



英國特許房屋經理學會亞太分會

Chartered Institute of Housing Asian Pacific Branch



Striving For *Excellence,*
Expanding *Horizon*

精益求精・擴闊領域

2020
Year Book



publications

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Building Quality Homes



**HONG KONG
HOUSING SOCIETY**
香港房屋協會

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CHAIRMAN'S REPORT

主席報告



Dear Members:

2020 is a global disastrous year. At this moment, the COVID-19's outbreak starting from the beginning of the year has not been fully controlled and we are still fighting with it. In this autumn and winter time, the outbreak became seriously and the number of confirmed cases has exceeded 81 million globally, with death cases of over 1.79 million¹. The raging COVID-19 pandemic has caused a huge impact to the whole world. The economy has been hit hard. Offices and factories have been suspended. Many small businesses were closed. Peoples' jobs and lives are facing challenges. Prevention of the pandemic and anti-pandemic measures have become the top priority of the governments, businesses and any other corporation.

1. Business Development of CIHAPB in Mainland China

In the course of fighting against the pandemic of COVID-19, the concerted effort and our active participation of the CIHAPB and our members demonstrated our professionalism and our professional value. At the beginning stage of the pandemic in January 2020, the CIHAPB issued remainder emails with guidelines, appealing members to carry out anti-pandemic measures as soon as possible. In the face of extremely tight supply of medical face masks in March 2020, CIHAPB raised 6,000 masks through various channels and donated them to the Wuhan Municipal Property Management Association to show support and care to the most urgent ones, the Wuhan property management practitioner who were at the forefront of the fight against the COVID-19. Our members have been struggling at the forefront of the fight against the epidemic, similar to the medical practitioner taking up the responsibility of preventing the epidemic and guarding the safety of the people. After the epidemic situation in mainland China was basically under control, parts of our members actively participated in the scientific epidemic prevention work in the post-epidemic period to introduce the "WELL HSR" (a health building standard specifically for COVID-19) which was certified by The International WELL Building Institute (IWBI), an international health building certification organization. This trail was really a great contribution to establish a long-term management and control of the epidemic. The Shenzhen Han Guo Center, managed by our members, became the first office building in China to obtain this certification.

Remarks:

1. According to the figures published on the official Web Site of the World Health Organization

各位會員：

大家好！

2020年，對全球來講是災難性一年，年初爆發的新冠疫情還沒完全控制、大家還沒完全緩過來的情況下，轉入秋冬季又再度爆發，全球感染者已突破8,100萬人死亡人數超過179萬人¹，新冠疫情的肆虐讓全球社會面臨巨大的打擊，經濟遭受重創，停工停產、實力不濟的小企業關門倒閉，百姓的工作和生活面臨挑戰，防疫抗疫成為政府企業社會的頭等大事。

1. 亞太分會在中國內地的工作情況

在這次防疫抗疫鬥爭中，亞太分會和全體會員朋友一道積極參與其中，展示了專業精神、體現了專業價值。2020年1月份，在疫情剛剛開始的時候，亞太分會就給會員發郵件要求做好項目的防疫管理服務，並發出了指引性文件。2020年3月，在國內口罩供應極為緊張的情況下，亞太分會通過各種管道募集了6,000個口罩捐贈給武漢市物業管理協會，為處在抗疫最前線的武漢同行送去了最緊急的支持和關懷。各位會員朋友在疫情爆發後一直奮鬥在抗疫最前線，與醫護人員一樣，肩負著防疫抗疫責任，守護著百姓的安全。在中國內地疫情基本控制後，也有會員朋友積極參與到後疫情時期的科學防疫工作中，引進國際健康建築機構IWBI專門針對這次疫情而組織編制的WELL HSR健康安全評價標準，為長期管控疫情作出了探索和貢獻，其中由會員管理和顧問的深圳漢國中心成為中國第一個通過該項認證的寫字樓。

註：

1. 根據世界衛生組織2021年1月1日的官方網頁公布的數字

In spite of the pandemic severely affecting our face-to-face communication, CIHAPB has still kept providing services to members. We have enhanced the services of Shenzhen Xuanyu Company, a wholly-owned company of the CIHAPB, to employ full-time employees, open office, and establish a CIHAPB's official WeChat accounts for members. In addition, we organized the "A Study Tour to Guangdong-Hong Kong-Macao Greater Bay Area Hengqin New Port" on 24 October 2020, to visit the most advanced queuing system for controlling the flow of people by infrared induction in the Hengqin New Port as well as the port facilities of TOD (Transit Oriented Development), multi-transportation and advanced planning of pedestrian corridors, in which it promoted the sharing and exchange of knowledge among members.

2. Business Development of CIHAPB in Hong Kong

In Hong Kong, the licensing regime of the "Property Management Services Ordinance (Chapter 626 of the Laws of Hong Kong)" was formally implemented on 1 August 2020. In order to let members know more about the details of licensing regime, CIHAPB organized webinar on 21 October 2020, which was hosted by the General Manager (Regulatory Affairs) of the Property Management Services Authority (PMSA). In the seminar, speaker presented principal functions and jurisdiction of the PMSA, prescribed property management services and mandatory licensing regime, criteria for holding licences, regulatory measures and transitional arrangements. Our members deepened their understanding of licensing regime in the event.

Due to the impact of the epidemic, many of the originally scheduled activities of CIHAPB, including physical lectures, seminars, and study tours could not be held. Instead, CIHAPB organized a number of webinars, including "Lift Modernization Subsidy Scheme" and "Virtual Tour of Sino Inno Lab", etc. to let members with channels for online learning, sharing and communication under the period of pandemic.

即使疫情嚴重影響了我們面對面的交流，亞太分會也沒有停止對會員的服務，我們在中國內地改善了亞太分會全資公司深圳玄宇公司的服務，聘請了專職僱員，租用了專門辦公室，開設了公眾號，設立了會員微信群，提供更好的服務予會員；另外，我們於10月24日組織了「粵港澳大灣區橫琴新口岸考察」活動，參觀了橫琴新口岸最先進之紅外線感應人流控制排隊系統，以及口岸設施TOD多種交通工具接駁及人流連廊先進規劃，促進會員的智識分享和交流。

2. 亞太分會在香港的工作情況

在香港，《物業管理服務條例(香港法例第626章)》之發牌制度由2020年8月1日起正式實施。為了讓會員進一步了解發牌制度相關事宜，於10月21日組織了一場網絡研討會，由物業管理業監管局(監管局)總經理(規管事務)主持。在研討會上，演講者介紹了監管局的主要職能和管轄範圍，規定的物業管理服務和強制發牌制度，持牌準則，監管措施和過渡安排。出席的會員從活動中加深有關發牌制度的知識。

此外，受疫情影響，亞太分會多個原訂舉辦的活動，包括實體講座、研討會及考察等均無法如期舉行，取而代之，亞太分會組織了多場網上論壇，包括「優化升降機資助計劃的網絡研討會」、「信和創意研習室虛擬導覽」等，為會員提供疫情下網上學習及交流的管道。

Furthermore, after the implementation of the licensing regime, the PMSA will further launch other areas of works related to the licensing regime. CIHAPB will continue to work closely with PMSA to provide professional advices on formulation of various guidelines for the property management companies and practitioners.

3. Prospects for the Future Development of the Housing and Property Management Industry

In the tide of world changes, property management is also undergoing changes. With the capital surge, mainland property management companies have reached 35 companies listed on Hong Kong and mainland China exchanges. Property management companies have achieved unprecedented rapid development. The companies expanded quickly, strengthened their business foundation and obtained new development space. Facing the changes in the market environment and technological development, we need to think deeply about the long-term and sustainable development issues of the property management profession in the future:

The first one is the issue of professional development. No matter the housing management or the property management, the core of our value is to manage the customers' premises in good conditions and to increase its value through excellent management. Just like the Champs Elysées in Paris, it is still the most valuable commercial street in the world after 300 years of its occurrence. Another example, just like Manhattan in New York, USA, it is still the most important CBD in the world after 80 years of development. Rapid development and high growth cannot be achieved without the core of our value. This is the original intention of property management. Property management requires boundary thinking and bottom line thinking. It should not be confused with management boundaries and mixed operations for the high growth required by investors. It should not abuse the resources of property management for non-property management business. We have to deeply focus on our property management profession as a core business, rather than simply diversifying it beyond its boundary. Otherwise, this "violated property management" is not equivalent to property management, nor can be called as property management.

而在發牌制度實施後，監管局將會開展更多其他方面的工作，亞太分會將會繼續與監管局保持緊密聯繫，就日後監管局制定各類供業內人士遵守的指引等等的工作提供專業意見，以進一步完善有關工作。

3. 對未來房屋及物業管理行業發展的展望

在世界大變局潮流中，物業管理也正在發生改變，中國內地物業管理公司在資本潮的簇擁下，已達35家公司在香港和中國內地交易所上市，物業管理企業獲得前所未有的快速發展，向外擴張、向下扎根、延長管理鏈條、獲得新的發展空間。面對市場環境的變化和技術的發展，我們在未來需要深度思考物業管理專業發展的長期問題和可持續發展問題：

一是遵循專業發展問題。房屋管理也好，物業管理也好，核心就是做好業主所委托管理的不動產管理，使其保值增值，就像法國巴黎香榭麗大街一樣，投入使用300年仍然是全球最具價值的商業大街，就像美國紐約曼哈頓一樣，開發建成80年了仍然是全球最核心的商業CBD。快速發展與高增長不能離開這個根本，這是物業管理的初心，物業管理需要邊界思維、底線思維，不能為了資本所需要的高增長去混淆管理邊界、混業經營，更不能佔用物業管理的資源去幹非物業管理專業的事，我們要做深專業，而不是簡單做寬邊界，否則物業管理就不成為物業管理，也不能叫物業管理。

The second is the issue of introduction and application of technology. The core of technological progress and application is to liberate the productivity, improve production efficiency, and save operating costs, rather than becoming a gimmick to form monopolies and establish barriers, or becoming the excuse of lowering the service level and doing something just like to kill the goose that lays the golden eggs. With the rapid development of 5G and Internet of Things technology today, the property management industry needs to embrace the development of technology, keep up with the pace of development, and use technological progress to change the dilemma of labor-intensive, low-tech threshold and low production efficiency in the property management industry. As such, it will facilitate property management platform more open, information more transparent, management more efficient, operation more energy-saving, environment more healthy, services more standardized and quality more controllable.

The third is the issue of talent development. There is no future for an industry with no successor. Our property management industry has a serious shortage of management and technical talents. In mainland China, there are more than 100,000 property management companies and more than 10 million property management practitioners. However, there is no university to provide a specific, recognized and professional degree course to foster property management practitioners in mainland China. Most of the current practitioners in the industries came from other disciplines. This talent development issue is Achilles' heel of our property management industry. As one of the stakeholder in this field, we must put top priority to it. Not only we have to make use of our professional expertise to create the value of the industry, but also let the society fully understand the value of property management, thus causing society to attach importance to property management, and attract more talents to join the property management industry. At the same time, the industry itself must strengthen the professional training of the frontline personnel and strengthen the training of talents.

二是技術引入與應用問題。技術的進步與應用，核心是為了解放生產力，提高生產效率、節省運營成本，而不是成為壟斷和建立壁壘的噱頭，更不是降低服務、殺雞取卵的藉口。在5G和物聯網技術高速發展的今天，物業管理行業需要去擁抱技術的發展，緊跟發展的脚步，利用技術進步改變物業管理行業勞動密集、技術門坎低、生產效率低的窘迫局面，使物業管理運營管理平台更開放、信息更透明、管理更高效、運營更節能、生態更環保、服務更規範、質量更可控。

三是人才培養問題。一個沒有後繼人才的行業是沒有未來的行業，現在的物業管理行業管理人才和技術人才嚴重缺乏，中國內地有超過10萬家物業管理企業，超過1,000萬從業人員，但中國內地大學沒有一所重點院校設有物業管理專業或物業設施管理專業，現在的從業人員中絕大部分都是半路出家。人才問題是物業管理行業的死穴，作為行業人，我們必須高度重視，既要發揮專業所長做出行業的價值，也要讓社會充分瞭解物業管理的價值，從而引起社會對物業管理的重視，吸引更多人才投身物業管理行業；同時行業自身也要加強前線人員的專業訓練，加強人才的培養。

The fourth is the issue of innovation and development. While doing a good job of basic services, we must also keep up with the latest development of the industry, constantly carry out management innovation, service innovation, model innovation, and more grounded in accordance with changes in the environment, technology, customer needs, property forms, and living and office ecology, to provide owners and customers with the management services they need and expect to make better quality, more sustainable management services, in order to make owners and users have better sense of good experience and better feeling of good services.

For all of our members, we are facing the great changes in the world. This is not only a challenge, but also an opportunity. Let us join hands to face the challenges and foster us a more professionally influential future.

Wu Yicheng

Chairman

Chartered Institute of Housing Asian Pacific Branch

四是創新發展問題。我們在做好基礎服務的同時，還要堅持與時俱進，要根據環境、技術、客戶需求、物業形態、居住與辦公生態的變化而不斷進行管理創新、服務創新、模式創新，更接地氣地為業主和客戶提供所需要所期待的管理服務，使管理服務更具品質，更有可持續能力，使業主和用戶的體驗感更好，服務獲得感更強。

各位會員朋友，面對世界之大變局，既是挑戰，也是機會，讓我們携起手來，共同去迎接挑戰，創造更具專業影響力的未來。

吳沂城

主席

英國特許房屋經理學會亞太分會

ABOUT CIH & CIHAPB

關於英國特許房屋經理學會 及亞太分會



About Chartered Institute of Housing & Asian Pacific Branch 關於英國特許房屋經理學會及亞太分會

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 among 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 branches to exchange views and to share experience on housing management with other housing organizations.

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

CIH has over 17,000 members worldwide, with over 3,800 from the APB. Its members work predominately in government housing authorities, educational institutions, private corporations and non-governmental 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.

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，及透過各分會，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1966年根據《社團條例》在香港成立。香港分會在1988年根據《公司條例》註冊為學會海外辦事處，並在2001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。

學會全球現時有會員約17,000人，其中由亞太分會服務的會員超過3,800人。會員在公營房屋管理機構、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。

EXECUTIVE COMMITTEE

執行委員會



Executive Committee 執行委員會



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Ms Chow Pui Gee, Gigi
Co-opted Member
(Vice Chair, Policy Committee)

鄒佩芝女士
增選委員，
政策委員會副主委



Mr Hui Kam Ming, Edwin
Co-opted Member
(Vice Chair, Professional
Practice Committee)

許甘銘先生
增選委員，
專業實務委員會副主委



Mr Ko Kwok Kei, Ken
Co-opted Member
(Vice Chair,
Publications Committee)

高國基先生
增選委員，刊物委員會副主委



Dr Chao Ka Chon, Harry
Co-opted Member

周嘉進博士
增選委員



Mr Lai Chi Hang, Alen
Co-opted Member

賴智衡先生
增選委員



Mr Tsang Kwai Leung, Francis
Co-opted Member

曾貴良先生
增選委員



Dr Wan Tak Fai, Danny
Co-opted Member

尹德輝博士
增選委員

Regional Representatives 地區代表



Professor Chen Jiann Mou
Taiwan

陳建謀教授
台灣



Ms Chong Sao Wa, Jenny
Macao

鍾秀華女士
澳門



Ms Fan Chui King, Agnes
Eastern China

樊翠琼女士
中國華東區



Mr Liu Guang Zhong
Eastern China

劉廣中先生
中國華東區



Dr Lin Kwan Wah, Valentino
Southern China

練均華博士
中國華南區



Mr Law Yiu Cheung
Western China

羅耀祥先生
中國華西區

Branch Office 亞太分會辦事處



Mr Wong Hin Nang
General Manager

黃顯能先生
總經理

Honorary 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, JP 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 |
| | Ms Wong Lai Chun, BBS 王麗珍女士 |
| | 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 |
| Assistant Administrative Manager 副行政經理 | Ms Yung Po Kwan, Patsy 翁寶君女士 |
| Administrative Assistant 行政助理 | Ms Yip Wai Yin, Sukei 葉惠賢女士 |

COMMITTEE ANNUAL REPORTS

委員會報告



Activities Committee 活動委員會

| | |
|-----------------|-------------------------------------|
| Chair 主委： | Mr. Kwong Lap Shun, Keith 鄭立信先生 |
| Vice Chair 副主委： | Ms. Wong Siu Ling, Linda 王小玲女士 |
| Members 委員： | Mr. Cheung Shu Yan, Edmond 張樹仁先生 |
| | Ms. Chiu Chi San, Angela 趙梓珊女士 |
| | Ms. Chau On Ki, Angel 周安琪小姐 |
| | Mr. Fung Ping Yan 馮炳欣先生 |
| | Mrs. Li Lam Chin Ching, Rita 李林展青女士 |
| | Mr. So Yik Chung, Sidney 蘇奕聰先生 |
| | Dr. Chau Ka Chun 周嘉進博士 |
| | Mr. Chau Chi Fong, Furnivall 周治方先生 |
| | Mr. So Wai Lok, Francis 蘇煒諾先生 |

Objectives

To arrange logistics and support on local and overseas conferences / seminars / talks / study tours and technical visits for members and Executive Committee.

工作目標

負責執行委員會及會員在香港及境外研討會、講座、訪問交流團等場地及後勤安排。

Achievements in the Year

Overseas

- Arranged members to attend:
 - Visit to Hengqin Port in Oct

境外

- 安排會員參加：
 - 10月珠海橫琴新口岸考察

Hong Kong

- Arranged logistics for:
 - Monthly Branch Executive Committee Meeting
 - Annual General Meeting in January
 - Best Student Awards Presentation
 - Various seminars / talks / workshops/ local visits organized by External Affairs & Public Relations Committee and Professional Practice Committee

香港

- 後勤安排：
 - 分會執行委員會月會
 - 1月分會周年大會
 - 協助安排最佳學員獎頒獎
 - 支援對外事務及公共關係委員會、專業實務委員會舉辦之研討會、講座、工作坊、本港訪問交流

Education and Training Committee 培訓及教育委員會

| | |
|-----------------|-------------------------------------|
| Chair 主委： | Mr. Ng Hoi Ching, Matthew 吳海清先生 |
| Vice Chair 副主委： | Mr. So Yik Chung, Sidney 蘇奕聰先生 |
| Members 委員： | Mr. Chui Ming Man, Jacky 崔銘文先生 |
| | Mr. Fung Po Kwong, Paul 馮寶光先生 |
| | Mr. Lei Chi Heng, Alen 賴智衡先生 |
| | Mrs. Li Lam Chin Ching, Rita 李林展青女士 |
| | Mr. Ng Kwong Ming, Paul 吳光銘先生 |
| | Mr. Tsang Kwai Leung, Francis 曾貴良先生 |
| | Mr. Wan Tak Fai, Danny 尹德輝先生 |
| | Mr. Wu Yi Cheng 吳沂城先生 |

Objectives

- 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 Asia Pacific Region;
- To liaise and work with the universities and other academic/vocational institutions in Asia Pacific Region for the provision of housing/property management training courses; and
- To arrange/assist educational and training activities with other committees and institutions as and where required.

工作目標

- 執行由英國總會所制定的教育及培訓政策；
- 協助總會評核及重核亞太區的房屋／物業管理課程；
- 與亞太區的大學及其他教育／職訓機構聯絡，協助提供房屋／物業管理的培訓課程；及
- 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。

Achievements in the Year

- **Participated in the Academic Committees of the following courses:**

- Master of Housing Management (Professional Stream), Department of Urban Planning & Design, The University of Hong Kong (HKU)
- Master of Arts in Housing Studies, Department of Public Policy, City University of Hong Kong (City U)
- Professional Diploma in Housing Management, School of Professional and Continuing Education (SPACE), HKU
- Bachelor of Social Science (Honours) in Public Policy and Politics — Housing and Urban Studies, Department of Public Policy, City U
- Bachelor of Arts (Honours) in Housing Management, School of Professional Education and Executive Development (SPEED), The Hong Kong Polytechnic University (Poly U)

- **Conducted Briefing on introduction to CIH and Practical Experience Requirement (PER) to students of the following courses and vetting of PER Booklets:**

- Master of Housing Management (Professional Stream), HKU
- Master of Arts in Housing Studies, City U
- Professional Diploma in Housing Management, HKU SPACE
- Professional Diploma in Property Management, SCOPE, City U
- Bachelor of Arts (Honours) in Housing Management, SPEED, Poly U

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)
- 香港城市大學公共政策學系房屋學文學碩士
- 香港大學專業進修學院房屋管理專業文憑房屋管理學(榮譽)文學士
- 香港城市大學公共政策及政治系(房屋及城市研究)社會科學學士
- 香港理工大學專業進修學院房屋管理學(榮譽)文學士

- **向下述課程的學生簡報「實務訓練」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
- 香港大學專業進修學院房屋管理專業文憑
- 香港城市大學專業進修學院物業管理專業文憑
- 香港理工大學專業進修學院房屋管理學文學士

- Bachelor of Arts (Honours) in Public Administration and Management, SCOPE, City U & De Montfort University
- Bachelor of Science (Honours) in Surveying — Quantity Surveying and Property & Facility Management Stream, The Technological and Higher Education Institute of Hong Kong (THEi) Vocational Training Council
- Bachelor of Arts (Honours) in Housing Studies, Asian Institute of Built Environment (AIBE) — Leeds Beckett University, UK
- BBA(Honours) in Real Estate and Facilities Management, The Open University of Hong Kong
- Professional Diploma in Property & Facilities Management, IVE, VTC
- Professional Diploma in Property Management, Caritas Bianchi College of Careers

• **Liaised with academic and other institutions on validation/revalidation of the following courses:**

- BBA(Hons) in Real Estate and Facilities Management, The Open University of Hong Kong
- Professional Diploma in Property & Facilities Management (QF Level4), Hong Kong College of Technology

• **Implemented Practical Experience Requirement (PER) Booklet with a total of eight subject areas for Chartered Membership. The preset two Compulsory Main subject areas are marked with an asterisk. Candidate is required to select one more subject area from the remaining 6 subject areas as Main subject area and to select three subject areas as Secondary subject areas from the remaining 5 subject areas. That is, candidate must complete 3 Main subject areas and 3 Secondary subject areas in total:**

- Housing*
- Legal Studies*
- Building Technology
- Housing Finance
- Social Structure, Social Services & Community Building
- Management Studies
- Environmental Management
- Facility Management

- 香港城市大學專業進修學院及德蒙福特大學公共行政及管理榮譽文學士

- 職業訓練局香港高等教育科技學院測量學(榮譽)理學士 — 工料測量和物業及設施管理專業主修

- 亞洲建築環境學院及英國利茲貝克特大學房屋學(榮譽)學士課程

- 香港公開大學房地產及設施管理榮譽工商管理學士

- 職業訓練局香港專業教育學院物業及設施管理專業文憑

- 明愛白英奇專業學校物業管理專業文憑

• 聯絡教育及其他機構，評核或重核下列課程：

- 香港公開大學房地產及設施管理榮譽工商管理學士

- 香港專業進修學校物業及設施管理專業文憑(資歷架構第4級)

• **為特許會員推行「實務訓練」手冊，共有八項學科範疇，標示有星號(*)的為兩個預選的必修主科目，學員須從餘下的六個科目選擇多一個科目為主科目，然後再從餘下的五個科目選取三個為副修科目，即學員須完成三個必修主科目和三個副修科目：**

- 房屋*
- 法律研究*
- 建築技術
- 房屋財政
- 社會結構、社會服務及社區建設
- 管理學研究
- 環境管理
- 設施管理

External Affairs and Public Relations Committee

對外事務及公共關係委員會

| | |
|-----------------|-----------------------------------|
| Chair 主委： | Mr. Chan Wai Kong 陳偉光先生 |
| Vice Chair 副主委： | Mr. Chui Ming Man, Jackey 崔銘文先生 |
| Members 委員： | Mr. Chow Chun Ling, Kenny 周駿齡先生 |
| | Mr. Fung Ping Yan 馮炳欣先生 |
| | Mr. Kwong Lap Shun, Keith 鄺立信先生 |
| | Mr. Lai Yuk Tim, Tim 黎玉添先生 |
| | Mr. Luk Wai Lun, Stanley 陸偉倫先生 |
| | Mr. Mau Kwok Sheung, Jeff 繆國相先生 |
| | Mr. Ng Kwong Ming, Paul 吳光銘先生 |
| | Mr. Ng Mei Chuen, Frederick 吳美全先生 |
| | Mr. Wong Kam Tong, Vincent 黃錦棠先生 |
| | Ms. Wong Siu Ling, Linda 王小玲女士 |
| | Mr. Wong Wai Yin, Steven 王偉賢先生 |
| | Mr. Wu Yi Cheng 吳沂城先生 |

Objectives

- As the World is facing the fight against the COVID-19 in 2020, so all visits as well as external activities are necessary to be suspended. However, the committee of External Affairs & Public Relations is still committed to promoting and communicating through the internet or video networks etc. in the Asia Pacific region.
- In mid-October this year, we have arranged Mr. Kevin Cheung, General Manager (Regulatory) of the Property Management Services Authority, to explain the outline of Property Management Ordinance — Overview the licensing regime to our members.

