會議通過。另一個是加強有關大廈管理的實務指南，對某些程序要求及持份者的角色針對性作出明確及更詳細的指引，令各持份者明白其應負責任及職務部份。這些指引的法律地位將沒有改變，即工作守則或指引如未獲遵守，此事本身並不會令違反者涉及觸犯刑事程序，但在任何法律程序下，不論民事或刑事，可作為有助確定或否定該等法律程序中所爭論的法律責任的依據。換言之，違反工作守則或指引的行為在訴訟程中會作為法庭考慮的因素，影響法庭對審理的案件的勝負天秤。

最受關注是否需要修訂的議題項目包括公契經理人的委任終止、5%業主要求管理委員會主席召開主大會、法團的成立要求、業主大會的法定人數、授權書、管理委員會委員宣誓要求、業主的法律責任等。

要求修訂終止公契經理人委任的條款(條例附表7第7段)的法團或業主的理據大致包括：法團應有選擇權；終止委任的決議須得到不少於50%的業主總業權份數的支持是過高；酬金過高；及與原發展商的從屬關係存在利益衝突。以上的理由其實一直以來都是存在的問題，如將上述50%的總業權份數降低是其中一項建議，或發展商保留的業權份數不可投票，或終止公契經理人委任後，屋苑不同用途的部份(如商場、戲院、車場)可否分開管理皆有人提出。此題目將會引起持份者的廣泛討論。

至於出席業主大會的授權書方面，法團在召開業主大會的過程中，常有爭駁。怎樣確保授權書是由有權簽署的業主(在土地註冊處紀錄顯示的登記業主)所簽存在困難，另一方面又要顧及業主關心法團事務而又未能出席大會須作出授權的權利。很多業主大會出席人數不足，如沒有授權書的制度，相信舉行業主大會而達到法定人數的要求難度頗高，影響法團的運作。業主亦應接受適當的會議程序教育，令其明白業主的責任、授權書的意義、作用及重要性，了解被委托人的投票傾向，因為被委托人是代表業主出席並投票，每一票都構成合法出席人數的一部份及通過決議的票源。

條例的附表2第4(3)段規定獲委任的管理委員會委員須在獲委任後的21天內作出宣誓(在政務處監誓官或太平紳士監誓下)說明他並非破產人士或過往5年內沒有紀錄被判監禁超過3個月(不論是否獲得緩刑)而不得選擇以罰款代替。頗多被委任的委員因工作忙或不在香港而沒有作出宣誓聲明。最近才發生一宗過了時限整體委員未有作出宣誓聲明，導至全體委員停任。相信可以由獲委的委員依例簽署法定聲明書可以代替宣誓聲明的手續。

由於每個屋苑的業主人數不同，有些少於10戶或超於幾千戶，故出席業主大會的業主人數以符合法定人數(10%)差距甚大，可能由2位至數百位。雖然法定人數包括被授權出席的人士，有些法團表示很多情況達不到法定人數而流會。有建議隨著屋苑戶數多少作出比例性的法定人數，藉以降低大型屋苑出席人數的要求。這是個難題，涉及出席業主人數是否有足夠代表性。

至於業主的法律責任，其中一個題目是個別業主對第三者的法律賠償責任。在建築物管理條例下，業主的責任是共同及個別的。一個業主可能被追討整體業主所應付的賠償，香港仔「添喜大廈」是一例。法團可否變為有限公司，對第三者(受害者)是否公平都是考慮之列。

建築物管理條例的檢討修訂過程中，持份者的意見是不可缺少的。希望諮詢過程中各持份者能就各議題項目提出珍貴意見。

法定最低工資條例對香港營商環境影響 問卷調查研究報告摘要

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報告摘要

我們就有關2011年5月實施的「法定最低工資條例」對香港營商環境影響進行了共七頁的問卷調查研究，以收集各行業的經營者提供第一手商業數據和相關營商資料。

這次問卷調查進行時間由2012年4月10日至2012年5月18日，透過郵遞和電郵方法主動邀請18間商會和15間大、中型企業，鼓勵各公司和商會會員填寫問卷，提供數據和資料給我們進行有關研究，並設有網上問卷方便各行各業經營者（包括我們未有渠道邀請的公司）直接輸入數據。我們總共收到56份有效完成的問卷，商店數目接近三千間，僱員人數接近十萬人。

在56份有效問卷中，55%屬零售業界，當中經營範圍包括百貨、民生用品和副食品、鐘錶及珠寶、化妝品、時裝、傢俬及居室用品、精品、花店、電訊及電子產品、藥房和衛生產品等，覆蓋範圍甚廣，故問卷數目最多；20%屬保安界，12%屬清潔服務界；其他業界有13%，當中經營範圍包括娛樂消閒、餐飲業、建築及工程、船舶服務及物業管理等。

研究結果反映了以下幾個情況：

1. **一刀切式的最低工資扭曲行業工種的差距。**本來，不同行業、不同工種的工作要求和服務條件都有所差異，例如：「較輕鬆」又或「較自由」的行業和工種，薪金一般較低。工資的差異正反映不同行業或工種的特性。然而，一刀切的最低工資提升基層工人的工資，突顯非工資差距，加劇了勞動力流動（轉工或轉行）。調查數據顯示有62%公司出現員工流失上升問題，令至公司在培訓和管理成本增加；同時，轉工所需的適應和磨合時間也有所增加，這些因素都會影響服務質素和生產力，削弱企業的競爭力，對整體經濟增長和職位創造均有負面影響。
2. **「同薪替代效應」引發勞動力流動傾斜。**80%公司表示「工作時間長」、「假日工作」、「體力勞動量大」是招聘困難的原因。勞工在薪酬極接近情況下，會選擇「較輕鬆」、「工作時間短」、「不用夜班或假日工作」的行業，出現「同薪替代效應」，這會導致部分基本民生服務行業出現員工老化現象和產業結構失衡，進一步推高生產成本，導致零售價格上升，削弱香港整體競爭力。調查發現61%公司加價超過10%，當中接近43%加價超過20%。
3. **「漣漪效應」令各行業及工種同步加薪及薪酬差距收窄。**由於「同薪替代效應」，企業間需要透過加薪和增加福利來挽留或吸引人才，由此造成的「漣漪效應」(Ripple effect)；各層員工都需同步加薪，理順管理架構，形成「薪酬階梯連鎖效應」(Knock-on effect)。故此，社會在考慮最低工資水平釐定時，不應只估算「最低工資水平」對低於「法定水平」員工的直接影響，也應計算「法定水平」對工資上升的間接影響，以反映「最低工資水平」對生產成本和經濟運作的全面影響。調查結果顯示「法定最低工資」的直接效果令薪酬開支上升5.6%，加上「薪酬階梯連鎖效應」和「漣漪效應」的5.5%間接影響，薪酬開支平均上升11.1%，當中勞動力資源比重高的清潔服務達18.5%。以上數據均未計入公司福利（如有薪休息日和飯鐘時間）和其他相關開支（如年終酬金和強積金供款）的影響，若計入有關開支，升幅便會更高。此外，分別有98%和56%公司認為薪酬開支壓力主要來自「漣漪效應」和「薪酬階梯連鎖效應」。

4. **企業採取一系列策略減輕經營成本上升壓力。**71% 公司改變調薪慣例，例如「收窄加薪幅度」、「減少調薪次數」或「選擇性或按表現加薪」；另外有 27% 公司透過「加班」維持生產量或服務水平，23% 公司選擇縮減員工人數，反映最低工資條例未有提升生產效率，而「增加機械／自動化替代人手」只有 10%；另一方面，是次調查未有發現，現行法定最低工資條例的實施，暫未加深低技術勞工或基層勞工的失業危機。
5. **減人手、增兼職或外判替代。**公司採取縮減員工人數的主要方向是「裁減高薪員工」(45%)和「以兼職或外判替代全職員工」(36%)；配合另一組調查數據「享受有薪休息日員工人數」和「享受有薪飯鐘員工人數」在最低工資法例實施 10 個月後出現下降現象，平均下降幅度分別為 10% 和 19%，相信下降原因可能跟「裁減高薪或全職員工，由兼職或外判替代」有關，這反映「穩定的工作崗位」有下降現象。
6. **年終酬金首當其衝。**49% 公司收緊「年終酬金」發放，其中 13% 減少或取消「年終酬金」和 35%「不統一年終酬金金額」或「選擇性或按表現發放年終酬金」，最終部份員工喪失「年終酬金」的收入。
7. **基層就業條件轉趨不穩定。**隨著部分全職職位轉為兼職職位或外判工作，勞動力市場的穩定工種逐漸流失，加上「改變調薪慣例」和「改變年終酬金慣例」，導致員工的「其他薪酬福利」亦變得不穩定，甚至受損。企業把「最低工資」的上升成本部份轉嫁到勞工身上，導致工作缺乏穩定性，也影響了員工生產或服務質素(18%)，例如「員工缺乏相關經驗」或「員工缺乏積極性」，倒過來影響公司的生產效率和競爭力，結果「兩敗俱傷」。
8. **「棘輪效應」觸發裁員潮。**部分行業成本結構高度集中在「人力資源開支」，其中，保安行業的薪酬開支佔整體成本的 74%，而清潔服務行業更佔 80%。預指出，在最低工資制度下，名義工資(Nominal wage)難向下調，令致工資只升不跌，出現「棘輪效應」(Ratchet effect)。然而，經濟景氣一旦逆轉，難於下調的工資，將導致保安、清潔服務等人力資源成本比重高行業，因無法調節生產成本，而觸發裁員潮。
9. **時薪 33 元是「裁員意欲」觸發點。**30% 公司表示最低工資水平，若上調至 33 元，便會進行裁員，清潔服務業的裁員意欲會增至 67%，保安和零售亦分別有 30% 及 26%。

就以上調查結果，我們認為現階段對法定最低工資調整和檢討的主要考慮應是勞動力市場可能出現的風險和商界(特別是中小企和人力資源成本比重較高的行業)的適應和抵禦能力。我們的建議如下：

1. **確立不定期檢討「最低工資水平」機制。**調查期間香港經濟環境良好，勞動力需求大。調查顯示最低工資實施觸發「同薪替代效應」，加劇了勞動力流動，增加公司的培訓時間和招聘成本，員工也要付出每次轉工的磨合和適應時間，這些都會降低經濟效率，導致增長速度或服務質素下降。最低工資調整應順應經濟周期，不應受限於硬性調整時間表。頻密的最低工資水平調整必定付上資源損耗和經濟效率下降的代價，我們建議政府參考台灣和美國的做法，不定期進行「最低工資水平」檢討，保持企業調節和競爭能力，並且應採用一籃子指標，交由勞資協商，確立調整機制。本調查顯示，若要調整最低工資，27% 公司企業贊成用協商來檢討最低工資水平的調整，而 32% 贊成用一籃子指標作調整基礎和參考，只有 4% 贊成按通脹率和 11% 就按實質經濟增長率為調整基礎。
2. **確立「差別最低工資」機制。**調查發現不同行業的成本結構差異甚大，如保安和清潔服務在「人力資源成本」比重甚高，而最低工資條例削弱了工資調整能力。就不同行業的成本結構和成本調節能力，政府應建立不同類別的最低工資水平，提升企業的成本調節空間，減少「同薪替代效應」影響，糾正資源損耗和經濟效率下降等問題，亦可減少經濟轉壞時發生裁員潮的風險。

