



特許房屋經理學會亞太分會

Chartered Institute of Housing Asian Pacific Branch

Striving For **Excellence,**
Expanding **Horizons**

精益求精 · 擴闊領域

2025
Yearbook



publications

www.cih.org.hk



創建宜居 永續共融

CREATING HOMES FOR
SUSTAINABLE LIVING



HONG KONG
HOUSING SOCIETY
香港房屋協會

Content 目錄

- 2 ● About Chartered Institute of Housing & Asian Pacific Branch
關於特許房屋經理學會及亞太分會
- 4 ● Chairman's Report 主席報告
- 9 ● Executive Committee 執行委員會
- 16 ● Committee Annual Reports 委員會報告
 - 17 Activities Committee 活動委員會
 - 19 Chinese Mainland Affairs Committee 中國內地事務委員會
 - 22 Education and Training Committee 教育及培訓委員會
 - 25 External Affairs and Public Relations Committee 對外事務及公共關係委員會
 - 27 Information Technology Committee 資訊科技委員會
 - 30 Macao Affairs Committee 澳門事務委員會
 - 32 Membership Committee 會籍事務委員會
 - 34 Policy Committee 政策委員會
 - 36 Professional Practice Committee 專業實務委員會
 - 38 Publications Committee 刊物委員會
 - 40 Youth Affairs Committee 青年事務委員會
- 43 ● Membership 會籍
 - 44 Courses Leading to Membership 學會認證課程
 - 47 Membership Grades & Fees 會籍類別及費用
- 50 ● Cover Story 主題文章
 - 51 橫琴項目置換物業管理公司與港澳地區的差異化比較
 - 54 破局與重構：2025年物業行業高品質發展路徑
 - 58 迎風而立 – 從颱風看物業樹木管理
 - 60 Identifying Common Parts and Determining the Liability for Repair and Maintenance
- 67 ● Best Dissertation 最佳碩士論文
 - 68 Effective Implementation of Pet Control Measures in
Private Residential Buildings under Pet-Friendly Trend in Hong Kong
 - 85 Examining the Impact of Youth Hostels on Well-Being:
A Research Study of Young Residents in Hong Kong Youth Hostel
 - 93 The Impact of Social Welfare Facilities on the Rental Levels of Subdivided
Units (SDUs)
- 107 ● Activity Snapshots 活動剪影
- 116 ● Acknowledgment 鳴謝
- 118 ● Advertisement 廣告

ABOUT CIH & CIHAPB

關於特許房屋經理 學會及亞太分會



About Chartered Institute of Housing & Asian Pacific Branch 關於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 (CIHAPB) in 2001 to reflect the wider spectrum of services it renders. Since January of 2023, CIHAPB aligns the Chinese and English names of the Branch: the English name, which is “Chartered Institute of Housing Asian Pacific Branch” to correspond to the Chinese Name 「特許房屋經理學會亞太分會」.

CIH has over 21,000 members worldwide, with about 3,600 from the CIHAPB. Its members work predominately in government housing authorities, educational institutions, private corporations and nongovernmental 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. In 2020 CIHAPB was confirmed to be the one of the first batch “Recognized Professional Bodies”, which showed the leading and professional position in the industry.

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」（學會前中文名稱）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。自2023年1月起，分會把中英文名稱統一：英文名稱為「Chartered Institute of Housing Asian Pacific Branch」；中文名稱為「特許房屋經理學會亞太分會」（亞太分會）。

學會全球現時有會員約21,000人，其中亞太分會會員約3,600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，並於2020年成為首批獲香港物業管理業監管局確認的「認可專業團體」，專業地位備受肯定。

CHAIRMAN'S REPORT

主席報告



Dear Members and Colleagues,

As the Chair of the Chartered Institute of Housing Asian Pacific Branch (CIHAPB) for 2025, I am honoured to present this report on our Branch's achievements over the past year and our outlook for the future.

The year 2025 has been a pivotal one for the Branch's continued development. Through the close collaboration of the Executive Committee and our Sub-Committees, we achieved encouraging results across membership growth, education and training, professional development, policy advocacy, and international exchange.

1. Membership Growth

With the concerted efforts of the Membership Committee, the Chinese Mainland Affairs Committee, and the Education & Training Committee, the Branch's membership reached 3,622, representing a 3% increase year-on-year. This progress was underpinned by our resumption—since March 2025, and in accordance with advice from Mainland legal counsel—of admitting members from Chinese Mainland outside the Mainland. With Board approval, we also achieved mutual recognition of professional qualifications with our peer body, the Shenzhen Institute of Property Managers (SIPM), in early November 2025, successfully admitting 51 SIPM Fellow Members as Chartered Members. As a result, our Mainland membership increased to 120. Building on this encouraging foundation, we will continue to strengthen recruitment, with a particular focus on encouraging and attracting student members, thereby laying the groundwork for their future progression to Chartered Membership.

2. Growth in CIH-Accredited Programmes

As one of the region's more established professional bodies, CIHAPB has long accredited housing, property, and facilities management programmes offered by universities and tertiary institutions. In 2025, we accepted accreditation applications from two Mainland universities—Shijiazhuang University and Lyuliang University—and arranged for Professor Paddy Gray from CIH UK to conduct on-site reviews. Their Property Management programmes were successfully accredited. Graduates of these programmes will be eligible to apply for CIH membership. We anticipate receiving further accreditation applications from additional Mainland universities in the coming year, underscoring the professional recognition our Branch enjoys across the industry and higher education sector.

親愛的會員們、尊敬的同事們：

作為2025年度特許房屋經理學會亞太分會（Chartered Institute of Housing Asian Pacific Branch, CIHAPB）的主席，我非常榮幸在本年度年報中，向各位匯報分會過去一年的工作成果與未來展望。

2025年是亞太分會會務持續發展的重要一年。透過執行委員會（Executive Committee）與多個專業委員會（Sub-Committees）的緊密協作，分會在會員增長、教育培訓、專業發展、政策倡議及國際交流等方面均取得了令人鼓舞的成績。

1. 會員人數增長

在會籍事務委員會、中國內地事務委員會及教育及培訓委員會的努力與協作下，亞太分會本年度會員人數達3,622人，較去年增長3%。這有賴我們自2025年3月起，按照內地律師的專業意見，在境外重新吸納中國內地會員。同時，經董事局同意，我們於2025年11月初與友會深圳市物業經理人學會（SIPM）達成互認學歷，成功吸納51名SIPM資深會員成為本會特許會員，令內地會員人數增至120名。在這個令人鼓舞的基礎上，我們將持續加強招募，特別鼓勵及吸引學生會員加入，為其日後成為特許會員奠定基礎。

2. 學會認證課程增加

亞太分會作為區內歷史悠久的專業團體，長期為眾多大學及專上院校之房屋、物業及設施管理課程進行認證。本年度，我們受理內地兩所大學—石家莊學院與呂梁學院—的課程認證申請，並邀請英國CIH總會的Professor Paddy Gray前往當地進行評審，成功認證其物業管理課程。相關課程畢業生未來可申請成為本會會員；預計來年將陸續有更多內地大學向我們申請課程認證，進一步印證本會的專業認受性獲業界及高等院校的廣泛認同。

3. Deepening Professional Exchange with the Mainland and Macao

Over the past year, we actively promoted professional knowledge in housing management, undertaking multiple visits to Macao and key Mainland cities, including Shenzhen, Zhuhai, Hengqin, Wuxi, Wuhan, and Beijing. We also received delegations from various provincial property management associations in the Mainland for study visits to Hong Kong. These exchanges helped us jointly promote professional housing management and forge lasting partnerships.

4. Advancing Youth Engagement and International Exchange

The Youth Affairs Committee enrolled 1,638 youth members in 2025 and organised a range of training and volunteer activities:

- Community Service: Hosted the Hong Kong Student Aid Society (HKSAS) Territory-wide Flag Day on 6 September 2025, encouraging youth members to give back to society.
- Training: Conducted an Interview Skills Workshop on 12 May 2025, which was well received by youth members.
- International Exchange: From June to July 2025, launched an international student exchange with CIH UK, offering students enrolled in CIH-accredited programmes the opportunity to engage with international housing professionals.

We will continue and expand the international student exchange programme in 2026.

5. Continuing Professional Development (CPD)

Through the efforts of the Professional Practice Committee, we organised or participated in over 170 CPD-related activities and conferences over the past year—an increase of 10% year-on-year—supporting our members and industry professionals in continually enhancing their competencies and acquiring new knowledge. We will keep up close engagement with government departments and peer organisations to strengthen collaboration and connectivity among professional bodies across the Asia-Pacific region.

3. 不斷強化與內地及澳門的專業交流

過去一年，我們積極推廣房屋管理專業知識，多次赴澳門及內地多地（包括深圳、珠海、橫琴、無錫、武漢、北京等）考察交流；同時多次接待內地各省物業管理團體來港交流互訪，互相推廣專業房屋管理並建立夥伴關係。

4. 推展青年會員工作及國際交流

青年事務委員會在2025年全年吸納1,638名青年會員，並推動多項培訓及義工服務：

- 社會服務：於9月6日舉辦「香港學生輔助會(HKSAS)全港賣旗日」，鼓勵青年會員回饋社會。
- 培訓工作：於5月12日舉辦「面試技巧工作坊」，廣受青年會員歡迎。
- 國際交流：於6-7月與英國總會合辦國際學生交流活動，為就讀CIH認證課程的學生提供與國際房屋專業人士交流的機會。

我們將於2026年延續並擴充國際學生交流計劃。

5. 會員的持續專業發展

在專業實務委員會的努力下，我們於過去一年參與或籌辦超過170項持續專業發展(CPD)相關活動及會議，按年增加10%，協助會員與業界專業人士強化專業水平及汲取新知。我們將繼續與政府部門及同業組織保持緊密溝通，加強亞太區專業團體間的合作與聯繫。

6. Close Engagement with Authorities and Local Policy Advocacy

On public policy, we submitted our recommendations for the 2025 Policy Address to the Chief Executive, including: promoting the use of mediation and arbitration to resolve property management disputes; establishing maintenance funds; and adopting Internet of Things (IoT) technologies to enhance building management. These proposals drew attention from the Government and received positive responses. We also engaged with the media and Members of the Legislative Council to support effective adoption across the property management sector.

We were deeply saddened by the fire incident at Wang Fuk Court (宏福苑). CIH UK also conveyed its condolences. CIHAPB donated HKD100,000 for disaster relief and called on members and partner organisations to contribute. On 12 and 19 December, we met with Legislative Council Members to discuss the role of property management companies in major building repairs and put forward our recommendations, with the aim of preventing similar tragedies. Moving forward, we will continue to strengthen liaison with the authorities, representing the industry in offering constructive policy advice and feedback.

7. Memorandum of Understanding with the Hong Kong Mediation and Arbitration Centre

CIHAPB has consistently supported mediation and arbitration as effective means to resolve housing and property management disputes. On 30 October 2025, we signed a Memorandum of Understanding with the Hong Kong Mediation and Arbitration Centre to develop bespoke professional mediation and arbitration courses for property management practitioners. The programme commenced on 3 January 2026, and participants reported substantial benefits from the training.

8. Promoting and Embodying ESG

Since 2024, alongside strengthening youth development, we have continued to promote ESG through multiple activities and seminars, such as:

- ESG Seminar on “Decarbonisation, Climate Adaptation and Resilience for Buildings, and Pathways for Property Management Practitioners to Become Real Estate ESG Professionals in Real Estate”;
- Technical Seminar on “BEAM Plus Existing Buildings (EB) Version 3.0”; and
- Visits to the “Artificial Intelligence of Things (AIoT) Solutions Experience Centre”.

6. 與主管當局密切聯繫，提供本地政策倡議

就政府施政方面，我們就《2025年施政報告》向行政長官提交建議，包括：推動以調解及仲裁處理物管糾紛、設立維修基金、以及採用物聯網科技加強大廈管理等。相關建議獲政府關注並得到正面回應；我們亦積極向傳媒及立法會議員闡述，期望能於物管行業有效落地。

此外，對於宏福苑火災事故，亞太分會深感難過，英國CIH總會亦致函慰問。本會捐出港幣100,000元以支援賑災，並呼籲會員及友好團體響應。其後，我們於12月12日及19日與立法會議員會面，討論物業管理公司在樓宇大型維修中的角色，並提出相關建議，期望杜絕同類事故重演。未來，亞太分會將繼續積極與主管當局加強聯繫，代表業界就政府政策提供更多建設性意見與回饋。

7. 與香港調解仲裁中心簽署合作備忘錄

亞太分會一向支持以調解及仲裁解決房屋及物業管理紛爭。於2025年10月30日，本會與香港調解仲裁中心簽署合作備忘錄，為物業管理人員設計度身訂造的專業調解及仲裁課程；相關課程已於2026年1月3日開展，學員普遍表示獲益良多。

8. 推廣及貫徹 ESG 理念

自2024年起，本會除強化青年發展外，亦持續推廣ESG主題，舉辦多項活動及講座，例如：

- 「建築物的減碳、氣候適應與韌性及物業管理從業員成為房地產ESG專業的途徑」講座；
- 「《綠建環評既有建築(EB)3.0版》技術」講座；及
- 參觀「人工智慧物聯網解決方案體驗中心」。

At the same time, the CIHAPB continued to uphold its ESG management philosophy. We implemented carbon-neutral event management for our annual dinner, with environmental stewardship and social value integrated throughout the entire process—from planning and execution to post-event completion—and was awarded a “Carbon Neutral Event Certificate.” In addition, on 24 October, we received the Bronze Award at the “iRecycle Sustainable Development Awards,” becoming the first professional institute to be recognized under this programme.

9. Low-Altitude Economy and Applications of Innovation & Technology

In support of Government policy, CIHAPB encourages and promotes innovative applications of the low-altitude economy, ranging from UAV inspections and urban logistics to emergency response. During the year, we organised several related visits and study activities, including to the Geospatial Lab and the AIoT Solutions Experience Centre. We look forward to working hand-in-hand with industry, academia, and research sectors to create more replicable and scalable pilot projects—bringing innovation to fruition, benefiting people’s livelihoods, and advancing industrial upgrading.

Conclusion and Outlook

Looking back on 2025, CIHAPB not only sustained steady membership growth but also achieved new breakthroughs in professional accreditation, knowledge dissemination, and industry influence. These achievements are the result of the Executive Committee’s close collaboration and the dedicated efforts of all committee members, ensuring steady progress and fruitful outcomes.

The year 2026 marks our 60th Anniversary, a significant milestone that embodies the cumulative professional contributions of our predecessors. I am privileged to witness this important moment alongside my fellow committee members and remain committed to advancing the Branch’s work. Our 60th Anniversary celebration series commenced on 3 November 2025. I am confident that, with the concerted efforts of our members and industry peers, CIHAPB will continue to grow from strength to strength on the foundation of our 60th year—contributing even more to sustainable housing management across the Asia-Pacific region.

Finally, may I wish all members every success and good health in the year ahead.