工作目標

- 由於2020年全球均需面對對抗「2019-新冠病毒」抗疫工作。故此，所有的外訪及對外交流活動均需暫停。但是對外事務及公共關係委員會仍致力於亞太區內透過互聯網或視訊及網路會議等作推廣交流。
- 於本年十月中旬更透過視訊安排物業管理業監管局之規管事務總經理 — 張嘉賢先生向各會員講解新的物管行業發牌制度概要。

Chartered Institute of Housing Asian Pacific Branch

- To continue to work closely with other CIHAPB committees to promote the professional status of the Chartered Institute of Housing (CIH) in the housing management industry.
- To follow the objective of the Chartered Institute of Housing Asian Pacific Branch (CIHAPB) to enhance the professional housing management brand name of CIH.
- 繼續與CIH其他分會委員會緊密合作以提升CIH學會在房屋管理業界之專業領導地位。
- 緊密跟進CIH學會工作目標，積極推廣CIH學會之房屋管理專業品牌。

Achievements in the Year

In order to enhance & continue maintaining close relationship with professional organisations of other countries & various districts, in the past year, CIHAPB's representatives have enhanced better and closer relations with different professional housing management institutes in Asia Pacific Region, including, the Mainland China, Macau, Taiwan, through technical visits, conferences, workshops and seminars via webex, Zoom or Team modes.

We have also continuous conducted interactions with professional property and facilities management institutions and organisations in Hong Kong through various programs and acting as supporting organization for different seminars and workshops to promote sustainable development professional housing management practice via webex or Zoom modes etc.

年內完成工作：

為了提升及繼續保持與其他國家、亞太區、中國及澳門等地區們聯繫，在過去壹年，分會亦透過當地的分會代表聯絡不同地區包括：中國大陸、澳門、台灣等的房屋管理專業團體舉行視訊工作會議、專題論壇及講座，提升彼此的聯繫和合作。

分會亦繼續透過視訊網絡參與香港地區房屋及設施管理專業學會及管理業界團體進行多項的專業交流及作為支持機構；參與及支持業界所舉辦的房屋管理及社區持續發展研討會、交流會及講座等。

Information Technology Committee

資訊科技委員會

| | |
|-----------------|----------------------------------|
| Chair 主委： | Mr Fung Ping Yan 馮炳欣先生 |
| Vice Chair 副主委： | Mr Lai Yuk Tim, Tim 黎玉添先生 |
| Members 委員： | Mr Chan Wai Kong, Frankie 陳偉光先生 |
| | Mr Cheung Shu Yan, Edmond 張樹仁先生 |
| | Mr Chow Lap Chung, Philip 周立中先生 |
| | Mr Lam Kit Wah, Derek 林杰華先生 |
| | Mr Lam Yiu Kwong, Michael 林耀光先生 |
| | Mr Mau Kwok Sheung, Jeff 繆國相先生 |
| | Mr Ng Mei Chuen, Frederick 吳美全先生 |
| | Mr Pang Kwok Wah, Derek 彭國華先生 |
| | Mr Wong Kam Tong, Vincent 黃錦棠先生 |
| | Mr Wong Ying Kit, Romulus 黃英傑先生 |

Objectives

- To uphold and promote the professional image 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, Government officials and the public;
- To facilitate housing professional bodies in Asia Pacific region, Government officials, property management counterparts and the public to have a better understanding of CIHAPB; and
- To provide IT support to 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、房管專才、政府官員及公眾人士之聯繫；
- 增強亞太區房屋專業團體、政府官員、業界以至公眾人士對本會的認識；及
- 為分會提供資訊科技支援。

Achievements in the Year

With the dedicated support of the Committee Members, we have kept 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. Due to the outbreak of COVID-19, this year, the Branch has extensively used email and online platform such as ZOOM and TEAMS to conduct meetings, interviews and webinar for professional development. Members are strongly advised to update their “corresponding email address” in their personal account at the Branch website regularly to their frequently used email account so as to receive the information of the Branch. Work completed/in progress in the year:

- WeChat Pay has been launched to facilitate members in Mainland China to settle their membership fees;
- Accounts have been set up in ZOOM and TEAMS to facilitate communication such as conducting meetings, interviews and webinars;
- Cessation of Branch email account for members, construction of a new emailing system for the Branch and renew the bulk mail system so to enhance the efficiency of dispatching emails;
- Upgrading the “Membership System” of the Branch website to enhance the efficiency and security of the system;
- Extensively use WeChat to communicate with members in Mainland China. Furthermore, Email account with domain name “@cih.org.cn” has been created to facilitate staff in China Office to communicate with members in Mainland China;
- Go “green” in extensively use of email to dispatch notice, message and publication to members including “Housing Express”;
- Provide technical support to Branch Office and upgrade its IT system. We have also stepped up the security of the IT system to prevent possible leakage of data; and
- Produce and dispatch electronic seasonal greeting cards to members and our counterparts.

Our website is an important means of communication between the Branch Office and its members as well as dissemination of information. Members are encouraged to browse the website of the Branch regularly at www.cih.org.hk.

年內完成工作

過去一年，在各委員的支持下，我們繼續透過電郵，電子刊物和分會的網站，加強分會與會員的聯繫。因為2019冠狀病毒病的爆發，過去一年，分會多數只能透過電郵及線上平台，包括ZOOM, TEAMS等進行會議，會員面試和網上講座等。我們呼籲各會員定期到分會網站內的「會員專區」，更新你們的「通訊電郵」和把這一欄設定為會員常用的電子郵件帳戶，以便各會員接收分會發出的最新資訊和電郵。年內完成項目和正在籌劃的工作：

- 設立「微信支付」以方便國內會員繳交會費；
- 開設ZOOM和TEAMS帳戶，以方便分會進行線上會議，會員面試和網上論壇等；
- 取消給會員個人的電郵帳戶，重新構建分會的電郵系統和群發電郵系統，以提升效率；
- 更新分會網站內「會員專區」的軟件，以改善系統的安全性和提升效率；
- 增加使用微信和國內會員溝通，並設立@cih.org.cn電郵帳戶，以方便中國內地辦事處的員工和國內會員溝通；
- 廣泛使用電郵，發放通告和訊息，包括把「房管專訊」以電郵形式發放給各會員，以推動環保；
- 提供技術支援和提升分會的電腦系統，並提升保安防禦措施，避免會員個人資料外洩；及
- 節日期間，製作和發出電子賀卡予各會員及其他專業團體。

分會網站是分會與各會員溝通和發放訊息的主要平台，希望各會員能定期抽空瀏覽分會網站 www.cih.org.hk。

Mainland China Affairs Committee 中國內地事務委員會

| | |
|-----------------|-----------------------------|
| Chair 主委： | Mr Liu Zheng 劉政 |
| Vice Chair 副主委： | Mr Zheng Xiao Ming 鄭曉明 |
| Members 委員： | Dr Harry Chao 周嘉進博士 |
| | Mr Chen Jing 陳靜 |
| | Mr Chen Yue Xi 陳躍喜 |
| | Mr Chow Chun Ling Kenny 周駿齡 |
| | Mr Liu Jun 劉軍 |
| | Dr Valentino Lin 練均華博士 |
| | Mr Wong Hin Nang 黃顯能 |
| | Mr Ng Kwong Ming Paul 吳光銘 |
| | Mr Wu Yicheng 吳沂城 |

Objectives

- To implement CIHAPB's policy of membership development and membership services in mainland China
- To organize mainland China members to join CIHAPB's forums and study visit activities in order to strengthen their communication and connection
- To assist the membership development in mainland China and the collection of membership fees
- To kick off the operation of the Shenzhen Xuanyu Information Consulting Co. Ltd. (Xuanyu) which was established by CIHAPB in Mainland China and to strengthen CIHAPB services to members in Mainland China

工作目標

- 執行學會確定的中國大陸會員發展和服務政策
- 組織中國區會員參加以學會名義舉辦的論壇和參觀活動，加強會員的溝通與聯繫
- 協助發展中國大陸會員發展及收繳會費
- 逐步啟動CIHAPB在中國內地設立的玄宇公司的運作，加強CIHAPB在中國內地對會員的服務



Achievements in the Year

- In May 2020, the official WeChat account of Xuanyu was launched. Mainland China members could pay membership annual fees through this official WeChat account.
- In July 2020, Xuanyu built up email contacts with 460 members.
- In August 2020, CIHAPB's secretariat was assisted in handling the payment and billing of new members from Beijing, Guangzhou, and Chongqing of mainland China.
- In September 2020, the Xuanyu WeChat account was officially launched with online invoice issuance function. In addition, designated staff was hired and office operation was commenced with the support of Xuanyu's Board of Directors.
- In October 2020, a three-year business development plan for CIHAPB in mainland China was prepared and then approved by the Board of Directors.
- In November, Xuanyu's corporate email account was launched to gradually link up with existing mainland China members.
- As of December 2020, more than 600 existing mainland China members have been contacted, to lay the foundation for the business development of CIHAPB in 2021.

年內完成工作

- 5月正式推出玄宇公司微信公眾號，內地會員實現通過公眾號繳納年費。
- 7月通過玄宇公司郵件與460名左右現有會員取得聯繫。
- 8月協助亞太分會秘書處處理北京，廣州，重慶新入會會員的繳費和開票事宜。
- 9月正式建立並推出玄宇公眾號開具發票功能，經玄宇公司董事會批准，聘請專職人員，啟動公司辦公室。
- 10月研究制定玄宇公司中國內地CIHAPB事務工作3年運營計劃，並得到董事會批准。
- 11月正式使用玄宇公司企業郵箱，並逐漸與現有會員取得聯繫。
- 截止12月已聯繫現有內地會員600多名，為2021年工作奠定基礎。

Membership Committee 會籍事務委員會

| | |
|-----------------|-----------------------------------|
| Chair 主委： | Mr. Cheung Shu Yan Edmond 張樹仁先生 |
| Vice Chair 副主委： | Mr. Ng Mei Chuen, Frederick 吳美全先生 |
| Members 委員： | Ms. Fan Chui King, Agnes 樊翠琮女士 |
| | Mr. Fung Ping Yan 馮炳欣先生 |
| | Ms. Hung Wai Man, Amy 洪惠敏女士 |
| | Mr. Kwok Sai Hung, Eric 郭世雄先生 |
| | Mr. Lai Yuk Tim, Tim 黎玉添先生 |
| | Mr. Lam Kit Wah, Derek 林杰華先生 |
| | Mr. Lee Chi Hung, Stephen 李志雄先生 |
| | Mr. Lee Kwong Yiu, Ernest 李光耀先生 |
| | Mr. Lei Kwong Wa, Aline 李光華先生 |
| | Ms. Li Man Chi, Wendy 李敏芝小姐 |
| | Mr. Mak Yat Fung, Mason 麥日豐先生 |
| | Mr. Tam Wai Po, Jerry 譚偉葆先生 |
| | Mr. Tsang Tak Ho, Kenneth 曾德豪先生 |

Objectives

- To recruit members from Asia Pacific region;
- To review and formulate membership policies and procedures;
- To liaise closely with CIH Headquarters from time to time and keep her updated regarding membership affairs;
- To work with the secretarial office for collection of membership subscription;
- To work closely with the IT Committee on setting up of communication platform at website and improving the membership subscription payment channels for Mainland China members;

工作目標

- 於亞太區內招募會員；
- 檢討及制定會籍事務政策及執行細則；
- 與CIH總部保持緊密聯繫，並就會籍事宜之最新訊息向其反映；
- 與秘書處緊密協作，促使會員依時繳交會費；
- 與資訊科技委員會緊密合作，提供網上溝通平台及改善國內會員繳付交會費的途徑；

- To work with the Education and Training Committee in membership drive; and
- To target the membership growth by 5%.

Achievements in the Year

- In 2020, worked with other Committees in membership drive locally as well as in Mainland China, Taiwan and Macao. During the year, we vetted over 650 membership applications. As at November 2020, our number of members was increased by 6.8% and reached at 3,820 which comprises local members and members from Mainland China, Taiwan and Macao;
- Worked with the Education and Training Committee to conduct briefings to students of local Institutes for the promotion of CIHAPB and the PER arrangement;
- Obtained consent from the Headquarters to award membership certificates to non-chartered members as a gesture of recognition. It was anticipated that number of members would rise when promotion and recruitment activities were being carried out in China, membership certificates could identify the roles that the members might play and would attract more practitioners to join CIH;
- To work with other Committees to successfully strive for recognition of our membership as one of the mandatory requirements for licensing under the PMS Ordinance; and
- Reviewed complaints of misconduct against individual members and made recommendation to take actions on cases with substance.

- 與培訓及教育委員會合作致力推展會籍事宜；及
- 提升會員數目5個百分點。

年內完成工作

- 於2020年，聯同其他委員於本地、國內、台灣及澳門等地推展會員招募工作。年內，已完成審核650個會員申請書。至2020年11月，本會會員已較上年度增長6.8%，及已超逾3,820人，其中包括本地及來自國內、台灣及澳門地區；
- 與教育及培訓委員會向大專院校學生推廣會務及實務經驗要求的細則；
- 於年內已成功獲得學會總部的同意，向普通會員派發會員證書，明確他們的會籍地位。此舉配合本會在中國內地正在推廣學會及積極招募會員的政策。為會員提供會籍證書，可吸引更多從業人員入會；
- 於年內與其他委員會共同努力，成功讓本會的專業資格，納入了物業管理服務條例的要求；及
- 審查投訴會員行為失當的個案，對犯了專業守則的會員提出處分建議。

Policy Committee 政策委員會

| | |
|-----------------|-----------------------------------|
| Chair 主委： | Prof. YIP Ngai Ming 葉毅明教授 |
| Vice Chair 副主委： | Ms. Chow Pui Gee, Gigi 鄒佩芝女士 |
| Members 委員： | Mr. Chow Chun Ling Kenny 周駿齡先生 |
| | Mr. Fung Po Kwong, Paul 馮寶光先生 |
| | Mr. Lee Chi Hung, Stephen 李志雄先生 |
| | Mr. Ng Kwong Ming, Paul 吳光銘先生 |
| | Mr. Poon Yuen Fong, Sanford 潘源舫先生 |
| | Mr. Wong Kai Sang, Cliff 黃繼生先生 |

Objectives

- To coordinate the response to policy and professional practice consultation documents from the Institute and local government;
- To develop and maintain links with, as appropriate, Regional Development Agencies / other Professional Bodies;
- To develop and maintain links with the Institute's Policy Officers in order to share information;
- To liaise with institute Officers to ensure an effective working relationship between Institute officers and the branch; and
- To develop strategies / opportunities to facilitate branch members involvement in the policy advocacy of CIH.

工作目標

- 回應學會及本地政府有關政策及專業實務的諮詢文件；
- 與相關機構及專業團體建立並保持聯繫；
- 與其他分會政策主任保持聯繫，以分享資訊；
- 聯絡總會各部門，以確保分會與總會能保持良好工作關係；及
- 製訂策略與創造機會，讓分會會員更能投入本會的政策倡議。

Important issues throughout the year:

- Representing the Executive Committee, the Policy Committee continually kept contacts with the Chief Executive and her executive team of the headquarters in Coventry to review the current operations, membership drive and further development in the Region.
- The Property Management Services Authority (PMSA) has set up in late 2016 and Mr Paul Ng, member of the Policy Committee, was appointed a member of the Authority.
- Mr. Kenny Chow, member of the Policy Committee, has been appointed as a member of the Appeal Panel (Property Management Services Ordinance) set up by the Home Affairs Department.
- The Policy Committee has been keeping track of the development of the licensing of property managers and maintain close connection with other professional organisations in this issue.

今年重要的事項：

- 政策委員會代表執行委員會今年繼續與CIH總部及行政總裁及其管理團隊檢討本會在日常運作、會員增長以及在亞太區未來的發展。
- 物業管理業監管局(監管局)已於2016年底成立，政策委員會委員吳光銘先生獲委任為監管局成員。
- 政策委員會委員周駿齡先生獲委任為民政事務總處物業管理服務條例上訴委員會委員。
- 政策委員會一直在關注與專業註冊相關的進展，並與相關專業團體保持緊密聯繫。

Professional Practice Committee

專業實務委員會

| | |
|-----------------|-------------------------------------|
| Chair 主委： | Mr. Fung Po Kwong, Paul 馮寶光先生 |
| Vice Chair 副主委： | Mr. Hui Kam Ming, Edwin 許甘銘先生 |
| Members 委員： | Mr. Chau Wing Kit, Nelson 周永傑先生 |
| | Mr. Cheung Shu Yan, Edmond 張樹仁先生 |
| | Mr. Cheung Yiu Chuen, Billy 張曜銓先生 |
| | Mr. Chiu Sin Hung, Bonny 趙善雄先生 |
| | Mr. Chung Chik Leung, Eric 鍾藉良先生 |
| | Mr. Ko Kwok Kei, Ken 高國基先生 |
| | Ms. Kwok Sze Nga, Esther 郭詩雅女士 |
| | Mr. Kwong Lap Shun, Keith 鄺立信先生 |
| | Mr. Ng Mei Chuen, Frederick 吳美全先生 |
| | Mr. Tam On Tok, Arthur 談安鐸先生 |
| | Mr. Tsang Kwai Leung, Francis 曾貴良先生 |
| | Ms. Wong Siu Ling, Linda 王小玲女士 |
| | Mr. Wong Ying Kit, Romulus 黃英傑先生 |

Objectives

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

工作標目

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



Achievements in the Year

- Monitored and reviewed the implementation of CPD programme.
- Organized technical webinars on various topics.
- Organized online and field technical visits.

年內完成的工作

- 監察及檢討「持續專業發展計劃」的執行。
- 舉辦多項不同技術主題的網上研討會。
- 舉辦多項的網上及實地技術考察。

Publications Committee 刊物委員會

| | |
|-----------------|------------------------------------|
| Chair 主委： | Mr Wong Ying Kit, Romulus 黃英傑先生 |
| Vice Chair 副主委： | Mr Ko Kwok Kei, Ken 高國基先生 |
| Members 委員： | Ms Chan Hoi Ki, Kiki 陳凱琪女士 |
| | Mr Chan Tam Sam, Rocky 陳膽心先生 |
| | Dr Chao Ka Chon, Harry 周嘉進博士 |
| | Ms Cheuk Sze Man, Sandy 卓思敏女士 |
| | Mr Chui Ming Man, Jackey 崔銘文先生 |
| | Mr Fung Ping Yan 馮炳欣先生 |
| | Ms Lam Mei Sze, Janet 林美詩女士 |
| | Mr Lee Chi Hung, Stephen 李志雄先生 |
| | Mr Ng Kwong Ming, Paul 吳光銘先生 |
| | Mr Tsang Kwai Leung, Francis 曾貴良先生 |
| | Ms Wong Miu Yee, Sting 黃妙兒女士 |
| | Mr Wu Yicheng 吳沂城先生 |
| | Professor Yip Ngai Ming 葉毅明教授 |

Objectives

- To enhance CIHAPB's professional status and to promote the best housing management practice in Asia Pacific Region;
- To publish e-Housing Express regularly and link it to CIHAPB's website to dispatch to all members and working partners through email, creating a communication platform between CIHAPB and members, and between members and to promote CIHAPB to other institutes and external organizations;
- To Publish CIHAPB Year Book;

工作目標

- 加強亞太分會專業地位及於亞太區推廣卓越房屋管理經驗；
- 定期出版房管通訊電子刊物，與亞太分會網站連接，透過電子郵件或微訊定期發送給全體會員和合作機構，讓電子刊物成為學會與會員、會員與會員交流的平台，並成為友會和外界了解學會的渠道；
- 出版亞太分會年年報；

- To facilitate a prompt upload of Event Review for members' better knowledge on CIHAPB's activities and to propose convenient record and data storage; and
- To set up a system for better photo management for APB events.
- 協調適時上傳活動回顧供會員掌握亞太分會活動，及建議便捷紀錄及資料儲存及保存方法；及
- 建立系統更有效地管理及保存亞太分會活動的照片。

Achievements in the Year

- Published regular issues of "e-Housing Express" to update members of the property management news and information;
- Published CIHAPB Year Book 2019;
- Standardized a template for activity owners to provide event review, speed up and smoothen the preparation of e-housing Express; and kept the said records and data more systematically; and
- Maintained cloud base photo management of CIHAPB events.

年內完成工作

- 出版定期電子「房管專訊」更新會員有關物業管理資訊、並對近期時事與會員分享；
- 出版亞太分會 2019 年年報；
- 使用標準表格供活動負責人於活動舉辦後填寫，加快電子「房管專訊」的工作流程，以及更有效地儲存及保存有關活動記錄；及
- 持續以雲儲存方式保存亞太分會活動相片。

PHOTOS – ACTIVITY SNAPSHOTS

活動剪影



Chartered Institute of Housing Asian Pacific Branch



2020-01-09



2019 Annual General Meeting
2019會員週年大會



2020-01-11



2020 China Region Annual
General Meeting
2020中國區會員年會



2020-07-30



Webinar on Lift Modernisation Subsidy Scheme (LIMSS)
優化升降機資助計劃的網絡研討會



2020-09-28



Virtual Tour of Sino Inno Lab
信和創意研發室虛擬導覽



2020-10-21



Property Management Services Ordinance — Overview of the Licensing Regime
物業管理服務條例—發牌制度簡介



2020-10-24



Hengqin New Port Study Tour
橫琴新口岸項目考察團

MEMBERSHIP – COURSES LEADING TO MEMBERSHIP

會籍 — 學會認證課程



Courses Leading to Membership

學會認證課程

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 |
| School of Continuing & Professional Education (SCOPE) City University of Hong Kong 香港城市大學專業進修學院 | Professional Diploma in Property Management 物業管理專業文憑 | 1 year (Part-time) 1年(兼讀) | Compulsory for Membership 入會必須條件 | Member 會員 |
| School of Continuing & Professional Education (SCOPE) City University of Hong Kong 香港城市大學專業進修學院 | Professional Diploma in Property Management Practices 物業管理實務專業文憑 | 1 year (Part-time) 1年(兼讀) | Compulsory for Membership 入會必須條件 | Member 會員 |
| School of Continuing & Professional Education (SCOPE) City University of Hong Kong 香港城市大學專業進修學院 / De Montfort University (DMU) | BA (Hons) Public Administration and Management 公共行政及管理榮譽文學士 | 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 Policy City University of Hong Kong 香港城市大學公共政策學系 | Bachelor of Social Sciences in Public Policy and Politics (Housing and Urban Studies Stream) 社會科學學士(公共政策及政治) — 房屋及城市研究 | 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 Policy City University of Hong Kong 香港城市大學公共政策學系 | Bachelor of Social Sciences (Honours) in Administration and Public Management (intake year 2010-2014 only) 行政及公共管理榮譽社會科學學士(2010-2014年入學) | 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 Policy City University of Hong Kong 香港城市大學公共政策學系 | Bachelor of Arts (Honours) in Housing Studies (intake year 1998-2009 only) 房屋學榮譽文學士(1998-2009年入學) | 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 Policy City University of Hong Kong 香港城市大學公共政策學系 | 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 |

| 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 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 (Honours) in Housing Management 房屋管理學(榮譽)文學士 | 2 years (Full-time) 2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 |
| The Technological and Higher Education Institute of Hong Kong (THEi) Vocational Training Council 職業訓練局香港高等教育科技學院 | Higher Diploma in Surveying — Quantity Surveying and Property & Facility Management Stream 測量學高級文憑 — 工料測量和物業及設施管理專業主修 | 2.5 years (Full-time) 2.5年(全日制) | Compulsory for Membership 入會必須條件 | Member 會員 |
| The Technological and Higher Education Institute of Hong Kong (THEi) Vocational Training Council 職業訓練局香港高等教育科技學院 | Bachelor of Science (Honours) in Surveying — Quantity Surveying and Property & Facility Management Stream 測量學(榮譽)理學士 — 工料測量和物業及設施管理專業主修 | 4 years (Full-time) 4年(全日制) | Compulsory for Membership 入會必須條件 | Chartered Member 特許會員 |
| Department of Business Administration Hong Kong Institute of Vocational Education (Shatin) Vocational Training Council 職業訓練局香港專業教育學院(沙田) — 工商管理 | Higher Diploma in Real Estate and Property Management 房地產及物業管理高級文憑 | 2 years (Full-time) 3 years (Part-time) 2年(全日制) 3年(兼讀) | Compulsory for Membership 入會必須條件 | Member 會員 |
| Department of Business Administration Hong Kong Institute of Vocational Education (Haking Wong) Vocational Training Council 職業訓練局香港專業教育學院(黃克競) — 工商管理 | Professional Diploma in Property & Facilities Management (Customer Services) 物業及設施管理專業文憑(顧客服務) | 286 hours (Part-time) 286小時(兼讀) | Compulsory for Membership 入會必須條件 | Member 會員 |
| Department of Business Administration Hong Kong Institute of Vocational Education (Haking Wong) Vocational Training Council 職業訓練局香港專業教育學院(黃克競) | Professional Diploma in Property & Facilities Management (Facility Services) 物業及設施管理專業文憑(設施服務) | 286 hours (Part-time) 286小時(兼讀) | Compulsory for Membership 入會必須條件 | Member 會員 |