3. **改善基層生活不應依賴最低工資。**最低工資對改善基層勞工生活有正面作用，但最低工資不是福利政策，政府不應透過不斷提升最低工資水平來維持基層勞工生活質素。因最低工資調整有嚴重的社會成本：經濟好時，勞動力流動轉趨劇烈；經濟差時，則增加裁員風險。
4. **改善基層生活應以綜合配套為本。**因最低工資不宜經常調整，故政府需加強其他改善民生政策（例如房屋、交通津貼和其他減低生活費用的政策），加強各項培訓服務，提升勞工生產力，降低生產成本，改善營商環境，加強競爭力，促進就業與工資增長，達至勞資相贏。
5. **第二輪最低工資水平檢討應清晰，並需指出檢討並非必定增加最低工資。**即使工資普遍達33元，並非表示最低工資水平應上升至33元，「法定水平」上升會引發新一輪「同薪替代效應」、勞動力流動（轉工或轉行）和磨合。另一方面，法定最低工資在香港推行時間十分短，調查期間香港正處於經濟環境好，勞動力需求大情況，未清楚當經濟出現下行時候的衝擊程度，特別在企業的財務融資比上年困難，而且歐美的經濟危機還在發展和變化當中，中國政府也開始調整她的經濟發展步伐，避免出現經濟泡沫，導致本地部分企業對經濟前景和經營情況轉趨審慎。因此，我們建議政府應先考慮時薪28元的法定最低工資水平調整檢討機制，才作出新一輪的調整。政府應審視更多經濟波動下勞動力市場和營商環境等變化，進行詳細分析才決定最低工資水平的調整安排。我們必須強調調整並非增加最低工資水平，而是可以維持不變。另外，我們建議政府應採用一籃子指標，並交由勞資協商，不宜簡單地與通脹率掛勾，否則只會讓工資和物價，在互為影響下，形成環環相扣的螺旋式工資及物價上漲（惡性循環），進一步削弱市場經濟的自動調整能力。

最後，我們就有關這份調查研究報告提出以下說明：

1. 調查數據只反映最低工資條例對企業營商環境影響和企業行為變化，對於勞動力市場的影響，我們同意需要進一步收集和了解勞工層面的數據及個案。
2. 我們現在收集到的56份有效完成的問卷比較集中規模較大的公司（涉及近三千商店和十萬名受薪僱員），並不包括一些因「最低工資」而結業的公司，故未能全面反映香港整體的營商情況，特別是較為「弱勢」的中小企。我們相信它們對法定最低工資條例帶來衝擊的抵禦能力會更加微弱，所以，我們估計整體營商環境和企業面對成本壓力比調查結果更為惡劣。
3. 我們的調查是集中時薪50港元或以下的員工，故調查結果即使未能全面檢視有關情況，也能一定程度地反映基層勞工面對情況。

香港資歷架構(物業管理業)的專訪

英國特許房屋經理學會亞太分會
刊物委員會主委陳偉光

1. 序言

物業管理業早於2004年已經開始參與推行資歷架構，並自2011年正式推行「過往資歷認可」(RPL)機制，至今已超逾一年時間。我們希望透過這次向主要之推動人士作出專訪，從而讓會員加深有關對物業管理行業推行資歷架構的認識及其最新發展。

我們藉此機會再次感謝「物業管理業 — 行業培訓諮詢委員會」主席袁靖罡先生MH、資歷架構秘書處總經理彭炳鴻先生及高級經理黎英偉先生所提供的寶貴資料。

2. 資歷架構於物業管理業推動背景

資歷架構是教育局一項重點教育政策，政府早於2002年開始研究推行資歷架構，目的是鼓勵從業員持續進修、終身學習，從而增強其個人競爭力，以配合個別行業以致全港的長遠人力需求及發展。

資歷架構於2008年5月正式落實推行，它是一個共分七級的資歷級別制度，涵蓋學術、職業及持續教育及培訓等不同界別的資歷。在職業教育及培訓方面，資歷架構以行業為主導，教育局透過「資歷架構秘書處」協助每個參與資歷架構的行業成立「行業培訓諮詢委員會」(簡稱諮委會，ITAC)，藉此推動行業持續專業發展及培訓工作。

於2004年初，香港房地產專業服務聯盟(其中包括香港物業管理公司協會、香港地產行政師學會、香港房屋經理學會、英國特許房屋經理學會亞太分會)之顧問袁靖罡先生，MH為協助業界推行資歷架構，主動聯絡當時的教育統籌局，並於不足一年的時間協助政府組織物業管理業諮委會，且得到業內持份者的共識及相關學會的支持。物業管理業諮委會用了約兩年時間，撰寫行業《能力標準說明》(SCS)，並就發展「能力為本課程」(SCS-based Courses)及推行「過往資歷認可」(RPL)方面取得顯著成績，此亦令物業管理業為現時推行資歷架構的18個行業其中一個最快且最見成效之行業。當業界於2011年推行「過往資力認可」時，物業管理公司協會更以「協作機構」身份實際參與及協助推動「過往資力認可」。

3. 「過往資歷認可」(RPL)機制

為確認從業員在工作崗位上所積累的經驗、能力及知識，從業員可按RPL的要求年資及相關工作經驗，申請確認適合自己的第一級至第四級的資歷。

4. 業界的反應

經業內各相關的機構及各物業管理公司的推動下，直至2012年9月中，申請「過往資歷認可」(RPL)的人士已接近3,000人(涉及的能力單元組合更超過4,200項)，而參與的物業管理公司已達125間，整體反應踴躍。各級能力單元組合申請資料如下：

第一級：	118項
第二級：	1,861項
第三級：	1,882項
第四級：	363項
總數：	4,224項

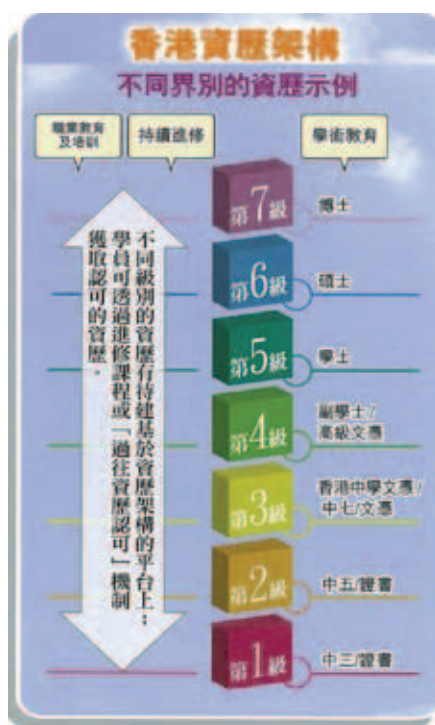
5. 結論

透過上述專訪之詳細講解，「物業管理業」推行資歷架構的重點如下：

1. 資歷架構屬自願性參與，目的是鼓勵從業員持續進修，終身學習，以提升其競爭力，業界必須攜手積極參與。
2. 從業員可以透過報讀相關的「能力為本課程」或參與「過往資歷認可」，從而獲得資歷架構認可的資歷。
3. 推行「資歷名銜計劃」及資歷學分，讓資歷架構認可的資歷皆訂明學分值及可選用的名銜，讓進修人士了解課程所屬的級別及其所需的整體學習時間。

6. 未來發展方向

為進一步加強資歷架構的認受性及銜接性，資歷架構秘書處將繼續與海外的相關組織進行研究及交流，並探討香港與外地及內地資歷互相參照的可行性；同時，亦與中國「廣東省職業技能鑑定中心」簽定意向書，商討將「過往資歷認可」所頒授的資歷與國家職業資格證書對接的可行性。此外，鑒於現時物業管理行業趨向更專業化，行業亦將會推行物業管理人員發牌制度，資歷架構認可的資歷可考慮作為將來發牌的其中一項客觀條件基準。



零碳天地及其建築設計

**英國特許房屋經理學會亞太分會
專業實務委員會會員趙善雄／張樹仁**

為向會員推動零碳之環保意識，本會剛於十月舉辦了參觀位於九龍灣商貿區的「零碳天地」之活動。於當日，參加者除了藉此認識到減少碳排放及可持續生活模式外，亦從中了解在「零碳天地」內所採用最先進的環保建築設計及技術。藉此文章，我們欲向各會員介紹其建築設計及技術之精要。

項目背景及簡介

為應對氣候變化，香港政府已為減少溫室氣體排放建議目標。在香港，建築物是溫室氣體排放的主要來源，因此，建築物既是減低溫室氣體排放的挑戰，亦是減排的機會。為推動環境保護、可持續建設、可持續生活模式的認知以及良好的建造行業實踐，建造業議會與香港政府合作發展了「零碳天地」，並已於二零一二年中落成。

「零碳天地」為本港首座零碳建築物，斥資二億四千萬元建造，占地十四萬七仟平方呎，興建了三層、總樓面面積達五萬平方呎的大樓，地下及一樓分別設置展覽廳、活動及教育場地、綠色辦公室及家居展示廳，當中展示逾九十項節能裝置。而用作發電的機房則設在地庫，並設展覽區。項目內撥出九成空間作綠化、廣場及公眾休憩空間，而六成地區將種植多種本土樹木，包括打造香港首個都市原生林。



建築設計

「零碳天地」透過最先進的產能、環保建築設計及技術，當中包括多項首次在港應用的技術，以及在物料上之挑選使用，充分展現其推動零碳之明確訊息——旨在啟發公眾與業界人士作出積極的改變，朝著減少碳排放及可持續生活模式邁進。

(一) 基於能源階梯與綠建效益的整合式設計

在能源效益上，與目前業界的平均水平相比，其建築設計可減少能源消耗高達 45%



- 首要是節省能源，通過被動式建築設計減少 20% 能源消耗
 - 錐狀和長形建築形態能同時增加室內的空氣流通和採光，並減少太陽熱量吸收
 - 對流通風佈局能增強自然通風和減低空調需求
 - 高性能外牆和玻璃、及室外遮陽降低建築物總熱傳值 (OTTV) 至每平方米 11 瓦特 (比現時法規容許的最高值低 80% 以上)
- 其次是高能源效益，通過環保機電系統減少 25% 能源消耗
 - 高流量低轉速吊扇能增強空氣流動和減少空調需求
 - 乾燥劑除濕能避免為降低濕度而過度製冷
 - 地板送風能使用較高的冷風溫度有效地為使用者降溫 (比傳統空調系統高攝氏 5 度)
 - 冷管採用輻射冷卻方法為使用者降溫
- 利用可再生能源發電，其中生物燃料發電系統將能源利用率提高到 75%，來自電網的傳統發電的能源利用率只有 40%。未來 50 年內利用可再生能源就地發電，估計可減低溫室氣體的排放達 7,100 噸
 - 生物柴油三聯供機組每年可製造 143 兆瓦小時的能源
 - 光伏板 (共三種：多晶硅、建築一體化薄膜和圓筒形 CIGS 太陽能光伏板) 每年可製造約 87 兆瓦小時的可再生能源；建築主樓的屋頂傾斜以收集最多的太陽能輻射。
 - 太陽能熱水系統供應綠色茶室熱水。