Keith Kwong

Chairman

Chartered Institute of Housing Asian Pacific Branch (CIHAPB)

同時，我們貫徹 ESG 的管理理念，亞太分會於周年晚宴活動採用碳中和活動管理，由籌備直至完成均以環境和社會價值為依歸，獲頒「碳中和活動證書」。此外，本會於 10 月 24 日獲頒「愛回收可持續發展大獎」銅獎，是首個學會於有關項目獲得獎項。

9. 低空經濟及創新科技應用

為響應政府政策，本會鼓勵及推動「低空經濟」的創新應用，涵蓋無人機巡檢、城市物流以至應急救護。年內我們舉辦多場相關考察與參訪，包括「地理空間實驗室」及「人工智慧物聯網解決方案體驗中心」等。我們期待與產、學、研各界攜手，打造更多可複製、可擴展的示範項目，令創新真正落地，惠及民生及產業升級。

總結與展望

回顧 2025 年，亞太分會不僅保持了穩定的會員增長，更在專業認證、知識傳播及業界影響力方面邁上新台階。這一切有賴執行委員會與各分委員會的通力合作與默默付出，令各項工作穩步向前、成果豐碩。

2026 年為本會 60 周年誌慶，這是一個意義重大的里程碑，亦承載著歷屆前賢的專業積累與貢獻。我很榮幸能與一眾委員共同見證這一重要時刻，並將繼續致力推動本會工作。60 周年的一系列慶祝活動已於 11 月 3 日啟動。我深信，在各位會員及業界同仁的共同努力下，CIHAPB 必將在 60 周年的基礎上持續茁壯成長，為亞太地區的可持續房屋管理作出更大貢獻。

最後，值此新歲，謹祝各位會員事事順利、身體健康！

鄭立信

主席

特許房屋經理學會亞太分會 (CIHAPB)

EXECUTIVE COMMITTEE

執行委員會



Executive Committee 執行委員會



Mr. Kwong Lap Shun, Keith
Chairman

鄭立信先生
主席



Mr. Cheung Shu Yan, Edmond
Deputy Chairman

張樹仁先生
常務副主席



Dr. Wu Yicheng
Vice Chairman
(Chinese Mainland Affairs)
Vice Chair, Chinese
Mainland Affairs Committee

吳沂城博士
副主席（中國內地事務）
中國內地事務委員會副主委



Mr. Ng Hoi Ching, Matthew
Internal Affairs Advisor
Vice Chair, Activities
Committee

吳海清先生
內部事務顧問
活動委員會副主委



Mr. Wong Ying Kit, Romulus
Immediate Past Chairman

黃英傑先生
上任主席



Ms. Chiu Chi San, Angela
Honorary Secretary

趙梓珊女士
義務秘書



Mr. Tsang Kwai Leung, Francis
Honorary Treasurer

曾貴良先生
義務司庫



Mr. Hui Kam Ming, Edwin
Membership Officer

許甘銘先生
會籍事務主任



Mr. Cheung Yuk Lung, Ivan
Policy Officer

張玉龍先生
政策主任



Mr. Lai Chi Hang, Alen
Training Officer

賴智衡先生
培訓主任



Mr. So Yik Chung, Sidney
Chair, Activities Committee

蘇奕聰先生
活動委員會主委



Mr. Chan Wai Kong, Frankie
Chair, External Affairs and
Public Relations Committee

陳偉光先生
對外事務及
公共關係委員會主委



Mr. Shum Lap Ming, Peter
Chair, Information
Technology Committee

沈立銘先生
資訊科技委員會主委



Ms. Chong Sao Wa, Jenny
Chair, Macao Affairs
Committee

鍾秀華女士
澳門事務委員會主委



Dr. Chao Ka Chon
Chair, Chinese Mainland
Affairs Committee
Vice Chair, Macao Affairs
Committee

周嘉進博士
中國內地事務委員會主委
澳門事務委員會副主委



Mr. Chau Wing Kit, Nelson
Chair, Professional
Practice Committee

周永傑先生
專業實務
委員會主委



Mr. Ko Kwok Kei, Ken
Chair, Publications
Committee

高國基先生
刊物委員會主委



**Mr. Cheung Ching Yeung,
Teddy**
Chair, Youth Affairs Committee

張晶揚先生
青年事務委員會主委



Mr. Sin Ka Ki, Victor
Honorary Deputy Secretary

冼嘉祺先生
義務副秘書



Mr. Chiu Sin Hung, Bonny
Honorary Deputy Treasurer

趙善雄先生
義務副司庫



Ms. Ng Bik Yan, Betty
Vice Chair, Activities
Committee

吳碧茵女士
活動委員會副主委



Mr. Au Tai Ming, Johnny
Vice Chair, Education and Training Committee

區大明先生
教育及培訓委員會副主委



Mr. Mok Man Ho, Rock
Vice Chair, Education and Training Committee

莫文浩先生
教育及培訓委員會副主委



Mr. Chan Shing Wai
Vice Chair, External Affairs & PR Committee

陳成威先生
對外事務及
公共關係委員會副主委



Mr. Chung Siu Ming, Boris
Vice Chair, External Affairs & PR Committee

鍾小明先生
對外事務及
公共關係委員會副主委



Mr. Chan Chi Hang, Patrick
Vice Chair, Information Technology Committee

陳智恒先生
資訊科技委員會副主委



Mr. Fung Ping Yan
Vice Chair, Information Technology Committee

馮炳欣先生
資訊科技委員會副主委



Mr. Choi Sio Man, Simon
Vice Chair, Macao Affairs Committee

崔紹文先生
澳門事務委員會副主委



Ms. Chow Pui Gee, Gigi
Vice Chair, Membership Committee

鄒佩芝女士
會籍事務委員會副主委



Mr. Tsui Hoi Chi, Davy
Vice Chair, Membership Committee

徐開志先生
會籍事務委員會副主委



Mr. Lai Yuk Tim, Tim
Vice Chair, Policy Committee

黎玉添先生
政策委員會副主委



Dr. Wan Tak Fai, Danny
Vice Chair, Policy Committee

尹德輝博士
政策委員會副主委



Mr. Ma Yuk Kwan, Michael
Vice Chair, Professional Practice Committee

馬旭均先生
專業實務委員會副主委



Mr. Mak Ka Lun, Alan
Vice Chair, Professional
Practice Committee

麥家麟先生
專業實務委員會副主委



Ms. Chu Wing Hing, Wing
Vice Chair, Publications
Committee

朱穎馨女士
刊物委員會副主委



Mr. Chu Wing Hong, Nelson
Vice Chair, Publications
Committee

朱永康先生
刊物委員會副主委



Mr. Cheung Ka Ho, Arnold
Vice Chair, Youth Affairs
Committee

張家豪先生
青年事務委員會副主委



Mr. So Cheuk Ping, Ivan
Vice Chair, Youth Affairs
Committee

蘇焯平先生
青年事務委員會副主委



Mr. Chong Yue Fat, Maxwell
Co-opted Member

莊裕發先生
增選委員



Mr. Chow Chun Ling, Kenny
Co-opted Member

周駿齡先生
增選委員



Mr. Chui Ming Man, Jackey
Co-opted Member

崔銘文先生
增選委員



Mr. Lau Chun Sing, Jason
Co-opted Member

劉鎮聲先生
增選委員



Mrs. Li Lam Chin Ching, Rita
Co-opted Member

李林展青女士
增選委員



Ms. Wong Siu Ling, Linda
Co-opted Member

王小玲女士
增選委員



Ms. Yuen Shuk Ling, Tanya
Co-opted Member

袁淑玲女士
增選委員

Branch Office
亞太分會辦事處



Mr. Lee Chi Hung, Stephen
General Manager

李志雄先生
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. Kwok Kwun Ying 郭冠英先生
Honorary Advisors 名譽顧問	Mr. Chan Bing Woon, SBS, MBE, JP 陳炳煥先生
	Mr. Lee King Chi, Joseph, 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
	Miss Wong Lai Chun, BBS 王麗珍小姐
	Mrs. Wong Ng Wenh Ky, Julia 黃吳詠琪女士

Administration Support 行政支援

General Manager 總經理	Mr. Lee Chi Hung, Stephen 李志雄先生
Assistant Administrative Manager 副行政經理	Ms. Yung Po Kwan, Patsy 翁寶君女士
Administrative Officer 行政主任	Ms. Cheng Wai Yin, Anna 鄭慧賢女士
Administrative Assistant 行政助理	Ms. Chan Miu Har, Kara 陳妙霞女士

COMMITTEE ANNUAL REPORTS 委員會報告



Activities Committee 活動委員會



Chair : Mr. So Yik Chung, Sidney
Vice Chair : Ms. Ng Bik Yan, Betty
 Mr. Ng Hoi Ching, Matthew
Members : Mr. Chan Shing Wai
 Dr. Chao Ka Chon
 Mr. Chong Yue Fat, Maxwell
 Mr. Fung Ping Yan
 Mr. Lee Kun Wah, King
 Mrs. Li Lam Chin Ching, Rita
 Mr. Sin Ka Ki, Victor
 Ms. So Wing Sum, Charlies
 Mr. Tsang Kwai Leung, Francis
 Ms. Wong Siu Ling, Linda

主委 : 蘇奕聰先生
副主委 : 吳碧茵女士
 吳海清先生
委員 : 陳成威先生
 周嘉進博士
 莊裕發先生
 馮炳欣先生
 李冠華先生
 李林展青女士
 冼嘉祺先生
 蘇穎芯女士
 曾貴良先生
 王小玲女士

Objectives

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

Achievements in the Year

Overseas

- Arrange members to attend:
 - Study tour at Wuxi & Wuhan in March
 - Visit the “China Property Management Institute” in November

Hong Kong

- Arranged logistics for:
 - Monthly Branch Executive Committee Meeting
 - Annual Assembly
 - Annual Dinner in November
 - “CIHAPB Annual Conference 2025 – Housing Future Re-invented (AI: Sustainability & LAE: Leading Advanced Edge)
 - Various seminars/talks/workshops/local visits organized by External Affairs & Public Relations Committee and Professional Practice 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。

年內完成工作

境外

- 安排會員參加：
 - 3月無錫及武漢考察和交流團
 - 11月拜訪「中國物業管理協會」

香港

- 後勤安排：
 - 分會執行委員會月會
 - 分會年度大會
 - 11月舉辦周年晚宴
 - 在理工大學舉辦半日研討會：人工智能與低空經濟於物管界的應用
 - 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

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



Chair	: Dr. Chao Ka Chon	主委	: 周嘉進博士
Vice Chair	: Dr. Yicheng Wu	副主委	: 吳沂城博士
Members	: Mr. Ng Kwong Ming, Paul	委員	: 吳光銘先生
	Mr. Cheung Ching Yeung, Teddy		張晶揚先生
	Mr. Hui Kam Ming, Edwin		許甘銘先生
	Mr. Lai Chi Hang, Alen		賴智衡先生
	Mr. Lau Shing Wai, Steve		劉成偉先生
	Mr. Ng Kwong Ming, Paul		吳光銘先生
	Dr. Wan Tak Fai, Danny		尹德輝博士
	Mr. Wang Lai		王來先生

Objectives

1. Maintain communication with professional institutions and property management administrative departments in Chinese Mainland.
2. Organize and participate in industry professional activities in Chinese Mainland to promote exchanges and learning among professionals from both regions.
3. Strengthen connections between the administrative departments and business service sectors of the three regions in the Greater Bay Area.
4. Expand membership pathways through mutual recognition systems between the Institute and other professional associations in Chinese Mainland.

Achievements in the Year

1. On April 26, 2025, a delegation of 10 EC members led by Mr. Kwong Lap Shun, Chairman of the Chartered Institute of Housing Asian Pacific Branch, and Mr. Chao Ka Chon, Chairman of the Chinese Mainland Affairs Committee, visited the Trade Association of Zhuhai Property Management. As the first stop for exchanges in the Greater Bay Area cities, the delegation was received by President Zeng Xi and Secretary-General Wang Yihong for discussions. Subsequently, the Trade Association of Zhuhai Property Management arranged for the delegation to visit the Zhuhai Bay project, which features Huawei's Harmony OS smart home system and a drone delivery service to unit balconies.
2. On October 10 and 13, 2025, Mr. Steve Lau, member of the Chinese Mainland Affairs Committee, assisted Professor Paddy Gray from the United Kingdom in handling CIH certification matters for two institutions: Shijiazhuang College and Lüliang College.
3. On October 20, 2025, a delegation of 11 EC members led by Mr. Kwong Lap Shun, President of the Asia Pacific Branch of the Chartered Institute of Housing, and Dr. Chao Ka Chon, Chairman of the Chinese Mainland Affairs Committee, visited the Urban Planning and Construction Bureau of the Guangdong-Macao in-depth cooperation zone in Hengqin. They were received by Director Zhang Guoji and Deputy Director Wang Yun. During the meeting, the bureau not only engaged in discussions with the attendees but also introduced the online voting process for house-owner convention for one of the projects from the previous half-year.

工作目標

1. 保持與內地專業機構和物業管理行政主管部門的聯繫。
2. 組織及參與內地行業專業活動，推動兩地專業人員交流和學習。
3. 為加強大灣區三地行政主管部門和業務服務部門聯繫服務。
4. 通過學會與國內其他專業社團互認制度，擴大會員入會路徑。

年內完成工作

1. 2025年4月26日，特許房屋經理學會亞太分會鄭立信主席連同中國內地事務主委周嘉進等一行10人，拜訪珠海物業行業協會；作為大灣區城市交流的首站，獲曾師會長及王亦宏秘書長接見及交流，隨後珠海物業行業協會亦安排各人參觀項目啟用華為蒙鴻智能家居及設置無人機直送到單位陽台的珠海灣項目作現場考察。
2. 2025年10月10日及13日，中國內地事務委員會委員劉成偉先生，協助來自英國Professor Paddy Gray，分別處理石家莊及呂梁學院兩所院校的認證事宜。
3. 2025年10月20日，特許房屋經理學會亞太分會鄭立信主席連同中國內地事務主委周嘉進等一行11人，拜訪橫琴深度合作區城市規劃和建設局，獲張國基局長及汪雲副局長接見，當中局方除了向眾出席者交流外，更介紹上月半年度其中一項目的業主大會線上投票流程。

4. On October 22, 2025, members of the Executive Committee led by former Chairman of the Chartered Institute of Housing Asian Pacific Branch Mr. Paul Ng and General Manager Mr. Stephen Lee, participated in the 2025 Shenzhen International Property Management Industry Expo.
 5. On November 1, 2025, Mr. Keith Kwong, Chairman of the Chartered Institute of Housing Asian Pacific Branch, and Mr. Wu Yicheng, President of the Shenzhen Institute of Property Managers, held a signing ceremony for a Memorandum of Understanding on mutual membership recognition. As a result, 51 members of the Shenzhen Institute of Property Managers were mutually recognized as Chartered Members of the Chartered Institute of Housing Asian Pacific Branch.
 6. On November 7, 2025, a delegation of 8 members led by Vice Chairman Mr. Wu Yicheng and former Chairman Mr. Mathew Ng visited the China Property Management Institute in Beijing. They were received by Secretary-General Liu Yinkun for discussions and exchanges.
4. 2025年10月22日。由特許房屋經理學會前主席吳光銘及總經理李志雄等組織執行委員會成員參加2025深圳國際物業管理產業博覽會。
 5. 2025年11月01日。特許房屋經理學會亞太分會學會鄭立信主席與深圳物業經理人學會吳沂城會長舉行會員資格互認備忘錄簽署儀式，當中有51位深圳物業經理人學會會員獲互認同時為特許房屋經理學會亞太分會特許會員資格。
 6. 2025年11月07日。由中國內地副主席吳沂城副主席及吳海清前主席等一行8人，前往北京拜訪中國物業協會，獲劉寅坤秘書長接待及交流。

Education and Training Committee 教育及培訓委員會



Chair : Mr. Lai Chi Hang, Alen
Vice Chair : Mr. Au Tai Ming, Johnny
 Mr. Mok Man Ho, Rock
Members : Mr. Chong Yue Fat, Maxwell
 Mr. Hui Kam Ming, Edwin
 Mr. Liu Wing Tai, Harvey
 Mr. Ng Hoi Ching, Matthew
 Mr. So Yik Chung, Sidney
 Mr. Tsang Kwai Leung, Francis
 Dr. Wan Tak Fai, Danny

主委 : 賴智衡先生
副主委 : 區大明先生
 莫文浩先生
委員 : 莊裕發先生
 許甘銘先生
 廖永泰先生
 吳海清先生
 蘇奕聰先生
 曾貴良先生
 尹德輝博士

Objectives

Unlock Potential

- 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 as well as reviewing, improving and enhancing the quality of our accredited courses;
- Coordinate with the Education Bureau to promote career planning awareness in property management among secondary students.

Strengthen Foundations

- To implement educational and training policies formulated by the institute's headquarters in UK;

Elevate Standards

- To assist the Institute in validating/re-validating housing/property management courses in Asia Pacific Region;

Launch Opportunities

- To arrange/assist educational and training activities with other committees and institutions as and where required;
- To work closely with membership committee for recruitment of student members in Hong Kong and other regions of Asian Pacific Branch.

Achievements in the Year

- Participated in the academic committees of various courses which are related to the property management industry and attended frequent academic committee meetings on behalf of the Institute.
- In the year, over 126 nos. of Practical Experience Requirement (PER) booklet were vet and approved for the application of CIHCM and CIHM.
- Collaborated with Membership Committee to deliver talks face-to-face and/or on-web briefing sessions for introducing CIHAPB and PER to the students of the accredited courses.