Chartered Institute of Housing Asian Pacific Branch

| 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 |
|---|---|--|---|----------------------------|
| Institute of Professional Education And Knowledge (PEAK) Vocational Training Council 職業訓練局高峯進修學院 | 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 |
| Asian Institute of Built Environment (AIBE) — Leeds Beckett University, UK 亞洲建築環境學院 — 英國利茲貝克特大學 | Foundation Degree of Arts in Housing (intake in year 2016 only) 房屋學基礎學士課程 (2016年入學) | 2 years (Part-time) 2年(兼讀) | Compulsory for Membership 入會必須條件 | Member 會員 |
| Asian Institute of Built Environment (AIBE) — Leeds Beckett University, UK 亞洲建築環境學院 — 英國利茲貝克特大學 | Bachelor of Arts (Hons) in Housing Studies (intake year 2019-2021 only) 房屋學(榮譽)學士課程 (2019-2021年入學) | 3 years (Part-time) 3年(兼讀) | Compulsory for Membership 入會必須條件 | Chartered Member 特許會員 |
| Asian Institute of Built Environment (AIBE) — Leeds Beckett University, UK 亞洲建築環境學院 — 英國利茲貝克特大學 | Bachelor of Arts (Hons) in Housing Studies (intake upto year 2018 only) 房屋學(榮譽)學士課程 (至2018年入學) | 1.5 years (Part-time) 1.5年(兼讀) | Compulsory for Membership 入會必須條件 | Chartered Member 特許會員 |
| Caritas Bianchi College of Careers 明愛白英奇專業學校 | Professional Diploma in Property Management 物業管理專業文憑 | 1 years (Part-time) 1年(兼讀) | Compulsory for Membership 入會必須條件 | Member 會員 |
| The Open University of Hong Kong 香港公開大學 | BBA(Hons) in Real Estate and Facilities Management 房地產及設施管理榮譽工商管理學士 | 4 years (full time/ part-time) 4年(全日制/兼讀) | Compulsory for Membership 入會必須條件 | Chartered Member 特許會員 |
| Hong Kong College of Technology 香港專業進修學校 | Professional Diploma in Property & Facilities Management (QF Level 4) 物業及設施管理專業文憑 (資歷架構第4級) | 20 months (Part-time) 20個月(兼讀) | Compulsory for Membership 入會必須條件 | Member 會員 |

Macau 澳門

| 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 |
|---|---|--|---|----------------------------|
| Institute of Professional Education And Knowledge (PEAK) Vocational Training Council 職業訓練局高峯進修學院 | Professional Diploma in Property Management for Practitioners — Macao 澳門物業管理專業技術人員專業文憑課程 | 310 hours — about 7 months 310小時 — 約7個月 | Compulsory for Membership 入會必須條件 | Member 會員 |

Taiwan 台灣

| 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 |
|--|---|------------------------------------|--|--|
| Graduate School and Department of Assets and Property Management Hwa Hsia University of Technology, Taiwan 台灣華夏科技大學資產與物業管理系暨研究所 | Bachelor of Commerce in Housing Management 房屋管理商學士 | 4 years (Full time) 4年(全日制) | Compulsory for Membership i. completion of attachment type of PER during study ii. completion of two years on the job PER after graduation 入會必須條件 i. 完成在學時「外派學習」或「實務訓練」 ii. 於畢業後完成二年的在職「實務訓練」 | i. Member ii. Chartered Member i. 會員 ii. 特許會員 |
| Graduate School and Department of Assets and Property Management Hwa Hsia University of Technology, Taiwan 台灣華夏科技大學資產與物業管理系暨研究所 | Master of Commerce in Housing Management 房屋管理商碩士 | 2 years (Part-time) 2年(兼讀) | 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 |

Mainland China 中國大陸

| 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 Business Administration Fujian Jiangxia University 福建江夏學院工商管理學院 | Bachelor of Business Administration 工商管理學學士 | 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 |
| School of Economics and Managerial Engineering Beijing University of Civil Engineering and Architecture 北京建築大學經濟與管理工程學院 | Bachelor of Business Administration 工商管理學學士 | 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 |

| 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 |
|--|--|--------------------------------------|--|--|
| Construction Management Department School of Business 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 |
| School of Continuing Education, Guangzhou University, Guangzhou 廣州大學繼續教育學院 | Bachelor of Management 管理學學士 | 3 years (Part-time) 3年(兼讀) | 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 Chartered 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 |
| | 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 |
| Chongqing Bozhong Real Estate Management and Research Institute 重慶博眾房地產管理研究院 | Master of Business Administration (Property Management) 物業管理碩士課程班 | 1.5 years (Part-time) 1年半(兼讀) | Not necessary 毋須 | Chartered Member 特許會員 |

Remarks 備註:

Apart from additional requirements via Direct Final route and the following criteria, at least 3 years of relevant working experience is required for application for the grade of Chartered Member.

特許會員之申請人必須擁有最少三年相關工作經驗，並須符合上述指定條件或經由直接途徑申請之額外要求。

MEMBERSHIP – MEMBERSHIP GRADES & FEES

會籍 — 會籍類別及費用



Membership Grades & Fees 會籍類別及費用

Annual membership fees for Year 2020 & 2021:
二零二零年度及二零二一年度會員年費：

Hong Kong and Macao Members 香港及澳門會員

Membership Grade 會員類別

Annual Subscription 會員年費

HKD
港幣

2020 2021

CIH Member

- Studying for a CIH accredited course in Hong Kong
- Studying for a CIH accredited course in Macao
- Cert CIH
- Career break and retired CIH member

會員

- 在香港正修讀本會認可房屋管理課程的人士
- 在澳門正修讀本會認可房屋管理課程的人士
- Cert CIH
- 暫休及退休會員

| | |
|--------------|--------------|
| 600 | 600 |
| Free (豁免) | Free (豁免) |
| 600 | 600 |
| 120 | 120 |

CIH Chartered Member

- Fellow
- Career break and retired chartered member
- Life (member with more than 50 years membership)

特許會員

- 資深會員
- 暫休及退休特許會員
- 終身會員
(成為會員超過五十年)

| | |
|--------------|--------------|
| 1,650 | 1,650 |
| 330 | 300 |
| Free (豁免) | Free (豁免) |

Mainland China Members 中國內地會員

Membership Grade 會員類別

Annual Subscription 會員年費

2020

2021

HKD RMB HKD RMB
港幣 人民幣 港幣 人民幣

CIH Member

- Studying for a CIH accredited course in Mainland China
- Cert CIH
- Career break and retired CIH member

會員

- 在中國內地正修讀本會認可房屋管理課程的人士
- Cert CIH
- 暫休及退休會員

| | | | |
|--------------|--------------|--------------|--------------|
| 530 | 470 | 530 | 470 |
| Free (豁免) | Free (豁免) | Free (豁免) | Free (豁免) |
| 530 | 470 | 530 | 470 |
| 110 | 100 | 110 | 100 |

CIH Chartered Member

- Fellow
- Career break and retired chartered member
- Life (member with more than 50 years membership)

特許會員

- 資深會員
- 暫休及退休特許會員
- 終身會員(成為會員超過五十年)

| | | | |
|--------------|--------------|--------------|--------------|
| 950 | 800 | 950 | 800 |
| 950 | 800 | 950 | 800 |
| 210 | 180 | 210 | 180 |
| Free (豁免) | Free (豁免) | Free (豁免) | Free (豁免) |

Taiwan Members 台灣會員

Membership Grade 會員類別

| | | Annual Subscription 會員年費 | | | |
|--|-----------------------|-----------------------------|--------------|--------------|--------------|
| | | 2020 | | 2021 | |
| | | HKD 港幣 | TWD 台幣 | HKD 港幣 | TWD 台幣 |
| CIH Member | 會員 | 490 | 1,900 | 490 | 1,900 |
| • Studying for a CIH accredited course in Taiwan | • 在台灣正修讀本會認可房屋管理課程的人士 | Free (豁免) | Free (豁免) | Free (豁免) | Free (豁免) |
| • Cert CIH | • Cert CIH | 490 | 1,900 | 490 | 1,900 |
| • Career break and retired CIH member | • 暫休及退休會員 | 100 | 390 | 100 | 390 |
| CIH Chartered Member | 特許會員 | 880 | 3,410 | 880 | 3,410 |
| • Fellow | • 資深會員 | 880 | 3,410 | 880 | 3,410 |
| • Career break and retired chartered member | • 暫休及退休特許會員 | 190 | 750 | 190 | 750 |
| • Life (member with more than 50 years membership) | • 終身會員(成為會員超過50年) | Free (豁免) | Free (豁免) | Free (豁免) | Free (豁免) |

Administration Fee for Membership Reinstatement 恢復會員資格的行政費用

| Region | 會員所屬地區 | HKD 港幣 | RMB 人民幣 |
|------------------------|--------------|-----------|------------|
| • Hong Kong | • 香港 | 1,000 | |
| • China, Macao, Taiwan | • 中國國內、澳門、台灣 | 500 | 450 |

Notes:

- * New members can enjoy payment of membership fees by pro-rata in the first year if they do not join the full year membership. Membership fees are to be paid from next month of application submission.
- * Administration fee for membership reinstatement is non-refundable. Please separate the administration fee and membership fee into 2 cheques. For more information, please visit CIHAPB official website.
- * Please note that Student Application Form should be signed by the appropriate Course Director.
- * Applicants residing overseas:
By bank draft drawn in Hong Kong Dollars in favour of the "Chartered Institute of Housing Asian Pacific Branch"
Application Form and cheque payment should be sent to the following address:

Chartered Institute of Housing Asian Pacific Branch
Units 2008-2010, Telford House,
16 Wang Hoi Road, Kowloon Bay,
Kowloon, Hong Kong

Any enquiries please check with Branch Secretariat (Tel: 2356 8680).

請注意：

- * 新會員費用按照月份比例收費，故支票面額按交表月的下一個月起計算。
- * 恢復會員資格的行政費用，無論該申請成功與否，一經收取，將不予發還。因此，請與會費分開兩張支票。請到亞太分會官方網頁了解相關詳情。
- * 所有學生會員的申請須得課程總監簽署。
- * 海外申請人之入會費請以港幣匯票支付，抬頭人請寫 **Chartered Institute of Housing Asian Pacific Branch**。

申請表連同支票請寄往：

英國特許房屋經理學會亞太分會
香港九龍灣宏開道16號德福大廈2008-2010室

如有任何查詢，請聯絡本會秘書處(電話：2356 8680)。

OUTSTANDING DISSERTATION

最佳碩士論文



Issues and Challenges of Tree Management in Private Residential Properties in Hong Kong



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Department of Urban Planning and Design
The University of Hong Kong

Introduction

Trees are a valuable asset in cities and an important part of greening and beautifying the urban environment. People plant trees on roadsides and private residential areas to improve their quality of life. However, Hong Kong trees often collapse due to rainy and typhoon seasons. In particular, typhoons become stronger and more frequent owing to severe global climate changes. For example, the super typhoon “Mangkhut” in 2018 unprecedentedly destroyed over 60,800 trees (The Government of the Hong Kong Special Administrative Region, 2018). Tree problems can either be caused by natural factors or human factors. Perlman (1994) indicated that ignorance, negligence or incompetence associated with tree management could lead to fatal tree collapse. If tree management and risk assessment are not performed correctly, poorly maintained trees can

fall ill and cause major tree accidents, resulting in casualties and economic losses. Tragedies of private tree accidents occur from time to time and bring potential risks to the public.

Unlike public trees directly managed by the government, all trees on private land are managed by the private owners themselves. The quality of private tree management varies greatly depending on the tree-related knowledge, degree of participation and specific values of owners, owners' corporations, and property management companies towards trees. Currently, most researches focus on trees on public land, and only a little attention has been paid to trees on private land. Therefore, the study attempts to further reveal the knowledge, application and practice of private residential tree management by private property owners and their property management agents (i.e. frontline and supervisory staff of property management companies), examine the main issues and challenges facing them and make corresponding improvements.

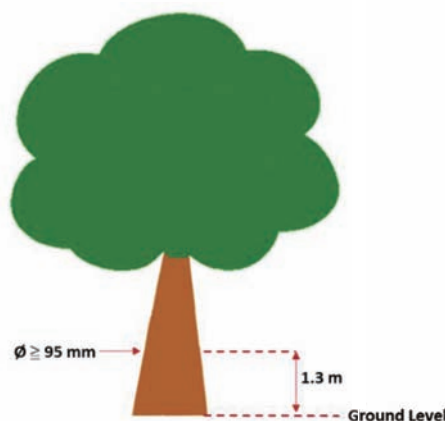
Literature Review

Cities around the world have invested tremendous resources in urban landscape greening to promote the city livability and sustainability, (Plant, Rambaldi & Sipe, 2017), and planting trees has become extremely important due to its relative durability, longevity and environmental benefits. The introduction of trees in built-up areas not only meets various environmental and decorative functions, but also meets the inherent psychological needs of human beings and their sincere impulse to establish contact with the natural world (Miller, Hauer, & Werner, 2015; Westhoff, 1983). As trees bring many tangible and intangible positive advantages (e.g. improving the residents' mental health and increasing the property asset value), it has become a common phenomenon to plant trees in and around residential development areas to increase canopy coverage (Boogaerdt & Brown, 2019; Wong, Chen, Ong, & Sia, 2003; Anderson & Cordel, 1988). However, the existence of urban trees is not entirely positive and can come along with drawbacks associated with trees in the aspects of the environmental, social, economic, health, visual and aesthetic. Examples of such defects include tree canopies obstructing the view of the property, falling leaves and branches during storms, having the chance to damage the property, and occupying valuable limited private space (Donovan & Butry, 2010). Greene, Robinson and Millward

(2018) stated that many trees are inevitably close to residential buildings and public facilities. Many healthy trees will become sick and fragile over time and environmental changes (Smiley, Matheny & Lilly, 2017). Therefore, tree management has become very critical. It usually refers to a variety of measures taken from the beginning to the end of the trees, including tree planning and selection, planting, maintenance, assessment and risk management and protection.

Private trees are part of the common private property of property owners. Managing them requires sharing power, responsibilities and management among different stakeholders. The owners make most decisions about their own private trees, which greatly affect the condition and richness of the trees. In this study and the Hong Kong property environment, property managers or management companies, as the representatives of owners, play a pivotal role in the decision-making process of the trees. Agriculture Fisheries and Conservation Department Hong Kong SAR (2006) has defined trees with trunk diameter reaches 95 mm or more at a height of 1.3 m from the ground as trees in Hong Kong (see Figure 1). There is currently no official record of the number of trees in private residential properties in Hong Kong. Due to the dense population and crowded living condition in Hong Kong, most people can only share trees in public areas of private properties (Gilchriest, 1994).

Figure 1: Hong Kong Government's Definition of A Tree



Trees rarely have comfortable and sufficient growth space (Cooper, 1996). Jim (2000) indicated this severe lack of planting space limited the growth of trees and contained various tree growth problems. Poor health of trees would also reflect poor management performance, which made people question the management capabilities of the organization and its employees (Jim, 2001). Unquestionably, trees must be regularly assessed and managed to maintain their health. Research on public attitudes towards trees showed that although people generally liked trees, only a few people supported the regulation of trees on private land (Zhang, Hussain, Deng, & Letson 2007). Most owners had no incentive to bear the costs associated with tree management and maintenance (Ko, Lee, McPherson, & Roman, 2015).

Relying on the private market alone cannot provide sufficient support and incentives for owners to manage trees. In fact, many owners do not care much about their trees, leading to lack of regular inspection and maintenance of the trees, which can further reduce the tree safety and cause danger, especially when trees continue to grow. The lack of strict controls and standards for tree management has caused many mature trees to fall and become a public hazard (Avolio, Pataki, Pincetl, Gillespie, Jenerette & McCarthy 2015). The Hong Kong government has long been known for its positive non-intervention attitude towards the private domain. Managing private tree management is one example. Currently, Hong Kong does not have formal statutory tree regulations to ensure proper maintenance of private trees. It mainly relies on other indirect and ineffective legislative and administrative measures to ensure that trees on private land are not mistakenly trimmed, felled and stolen. Since the 1970s, it has added specific tree preservation clauses to land leases to protect trees on private land, requiring owners only to have sufficient reasons to remove trees, otherwise it is generally not allowed to do so (Environmental Transport and Works Bureau and Agriculture, Fisheries and

Conservation Department, 2003). Jim (1987a, b) implied that the trees on private land leased before the 1970s fell off the protection net and undoubtedly became unprotected, leaving gray areas or legal gaps to protect these trees. This shows that the mechanism of protecting trees is imperfect and flawed. If tree laws and regulations could properly be formulated and implemented, they could promote health, safety and well-being in the community (Abbey, 1998). Jim (2002) further explained this by saying that the government and private property developers are unwilling to support the tree laws. They are plainly worried that this may further restrict the pace of private land development in Hong Kong and delay efficiency. Therefore, the tree management performance (ability and level of tree management) of different private residential properties in Hong Kong is widely affected by the quality, level of participation and collaboration of all participating stakeholders.

Kolcaba's comfort theory helps explain that why people start to manage and maintain trees in their properties. In psychological research, human comfort can refer to a state of mental relaxation, satisfaction, safety and usually no difficulties. Related to this study is that owners and property management practitioners believe that trees are healthy and safe and do not need to worry about their potential danger and related pressure. Human comfort is indeed related to three main attributes: 1.) Belief (a state of mind that thinks something is a fact); 2.) Attitude (thoughts, cognitions and tendencies towards things that are manifested through behavior); and 3.) Behavior (a behavior that learns through interaction with the environment and experience) (Kolcaba, 1994). Hence, the impact of dangerous trees (e.g. broken branches, fallen trees and trunks) directly affects the owners and practitioners' comfort. As reported by Jylhä and Suvanto (2015), previous studies repeatedly mentioned that different levels of knowledge and information may influence the recipient's commitment and actions. This makes people have different responses to tree management and maintenance in different residential properties.

Analytical Framework

Tree management includes a range of tree-related measures and processes, as shown in *Figure 2*.

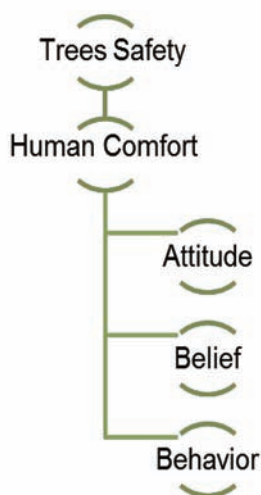
The identified issues and challenges related to tree management in private residential properties should also stem from them.

Figure 2: Key Stages of Tree Management in Urban Environment



Private trees are a key component of the urban environment and are closely related to human habitation. Trees growing in different private residential properties have varying performances over tree management. Internal and external factors can influence people's beliefs, attitudes and behaviors, and decide whether or not to implement safety tree measures to resolve dangerous trees, achieve tree safety and allow them to feel comfortable, as shown in Figure 3.

Figure 3: Human Incentives for Implementing Safe Tree Management



In general, based on the previous sections, a specific analytical framework is developed to identify issues and challenges associated with tree management in private residential properties. The identified issues and challenges come from a variety of sources related to tree affairs, which could simply be categorized into six major areas as follows:

Table 1: Six Main Areas Identified for Issues & Challenges Related to Trees

| Table 1: Six Main Areas Identified for Issues & Challenges Related to Trees | |
|---|--|
| 1. | Tree knowledge and tree work practice level of property staff; |
| 2. | Property resources and capacity like economic and fiscal viability; |
| 3. | Government tree legislation and policy; |
| 4. | Property tree management training; |
| 5. | Application and complexity of tree management and practice; and |
| 6. | Owners' beliefs, attitudes and behaviors towards tree risks and safety |

Methodology

The study involved qualitative and quantitative methods, conducted in the form of case studies, field observations and surveys to obtain comprehensive results about tree management.

Method of Collecting Qualitative Data

In the qualitative approach, it was highly dependent on extensive review of existing literature and publications related to tree management in private residential properties in Hong Kong and overseas. Besides, primary data was collected through three-case studies for analysis, including direct on-site observations, and face-to-face and in-depth interviews with frontline security guards and gardeners, as well as property officers and managers. Six samples were drawn from three selected properties to analyze the issues and challenges related to stakeholder participation in private tree management. According to the size, height and living density of buildings, the selected properties had the following characteristics: 1.) Small-sized, medium-rise and high-density property on Hong Kong Island; 2.) Medium-sized, high-rise and high-density property in Kowloon; and 3.) Large-sized, low-rise and low-density property in New Territories. These properties could likely reflect the most common situation of people living and working with trees in the most typical private residential properties in Hong Kong. In addition, due to differences in the

number and size of trees for each property type, the level and quality of the owners' corporations and management companies involved in tree management, the performance of tree management would vary. It could be foreseeable that those willing to participate in this study might face internal and external pressures, worrying that the study was fundamentally to discover the key issues and challenges of tree management in private residential properties that would be closely related to the reputation and brand of properties and even property management companies. Therefore, the names and identities of the selected properties and participants were anonymized and made unknown to better protect their interests.

Method of Collecting Quantitative data

In the quantitative method, it was aimed at obtaining more standardized statistical data from targeted people at private residential properties. There were 36 questions in total and most questions were closed-ended. The survey successfully explored the overall view and knowledge of tree management from a sample of 120 residents and property management practitioners. The following four aspects were asked among those participants, namely 1.) Perception of tree condition in the property; 2.) Understanding the importance of tree management to property and private property owners; 3.) Knowledge of tree practices and regulations; and 4.) Issues and challenges of tree management.

Discussion of Major Findings

Limited & Tight Financial Resources

It is difficult for many private residential property owners in Hong Kong to start taking care of trees. Although most expressed their willingness to invest resources in trees in the study, they rarely did so, especially for older properties. They need resources to maintain and replace aging buildings and their auxiliary facilities and systems, resulting in fierce competition for internal resource allocation. Spending money on these essential and critical items seems more practical than trees. In reality, most owners are unwilling to bear the recurring costs associated with routine tree management and maintenance. It is also not cheap to treat diseased trees. All these could imply a direct increase in management fees. Even if some are willing to spend money on trees, many try to use the cheapest method to finish the works, and the awarded contractors are usually selected on the principle of “lowest bidder” in the tendering to save costs. Actually, due to cost issues, they accept to hire inexperienced, low-quality, unqualified contractors to carry out tree works, which will sacrifice service quality and bring potential future tree problems.

Shortage of Tree Talents & Lack of Staff Tree Knowledge Training

Not all private residential properties can hire tree management personnel to look after trees in their daily operations or have the flexibility to outsource works to external contractors. Instead, frontline security guards and management office staff are required to perform such tree duties. However, they often lack tree knowledge and management capabilities to take care of trees. Experienced practitioners may complete their works based on relevant experience, but this is not inevitable. Some properties seem to be able to professionally hire frontline gardeners to take care of trees. But arboriculture and horticulture (gardening) are actually two different things. Unlike horticulture, arboriculture emphasizes the health of trees, not the decorative nature of trees. Most gardeners may already have extensive experience in gardening

and know how to maintain flowers and plants, but they still see managing trees as a challenge. They are frequently instructed to perform tree care and pruning without formal and professional training in order to meet current property operation and management needs. This could backfire because wrong practices and knowledge in trees can destroy trees and endanger people's safety.

Planting Wrong Trees in Wrong Places

Many Hong Kong property developers actively improve the horticultural landscape of private residential properties by planting trees to meet the growing public demand for a green living environment. But most do not consider reserving enough space for the future growth and development of trees. In the past, most chose to plant fast-growing, large, cheap and unsuitable tree species to immediately grow into a good shape to facilitate the sales of properties. Since then, no appropriate measures have been taken to ensure the healthy growth of the trees. The growing environment of trees is generally poor. From the case studies, it is found that “Banyan” trees are commonly planted in many residential properties due to their resilience and tenaciousness. Such tree types are notoriously large in terms of the size and load, but their roots are usually planted in narrow tree pits. Under normal circumstances, the diameter of tree crowns and tree roots should be similar, and there should be enough space for the roots to grow and stretch to maintain health, firmness, stability and safety. Since most trees grow in relatively narrow spaces and are blocked by concrete or paving slabs, their roots cannot withstand the maximum tree load, and their wind resistance is weak, so they can easily fall under strong winds. It all starts with planting wrong trees at the beginning. Property management practitioners often feel powerless and find it difficult to rectify tree planting decisions made by developers or the government in the past. The conflict between people and trees always occurs because people live too close to trees. In this environment, the risk of trees is also increasing, which is not ideal.

Lack of Government Supervision & Enforcement of Private Trees

At present, the Hong Kong government only requires owners to handle private trees through administrative means, but the relevant means have no legal effect. Although some leases have tree preservation clauses stipulating that trees cannot be felled at will, there are no clear and mandatory legal requirements for tree maintenance. Case studies and survey found that not all properties were fully compliant with the government's advices to establish a complete and up-to-date tree registration list to monitor the tree conditions, conduct tree risk assessments, and deal with problematic trees before and after the rainy season and severe weather by taking mitigation measures in time. The government only hopes that owners and property management companies will follow. This is just wishful thinking! Many people still choose to ignore it, even if they know that the government can fine owners who violate the tree preservation clauses. In fact, the government seldom actively checks whether the owners comply with these clauses. Even if the owners perform tree duties, the methods and quality of private tree maintenance will be greatly different given their tree works are not supervised and monitored.

Cumbersome Approval Process & Limited Transparency in Tree Removal

The Lands Department does not help owners and property management practitioners to easily understand the basic application procedures and knowledge for approval of felling trees, and the existing procedures are too cumbersome as well. Many people do not abide by the "Code of Practice" of the Lands Department, mainly due to the inconvenience of reading. There is only an English version without a simplified outline, and the content is too technical. This poses a huge challenge for applicants who are not proficient in English reading and have trouble understanding the meaning of each sentence. To obtain the Lands Department final's approval requires passing through multiple government

checkpoints. Many people question the lack of clarity and transparency of such approval process mechanism. In many cases, the approval process is further delayed due to incomplete and unsatisfactory documents submitted. Applicants do not understand all required procedures and therefore give up the official application method. They like to cut trees in an unauthorized way, which is faster, easier and cheaper. More importantly, they know that the Lands Department is short of manpower for law enforcement and inspection, or some breach the law mistakenly and unknowingly because they are unfamiliar with the provisions.