(二) 混合通風設計

- 一年中 30% 的時間 (一月至四月) 完全依賴自然通風
 - 通過樓宇設備管理系統自動控制高層窗戶，並有手動調節選項
 - 低窗進行手動控制，並透過樓宇設備管理系統監察
- 輔助自然通風設計 (三月至六月，十月至十二月)
 - 高流量低轉速吊扇加強空氣流動
- 由樓宇設備管理系統自動控制地板送風系統 (每年運作 8 個月) 及冷樑冷卻系統 (每年於最熱時段運作約 5 至 6 個月)

(三) 低隱含碳材料和施工

- 混凝土結構使用 高百分比(25%至35%)的粉煤灰(PFA)
- 在地基建設時採用均衡的挖填設計施工，挖掘出的土方用於建設都市原生林
- 施工方法強調使用更少建材和產生更少廢料以節約資源(例如清水混凝土和減少裝飾油漆)
- 石籠圍牆使用現場工地拆卸回收的建築廢料
- 使用本地區生產的材料(例如環保地磚和架空地台系統)
- 使用低隱含碳材料(例如引導標示所使用的鋅板)

< 部份內容轉載自零碳天地資料概要，並獲有關機構核准 >

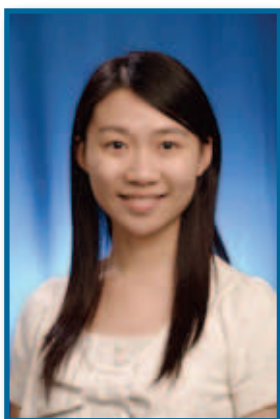


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The Value of Property Management Services in Housing: An Experiment

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Introduction

Real estate property, like other market goods, reflects its value in terms of market value — price. Characterized by its fixity, durability, sensitivity to spatial externalities and requisition of relatively large amount of capital, residential property is a complex commodity. The value is dynamic and largely responses to the macro-economic environment because the political, economic, geographic, and social-demographic factors essentially alter the market demand and supply (Mackmin, 1994). In microcosmic perspective, Roulac (2007) concludes on a conceptual level that “a property’s value is determined by its use, specifically what people will pay for the right to the use of the property”. Micro-determinants including location attributes, structural attributes, and neighborhood attributes of a residential property are considered as the major criteria to reflect the value of such multi-dimensional heterogeneous commodity (Butler, 1982; Chau et al., 2001; Mok, et al, 1995; So et al., 1996; Tse and Love, 2000). Apart from that, property management attribute should never be overlooked.

Property management is crucial to the residential environment of high-rise and high density in Hong Kong. The tragedy of commons (Aristotle, 350 B.C.) can be solved by property management when the property owner inclines to neglect the duty which he expects another to fulfill. Lack of care to the property is hence avoided and depreciation in value is minimized. The importance of property management services even rises in recent years due to the SARS outbreak in 2003. Not to mention the role of day-to-day property management in maintaining and improving the physical condition of the properties and economizing the expenses in long term, the benefit from upgrade of quality of life, the psychological pleasure via relationship building with the residents and problem-solving among the co-owners is beyond measure.

In order to capture all determinants and attributes in valuation of residential property, the hedonic prices model is commonly used. Initially developed by Rosen (1974), the model is to measure product differentiation based on the hedonic hypothesis that goods are valued for their utility-bearing attributes or characteristics. Technically, the Ordinary Least Square (OLS) regression is run for the housing transaction prices against a list of all possible partial determinants of the house prices. The relationship between housing price (dependent variable) and the determinants (independent variables) is thus revealed to see whether a specific factor contributes, and by how much if it does to the property value. The hedonic formula demonstrates the consideration of the implicit prices of individual attributes written as:

$$p(z) = \sum_{i=1}^n p(z_i)$$

where,

$p(z)$ = the known (observed) price of a differentiated composite good

$p(z_i)$ = the implicit price of the i th attribute present in the composite good

Though being widely applied, the hedonic regression model has a number of practical difficulties as summarized by Leishman (2003). First is data intensive. It requires several thousand observed housing transactions which usually consist of many years' sales records. Consequently the second problem lays in the treatment of time, for that the physical, locational, neighborhood and other attributes are permitted to change. Thirdly, whilst macro factors should never be neglected in examining the housing price, difficulties are brought about to the application of hedonic pricing model as some external factors such as government intervention and fluctuation of global economy are hard to measure. When quantitative measurement is not applicable to reveal the intrinsic relationship precisely, one way to improve is to use experiment for data collection. For this research with the purpose to reveal the value of property management service in housing, experimentation manipulates the implicit magnitude of property management attribute. By simulating the information processing environment of designated residential premises for potential home buyers, the controlling power over the macro- and micro-determinants are greatly strengthened.

Methodology

The study focuses on the property management services for private residential properties, and residential property segment of small to medium size which occupies a large proportion of housing stocks and generates many transactions. Besides, property management companies either under real estate developers or of property management agency firms are included.

The aim of the experiment is to test whether there is any impact of the property management services on the residential property value from the user's perspective. It is worth investigating the influence of property management throughout the dynamic life cycle of a property, bearing in mind that new residential properties generally require less care but then depreciate over time with contribution from property management becoming important. More concisely, the hypotheses are formulated:

H_0 : different qualities of property management services make no difference on the value of same grade of properties

H_1 : different qualities of property management services make difference on the value of same grade of properties

And,

H_0' : for properties in general, different qualities of property management services make no difference on the property value

H_1' : for properties in general, different qualities of property management services make difference on the property value

The independent variables of quality standard of property management services and the grades of properties and the dependent variable of property value are hence identified.

Formulating Property Management Services Variable

In Hong Kong, the Government has set up a series of laws and regulations for the practice of property management, which in a sense standardized the basic provision of property management services. Other institutions in the industry also develop various certifications and recognitions to measure the quality of property management service from aspects of quality management,

service supervision, environmental protection, and occupational health and safety, based on which the property management services variable is measured and formulated.

Being the benchmarks for the market participants with large management portfolio representing different service qualities, four real property

management companies (PMCs) are selected to reveal the impact on the property market in value terms (*Table 1*). They are differentiated by nature, perceived service quality, reputation, recognition of ISO standards, and approbation of industrial awards. To better facilitate the experiment, a feigned property management company, PMC-V, is created to serve as the control group.

Table 1. Formulation of property management services variable

PMC Criteria	PMC-I	PMC-II	PMC-III	PMC-IV	PMC-V
Nature	Developer Subsidiary	Property Management Agent	Developer Subsidiary	Property Management Agent	Nil — Feigned PMC as control group
Perceived Service Quality	Higher	Higher	Lower	Lower	
Reputation	Higher	Higher	Lower	Lower	
ISO Certification	— ISO 9001 — ISO 10002 — ISO 14001 — ISO 18001 — ISO 5001	— ISO 9002 — ISO 14001 — ISO 18001	— ISO 9002	Nil	
Industrial Award (in 2011)	— Hong Kong Eco-Business Awards — Indoor Air Quality Certificate — Business Superbrands — Sing Tao’s Excellent Services Brand Award	— Hong Kong Environmental Excellence Awards — Indoor Air Quality Certificate — Power Smart Contest	— Security Services Best Training Award — Indoor Air Quality Certificate	— Hong Kong Green Mark Certification Scheme	
Management Portfolio	Comprehensive portfolio of various residential properties across the territory				

Formulating Property Grading Variable

Criteria of both location and property age are used to differentiate the grade of property. Generally, newly built residential properties at favorable locations such as those closer to Central Business District are perceived to be superior and those aging residential ones built in less desirable district are inferior. Five feigned residential properties are created with their location and age

designated especially to match with the actual development of real estate residential properties since mid-1980s. Other criteria are considered over locational, structural, and neighboring perspectives (*Table 2*). Most of the attributes are identical across the five properties to minimize the influence from other factors other than property grades. Unit layout is presented by the drawing of the floor plan, and real photos are attached to visualize each premise.

Table 2. Formulation of property grading variable

Grade Criteria	A	B	C	D	E
Property Name	Grand Garden	Good View Terrace	Sunrise Mansion	Pleasant Court	Trend Villas
Location	Mid-levels	Tsuen Wan	Tseung Kwan O	Tuen Mun	Sham Shui Po
Age	5 Years	10 Years	15 Years	20 Years	25 Years
Type	Estate-Type	Estate-Type	Estate-Type	Non-Estate-Type	Non-Estate-Type
Private Clubhouse	Available	Available	Available	Not Available	Not Available
Car Park	Available	Available	Available	Not Available	Not Available
Area — GFA	558 Sq. Ft.				
Floor Level	18/F				
Orientation	Facing South				
Walking Distance from MTR	5-10 minutes				
Nearby Facilities	School, Super Market, Public Sports Centre				
Layout	Drawings of Floor Plan				
Interior Design	Real Photos (One living room, one dining room, two bedrooms, one kitchen, one toilet, and view from the window)				

Formulating Experimentation Groups

A matrix of 25 residential premises are then generated, in which every of the five properties from Grade A to E (defined by location and property age) are designated to be managed by

each of PMC-I to V (*Table 3*). Twenty-five sets of leaflets could then be designed for the 25 premises respectively, showing all the information in *Table 2*. The property management company for each property is also displayed, by showing both the name and logo of PMC-I, II, III, IV and V.

Table 3. Formulation of categories of tested residential premises

Premises	PMC-I	PMC-II	PMC-III	PMC-IV	PMC-V
Grade A (Mid-level/5)	P-1	P-6	P-11	P-16	P-21
Grade B (Tsuen Wan/10)	P-2	P-7	P-12	P-17	P-22
Grade C (Tseung Kwan O/15)	P-3	P-8	P-13	P-18	P-23
Grade D (Tuen Mun/20)	P-4	P-9	P-14	P-19	P-24
Grade E (Sham Shui Po/25)	P-5	P-10	P-15	P-20	P-25

Formulating Dependent Variable

The scenario of residential property sale and purchase is then simulated by showing the participants 5 leaflets and asking them to give a price for the premise. For the 5 premises given to any one of the respondent, they are not to repeat in terms of property grading or managed PMC so that each respondent is equally access to premises of 5 grades and managed by the 5 companies. In this way, there would be 120 possible combinations for the grouping of 5 leaflets. Besides, random sequence of the leaflets further achieves internal validity of the experiment. Finally, participant is required to answer about his/her age, education level, monthly household income, and number of property owned.