工作目標

啟動潛能

- 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；並就有關課程定期作出審檢、提出改善建議；
- 與教育局聯繫，加強中學生對物業管理生涯規劃。

鞏固基礎

- 執行由英國總會所制定的教育及培訓政策；

提升標準

- 協助總會評核及重核亞太區的房屋／物業管理課程；

開展機遇

- 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；
- 與會籍事務委員會攜手合作，招收香港及亞太分會其他地區的學生會員。

年內完成工作

- 代表學會參與及出席多個與物業管理行業有關的課程之學術會議。
- 於年內，就特許會員及會員資格的申請，委員會核對及審批了超過126份「實務訓練」手冊。
- 與會籍事務委員會協作，通過面授與／或網上之形式，向多所培訓機構或學院之學生介紹亞太分會及講解有關「實務訓練」之要求。

- Liaised with academic and other institutions on validation of the following mainland/local programmes:
 - Bachelor of Management in Property Management offered by Lyuliang University
 - Bachelor of Management in Property Management offered by Shijiazhuang University
 - Participated in the Education Bureau's Business-School Partnership Program to provide secondary school students with regular opportunities for visits and work experience.
 - Established a property management book lending service, allowing members to borrow property management books from the Secretariat Office.
- 聯絡教育及其他機構，就下列國內及本地課程作出新評核。
 - 呂梁學院：管理學士學位課程（物業管理專業）
 - 石家莊學院：物業管理專業學位課程
 - 參與教育局之商校合作計劃，為中學生設位定期參觀及工作體驗之機會。
 - 設位物管書籍借閱服務，各會員可到秘書處借閱物管書籍。

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



Chair : Mr. Chan Wai Kong, Frankie
Vice Chair : Mr. Chan Shing Wai
Mr. Chung Siu Ming, Boris
Members : Mr. Au Tai Ming, Johnny
Dr. Chao Ka Chon
Mr. Chui Ming Man, Jackey
Mr. Fung Ping Yan
Mr. Kwong Lap Shun, Keith
Mr. Lai Yuk Tim, Tim
Mr. Mak Ka Lun, Alan
Mr. Shum Lap Ming, Peter
Mr. So Cheuk Ping, Ivan
Mr. Wong Kam Tong, Vincent
Ms Wong Siu Ling, Linda
Mr. Wong Wai Yin, Steven
Mr. Wu Yicheng
Mr. Yuen Chun Hei, Stephen

主委 : 陳偉光先生
副主委 : 陳成威先生
鍾小明先生
委員 : 區大明先生
周嘉進博士
崔銘文先生
馮炳欣先生
鄺立信先生
黎玉添先生
麥家麟先生
沈立銘先生
蘇焯平先生
黃錦棠先生
王小玲女士
王偉賢先生
吳沂城先生
袁雋晞先生

Objectives

1. **Promote Professional Recognition:** Actively support and participate in industry events to enhance the recognition of CIH's professional standing in housing management.
2. **Strengthen Regional Networks:** Expand and deepen relationships with housing, academic, and professional institutions across the Asia-Pacific region.
3. **Engage with the Sector:** Participate in key events, seminars, and forums organized by other professional bodies to foster collaboration and knowledge exchange.
4. **Internal Collaboration:** Work closely with other Chartered Institute of Housing Asian Pacific Branch committees to collectively advance CIH's professional profile in the industry.
5. **Uphold the Mission:** Support the overarching objective of the Chartered Institute of Housing Asian Pacific Branch to strengthen the CIH brand as a hallmark of professional housing management.

Achievements in the Year

To strengthen and maintain close ties with international and regional professional organizations, the Chartered Institute of Housing Asia Pacific Branch (CIHAPB) has actively engaged with housing management institutes across the Asia-Pacific region, including Chinese Mainland and Macao, over the past year. This has been achieved through exchange meetings, technical visits, conferences, workshops, and seminars.

Throughout the year, we represented CIHAPB at over 60 events involving statutory bodies, professional organizations, and industry leaders. I would like to express my sincere appreciation to our peers for their personal support and participation in these events.

Moving forward, we will continue to act as a central hub, linking the public, government, and professional sectors.

工作目標

1. **提升專業認可度：**持續支持並參與行業活動，以提升英國特許房屋經理學會在房屋管理領域的專業地位和認知度。
2. **拓展區域網絡：**擴大並深化與亞太地區各類房屋、學術及專業機構或組織的聯繫與合作關係。
3. **參與業界活動：**積極參與其他相關專業團體或組織舉辦的各種典禮、研討會、論壇及專題討論會，促進交流與協作。
4. **加強內部協作：**與特許房屋經理學會亞太分會的其他委員會緊密合作，共同提升學會在行業內的專業形象。
5. **貫徹核心使命：**遵循特許房屋經理學會亞太分會的宗旨，鞏固並推廣CIH作為房屋管理專業標竿的品牌形象。

年內完成工作

為加強及保持與國際及地區專業組織的緊密聯繫，特許房屋經理學會亞太分會(CIHAPB)過去一年積極透過交流會議、技術考察、研討會、工作坊及講座等形式，與包括中國內地及澳門在內的亞太區房屋管理機構保持互動。

年內，我們代表學會參與了超過60場與法定機構、專業組織及同業先進舉辦的活動。在此，衷心感謝各委員／會友對這些活動的親身支持與參與。

展望未來，我們將繼續發揮橋樑作用，連繫公眾、政府及專業界別。

Information Technology Committee 資訊科技委員會



Chair : Mr. Shum Lap Ming, Peter
Vice Chair : Mr. Fung Ping Yan
Mr. Chan Chi Hang, Patrick
Members : Mr. Chau Wing Kit, Nelson
Ms. Chow Pui Gee, Gigi
Mr. Hui Kam Ming, Edwin
Mr. Ko Kwok Kei, Ken
Mr. Lai Chi Hang, Alen
Mr. Lai Yuk Tim, Tim
Ms. Louie Wan Chee
Mr. Sham Hing Lam
Mr. Tsui Hoi Chui, Davy

主委 : 沈立銘先生
副主委 : 馮炳欣先生
陳智恒先生
委員 : 周永傑先生
鄒佩芝女士
許甘銘先生
高國基先生
賴智衡先生
黎玉添先生
呂韻芝女士
沈慶臨先生
徐開志先生

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.

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 were updated regularly to keep members abreast of the latest development of the Branch and the property management industry.

There was a growing preference in society for online activities, the Branch has kept on using online platform such as ZOOM and TEAMS to conduct meetings, interviews and webinars for professional development activities.

Members were strongly advised to update their “PMSA licence” no. and “corresponding email address” in their personal account at the Branch website to their frequently used email account so as to receive the information of the Branch. Work completed/in progress in the year were as follows:

- Production of a new promotional video for 60th Anniversary of the Asian Pacific Branch.
- Completed the tendering procedure in constructing a new website and Webapp for CIHAPB and kick-off the project. The new website and webapp will be launched out in the latter half of 2026.
- Enriched the content of the website by incorporate the activities and news of sister institutes and the announcements of PMSA and other housing/property management organizations.
- Reviewed and upgrade the ZOOM account and create the “Tencent Meeting” to facilitate communication such as conducting meetings, interviews and webinars.
- Created on-line payment accounts in “Alipay” Mainland to offer members another payment options.

工作目標

- 確立及提升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。

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。

社會仍普遍偏好透過線上平台進行活動，分會維持透過線上平台，包括ZOOM及TEAMS等進行會議，會員面試和網上講座等，向會員提供專業發展培訓。

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「物業管理業監管局」牌照號碼及「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如下：

- 製作一套全新亞太分會60週年宣傳片。
- 完成分會的網站和網絡應用程式的投標程序，並啟動該項目。新的網站和網絡應用程式將於2026年下旬啟用。
- 進一步豐富分會網站的內容，加入其他物管協會的活動和資訊，和「物業管理業監管局」及其他相關組織的公告。
- 檢討及提升ZOOM帳戶，以及，開設「騰訊會議」，以方便分會進行線上會議，會員面試和網上論壇等。
- 開設國內「支付寶」的支付帳戶，以方便會員選擇付款方式。

- Upgraded the “Membership System” of the Branch website to facilitate members to record their PMSA licence no. and to enhance the efficiency and security of the system.
- Went “green” in extensively use of email to dispatch notice, message and publication to members including “Housing Express”.
- Provided technical support, upgraded its IT system, create the Cyber Security Policy and replace the obsolete computers in the Branch Office. We have also stepped up the security of the IT system to prevent possible leakage of data.
- Produced and dispatched electronic seasonal greeting cards to members and our counterparts.
- 更新亞太分會網站內的「會員專區」系統，以方便會員記錄「物業管理業監管局」牌照號碼，改善網站的效率和加強網站保安。
- 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，及制定了「網路安全政策」及換過時／損壞電腦，並加強保安防禦措施，防止會員個人資料外洩。
- 節日期間，製作和發出電子賀卡予各會員及其他專業團體。

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.

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。

Macao Affairs Committee 澳門事務委員會



Chair : Ms. Chong Sao Wa, Jenny
Vice Chair : Dr. Chao Ka Chon, Harry
Mr. Choi Sio Man, Simon
Members : Mr. Chan Tam Sam, Rocky
Ms. Che Lan Fong, Phoebe
Mr. Hui Kam Ming, Edwin
Mr. Lai Chi Hang, Alen
Dr. Lee Yan Kwong, Paul
Mr. Ng Kwong Ming, Paul
Mr. Poon Sio Cheong, Herry
Mr. Shum Lap Ming, Peter
Mr. Sin Kin Kwok, David
Mr. So Yik Chung, Sidney
Mr. Tai Wai Hung, David

主委 : 鍾秀華女士
副主委 : 周嘉進博士
崔紹文先生
委員 : 陳膽心先生
謝蘭芳女士
許甘銘先生
賴智衡先生
李恩廣博士
吳光銘先生
潘兆昌先生
沈立銘先生
冼建國先生
蘇奕聰先生
戴偉雄先生

Objectives

- To liaise closely with CIH Headquarters from time to time and keep her updated regarding the Macao regional affairs;
- To recruit members from Macao SAR;
- To coordinate with the administrative office on the timely collection of Macao membership subscriptions and provide the essential help;
- To introduce and promote the professional image and status of CIHAPB to property management practitioners in Macao & Hengqin;
- To work with the “Membership” and “Education and Training” committees in the membership drive as well as the related educational and training activities in Macao;
- To work with the “Activities”, “External Affairs and Public Relations” and “Chinese Mainland Affairs” Committees to organize study tour or seminar for Macao members;
- To maintain and enlarge the network platform for the liaison of Macao members.

Achievements in the Year

1. To contact and assist the Macao members in paying the membership fee for 2025.
2. To assist the graduated students of “Professional Diploma in Property Management for Practitioners – MACAO” joining CIHAPB as members.
3. To assist the Macao members to join the unofficial social group (WeChat group) so that they could obtain CIHAPB information quickly.
4. To organize a delegation to visit the Macau Urban Renewal Limited (MUR) and site tour to the Temporary Housing (暫住房) and Home Swap Housing (置換房) Projects in Macao on 20 October 2025.

工作目標

- 與CIH總部保持緊密聯繫，並就澳門區域事務之最新訊息向其反映；
- 於澳門特別行政區內招募會員；
- 與行政辦公室緊密協調，促使澳門區域會員依時繳交會費，並提供必要協助；
- 於澳門及橫琴地區向房屋／物業管理人員介紹及推廣CIH的專業形象及地位；
- 與會籍事務委員會、教育及培訓委員會共同合作，致力推動澳門區域會籍及相關教育培訓事宜；
- 與活動委員會、對外事務及公共關係委員會、中國內地事務委員會共同合作，為澳門區域會員組織考察或研討會；
- 維護及擴展澳門區域會員的聯繫網路平台。

年內完成工作

1. 聯繫和協助澳門區域會員繳交2025年會費。
2. 協助澳門物業管理專業技術人員專業文憑課程的畢業學員加入CIHAPB成為會員。
3. 協助澳門區域會員加入非官方社交群組（微信群），讓他們快捷獲取CIHAPB資訊。
4. 於2025年10月20日組織代表團到澳門拜訪澳門都市更新股份有限公司，並實地考察暫住房和置換房項目。

Membership Committee 會籍事務委員會



Chair : Mr. Hui Kam Ming, Edwin
Vice Chair : Ms. Chow Pui Gee, Gigi
 Mr. Tsui Hoi Chi, Davy
Members : Dr. Chao Ka Chon
 Mr. Cho Yu Hin, Ron
 Ms. Fan Chui King, Agnes
 Mr. Fung Ping Yan
 Mr. Hung Chun Ming, Nathan
 Mr. Lai Chi Hang, Alen
 Mr. Lai Yuk Tim, Tim
 Mr. Ng Mei Chuen, Frederick
 Mr. Shum Lap Ming, Peter

主委 : 許甘銘先生
副主委 : 鄒佩芝女士
 徐開志先生
委員 : 周嘉進博士
 曹宇軒先生
 樊翠琮女士
 馮炳欣先生
 洪進銘先生
 賴智衡先生
 黎玉添先生
 吳美全先生
 沈立銘先生

Objectives

- To recruit members from the 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 coordinate with the secretarial office on the timely collection of membership subscriptions;
- To work with the Education and Training Committee in the membership drive;
- To achieve a membership growth target of 3% and a membership retention rate of 98%.

Achievements in the Year

- In 2025, the Mutual recognition of membership between CIHAPB and Shenzhen Institute of Property Managers was initiated. During the year, we vetted over 398 membership applications. As of November 2025, the total number of local members and members from Chinese Mainland, Taiwan and Macao reached 3,612.
- Worked with the Education and Training Committee to conduct briefings to students of local Institutes for the promotion of CIHAPB and the PER arrangement.
- Enhanced the membership promotion to student members and reminded them to upgrade their membership after the completion of CIH accredited courses.
- Assisted the Executive Committee in reviewing misconduct complaints against individual members and made recommendations to the Executive Committee for action in substance-related cases.
- Enhanced the fellowship and direct final application reviews to enhance the recognition of senior membership status and recruit more qualified individuals to join our institute.

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；
- 與特許房屋經理學會總部保持緊密聯繫，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；
- 與教育及培訓委員會合作致力推展會籍事宜；
- 提升會員數目3個百分點及實現98個百分點的會員保留率。

年內完成工作

- 在2025年，特許房屋經理學會亞太分會與深圳市物業經理人學會之間的會員互認計劃啟動。全年，我們審核了超過398份會員申請。截至2025年11月，本地以及來自中國大陸、台灣和澳門的會員總數達3,612人。
- 與教育及培訓委員會向大專院校學生推廣會務及實務要求的細則。
- 對學生會員加強會籍宣傳，提醒他們在完成本會認可的房屋管理課程後申請會籍升級。
- 協助執行委員會審查投訴會員行為失當的個案，並向執行委員會提出建議，對犯了專業守則的會員提出處分。
- 加強了資深會員及直接入會會員的申請審核，以提升資深會員身份認受性，並招募更多合資格的人士加入我們的學會。

Policy Committee 政策委員會



Chair : Mr. Cheung Yuk Lung, Ivan

主委 : 張玉龍先生

Vice Chair : Mr. Lai Yuk Tim, Tim

副主委 : 黎玉添先生

Dr. Wan Tak Fai, Danny

尹德輝博士

Members: : Ms. Chow Pui Gee, Gigi

委員 : 鄒佩芝女士

Mr. Lai Chi Hang, Alen

賴智衡先生

Mr. Lau Chun Sing, Jason

劉鎮聲先生

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 the Institute Officers to ensure an effective working relationship with the branch; and
- To develop strategies/opportunities to facilitate branch members involvement in the policy advocacy of CIH.

Achievements in the Year

- The Property Management Services Authority (PMSA) conducts industry consultations before issuing its Codes of Conduct and Best Practice Guides. In 2025, the Policy Committee, together with the Professional Practice Committee, attended every consultation meeting and actively submitted valuable feedback to the Authority. This included comments on the "Property Management Services Agreement" guidelines, the "Complaint Handling Mechanism of Property Management Companies" and the "Best Practice Guide," as well as suggestions regarding the "Joint Property Management Scheme" pilot program. Additionally, we provided feedback on other industry-related matters, including proposed amendments to the Buildings Ordinance (Cap. 123) and the Chief Executive's 2025 Policy Address. Our participation not only reflects the Committee's professional responsibility but also provides a crucial foundation for the development of the industry.
- We have maintained a strong partnership with the Professional Practice Committee to monitor developments related to the licensing of property managers. We have also fostered close connections with other professional organizations, ensuring that our perspectives and standards remain current and impactful.
- The Committee has actively collaborated with fellow housing professional organizations through the Asia-Pacific Division, strengthening our joint efforts on common housing professional issues. This cooperation enhances our professional profile and collective influence in the region.

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。

年內完成工作

- 物業管理業監管局在發出操守守則及良好作業指南前，會進行業界諮詢。在2025年，政策委員會聯同專業實務委員會出席每次諮詢會，並積極向監管局提交寶貴意見，分別就「物業管理服務協議」指引及「物業管理公司處理投訴的機制」「良好作業指南」，以及就「聯廈聯管」試驗計劃提出建議。此外，我們於2025年亦就其他關於業界的事宜提供意見，包括就修訂《建築物條例》（第123章）及行政長官2025施政報告提交意見。我們的參與不僅展示了委員會的專業責任感，亦為行業發展提供了重要的建議基礎。
- 我們一直以來與專業實務委員會保持緊密的聯繫，積極關注與專業註冊相關的進展。我們與其他相關專業團體保持良好交流，確保行業的各項標準和規範始終保持前沿。
- 在亞太分會的運作中，我們與各房屋專業團體保持緊密聯繫。通過共同關注房屋專業問題，我們加強了在國際及地區範疇內的協作，提升了我們的專業形象與影響力。

Professional Practice Committee 專業實務委員會



Chair : Mr. Chau Wing Kit, Nelson
Vice Chair : Mr. Ma Yuk Kwan, Michael
 Mr. Mak Ka Lun, Alan
Members: : Mr. Chiu Sin Hung, Bonny
 Mr. Ko Kwok Kei, Ken
 Ms. Kwok Sze Nga, Esther
 Mr. Kwong Lap Shun, Keith
 Mr. Tam On Tok, Arthur
 Mr. Tsang Kwai Leung, Francis
 Ms. Wong Siu Ling, Linda
 Mr. Wong Ying Kit, Romulus

主委 : 周永傑先生
副主席 : 馬旭均先生
 麥家麟先生
委員 : 趙善雄先生
 高國基先生
 郭詩雅女士
 鄺立信先生
 談安鐸先生
 曾貴良先生
 王小玲女士
 黃英傑先生

Objectives

- To exchange best housing management practices with counterparts in Asia Pacific Region.
- To provide professional advice to the government on housing-related policies and issues.
- To promote good housing management by actively participating in government and local community activities.
- To collaborate with relevant government departments and professional bodies for organizing webinars and site tours on topics relating to housing management.