Inconsistent Tree Management Methods

Different private residential properties have different tree growth conditions, have their own tree management methods, and tend to solve tree problems according to their own wishes and methods. Mishandling of trees is a common phenomenon, and most do not even know it. Many properties do not have uniform, clear and objective tree management standards to maintain and monitor trees. For example, trees are often pruned directly by unqualified personnel without experience and cause irreparable damage to trees. In addition, most do not specifically inspect the tree conditions, and only arrange frontline staff to conduct an urgent and short inspection after heavy rains and typhoons so as to report potential insurance claims. They also rely on a daily complaint mechanism to respond to the "tree problems" that customers are concerned about and resolve them recklessly and unreasonably.

Conclusion

Trees undoubtedly bring different benefits to the urban environment and residents. Most private residential areas plant trees to beautify the living environment even in densely populated and limited environments, but as the trees grow, get older and bigger, many tree management and safety issues arise. This creates problems because people live too close to trees and trees are exposed to repeated extreme summer weather (like typhoons) in which tree mismanagement can trigger tree collapse and cause casualties and property loss. Private property owners and property management companies (i.e. frontline and management staff) are fully responsible for the private management and maintenance, meanwhile, they encounter different issues and challenges when participating in and performing tree management and maintenance.

Recommendations

The government has a greater leadership role in improving tree management and maintenance. Given it has the ability to comprehensively manage and coordinate both public and private organizations and personnel to produce the best results, most of the recommendations are made to the government. Below please find the key issues and challenges and the corresponding improvement suggestions:

- Currently, since there is no legal regulation on whether owners should inspect and maintain trees, private trees pose a potential threat to life and property. When problematic trees are found, it is simply through the Lands Department to persuade owners to take actions to reduce tree risks via land lease terms. Existing regulations do not empower the government to force owners to take timely and necessary actions against problematic trees. Supervision and enforcement are clearly insufficient. It is recommended that the government establish a specialized tree department to study various areas of tree laws and regulations related to the quality of private tree management. It is expected that

the entire legislative process will take time and require discussions and negotiations among different stakeholders (like property developers) to create conditions acceptable to all.

- Tree management involves professional knowledge, but practitioners lack relevant knowledge. It is recommended that the government consider increasing funding for publicity and education to attract them to pay more attention to tree management issues.
- Practitioners lack experience and knowledge in tree management and maintenance. It is recommended that the government fight this problem on two major fronts: For existing practitioners, it can provide relevant arboriculture and practical training to enhance their knowledge and understanding. Most importantly, the government can train new professionals and frontline practitioners about trees by requiring academic and training institutions to add tree management content to recognized property management courses and provide subsidies for these courses.
- Many owners encounter financial problems. In principle, it is their responsibility to manage private trees. However, under the premise of ensuring safety, it is recommended that the government consider giving appropriate assistance and subsidies to those who pass the eligibility test to inspect trees and conduct tree risk reduction works.
- It is difficult to judge the work experience, background and professional qualifications of horticultural and arboricultural contractors and practitioners due to high variance in performance and quality. It is recommended that the government and professional institutions consider jointly compiling a list of registered qualified contractors and practitioners to assist people in hiring qualified personnel to conduct tree works in private properties.

- Since the government has not formulated a set of clear, objective and unified practical tree management and maintenance guidelines for private residential properties, the methods and quality of tree management vary greatly among properties. It is recommended that the government consider reviewing all relevant tree guidelines and provide practitioners with simplified and easy-to-understand versions for compliance, so as to avoid violating the law due to vague information or misunderstanding of procedures.
- Private residential properties in Hong Kong generally lack long-term and sustainable tree planning plan. Due to the close distance between trees and people and the influence of climatic conditions, planting large invasive trees in urban areas is not suitable. Planting right tree species in the right places can reduce tree collapse risks. It is recommended that the government consider providing a reference list of tree species suitable for planting in private residential property environments. Doing so can enable property developers and management companies to select suitable tree species through early tree planning and evaluation, thereby minimizing the chance of future potential tree problems and facilitating long-term maintenance.

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Taking the Public Rental Housing in Hong Kong as the Case Study, Does Social Network Matter to the Elderly's Happiness with the Mediating Role of Perceived Public Support?



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Introduction

This research aims at studying the mediating effect of perceived public support on the relationship between social network and the happiness of the elderly while taking PRH as the case study.

The present study formulates three objectives:

- 1) To examine social network and happiness of the elderly living in PRH;
- 2) To examine perceived public support from three housing aspects (i.e. quality of housing and environment, neighborhood and community environment, housing policy) on the happiness of elderly living in PRH; and

- 3) To explore the relationship among social network, perceived public support and happiness of the elderly living in PRH quantitatively and qualitatively.

Hong Kong and many Western industrialized countries have adopted aging in place as policy concern. Housing is not simply providing accommodation but also the place for the elderly living with the community, thus promote their level of happiness through social network. Aging in place is the social integration of accommodation, social network and related public services. Under this basis, it is worthwhile to examine residents' perceptions of public support in order to shed light on how the housing policy could promote the happiness of old PRH residents.



Literature Review

Many researches have conducted evaluation of the effectiveness of housing services but there is limited study on the relationship among social network, public housing support and elderly's happiness. Most empirical findings indicate that social network plays a significant role in elderly's happiness or subjective well-being, however, its causality was studied inadequately in the context of Hong Kong especially in PRH. Thoits (1982) reminded the interpretation of the researchers on social network should be extremely cautious with adequate conceptualization and operationalization of the study topic involving different dimensions such as quality and quantity aspects. In this study, the perceived social support, as a mediating actor contributes to the functional dimension of the social network and fills the gap in the causality between social network and happiness of elderly living in PRH.

Pinquart and Sorensen (2000) showed that there is higher correlation between elder groups' social network and subjective well-being than those of younger group. Hence, social support plays an essential role and is more significant to the happiness of elderly group than those of younger generation. So, the elderly was selected as target group in this study.

Social Network

In this study, the definition of social network is operationalized as the linkage of individuals to form the supportive network for specific purpose or function. Scholars had analyzed social network from different aspects. For example, Otte and Rousseau (2002) studied social network through structural analysis while Pinquart and Sorensen (2000) focused on the quality aspect that measures the emotional support, quality of social contact and relationship among the individuals.

Dimensions of Social Network

Classifying the social network into structural, quality and functional dimensions were adopted in the research and the key determinant was selected from each dimension for study. They are Network size (Structural Dimension), Quality of social relationship (Quality Dimension) and Perceived public support (Functional dimension).

a. *Structural Dimension: Network size*

Network size was identified as the key determinant of happiness that was measured by the number of members in the network who provide social support to the elderly. The social network size is not just the number of members in relation with the elderly, but also with the role who provide social support to the elderly.

b. *Quality Dimension: Quality of social relationship*

Quality of social relationship is the perceived feeling close to someone and was measured by getting emotional support from someone (Pinquart and Sorensen, 2000). It was measured in two aspects: Frequency of contact and Perceived social relationship. Pinquart and Sorensen (2000) showed that the number of contact partners and the frequency of social contact contribute to subjective well-being. Perceived social relationship is specific to the subjective perception feeling to the relationship with neighbors and the ease to acquire emotional or social support from them.

c. *Functional Dimension: Perceived public support*

Perceived social support refers to the subjective perception of the social support and the extent to which an individual is accepted from other social network members (Sarason et al., 1987) while perceived public support is the perceived social support initiated by public housing sector specifically.

In this study, the public support is specified as the social support function provided by the Hong Kong Housing Authority (HKHA) to the elderly residents through housing support and policy.

Happiness

Under the context of housing condition, the elderly's well-being is interpreted as a state of balance provided that their requests or needs are satisfied regarding the demands to the nearby environment or network (Phillips et al., 2005). In this study, happiness refers to the elderly's subjective assessment of their living environment and satisfaction to the housing support.

Mediating factors of Perceived Public Support

Empirical studies indicated that social network size largely affects the happiness in later life through the mediator role of perceived social support (Chan and Lee, 2006; Wang, 2016). The level of social support received and perceived by older people is affected and shaped by living environments in large extent (Tomaszewski, 2013). The finding was extended to this study which further examined the perceived social support under the housing context. Taking the PRH as the case study, the social support is specified as the public support provided by HKHA. Living environment and housing policy are likely to act as mediators in shaping social network and well-being in older age through the public support provided by HKHA. The mediating factors — perceived public support is going to be examined

under three housing aspects that are Quality of housing and living environment, Neighborhood and community environment, Housing policy. It is suggested that social network itself does not directly influence happiness of the elderly resident; rather it increases the elderly's happiness level with the mediating effect of perceived public support.

a. *Quality of Housing and living environment*

The housing or its objective quality does not directly affect the happiness of the residents; rather it contributes to the level of happiness through the subjective perception on the housing that is the housing satisfaction of residents. The satisfaction level on physical aspects of housing and the quality of living environment shape the pattern of social identity and interaction that influences psychological well-being of residents (Tomaszewski, 2013). So, this aspect was measured with housing satisfaction on flat design, security and cleansing services etc.

b. *Neighborhood and community environment*

Neighborhood and community environment supports the elderly residents to achieve subjective well-being through creating opportunities for social interaction, development of relationships and giving and receiving of support (Cook et al. 2017). Convenient transport of neighborhood increase mobility and enhance interactions among the elderly. Providing more recreational amenities and public space for communication among the elderly could increase their attachment to the living environment and thus enhance their happiness through increasing social interaction. So, this aspect was measured with the residents' perception on transport, recreational amenities and public space.

c. *Housing policy*

A study revealed that the elderly's psychological happiness depends on the extent of their expectations on the housing policies or living satisfaction which are met (Phillips et al., 2005). Housing policy and planning such as PRH location is crucial for the elderly since their capability and mobility is limited. Social support is essential for them when they are getting old. As such, a continuous service with integration of social care and housing are necessary. The satisfactions of elderly residents on a series of housing policies or services provided by HKHA were the determinants of this aspect.

Conceptual Framework

Based on the empirical literature discussed, social network itself does not directly influence happiness of the elderly resident; rather it increases the elderly's happiness level with the mediating effect of perceived public support. The conceptual model was constructed as follows:

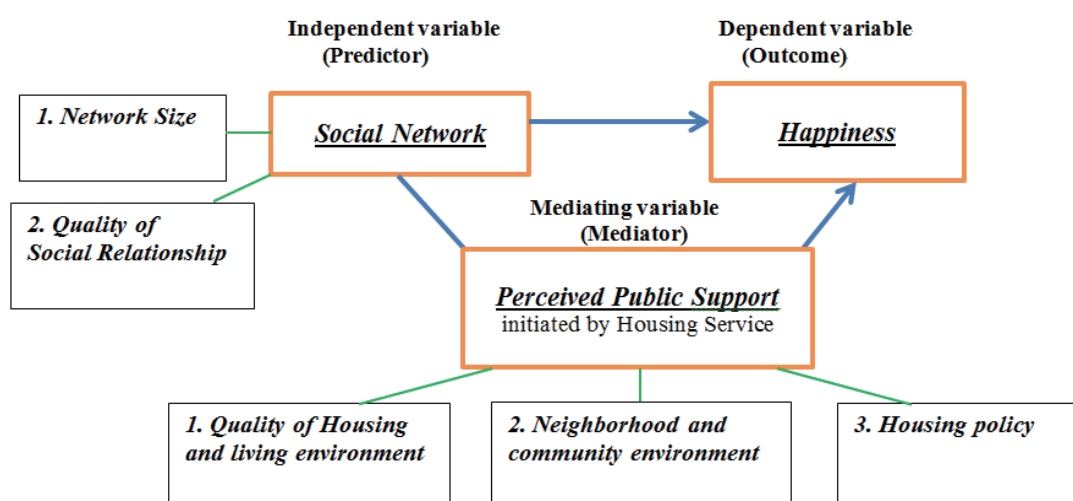


Figure 1: Conceptual framework model

Social network is an independent variable that will influence the dependent variable — happiness of the elderly through the mediating effect of three aspects of perceived public support. The independent variable is classified into 2 dimensions — 'network size' and 'quality of social relationship'. It is believed that the housing

provision and services for the elderly will have mediating effect on the relationship between social network and the happiness of elderly people living in PRH through three aspects namely quality of housing and living environment, neighborhood and community environment and the housing policy.

Methodology

Social network was hypothesized to be the predictor with two aspects: network size (SNS) and quality of social relationship (SNQ); the happiness of the elderly (HPY) respondents was hypothesized to be outcome variable; and the three aspect

of perceived public support: housing & living environment (HLE), neighborhood & community environment (NCE) and housing policy (HPO) were hypothesized to be the mediators.

This study sought to test six main hypotheses:

| | |
|--------------------|--|
| Hypothesis 1 (H1): | "HLE" mediates the effect of "SNS" on elderly's happiness. |
| Hypothesis 2 (H2): | "NCE" mediates the effect of "SNS" on elderly's happiness. |
| Hypothesis 3 (H3): | "HPO" mediates the effect of "SNS" on elderly's happiness. |

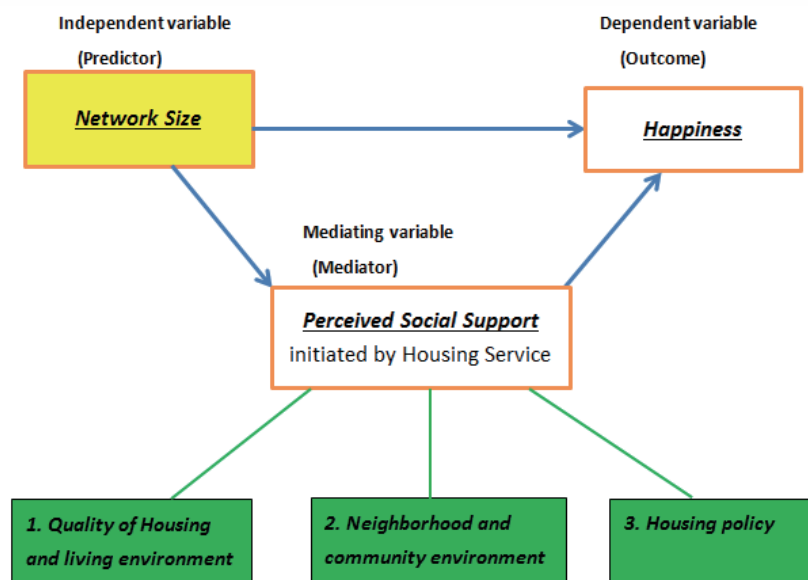


Figure 2: Hypothesis with network size (SNS)

| | |
|--------------------|--|
| Hypothesis 4 (H4): | "HLE" mediates the effect of "SNQ" on elderly's happiness. |
| Hypothesis 5 (H5): | "NCE" mediates the effect of "SNQ" on elderly's happiness. |
| Hypothesis 6 (H6): | "HPO" mediates the effect of "SNQ" on elderly's happiness. |

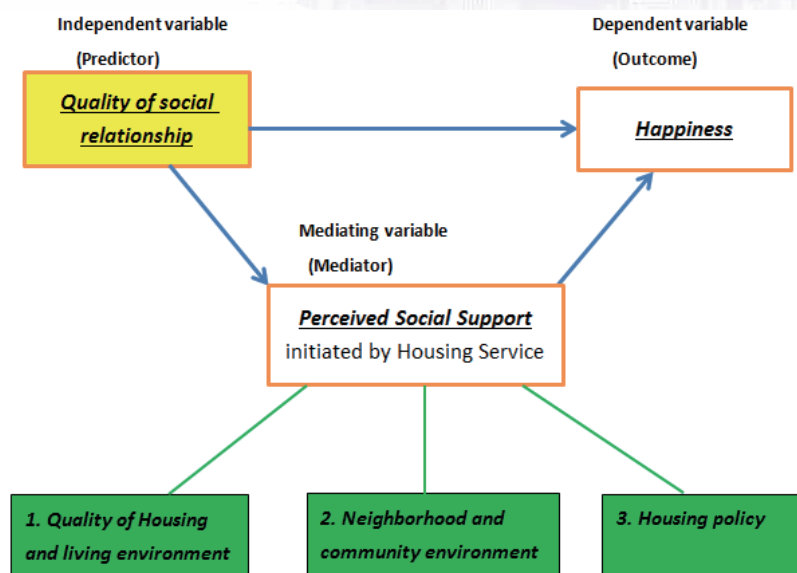


Figure 3: Hypothesis with quality of social relationship (SNQ)

Research Design

The study method adopted in this research was mixed approach (both quantitative and qualitative study) with questionnaires survey and in-depth interviews. With reference to the conceptual framework involving various types of housing services, properties of social network and happiness, the interview questions were classified into several parts including background information, social network size, level of happiness and perception on 3 aspects of perceived public support (HLE, NCE and HPO).

Sampling Method and Data Collecting Method

The target group was elderly, aged 60 or above who were with retirement status and lived in public housing. A total of 200 sample sizes were expected to be collected from the questionnaires. Due to the Coronavirus Infection in Hong Kong, the questionnaires were changed to online format and 10 in-depth interviews were further conducted by phone or Whatsapp.

Method of Data Analysis

To analyze the quantitative data, computer-based quantitative tools IBM SPSS Statistics v26 and PROCESS Macro for SPSS were used. In order to ensure the reliability and validity of the findings, we tested for both the robustness and reliability of the findings. Moreover, the inferential statistics were used to establish whether the study outcomes were significant for the sake of generalising to the entire population or not. The regression analysis is a statistical technique that is used to measure linear or curve linear relationships between dependent and independent variables. Finally, the Hayes SPSS Process macro was used for the mediation analysis, using the Sobel test and the mediating variables were HLE, NCE and HPO.

In-depth interview

10 respondents were selected from the questionnaire interviewees to participate in the in-depth interview. The aim of the case study is to understand and extract the interviewees' opinions and suggestions on the significant issues and further explore the research study.

Result and Data Analysis

Robust Result

To test for the robustness of the model, the researcher incorporated two techniques that were the test for reverse causality and the test for endogeneity.

The causal effect of the independent variable on the dependent variable is wrongly computed when there is reverse causality present. From the Granger Causality Test, the reverse causality

of dependent variable HPY on SNS, SNQ, HPO, NCE and HLE had p-values that were all greater than 0.05 that is 0.219, 0.508, 0.288, 0.439 and 0.676 respectively. In this regard, the researcher confirmed that there was no reverse causality present in the link between HPY and the variables SNS, SNQ, HPO, NCE and HLE.

Correlation Result

With respect to the correlation analysis of sex, age and health along with the dependent variable and the mediating variables, the output is presented in Table 1.

Table 1: Correlation Matrix between significant control variables, mediating variables and dependent variable in the mediating effect

| | | Sex | Age | Health condition | HPY | HLE | NCE |
|---|------------------|------|-------|------------------|------|------|------|
| r | Age | .033 | | | | | |
| | Health condition | .007 | -.210 | | | | |
| | Happiness | .086 | -.241 | .423 | | | |
| | HLE | .077 | -.067 | .315 | .763 | | |
| | NCE | .064 | -.103 | .286 | .525 | .528 | |
| | Housing Policy | .013 | -.119 | .311 | .521 | .473 | .543 |
| p | Age | .323 | | | | | |
| | Health condition | .459 | .001 | | | | |
| | Happiness | .111 | .000 | .000 | | | |
| | HLE | .140 | .172 | .000 | .000 | | |
| | NCE | .183 | .072 | .000 | .000 | .000 | |
| | Housing Policy | .428 | .046 | .000 | .000 | .000 | .000 |

From the correlation matrix, there was significant and high correlation between each mediator variable and dependent variable, i.e. HLE and

happiness (0.763; $p < 0.05$), NCE and happiness ($r = 0.525$; $p < 0.05$), HPO and happiness ($r = 0.521$; $p < 0.05$).

Regression Result

Multiple regression analysis was adopted to establish the direct effect of independent variables SNS and SNQ on happiness.

It was tested with ANOVA and the results are presented in Table 2.

Table 2: Regression Model Fit – SNS/SNQ

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------|
| 1 | Regression | 77.445 | 2 | 38.723 | 99.185 | .000b |
| | Residual | 77.692 | 199 | .390 | | |
| | Total | 155.137 | 201 | | | |

- Dependent Variable: Happiness
- Predictors: (Constant), Social Network Quality, Social Network Size

From the findings, $F(2, 199) = 38.723$; $p=0.000<0.05$. Since the p-value was less than 0.05, the researcher confirmed the regression model was valid. The regression coefficients for the model are presented in Table 3.

Table 3: Regression Coefficients – SNS/SNQ

| | | | | | | | Collinearity Statistics | |
|-------|------------------------|------|------------|-------|-------|------|-------------------------|-------|
| Model | | B | Std. Error | Beta | t | Sig. | Tol | VIF |
| 1 | (Constant) | .889 | .177 | 5.032 | .000 | | | |
| | Social Network Size | .299 | .068 | .251 | 4.413 | .000 | .780 | 1.282 |
| | Social Network Quality | .618 | .063 | .553 | 9.740 | .000 | .780 | 1.282 |

- Dependent Variable: Happiness

The p-values of SNS and SNQ were less than 0.05. It meant that both were significant predictors of happiness.

Hypothesis Result

The Sobel test was adopted as the mediation analysis in which **SNS** and **SNQ** were hypothesized to be the predictor; the happiness of the elderly

respondents to be the outcome variable; and the three aspect of perceived public support: housing & living environment (**HLE**), neighborhood & community environment (**NCE**) and housing policy (**HPO**) to be the mediators.

In order to ensure the covariance factors among the mediating effect did not produce misleading findings, the control variables were controlled for in the mediating analysis.

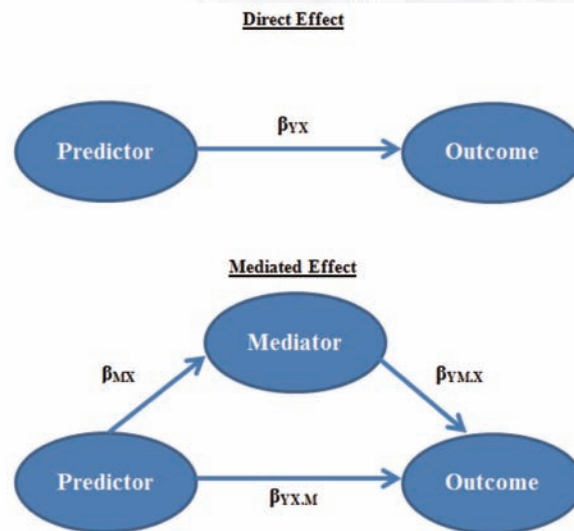


Figure 4: The diagram of direct and mediated effect

To establish whether predictor variables **SNS** and **SNQ** had the influence on outcome variable (happiness) with mediation effect, the test model is demonstrated in Figure 4. If the relationship between predictor and outcome variable has been significantly decreased (i.e. $\beta_{YX} > \beta_{YX.M}$) after inclusion of the mediator, the mediated effect is established.

This study sought to test six main hypotheses: H1 to H6.