Data Analysis

The experiment was carried out during the period from 15th February 2012 till 30th March 2012. Each participant was randomly assigned to one set of experiment questions. A total of 162 responses were successfully collected. The mean property value is HK\$3.313 mil with standard deviation of HK\$1.571 mil. The highest price at HK\$7.520 mil falls into P-1 category which is a Grade A property managed by PMC-I while the lowest price goes to P-25 category, a Grade E property managed by PMC-V, with the value of HK\$1.588 mil.

Indications between Management Services and Property Value

In a hybrid representing the 25 premises, the mean and standard deviation of estimated value for each premise are generated (*Table 4*). When viewing by grade, properties of higher grade have higher value as people treasure more for residential properties that are relatively new and located at better site. A descending pattern is thus formed in the means of estimated property value across property grades while they are managed by the same PMC, which supports such grading criteria in property differentiation. When viewing by company, better quality of management

services contributes more to property value. PMC-I is always on top, successfully building a good image to the customers who are confident in the properties it manages. For PMC-V, it represents a basic value of property management services to the property. People have no idea about its service quality but knowing at least the property is under management. That the mean estimated value of properties managed by PMC-V is at all times ranked the last indicates the four real companies contribute to the property value exceeding the basic level. If to assess them based on ISO qualifications and industrial recognition, such ranking is identical with the respective means of estimated property value.

Table 4. Matrix of means and standard deviations of the estimated value

All Premises	PMC-I	PMC-II	PMC-III	PMC-IV	PMC-V	By Grade
Mid-level (5 years)	6.515 (0.418)	6.368 (0.498)	6.392 (0.497)	61.198 (0.444)	6.016 (0.4832)	6.300 (0.495)
Tsuen Wan (10 years)	3.233 (0.223)	3.139 (0.227)	3.051 (0.232)	2.993 (0.228)	2.898 (0.216)	3.063 (0.251)
TKO (15 years)	3.100 (0.226)	2.912 (0.189)	2.841 (0.196)	2.787 (0.219)	2.701 (0.220)	2.869 (0.249)
Tuen Mun (20 years)	2.520 (0.226)	2.410 (0.211)	2.210 (0.1967)	2.123 (0.213)	2.063 (0.182)	2.264 (0.263)
Sham Shui Po	2.329 (0.182)	2.162 (0.209)	2.042 (0.196)	1.961 (0.219)	1.867 (0.185)	2.070 (0.254)
By Company	3.555 (1.561)	3.415 (1.565)	3.299 (1.610)	2.465 (1.566)	2.376 (1.529)	3.313 (1.571)

Note: (1) Value is in HK\$ million.

(2) Figures in parentheses are standard deviation.

Statistical Significance and Test of Hypothesis

The revealed relationships are then testified via statistical means. To judge the validity of the first null hypothesis, the T-Test result is consolidated by grade in *Table 5*. For each property grade, property value varied for the five property management companies are compared by pairs, showing the mean difference in percentage and indicating an asterisk if the

difference is statistically significant. The first null hypothesis is therefore partially rejected. It is testified that if properties are of good grade the property value does not vary much even though they are managed by companies of different service qualities. For Grade A properties, the property value tends to be inelastic to property management services attributes. Only when the grade of property declines, property management services factor becomes prominent according to the tables for properties of Grade B, C, D and E.

Table 5. T-Test Result Table by Grade of Property

Grade A	PMC-I	PMC-II	PMC-III	PMC-IV	PMC-V
PMC-I	/	2.31%	1.92%	5.11%	* 8.28%
PMC-II	2.31%	/	-0.38%	2.74%	* 5.84%
PMC-III	1.92%	-0.38%	/	3.13%	* 6.25%
PMC-IV	5.11%	2.74%	3.13%	/	3.02%
PMC-V	* 8.28%	* 5.84%	* 6.25%	3.02%	/

Grade B	PMC-I	PMC-II	PMC-III	PMC-IV	PMC-V
PMC-I	/	3.01%	* 5.97%	* 8.03%	* 11.54%
PMC-II	3.01%	/	2.88%	* 4.87%	* 8.29%
PMC-III	* 5.97%	2.88%	/	1.94%	* 5.26%
PMC-IV	* 8.03%	* 4.87%	1.94%	/	3.25%
PMC-V	* 11.54%	* 8.29%	* 5.26%	3.25%	/

Grade C	PMC-I	PMC-II	PMC-III	PMC-IV	PMC-V
PMC-I	/	* 6.45%	* 9.12%	* 11.23%	* 14.80%
PMC-II	* 6.45%	/	2.50%	* 4.49%	* 7.84%
PMC-III	* 9.12%	2.50%	/	1.94%	* 5.21%
PMC-IV	* 11.23%	* 4.49%	1.94%	/	3.21%
PMC-V	* 14.80%	* 7.84%	* 5.21%	3.21%	/

Grade D	PMC-I	PMC-II	PMC-III	PMC-IV	PMC-V
PMC-I	/	* 4.59%	* 14.03%	* 18.70%	* 22.19%
PMC-II	* 4.59%	/	* 9.03%	* 13.49%	* 16.83%
PMC-III	* 14.03%	* 9.03%	/	4.09%	* 7.16%
PMC-IV	* 18.70%	* 13.49%	4.09%	/	2.95%
PMC-V	* 22.19%	* 16.83%	* 7.16%	2.95%	/

Grade E	PMC-I	PMC-II	PMC-III	PMC-IV	PMC-V
PMC-I	/	* 7.72%	* 14.04%	* 18.76%	* 24.76%
PMC-II	* 7.72%	/	* 5.87%	* 10.24%	* 15.81%
PMC-III	* 14.04%	* 5.87%	/	* 5.06%	* 9.40%
PMC-IV	* 18.76%	* 10.24%	* 5.06%	/	4.13%
PMC-V	* 24.76%	* 15.81%	* 9.40%	4.13%	/

Note: * Means the difference of the means of estimated value is statistically significant at 0.05 confidence level.

For the second null hypothesis, the T-Test is applied to testify the mean difference of value for all properties managed by different companies regardless of property grades. Grade A properties is dropped because they are so highly priced that it boosts up the mean value of property no matter managed by any company. A selected T-Test between means of non-Grade A properties

managed by same company is carried out (*Table 6*). Consequently, the second null hypothesis is also partially rejected, in that higher qualities of property management services can significantly alter the value of the property. However, if the quality of property management services is not satisfactory, the value it adds to the composite property price is slender.

Table 6. Selected T-Test result on the mean difference of value for non-grade A properties with different property management services levels

Non-Grade A	PMC-I	PMC-II	PMC-III	PMC-IV	PMC-V
PMC-I	/	* 5.21%	* 10.26%	* 13.52%	* 17.78%
PMC-II	* 5.21%	/	* 4.80%	* 7.90%	* 11.94%
PMC-III	* 10.26%	* 4.80%	/	2.96%	* 6.81%
PMC-IV	* 13.52%	* 7.90%	2.96%	/	3.75%
PMC-V	* 17.78%	* 11.94%	* 6.81%	3.75%	/

Note: * Means the difference of the means of estimated value is statistically significant at 0.05 confidence level.

Justification of the Experiment Result from Hedonic Pricing Model

This experiment is set on the base of hedonic pricing approach and the result from the experiment shall be justified by the hedonic pricing model in return. Definitions of the variables with description of the data deployed are shown in *Table 7*.

Table 7. List of variables and descriptions

Short form	Explanatory variables [expected effect]	Definition of variables
PRICE	Estimated value (dependent variable)	Price in HK\$ million
GRADE	Grade of property [negative]	Property grading classified into 4 levels ranking from best to worst (Grade A properties excluded)
PMC	Property management companies representing various management services qualities [negative]	Companies managing the properties with service quality classified into 4 levels ranking from best to worst (feigned PMC-V excluded)
SUBSIDIARY	Property management companies being real estate developer subsidiary [positive]	1 if property management company is real estate developer subsidiary, 0 otherwise
EST	Estate type of property units [positive]	1 if it is estate-type, 0 otherwise

The literature of hedonic pricing model assumes that the property price can be described by a vector of continuous and dummy variables, formulating as:

$$\text{PRICE} = \beta_0 + \beta_1 (\text{GRADE}) + \beta_2 (\text{GRADE})^2 + \beta_3 (\text{PMC}) + \beta_4 (\text{PMC})^2 + \beta_5 (\text{SUBSIDIARY}) + \beta_6 (\text{EST}) + \mu$$

where β_0 is the constant, β_i (for $i = 1, 2, \dots, 6$) are the regression coefficients, and μ is a random element that reflects the unobserved variations in the property price. More comprehensively, squared-(GRADE) and squared-(PMC) are

introduced, in that the effect of grade of property and level of management company service quality may not be linear.

Tests of the hedonic regression model (OLS1) are shown in *Table 8*. The two formulated variables in the experiment, GRADE and PMC are tested to be significant, making the experiment design justified. The explanatory power of the model is close to 75 per cent of the variation in estimated property value. A note should be taken that the explanatory power of the regression equation decreases to less than 70 per cent (OLS), indicating the importance of property management services.

Table 8. Analysis of hedonic pricing measurement

	OLS	OLS1	OLS2	OLS3
(Constant)	*** 3.850	*** 4.163	*** 3.988	*** 3.649
	(0.132)	(0.135)	(0.130)	(0.131)
Grade	*** -0.372	*** -0.383	*** -0.384	*** -0.351
	(0.081)	(0.075)	(0.0711)	(0.067)
(Grade) ²	** 0.046	** 0.043	* 0.041	* 0.039
	(0.014)	(0.016)	(0.013)	(0.010)
PMC	—	*** -0.180	*** -0.140	*** -0.167
		(0.054)	(0.051)	(0.050)
(PMC) ²	—	* 0.029	* 0.028	* 0.025
		(0.011)	(0.010)	(0.010)
Subsidiary	—	—	** 0.073	** 0.079
			(0.023)	(0.022)
Estate Type	—	—	—	**0.094
				(0.030)
Adj. R2	0.697	0.746	0.768	0.790
SSE	1.761	0.842	0.829	0.817
F-statistics. Sig.	*** 0.000	*** 0.000	*** 0.000	*** 0.000

Note: (1)*, ** and *** indicate significance at the 0.1, 0.05 and 0.01 levels.
(2) Figures in parenthesis are standard errors.