Achievements in the Year

- Monitored and reviewed the implementation of Continuing Professional Development (CPD) programme.
- Organized legal and technical webinars on various topics.
- Conducted site tours to various distinctive locations and properties.
- Supported with Information Technology Committee to upgrade the CPD system.
- Collaborated with Policy Committee to provide professional advice on Codes of Conduct issued by Property Management Services Authority (PMSA).

工作目標

- 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。
- 與相關政府部門和專業團體合作，舉辦有關房屋管理的網上研討會和實地參觀活動。

年內完成工作

- 監察及檢討「持續專業發展計劃」的執行。
- 舉辦多項不同法律及技術主題的網上研討會。
- 實地考察不同特色的地點和物業。
- 支援資訊科技委員會提升「持續專業發展計劃」系統。
- 與政策委員會合作，就物業管理業監管局發出的操守守則提供專業建議。

Publications Committee 刊物委員會



Chair : Mr. Ko Kwok Kei, Ken
Vice Chair : Ms. Chu Wing Hing, Wing
 Mr. Chu Wing Hong, Nelson
Members : Dr. Chao Ka Chon
 Mr. Fung Ping Yan
 Mr. Shum Lap Ming, Peter
 Mr. Wong Ying Kit, Romulus
 Professor Yip Ngai Ming

主委 : 高國基先生
副主委 : 朱穎馨女士
 朱永康先生
委員 : 周嘉進博士
 馮炳欣先生
 沈立銘先生
 黃英傑先生
 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 Yearbook.
- To facilitate a prompt upload of Event Review for members' better knowledge on CIHAPB's activities and to propose convenient record and data storage.
- To set up a system for better photo management for APB events.
- To review and update the CIHAPB leaflet regularly.
- To review the design the CIHAPB business name card regularly.

Achievements in the Year

- Published regular issues of "e-Housing Express" to update members of the property management news and information.
- Published CIHAPB Yearbook 2024.
- Maintained cloud base photo management of CIHAPB events.

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。
- 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。
- 建立系統更有效地管理及保存亞太分會活動的照片。
- 定期檢視及更新亞太分會小冊子。
- 定期檢視及更新學會執行委員會及職員的卡片的设计。

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2024年年報。
- 持續以雲儲存方式保存亞太分會活動相片。

Youth Affairs Committee 青年事務委員



Chair : Mr. Cheung Ching Yeung, Teddy

Vice Chair : Mr. Cheung Ka Ho, Arnold

Mr. So Chuek Ping, Ivan

Members : Ms. Lau Fung Man, Zoey

Mr. Luk Ka Ching, Gary

Mr. Lui Cheuk Lam, Jason

Mr. Sin Ka Ki, Victor

Mr. Sze Man Ho, Michael

Mr. Wong Chak Hei, Louis

Ms. Wong Yue Ching, Valerie

Mr. Yiu Chun Hung, Redd

Ms. Yuen Shuk Ling, Tanya

主委 : 張晶揚先生

副主委 : 張家豪先生

蘇焯平先生

委員 : 劉鳳雯小姐

陸家程先生

呂卓霖先生

冼嘉祺先生

施文豪先生

王澤禧先生

黃于晴小姐

姚振雄先生

袁淑玲小姐

Objective

- To recruit more people to be members of the Institute.
- To promote the institute's image to the general public.
- To promote and enrich the professional, educational, social, and cultural life among youth members.
- To serve as a link between the Institute and the youth members of the Institute and as a potential committee members reserve of the Institute.

Achievements in the Year

- To collaborate with the Hong Kong Institute of Surveyors and The Hong Kong Institute of Facility Management to organize the "Happy Hour with HKIS PFM & HKIFM" networking event. This event is aimed to provide opportunity for the members to meet more professionals, actively absorbed industry information through conversations, share insights, and build their professional network.
- To organize the voluntary team by joining as a corporate member of The Hong Kong Community Volunteers ("HKCV") of Agency for Volunteer Service. Participating in the "Hong Kong Student Aid Society Flag Day 2025" this year".
- To form a social media communication group (WhatsApp) for the Youth Members to facilitate their inter-communication.
- To organize the event named as "City Galley Thematic Tour". The purpose of the event was to provide an opportunity for the young members to get to know each other, enhance their motivation to learn more about past, present and future planning and infrastructural developments in Hong Kong.
- To organize the event named as "Safe Community Hub". The purpose of the event was to expect that our participants to enhance counter-terrorism awareness and recognize the advisories of "Run, Hide, Report 閃避求" and "Spot and Report 見疑即報" in order to apply in work in future if necessary.
- To organize the "Interview Skills" Workshop. This endeavor ultimately enhanced members' valuable guidance on effective performance, what to expect, and how to prepare well for general interview skills.

工作目標

- 招攬更多會員。
- 對外宣傳學會，提昇公眾對學會形象。
- 豐富青年會員於專業、學術、社交及文化領域的生活。
- 成為青年會員與學會之間的橋樑，發掘潛質會員，成為理事會之人員儲備。

年內完成工作

- 與香港測量師學會及香港設施管理學會合作舉辦「Happy Hour歡樂時光 with HKIS & HKIFM」聯誼活動，旨在提供機會讓會員認識更多專業人士之餘，從交談中積極吸取行業資訊，分享彼此見解，建立人際網絡。
- 成立義工隊，加入義務工作發局屬下之香港義工團，成為該組織之團體會員。本年度參與「香港學生輔助會全港賣旗日2025」。
- 建立非官方的社交媒體(WhatsApp)群組，方便各青年會員間彼此交流。
- 舉辦「參觀展城館導賞團」，旨在提供機會讓年青會員們彼此認識外，亦由透過導賞團輕鬆愉快的氣氛了解香港過往城市規劃及發展。
- 舉辦「參觀安全社區體驗館」，活動的目的是希望參與者提高反恐意識，並認識到「閃避求」和「發現可疑情況即報告」的指導原則，以便在將來必要時應用於工作中。
- 舉辦「面試工作坊」，為青年會員透過工作坊提昇面試的技巧。

- To work closely with education and training committee in following areas.
 - Career talk in secondary school/tertiary Institute
 - Recruitment of student members
- To organize the event named as “Guided Tour at The Link Sustainability Lab”. The tour aims to popularise sustainability concepts, inspire our members to explore various sustainable solutions, and make sustainability become 3A – Accessible, Actionable, and Achievable.
- To organize the “Live Streaming & AI Application Workshop”. The webinar entitled “Exploring New Trends in Social Media Networks” was held via Zoom. The content covered the effective use of live streaming and AI, choosing social media channels and equipment, AI practices for effective live streaming, audience engagement, essential traits of a livestreamer, how to measure success, and success stories of brands.
- To organize the “Hiking with ‘Leave No Trace’ – Shing Mun Reservoir (Around The Lake)” event. The activity aimed to promote outdoor ethics and environmental awareness by combining hiking with a clean-up initiative along the trail. Participants gathered at Pineapple Dam and hiked around Shing Mun Reservoir.
- To organize the “2025 Work Experience Program, United Kingdom” for students. This program offered students studying the CIH’s validated courses the opportunity to gain international experience through an engagement with housing organizations in the United Kingdom. The 8-day program took place in June 2025 in the southwest region of England, aiming to enhance students understanding of the international housing profession. It included participating in activities arranged by the Chartered Institute of Housing and offered students the chance to experience living in a foreign country.
- 聯同教育及培訓委員會，共同推動以下工作：
 - 到中學及大專學院舉行職業講座
 - 招攬學生會員
- 舉辦「參觀領展可持續發展館導賞團」。活動旨在普及可持續發展概念，鼓勵會員探索各種可持續解決方案，並使可持續發展變得「3A」– 可接觸、可實踐、可達成。
- 舉辦「直播與人工智能應用工作坊」。名為「探索社交媒體網絡新趨勢」的網上研討會透過網上會議舉行，內容涵蓋直播與AI的有效運用、選擇社交媒體渠道及所需設備、AI直播實用技巧、觀眾互動、成功直播主特質、成效評估及品牌成功案例。
- 舉辦「暢遊郊遊樂逍遙X無痕山林 – 城門水塘（環湖）」活動。活動旨在結合行山與清潔行動，推廣戶外倫理和環保意識。參與者於菠蘿壩集合，環繞城門水塘行山。
- 舉辦「2025英國工作體驗計劃」供學生參與。此計劃為修讀CIH認證課程的學生提供機會，透過與英國特許房屋經理學會的交流獲取國際經驗。為期8天的計劃於2025年6月在英格蘭西南部地區舉行，旨在增強學生對國際住房專業的認識，參與由英國特許房屋經理學會安排的活動，並讓學生體驗海外生活。

MEMBERSHIP – COURSES LEADING TO MEMBERSHIP

會籍 — 學會認證課程



Courses 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 (PER) 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
School of Professional and Continuing Education (SPACE) The University of Hong Kong 香港大學專業進修學院	Diploma in Property Management 物業管理文憑	1 year (Part-time) 1年(兼讀)	Compulsory for Membership 入會必須條件	Member 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 Urban Studies and Housing Management - Housing Management (Professional) Stream (formerly known as "Master of Housing Management (Professional Stream)") 城市及住房管理學碩士 - 房屋管理(專業)組別(前稱「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(至2024年入學)	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 / University of Wolverhampton (UOW)	BSc (Hons) in Property Management and Real Estate 物業管理及房地產榮譽理學士	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 (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 and International Affairs City University of Hong Kong 香港城市大學公共及國際事務學系	Bachelor of Social Sciences in Public Policy and Politics (Public Policy and Management Stream) (former stream name: "Housing and Urban Studies Stream") 社會科學學士(公共政策與政治) - 公共政策及管理(前稱「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

Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements (PER) 完成「實務訓練」	Type of Membership 會籍類別
Department of Public and International Affairs City University of Hong Kong 香港城市大學公共及國際事務學系	Master of Arts in Housing and Urban Management — Housing Stream (formerly known as “Master of Arts in Housing Studies” before retitling) 文學碩士(房屋及都市管理) — 房屋專業(前稱「房屋學文學碩士」)	1 year (Full-time) 2 years (Part-time) 1年(全日制) 2年(兼讀)	Compulsory for Membership 入會必須條件	Chartered Member 特許會員
School of Professional Education and Executive Development (SPEED) The Hong Kong Polytechnic University 香港理工大學專業進修學院	Bachelor of Arts (Honours) in Housing Management (intake up to year 2020 only) 房屋管理學(榮譽)文學士(至2020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
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 Science (Honours) in Property and Asset Management (2 years Full-time: intake up to year 2022/2023) 物業及資產管理學(榮譽)理學士(2年全日制:至2022/2023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
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 (Facility Services) (QF Level 4) 物業及設施管理專業文憑(設施服務)(資歷架構第4級)	286 hours (Part-time) 286小時(兼讀)	Compulsory for Membership 入會必須條件	Member 會員
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 (QF Level 4) 實務物業及設施管理專業文憑(資歷架構第4級)	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	Bachelor of Arts (Hons) in Housing Studies 房屋學(榮譽)學士課程	2-3 years (Part-time) 2-3年(兼讀)	Compulsory for Membership 入會必須條件	Chartered Member 特許會員
Saint Francis University 聖方濟各大學	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

Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements (PER) 完成「實務訓練」	Type of Membership 會籍類別
Hong Kong Metropolitan University 香港都會大學	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
Lingnan Institute of Further Education (LIFE) Lingnan University 嶺南大學持續進修學院	Professional Diploma in Property and Facility Management (QF Level 4) 物業及設施管理專業文憑(資歷架構第4級)	1 year (Part-time) 1年(兼讀)	Compulsory for Membership 入會必須條件	Member 會員
School of Graduate Studies Lingnan University 嶺南大學研究生院	Master of Housing Policy and Management 房屋政策及管理碩士	1 year (Full-time) 2 years (Part-time) 1年(全日制) 2年(兼讀)	Compulsory for Membership 入會必須條件	Chartered Member 特許會員
School of Business Gratia Christian College 宏恩基督教學院商學院	Professional Diploma in Property and Facilities Management (QF Level 4) 物業及設施管理專業文憑(資歷架構第4級)	1 year (Part-time) 1年(兼讀)	Compulsory for Membership 入會必須條件	Member 會員

Chinese Mainland 中國內地

Institution 院校	Programme 課程	Duration 年期	Completion of Practical Experience Requirements (PER) 完成「實務訓練」	Type of Membership 會籍類別
School of Economics and Management, Shijiazhuang University 石家莊學院經濟管理學院	Property Management Major, School of Economics and Management 經濟管理學院物業管理專業	4 year 4年	Compulsory for Membership 入會必須條件	Chartered Member 特許會員
Department of Economics and Management, Lyuliang University 呂梁學院經濟管理系	Property Management Major, Department of Economics and Management 經濟管理系物業管理專業	4 year 4年	Compulsory for Membership 入會必須條件	Chartered Member 特許會員
School of Public Affairs Zhejiang Shuren University 浙江樹人學院 公共管理學院	Property Management Major, School of Public Affairs 公共管理學院物業管理專業	4 years 4年	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 (PER) 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	About 300 hours – about 7 months 約300小時 – 約7個月	Compulsory for Membership 入會必須條件	Member 會員

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 2025 & 2026
二零二五年度及二零二六年度會員年費：

Hong Kong and Macao Members 香港及澳門會員

Membership Grade 會員類別

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

CIH Chartered Member

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

Chinese Mainland 中國內地

Membership Grade 會員類別

CIH Member

- Student (CIH accredited courses)
- Cert CIH
- Retired & Career Break

CIH Chartered Member

- Fellow
- Retired & Career Break
- Life (member with more than 50 years membership)

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

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)

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

特許會員

- 資深會員
- 暫休及退休會員
- 終身會員
(成為會員超過五十年)

Annual Subscription 會員類別

HKD
港幣

2025

2026

600 600

400 400

Free Free
(豁免) (豁免)

600 600

120 120

1,650 1,650

1,650 1,650

330 330

Free Free
(豁免) (豁免)

Annual Subscription 會員類別

HKD
港幣

2026

600

Free
(豁免)

600

100

1,000

1,000

210

Free
(豁免)

Taiwan Members

台灣會員

Membership Grade

會員類別

CIH Member

- Studying for a CIH accredited course in Taiwan

- Cert CIH

- Career break and retired CIH Member

CIH Chartered Member

- Fellow

- Career break and retired Chartered Member

- Life (member with more than 50 years membership)

會員

- 在台灣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

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)

Annual Subscription
會員類別

2025

HKD
港幣TWD
台幣

2026

HKD
港幣TWD
台幣

	2025 HKD 港幣	2025 TWD 台幣	2026 HKD 港幣	2026 TWD 台幣
會員	490	1,900	490	1,900
Free (豁免)	Free (豁免)	Free (豁免)	Free (豁免)	Free (豁免)
Cert CIH	490	1,900	490	1,900
暫休及退休會員	100	390	100	390
特許會員	880	3,410	880	3,410
資深會員	880	3,410	880	3,410
暫休及退休特許會員	190	750	190	750
終身會員 (成為會員超過五十年)	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

- Hong Kong
- Chinese Mainland

- Macao, Taiwan

會員所屬地區

- 香港
- 中國內地

- 澳門、台灣

HKD
港幣
1,000
Free
(豁免)
500

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:
- * Upon successful confirmation of application, the CIHAPB Secretariat will send email (apb@cih.org.hk) to the applicant for enquiring about payment by Alipay/HK or PayPal, and then send the payment details accordingly.