The results are presented below, starting with HLE.

| DIRECT AND TOTAL EFFECTS (SNS/HLE) | | | | | DIRECT AND TOTAL EFFECTS (SNQ/HLE) | | | | |
|------------------------------------|-------|-------|---------|----------|------------------------------------|-------|-------|---------|----------|
| | Coeff | s.e. | t | Sig(two) | | Coeff | s.e. | t | Sig(two) |
| b(YX) | .6086 | .0725 | 8.3931 | .0000 | b(YX) | .7494 | .0586 | 12.7974 | .0000 |
| b(MX) | .5722 | .0663 | 8.6249 | .0000 | b(MX) | .6085 | .0587 | 10.3665 | .0000 |
| b(YM.X) | .7397 | .0570 | 12.9669 | .0000 | b(YM.X) | .6104 | .0559 | 10.9126 | .0000 |
| b(YX.M) | .1854 | .0627 | 2.9570 | .0035 | b(YX.M) | .3780 | .0576 | 6.5650 | .0000 |

Table 4: Direct and total effects on HLE

The mediating role of **HLE** was found to be significant between **SNS** and happiness; and between **SNQ** and happiness. The effect of **SNS** on happiness decreased from $\beta_{YX} = 0.609$ to $\beta_{YX.M} =$

0.185. The effect of **SNQ** on happiness decreased from $\beta_{YX} = 0.749$ to $\beta_{YX.M} = 0.378$. The mediation effect was shown to be significant in Sobel test of H1 and H4.

| DIRECT AND TOTAL EFFECTS (SNS/NCE) | | | | | DIRECT AND TOTAL EFFECTS (SNQ/NCE) | | | | |
|------------------------------------|-------|-------|--------|----------|------------------------------------|-------|-------|---------|----------|
| | Coeff | s.e. | t | Sig(two) | | Coeff | s.e. | t | Sig(two) |
| b(YX) | .6086 | .0725 | 8.3931 | .0000 | b(YX) | .7494 | .0586 | 12.7974 | .0000 |
| b(MX) | .1956 | .0621 | 3.1498 | .0019 | b(MX) | .4029 | .0523 | 7.6955 | .0000 |
| b(YM.X) | .5764 | .0720 | 8.0084 | .0000 | b(YM.X) | .3515 | .0753 | 4.6690 | .0000 |
| b(YX.M) | .4959 | .0648 | 7.6559 | .0000 | b(YX.M) | .6078 | .0635 | 9.5793 | .0000 |

Table 5: Direct and total effects on NCE

The mediating role of **NCE** was found to be significant between **SNS** and happiness; and between **SNQ** and happiness. The effect of **SNS** on happiness decreased from $\beta_{YX} = 0.609$ to $\beta_{YX.M} =$

0.496. The effect of **SNQ** on happiness decreased from $\beta_{YX} = 0.749$ to $\beta_{YX.M} = 0.608$. The mediation effect was shown to be significant in Sobel test of H2 and H5.

| DIRECT AND TOTAL EFFECTS (SNS/HPO) | | | | | DIRECT AND TOTAL EFFECTS (SNQ/HPO) | | | | |
|------------------------------------|-------|-------|--------|----------|------------------------------------|-------|-------|---------|----------|
| | Coeff | s.e. | t | Sig(two) | | Coeff | s.e. | t | Sig(two) |
| b(YX) | .6086 | .0725 | 8.3931 | .0000 | b(YX) | .7494 | .0586 | 12.7974 | .0000 |
| b(MX) | .1833 | .0824 | 2.2246 | .0272 | b(MX) | .4108 | .0725 | 5.6647 | .0000 |
| b(YM.X) | .4581 | .0533 | 8.5996 | .0000 | b(YM.X) | .3191 | .0526 | 6.0684 | .0000 |
| b(YX.M) | .5247 | .0628 | 8.3497 | .0000 | b(YX.M) | .6183 | .0581 | 10.6436 | .0000 |

Table 6: Direct and total effects on HPO

The mediating role of **HPO** was found to be significant between **SNS** and happiness; and between **SNQ** and happiness. The effect of **SNS** on happiness decreased from $\beta_{YX} = 0.609$ to $\beta_{YX.M} = 0.525$. The effect of **SNQ** on happiness decreased from $\beta_{YX} = 0.749$ to $\beta_{YX.M} = 0.618$. The mediation effect was shown to be significant in Sobel test of H3 and H6.

Discussion and Findings

The main objective of this research was to analyze social networks for the Hong Kong population aged 60 or above living in PRH and examine their perceptions of public support in order to shed light on how the housing policy could be improved and enhance the happiness of old PRH residents. The 6 hypotheses of the study were all confirmed to be positive.

First, regression analysis demonstrates the significant correlations between two aspects of social network (size and quality) and happiness. Then, correlation result reflected the significance relationship among housing services and happiness. Finally, it is going to elaborate how the relationship between social network and happiness was mediated by the three housing aspects of perceived public support.

Social network and happiness

Both the network size and quality aspect of social network were positively related to the happiness among older people according to the regression result. The result suggests that the bigger network size of the elderly residents in PRH, their level of happiness is higher. It also suggested that the higher quality of social relationship was important for enhancing the happiness of the respondents.

Housing services and happiness

The direct effect of housing service is significant with positive impact on the happiness of elderly respondents referring to Table 1. Both quantitative and qualitative findings indicated that the public services catering for the needs of the respondents and offering direct help from the services would acquire more satisfaction from the elderly residents. According to the in-depth interviews, it also reflected that the housing services provided by HKHA were not widely used and yet be acknowledged by the respondents. Therefore, the elderly could not enjoy the services even though they have the real need on it and thus their level of happiness would be undermined. It is worth noting for the implementation of housing policy.

Mediating effect of the three aspects of perceived public support

The main finding of this research was that social network in terms of network size (SNS) and quality of social relationship (SNQ), was associated with happiness of elderly living in PRH and this relationship was mediated by the perceived public support that includes 3 aspects: quality of housing and living environment, neighborhood and community environment and housing policy. Every hypothesis was found to be positive. It suggested that each aspect of perceived public supports the mediating effect between social network and happiness of the older residents in PRH.

a. Quality of Housing and Living environment

As one of the chosen housing aspects of perceived social support to be examined, mediating effect of housing and living environment was consistent with previous finding that the social network largely affected the happiness in later life through the mediator role of perceived social support (Chan and Lee, 2006; Wang, 2016).

According to Table 4, it showed that satisfaction at the living environment played a mediating role and the elderly with larger social network or higher quality social relationship were more likely to be satisfied with their living environment and with higher level of happiness. Access to well-designed public housing and public spaces enhanced the housing satisfaction and social interaction though the living environment and promote the happiness of older people who spend much time there with less mobility. The result is consistent with the findings of Tomaszewski (2013) indicating that what matters most for the happiness of the elderly residents is how people feel and how they perceive about their living environment, whether they find it safe, comfortable, rather than the objective criteria.

b. Neighborhood and Community environment

Another aim of this study was to investigate the relationship between social network and happiness via the mediating effects of neighborhood and community environment. According to Table 5, it showed that satisfaction with public amenities provided and maintained by HKHA was positively related and mediated to the level of happiness. It indicated that people who spent more time on communicating with friends and neighbors were happier. It is consistent with previous finding that elderly who had higher feelings of happiness were more likely to feel attached to their neighborhood (Kemperman, 2019). Favorable recreational and exercise facilities attracted older people do more outdoor activities and allow more opportunities to interact with neighbors. Good material conditions of public facilities and space kept close link with the social network interaction and give rise to the happiness of the elderly. As a result, they became more satisfied and attached to the local community and it enhances their happiness.

c. Housing policy

According to Table 6, it confirmed that housing policy served as a mediating role between social network and happiness, and between quality of social relationship and happiness. It was consistent with previous finding of Coates (2013). The elderly who have larger social network or better social relationship and those perceived well with the housing policies or services were having higher level of happiness.

Interpersonal communication is a crucial factor in social network. Larger social network and stronger social connections usually has more knowledge on public services or policies. The interpersonal communication among the network members shapes the

satisfaction on housing services or policy and affects the happiness of the residents eventually. This perception is aligned with Phillips et al (2005) that residential satisfaction has positive correlation with elderly's happiness.

Conclusion

The present research was a leading topic to explore social network and happiness with the mediating effect of perceived public support to the PRH elderly in Hong Kong. The research finding confirmed the relationship between social network and happiness was not simple direct effect but under the mediating effect of perceived public support. Quality of housing and living environment, neighborhood and community environment, housing policy were found to be significant mediators on the happiness of elderly residents. In light of the essential roles of public support and housing policy, the happiness of Hong Kong elderly should be enhanced and concerned in policy making.

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物業環境污染源入滲導致地下水污染之理論解

A Theoretical Solution of Groundwater Pollution Transmission Due to Property Environmental Pollution Source Infiltration



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一、研究背景、目的及方法

物業環境污染源入滲導致地下水污染是國際上共同面臨的難題以及亟待解決的問題，國際上如大陸、越南、印度…等從開發中國家歷經高度工業化過程中亦常見嚴重的地表污染源因降雨入滲以及水井灌入污染源導致不飽和含水層地下水嚴重污染。

台灣地區史上最嚴重的土壤及地下水嚴重污染事件是由於臺灣美國無線電公司(RCA)桃園廠長期挖井傾倒有機溶劑等有毒廢料，土壤及地下水污染治理從1997/3至2019/4完成歷時約22年，整個污染事件造成1,375人罹患癌症，其勞工509人因癌症死亡[RCA義務辯護律師群，2001]。

根據BBC報導[2016]中國環保部2015年6月發佈的《2014中國環境狀況公報》數據顯示，中國近三分之二地下水和三分之一地面水人類不宜直接接觸。2016年4月，中國水利部報告又稱，中國

逾80%被測地下水污染嚴重。根據2017年2月22日駐越南台北經濟文化辦事處[2017]網頁公開資訊報導，根據越南環境總局的統計，越南大部分城市地區，特別是河內和胡志明市的地下水¹。

2011年1月18日 BBC報導越南地下水污染情況嚴重，研究人員警告，越南人口稠密的紅河三角洲有超過四分之一的飲用地下水井含有超過安全值的砷。報告執筆人伯格警告說，當地大約700萬人有相當高的慢性砷中毒風險。很多國家都有地下水遭砷污染的問題，比如阿根廷、澳大利亞、孟加拉國、智利、中國、匈牙利、印度、墨西哥、秘魯、泰國和美國等²。

由於地下水污染是國際上共同面臨的難題，故本研究之目的為探討地表污染源入滲導致不飽和含水層地下水污染之解析解，可透過理論解析模式探討地下水污染傳輸的影響範圍並可作為政府部門針對重點地下水污染區佈設電子監測儀器範圍之參考。

¹ 資料來源網址 :<https://www.roc-taiwan.org/vn/post/8483.html>

² 資料來源網址 :https://www.bbc.com/zhongwen/trad/world/2011/01/110118_vietnam_water_wells.

本研究之方法為利用質量守恒原理來求解非拘限含水層淺層地下水降雨補注導入污染源污染地下水之理論解，將以線性化理查(Linearized Richards Equation)方程式以及對流擴散方程式(Advection Dispersion Equation)為控制方程式進行耦合方程式求解，應用函數轉換求解理查(Richards)方程式，求解任意降雨量及固定土壤體積含水比之條件下的染物傳輸之解析解。

二、文獻回顧

S. Ahmed[2019] 探討印度北方邦馬圖拉市地下水的重金屬污染和地質累積指數，研究指出印度城市地區的重金屬污染非常嚴重和複雜。研究發現水中重金屬總濃度依次為Ni> Fe> Pb> Cr> Cd> Zn> Mn> Cu沉積物質量指標，如重金屬污染指數(HPI)和地質累積指數(Igeo)。證實馬圖拉市地下水中重金屬污染對Pb、Cd、Ni、Fe和Cr的影響還評估了地下水中重金屬的相關矩陣。在大多數這些重金屬中沒有觀察到顯著的相關性，表明有不同人為和自然污染源。

廉新穎[2018] 探討地下水污染修復技術驗證評價方法研究，採用層次分析法建立了由目標污染物去除效果、副產物情況、固體廢物、廢水、廢氣、噪音、自動化水準、故障情況、適用場地類型、基建費用、藥劑投加量、能源消耗和資源回收利用共13個指標組成的地下水污染修復技術驗證評價指標體系。

塗婷[2017] 探討贛南稀土礦區地下水污染現狀、危害及處理技術與展望，贛南稀土礦區由於受離子型稀土礦開採的影響，地下水污染嚴重。研究指出贛南稀土礦區礦山開採和原地浸礦導致的地下水稀土元素、三氮(離子態的氨氮、亞硝酸鹽氮和硝酸鹽氮)和硫酸鹽污染現狀，分析了該類型地下水污染的危害，總結目前已有的地下水修復方法並分析其應用局限性，提出適用於贛南稀土礦區的地下水污染治理思路。

莊詠傑[2016] 探討應用自然電位法於土壤與地下水污染場址的監測研究指出，他嘗試引入地球物理探勘技術中的自然電位法(Self-Potential Method, SP)以克服土壤與地下水污染物和整治藥劑作用範圍在地下難以界定，該研究以飽和食鹽水灌注的砂箱實驗，以逆推自然電位剖面探討流動電位的分布，發現以驗證研究場址的監測結果，得到流體源頭為負電位；入滲前緣為正電位的特徵。

三、物業環境地表污染源入滲非飽和層地下水污染傳輸解析模式

對於地表污染源入滲非飽和層地下水污染傳輸問題之求解本文將分成三個部分求解，第一部分為求解線性化理查方程式解析解，將利用函數轉換之方法將理查方程式轉換成線性的擴散方程式，求出擴散方程式之解析解後再逆轉換求得理查方程式之解析解，可求得地表污染源入滲非飽和層的流速分佈；第二部分為求解對流擴散方程式解析解，將求出污染物濃度分佈的解析解；第三部分為求解理查方程式與對流擴散方程式耦合解，將第一部分求得地表污染源入滲非飽和層的流速分佈帶入第二部分為求解出污染物濃度分佈的解析解，即可求得地表污染源入滲非飽和層地下水污染傳輸分佈的解析解。本章將分別探討地表污染源入滲非飽和層地下水污染傳輸問題之三個求解過程，求解流程圖如圖3-1所示，以一維入滲問題為例進行求解，分別說明如下。

3-1、一維線性化理查方程式解析解

考慮一維無地下水位之半無窮區間入滲問題如圖 3-2 所示，而理查方程式之可列出如下：

$$\frac{\partial \theta}{\partial t} = \frac{\partial}{\partial z} \left(k(\theta) \frac{\partial \psi}{\partial z} \right) - \frac{\partial k(\theta)}{\partial z} \quad (3-1)$$

上式中 θ 表體積含水比 (Volumetric water content)， t 表時間， z 表深度定義向下為正， k 表水力傳導係數， ψ 表張力水頭。上式為非線性微分方程式，為使理查方程式線性化易於求解，本文假設比擴散度 D 為常數並採用 Srivastava and Yeh [1991] 相同之假設，水力傳導係數及體積含水比與張力水頭之指數函數關係如下：

$$k(\psi) = k_s \cdot e^{\alpha \psi} \quad (3-2)$$

$$\theta = \theta_r + (\theta_s - \theta_r) \cdot e^{\alpha \psi} \quad (3-3)$$

上式中 k_s 為飽和之水力傳導係數， α 為土壤孔隙分佈係數， θ_s 表飽和體積含水比， θ_r 表殘存體積含水比。則線性化之理查方程式可列出如下：

$$\frac{\partial \theta(z,t)}{\partial t} = D \frac{\partial^2 \theta(z,t)}{\partial z^2} - k^* \frac{\partial \theta(z,t)}{\partial z} \quad (3-4)$$

上式中 $D = k^* / \alpha$ ， $k^* = dk / d\theta = k_s / (\theta_s - \theta_r)$ 。

起始條件及邊界條件列出如下：

$$\theta(z,t)|_{t=0} = \theta_r \quad (3-5)$$

$$\theta(z,t)|_{z \rightarrow \infty} = \theta_r \quad (3-6)$$

$$q(t) = -D \frac{\partial \theta}{\partial z} \Big|_{z=0} + k \Big|_{z=0} \quad (3-7)$$

上列 (3-4) 式至 (3-7) 式可求得解析解如下 [Chen et. al.'s 2001]。

$$\theta(Z,T) = \theta_r + \theta_r \cdot e^{\frac{Z \cdot T}{2}} \cdot \int_0^T \left\{ \frac{f(\tau)}{\sqrt{\pi(T-\tau)}} \cdot \exp\left(-\frac{Z^2}{4(T-\tau)}\right) \right\} d\tau \quad (3-8)$$

上式中 T 及 Z 為無因次參數，定義為 $Z = \frac{k^* z}{D}$ 及 $T = \frac{(k^*)^2 t}{D}$ 。定義流速 $V(z,t)$ 如下所示：

$$V(z,t) = -k \frac{d\psi}{dz} \quad (3-9)$$

求得地表污染源入滲非飽和層的流速分佈如下所示：

$$V(z,t) = -k_s \frac{1}{\theta_s - \theta_r} \frac{1}{\alpha} \frac{d\theta(z,t)}{dz} \quad (3-10)$$

3-2、一維對流擴散方程式解析解

考慮一維地表污染源濃度 C_0 藉由地表降雨入滲污染非飽和含水層，一維對流擴散問題的控制方程式、起始條件以及邊界條件如下所示：

$$\frac{\partial C(z,t)}{\partial t} = D \frac{\partial^2 C(z,t)}{\partial z^2} - V \frac{\partial C(z,t)}{\partial z} \quad (3-11)$$

$$C(z,t)|_{t=0} = 0 \quad z = 0 \quad (3-12)$$

$$C(z,t)|_{z=0} = C_0 \quad t \geq 0 \quad (3-13)$$

$$C(z,t)|_{z=\infty} = 0 \quad t \geq 0 \quad (3-14)$$

上列 (3-10) ~ (3-13) 式可利用 Ogata et. al.'s [1961] 推導之結果解得：

$$C(z,t) = \frac{C_0}{2} \left[\operatorname{Erfc} \left(\frac{z-Vt}{2\sqrt{Dt}} \right) + e^{\frac{Vz}{D}} \cdot \operatorname{Erfc} \left(\frac{z+Vt}{2\sqrt{Dt}} \right) \right] \quad (3-15)$$

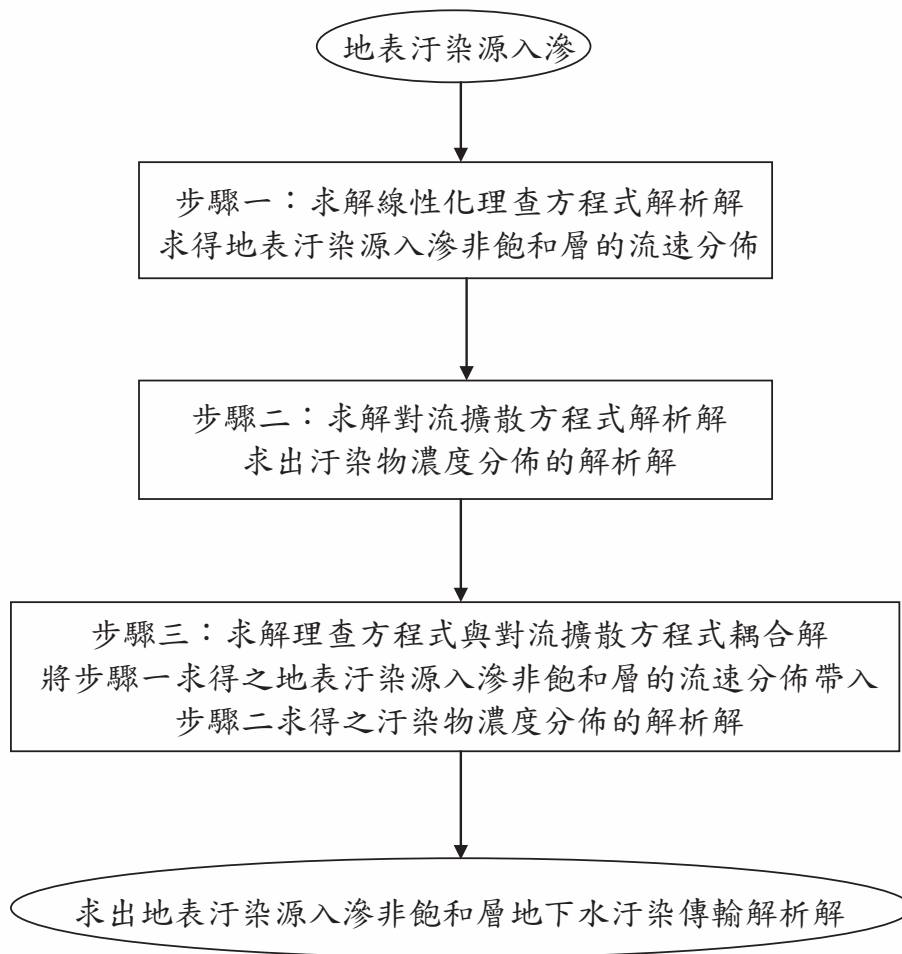


圖 3-1 求解流程圖

3-3、理查方程式與對流擴散方程式耦合解

考慮(3-7)式中 $f(T) = \gamma \cdot T^n$ ，其中 γ 式常數且 $n = -0.5, 0, 0.5, 1, 1.5, 2 \dots$ ，可求得地表污染源入滲非飽和層的流速分佈如下所示：

$$V(Z, T) = k_s \frac{\theta_r}{\theta_s - \theta_r} \cdot \gamma \cdot \Gamma(n+1) \cdot (4T)^{n+0.5} \cdot (-1)^n \cdot e^{\frac{Z \cdot T}{2}} \left[\frac{(2+Z)}{2\sqrt{\pi}} \cdot \text{Erfc}\left(\frac{Z}{2\sqrt{T}}\right) - \frac{1}{4\sqrt{T}} e^{-\frac{Z^2}{4T}} \right] \quad (3-16)$$

將 $Z = \frac{k^* z}{D}$ 及 $T = \frac{(k^*)^2 t}{D}$ 帶入(3-16)式地表污染源入滲非飽和層的流速分佈如下所示：

$$V(z, t) = k_s \frac{\theta_r}{\theta_s - \theta_r} \cdot \gamma \cdot \Gamma(n+1) \cdot \left[\frac{4(k^*)^2 t}{D} \right]^{n+0.5} \cdot (-1)^n \cdot e^{\frac{k^* z}{2D} \cdot \frac{(k^*)^2 t}{4D}} \left[\frac{\left(2 + \frac{k^* z}{D}\right)}{2\sqrt{\pi}} \cdot \text{Erfc}\left(\frac{z}{2\sqrt{Dt}}\right) - \frac{\sqrt{D}}{4k^* \sqrt{t}} e^{-\frac{z^2}{4Dt}} \right] \quad (3-17)$$

將(3-17)式帶入(3-15)式可求得理查方程式與對流擴散方程式耦合解如下：

$$C(z, t) = \frac{C_0}{2} + e^{\frac{1}{D} \left[\text{Erfc} \left\{ \frac{z}{2\sqrt{Dt}} - \frac{\sqrt{t}}{2\sqrt{D}} \right\} \cdot e^{\frac{k^* z}{2D} \cdot \frac{(k^*)^2 t}{4D}} \left[\frac{\left(2 + \frac{k^* z}{D}\right)}{2\sqrt{\pi}} \cdot \text{Erfc}\left(\frac{z}{2\sqrt{Dt}}\right) - \frac{\sqrt{D}}{4k^* \sqrt{t}} e^{-\frac{z^2}{4Dt}} \right] \right]} \cdot \left[k_s \frac{\theta_r}{\theta_s - \theta_r} \cdot \gamma \cdot \Gamma(n+1) \cdot \left[\frac{4(k^*)^2 t}{D} \right]^{n+0.5} \cdot (-1)^n \right] \cdot \left[k_s \frac{\theta_r}{\theta_s - \theta_r} \cdot \gamma \cdot \Gamma(n+1) \cdot \left[\frac{4(k^*)^2 t}{D} \right]^{n+0.5} \cdot (-1)^n \cdot e^{\frac{k^* z}{2D} \cdot \frac{(k^*)^2 t}{4D}} \left[\frac{\left(2 + \frac{k^* z}{D}\right)}{2\sqrt{\pi}} \cdot \text{Erfc}\left(\frac{z}{2\sqrt{Dt}}\right) - \frac{\sqrt{D}}{4k^* \sqrt{t}} e^{-\frac{z^2}{4Dt}} \right] \right] \cdot \text{Erfc} \left\{ \frac{z}{2\sqrt{Dt}} + \frac{\sqrt{t}}{2\sqrt{D}} \right\} \cdot e^{\frac{k^* z}{2D} \cdot \frac{(k^*)^2 t}{4D}} \left[\frac{\left(2 + \frac{k^* z}{D}\right)}{2\sqrt{\pi}} \cdot \text{Erfc}\left(\frac{z}{2\sqrt{Dt}}\right) - \frac{\sqrt{D}}{4k^* \sqrt{t}} e^{-\frac{z^2}{4Dt}} \right] \right] \quad (3-18)$$

3-4、一維地表污染源入滲地下水污染傳輸結果分析

本研究以壤土(Silt loam)為例，說明一維無地下水位之半無窮區間地表污染源入滲地下水污染傳輸問題，以均佈起始條件舉例，計算一維地表污染源入滲地下水污染傳輸結果，今將計算結果分別說明及討論如下。壤土之相關參數[Van, 1980]詳見表3-1。

表3-1 壤土參數值

| 參數 | 參數值 | 單位 |
|------------|-------|----------------------------------|
| k_s | 316 | mm/day |
| α | 0.002 | mm ⁻¹ |
| θ_s | 0.434 | mm ³ /mm ³ |
| θ_i | 0.218 | mm ³ /mm ³ |

資料來源：Van Genuchten, 1980

令 $100 = \gamma$ ， $2 = n$ ， $0q = 0.005$ mm/s， $3000 = C$ ppm且將表3-1之土壤參數代入(3-7)式，同時繪出降雨強度隨時間變化如圖3-2所示。將相關參數代入(3-18)式，可繪出地表污染源入滲非飽和層地下水污染傳輸隨時間變化剖面圖則如圖3-3所示，由圖中發現本例之降雨強度變化趨勢為隨時間增加降雨強度隨增加，因此當經過100秒時污染物已經向下傳輸到地表下10公分；當經過300秒時污染物已經向下傳輸到地表下20公分；當經過500秒時污染物已經向下傳輸到地表下30公分；當經過700秒時污染物已經向下傳輸到地表下35公分；當經過900秒時污染物已經向下傳輸到地表下40公分；當經過1100秒時污染物已經向下傳輸到地表下45公分，由此可見污染物向下傳輸速度相當快速。