As expected, the coefficient of GRADE and PMC variables are negative, whereas the variables of squared-GRADE and squared-PMC are positive. This means when the property value decreases as the grade of property or level of management service quality declines, it reduces exponentially. The SUBSIDIARY variable is also found significant. By adding it, the equation explanatory power increases to almost 77 per cent (OLS2), and the independent variable PMC becomes less profound as the coefficient changing from -0.180 to -0.140. It indicates a glory from property developer that people give more credits to the property managed by developer subsidiary than that by property management agent. Consideration over the attribute of estate type (dummy variable EST) further improves the explanatory power of the model to 79 per cent (OLS3). The impact of PMC is strengthened at the same time, meaning for estate-

type property with private facility provisions the service quality of property management company is greater emphasized as it requires higher level of skills to take care of the daily operation of that property.

Demographic Impact and Customer Segmentation

The significance of each type of demographic influence is testified (*Table 9*). It finds that only home ownership alters people's consideration of property management services for individual property grade and in aggregate. Property owners better realize the importance of property management services and are willing to pay more,. Besides, people from the elder age group value more about property management services than the younger one, but income and education level do not make a difference.

Table 9. T-Test results for demographic characteristics

	Ownership (yes/No)	Age (>34/≤34)	HouHld Income (M) (>37.8k/≤37.8k)	Education (higher/lower)
Grade B	* 5.66%	* 3.30%	2.41%	-0.49%
Grade C	* 8.13%	* 3.32%	2.66%	0.23%
Grade D	* 4.53%	2.71%	2.32%	0.65%
Grade E	* 3.96%	2.39%	2.11%	0.13%
General	* 5.41%	* 2.90%	2.49%	0.23%

Note: * means the mean differences between the two samples is statistically significant at 0.05 confidence level.

Conclusion

The purpose to determine the influence of property management services on the value of private residential properties in Hong Kong is achieved. Successfully and creatively, the value of property management services adding to the owner-occupied housing is measured from the customer's perspective by experimentation methodology, based on the hedonic pricing model. Real time data are collected in more economically and efficient way and macro influencing factors is minimized so that impact of the property management services attribute is directly measure.

Property management practitioners should gain confidence from the result as the hedonic value that property management service adds to the property is justifiable. The service quality of property management, however, is critical to make such value realized. It proves that criteria such as achievement of ISO certifications and industrial capabilities and good reputation among the public are indicators of higher service quality to property management companies. Demographic characteristics also determine how people value management services. Real estate developers shall then focus its marketing resources for the after sale management services at a longer term. With development portfolio including both old and new buildings, good performance from the management subsidiary for the aging properties can increase the aspiration of potential buyers for the new ones. Such findings can provide reference to the players in property management industry to better identify its market segment and achieve strategic pertinence.

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Elderly Housing in Hong Kong: Preferences and Attributes

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Introduction

“An elder in a family is likely a treasure on hand” is a popular proverb in traditional Chinese society. Our population keeps dramatically aging as those post-war “baby-boomers” reach their retirement age. It is estimated that by 2039, 40.17% of our total population will be over 55 years old. Furthermore, we doubted if there were any specific housing policies designated upon the elderly though these elderly people have contributed the prime time of their life to their families and our society in years past.

Most researchers mainly investigated the affordability, social care services and housing preferences as essential elements on a long term of focused and comprehensive housing policy for the elderly. In this project we concentrate on housing attributes and to investigating the factors that might affect housing preferences of the elderly

especially the differences between two groups, aged 55 to 64 (“soon to be old”) and 65 or above (“the old”).

The objectives of our research are as follows:

- 1.) To identify and investigate the factors affecting the housing preferences and attributes of elderly.
- 2.) To compare the housing preferences and attributes of two age groups (the old and soon to be old) and examine any variance among three districts representing the elderly of different socio-economic status.
- 3.) To review and evaluate the existing elderly housing conditions with the current housing policy in our living environment.

Our housing attributes are targeted at non monetary factors such as quality of life, kinship's care, social networks, community supporting services, health conditions and aging in place, which might significantly affect the housing preferences of the elderly. This study will explore and investigate the housing preferences' differences between the “soon to be old” and the elderly affected by the severe socio-economic changes with the speedily ageing population.

“Tin Shui Wai” is the home of many new immigrants from the Mainland; which are mainly the lower income group with higher numbers of Comprehensive Social Security Assistance (CSSA). “Sham Shui Po” is the home of many local low income families, and “Taikoo Shing” has middle class income families. Through studying the people in these three districts we can see the characteristics of elderly in different income groups in HK.

A Review on the Existing Housing Situations

The Hong Kong Government is aware that housing is the most important issue among all elderly services. Before making any evaluations and recommendations on our current housing policy and community care and facilities services, we look into our existing elderly housing policy, senior citizens housing scheme for middle class income group and the Public Rental Housing (PRH) for the lower income groups. With regard to these reviews, we can identify with the elderly housing needs and demand finally.

Indeed, the elderly housing issue or policy is only superficially touched on and even lightly mentioned in the past policy addresses as there is no blanket government policy for elderly housing at all. Elderly person flats and senior housing under different schemes and types are provided by Housing Society (HKHS) and Housing Authority (HA) respectively.

In the short to medium terms, only various subsidized elderly care services such as revised old age allowances and Guangdong scheme will be brought up to cope with a surging elderly population. Finally, in the medium and long run, the Government has strategically introduced the projects of Mandatory Provident Fund (MPF) and Reverse Mortgage so as to assist the elderly at retirement age financially. Last but not the least, the Government offers in lack of variety of housing products for different income groups or classes of elderly in Hong Kong.

To gear up the development of quality elderly housing for financially better equipped seniors, the HKHS has been launching a new elderly housing project, "Joyous Living," via Tanner Hill Residences in North Point and Wetland Park Road Project in Tin Shui Wai. Therefore, in one of our

studies is to gather the comments of these new SEN scheme projects by our respondents so as to evaluate if the projects are demanded in this particular elderly housing market.

The primary role of the Hong Kong Housing Authority (HA) is to provide public rental housing (PRH) to eligible low-income persons who cannot afford private accommodation with housing needs. (Corporate Plan 2011-2012 HKHA) Approximately 30% of the Hong Kong population is now living in public rental housing units. (HKHA web site retrieved on 7/3/2012) Obviously, the PRH is regarded as the most popular housing tenure and in-kind subsidy of the elderly by our government in Hong Kong.

A number of elderly households are provided with public rental housing, but there is still a large demand for elderly housing. However, as the well educated retirement group of middle income class and the new Mainland immigrant elderly group from lower class are seeking housing options and self determination, it is necessary for our government to identify the housing preferences for these different income classes of elderly before trying to stimulate any elderly housing supply in the market.

As a matter of fact, we have been requiring various housing products to meet with the needs of higher income, middle income and lower income class of the elderly within different districts in Hong Kong. As discussed, SEN scheme are designed to tackle the housing problems of higher or middle income elderly group and the PRH is catering for the lower income elderly housing need. With existing services gap in elderly care and support services to facilitate the community living, we have to comprehend the elderly housing preferences upon their housing attributes due to our intensive growth of ageing population and projections of elderly housing demands. Apart from the old aged

over 65, we emphasize on the group of “soon to be old” age group mainly because elderly housing policy and community care services are taken timely to accomplish the changes and revision constantly. In short, we have to prepare for not only the ageing boom of different cohorts but also different districts in particular so as to allocate our resources effectively and efficiently.

Literature Review

Growing old is a normal occurrence which affects every living being. It is believed that the psychological, physiological, and social effects of the ageing process have impinged on different people at different age with different paces. To examine and identify the main housing attributes of elderly housing preferences we must have more understanding about gerontology and the associated social theories on aging such as role theory, disengagement theory, exchange

theory, activity theory and age subculture theory as well. Apart from theories, quality of life and environment needs are scrutinized for the elderly life satisfaction.

The concepts of “Community Care” and “Aging in Place” are always the main concerns of the housing policy makers and community’s facilities and care services providers of Hong Kong Government. In general, the above issues examine the feasibility of our community care and supportive facilities upon our existing housing policy. Meanwhile, some other factors (i.e. kinship care, social network, financial situation, health conditions, living arrangements, and housing aspiration) affecting housing preferences will be explored in the end of the literature review. With reference to the above factors, we shall also investigate if there are differences of respondents’ housing preferences among the three districts, apart from age cohorts, due to the socio-economic status.

Table 1 Hong Kong Projections of the Population Aged 55 – 64 and 65 and above by sex for the period 2010-2039

Age / Year		2010	2019	2024	2029	2034	2039
55-64	Men	432,900	585,800	539,700	468,100	442,400	446,300
	Women	432,500	631,200	639,200	605,500	599,300	640,300
65+	Men	424,500	616,700	779,700	936,000	1,015,300	1,049,900
	Women	490,600	713,400	907,200	1,125,900	1,296,200	1,435,700
Total	N	1,780,500	2,547,100	2,865,800	3,135,500	3,353,200	3,572,200
	%	25%	33%	36%	38%	39%	40%

Data Source: Census and Statistics Department 2012:26

The number and the proportion of elderly population will continue to increase. With the success of our economy and societal change, the status of the elderly in the family is gradually declining and the younger generation is becoming less capable of taking care of their elders.

In addition, the existing retirement protection scheme (MPF) may not be sufficient, especially for those who are now aged among 45-59 may not benefit from the MPF when they retire due to their short contributory period. Furthermore, an actuarial analysis shown the MPF will provide only a minimum floor income to retirees if contribution made to the MPF is at the minimum amount. So, the aging population could inspire the housing problem into the society in Hong Kong.

For the study of care for the elderly, the two important concepts — “Community Care” and “Aging in Place” are reviewed and regarded as the common approaches for the care of the elderly. With reference to these concepts and the social theories on aging, they are the entire theoretical basis for our study on housing attributes upon elderly housing preferences.

Preference, taste and past experiences are other personal factors which are also volatile and can change. Quality of life and environment needs are so closely inter-related that we have to pay more attention. Besides, the economic factors, especially affordability, are also difficult to be grasped and crucial factors of housing preferences though the housing affordability is not our major discussion. In our literature review, we study the most convincing factors (i.e. kinship care, social network, financial situation, health conditions, living arrangements, and housing aspiration) which do affect the housing needs or preferences of our designated different district population in Hong Kong.

Methodology

The prime methodology of this research is, with the aid of quantitative surveys, to analyze our understanding of (1) the satisfaction of their existing living conditions, (2) the four housing attributes and preferences of Kinships' care, Social Networks, Communities Facilities and Staying in Familiar Place (aging in place) and (3) the five importance issues of Finance, Quality Life, Health and Self Care, Kinship's Care and Government Supports in elderly life between retired and soon to be retired elderly age groups and among three selected districts of Taikoo Shing, Sham Shui Po and Tin Shui Wai and evaluate whether the Hong Kong Government has considered in her housing policy or not, especially the recent revised SEN scheme which aims at satisfying the needs of retirement life and further on housing aspiration as well.