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。
- * 申請確認成功後，CIHAPB秘書處會發送電郵(apb@cih.org.hk)予申請者，查詢以AlipayHK或PayPal付款事宜，並隨後發送付款詳情。

申請表連同支票請寄往：

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）。

COVER STORY

主題文章



橫琴項目置換物業管理公司與港澳地區的差異化比較



作者：盧善滔

特許房屋經理學會亞太分會員 (CIHM)
澳門物業管理專業人員協會副理事長
深圳市物業管理人學會創會、資深會員

一、前言

橫琴粵澳深度合作區自成立以來，逐步成為粵港澳大灣區區域合作的試驗田。橫琴不僅在經濟發展上承載著創新重任，還在城市治理層面探索了多種新模式，尤其是在物業管理領域。物業管理作為城市基礎服務的重要組成部分，對於維護城市秩序、提升居民生活品質具有不可忽視的作用。而物管公司的置換，作為業主自治與市場調節的重要交匯點，更是衡量物業管理制度成熟度的關鍵指標。

在橫琴，目前實行的「雙過半投票機制」和嚴格的物管公司進退場程序，是其物業管理制度的核心特點。這種模式與港澳地區及亞洲其他發達國家的市場化、自主化運作方式形成鮮明對比，既體現了內地物業管理市場的發展階段性特徵，也反映了內地在保障業主權益上的制度創新。然而，隨著橫琴進一步深化與港澳的合作，新制度在實踐中的挑戰及其改進空間亦逐漸顯現。



本文將系統分析橫琴物管公司置換機制的特點，並從法律架構、行政干預、業主自治及市場化程度等多角度，與港澳及亞洲其他地區進行對比，結合實例探討制度運行的優勢與不足，最後提出針對不同參與方的專業建議，期望為物業管理行業提供可行的參考。

二、現狀分析

橫琴的物業管理制度特點

橫琴的物業管理制度源於《珠海經濟特區物業管理條例實施細則》，該細則在充分結合內地物管制度和橫琴特殊定位的基礎上進行了設計，具有高度的地方特色和法律支持。

首先，雙過半投票機制是橫琴物業管理制度的核心。該機制要求在進行物管公司置換時，業主需同時達到「業權份額過半」和「業主人數過半」的雙重要求，方可作出有效決議。這一設計旨在避免少數業主壟斷決策權，保證決議的廣泛代表性和公平性。然而，雙過半投票機制的實施難度相對較高。由於橫琴物業項目多為大型住宅小區，業主人數龐大且多數業主分散居住，往往導致投票組織困難，尤其是業主參與度不足的情況下，容易出現投票難以達標的問題，進而影響物管公司的交替進程。

其次，橫琴對物管公司的進退場程序設置了嚴格的法律門檻。根據《細則》規定，物管公司須在政府部門完成登記備案，並在合同到期或退出時進行一定日子的公示，獲得相關方同意後方可註銷登記。若無法完成公示或註銷，物管公司即便合同到期，亦需按照原合同條款繼續提供服務，業主則需支付相應費用。這一制度設計保障了物管服務的連續性，但也可能因繁瑣的程序影響交接效率，甚至引發業主與物管公司間的權責糾紛。

最後，橫琴在業主自治不足，或未有出現業主委員會的情況下，引入了街道辦或居委會作為臨時主持實體，協助組織業主大會並進行投票與登記程序。這在一定程度上填補了業委會缺位時的管理空白，但也增加了行政干預的色彩，削弱了業主自治的實現程度。

港澳及亞洲其他地區的物業管理制度

與橫琴相比，港澳地區的物業管理制度更側重於市場化與業主自治，行政干預相對較少，運行機制更為靈活。

在港澳，物管公司置換的核心在於業主的自主決策。物業管理條例規定，置換物管公司僅需業權份額過半即可，不再要求業主人數過半，從而顯著降低了決策門檻，提升了效率。此外，港澳地區的物管公司合同到期後可自由退出，無需進行額外的登記或公示程序，這種以市場化為導向的退出機制，既提高了物管公司的靈活性，也減少了行政資源的佔用。

在亞洲其他國家，物業管理制度的市場化程度更高。例如，新加坡的物管公司與業主之間完全基於合同關係，政府僅在法律框架層面提供支持，實際操作過程完全由業主或專業機構主導。日本則強調專業化管理，通過行業自律和市場競爭優化物管服務質量，並在管理交接中注重透明度和效率。

三、差異化比較

投票機制的設計與實踐效能分析

橫琴的雙過半投票機制雖然在設計上體現了對決策公平性的追求，但其實踐效果往往受限於業主參與率低的現實困境。例如，在部分大型住宅項目，或商業綜合體之中，由於業主居住分散或對制度缺乏了解，又或部分投資項目的業主根本不常在項目之內，容易形成最終投票結果未能達到合法門檻，導致物管公司置換程序被迫延遲。相比之下，港澳的單過半制度操作簡便，能夠更快速地推動決策進程，但在缺乏雙重門檻的情況下，可能無法充分保障少數業主的意見權益，又或者容易被單一業主或開發商過度控制其投票結果。

登記與退出程序的法律與操作比較

橫琴對物管公司退出程序設置的嚴格法律要求在保障服務連續性方面具有積極作用，但公示與審批週期的延長，往往增加了物管公司的運營成本，同時也可能給業主帶來額外的費用負擔。在港澳及亞洲其他地區，退出程序則更為簡化，合同期滿即為退出，這種基於合同自由原則的設計雖然提高了效率，但也存在因監管不足導致的交接風險。

政府參與與業主自治的平衡分析

若未有業主委員會的設之下，橫琴的街道辦與居委會在物管置換中的角色，使政府成為了制度運行的重要參與者，這一安排雖然解決了業委會缺位的問題，但也容易導致業主的自主性被弱化。而港澳及亞洲其他地區更多依賴業主自治，政府僅提供法律框架支持，這種模式的優勢在於充分發揮了市場化機制的作用，但在業主缺乏專業知識的情況下，也可能導致決策質量下降。

物管公司退出與業主責任劃分的差異

內地業主在置換物管公司過程中需要承擔更多的程序義務，例如支付未完成交接期間的服務費用，這無形中增加了業主的財務負擔。而港澳及亞洲其他地區的業主責任則主要限於合同內的費用支付，退出過程中的負擔相對較輕。

四、案例探討

橫琴案例：大型綜合體項目置換物管公司的挑戰

橫琴某大型綜合體項目包括商場、酒店及寫字樓三部分，其中商場和酒店由開發商持有並運營，寫字樓部分則已售予多位小業主。由於需要更換物管公司，開發商及部分業主提出更換物管公司的訴求。然而，該項目尚未成立業主委員會（業委會），儘管開發商持有超過項目總業權的一半以上，仍需遵循「雙過半投票機制」的規定，即業權份額及業主人數均需過半方可作出決議。

根據《珠海經濟特區物業管理條例實施細則》的規定，管委會在未成立業委會的情況下，需主持更換物管公司的全過程。管委會制定投票規則，允許業主透過現場投票及郵寄簽回的方式表達意見，並將規則公示7天。投票過程中，開發商作為大業主的投票支持成為關鍵，小業主則因分散居住參與率較低，組織工作面臨挑戰。在規定時間內，最終達成雙過半門檻，投票結果公示30天後無異議，管委會完成相關登記備案，新物管公司正式進駐提供服務。

該案例反映出橫琴「雙過半機制」保障公平性與合法性的同時，操作難度高，特別是在多業權主體項目中，業主分散導致協調困難。未來應考慮引入電子投票等技術手段，降低參與門檻並提升效率。

此外，現行程序耗時較長，尤其在公示與備案環節，可能對物管交接的效率造成影響。建議設立針對緊急情況的快速通道，以縮短必要流程時間，保障服務連續性。該案例為橫琴物管置換機制提供了實踐經驗，未來可通過完善法律與市場化手段，提升制度靈活性與實效性，更好地支持橫琴粵澳深度合作區的發展需求。

五、專業建議

針對橫琴的建議

橫琴應在現有制度基礎上進一步優化投票機制。例如，可採用電子投票方式，降低業主參與的時間與空間成本，提升投票效率。另外，應縮短物管公司退出的公示與審批週期，通過引入專業第三方機構協助交接，減少因流程延誤帶來的管理真空。同時，加強對業主的法律教育，通過舉辦宣講會或發佈指引，幫助業主更好地理解投票及置換程序。

針對港澳及其他地區的建議

港澳及其他地區應考慮在大型住宅或商業綜合體項目中引入更高的投票門檻，以避免決策過於片面。此外，可借鑒橫琴的公示制度，制定更詳細的交接指引，確保物管公司退出後的服務連續性。同時，應加強業主委員會的專業化建設，例如提供專項培訓，提升業主自治能力。

針對物管公司的建議

物管公司在進駐橫琴前，應充分了解當地法律程序，提前制定退出預案，確保合同到期後的交接有序進行。此外，應建立與街道辦及業主的溝通機制，通過透明化的流程增強業主的信任感，減少置換時的潛在衝突。

六、結語

橫琴的物管公司置換機制在保障業主權益方面體現了兩地制度的差異性，現行的高門檻投票要求和繁瑣退出程序也帶來了不同程度上的挑戰。相比之下，港澳及亞洲其他地區的市場化模式雖靈活高效，但在監管與服務連續性上仍有改進空間。

隨著粵港澳大灣區的進一步融合，橫琴有機會成為物業管理制度創新的標杆。未來，應通過對標港澳經驗與市場化模式，實現制度的本地化與靈活化，為促進跨境物業管理專業發展提供更堅實的保障。同時，業界應加強專業交流，推動物業管理行業的規範化與高質量發展，助力粵港澳大灣區建設更具活力的城市治理格局。

破局與重構：2025年物業行業高品質發展路徑

文／龔晨

曠真律師事務所物業法律部部長、學會青年事務委員會副主任

2025年，在物業行業砥礪前行的第44個年頭，我們共同站在歷史的交匯點，反思過往，擘畫未來。當前，「權責錯配」與「主體缺位」是行業發展的核心矛盾。展望2025年，中國物業服務行業必將在法治化、市場化、智慧化和社區化的多重驅動下，加速邁向一個更為成熟和高品質發展的新階段。這不僅是對現有矛盾的進一步化解，更是對「幸福生態圈」的積極構建。

一、2025年中國物業服務發展方向展望

2025年，中國物業服務行業將在多重力量驅動下迎來深層次變革，朝著智慧化、多元化、法治化和綠色化方向加速邁進。行業將通過技術深度融合、服務邊界拓展、權責依法界定以及可持續發展實踐，化解核心矛盾，構建「幸福生態圈」，實現從傳統管理向現代化社區治理的跨越。

1、智慧物業全面滲透，數位治理成為常態

技術深化應用，重塑服務體驗與管理效能。2025年的物業管理將不再是簡單的技術點綴，而是物聯網、大資料、人工智慧、5G等前沿技術與服務場景的深度融合。從社區出入口的無感通行、周界安全的智慧預警，到設備設施的遠端監控與預測性維護，再到能源的精細化管理和停車資源的動態調配，智慧化將無處不在。筆者所宣導的「陽光物業」體系，將依託更為先進和用戶友好的官方平台及業主端APP實現，物業費收支明細、公共維修資金使用情況、投訴處理進度等關鍵資訊將實現秒級更新、即時可查，業主知情權將得到前所未有的技術保障。

資料驅動決策，精準賦能運營與監管。物業企業將普遍建立資料中台，通過對海量運營資料的收集、清洗與分析，精準洞察業主需求變化、服務瓶頸及潛在風險，從而科學指導服務內容的優化、人力物力的調配以及應急預案的制定。同時，政府主導的物業企業與業主組織雙向信用評價體系，也將更加依賴客觀資料進行智慧化評分與動態調整。失信行為的記錄與聯合懲戒將更加精準高效，真正實現以資料驅動行業良性競爭與健康發展。

2、「大物業」與「大社區」融合，服務邊界持續拓展

基層治理深度參與，物業角色多元化升級。物業服務企業將超越傳統「四保一服」的範疇，更深層次地融入基層社會治理大格局。到2025年，物業公司將不僅僅是社區的管理者和服務者，更將成為黨建引領下社區共建共治共用的重要力量，積極參與社區文化建設、鄰里矛盾調解、平安社區創建、突發事件應急回應以及政府政策的上傳下達。這種角色的轉變，要求物業企業主動承接部分公共服務職能，成為連接政府、居民、社會組織的「社區共同體」關鍵樞紐，有效踐行新時代「楓橋經驗」在城市社區的創新應用。

服務內涵多元化，滿足全週期生活需求。圍繞業主從搖籃到暮年的全生命週期需求，物業服務將從基礎保障向品質生活延伸。2025年，我們將看到更多物業企業通過自營、合作或平台模式，提供精細化、個性化的增值服務，如社區養老驛站的運營、普惠性托育點的設立、專業化家政保潔的引入、社區生鮮團購的組織、家庭健康管理諮詢乃至業主閒置資產的盤活與管理等。這種「物業服務+生活服務」的生態模式，不僅能顯著提升業主的生活便利度和幸福感，也將為物業企業開闢新的利潤增長點，從而反哺基礎服務品質，形成可持續發展的商業閉環。

3、權責界定法治化加速，業主主體意識普遍覺醒

法規體系持續完善，為權責對等提供堅實保障。在《民法典》確立的框架基礎上，預計2025-2030年，各地方將進一步完成物業管理條例及配套細則的修訂工作。這些法規將更加清晰地界定物業服務企業、業主、業主大會及業委會在物業管理活動中的權利與義務清單，特別是在公共設施設備的大修與更新改造決策流程、維修資金的申請與使用監管、共有部分經營收益的分配與公示等方面，將有更具有操作性的法律規範。相關司法解釋和典型案例指導的發佈也將更為頻繁，為解決權責爭議提供明確的法律依據。

業主自治能力提升，從「權利漠視」到「責任擔當」。政府主導的社區教育、普法宣傳以及對業主大會和業委會成立運作的指導將持續深化。從2025年到2030年，建築物區分所有權的物業共有權人的法律地位將更加深入人心，業主大會監督決策權與配合執行義務的統一性將顯著提升，「花錢買服務」的單一消費者心態將逐步向「社區主人翁」的責任主體意識轉變。「重權利輕義務」的認知偏差將得到有效糾正，業主參與社區公共事務的積極性和專業性將顯著提高，業主大會的召開率、決策效率以及業委會的履職能力將邁上新臺階，為構建「政府監管 - 業主自治 - 企業服務」的協同治理生態奠定堅實的群眾基礎。

4、綠色低碳與可持續發展成為行業新風尚

綠色運營全面鋪開，踐行社區可持續發展理念。隨著國家「雙碳」戰略的推進，物業管理行業作為城市運營的重要一環，其在綠色低碳轉型中的作用將日益凸顯。到2025年，社區內的節能改造（如公共照明LED替換、智慧節水系統）、垃圾分類的精細化管理與資源化利用、電動汽車充電樁的合理佈局與推廣、屋頂綠化與海綿社區建設等綠色實踐將成為物業服務的標配。物業企業將主動引入綠色供應鏈管理，並在日常運營中推廣環保理念，引導業主形成綠色生活方式。

社會責任彰顯，提升企業綜合價值與品牌形象。物業企業將更加注重ESG（環境、社會和公司治理）績效的提升，並將其作為衡量企業可持續發展能力的重要指標。除了環境保護，企業還將積極投身社區公益事業，如組織志願者活動、關愛空巢老人和困境兒童、支持社區文化傳承等，以此增強社區凝聚力，提升企業的社會認同感和品牌美譽度。這種對社會責任的擔當，也將成為優秀物業企業在市場競爭中脫穎而出的重要軟實力。

二、物業公司戰略規劃：擁抱變革，重塑價值

面對行業發展新趨勢，物業公司需以戰略眼光推進自我革新，通過數位化轉型提升運營效率，深化社區運營構建信任關係，優化人才發展啟動組織活力，創新服務模式形成差異化優勢，探索老舊社區可持續運營路徑，從而在變革中重塑企業價值，打造核心競爭力。

1、數位化轉型戰略 – 智慧驅動，效率革新

物業服務企業將全面建成資料為核心的智慧運營平台，實現管理精細化、服務智慧化、決策資料化。物業公司需制定明確的數位化路線圖，加大在物業SaaS系統、物聯網設備、AI演算法以及資料分析人才方面的投入。這包括構建統一的IOC智慧運營中心，實現對各專案人、事、物狀態的即時感知與集中調度；推動傳統服務流程如報事報修、巡檢巡更、收費催繳等的全麵線上化、標準化與部分自動化；並利用AI技術對業主行為資料進行深度挖掘，精準畫像，從而優化服務資源配置，預測潛在需求與風險，並確保「陽光物業」體系的技術支撐，通過APP、公示屏等多種管道，向業主即時公開各項關鍵資訊，提升運營透明度與業主信任度。