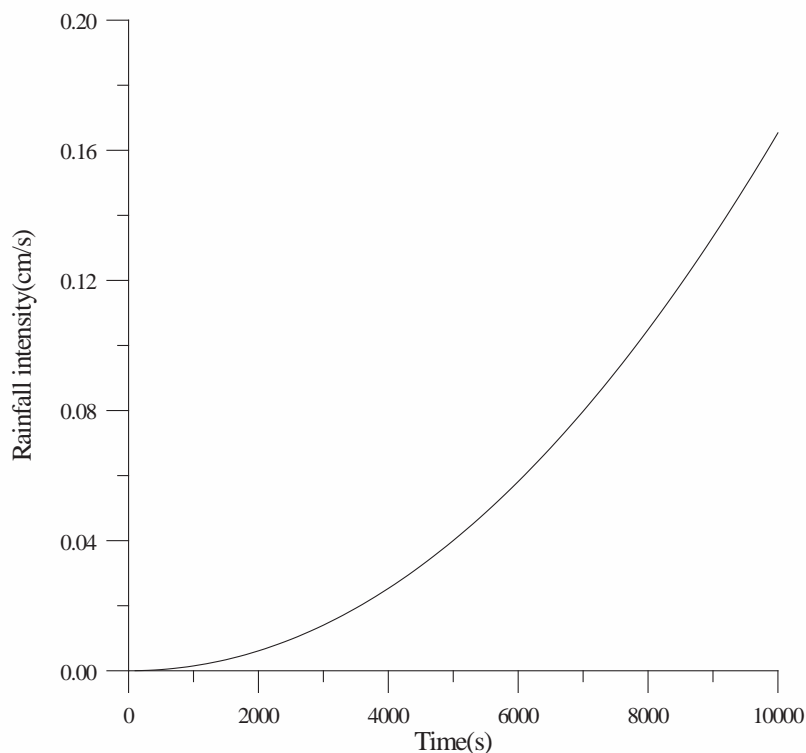


圖3-2 降雨強度隨時間變化圖

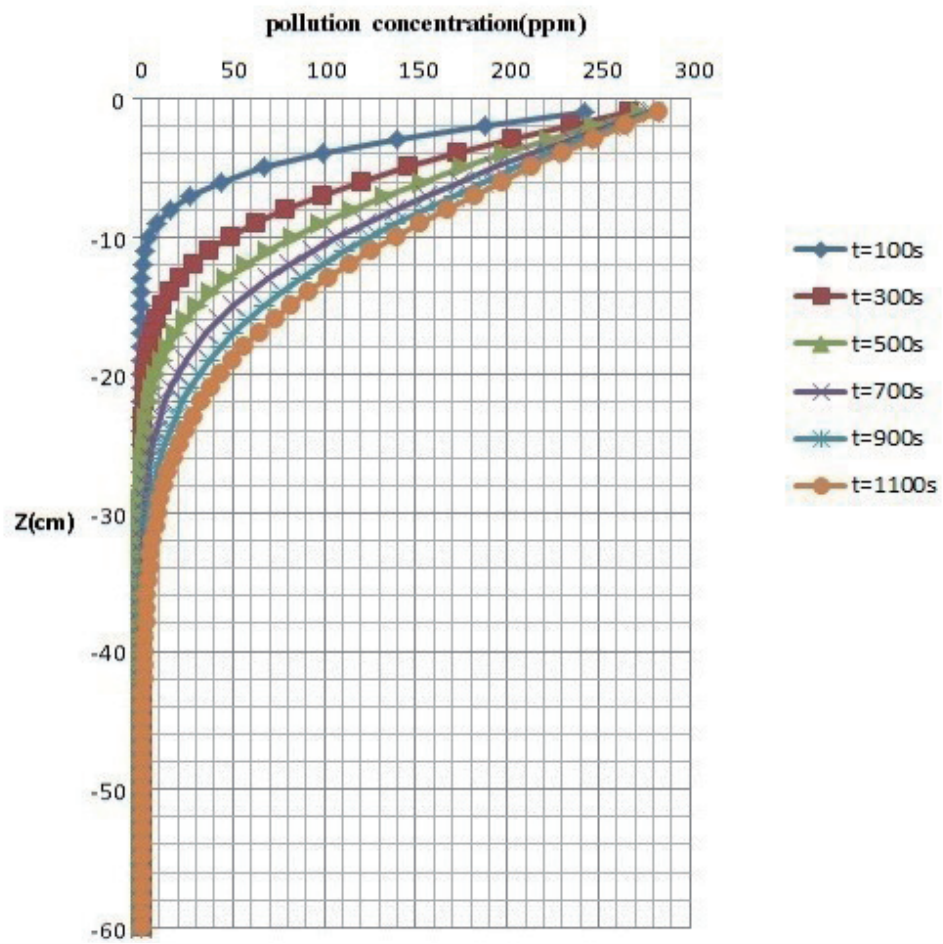


圖 3-3 地表污染源入滲非飽和層地下水污染傳輸隨時間變化剖面圖

四、結論與建議

4-1 結論

本研究經由文獻探討、運用理查方程式與對流擴散方程式耦合解求得非飽和層地下水污染傳出之解析解，得到以下結論：

- (一) 地下水污染是國際上共同面臨的難題，本研究探討地表污染源入滲導致不飽和含水層地下水污染之解析解，以線性理查方程式以及對流擴散方程式為控制方程式進行耦合方程式求解，求解任意降雨量及任意地表污染源濃度之條件下的染物傳輸之解析解。透過理論解析模式探討地下水污染傳輸的影響範圍，提供政府部門作為針對重點地下水污染區治理對策研擬以及佈設電子監測儀器範圍之參考，同時也可以提供數值解校正參考。
- (二) 本研究以壤土為例，發現當地表污染源入滲經過100秒時污染物已經向下傳輸到地表下10公分；當經過300秒時污染物已經向下傳輸到地表下20公分；當經過500秒時污染物已經向下傳輸到地表下30公分；當經過700秒時污染物已經向下傳輸到地表下35公分；當經過900秒時污染物已經向下傳輸到地表下40公分；當經過1100秒時污染物已經向下傳輸到地表下45公分，由此可見污染物向下傳輸速度相當快速。

4-2 建議

本研究目前探地表積水前之任意降雨量及任意地表污染源濃度之條件下的染物傳輸之解析解，建議後續研究可朝向求解地表積水後之任意降雨量及任意地表污染源濃度之條件下的染物傳輸之解析解。

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基於自組織理論的業主委員會能力建設模型研究



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摘要：隨著中國房地產行業的興起，業主委員會由沉寂走向覺醒，逐漸成為中國社區不可或缺的重要元素。業主委員會的運行效果直接關係中國社區的穩定，更是社會穩定的減壓器。然而，近年來業主委員會的運作效果差強人意，這裏面有法律地位確認的問題，有社區業主公民意識水平的問題，也有業主委員會自身能力建設的問題。對於業主委員會的研究，過往主要集中在業主委員會的法律地位和運行機制上，很少有站在業主委員會本身的角度去反思自身建設的問題。文章將從業主委員會自身能力的角度向內分析，建立「四大能力」模型進行定性和定量分析，得出業主委員會能力自組織管理下的關鍵影響因素，並進行針對性的改善。

關鍵詞：社區自組織，業主委員會，業主委員會能力

1. 引言

自組織理論是關於在沒有外部指令條件下，系統內部各子系統之間能自行按照某種規則形成一定的結構或功能的自組織現象的一種理論，社區自組織是自組織理論在社區管理中的應用。趙雪(2016)研究發現，社區自組織是通過社區成員和社區各類組織之間相互聯繫、相互協商、相互合作，充分調度各種資源從而實現社區的自我管理和自我服務的。陳征(2015)認為社區自組織並不是一種單純的定義，是通過社區內在的成員協商與交流的方式達成共識，消除分歧獲得共性彼此合作的過程，「共同體」是其主要的特徵。社區自組織能力，是指社區內共同體不需要外部力量的強制干預下完成自我整合、自我協調、自我維繫的能力(楊貴華，2009)。楊貴華還進一步強調社區自組織能力要與自組織機制區分開來，自組織機制是社區共同體自身固有的，而社區自組織能力是發展動態的。王瑞華(2007)也從上述六個方面對社區自組織能力建設遇到的問題進行了分析，並提出瞭解決建議。針對自組織理論在小區管理的應用研究，周潔(2018)認為業主委員會屬於小區業主自治組織，是為了管理和經營小區公共財產、維護小區的正常運轉而設立的。王豔麗(2012)認為，社區正式的自組織有社區居委會、小區業主委員會等，社區自組織應該是一個廣義的概念，小區業主委員會屬於社區自組織的一種形式。

2. 「四大能力」模型

本文針對業主委員會能力模型的建立，主要是從自我管理能力、自我約束能力、自我教育能力、自我服務能力四個方面來研究。四個能力的分類主要依據楊貴華(楊貴華，2009)社區自組織能力六大能力體系來設計，但又與之不同的是，筆者

將楊貴華關於自組織資源整合能力歸入自我服務能力，把社區居民參與歸入自我教育能力，對於網絡結構與成熟度未納入本研究的範圍，並且還根據物業管理行業的既定的語義習慣進行了局部調整。為了進一步解釋業主委員會能力模型，本文根據行業專家、社區工作者的建議對四類能力進行了二級因子分解。具體情況如表1所示：

表1「四大能力」模型二級因子分解

| 分類 | 問題設置 |
|--------|---------------------|
| 自我管理能力 | a1 業主委員會權力清單的執行情況 |
| | a2 業主委員會依規辦事情況 |
| | a3 小區重大事件決策情況 |
| | a4 業主委員會預算與計劃執行情況 |
| 自我約束能力 | b1 業主監督委員會的監督情況 |
| | b2 審計制度執行情況 |
| | b3 業主委員會回避制度執行情況 |
| | b4 風險責任清單的履行情況 |
| 自我教育能力 | c1 小區遵守法律法規情況 |
| | c2 業主委員會與外部機構溝通情況 |
| | c3 業主委員會參與小區糾紛調解情況 |
| | c4 業主參與小區公共事務的情況 |
| 自我服務能力 | d1 業主委員會整合資源服務業主的情況 |
| | d2 業主委員會對物業服務的監督情況 |

為了更好的研究業主委員會能力模型，筆者選取了重慶市江北區、南岸區、九龍坡區、沙坪壩區的四個社區作為訪談地域範圍，針對業主委員會四個能力要素及其二級成分因子進行了調查。問卷設計分為兩個部分，一是針對受訪者的客觀資料調查，此部分主要是用於篩選自購房者和租住者兩種屬性的訪談對象，避免租住者數據混入。二是採用了五級李克特量表對四個能力影響因素及其二級成分影響因子進行調查。

通過調查分析，我們發現業主委員會自我管理能力的相關係數為0.847， $P=0<0.05$ ，相關顯著，且為正相關。意味著業主委員會自我管理能力的增強，業主委員會的履職能力就越好。業主委員會自我約束能力與業主委員會履職能力的相關係數為0.927， $P=0<0.05$ ，相關顯著，且為正相關，意味著業主委員會自我約束能力的增強，業主委員會的履職能力就越好。業

主委員會自我教育能力與業主委員會履職能力的相關係數為0.951， $P=0<0.05$ ，相關顯著，且為正相關，意味著業主委員會自我教育能力的增強，業主委員會的履職能力就越好。業主委員會自我服務能力與業主委員會履職能力的相關係數為0.908， $P=0<0.05$ ，相關顯著，且為正相關，意味著業主委員會自我服務能力的增強，業主委員會的履職能力就越好。

為了進一步分析業主委員會能力模型，我們對相關變量進行了回歸分析，其結果呈現為，對於業主委員會能力建設影響最大的兩個變量是：自我管理能力和自我教育能力，其回歸係數分別達到2.427和1.426。業主委員會自我管理能力的各變量對於業主委員會能力影響程度中，小區重大事項決策表現最為突出，其係數達到0.413，其次是業主委員會的預算與規劃能力對業主委員會能力影響程度達到0.330，這兩個因素是自我管理能

力中最为關鍵的變量。業主委員會自我約束能力的各變量對於業主委員會能力影響程度中，業主委員會成員回避制度表現最為突出，其係數達到0.486，其次是業主監督委員會對業主委員會能力影響程度達到0.423，這兩個因素是自我約束能力中最为關鍵的變量。業主委員會自我教育能力的各變量對於業主委員會能力影響程度中，業主委員會與外部機構溝通能力表現最為突出，其係數達到0.579，其次是業主參與小區公共事務對業主委員會能力影響程度達到0.362，這兩個因素是自我教育能力中最为關鍵的變量。業主委員會自我服務能力預設的兩個變量對於業主委員會能力影響程度中，業主委員會資源整合能力相對於物業服務的監督表現突出，其係數達到0.939，因此成為自我服務能力中較為重要的變量。通過研究發現自我管理能力和自我教育能力是業主委員會能力的關鍵能力，這與筆者先前經驗具有較大的差異。

3. 結論及展望

在自組織理論的框架下，筆者通過問卷調查方式對業主委員會能力進行了研究分析。結合筆者所掌握的重慶市住宅小區業主委員會的履職總體狀況，設計了本文的研究模型，提出了假設，並運用實證和分析，證明瞭假設成立。對業主委員會四個能力變量進行分析，通過訪談分析證明四個能力對業主委員會的履職影響都非常顯著，且都是正向影響，最終結論如下：

- (1) 自我管理能力和自我教育能力對業主委員會履職能力影響最大，自我管理能力和自我教育能力中小區重大決策和預算規劃能力是關鍵變量，自我教育能力中業主委員會與外部機構溝通能力為關鍵變量。
- (2) 自我約束能力中成員回避制度為關鍵變量，自我服務能力中資源整合能力為較重要變量。

- (3) 從自組織理論視角來研究業主委員會的履職能力問題，本次只設置了四個維度，在體系設計上難免存在不全面的情形，需要在今後進一步的研究中完善。一是在二級成分因子的設計上可以更加廣泛，以避免本研究的不足。二是在樣本體系上增加物業服務企業、政府機構的相關維度，多視角的完善業主委員會能力建設的不足。三是需要更加聚焦能力建設的某一方向研究，以獲得更加深入的研究成果。

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COVER STORY

主題文章



中國綠色智慧物業發展報告

中國物業管理協會、全國智標委《中國綠色智慧物業發展報告》課題組(組長：劉政，國內特許會員)

一、物業管理行業發展現狀

物業管理起源於19世紀60年代的英國。我國現代物業管理始於20世紀80年代，1981年深圳市物業管理公司的成立標志著我國物業管理行業的誕生。歷經近四十年的實踐，我國物業管理行業發展取得巨大成績，且在新的時代呈現出綠色化、智慧化的發展趨勢。

1.1 物業管理行業已頗具規模，在經濟社會發展中發揮著重要作用

隨著我國城鎮化進程和房地產行業快速發展，物業管理的覆蓋範圍不斷擴大。根據中國物業管理協會編著的《2019中國物業管理行業年鑒》，截至2018年末，全國物業管理總面積達到279.3億平方米，相比2008年增加153.84億平方米，年複合增長率為8.33%；全國共有物業服務企業約23.4萬家，較2013年10.5萬家增長了122.8%，年複合增長率為17.38%，物業管理行業從業人員約636.9萬人，近5年增長225.3萬人，複合增長率為9.12%，2018年行業從業人員已經佔到第三產業從業人員的3.02%，每年吸收就業人數近50萬。2018年物業管理行業總營收達到9066.1億元，較2013年增加4974.4億元，實現了產值的翻倍增長，複合增長率達17.25%。物業管理已成為我國服務業的重要部分，推動了我國現代服務業的持續發展以及社會就業，在經濟社會發展中發揮了重要作用。

1.2 物業管理具有准公共產品屬性，是社區治理的重要參與者

社區是城市的細胞，物業管理寓於社區管理，社區管理寓於城市管理，三者相輔相成、密不可分。在物業管理活動中，物業服務企業配合政府部門，在社區治理、城市管理中承擔了較多的公共管理服務事務，物業管理具有一定的公共產品屬性。其中，物業

管理在社區治安管理、消防安全管理、流動人口管理等方面發揮了重要作用，是社區治理的重要參與者。在2020年新冠肺炎疫情防控工作中，物業服務企業充分履行了自身的社會責任和專業義務，堅守社區一線，協助轄區基層政府全面完成了防控聯防和秩序維護工作，為抑制新冠疫情的蔓延提供了重要保障。

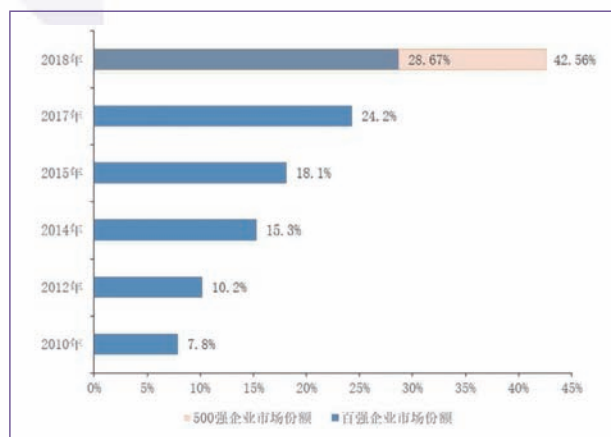
1.3 行業集中度不斷提升，有利於發揮規模效應及行業的創新發展

作為現代服務，現階段我國物業管理行業的發展表現出勞動密集型、集中度低的特徵。近五年來，在資本加持之下，物業管理行業的集中度持續提升。根據中國物業管理協會發佈的《2019物業服務企業發展指數測評報告》，截至2018年末，500強物業服務企業的管理面積均值為2377.35萬平方米，市場佔有率約為42.56%。百強物業管理企業的管理面積均值為8007.68萬平方米，同比增長33.89%，優勢向頭部企業集中，百強管理面積總值佔500強管理面積總值的67.37%。同時，百強企業市場佔有率較上年增加4.42個百分點至28.67%，集中度進一步提升。

圖表 1-1 2010-2018年百強與500強物企管理面積均值情況



圖表 1-2 2010-2018年百強與500強物企市場份額情況



1.4 物業管理覆蓋範圍不斷擴大，提供社區和城市服務成為趨勢

我國物業管理從誕生之初隻為商品房住宅小區提供服務，到目前已經覆蓋了商業物業、辦公物業、產業園區、學校、醫院，以及博物館和美術館等公共物業，城中村、老舊住宅小區，而且，正在朝著城市社區綜合服務商的方向發展。其中，具有代表性的，碧桂園服務啟動了「城市共生計劃」，向「智慧產城運營服務商」轉型，為城市的環境維護、綠化養護、基礎設施維護、公共秩序維護等提供專業化的技術支持與服務。萬科物業、長城物業等物企都明確提出開創城市服務領域，創新城市運營服務業務。

1.5 物業管理行業資本化進程將促進行業持續、縱深整合

自2014年彩生活成為第一家上市物企以來，物業管理行業的資本化熱度持續提升。金融資本對物業管理行業的青睞，源於對社區經濟發展的預期，社區是一個具有複合性需求的生態圈，涵蓋了購物、餐飲、住房、出行、金融、理財、家政、健康、養老、休閒娛樂等多個方面，其蘊含的商業價值巨大。與此同時，社區的綜合治理是城市管理的基礎，物企與社區有著天然的緊密聯繫，

未來在參與社區治理、城市治理中將有更大的市場空間。在今年的新冠疫情防控中，物企在基層社區治理中的價值已經得到了資本市場的認可，疫情期間上市物企股價整體上呈現強勁的上漲勢頭，截至2020年4月30日，相較2019年末收盤價，物管板塊平均漲幅為26.3%，同期恒生指數下跌12.6%。

截至2019年底，共有21家物企在港股上市，有3家物企在A股上市。僅2020年1月至7月，共有6家物企陸續登陸港股市場，與業物聯、燁星集團輪番打破物企上市超額認購記錄，成為港股新晉「超購王」。在資本的加持下，物企已由原來主要依靠內生性增長演變為通過併購整合這種外生性增長來迅速擴大物業管理規模，提高市場佔有份額，進而推動物業管理行業的持續、縱深整合。

1.6 集中度提升、覆蓋範圍擴大及資本加持，助力智慧物業發展提速

物業管理行業的集中度不斷提升，導致單一企業的管理規模不斷擴大，必然會對管理效率和管理手段提出更高的要求，因此數字化、智慧化的物業管理成為必然趨勢。

物業管理行業的覆蓋範圍不斷擴大，勢必帶來業務的多樣性、複雜性和靈活性，傳統的管理手段顯然無法滿足需求，數字化、智慧化的物業管理成為必然趨勢。

資本的加持，為物業行業的數字化、智能化的投入提供了有力支撐；移動互聯、IOT、5G、大數據、人工智能、區塊鏈等不斷湧現的新技術為數字化、智慧化的物業管理提供了可能；物業管理行業近十年的智慧化探索，為行業積累了寶貴的經驗和教訓，同時也積累了人才和平臺提供企業，使物業管理的數字化、智慧化能得以健康順利發展；物業管理的客戶也從接受到習慣到依賴科技的應用帶來的便利，使物業管理的數字化、智能化的發展更加順暢。

1.7 以新技術和現代管理體系武裝的綠色智慧物業是智慧社區的重要組成部分

環保、綠色跟全人類的生存質量息息相關，是每一個行業都日漸重視和全力踐行的。因此，環保、綠色在物業管理行業的實踐已經成為智慧物業發展的必經之路。

各類節能光源、新的製冷技術、新型的各類傳感等諸多的硬件產品新技術為智慧綠色物業提供了技術基礎；各類信息化新技術、圖像識別技術、大數據、新型收支方式等軟件及軟硬結合領域的各項新技術，使一體化建設綠色智慧物業管理體系成為可能；多年的環保、節能、高效率的物業設備設施和服務的管理體系的積累，為智慧綠色物業的發展提供了更系統化的方法論和體系。

二、綠色智慧物業發展概況

近10年來，通過引進先進技術，物業服務企業等主體在綠色智慧物業領域已做了大量的探索嘗試，取得了較好成績，並將推動綠色智慧物業持續創新發展。

2.1 發展綠色智慧物業是多方主體共同推進的事業

物業服務企業並不是綠色智慧物業建設的唯一參與方，圍繞同一建築物，物業管理與服務的參與者除物企之外，往往還涉及：建築物開發者、建築物所有者（建築物所有者對於不同的建築差異也較大，政府辦公樓、醫院、學校等建築物的所有權往往屬於單一的組織、機構或個人；住宅和部分園區及商業項目等區分所有權建築物，由分散的多個業主持有私有本部分所有權，同時全體業主共同持有公共部分所有有權）、建築物運營企業、專業服務商、政府相關管理部門等。各個參與方分別從不同維度投資、建設、維護和使用綠色智慧物業體系。各個角色在不同階段又會相互轉化和交叉。

從建築物開發者角度：綠色智慧物業首先聚焦在建築物本身設計和建設的綠色和智慧化，本報告不做詳細論述。

從建築物所有者角度：建築物所有者作為針對建築物的物業管理的主體，應該主導綠色智慧物業的規劃、投入和建設。

從物業服務企業角度：智慧物業管理包含兩個維度：智慧的物業企業治理和智慧的物業項目管理。智慧的物企治理主要指運用各項新的軟硬件技術，結合不斷創新的優化的管理方法，充分調動企業自身的人力、資金、物資等資源，大力支撐物企的核心業務。

2.2 政策利好是推動綠色智慧物業市場增長的主要因素

支持綠色智慧物業建設的部分政策包括：

圖表 2-1：綠色智慧物業建設相關支持政策梳理

| 時間 | 政策 | 內容 |
|--------|--------------------------|---|
| 2019.2 | 粵港澳大灣區發展規劃綱要 | 建成智慧城市群。推進新型智慧城市試點示範和珠三角國家大數據綜合試驗區建設，加強粵港澳智慧城市合作，探索建立統一標準，開放數據端口，建設互通的公共應用平臺，建設全面覆蓋、泛在互聯的智能感知網絡以及智慧城市時空信息雲平臺、空間信息服務平臺等信息基礎設施，大力發展智慧交通、智慧能源、智慧城市、智慧社區。 |
| 2019.1 | 智慧城市時空大數據平臺建設技術大綱(2019版) | 建設智慧城市時空大數據平臺試點，指導開展時空大數據平臺構建；鼓勵其在國土空間規劃、市政建設與管理、自然資源開發利用、生態文明建設以及公眾服務中的智能化應用，促進城市科學、高效、可持續發展。 |

| 時間 | 政策 | 內容 |
|--------|-------------------|---|
| 2018.6 | 「互聯網 + 民政服務」行動計劃 | 力爭到2020年前形成較完善的「互聯網 + 社區治理」標準體系。採取政府與社會資本合作等方式，引導互聯網企業和各類社會力量、市場主體參與社區治理和服務，有序推進智慧社區建設。 |
| 2018.5 | 數字中國建設發展報告（2017年） | 各地積極探索PPP模式，構建包容普惠、彙聚眾智、多元共生的新型智慧城市生態體系，積極推動智慧社區、智慧養老等應用服務。積極參與國際標準制定。我國成智慧城市領域多個國際標準化組織機構的發起國和核心成員，國家標準《智慧城市技術參考模型》成果國際標準提供重要支撐。 |
| 2017.7 | 關於加強和完善城鄉社區治理的意見 | 按照分級分類推進新型智慧城市建設要求，務實推進智慧社區信息系統建設，積極開發智慧社區移動客戶端，實現服務項目、資源和信息的多平臺交互和多終端同步。 |

2.3 綠色智慧物業的發展階段

2.3.1 信息化階段

信息化階段重點完成了各個業務需求的從線下遷移到線上的過程，主要聚焦在業務和管理本身。這一階段的建設，在完成了業務可控和管理便捷的同時，為數據的產生和積累打下了良好的基礎。