Totally, 180 respondents were successfully interviewed, in which the sex distribution was rather even (96 respondents were female and 84 respondents were male). 51% of the respondents have primary education level, 30% secondary level and 20% tertiary level. The respondents in Taikoo Shing with over 80% of higher than primary level is the highest education level among three districts which is in line with the impression of middle income class district.

Statistical Analysis and Findings

Most respondents of Taikoo Shing are living with a spouse only. Respondents of Sham Shui Po are living with a spouse, spouse with children or children only evenly. And most respondents of Tin Shui Wai are living with a spouse and children which may be due to many nuclear families in this new town. But the older the age tends to live alone.

During the spare time, all respondents will gather with neighbours or friends or stay at home. Over 80% respondents expressed that their family members of all districts will visit them occasionally or above and over 70% respondents of Sham Shui Po and Tin Shui Wai expressed that their neighbours or friends or relative will visit them occasionally or above, but more than 80% respondents of Taikoo Shing expressed that their neighbours or friends or relative will not visit them. So the elders are easy to fall into the negative side of ageism.

More than half of all respondents will first approach their spouse, children or relative when they encounter daily problems. It has also reflected that family ties were still important and deep-rooted in traditional Chinese value.

In our overall data analysis, we find that most elderly of our sample population are not very satisfied of their living conditions, more than half of the overall elderly were not satisfied with their living status, and the majority of our sample

population is living with spouse or spouse and children potentially caused by some family tension, disagreement and/or generation gaps.

Elders were not satisfied with the housing type and living environment properly due to the insufficient elderly facilities in the building and surrounding. It is contrary that our government has placed an important target on the aging in place in her elderly care and housing policy. The least important of the Government Supports factors implied that the elderly might be used to the insufficient supports from the Government in the past and didn't have any expectations of the Government.

According to the table 1, most elderly has rated Kinships, Social network as their important housing preference. Kinships is even the most important housing preference and Staying in familiar place is not important which may be due to the dissatisfaction of living conditions. Most elderly of our sample population rated Finance, Health & Self Care and Kinship's Care are important issues in elderly life for them .

Table 2 — Housing Preferences & Elderly Life Important Issues (Overall)

Housing Preferences (Overall)		
<i>Kinships</i>		
Mean	4.23	
Standard deviation	0.99	
1 - 2. Least Important	3	2%
3. Average	29	16%
4 - 5. Very Important	148	82%
<i>Total</i>	180	100%

Housing Preferences (Overall)		
<i>Social networks</i>		
Mean	3.89	
Standard deviation	0.99	
1 - 2. Least Important	11	6%
3. Average	51	28%
4 - 5. Very Important	118	66%
<i>Total</i>	180	100%
<i>Community facilities</i>		
Mean	3.38	
Standard deviation	1.13	
1 - 2. Least Important	38	21%
3. Average	65	36%
4 - 5. Very Important	77	43%
<i>Total</i>	180	100%
<i>Staying in familiar place</i>		
Mean	1.97	
Standard deviation	0.96	
1 - 2. Least Important	140	78%
3. Average	26	14%
4 - 5. Very Important	14	8%
<i>Total</i>	180	100%
Important Issue In Your Elderly Life (Overall)		
<i>Finance</i>		
Mean	4.14	
Standard deviation	0.96	
1 - 2. Least Important	10	6%
3. Average	18	10%
4 - 5. Very Important	152	84%
<i>Total</i>	180	100%



Housing Preferences (Overall)		
Quality of Life		
Mean	1.78	
Standard deviation	0.95	
1 - 2. Least Important	141	78%
3. Average	30	17%
4 - 5. Very Important	9	5%
Total	180	100%
Health and Self Care		
Mean	3.71	
Standard deviation	1.04	
1 - 2. Least Important	18	10%
3. Average	71	39%
4 - 5. Very Important	91	51%
Total	180	100%
Kinship's Care		
Mean	3.63	
Standard deviation	1.12	
1 - 2. Least Important	27	15%
3. Average	51	28%
4 - 5. Very Important	102	57%
Total	180	100%
Government Supports		
Mean	1.79	
Standard deviation	0.77	
1 - 2. Least Important	160	89%
3. Average	14	8%
4 - 5. Very Important	6	3%
Total	180	100%

In our two elderly age groups data analysis, we find out that elderly of both age groups of our sample population are not very satisfied of their existing living conditions, more than half of the elderly did not satisfy their living status, 64% of elderly in the age group of 65 or above and 51% of elderly in the age group of 55-64 dissatisfied

with their existing housing type. According to the table 2, only Kinships of housing preferences are statistically significant with age. Therefore, older the age tends to be more dissatisfied with their existing housing type and to rate Kinships as a more important housing preference.

Table 3 — Housing Preferences & Elderly Life Important Issues (Two Elderly Age Groups)

Housing Preferences	55-64		65 or above		T-test Statistics	P value
Kinships						
Mean	4.08		4.39		2.66	☑☑
Standard deviation	0.88		0.68			
1 - 2. Least Important	2	2%	1	1%		
3. Average	22	24%	7	8%		
4 - 5. Very Important	66	73%	82	91%		
Total	90	100%	90	100%		
Social networks						
Mean	3.97		3.82		0.97	☒
Standard deviation	0.97		1.02			
1 - 2. Least Important	6	7%	5	6%		
3. Average	19	21%	32	36%		
4 - 5. Very Important	65	72%	53	59%		
Total	90	100%	90	100%		
Community facilities						
Mean	3.48		3.29		1.13	☒
Standard deviation	1.16		1.08			
1 - 2. Least Important	19	21%	19	21%		
3. Average	30	33%	35	39%		
4 - 5. Very Important	41	46%	36	40%		
Total	90	100%	90	100%		



Housing Preferences	55-64		65 or above		T-test Statistics	P value
Staying in familiar place						
Mean	2.04		1.90		1.01	☒
Standard deviation	0.89		1.03			
1 - 2. Least Important	68	76%	72	80%		
3. Average	16	18%	10	11%		
4 - 5. Very Important	6	7%	8	9%		
Total	90	100%	90	100%		
Important issue in your elderly life	55-64		65 or above		T-test Statistics	P value
Finance						
Mean	4.08		4.20		0.85	☒
Standard deviation	0.99		0.94			
1 - 2. Least Important	6	7%	4	4%		
3. Average	10	11%	8	9%		
4 - 5. Very Important	74	82%	78	87%		
Total	90	100%	90	100%		
Quality of Life						
Mean	1.83		1.72		0.78	☒
Standard deviation	0.91		0.99			
1 - 2. Least Important	68	76%	73	81%		
3. Average	19	21%	11	12%		
4 - 5. Very Important	3	3%	6	7%		
Total	90	100%	90	100%		

Housing Preferences	55-64		65 or above		T-test Statistics	P value
Health and Self Care						
Mean	3.68		3.74		0.43	☒
Standard deviation	1.07		1.02			
1 - 2. Least Important	9	10%	9	10%		
3. Average	37	41%	34	38%		
4 - 5. Very Important	44	49%	47	52%		
Total	90	100%	90	100%		
Kinship's Care						
Mean	3.71		3.54		0.99	☒
Standard deviation	1.18		1.06			
1 - 2. Least Important	14	16%	13	14%		
3. Average	19	21%	32	36%		
4 - 5. Very Important	57	63%	45	50%		
Total	90	100%	90	100%		
Government Supports						
Mean	1.72		1.87		1.26	☒
Standard deviation	0.73		0.80			
1 - 2. Least Important	82	91%	78	87%		
3. Average	6	7%	8	9%		
4 - 5. Very Important	2	2%	4	4%		
Total	90	100%	90	100%		
P value:	Statistically Insignificant ☒ ≥ (0.05) Statistically Significant ☑ ≤ (0.05) ☑☑ ≤ (0.01) ☑☑☑ ≤ (0.001)					

In our three districts data analysis, the respondents in Taikoo Shing district have different ratings when comparing with other two districts on the satisfaction of their existing living conditions. It is found that only the Taikoo Shing elderly group is generally pleased with their existing living status, housing type and the community supporting services or facilities within their district.

Regarding the community supporting services or facilities overall in Hong Kong, the elderly of Taikoo Shing and Tin Shui Wai are dissatisfied, and elderly in Sham Shui Po gave average rating at it. According to the table 3, the elderly in Taikoo

Shing and Sham Shui Po rated Kinships and Social network are the most important housing preference and the average rating at community facilities. However, the elderly in Tin Shui Wai rated Kinships and Community Facilities the important housing preference and Social network the average preference only.

The elderly in all districts rated Finance, Health & Self Care and Kinship's Care are the important issues in their life, among them while Finance is the most important issue, but the Quality of Life and Government Support are rated as the least important.

Table 4 — Housing Preferences & Elderly Life Important Issues (Three Districts)

Housing Preferences	Taikoo Shing		Sham Shui Po		Tin Shui Wai		Chi Square	Significant test statistics
Kinships								
Mean	4.30		4.15		4.25		24.60	☑☑☑
Standard deviation	0.91		0.63		0.84			
1 - 2. Least Important	3	5%	0	0%	0	0%		
3. Average	6	10%	8	13%	15	25%		
4 - 5. Very Important	51	85%	52	87%	45	75%		
Total	60	100%	60	100%	60	100%		
Social networks								
Mean	3.65		4.72		3.32		128.21	☑☑☑
Standard deviation	1.20		0.45		0.50			
1 - 2. Least Important	11	18%	0	0%	0	0%		
3. Average	9	15%	0	0%	42	70%		
4 - 5. Very Important	40	67%	60	100%	18	30%		
Total	60	100%	60	100%	60	100%		

Housing Preferences	Taikoo Shing		Sham Shui Po		Tin Shui Wai		Chi Square	Significant test statistics
Community facilities								
Mean	3.08		2.63		4.43		134.85	☑☑☑
Standard deviation	1.21		0.49		0.59			
1 - 2. Least Important	16	27%	22	37%	0	0%		
3. Average	24	40%	38	63%	3	5%		
4 - 5. Very Important	20	33%	0	0%	57	95%		
Total	60	100%	60	100%	60	100%		
Staying in familiar place								
Mean	2.20		2.35		1.37		54.41	☑☑☑
Standard deviation	1.09		0.90		0.49			
1 - 2. Least Important	42	70%	38	63%	60	100%		
3. Average	12	20%	14	23%	0	0%		
4 - 5. Very Important	6	10%	8	13%	0	0%		
Total	60	100%	60	100%	60	100%		
Important issue in your elderly life	Taikoo Shing		Sham Shui Po		Tin Shui Wai		Chi Square	Significant test statistics
Finance								
Mean	3.92		4.33		4.17		26.87	☑☑☑
Standard deviation	1.18		0.48		1.04			
1 - 2. Least Important	6	10%	0	0%	4	7%		
3. Average	11	18%	0	0%	7	12%		
4 - 5. Very Important	43	72%	60	100%	49	82%		
Total	60	100%	60	100%	60	100%		