2、社區深度運營戰略 – 精耕細作，共建信任

從傳統的基礎服務提供者，升級為社區綜合服務運營商和基層治理的積極協同者，構建與業主共生共贏的「命運共同體」。公司應組建或培養專業的社區運營團隊，深入理解所服務社區的文化特質和居民需求，策劃並組織豐富多彩的社區文化活動、興趣社群、鄰里節慶，以此增強社區活力與業主歸屬感。同時，要主動加強與街道、社區黨組織的聯動，積極承接部分適合市場化運作的社區治理輔助職能，如網格化管理、矛盾調解、政策宣傳等。更重要的是，要以開放和專業的姿態，指導和協助業主成立業主大會、規範業委會選舉與運作，建立與業主組織常態化、制度化的溝通協商機制，共同商議社區公共事務，有效化解「利益博弈」，培育深厚的信任基礎。

3、人才發展與組織進化戰略 – 賦能員工，啟動組織

打造一支既懂管理、又懂技術，既有服務意識、又有經營頭腦的專業化、複合型、高素質人才隊伍，以適應行業轉型升級的需求。公司需構建系統化、多層次的培訓體系，不僅要強化一線員工的服務技能和職業素養，更要重點提升項目經理在法律法規應用、智慧化工具操作、社區活動策劃、危機公關處理、財務預算管理以及與多方溝通協調等方面的綜合能力。同時，應改革薪酬激勵機制，將服務品質、業主滿意度、增值服務拓展等關鍵指標與員工收益緊密掛鉤，吸引和保留核心人才。在組織架構上，鼓勵向扁平化、敏捷化轉型，打破部門壁壘，提高決策效率和市場回應速度，賦予一線團隊更多自主權，激發組織活力。

4、價值創新與差異化競爭戰略 – 服務升級，品質致勝

徹底擺脫依靠「低價內卷」獲取專案的惡性循環，通過提供高品質、差異化、有溫度的服務，構建企業獨特的核心競爭力。公司應投入資源進行市場調研和業主需求分析，深挖不同客群（如年輕家庭、老年群體、高端社區等）的痛點和癢點，開發具有針對性的高附加值定制化服務包，例如提供「一站式」智慧養老解決方案、引入優質教育資源開展社區課堂、為業主提供房屋租售和資產託管等。此外，還應積極與家政、健康、零售、文娛等領域的優質協力廠商服務商建立戰略合作關係，整合資源，共同打造開放共用的社區生活服務生態圈。在收費模式上，積極探索和推廣酬金制等更靈活的方式，推動「服務品質與收費標準動態掛鉤」機制的真正落地，讓優質服務獲得應有回報。

5、老舊社區可持續運營戰略 – 精細管理，多元解困

破解老舊社區普遍面臨的收費低、成本高、設施舊、矛盾多的運營難題，探索出一條兼顧社會效益與經濟效益的可持續服務路徑。針對老舊社區人力成本佔比高的痛點，公司應積極引入成熟的智慧化設備（如智慧門禁、雲監控、自助繳費終端）替代部分基礎崗位，優化人力結構。同時，要投入更多精力加強與業主的溝通解釋工作，普及物業費標準調整的必要性和維修資金使用的規範流程，爭取理解與支援。公司還應主動對接政府關於老舊社區綜合整治、海綿城市改造等政策，爭取財政補貼和政策扶持。更要開動腦筋，探索「基礎物業+社區微利商業」的運營模式，如利用閒置空間開辦社區食堂、老年日照中心、共用洗衣房、快遞驛站等，通過增值服務產生的收益反哺基礎物業維護，提升項目的自我造血能力。

三、對物業經理人的啟示與思考：新時代的領航者

新時代下，物業經理人需完成角色重塑與能力升級，從傳統「管家」轉變為兼具運營與協調能力的複合型人才，擁抱科技成為智慧化管理先鋒，提升法律素養筑牢合規根基，強化人文關懷構建情感連結，堅持終身學習引領團隊成長，以適應行業轉型需求，成為社區治理的關鍵力量。

1、從「管家」到「社區運營官」與「衝突協調官」

作為一線的指揮官應當經常思考，我的日常工作是否仍然局限於傳統的「收費、保潔、保安、維修」四項基礎服務？我是否具備盤活社區資源、提升社區資產價值的經營思維？我是否有能力組織策劃社區活動，營造和諧氛圍？面對業主間的矛盾、業主與物業的衝突，我是否能專業、公正、有效地進行調處？

新時代的物業經理人，其核心價值將更多體現在社區的綜合運營與治理協同上。這意味著需要培養更強的商業敏感度和資源整合能力，學習如何通過精細化運營提升社區公共空間的使用效率和潛在價值。同時，面對日益複雜的社區人際關係和利益訴求，物業經理人必須提升自身的溝通藝術、談判技巧和矛盾化解能力，熟悉相關法律法規，扮演好中立、專業的「協調官」角色，有效紓解「責任邊界模糊化」和「利益博弈激化」帶來的日常摩擦與衝突，成為社區和諧的守護者。

2、擁抱科技，善用工具，成為智慧化管理先鋒

數位化、智慧化是物業行業不可逆轉的趨勢，物業經理人必須主動學習和掌握新的數字技能，將科技工具內化為日常工作的得力助手。這不僅包括熟悉操作各類軟硬體系統，更要理解這些技術背後的邏輯，懂得如何利用資料分析來發現問題、改進服務。例如，通過智慧報修系統優化派單效率和維修品質跟蹤，通過線上社區平台收集業主回饋並及時回應，通過智慧安防系統提升社區安全等級，用科技為服務賦能，為管理減負，讓業主切實感受到智慧社區的便捷與高效。

3、法律素養與合規意識是職業生涯的「壓艙石」

物業經理人應當深入學習並準確理解《民法典》中關於業主建築物區分所有權、共同管理權以及地方物業管理條例中關於物業服務合同、權責清單、業主大會及業委會運作的最新規定。在日常工作中，確保每一個決策、每一項服務都符合法律法規要求，能夠有效規避潛在的法律風險。

隨著物業管理法治化進程的加快，以及業主維權意識的提高，物業經理人的法律素養和合規意識顯得尤為重要。這不僅是保護企業合法權益、避免不必要糾紛的前提，更是贏得業主信任和尊重、樹立專業形象的基石。物業經理人必須成為「懂法、守法、用法」的表率，定期參加法律知識培訓，關注行業法規政策的更新，確保物業服務行為始終在法律框架內運行，從而在複雜的物業管理實踐中行穩致遠。

4、強化人文關懷，構建有溫度的情感連結

在追求管理效率和技術升級的同時，物業經理人不能忽略服務的「人情味」。真正用心去瞭解所服務社區的每一位業主，感知他們的真實需求、情緒變化和生活困擾。同時還需兼顧團隊是否能在組織內部和對客服務時傳遞出溫暖和關懷。

物業服務歸根結底是「人」的服務，技術和標準固然重要，但無法取代人與人之間的情感交流和人文關懷。特別是在老齡化趨勢加劇、鄰里關係趨於原子化的今天，物業經理人應更加注重在服務中注入溫度。通過定期的業主拜訪、真誠的微笑問候、耐心的傾聽解答、及時的困難說明，以及組織富有溫情的社區活動，努力構建起物業與業主之間、業主與業主之間深厚的情感連結，將冰冷的鋼筋水泥社區打造成充滿人情味的和諧家園。

5、終身學習，持續進化，引領團隊共同成長

面對快速反覆運算的行業知識、不斷湧現的新模式新業態，物業經理人的現有知識儲備和管理技能常常難以應對挑戰。如何制定清晰的職業發展規劃和持續學習的計畫，如何帶領我的團隊成員一同進步，適應行業發展，成為每一個物業經理人必須思考的深刻問題。

物業行業正處在一個深刻變革與快速發展的時期，對從業者的綜合素質和專業能力提出了前所未有的高要求。物業經理人作為團隊的核心和表率，必須樹立終身學習的理念，保持對新知識、新技能、新趨勢的敏感性和求知欲。通過參加行業培訓、閱讀專業書籍、參與線上研討、跨界交流學習等多種方式，不斷更新自己的知識結構，提升戰略思維、創新能力和領導力。更重要的是，要將學習成果轉化為團隊的集體能力，營造積極向上的學習氛圍，激勵和帶領團隊成員共同成長，以適應未來物業行業更加激烈的競爭和更高標準的服務要求。

結語：共築未來社區的「幸福生態圈」

展望2025年，物業行業的轉型升級將更加深入。這不僅是權責的再分配、技術的再革新，更是治理理念的深層變革和人文精神的回歸。唯有通過立法築牢制度根基、市場啟動創新動能、業主強化自治意識，輔以物業企業和從業人員的積極轉型與不懈努力，我們才能共同將「矛盾聚集地」真正轉變為人人嚮往的「幸福生態圈」，為中國式現代化背景下的基層治理現代化貢獻堅實的力量。未來的物業人，使命光榮，責任重大，讓我們攜手並進，揚帆未來！

迎風而立 – 從颱風看物業樹木管理

蘇安敏 Cammy So

國際樹木學會註冊樹藝師及樹木風險評估資歷
國際樹木學會香港分部會長 (2024-2025)
資歷架構樹藝及園藝業行業培訓諮詢委員會委員
過往資歷認可 (樹藝及園藝業) 管理委員會成員

在高樓林立、節奏急速的城市中，樹木往往被視為背景的一部分。城市中的樹木遠不止於綠化點綴，而是城市綠色基建的重要骨幹，樹木除了令城市更美觀，亦能發揮降溫、改善空氣質素、緩減噪音、增加空間感、增加生物多樣性等多種功能，更為社會帶來多方面好處，包括改善人們身心健康、提升生活品質、促進社區凝聚，以及提供休憩與教育資源，是一個宜居城市不可或缺的元素。隨著極端天氣日益頻繁、颱風強度不斷增加，如何透過專業及審慎的管理，讓城市樹木既安全可靠，又能發揮環境及社會效益，已成為物業管理及城市規劃不容忽視的課題。

全球氣候變遷加劇，近年極端天氣事件如颱風、暴雨等的頻率與強度不斷上升，城市樹木正面臨前所未有的挑戰。2025年，香港有破紀錄的風季，香港天文台發出高達14次颱風警告信號，打破自天文台1946年有記錄以來年內「掛波」次數最多紀錄，創下80年以來新高。2025年更是自1964年以來首次一年內兩度發出十號風球，其中包括超強颱風「樺加沙」。強颱風的出現頻繁，對城市樹木的考驗日益嚴峻。例如2018年的超強颱風「山竹」導致廣泛樹木受損，政府紀錄的塌樹個案多達60,800宗。這樣的氣候趨勢凸顯了加強樹木管理的重要性。

對物業業主及管理人而言，妥善管理樹木至關重要。良好的樹木管理能確保樹木發揮最大環境及社會效益，同時避免因疏於管理而造成的風險。颱風及暴雨會顯著改變樹木所處的環境條件，包括風力負荷、土壤含水量等。因此，除日常檢查及護養外，亦應於風季前後加強監察與防護安排，以確保樹木在惡劣天氣下仍能維持結構安全與環境穩定，減低颱風帶來的影響。

樹木擁有人的謹慎責任

根據普通法，私人業主身為土地業主及／或佔用人，負有謹慎責任，須維護其下土地，包括在該土地上生長的樹木，確保樹木不會對他人或財物構成潛在危險。業主如不履行謹慎責任而造成人身傷害及／或財物損毀，可能須承擔法律責任。

樹木擁有人應小心謹慎地管理樹木，以確保樹木健康生長及結構良好。同時，亦需定期檢查樹木，識別潛在高風險樹木，及適時採取合適的緩解措施，以減低樹木構成的風險。假如沒有妥善護養樹木，樹木可能會倒塌，導致人命傷亡和財物損失。如果意外不幸發生，業主可能需要承擔修葺物業及向受影響人士作出賠償的龐大費用。

颱風對樹木的多層次影響

颱風來襲時，強風是颱風對樹木造成破壞的主要因素。強風導致樹木枝幹斷裂，甚至可能引致整棵樹倒塌。另一不容忽視的因素是颱風帶來的持續降雨或暴雨 – 過多的水分会使土壤飽和，泥土顆粒子之間變得潤滑，降低土壤與樹根之間的摩擦力和支撐力。這樣一來，當風雨推動樹冠時，樹木可能因根系和土壤提供的抗倒能力不足而整棵樹被連根拔起。當一棵樹木被破壞，甚至因此而要移除，損失的不只是清理的成本，更是多年來它提供的各樣功能。損失的樹越大棵，重建其功能所需的時間越長；在一些特定的環境，可能甚至無法重新種植。

颱風對樹木的影響不僅限於當下的斷枝或倒塌，亦有延遲或長遠的影響。強風令枝幹受力不均，樹體內部可能出現肉眼難察的撕裂；暴雨導致土壤過度飽和，使根部支撐力減弱。當下一次強風來襲，表面看似完好的樹木，也可能出現延遲性倒塌。此外，颱風造成的枝幹破損和葉片喪失，會削弱樹木的光合作用與養分供應，影響樹木的健康。遭撕裂的樹皮、斷枝，造成大量傷口，增加病蟲害的感染，真菌入侵傷口，會導致木材腐爛，削弱樹木的結構。這些「隱形後遺症」若未獲妥善處理，往往在日後演變成嚴重的安全隱患。

颱風前的預防與風險管理

有效的颱風防備始於「預防」。物業管理團隊應於風季前制訂詳細檢查計劃，由具資格的專業人士檢查樹木健康與結構，在某些情況下，建議進行預防樹木受損的跟進方案。

檢查的內容涵蓋以下方面：

- 樹幹與樹枝：確認木材是否已有開裂、腐蝕、蛀洞或不正常傾斜情況。
- 根系與土壤：檢查根部是否穩固，本來有沒有暴露或異常隆起；檢查土壤排水是否良好；土壤是否鬆散或積水，鬆散或積水的土壤會減低根部抓地力。
- 樹冠的結構：檢查其密度與分布，體積過大或結構不平衡的樹木較易被強風大雨影響。

按情況進行預防工作，可減少颱風對樹木的傷害及帶來的影響。修剪是控制樹木風阻的關鍵措施。適當的修剪能大大提高樹木的抗風能力，減低強風造成的破壞，並降低樹木倒塌的風險：修剪過高過重的樹冠，以減少風阻；平衡樹冠結構，確保樹木整體結構穩固，避免偏重一側增加倒塌風險。此外，對可能受災的樹木進行支撐或給予暫時圍封，提前修剪枯死、病弱、可能折斷的枝條也能有效降低風害。所有檢查及維護應有書面紀錄，方便追蹤與日後審核。這些措施雖然牽涉額外時間與成本，但在減低潛在事故方面，效益往往遠超修復破壞的支出。

颱風後的樹木管理 – 檢查與修復

颱風離去並不代表問題結束。當風暴過後，樹木檢查及修復同樣關鍵。經歷強烈颱風吹襲後，許多樹木雖看似完好，實際上內部結構可能已經歷變化；其他的外力可能觸發折斷，懸掛於樹冠的折枝亦可延後墜落。另一方面，部分樹木的根系在颱風中也可能受到類似的破壞成為隱患。

故此，受強度高的颱風影響過後，建議邀請專業人員進行緊急巡查，儘快查找樹木上的隱患或缺陷，並在有必要時即時封鎖現場。其後，按先後緩急進行緩減及修復工作，清理斷枝、處理傷口、樹冠修復、支撐或重植樹木，防止二次災害。

預防勝於治療

適當的種植設計、平時妥善的保養，比起風後的搶修或補救工作更具效益，亦有助確保物業內樹木功能的持續性。近年，不少樹木在颱風中被連根拔起，暴露出香港普遍存在的問題 – 土地問題（根部生長空間不足）。根系是支撐樹木結構的關鍵，良好的根系發展能大幅提升樹木的抗風能力。然而，在香港的城市中，奢求廣闊的種植位置殊不容易，對於物業管理來說更是「飯都煮好咗」，在設計上沒有甚麼主導空間。很多時候原生狹窄的空間已限制了樹木根部的伸展。這時，專業妥善的管理更顯重要，該怎樣做呢？

政府近年積極推動「植樹有方，因地制宜」，強調在種植設計前須從環境條件、空間限制及樹種特性等多方面作出全面評估以免錯選品種。錯選品種除了為將來製造安全隱患外，還可能對周邊設施造成破壞。物業管理從業當然不希望要接管設計有誤的樹木，但「因地制宜」這概念還可套用於管理被錯選的樹木。例如，根系發達的品種（如細葉榕、印度橡樹）若已被栽種於狹小空間，為免樹木長大後破壞路面、花槽或地下設施，除了更換為較小型或生長緩慢的樹種外，定期的樹冠控制亦有助於減慢樹木根系的發展。

在應對颱風方面，「因地制宜」同樣重要。不同樹種的抗風能力差異明顯，考慮到風向、風力、地形及建築佈局等因素，管理部門應諮詢專業樹藝師的意見定期修剪和控制大型、枝條脆弱或樹冠寬闊的品種；如條件許可，於暴露位置逐漸改用抗風力較強的樹種可能是更理想的長遠策略。

因各種原因，屋苑如需補種樹木，可以綜合以上因素重新審視樹種選擇與種植設計，避免重複過往問題，逐步建立更具韌性的樹木結構和持續的功能。另外，如條件許可，亦可改善根部生長空間，透過擴大樹穴面積、增力土壤深度、改善土壤結構（如加入有機質提升土壤通氣性、保水力、排水狀況及養分含量），促進根系向外及向下拓展，強化樹木的整體穩定性。

組織專業樹木管理團隊

常見的樹木在香港便有二／三百種，它們的特性和可提供的功能各異。要妥善管理樹木必須依賴專業的團隊，除了外聘服務承辦商時需要要求對方有合資格的樹藝專業人士負責外，管理公司亦應當為管理同事提供基本的樹木管理培訓，以便他們能有效地安排工作、制訂合理、具保障的標書，以及有基礎的認知和外聘承辦商溝通。

國際樹木學會香港分部一直以來與業界緊密聯絡，提供相關培訓，歡迎相關學會和管理公司查詢。本會更每年主辦「樹木管理大獎」，鼓勵物業管理公司建立優良的樹木管理習慣，包括制訂全面的管理計劃、聘用專業人員、日常保養的質素等。本文內容雖然只涉及一二，但從應對颱風去了解正確的樹木管理觀念也是一個好的開始。

Identifying Common Parts and Determining the Liability for Repair and Maintenance

By K. Y. Kwok and Bertha Keung of Li, Kwok & Law Solicitors and Notaries

Hong Kong's urban landscape is among the world's most densely developed, with the vast majority of residents living in multi-storey buildings under divided ownership. The fragmented ownership frequently leads to disputes over who bears the responsibility to repair and maintain a specific part of the building, ranging from external walls, water pipes, fire services installations and equipment and so on. Over the years, the Hong Kong courts have through a substantial body of case law clarified the scope of "common parts" and how repair obligations and costs are allocated among the Incorporated Owners ("IO"), the property managers ("Manager") and the individual owners.