但這一階段的多個業務系統之間的協同、執行端和客戶端的普遍缺失，導致了數據的碎片化和廣度深度的欠缺。因此，從構建綠色智慧物業角度出發的信息化，應從架構和數據利用方式上全盤考慮各個業務系統。構建便於數據共享和一致性的統一架構。

充分引入移動互聯技術和物聯技術，讓員工、客戶、設備設施、第三方機構能更深入地參與到系統中，使系統更加智能、便利的同時，更能產生和積累更加完整，更加豐富的數據，為數智化階段最好準備。

2.3.2 智能化階段

隨著5G的商用和邊緣計算、傳感技術及人工智能領域的技術進步，智能物聯逐漸成為了智慧物業的重要組成部分和數據來源。目前主要的應用場景有：

2.3.2.1 智慧社區安防管理

「智慧社區安防系統」按照統一規劃、統一標準、統一平臺、統一管理的設計思路，通過社區內的視頻監控、微卡口、人臉門禁和各類物聯感知設備，實現社區數據、事件的全面感知，並充分運用大數據、人工智能、物聯網等新技術，建設以大數據智能應用為核心的「智能安防系統」，形成公安、綜治、街道、物業多方聯合的立體化社區防控體系，有效提升對特殊人群、重點關注、涉案等人員的管理能力，不斷提高預測預警和研判能力、精確打擊能力和動態管理能力，提升社區防控智能化水平，提升居民居住安全指數。

2.3.2.2 智慧社區停車管理

智慧停車管理系統，利用圖像識別、物聯網、互聯網和移動互聯網、雲技術等前沿技術，實現雲停車、車牌識別、無感支付、自動繳費等現代化智慧停車管理解決方案。讓數據共享，打破了信息孤島。不僅加快車輛出入效率，提升停車管理水平，同時為企業提供綜合化數據分析平臺，為企業發展決策提供核心數據。

支持車位引導、車位預定、停車誘導、反向尋車、無感支付等功能，建立一體化的停車場後臺管理系統，實現停車位資源的實時更新、查詢、預訂與導航服務一體化，實現車位共享和停車位資源利用率的最大化和社區居民停車服務的最優化。

智能抄表支持通過Lora/NB-IoT等物聯網技術實時傳輸水、電、氣、熱表的數據，實現自動抄表、自動計費、自動報表、自動查詢、遠程控制、智能化管理等功能，並能對存在的問題進行報警，實現儀錶的科學高效的管理，幫助物業服務人員對整體儀錶的監控和管理，提升工作效率。

智慧路燈擁有基本的自適應照明模塊，同時集成高清攝像頭、Wi-Fi探針、環境傳感器、物聯網中繼器、誘導屏、充電樁等設備設施，實現智能照明、信息發佈、通訊與控制、視頻監控、道路感知、環境監測、電動車充電和緊急呼叫等功能。智慧路燈實現了高度功能集成，節省空間和提升效率，成為智慧社區最為亮麗的一道風景。

2.3.2.3 智慧社區智能家居

智能家居主要包括智能安防、智能門禁、智能衛浴、智能照明控制、智能窗簾控制、智能家電控制、智能傳感控制、智能網關控制、智能背景音樂、智能可視對講、智能家庭影院、智能情景控制、智能移動終端等功能。社區居民可通過手機進行遠程控制、設置、監控，保障家庭安全，同時提升居家品質，提升生活幸福感和滿足感。

智慧垃圾分類箱通過垃圾桶、車輛、場地監控等智能設備，結合Lora/NB-IoT等物聯網技術，實現對垃圾滿溢、撒漏、私自傾倒等問題的自動監管功能，解決生活垃圾、餐廚垃圾、建築垃圾等各類垃圾的分類和收運管理問題，實現對社區垃圾收運全流程的系統化、智慧化管理。

2.3.2.4 智慧社區智能感知

智能感知設備主要包括社區內的智慧抄表、智慧路燈、智慧垃圾分類箱、智慧井蓋等智能感知設備，一方面幫助物業人員快速瞭解社區整體環境，快速服務客戶，另一方面，提升整體社區的環境品質，為社區居民打造智能、高效、綠色的生活環境。

智慧井蓋通過加裝Lora/NB-IoT井蓋監測設備，實現對井蓋的傾斜、水位、位置移動等數據的自動採集和異常情況報警等功能，實時獲取井蓋發生位移、異常開啟等狀態，實現對井蓋的遠程智能監測和全方位管理。

2.3.2.5 智慧社區能耗監控

智慧能耗管理系統對社區主要商業、建築物內機電設備運行監測及計算，能耗和物耗採集分析，產生運行及能耗統計數據，智慧控制實現建築物節能減排。應對社區大型公共建築的能源消耗如：電、水、氣(汽)、冷熱量的使用過程數據，監測、記錄、分析、指導。24小時監控掌握大型公共建築實際用能狀況，加強能源領域的宏觀管理和科學決策，促進建築節能的發展。支撐社區相關人員更好的監督和指導各個重點耗能企業持續推進節能減排工作。

2.3.3 數字化階段

完成了信息化和智能(物聯)化階段後，就會有源源不斷的大數據產生，並最終形成數據流，企業在挖掘數據流背後的大數據價值的同時，會形成各式各樣的數據商品，並廣泛應用到企業服務和商業模式，源源不斷地產生更精準更豐富的服務，促進整個智慧物業的自我生長的良性循環。整個生態也由此形成了數字化應用的完美閉環。

圖表 2-2：綠色智慧物業數據運營模型



2.4 智慧社區是基於現代技術的社會治理創新模式

智慧社區(城區)是充分利用移動互聯、IOT、5G、大數據、人工智能、區塊鏈等不斷湧現的新技術，通過基礎業務數字化、數據沉澱、數據運營、服務優化的邏輯，使物業服務的物業本體管理、物業服務、社區綜合治理更加智慧、便捷、高效。

2.4.1 系統建設原則

在建設整個系統時，需本著「技術先進、系統實用、結構合理、產品主流、低成本、低維護量」作為基本原則，進行系統構架。

技術的先進性：整個系統選型、系統建設均要符合高新技術的潮流，在滿足功能的前提下，系統具有先進性，並且在今後一段時間內保持一定的先進性。

架構合理性：採用先進成熟的技術來架構各個子系，統組成穩定可靠大系統，使其能安全平穩地運行，有效地消除各子系統可能產生的瓶頸，選用合適的設備來保證各子系統具有良好的擴展性。

經濟性：在滿足系統功能及性能要求的前提下，儘量降低系統建設成本。採用經濟實用的技術和設備，利用現有設備和資源，綜合考慮系統的建設、升級和維護費用，不盲目投入。

實用性：系統保持良好的實用性和易用性，能夠根據用戶的使用習慣，組織相關功能和操作，功能全面，能滿足目前日常業務處理和未來預見的相關需求。

規範性：控制協議、編解碼協議、接口協議、視頻文件格式、傳輸協議等應符合相關國家標準、行業標準。

安全性：對系統採取必要的安全保護措施，防止病毒感染、黑客攻擊，防雷擊、過載、斷電和人為破壞，具有高度的安全和保密性。

系統架構技術採用B/S方式。系統支持SOA(面向服務架構)方法、EAI(企業應用集成)技術、Ajax，數據庫支持MY SQL，支持多節點管控。

| | | | | | | |
|--|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|---|
| 综合门户 APP 公众号 小程序 云桌面 移动工作平台 | 统一客户关系管理 | | | | | 开放平台 |
| | 服务渠道管理 | 客户信息管理 | 客户信息管理 | 客户信息管理 | 客户信息管理 | 企业管理 企业OA 企业HR 企业管理 |
| | 公共账号平台 营销账号平台 在线客服管理 | 营销账号平台 在线客服管理 公共账号平台 | 营销账号平台 在线客服管理 公共账号平台 | 营销账号平台 在线客服管理 公共账号平台 | 营销账号平台 在线客服管理 公共账号平台 | 智慧物联 智能识别 智能门禁 智能支付 智能收支 |
| | 智慧园区 物业服务 移动办公 设备管理 | 统一资产经营平台 | | | | 智慧金融 智能理财 智能支付 智能收支 |
| 商机管理 线索管理 资产管理 | 经营台帐管理 | 招商管理 | 合同管理 | 运营管理 | 收入管理 | 智慧金融 智能理财 智能支付 智能收支 |
| 租赁管理 订购管理 移动收款 | 统一资产管理平台 | | | | | 智慧金融 智能理财 智能支付 智能收支 |
| | 资产台账管理 | 资产权属管理 | 资产档案管理 | 资产评估管理 | 资产处置管理 | 智慧金融 智能理财 智能支付 智能收支 |
| 大数据分析决策中心 | | | | | | |

清潔類機器人能實現樓梯垃圾清掃、樓梯地面刷洗、扶手清潔、自動返回充電、自動傾倒垃圾、自動加裝清水排污、避讓行人、設備狀態遠程監控等功能，是物業管理的最佳幫手，不僅解放了人力，優化了物業管理人員結構，還能對社區信息化建設增添動力。

綠色智慧物業平臺的發展趨勢

近年來，隨著「機器替人」在我國的進一步推進，不僅工業機器人的增速突飛猛進，服務機器人市場也開始出現大爆發。在此背景下，傳統的物業管理領域開始了「機器替人」的進程，以應對不斷上漲的勞動力成本和日益升級的物業服務需求。

2.6.1 中台化+微服務

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2.6.2 專業化 + 協同

未來的綠色智慧物業平臺必然是龐大、複雜、專業的，很難全部由一方力量獨立完成，勢必需要在統一框架下，由各個細分領域專業公司完成各自最專業部分的基礎上，各個專業體系之間開放協同。

協同的另一層含義是：隨著綠色智慧物業的管理規模擴大、業務專業化和多樣化發展，必然會面臨多維度的業務協同和系統協同。如：物企內部的不同職能、不同層級之間的協同；同一體系內不同服務間的協同；行業內不同企業間的協同；不同行業間的協同等。這就要求構建的綠色智慧物業平臺要有充分的靈活性，同時也必須具備充分的開放的協同能力。

2.6.3 物聯

隨著5G的商用，5G的低功耗、底時延、全在線的優勢，必然會催生更多物聯新技術和新產品，從而極大促進整個綠色智慧物業領域的物聯水平，進而使整個系統更智能、數據顆粒度更細、對未來業務的不斷優化支撐更充分。

2.6.4 大數據 + 人工智能

隨著綠色智慧物業的全業務數字化，全方位的數據沉澱成為可能。隨著沉澱數據量的增加和對行業數據模型的研究積累，數據的巨大價值必然會通過大數據和人工智能技術在行業的應用，不斷推動行業的自我進化。

2.6.5 雲技術的普遍應用

隨著雲計算及相關技術和服務的普及和完善，雲計算架構的安全性、穩定性不斷提升，靈活性、可擴展性、易維護易部署等優點更加凸顯，越來越多的核心關鍵業務，都遷移到了公有雲上。未來的智慧物業平臺建設，也應以SaaS方式為主。

三、 新冠疫情防控對物業管理行業發展的影響

新冠疫情的持續傳播，對各行各業帶來了較為深遠的影響，物業管理行業在此次新冠肺炎疫情防控中起到了至關重要的作用。在舉國抗擊疫情過程中，治療一線在醫院，防控一線在社區，物業管理行業充分履行自身社會責任，幫助轄區基層政府全面完成了封控聯防和秩序保障工作。疫情防控對物業管理行業未來發展產生了深遠影響，具體來看：

3.1 物業管理的價值更加突顯，行業資本化進程加速

從疫情突發後上市物企股價的漲幅情況來看，疫情期間物業管理行業股不但沒有受疫情影響，反而呈現出強烈的增漲勢頭，其中規模較大的物企股，更是一路上漲，呈現出良好勢頭，疫情期間上市物企股獲得了資本市場的青睞，勢必吸引未來資本傾向，引發更多的大型房企拆分旗下物企上市或中小企業通過收併購等方式進入資本市場。當資本與更大的存量物企碰撞時，資本時代的來臨會對物業管理行業的轉型升級產生巨大的催化作用。物業管理行業守著社區最大的資產，服務最大的人群，是萬億級的服務消費領域。面對龐大的社區資源，資本助推下的物業管理行業定能綻放光彩，這對物業服務企業而言既是壓力也是動力。

疫情對於物業行業的影響，除了資本的加持之外還會帶來價值的重構。隨著資本對物業管理行業的青睞，行業將進入併購洗牌的高潮，物企轉型升級也將得到有利的窗口期，資本將會對行業的資源賦予新的價值，多元化業務為解決代際交割將提供更有效的路徑。資本作用下的物業管理行業可以讓服務更加科技化智能化，大數據+AI讓客戶、用戶得到更好的體驗、更好的價值。依託線下流量入口的定位，以及持續的成長空間、顯著的抗風險和抗周期能力、良好的業務延展性等優勢，物業管理行業資本化屬性的標籤將會是一種時尚。



3.2 物業項目管控要求提高，智慧化建設得到有效推動

在疫情防控中，無接觸服務成為疫情期間保證業主與工作人員的重要安全保障，物企大數據平臺發揮了關鍵作用，通過物業管理項目多年業主大數據的沉澱，全面掌握較為精準的業主基礎信息，對社區居民基本情況的摸排採集工作起到了極大的助力作用，不僅減少接觸感染幾率，更極大的提升了社區防控工作效率。

此次疫情期間物業智能化應用也在企業運行中大顯身手，借助智能安防監控雲平臺、智能門崗系統、物業信息化管理系統、業主

APP等新應用，社區綜合防疫保障的效率和成果顯著。可以預期，疫情對於智能化平臺的需求會倒逼物企建立或深化技術革新，以更貼近用戶的方式從事物業管理服務工作。

3.3 物企持續擴大增值服務生態圈，智慧社區建設提速

此次疫情暫緩春節前後的人口大規模流動，除抗疫情保運行人員以外，絕大部分業主因疫情的影響，處於居家封閉狀態，這給物業服務企業增加了在線上和業主對接的機會。線上接觸頻率的加大，物企對業主的增值服務的渠道也隨之拓寬；在小區封閉狀態下，任何小區外的人員想要接觸業主，都繞不開物業服務人員。擁有線上APP平臺的物企，可以通過平臺為業主提供物資採購、線上問診等服務。同時，也可以通過開展線上促銷等活動，吸引業主從大型商超消費平臺轉向物企提供智慧平臺消費。在同品等價的情況下，更多業主會願意物業APP平臺消費。通過對智慧平臺網上購物的引導，物企在防疫之餘進行了適度的平臺導流，既滿足了業主生活服務需求，又增加了物企增值服務收入。物企練好基本功是基礎，更應該通過新技術新途徑，實現管理標準化、服務智能化，收益多樣化的新運營模式。



四、關於推進綠色智慧物業發展的建議

綠色發展、智慧發展是建設社會主義現代化強國的必然之路，是實現住有宜居、提升民生福祉的必然選擇，是包括物業管理行業在內的社會各行業的時代責任。經「新冠肺炎一疫」，證明物業管理行業具有承擔這一時代責任的決心和能力。為推進綠色智慧物業縱深發展，本報告提出以下建議。

4.1 將綠色智慧物業納入智慧社區建設統一規劃

物業管理是社區管理的組成部分，物業管理寓於社區管理，綠色智慧物業是社區生態文明建設、智慧社區建設的基礎工作，由此，建議從政策制度、資金預算、工作機制等方面，將綠色智慧物業納入智慧社區、社區治理建設的統一規劃，對綠色智慧物業建設給予專項扶持，為綠色智慧物業發展提供必要的政策保障和資金保障。未來，只有運用統一的政策體系、統一的運營標準來指導物企開展綠色智慧物業建設，才可以將各物企的綠色智慧物業運營平臺納入同一個智慧社區的管理體系，進而納入智慧城市的管理體系，以此減少智慧城市建設過程中對基層社區智慧設施的整合成本，提高智慧城市建設的效率和質量。

4.2 建立物業管理參與社區治理的長效機制

物企與社區有著天然的聯繫，不同程度地參與了社區治理工作。但是目前物企參與社區治理缺乏統一的、長效的機制，缺乏規範的政策指導和資金保障機制，且多數是義務性地提供社區管理服務，增加了企業成本和經營壓力。未來在推進綠色智慧物業建設過程中，建議從政策、制度、資金層面，構建物企參與社區治理、開展社區管理服務工作的長效機制，使物企在履行社會責任的同時，能夠得到必要的物資、資金等資源保障。

4.3 完善共建共享的社區智慧化基礎設施

將綠色智慧物業納入智慧社區、智慧城市建設體系，需要物企可以共享社區智慧化基礎設施，包括一定範圍的硬件設施、軟件設施以及數據資源。智慧化管理的基礎是形成大數據，包括轄區內的人員、設施設備、交通等各類型的數據，數據的採集、傳輸、存儲、共享，相關投入需要政府統籌推進，在智慧化管理過程中與物企實現共建共享。一方面，形成統一的數據標準規範(包括數據採集與使用)。未來，物企應將運營管理過程中採集的數據上傳至社區智慧平臺，實現與政府相關部門的共享；另一方面，基於物企開展社區管理服務工作需要，政府相關部門的社區智慧化數據應與物企共享。

4.4 建立多元合作與統一開放的標準體系

綠色智慧物業建設涉及環衛管理、綠化維護、治安管理、設施設備維護管理、流動人口管理等多個方面，未來可能還涉及健康養老、家政教育等社區生活服務領域，在對接智慧社區、智慧城市管理體系時，將牽涉到多個政府部門，對接多種類型的專業機構。由此，建議以社區為原點，建立多元合作與統一開放、具有良好擴展性和包容性的標準體系，使社區服務、社區治理的多方主體能夠便利的、低成本的、高效的相互對接，共同推進綠色智慧社區發展。

4.5 充分發揮綠色智慧物業典型案例的示範效應

定期梳理、評選綠色智慧物業的典型案例，總結先進經驗，並通過組織開展相關評價認證，形成可供借鑒和參考的標準或技術文件，為其他物企等單位和機構提供指導、示範。由此，通過優秀案例選編和評價認證活動，鼓勵物企推進綠色智慧物業的探索和實踐，並積極分享成果和經驗。除了政策法規及相關標準體系之外，物企等單位在實踐中積累的經驗更具有實操性和推廣性，通過發揮其示範效應，以點帶面，進而提升整個物業管理行業的綠色化、智慧化水平。

4.6 各司其職、協同合作，發揮各相關行業的專業優勢

綠色智慧物業建設涉及多方主體，需要物企、專業供應商、政府基層部門、業主等共同努力；同時關係到諸多專業領域，包括綠化養護、設施設備維護管理、公共安全管理服務、智慧化軟件和硬件維護等。綠色智慧物業平臺建設相關的各個參與方應各司其職，聚焦專業領域，充分發揮自身的專業優勢，同時開展協同合作，實現優勢互補。未來，社區智慧平臺的建設應主要考慮採購和整合專業供應商的產品和服務，不建議物企大量自行重複開發智慧物業相關的軟、硬件等設施。

4.7 充分利用符合科技發展趨勢的雲模式

現代科技迭代快，創新技術不斷湧現。由此，在綠色智慧物業平臺建設規劃之初，應該充分評估科技發展的主流趨勢，充分考慮未來平臺的擴展性和包容性，儘量減少因技術迭代所帶來的平臺升級成本。充分利用市場化的資源，結合現代科技公司的專業優勢，建議主要利用符合科技發展趨勢的「雲模式」來構建綠色智慧物業平臺，保證質量，降低能耗，提高效率。

4.8 搭建平臺，增進相關領域的交流與合作

搭建綠色智慧物業交流平臺，充分發揮平臺的作用，使更多的組織和機構參與推進綠色智慧物業發展，緊密聯繫相關政府部門、科技企業、物企及專業供應商，使綠色智慧物業得到社會的認知、認同並關心和支持。增進相關行業在綠色智慧物業實踐經驗方面的交流與借鑒，促進項目之間、企業之間以及城市之間的溝通，在探索綠色智慧物業發展模式和方法上集思廣益、經驗共享。促進物業管理與房地產業、智慧建築和建築節能產業等上下游產業的合作，推動物業管理與綠色地產、建築節能改造、低碳智慧社區建設、智慧城市建設等領域的緊密結合。



Personal Data (Privacy) Ordinance — Misused Shield or Unwarranted Fear against Data Request?

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Many property managers may have received inquiries from potential claimants concerning the identities and personal data of certain owners, occupiers or visitors of the building in order to pursue their claims. For instance, an owner may sustain injuries due to the negligence of a delivery worker or courier in the building, and would like to seek damages against him or his employer. An occupier of a unit may want to restrain his neighbour from committing nuisance caused by water leakage or noise against him. Very often, the identities of the wrongdoers are not known to the claimants, but they may be known to the property manager who has recorded the identities of the delivery worker when he enters the building as a visitor, or is keeping a record of all the owners and occupiers of the building.

The usual concern the property manager may have when facing a request for data disclosure is whether disclosure may be in breach of the provisions of the Personal Data (Privacy) Ordinance (Cap. 486) (“**PDPO**”), particularly the Data Protection Principles (“**DPP**”) contained in the Schedule to the PDPO which may carry legal consequences. This article aims at discussing generally the legal issues involved and the appropriate measures the property manager should adopt when being faced with requests of the kinds mentioned above.

What is “Personal Data”?

Under section 2 of the PDPO, “personal data” means any data relating directly or indirectly to a living individual, from which his or her identity can practicably be ascertained either directly or indirectly. It refers to data kept in an accessible form and can be processed. Accordingly, the name, address, HKID number, telephone number, photo, CCTV records etc. of a living person all

fall within the definition of “personal data”. For example, in *Eastweek Publisher Limited v. Privacy Commissioner for Personal Data* (2000), the Court of Appeal held that a photo of a person is his personal data. Therefore, it is clear that CCTV footages capturing the image of someone will also be personal data of that person, as they would assist in identifying the person concerned.

To cite an example, when a courier or a delivery worker from Deliveroo or Wellcome Supermarket delivers food or goods to an occupier of a building, it is a common practice for managers of the building to record his personal data like name and identity card number in the visitors’ logbook for records before entry into the building is permitted. Further, the CCTV may be capturing his appearance and actions. All these may come within the definitions of “personal data” within the meaning of the PDPO.

Collection and Use of Personal Data

Under Data Protection Principle 3 in Schedule 1 to the PDPO (“**DPP3**”), personal data shall only be used for the purpose for which the data was to be used when they are collected without the prescribed consent of the data subject. When the security officer of a building collects an incoming delivery worker’s personal data, the worker may not have been told that his data will be disclosed to a potential claimant. In such case, question may arise as to whether the data is being used not for the purpose for which it is collected.

It should be noted that in the said *Eastweek* case, the Court of Appeal also held that the mere taking of a photo of a lady in the street (and subsequently publishing it in the magazine with comment on her attires) was not “collecting” her personal data, as the reporter were acting without knowing or being interested in ascertaining the lady’s identity. The court also gave an example of a photo being taken of the crowds in the racecourse and published

in the newspaper. Although any person knowing someone appearing in the photo would recognize him, that would not mean taking the photo was an act of collecting that someone's personal data.

Applying that principle, installing CCTV for general security purpose not aiming at recording the images and activities of any particular person may not be "collecting" the personal data of any persons, and it may further be argued that the subsequent use and disclosure of the information so collected may not be subject to DPP3, as the manager is not using personal data they have "collected". Notably, the Privacy Commissioner for Personal Data ("**Commissioner**") has apparently taken a different view in this regard. In the FAQ section of their official website, while admitting that to constitute the act of "collecting" personal data, *"there should be compilation of information about an individual, whose identity must have been identified by the data user"*, they went on to say that if *"the data user intends or seeks to identify the identity of the individual"*, he will also be "collecting personal data". They gave an example that *"after a special incident has happened, the Authority concerned may need to review the video records for the purpose of ascertaining the identity of persons involved in the incident and it may amount to collection of personal data"*. As such, the Commissioner appears to take the view that in our example of deliveryman, any disposal of the CCTV footage after the review may amount to "use" of personal data "collected" (i.e. by the review) and hence subject to DPP3. The Commissioner recommended posting a notice at a prominent position near the CCTV camera stating that the area is being monitored, the purposes of monitoring, as well as the ways of handling the records etc.. There are also other recommendations relating to the use of CCTV as security measures in the "Guidance on CCTV surveillance and Use of Drones" published by the Commissioner which many experienced property management practitioners might have been familiar with.

On many occasions, the identity of the wrongdoer is already known to the property manager without resorting to the video records. In the example of deliveryman given above, such data might well have already been recorded in the logbook of the management office. Reviewing the CCTV records, therefore, may well be for other purposes like collating evidence of the tortious acts in question. Even if the video records are reviewed to ascertain the identity of the potential defendant, it is perhaps arguable whether this would amount to "collection" of personal data and hence its subsequent "use" will be subject to DPP3. One would argue that a person may not be "collecting" something he is already possessing in the same way that I cannot be collecting money already in my pocket. Further, if the act of installing a camera for general security purpose is not "collecting" personal data, it is difficult to see why the information recorded may not be used for that purpose without any artificial concept or obstacle of "collecting data by reviewing what has been collected" stepping in. This may largely defeat the original purpose of installing the CCTV. Nevertheless, in the absence of clear legal authorities in support, very few property managers will prefer taking any risk by supplying CCTV footage captured to a third party on the basis that they are not "using" any personal data they have "collected".