Housing Preferences	Taikoo Shing		Sham Shui Po		Tin Shui Wai		Chi Square	Significant test statistics
Quality of Life								
Mean	2.43		1.20		1.70		125.01	☑☑☑
Standard deviation	0.74		0.58		1.05			
1 - 2. Least Important	40	67%	55	92%	46	77%		
3. Average	17	28%	5	8%	8	13%		
4 - 5. Very Important	3	5%	0	0%	6	10%		
Total	60	100%	60	100%	60	100%		
Health and Self Care								
Mean	3.90		4.10		3.13		75.27	☑☑☑
Standard deviation	0.86		1.00		1.02			
1 - 2. Least Important	0	0%	0	0%	18	30%		
3. Average	25	42%	27	45%	19	32%		
4 - 5. Very Important	35	58%	33	55%	23	38%		
Total	60	100%	60	100%	60	100%		
Kinship's Care								
Mean	3.60		3.38		3.90		51.42	☑☑☑
Standard deviation	1.25		1.01		1.05			
1 - 2. Least Important	17	28%	6	10%	4	7%		
3. Average	3	5%	27	45%	21	35%		
4 - 5. Very Important	40	67%	27	45%	35	58%		
Total	60	100%	60	100%	60	100%		

Housing Preferences	Taikoo Shing		Sham Shui Po		Tin Shui Wai		Chi Square	Significant test statistics
Government Supports								
Mean	1.17		1.98		2.23		131.64	☑☑☑
Standard deviation	0.46		0.22		0.95			
1 - 2. Least Important	58	97%	59	98%	43	72%		
3. Average	2	3%	1	2%	11	18%		
4 - 5. Very Important	0	0%	0	0%	6	10%		
Total	60	100%	60	100%	60	100%		
Degree of Freedom	4							
Significant test statistics:	Statistically Insignificant ☒ ≥ (0.05) Statistically Significant ☑ ≤ (0.05) ☑☑ ≤ (0.01) ☑☑☑ ≤ (0.001)							

According to the Table 4, the results of the SEN scheme data analysis revealed that the scheme is not very popular by the elderly of any elderly age group, only the Taikoo Shing district shows their interest on SEN scheme. The most reason of not favoring this scheme is too expensive and not affordable. This result also supported our finding

that the important issue of elderly life is "Finance". Also if the location of the scheme in North Point and Tin Shui Wai would be the factors that they prefer to live close to their children, relatives or friends, because of the important issue of Kinship and Social Networks in the elderly housing preferences.

Table 4 — Purchase of SEN Scheme

SEN Scheme	Taikoo Shing		Sham Shui Po		Tin Shui Wai		Total	
Yes	7	12%	2	3%	1	2%	10	6%
No	53	88%	58	97%	59	98%	170	94%
Total	60	100%	60	100%	60	100%	180	100%

Recommendations and Conclusion

Over the past decade, the Hong Kong Government has initiated a variety of social policies and services accompanied with housing policies to cater for the increasing number of the elderly people as the population of Hong Kong will age at a fast pace in the middle of next decade with a very high life expectancy.

Elderly of both age groups of our sample population rated Kinships, Social network and Communities facilities are important housing preference for them and among all, Kinships is the most important. Both age groups have similar rating of Staying in familiar place as the least important. Finance, Health & Self Care and Kinship's Care are important issues in elderly life for both age group and among all, Finance is the most important issue in elderly life.

Elderly in Taikoo Shing and Sham Shui Po rated Kinships and Social network are important housing preference and rated Communities facilities is average, but the elderly in Tin Shui Wai rated Kinships and Communities facilities are important housing preference and rated Social network is average.

Elderly in all districts rated Finance, Health & Self Care and Kinship's Care are important issues in elderly life, among them, Finance is the most important issue, highest score in Sham Shui Po, and lowest score in Taikoo Shing which seen to be Sham Shui Po is regarded as the poorest district in Hong Kong. The elderly of all districts rated the issues of the Quality of Life and Government Support as least important.

After finishing our study, we have found that most elders are not satisfied with their existing living conditions and environment. Also, it is believed

that our Government should not only provide a dwelling for the elderly but also a caring home with quality of life.

Although the HS has declared to tailor-make the SEN scheme for middle income elderly, the SEN scheme seems not so popular and it is well-known that most elders cannot afford to buy as the entry contribution is too high. Thus, the above findings of our research could be made general references to the policy makers and services providers of social security, retirement, health care, community care support and residential care services for the elderly.

Based on our findings, some recommendations to help government devise a holistic housing policy planning for the elderly are as follows:

1. According to policy address 2011-12, we should speed up the annual construction of 15,000 units or not higher than 20,000 units of PRH.
2. Higher tax allowances should be imposed to encourage adult children to live with their parents as kinship's care and financial situations are most important issues in the heart of elders.
3. According to our survey outcomes, SEN is not welcomed due to affordability. However, SEN can be subsidized in other ways catering for this middle income elderly group who contribute a lot for the society in the past days.
4. To examine all types of community support services for the elderly so as to accommodate various needs of elderly people while living in the community and attention should be paid to the special needs of the frail elderly.

5. To meet the housing demand of the elderly and soon to be old group in the near future, the housing aspiration and consumption patterns of the elderly and soon to be old cohorts have to be investigated because of intensive infrastructure cross-border networks between Mainland China and Hong Kong in the recent years.

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百安居商鋪管理中設施項目 — 承包合約爭議的創新處理與解析

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特許會員

第一部份 項目簡介

2007年初，甲方與乙方雙方達成一致，乙方將下屬企業百安居在中國大陸地區所有門店的設施管理業務委託甲方全權管理。包括水，電，暖通，電梯等相關的門店設施的管理。酬金支付方式採用固定酬金加績效獎勵的方法。

合同簽訂後，由甲方作為華東區總部，自2008年5月開始承擔第一個接管百安居華東區門店的工作。完成後，雙方總結經驗，繼續推進第二步華南區，第三步華北區的接管工作。甲方的接管工作成敗與否？成為能否承接該項業務的標杆，可謂：一成即成，一敗皆敗。

第二部份 雙方爭議

2008年6月，甲方開始接管。至8月上海地區所有百安居門店近50%的人員進場工作完成時，百安居中國總部提出，要求檢驗甲方派駐百安居門店工程設施管理人員的消防安全證。

甲方回復-設施管理員工已按合同條款服務標準要求，和國家強制職業資格要求向百安居提交了：高，低壓電工，空調，電梯從業人員的職業資格證書。

百安居堅持要求甲方停止所有的接管工作，完成所派員工的消防安全證的培訓取證工作。並且，在停工培訓期間，停止支付給甲方合同酬金。由此而來的額外費用，如員工消防安全培訓費用及之後的相關損失由甲方負責。

第三部份 解決方案

解決方案依據：

一． 合同條款： 百安居並未在合同的培訓條款中就甲方派遣的員工提出：「必須，應當，可以具備消防安全證的任何要求。」

二． 法律法規：

1. 《消防法》第二章火災預防第十八條。「進行電焊，氣焊，等具有火災危險的作業人員和自動消防系統和操作人員必須持證上崗，並嚴格遵守消防安全操作規程。」
2. 《合同法第283條 — 屬於甲方未按約履行合同。乙方有權行使履約抗辯權：催告權，終止權，解約權，針對甲方提出的索賠進行反索賠。

方案一： 停止接收。對於設施管理員工具備消防安全職業資格的條款，重新商談。雙方確認後再行接管。對於甲方可能提出的索賠，進行反索賠。

方案二： 集中培訓。對所有派遣門店的員工採用停工集中培訓，培訓所產生的費用及相關的工期延誤，甲，乙雙方各自承擔一半。

方案三： 採用履帶式培訓與接管方法雙軌制同時進行。調整接收工期，重新排列活動順序，估算活動持續時間。在不延誤工期的前提下，先行解決工作要點。有效利用地方政府培訓政策，使培訓費用為零。

第四部份 創新方法

根據甲方所擔心的二點：設施管理員工未經過消防安全培訓。1. 不能在日常工作中完成設施設備消防安全的保障任務。2. 不能在緊急情況下完成消防安全的遇警預案。方案三將每個門店4位消防泵房維保員工的培訓作為重點需要完成的工作，成為一個獨立的工作分解結構，優先推進。其他設施管理員工常識性消防安全培訓，可以先接管，後推進，或邊接管邊推進。具體方法：

1. **培訓安排** — 是將上海百安居12家門店涉及日常設備消防保障工作的員工48位員工統計後，集中到上海消防學校進行消防安全培訓。其他接管工作仍按時間節點繼續實施。
2. **培訓費用** — 上海市勞動局對於市民學習國家職業資格證書有補貼政策，每個市民按照勞動部門的要求，提出申請，可以享受100%的補貼。員工即0元培訓。
3. **任務分解** — 第一輪48位員工完成五天的消防安全培訓後。成為獨立的項目小組進行接管。甲，乙雙方重新討論工作節點。與整個接管工作分離。
4. **輪崗培訓** — 其他員工在不影響進度的情況下，實行輪崗培訓，一次培訓門店中的三分之一的員工，三次輪崗培訓就可將所有員工的消防安全培訓工作完成。
5. **優化措施** — 之後新員工錄用，要求帶證入職作為條件之一。

選擇方案三，是因為：創新性地解決了項目關鍵性的合約爭議所在。解除了甲方所擔心的兩個原則性問題。並在方案中，按照甲方的要求，即完成消防安全取證，又使項目順利進行。關於由培訓爭議所牽涉的額外費用增加，時間工期的延後，員工停工的工資等等問題，均因培訓工作的圓滿完成，迎刃而解。沒有出現後續的二次爭議。

第五部份 經驗總結

1. 處理合約爭議要做到法理清晰

合約出現爭議時，及時了解法律法規，部門規章，地方性政策，管理辦法是十分重要的。

2. 尊重客觀事實，正確運用房屋管理技術，解決問題才是硬道理

運用所掌握的房屋管理的知識，技術，經驗，資源結合客觀事實，提出切實可行的解決方案，解決矛盾才是上上策。

3. 了解，掌握相關資源信息的重要性 — 事業環境因素。

房屋管理中所涉及的關聯資源的熟悉程度，在某些關鍵的任務上，能決定房屋管理成功與否。

4. 汲取經驗，避免風險

合同條款的商談，特別涉及合約具體內容和相關的資源使用都要進行詳細的比較分析，評估，論證。對不可預見的風險，要有應對機制與預備方案。



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Hong Kong 香港

Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements 完成「實務訓練」	Type of Membership 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	Chartered Member 特許會員
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	Chartered Member 特許會員
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	Chartered Member 特許會員
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	Chartered Member 特許會員
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	Chartered Member 特許會員
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) Member (ii) Chartered Member (i) 會員 (ii) 特許會員