1. Identifying Common Parts

Generally speaking, it would be the IO's duty under section 18(1)(a) of the Building Management Ordinance (Cap. 344) (the "BMO") to maintain the common parts of the development in a state of good and serviceable repair and clean condition. The Manager would also in general have a duty to keep the common parts of the development in proper repair and conditions under the respective Deed of Mutual Covenant ("DMC") or the Management Agreement.

On the other hand, if a certain part of a building is for an owner's exclusive use and possession, then irrespective of what the DMC says, it would be for that owner to repair and maintain that part under section 34H of BMO. Section 34H of the BMO provides as follows:-

"34H. Duty to maintain property

- (1) Where a person who owns any part of a building, has the right to the exclusive possession of any part of a building or has the exclusive right to the use, occupation or enjoyment of that part, as the case may be, but the deed of mutual covenant in respect of the building does not impose an obligation on that person to maintain the part in good repair and condition, that person shall maintain that part in good repair and condition.

- (2) The obligation in subsection (1) shall be deemed to be an obligation owed to all owners of the building under the deed of mutual covenant."

Section 34H, like other provisions contained in Part VIA of the BMO, were introduced in 1993 to re-write retrospectively all DMCs in Hong Kong primarily to remove unfair provisions to protect individual owners' interest. As provided under section 34C of the BMO, these provisions contained in Part VIA of the BMO prevail over contrary provisions in the DMC.

Definition of "common part"

"Common parts" is defined in section 2 of the BMO as follows " (a) the whole of a building, except such parts as have been specified or designated in an instrument registered in the Land Registry as being for the exclusive use, occupation or enjoyment of an owner; and (b) unless so specified or designated, those parts specified in Schedule 1." Other than more specific facilities such as roofs, chimneys, water tanks, lifts etc., Schedule 1 also covers, as some examples, "...installations intended for the use and benefit of all of the owners generally..." (paragraph 10 of Schedule 1, BMO) and "Fixtures situated in a flat which are used in connection with the enjoyment of any other flat or other portion of the building" (paragraph 11 of Schedule 1, BMO).

The definition of "common parts" or "common areas and facilities" may differ in different DMCs. However, more recent DMCs likely adopted the definition in the BMO as described above. Very often, the definition will not be detailed enough to cover specifically individual facilities and areas.

The "Benefit" Test

Where the DMC does not clearly specify whether a certain part or facility of the building is a common part or for an owner's exclusive use, case laws often take into account whether it benefits a particular unit or more than one unit in determining that question. Structures and facilities which benefit more than one unit are likely found to be common parts. The location of such part or facility (i.e. whether it is situated within a unit) may be less important.

Some decided cases on the “benefit” test

Therefore, waterproofing membranes have been regarded as common part and facilities even if they are situated beneath roof floors which are for an owner’s exclusive use in many decided cases. For example, in *I.O. of Hong Leong Industrial Complex & Anor. v HL Resources Ltd. & Anor.* (CACV 89/2009, 11 Feb 2010) one of the issues was whether the waterproof layer of the floor slab of the roof of the building was a common part so that management fund should be employed for its repair and maintenance, or whether such obligation fell on the developer who in the Plaintiff owner’s case had reserved the roof area for its exclusive use instead. It was held both at the first instance and on appeal that the waterproof layer was a common part, as it was an installation intended for the use and benefit of all the owners generally, which also came under the definition of paragraphs 10 and 11 of Schedule 1 of the BMO. The Court of First Instance said as follows:–

“...I am satisfied that a waterproofing layer or system is an installation intended for the use and benefit of all the owners generally within the meaning of item 10 in Schedule 1 of the Ordinance [the BMO]. The waterproofing layer is designed to and does protect the building from rainwater seeping inside, in particular the units in the floors below the roof. It also protects the lift shafts (which are for the benefit of all the owners generally) from rain water seeping in...”

Indeed, in an earlier case *Barnes & Noble Property Management Ltd. v IO of Kwan Yick Building Phase III* (LDBM 104/2001, 19 Dec 2001), the Lands Tribunal held that the structural columns inside the carpark were common parts for the IO to repair and maintain, as the columns are integral parts of the structural frame for the support and benefit of the entire building. As such, those columns could not be for the exclusive use and enjoyment of the carpark owners. Otherwise, it would mean that the carpark owners might remove these structural columns as they wished. Accordingly, the columns were common parts and all owners shall contribute to the cost of repairing such columns through IO.

In another case *IO of Tin Shing Court v. Cheng Yuk Mui and others* (LDBM 232, 233 & 235/2011, 25 Jul 2012), the Lands Tribunal held that the letter-boxes of individual units at the Ground Floor lobby of the buildings of the development were not common parts. Therefore, a purported resolution passed by management committee of IO prohibiting placing of promotional materials into the letter-boxes was void. All these decisions demonstrate that the facilities situated outside a unit can still be for the exclusive use and benefit of the unit and not a common part or facility. In other words, in the absence of provision in the DMC or other documents registered in the Land Registry affecting the property to the contrary, the benefit or function served by the facility concerned is a more important factor than its location to consider in determining whether the facility is a common part, and whose obligation it is to repair and maintain it (i.e. the “benefit” test).

In the more recent Court of Final Appeal’s decision in *Donora Company Limited v The IO of Tsuen Kam Centre* (FACV 6/2023, 8 Feb 2024), it was held that the external walls of the residential buildings of the suit development were common parts. In arriving at such conclusion, one of the factors the court has taken into account was that the definition of common parts in the DMC includes reference to such parts of the development which were intended for the common benefit of the owners (as many DMCs do). The inherent structural or architectural functions of the external walls include the following:–

- (a) Holding and supporting the building;
- (b) Preventing damage to the building’s interior; and
- (c) Enabling the co-owners to have peaceful enjoyment of their respective units.

These functions are clearly for the common benefit of the owners generally.

There are cases in which the court considered the functions and benefits of the facilities when apportioning management expenses amongst different owners. In *Hong Kong Housing Society v. IO of Heya Star* (HCA 874/2019, 22 Aug 2023), the Plaintiff was the developer and retained the non-residential portion of the subject estate. It challenged the IO's decision to allocate the management expenses for the fire service system and security guard cost to the ECA (estate common area) rather than RCA (residential common area). On the relatively small amount of the expenses for the fire service system, the court considered that if a fire broke out, the entire building might be affected. Therefore, it held that even though the fire service equipment was installed only within the residential towers, they were estate common facilities benefiting all owners who should be liable for their repair and maintenance¹.

For the more significant item, namely the staff cost of the security guards stationed at the lobby of each residential tower, as those guards were responsible for monitoring and controlling access to the residences and patrolled in the residential towers, the court held that even if they might refer some occasional inquiries and complaints regarding the carpark (which was owned by the developer) to other responsible persons, their services were for the general benefit and service of the residential flats only, and their remuneration should be paid out of the RCA management expenses.

Water pipes – a less settled area

Water pipes serving a building or development situated outside any units for individual owners' exclusive use and serving more than one such unit are likely common parts and facilities.

There are also water pipes which should be for the exclusive use of a unit and for the owner of that unit to repair and maintain at his cost, for example pipes situated within a unit and serve exclusively that unit. In *IO of Mount Trio v Chan Ming Chu* (HCSA 26/2010, 19 Aug 2010), leakage occurred at some flushing pipes (a pipe which entered the Defendant's toilet through the wall and another pipe underneath the toilet floor) serving only that toilet, causing damage to some common parts of the building. The Court held that the Defendant was liable for the repair cost incurred by the IO as she had refused to conduct any repair despite repeated demands. Those pipes were found to be located in areas of the Defendant's exclusive use and possession, and were regarded as fixtures inside her flat.

Pipes situated in a unit but serving more than one unit, according to the "benefit" test and related decided cases discussed above, will likely be common parts in the absence of contrary specification in the DMC or other relevant instrument registered in the Land Registry (see also the presumption under paragraph 11 of Schedule 1 of the BMO set out above).

However, there appears to be conflicting decisions by the Court of Appeal on whether water pipes situating outside a unit but serving that unit exclusively are common parts or not.

In *John So v Lau Hon Man* (CACV 110/1993, 5 Oct 1993), a fresh water pipe serving exclusively a flat burst leading to flooding and damage to the flat immediately below. The pipe was situated in the concrete floor slab separating the two flats. There were prior incidents of leakage occurring. While acknowledging that the floor slab might be a common part, the Court of Appeal upheld the decision of the trial judge that as the pipe was constructed for the exclusive benefit of the upper floor flat, it should be regarded as part of the flat and the flat owner should be responsible for its repair and maintenance. After looking at the definitions of "common parts" in the DMC and BMO, the Court of Appeal appeared had this to say:

"As the respondents are the ones to get the exclusive benefit from the use of their fresh water pipe, it is not unreasonable they should bear the exclusive burden of the cost of repairing it if it becomes defective. Such was the common intent of those entering into the DMC ... By allowing their pipe to fall into disrepair with the result that water escaped to the Appellants' flat, the respondents were in clear breach of their obligation under s.10(c) of the DMC not to permit anything in their flat which might be a nuisance to other occupiers of the building, escape of water from one person's premises to another's being a classic instance of nuisance in the eyes of the law. "

¹ With due respect to the presiding judge, there may be room for argument as to the correctness of this part of the decision in light of the relevant DMC provisions, to which the "benefit" test is always subject.

However, in a later case *IO of Summit Court v Full Surplus Investment Ltd. & Anor* (CACV 198/2005, 22 June 2007), various portions of water pipes serving exclusively a unit of the building were situated on the roof area of which the Defendant had exclusive use. Following some disputes between parties, the Defendant shut down the water supply to some of the flats and threatened to cut off water supply to different flats. The IO applied for injunctions restraining the Defendants from disconnecting or interfering with the water supply system and from obstructing or interfering with the IO's access to water supply system as well as declarations that the water pipes on the roof were common parts. The Court of Appeal took the view that even after the branching out to the portion serving a unit exclusively, the pipes "would still fall within the definition of common parts because although they were for the exclusive use of the individual owners ... It is common sense that ... pipes would branch out into individual flats and that such branch pipes would serve each individual flat exclusively". The Court distinguished *John So* by saying that in that case, "it happened that the burst water pipe was embedded in a concrete slab. The replacement pipe installed by the respondents ran within the respondents' flat. In that case, it was obvious that the new pipe was physically in the respondents' part of the building. The burst pipe was embedded in the floor/roof"². Accordingly, the Court of Appeal held that such portions of the pipes which served a unit exclusively but located outside the unit were common parts of the building and ruled in favour of the IO.

The court might have done justice in *Summit Court's* case on the facts before it. With respect to the judges, however, the decision does not appear to be in line with the "benefit" test, nor is its reasoning in not applying *John So* easy to understand. If it is said that in *John So*, the burst pipe was located near to or partly in the Defendant's flat, so much so that the replacement pipe could be installed entirely in that flat was the determining factor that the burst pipe was for the Defendant's exclusive use (as the authors of this article underline in the quoted judgment above), this is not apparent from reading *John So's* judgment. One would also question how close the relevant water pipe should be to the Defendant's premises before it would be considered as for the Defendant's exclusive use and not a common part, and what is the logic behind such distinction.

As can be seen from the judgment in *Tin Shing Court's* case, letter-boxes located far from a unit can be for the exclusive use of that unit instead of common part. It is respectfully submitted that the decision in such case is logically sound and in line of quite some other decided cases discussed above. Further, it is beyond argument that there are many common parts and facilities situated within a unit for an owner's exclusive use. Therefore, the DMC almost invariably reserves for the Manager power to enter into a unit to inspect, repair and maintain such common parts and facilities. Section 40 of the BMO echoes that by providing that the IO may apply to the Magistrate for a warrant and if one is issued, break into the unit in the presence of the police to conduct such inspection and work.³ If there can be common parts and facilities within a unit for an owner's exclusive use, one may ask why there cannot be any building facilities serving a unit exclusively or for an owner's exclusive use situated in common part of the building.

² The court did not discuss and it is assumed that there is no provision in the DMC saying whether the relevant pipes were common parts in *John So* and *Summit Court*.

³ In *Ma Chung Lam v. Citybase Property Management Limited* (CACV 248/2005, 25 May 2006), the Court of Appeal said that such provision is only to be used in case of emergency although the section itself does not expressly so state.

The Lands Tribunal had the chance to choose between the said two conflicting decisions in the recent case of *Ng Choy Leung v 信和物業管理有限公司* (LDBM 93/2022, 19 Jan 2024 and 26 Jun 2024). In this case, water leakage occurred from such portions of some fresh water pipes situated beneath the floors of the common corridors of various residential floors but serving exclusively a flat. An owners' resolution was passed to the effect that the Manager should arrange for all maintenance and repair of such pipes. For a few years, a sum of over \$2 million had been incurred for such purpose covering 94 units. The owner of a unit was, however, dissatisfied with this arrangement. He brought the case before the Lands Tribunal and contended that those pipes were exclusively owned by the respective owners who should bear the respective repair costs. The Tribunal dismissed his case and held that those pipes were common parts. The Tribunal referred to the definition of "common part" in section 2 of the BMO and said the pipes had not been reserved in the DMC or other documents concerning the building registered in the Land Registry for an owner's exclusive use.⁴ In attempting to reconcile between *Summit Court* and *John So*, the Tribunal said that the physical location of the concerned pipes was part of the consideration and chose to apply *Summit Court* and held that the pipes concerned were common parts. Further, the DMC should be interpreted to give business efficacy. It would simply bring about absurd results if the DMC intended for each unit owner to repair and maintain their respective water pipes at the corridor. Given the difference in progress of the construction works taken by each unit, it might mean that there would be continual construction works taking place at the corridor near the lift lobby, hindering the co-owners' effective use of the same.

The Tribunal further considered that even if the water pipes at the corridor were not common parts, the Manager would be under a duty to repair it if the owners refused to under the DMC provisions. The DMC also provided that the Manager could recover the costs and losses in carrying out the said works. The owners had no right under this DMC to obtain any refund from the Manager of the management fees paid for the repair works.

With respect to the learned presiding officer of the Tribunal, the reasoning in *Ng Choy Leung's* case is again arguable in so far as the decision was based on the location of the pipes for reasons discussed above.

In short, the following general principles may be derived from the above cases (subject to contrary provisions in the DMC):

- (i) If the pipe is within the Defendant's premises and is serving the premises exclusively, it will likely be for the Defendant to repair and maintain (section 34H of the BMO and the *Mount Trio's* case).
- (ii) If the pipe is within the Defendant's premises but is serving the Defendant and other owners as well, the structure will likely be a common part.
- (iii) If the pipe is outside the Defendant's premises and is not for the Defendant's exclusive benefit, then it will likely be a common part.
- (iv) If the pipe is outside the Defendant's premises but is serving the Defendant and other owners as well, the position will be less clear as it may be difficult to reconcile the decision in the *John So's* case and *Summit Court's* case, although the recent *Ng Choy Leung's* case seem to suggest that the pipe may be a common part.