To reduce the risk of any challenge by the Commissioner, property managers may consider following their recommended practice of giving notices. In our example of the careless deliveryman, however, that would involve expressly stating in the notice put up in the building that any personal data recorded by the CCTV will be supplied to potential claimants to pursue their claims. The content of the notice may sound quite complicated especially when it is sought to include all possible uses of the information captured. There will also be the argument of whether the content of the notice has been sufficiently brought to the attention of the data subjects concerned when it is complicated and lengthy. The same observations may apply to visitors filling in the logbook of the management office upon entering a building, as they may be expressly told all possible uses that may be put to their personal

data, including passing them onto any potential claimants. However, again, the content of the notice will be quite complicated and this is not frequently adopted in practice.

Legal Consequence for contravening PDPO

In case of contravention of the PDPO, section 50 empowers the Commissioner to issue an enforcement notice and direct the data user to remedy and prevent similar future contravention. Non-compliance with the enforcement notice is a criminal offence and the offender is liable for penalty and imprisonment of 2 years. Besides, section 66 of the PDPO provides that an individual who suffers damage as a result of any breach of DPP3 etc. shall be entitled to compensation from that data user for any damage caused, including damages for injury to feelings. The Commissioner may also publish openly their conclusion after investigating into a particular case, which may not be conducive to the corporate image of a reputable property management company if the outcome is not that favourable.

In view of those possible adverse consequences, understandably property managers are inclined to adopt a blanket policy to decline all information requests (be it visitors' data in logbook or CCTV footage) whenever such information may fall within the ambit of personal data.

Exemptions

However, the exemptions to DPP3 under the PDPO ought not to be overlooked. Section 60B of the PDPO provides that personal data is exempted from the provisions of DPP3 if the use of such data is (i) required in connection with any legal proceedings in Hong Kong; or (ii) required for establishing, exercising or defending legal rights in Hong Kong. Further, section 58(2) of the PDPO also provides that the restriction contained in DPP3 is exempted if the use of the data is for *inter alia* remedying unlawful or seriously improper conduct, or dishonesty or malpractice.

In the case of *Lily Tse Lai Yin v. Incorporated Owners of Albert House and Others* (1998) (the famous or indeed notorious case of 添喜大厦), after a tragic incident of the collapse of a canopy of Albert House in Aberdeen which caused injuries and death, the Plaintiffs were seeking disclosure of relevant witness statements taken by the Police to assist in their claim for compensation. However, the Police declined disclosure due to DPP3. The Court held that it has “*no hesitation*” that the exemption under section 58(2) of the PDPO applies, and ordered the Police to make the disclosure. The Court also hoped that the authorities “*will no longer have to live with the shadow previously cast over them by the [PDPO] when being requested for witness statements by parties involved in personal injuries litigations arising out of the same accident*”. Twenty two years have passed since then. Even if the Police may no longer be living with such shadow as discussed below, some other people like property managers and their legal advisors may still be.

After the said *Lily Tse* case, the Police would voluntarily make disclosure of personal data (including the name and address) of the potential defendant to intended claimants who are victims of traffic accidents even without any court order, and even though the potential defendants might not have consented to it. It is difficult to see any reason warranting different treatment between victims of tortious acts committed inside a building or housing estate and victims of road traffic accidents in such regard, as the legal basis allowing voluntary disclosure is the same (the statutory exemptions under sections 58(2) and 60B as discussed above). After all, *Lily Tse's* case is also a claim for negligence or occupier's liability concerning maintenance of a building, with the defendants including its owner, occupier, manager and owners' corporation.

Even after *Lily Tse's* decision, in cases other than traffic accident, there might still be refusal for disclosure of personal data by the Police which had attracted the Court's criticism. In *Chan Chuen Ping v. The Commissioner of Police* (2013), a potential claimant was struck by a wheelchair being pushed by an unknown person in Tai Po Central Town Square. When the victim requested for disclosure of that unknown person's personal data, the Police again relied on the PDPO to decline her request so that the claimant has no choice but to apply for a court order. The High Court (i.e. Court of First Instance) emphasized that the PDPO has been "*misconstrued and misunderstood by many as that the law encourages secretiveness and lack of cooperation, but failing to understand that its purpose is to protect data where necessary, not to obstruct across the board*". The Court quite severely criticized the Police's refusal to the data request and forcing the claimant to apply for a court order as "*obstructing the proper efficient and fair administration of justice*" and "*a waste of administrative and judicial resources*", which must not happen again. It reiterated that as the potential claimant was taking steps to remedy a civil wrong (unlawful conduct), acceding to her data request falls well within the exception of "*remedying of unlawful conduct*" under the PDPO.

Implications to property managers

Applying those decided cases, if the circumstances are reasonably clear that a potential claimant does have a genuine claim against another person, but the identity and address of the person he intends to pursue against is unknown without the personal data kept by the property manager, acceding to the claimant's request for disclosure may fall within the statutory exemption under the PDPO discussed above. There would unlikely be any serious risk that the data subject could successfully claim against the property manager by alleging any contravention of the PDPO.

Some property managers may question how they would know whether the person requesting for the personal data has a genuine claim. Of course, the intended claimant should supply some basic information to justify his request, including identifying the incident in question and explaining why he has a claim as well as the relevance of the information sought. Once this is done, however, on many occasions the property manager may come to a sensible and reasonable judgment on whether to accede to the request without the slightest difficulty. There are instances when the wrongful acts in question have been clearly witnessed or even recorded. For example, we have been involved in a case in which an elderly person was hit by a hand cart and suffered from bone fracture while entering a lift of the building. The hand cart was at that time pushed along by a delivery worker whose identity was unknown to the victim (subsequently known to be employed by a local well-known online shop). The accident was witnessed by the watchman stationed at the Ground Floor lift lobby and was also recorded in the CCTV installed in the lift. The identities of the workman and his employer had also been recorded by the management office when he entered the building. Under such circumstances, it should be quite apparent that the victim did have a bona fide claim. Any request for disclosure of the personal data of the potential defendants (e.g. names of the worker and his employer) to enable him to take legal action should be exempted from the operation of the DPP3 by virtue of sections 58(2) and 60B discussed above, and if it is exempted, it will be difficult for the manager to justify his refusal to make disclosure.

Moreover, the property managers are employed and paid by the owners to manage the buildings. They are possessing the personal data of the visitor as agent for and on behalf of all owners. In the above example, the victim is an owner or family member of an owner of the building in which the accident happened. It would be really anomalous if the manager could refuse disclosure made by an injured owner or occupier for whose interest they should protect. It may indeed be a breach of the duty owed by the manager to the owner if disclosure is refused.

Another common example is when an owner complaining of nuisance like noise or water leakage in a building caused by his neighbour. The property manager may be faced with a request made by one owner to disclose the data like the identity of the occupier (not the owner whose name may appear in the records maintained in the Land Registry) causing the nuisance to enable legal action to be taken. There may also be cases where the precise source of the nuisance and the identity of the culpable owner cannot be identified (e.g. the precise flat from which some bad odour originates or the identity of the owner of a dog attacking or causing nuisance to the residents in a building). The initial complaint of nuisance is often made to the management office who has investigated into the matter for some time, and should be fully aware whether the owner has any bona fide claim.

In the examples given above, the manager may indeed have a duty to take action to abate the nuisance if the Deed of Mutual Covenant (“DMC”) contains the usual provision that an owner shall not cause nuisance, annoyance etc. to the other owners or occupiers of the building, as it is likely the manager’s duty to enforce the DMC even though the nuisance does not occur in the common parts. Successful legal action was taken by the manager in such a case in *MTR Corporation Ltd v. Cheung Ching Kin* (2015) where complaints were made by various flat occupiers against noise produced from a flat often at small hours repeatedly, although the nuisance, like many water leakage cases, did not occur in the common parts of the estate. Indeed, failure or refusal by the manager to take appropriate action may entitle the innocent owner to obtain an injunction compelling it to take action, as it is both the power and duty of the manager to enforce the DMC, see *Law Bik Ling, Milly v. Kai Shing Management Services Ltd* (2010). Strange enough, we have seen quite a few property managers, for reason best understood by themselves, think that they can simply keep their hands folded and refuse to do anything whatever to assist the innocent owner (whether to make disclosure of personal data or take legal action to abate the nuisance) simply because the nuisance occurs inside a unit and not the common

part of the building. Of course, where nuisance does occur at the common part, the owners’ corporation or the manager will also be obligated and empowered to take action to abate the nuisance under section 34I(1)(b) of the Building Management Ordinance (Cap. 344).

Court Order to Disclose Personal Data

That said, the law may not have imposed a positive obligation on the part of a data user (not being a manager owing legal duties to the owners as discussed above) to accede to a data request no matter how reasonable it is and when the disclosure is clearly exempted by the PDPO. Many property managers are simply reluctant to make voluntary disclosure of personal data for no legal reason. What they would normally do is to wait until the potential claimant has obtained a court order compelling their disclosure before doing so (commonly known as *Norwich Pharmacal Order*).

Cost Consequences

If the potential claimant does apply for such an order, the property manager will normally remain neutral to such an application and neither consent to nor resist the application. The usual cost order of a *Norwich Pharmacal* application is that the applicant will have to pay the cost of the manager who has not committed anything unlawful, but only an innocent party involved in the tortfeasor’s wrongdoing. Such a usual cost order often encourages the manager to remain uncooperative to a reasonable and lawful request for disclosure because they will likely have their legal cost reimbursed for taking such a stand.

In the case of *Able Force Freight Ltd v. East Sun Estate Management Ltd* (2010), the District Court applied the general principle in the English case of *Totalise plc v Motley Fool Ltd and Anor* (2003) and decided that so long as the party required to make disclosure has a genuine doubt on whether the applicant is entitled to the information, or worried that it might be sued or suffer damage etc., that party can still ask the requesting party to pay its legal costs.

The said *Chan Chuen Ping* case was decided otherwise, where the Department of Justice was ordered to pay the costs of and occasioned by the application for disclosure which included the costs of six of the seven letters the Applicant's solicitors had written to the Police and of considering their replies. The Court opined that it would be "patently unfair" to ask the claimant to pay the legal costs, when the Police's refusal to the data request was considered so unreasonable as amounting to obstructing the proper efficient and fair administration of justice.

Besides, in the recent case of *Leung Yiu Ting v. MTR Corporation Ltd* (2020), while endorsing the general principle of *Totalise plc*, the Court of First Instance held that if a party has taken an adversarial stance in an application of *Norwich Pharmacal Order* upon him, this is a factor which the court can take into account on costs. Therefore, without any good reason or legal justification suggesting otherwise, the property manager should remain neutral and adopt a passive role when faced with a Norwich Pharmacal application.

Another 10 years have lapsed since *Able Force* was decided. The effect of the exemptions under the PDPO discussed above has become clearer than ever. Wilful refusal to accede to a request for disclosure when there is plainly no legal risk involved may well attract negative judicial comment with consequences like unfavourable cost order or adverse public image. Further, a property manager may also owe the owners a duty to enforce the DMC. If the manager neither does so nor disclose the personal data of the potential defendant to an owner intending to pursue a claim, the manager will be compelling the claimant to turn to sue him instead, and the manager will unlikely receive any sympathy before the court under such circumstances. Therefore, the manager has to look at each request carefully on a case-by-case basis with the above legal principles in mind, rather than adhering to a rigid policy of requiring any request for disclosure to be accompanied by a court order before it will be dealt with.

Caution: Trap of Unjust Enrichment

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Introduction

Building managers (or incorporated owners) may from time to time commence legal proceedings against owners in breach of deed of mutual covenant for installing certain facilities or devices in the common parts of building and may also make a claim for account of licence fee, if any, received by owners pursuant to agreement with facility/device providers for such installation. Even there is a good cause of action and the breach of deed of mutual covenant is established, the court does not necessarily allow the claim, in particular a claim for restitution of unjust enrichment.

This article will discuss a recent case which is a good illustration of an unusual situation where there is a finding of liability on the part of a defaulting owner, but the relief specifically requested by incorporated owners to the court is not allowed and incorporated owners has to pay the costs of the action. This is a District Court case in *The Incorporated Owners of Gough Plaza v Wong Ching Kong* (1st defendant) and *Kwok Yuen Ling Karen* (2nd defendant) in DCCJ 3400/2019 [2020] HKDC 799, the judgment of which was handed down on 17 September 2020.

Building managers may learn and hopefully benefit from this case which may reinforce or even enlighten them in building management practice.

Background of Gough Plaza case

This is a case of alleged unauthorized installation of telecommunications equipment on the roof and certain common areas of Gough Plaza on Gough Street (“the Building”). The plaintiff is The Incorporated Owners of Gough Plaza. The 1st and 2nd defendants are husband and wife who are the registered owners of a flat on 5th Floor with a Roof (“the Roof”) of the Building. The plaintiff commenced proceedings against the defendants in November 2017.

There was no dispute that the defendants, in pursuance to an agreement (“the Agreement”) with Hong Kong Telecommunications Limited (“HKT”) executed at the end of 2008, permitted HKT to install various aerial and associated equipment (“the Equipment”) on the Roof and various electrical wires and conduits (“the Conduits”) running through corridors and various service rooms which are common areas of the Building. It was also not in dispute that the defendants had received license fees from HKT pursuant to the Agreement.

The plaintiff initially also claimed an injunction for removal of the Equipment and Conduit against HKT as the 3rd defendant. Later, these were removed by HKT, so the plaintiff had discontinued that action in February 2019.

The plaintiff’s case against the remaining 1st and 2nd defendants was that the installation of the Equipment and the Conduit was a breach of Deed of Mutual Covenant of the Building (“DMC”) and a trespass, and that the license fee received was an “unjust enrichment” and thus claimed for an account for the license fees, i.e. restitution of unjust enrichment (歸還不公平的得利). The defendants denied that there was a breach of DMC or trespass, and if there were any, these were subject to waiver (放棄) and acquiescence (默許) by the plaintiff, and if anything, the remedy of “account of profits” was not open to the plaintiff.

Having referred to some case authorities concerning similar contexts, His Honour Judge Harold Leong dismissed the plaintiff’s claim and ordered the plaintiff to pay the costs of the action to the defendants, although the plaintiff could establish that the defendants were in breach of the DMC. Readers may wonder why the plaintiff, having established the breach of the DMC, still lost in the case and even had to pay the costs of the action to the defendants. This article will give readers the answer.

The Judgment of His Honour Judge Harold Leong

Plaintiff's claim of unjust enrichment failed

The plaintiff relied on the cases of Shine Empire Limited v The Incorporated Owners of San Po Kong Mansion in HCA 3444/2001 and Hollywood Shopping Centre Owners Committee Limited v The Incorporated Owners of Wing Wah Building Mongkok Kowloon in HCA 1582/2007. However, Judge Leong did not think that these two precedents could apply in Gough Plaza case. He set out the reasoning in his Judgment with the legal principles in claim for unjust enrichment considered in a Court of Final Appeal case in support.

The Shine Empire case concerned one defendant, namely The Incorporated Owners of San Po Kong Mansion, trespassing onto the roof of a building and wrongly contracted with other defendants (who were all telecommunication companies) for installation of equipment on the roof. The judge in that case founded that the roof belonged to the plaintiff Shine Empire because he did not think that it had been established that Shine Empire had ever relinquished its rights to the roof or parapet walls. Therefore, the judge allowed the claim for restitution of the license fee on the basis that the defendant The Incorporated Owners of San Po Kong Mansion had unjustly enriched itself.

The Hollywood Shopping Centre case was similar. The judge in that case founded that the defendant The Incorporated Owners of Wing Wah Building Mongkok Kowloon managed the canopy of the building and also had the right to put up advertisements at the building. However, the plaintiff Hollywood Shopping Centre had contracted with an advertising agency to install advertisement boards on the canopy and had profited from the license fees. Again, the judge allowed the defendant's counter-claim for an account for profit.

Having summarized the outcome of the aforesaid two cases, Judge Leong illustrated the legal principles in "claim for restitution based on unjust enrichment" considered in the Court of

Final Appeal case Shanghai Tongji Science and Technology Industrial Company Ltd v Casil Clearing Ltd in FACV 13/2003 as follows:

"67. A useful framework for approaching such claims involves asking four questions:

- (a) Was the defendant enriched?
- (b) Was the enrichment at the plaintiff's expense?
- (c) Was the enrichment unjust?
- (d) Are any of the defense applicable?"

Judge Leong considered that the most relevant question here in Gough Plaza case was question (b): was the enrichment at the plaintiff's expenses? In the cases of Shine Empire and Hollywood Shopping Centre, the common fact was that one party was taking the profit which rightfully belonged to the other party. Thus, the profit was taken at the other party's expense: it was the other party who actually had the capacity to enter into the agreement and to take profit from it. This is clearly aligned with the fundamental principle in compensation of a civil claim: that the wronged party should be restored, as far as possible, to the position as if the wrong was not done. Thus, in Gough Plaza case, the question to be asked would be: was the plaintiff (instead of the defendants) in a rightful position to enter into the Agreement and to benefit from the license fee? The answer, based on the facts of Gough Plaza case, was "no".

Unlike the cases of Shine Empire and Hollywood Shopping Centre, the Equipment in Gough Plaza case was installed on the Roof which belonged to the defendants and not the plaintiff. Although the installation process might require approval by the plaintiff, there was no evidence before the Court how the plaintiff might otherwise benefit from the Agreement or the license fee. In other words, it could not be said that the defendants took away the profit that should rightfully belong to the plaintiff. There was no "*enrichment at the plaintiff's expense*" and thus no "*unjust enrichment*". Therefore, Judge Leong found no basis for the remedy for restitution.

In the Statement of Claim, the plaintiff had also pleaded for a usual and standard prayer (請求), namely “such further and/or other relief” as the Court might deem just. But, the fact was the Equipment and Conduit had already been removed by HKT back in November 2018. Judge Leong imagined that if there were damages to the common areas that required repairs or restoration work, there might be a basis for a claim in damages. However, the plaintiff had produced no such evidence so the Court could not speculate on such.

In light of the above, readers may now come to realize that even there is a good cause of action against an owner in breach of deed of mutual covenant, and eventually liability of that owner is proved, it is not necessarily that the court will allow the ancillary relief pleaded in the statement of claim. It depends on what you claim and what ancillary relief you seek from the court. Therefore, it is advisable for building managers (or incorporated owners) to think about the intended claim carefully before commencing legal proceedings, whether it is a rightful or legitimate claim and whether there is any basis for the intended claim.

This article does not end here. We now turn to the defendants’ multiple breaches of the DMC and trespass and their defence. This is indeed a good opportunity for building managers to re-visit the usual clauses in a deed of mutual covenant of a building and reinforce their practice in building management.

Defendants’ breach of DMC and trespass established

The alleged multiple breaches by the defendants included: damaging the common part of the Building, converting common part to their own use, carrying out activities or alteration works in the common part without prior written consent of the manager. Having read the various clauses in the DMC, Judge Leong found that the defendants were in breach of the DMC and trespassing. Set out below are the breaches of relevant clauses of the DMC with the reasoning of Judge Leong extracted from the Judgment.

Although the Equipment sat on the Roof, these were secured by metal brackets parts of which were bolted to the internal surfaces of the parapet wall which is a common part of the Building according to paragraph 4 of Schedule 1 to the Building Management Ordinance. One may argue that the owner of the roof may be regarded as the owner of the internal surface of the parapet wall. Indeed, this is a common misconception. Judge Leong cited the case *The Incorporated Owners of Mei Foo Sun Chuen Stage VI v Grandyfield Knitters Limited* in LDBM 110/2011 and confirmed that the internal surface of the parapet wall does not extend to the *structural part* of the parapet wall, namely the concrete part of the parapet wall.

As such, Judge Leong accepted that the defendants might, say, paint the internal surface of the parapet wall, but they could not interfere with the concrete or structural part. Here, the bolts were driven into the concrete structure of the parapet wall. Judge Leong therefore found that this was both a trespass of the common parts of the Building and a breach of the DMC as follows:—

clause 4 “*No Owner or the Manager shall make or permit any structural alterations to any part of the said Building which may interfere with the use nor shall any owner damage alter or interfere...any parts of the Common Areas*”

clause 13 “*No part of the Common Areas shall be used for any business or private purpose*”

clause 16 “*..... No owner shall affix or install his own private aerial outside any part of the said Building without prior written consent of the Manager.*”

Further, the Equipment were very substantial in size and substantially higher than the parapet wall and this would be in breach of clause 37 of the DMC preventing any “*alteration of the external appearance*” of the Building “*without prior consent in writing of the Manager*”.

Although clauses 16 and 37 of the DMC are concerned with activities permissible with written consent of the manager, it was not disputed between the parties that no such written consent had ever been obtained.

It was also clear from the electrician report produced before the Court that the Conduit was installed in the common areas of the Building. Judge Leong did not accept the defendants' arguments that they could rely on Section III clause 1(c) of the DMC which provides for easement rights of the owners of "*free and uninterrupted passage of electricity*". But the same clause stated that such easement is "*subject always to the rights of the Manager*". Judge Leong commented that it could not be the intention of this clause to allow complete freedom for the owner to install any electrical system he wanted in the common areas. If there was no electrical system in place, it would still require the incorporated owners or managers to decide on a system to be installed in accordance with the procedures stated in the DMC as decided in the Court of Appeal case in 338HK Limited v The Incorporated Owners of Tak Bo Building in CACV 99/2017. That case involved application from an owner for conversion of common part of Tak Bo Building to its own use by carrying out installation works. Readers may refer to our article titled "The exercise of decision under Section 34 I of the Building Management Ordinance, Cap. 344 — Conversion of common parts" published in the Year Book 2019 for details.

Defendants' defence invalid

The defendants raised a defence of waiver and acquiescence by the plaintiff (以原告放棄和默許作抗辯) as to the installation of the Equipment and Conduit. This involved two disputes to be determined by the Court.

The first one was when the plaintiff became aware of the Equipment and Conduit. Judge Leong found the evidence given by the witness for the plaintiff not entirely consistent. In his witness statement, the witness stated that in about 2015, he received a complaint from the owner next to the

Roof regarding rubbish obstructing the roof area. He went up to investigate and saw some chairs etc., and he incidentally noticed the Equipment on the Roof. During cross examination, however, the witness said that this complaining owner said that he saw big machineries on the Roof. But this was in 2017, and the complaint was made about a week after the witness himself discovered the Conduits. In his witness statement, the witness stated that he discovered the Conduits when investigating a complaint by the lift company made to the plaintiff that the lamp in the lift machine room was malfunctioning, but there was no mention of this subsequent complaint by the complaining owner.

The second dispute was whether a key to the Key Box inside the management office (which contained all the keys to various utility rooms in the Building) had ever been given to the 1st defendant as the secretary of the plaintiff (i.e. the incorporated owners). Judge Leong did not go into the details of this dispute suffice to say that the witness for the plaintiff claimed that the 1st defendant had the key which meant that he could have provided access to the HKT workers installing the Conduits without anyone noticing. The 1st defendant denied this and suggested that the HKT workers would have to seek co-operation of the plaintiff/ management of the Building to gain access to the utility areas. This would, of course, further imply that the plaintiff must have notice of the installation at the time.

The 1st defendant also claimed that he had mentioned the installation to the witness after being approached by HKT in 2008, but the witness only said that: "*This was your property so it is for you to decide, but make sure the telecom workers won't damage the lift doors when transporting the equipment.*" Much of these were "he says, she says" scenarios with little or no supportive evidence either way. However, Judge Leong did not think that the Court needed to make such factual findings.

Upon reading various clauses in the DMC, Judge Leong considered that it was clear that certain clauses allow activities on “*prior written consent*” or “*with permission*” of the manager, for example, clause 16 which deals with installation of “*outside aerial*”. But, other clauses do not contain such wordings, for example, clause 12 concerning use of premises for “*illegal or immoral purposes*”. Judge Leong considered that it was the clear intention of the DMC that certain activities are strictly prohibited under all circumstances, so the manager/ the plaintiff had no power to consent to. The wordings in clause 4 make this very clear: “*No Owner or the Manager shall make or permit any structural alterations to any part of the said Building which may interfere with the use nor shall any owner damage alter or interfere any parts of the Common Areas*”. Similarly, no such “*prior consent*” wordings were found in clause 13 “*No part of the Common Areas shall be used for any business or private purpose*”.

As such, Judge Leong found that the breaches, at least with regard to clauses 4 and 13 of the DMC, were not within the power of the plaintiff to acquiesce to. Hence, the defence of acquiescence and waiver was not available to the defendants in this case (See Hollywood Shopping Centre case).

Among the various building management disputes our firm has handled over the years, it is quite common for defaulting owners to rely on defence of waiver and acquiescence by the incorporated owners. To avoid this, building managers, once becoming aware of any breach of deed of mutual covenant, should take pre-emptive action or steps as soon as practicable. For instance, issuing warning notice to defaulting owners followed by pre-action letter demanding them to rectify the breach, if it persists after giving the warning notice.

Conclusion

As can be seen from the above discussion about the legal principles in claim for unjust enrichment as well as usual clauses of deed of mutual covenant with various case authorities cited, great care should be taken as to what sort of claim or relief to be asked from the court, in particular whether to claim for unjust enrichment, if any. Do not fall into the trap of unjust enrichment. Therefore, when in doubt as to the legal basis for both commencing proceedings against defaulting owners and making claim for appropriate relief from the court, it is always advisable to seek advice from legal practitioners with considerable practical experience in and exposure to building management.

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Practitioner (Tier 1) licensee

*Accreditation for postgraduate programme in process.

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