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 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	Member 會員
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	Member 會員
Institute of Professional Education And Knowledge (PEAK), Hong Kong Institute of Vocational Education — Morrison Hill, Vocational Training Council 職業訓練局高峯進修學院 — 香港專業教育學院摩理臣山分校	Professional Diploma in Practical Property and Facilities Management 實務物業及設施管理專業文憑	240 hours (Part-time) 240 小時(兼讀)	Compulsory for membership 入會必須條件	Member 會員

Macau 澳門

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
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 Macao Housing Practitioners 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	Member 會員

Mainland China 中國國內

Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements 完成「實務訓練」	Type of Membership 會籍類別
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) Member (ii) Chartered Member (i) 會員 (ii) 特許會員
Construction Management Department, Guangzhou University, Guangzhou 廣州大學商學院工程管理系	Bachelor of Management 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) Member (ii) Chartered Member (i) 會員 (ii) 特許會員
CB Richard Ellis 世邦魏理仕有限公司	Property Management Training Course for Housing Professionals (For Corporate Membership through Direct Final route) 高級培訓班(特許會員直接途徑)	About 40 hours 約40小時(兼讀)	Not necessary 毋須	Chartered Member 特許會員
CB Richard Ellis 世邦魏理仕有限公司	Property Management Training Course for Housing Practitioners 物業管理從業員培訓班	About 80 hours 約80小時(兼讀)	Compulsory for membership 入會必須條件	Member 會員
Beijing VENCI Standard Construction Culture Center, China 北京萬喜基準建築文化中心	Property Management Training Course for Housing Professionals (For Corporate Membership through Direct Final route) 高級培訓班(特許會員直接途徑)	About 40 hours 約40小時(兼讀)	Not necessary 毋須	Chartered Member 特許會員

Taiwan 台灣

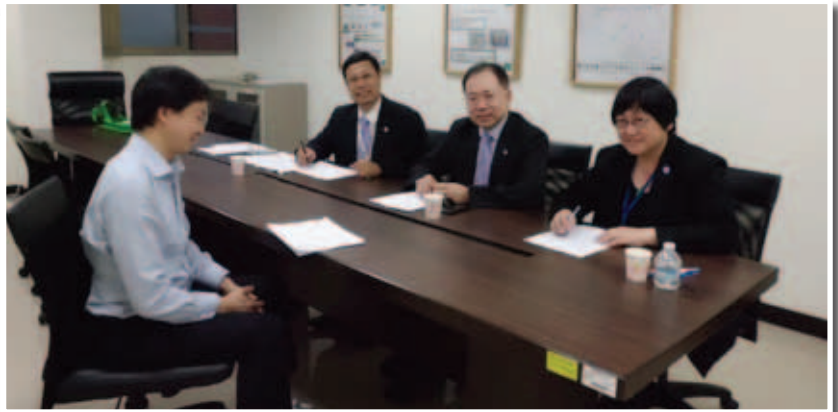
Institution	Programme	Duration	Completion of Practical Experience Requirements	Type of Membership
院校	課程	年期	完成「實務訓練」	會籍類別
Graduate School and Department of Assets and Property Management, Hwa Hsia Institute of Technology, Taiwan	Bachelor of Commerce in Housing Management	4 years (Full time)	Compulsory for membership (i) completion of attachment type of PER during study (ii) completion of two years on the job PER after graduation	(i) Member (ii) Chartered Member
台灣華夏技術學院資產與物業管理系暨研究所	房屋管理商學士	4 年(全日制)	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) 會員 (ii) 特許會員



ACTIVITY SNAPSHOTS

活動剪影

Activity Snapshots 活動剪影



**Taiwan Direct Final Interview
at Hwa Hsia Institute of
Technology**

11 November 2011



**2011 Annual General
Meeting
2011 年周年大會**

10 January 12



**Brain Storming Session of
Branch Executive Committee
執行委員會集思會**

14 January 2012



The Spring Cocktail Reception of The Hong Kong Professional Property Services Alliance
香港房地產專業服務聯盟新春酒會

3 February 2012



Luncheon Meeting with APB Hon Advisors

27 February 2012



Macao Housing Bureau Visit
拜訪澳門房屋局

16 March 2012



Seminar on “Introduction of Buildings Energy Efficiency Ordinance (Cap 610)” & “Introduction of Mandatory Building Inspection Scheme and Mandatory Window Inspection Scheme”

30 March 2012



Seoul Study Tour
南韓首爾訪問交流團

12-15 April 2012



Visit by Macao Housing
Bureau
澳門房屋局到訪

27 April 2012



Joint Legal Talk on Recent
Court Cases

12 May 2012





Visit to EcoPark
環保園考察團

2 June 2012



CIH Annual Conference & Exhibition
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12-14 June 2012



IVE Student Awards
Reception cum Career Day

16 June 2012



Property Management
Forum – Chengdu
成都高端物業管理論壇

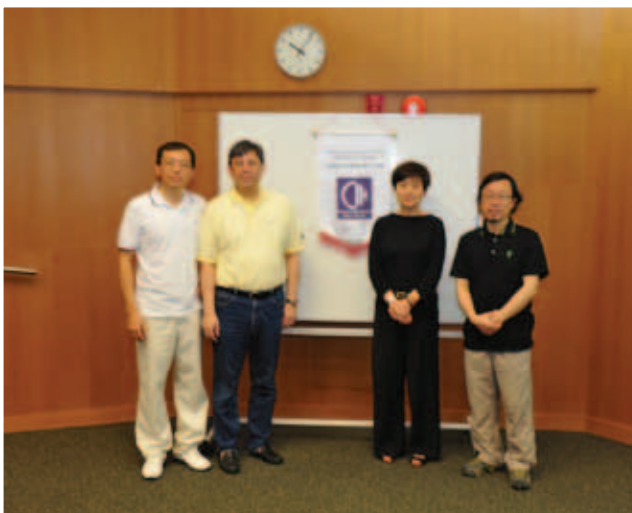
28 June 2012





Beijing Housing Forum
北京亞太峰會

21-24 July 2012



Seminar on “Equal
Opportunity Legislation
including Recent Court
Cases on Discrimination &
Sexual Harassment”

1 September 2012





Seminar of Macao Housing Bureau
澳門房屋局專題講座

16 September 2012



Commercial Property Forum – Shenzhen
深圳商業物業論壇

22 September 2012



Visit to Zero Carbon
Building
零碳天地導賞團

6 October 2012



Anniversary of Property
Management Business
Association Macao
澳門物業管理業商會周年會慶

29 October 2012



2012 Joint Annual Dinner
2012 聯合周年晚宴

9 November 2012



Joint Legal Talk on Recent Court Cases

1 December 2012



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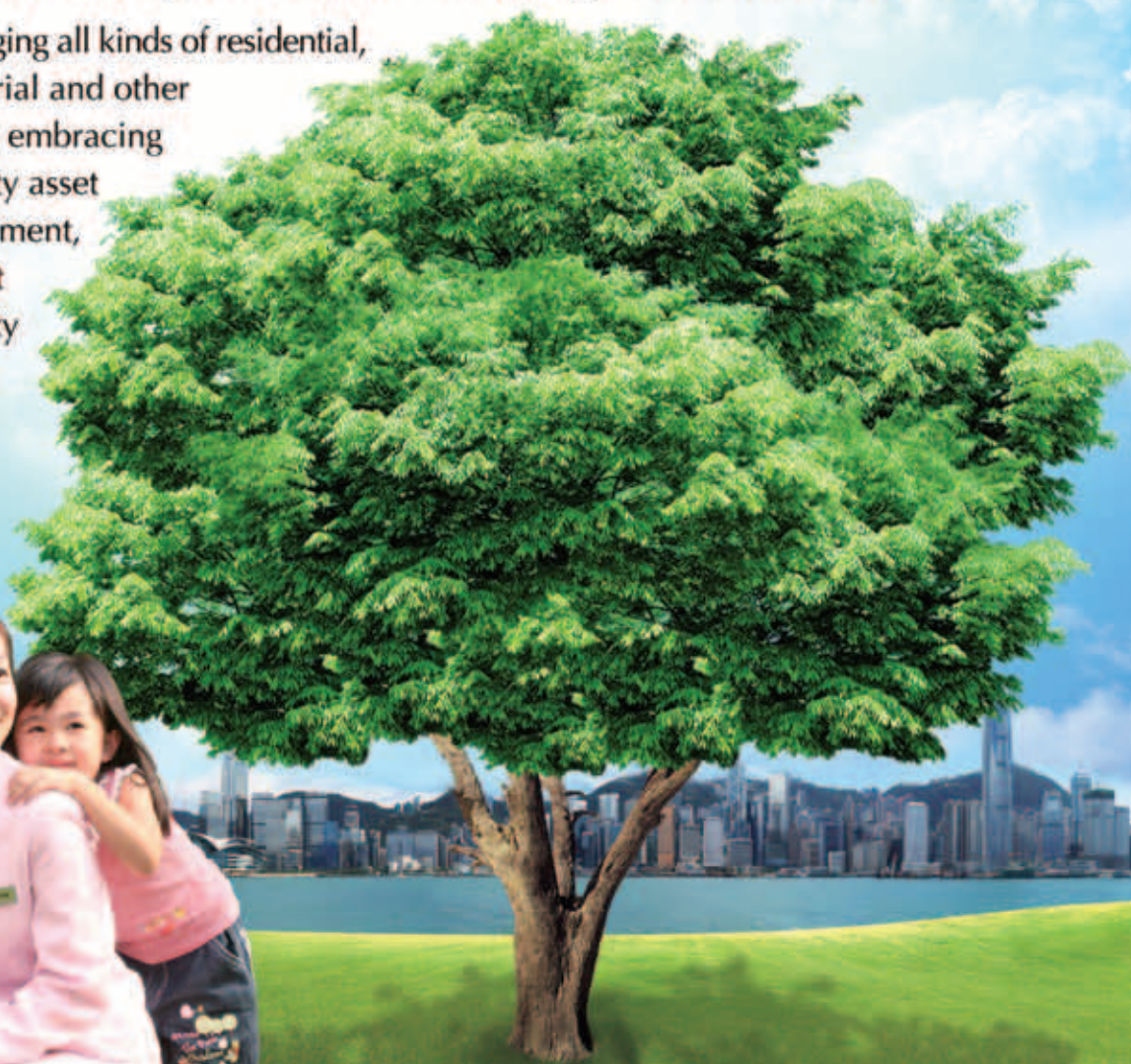
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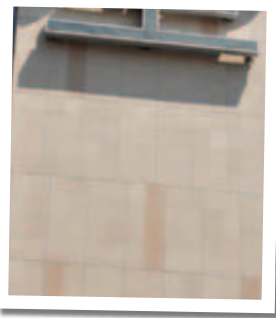
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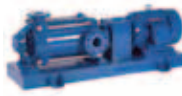
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