2. IO's/Manager's potential liability due to failure to repair and maintain the common parts and facilities

Water leakage remains to be one of the most frequent sources of complaints which the IO/Manager would be asked to deal with. If the source of leakage is common part and facility, it will usually be for the IO and Manager to do all necessary repairs to stop the it. According to decided cases, IO's duty is only to take reasonable measures within reasonable time to stop the leakage. IO and Manager are not insurance companies and are under no absolute duty to compensate the victims for all losses due to water leakage. However, if they fail the "reasonableness" test, they will likely be liable for breach of their statutory duty under section 18(1)(a) of the BMO or even nuisance at common law. Managers often have similar duty to repair and maintain the common parts to the IO under the DMC or the Management Agreement.⁵

⁴ This applies to many cases in dispute because it is rare for a DMC to expressly cover all and each section of water pipes in the building.

⁵ Of course, the precise duty and obligation of the Managers are defined by the DMC or Management Agreements by which they are appointed. In some cases, there may be exemption clause in the DMC or Management Agreement which may be relevant in determining their liability in a particular case. It should also be noted that breach of duty may also lead to complaints to the Property Management Services Authority (PMSA) whether or not the Manager is liable in law for compensation.

Decided cases on Liability of IO/Manager

The following two cases with different results illustrate IO's and Manager's liability for repair and maintenance of common parts and facilities.

In *Lee Ming Yueh v IO of Mei Foo Sun Chuen Stage VII & another* (CACV 265/2008, 19 Sept 2012), the Manager engaged contractors to replace the waterproof membrane underneath the roof. One year after the project had been completed, leakage occurred in a top floor unit. At first, the Manager mistakenly believed that the source of water seepage was the external walls, and arranged another contractor to do repair there. However, leakage continued. Later, after performing some tests, they found that the roof was the source of leakage. As there was 10 years' defects liability period under the roof waterproofing contract, the Manager called upon the contractor to perform rectification works. About one year later, leakage occurred in the unit again. The Manager asked the same contractor to do the repair, and after two more rounds of further repair works, the leakage ceased.

The owner of the top floor unit sued the IO and the Manager for having breached their duty to repair and maintain the common facility (i.e. the waterproofing membrane) which had caused her nuisance and loss (including loss of rental during the period when the unit could not be let out due to the leakage problem). The Lands Tribunal said that the Manager and IO had taken reasonable measures to maintain the common areas and facilities and could not be held liable. The Manager dealt with the complaints swiftly every time, although they had mistaken as to the cause of leakage initially which had caused some delay, it could not be said that they had failed to take reasonable measures to fulfill their responsibilities.

The owner appealed to the Court of Appeal, where she argued that the Manager had failed to appoint a competent contractor to carry out repairs, or to properly supervise the works. The Court of Appeal held that there was no evidence to show that the Manager had hired an incompetent contractor to carry out the roof waterproofing project in the first place. Later, since there was a 10-year defects liability period, they reasonably asked the same contractor to follow up with the works. Although the problem did recur, after the first two rounds of maintenance, leakage did stop for about a year. It was not unreasonable for the Manager to ask the same contractor to attend to the subsequent follow up repairs. The Court considered other decided cases and said that the DMC or section 18(1) of the BMO did not require the Manager or IO to make compensation whenever problems and damage occurred as if they were insurance companies. Their liabilities in law were based on fault, or, when a problem arose and they failed to rectify it for more than a reasonable time.

In another case *Lau Chun Wing Rod v IO of Po On Building* (CACV 20/2007, 1 Nov 2007), the building underwent renovation after which water leakage was found to persist in the Plaintiff's flat. The Defendant IO referred the Plaintiff's complaint to the renovation contractors who alleged that it was the Plaintiff's own works in his unit which had caused the problem. The Defendant denied liability and relied on the contractor's reply without taking active steps to investigate into the matter. The case went to the Court of Appeal which held that IO was liable to the Plaintiff caused by water leakage into his unit, as every time the IO simply referred the owner's complaint to the contractor, even though the problem had persisted for a few years. Therefore, the IO had not taken reasonable and appropriate measures to solve the problem. The IO's appeal is dismissed with costs, and is required to pay the plaintiff damages to be assessed.

It should be noted that damages for nuisance include a general damages for distress and inconvenience as well as special damages. If the Plaintiff has been letting and receiving rental for the affected premises, there may be a claim and award for loss of rental at a substantial sum, if the premises becomes unlettable or can only be let at a substantially reduced rental.

Even if the source of water leakage is identified to be areas and facilities for the exclusive use of the owner of a particular unit, IO and Manager may still be obligated to take appropriate action. An example is when the DMC contains the usual provisions that an owner shall not cause any nuisance, annoyance and disturbance etc. to other owners/occupiers. It is incumbent on IO to enforce the DMC under section 18(1)(c) of BMO and to take any action in respect of the common part to enforce the owners' rights under section 16 of the BMO. If the defaulting owner fails to take reasonable steps to abate the nuisance, IO may have to take action to compel him to do that.

Again, as the DMC or Management Agreement also empowers and requires the Manager to enforce the DMC, the Manager often stands in a similar position to IO, subject to the precise provisions in the DMC or Management Agreement including any exemption clauses. In *MTR Corporation Ltd v. Cheung Ching Kin* (LDBM19/2015, 31 Jul 2015) where complaints were made by various flat occupiers against noise produced from a flat often at small hours repeatedly, the DMC Manager took action and successfully obtained an injunction against the owner of the said flat concerned restraining him from causing or permitting to be produced any noise or vibration or to be done acts causing a nuisance to other owners, occupiers or members of public.

If the IO or the Manager fails to take reasonable measures to fulfill any duty to enforce the DMC, they may be compelled to do that by an order of the court on the application of an owner. In the well-known case *See Wah-fan v I.O. of Ki Tat Garden* CACV 389/2002, 2 April 2003), the Court of Appeal said that IO was both empowered and obligated to enforce the DMC and ordered that the IO should take actions, including legal actions against a defaulted owner to prevent him from causing or permitting any interruption to the common staircase.

Conclusion

In determining whether certain parts and facilities in a building are common parts, it will of course be necessary to refer to the DMC and other title documents registered in the Land Registry and ascertaining whether there is any provision reserving such parts and facilities for an owner's exclusive use. If there is no such clear provision, an important question to ask is whether the areas and facilities are for the benefit of one unit or for the common or general benefit of the owners. In the latter case, they will likely be held to be common parts by the court. Locations of such facilities, for example, whether they are situated inside a flat or in common areas are usually relatively less important.

If they are common parts, they will likely for the IO and Manager to repair and maintain. Failing to do that may well render them liable for breach of DMC or for nuisance or negligence under common law, especially when they have failed to take reasonable measures within a reasonable time to fulfill their duty. In case of the IO, they may also be liable for breach of their statutory duty under section 18(1)(a) of the BMO.

There are, however, conflicting decided cases on water pipes, in particular water pipes situated outside but serving one unit exclusively. A recent decision in the Lands Tribunal seems to suggest that such water pipes may be common parts although they are for the benefit of one owner. With due respect, the correctness of such decision and the earlier decision to the same effect may be arguable. On the other hand, even if certain water pipes are for the exclusive use and benefits of a unit and for the owner of that unit to repair and maintain under section 34H of the BMO, the IO or Manager may still be under a duty to do any necessary repair and maintenance work, for example to abate any nuisance due to water leakage caused to other owners.

[END]

This article is purely for readers' reference. If an actual case arises, please seek legal advice.

All Copyrights Reserved by the Authors

BEST DISSERTATION 最佳碩士論文



Effective Implementation of Pet Control Measures in Private Residential Buildings under Pet-Friendly Trend in Hong Kong



Ng Kin To, Anthony
Master of Urban Studies and Housing Management
Department of Urban Planning and Design
The University of Hong Kong

Introduction

This dissertation investigates the implementation of pet control measures within private residential buildings in Hong Kong. With the common idiom, “prevention is better than cure.”, it emphasizes that proactive pet control measures are more effective than reactive dispute resolution processes for addressing pet-related complaints (AFCD, 2024). Their effectiveness is attributed to an emphasis on prevention, clarity, and established community standards. By establishing clear guidelines for pet ownership concerning safety, noise, and hygiene, these measures prevent issues from arising. In contrast, dispute resolution is reactive, often initiated only after complaints have escalated into conflicts where emotions can cloud judgment and heighten tensions between residents.

Furthermore, pet control measures provide consistency and clarity, ensuring all residents understand expectations. This reduces misunderstandings, whereas dispute resolution can involve subjective interpretations of behaviour, leading to communication breakdowns and extended disputes. A framework of established measures helps to eliminate negative emotions, as residents are less likely to feel personally targeted.

A critical consideration for Property Management Companies (PMCs) is executing within the legal framework, including ordinances and the Deed of Mutual Covenant (DMC). As PMCs are not law enforcement agents, they can only use ordinances to advise residents and seek governmental departments’ assistance. Crucially, they must not establish rules that contradict the DMC, as past court cases have invalidated measures that prohibited pets or their access to common areas where the DMC allowed them (Chung, 2010).

This task is also complicated by a growing pet-friendly trend in Hong Kong, supported by Government initiatives to create more pet-accessible public areas (LegCo, 2019; LCSD, 2024; the Government of HKSAR Press Release, 2024). Consequently, PMCs face the challenge of balancing the expectation to accommodate pet owners with the need to safeguard the interests of all residents. This research aims to explore this balance by investigating current measures and providing recommendations.

The specific research questions focus on identifying existing pet control measures, the elements of pet-friendly policies, the criteria for effective implementation, and the challenges PMCs encounter. The objectives are to review relevant policies and disputes, identify the legal framework, investigate factors for effective implementation, and explore recommendations.

The study's scope is precisely defined, evaluating implementation through implementability (measures' complexity, legal compliance, stakeholder perceptions, resources) and effectiveness (objective metrics: complaint reduction, compliance rate; subjective metrics: residents' satisfaction). Data collection was concentrated on three private estates whose DMCs do not prohibit pets, as estates with complete prohibition on DMC require no further control measures.

Literature Review

Pet Control Measures

Since the Mid-90s, the relationship between humans and animals has progressed, leading to the development of control measures for safer coexistence (Srinivasan, 2013). In Hong Kong, Government measures primarily target pet dogs due to their need to be walked in public. Key controls mandate that owners must clean up their pets' waste and prevent excessive noise that causes annoyance to prevent health hazards and nuisances (CLIC, 2021; FEHD, 2024). Furthermore, all dogs over five months must be licensed and vaccinated against rabies, with renewals every three years to monitor health (CLIC, 2021). In public spaces, dogs must be leashed; larger dogs (20kg+) require a shorter, 2-meter or less leash to prevent physical nuisance (CLIC, 2021).

Effective Implementation

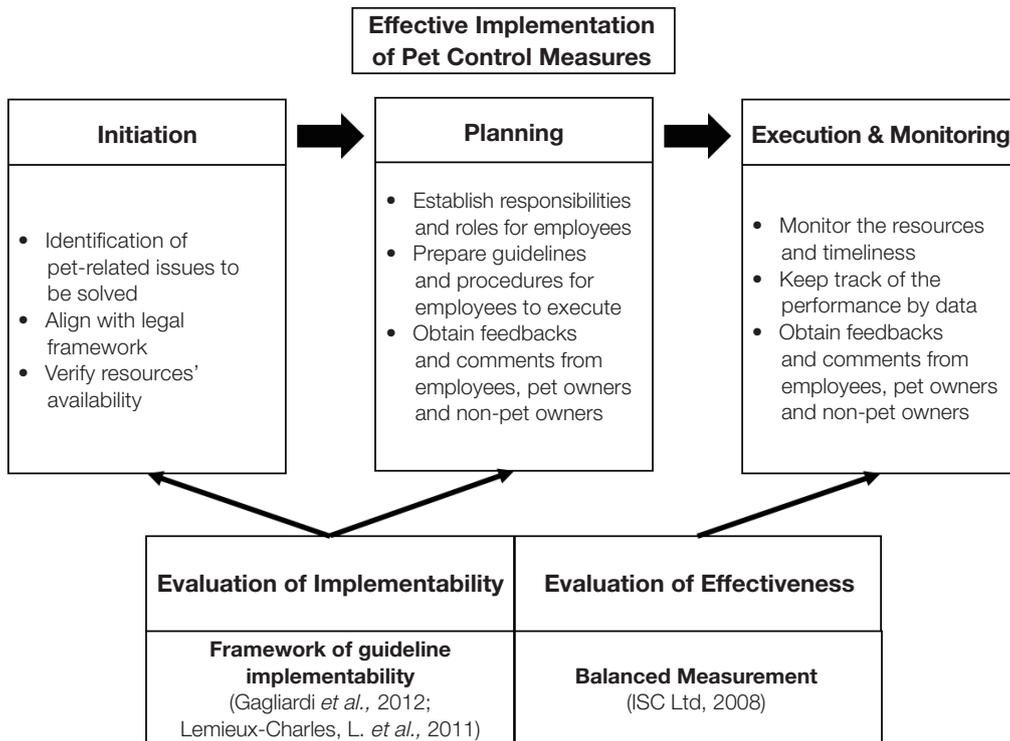
Effective implementation requires distinct objectives, a supportive legal framework, collaborative stakeholder efforts, and a resourced execution team. It hinges on effective governance, planning, and ongoing stakeholder engagement (Figure 1). The legal framework and resource availability form the foundation during initiation. The planning phase necessitates clearly defined roles and established tasks. Essential tools, such as standard operating procedures (SOPs), must be in place prior to execution, which itself must include monitoring and data collection for reliable reporting. Continuous stakeholder engagement is vital for evaluating a measure's implementability during initiation and planning, and its effectiveness during execution and monitoring (Figure 2). Implementability is evaluated across domains of usability, validity, communicability, and resource implication (Figure 3). Effectiveness is assessed through objective internal and output measures, and subjective satisfaction measures capturing residents' perceptions (Figure 4).

Figure 1: The Required Elements of Effective Implementation

Effective Implementation		
Governance	Planning & Project Management	Engagement and Communication
<ul style="list-style-type: none"> Understand the legal framework Recognize required resources' availability Set up responsibilities and roles for internal stakeholders (employees) with measures' clarity 	<ul style="list-style-type: none"> Outline "What", "How", "Where", "When" & for "Whom" for internal stakeholders (employees) to follow Monitor the resources and timeliness Keep track of the performance of measures by data during the progress 	<ul style="list-style-type: none"> Consider internal stakeholders (employees) & external stakeholders (pet owners and non-pet owners) Regular engagement and communication with stakeholders

Source: International Organization for Migration, 2024

Figure 2: Effective Implementation in Project Management Phases & The evaluation of implementability and effectiveness in different phases



Source: Gagliardi *et al.*, 2012; ISC Ltd, 2008; Lemieux-Charles *et al.*, 2011, Westland, 2007

Figure 3: The Framework of Implementability Evaluation

Framework of Implementability Evaluation		
Domain	Criteria	Examples
Usability	Clarity of measures; Ease of execution	<ul style="list-style-type: none"> Complexity of measures' procedures Adequacy of measures' guidelines
Validity	Legal compliance	<ul style="list-style-type: none"> Alignment with legal framework (Ordinances & DMC)
Communicability	Stakeholder engagement and communication	<ul style="list-style-type: none"> To learn the attitude of staff, pet owners and non-pet owners towards measures To learn the degree of impact to pet owners' and non-pet owners' enjoyment in order to make a balance
Resource implication	Availability of resources	<ul style="list-style-type: none"> Financial Manpower Hardware materials Geographical

Source: Gagliardi *et al.*, 2012; Lemieux-Charles *et al.*, 2011; Meyers *et al.*, 2012

Figure 4: The Framework of Effectiveness

Framework of Effectiveness Evaluation		
Internal Measures	Output Measures	Satisfaction Measures
<ul style="list-style-type: none"> Time of processing 	<ul style="list-style-type: none"> Reduction rate of pet-related complaints/undesired occurrences 	<ul style="list-style-type: none"> Improvement of living quality in terms of pet-related issues (e.g., hygiene, noise & perception of safety) (For non-pet owners)
<ul style="list-style-type: none"> Resources used for the measures 	<ul style="list-style-type: none"> Pet owners' compliance rate of the measures 	<ul style="list-style-type: none"> Perception of pet-friendly environment (e.g., convenience, inclusiveness & supportiveness) (For pet owners)

Source: ISC Ltd, 2008

Development of Pet-Friendly Trend in Hong Kong

Hong Kong has witnessed a significant rise in pet ownership in recent years, driven by demographic changes, higher income levels, and the Covid-19 pandemic. Adults in their 20s to 30s and millennials form the major owner group, often viewing pets as family members (HealthforAnimals, 2022). Dogs and cats remain the most popular pets, with survey data confirming a strong and growing trend (CSD, 2019; Tam, 2024). To facilitate this, the Government has actively expanded pet-friendly facilities. The number of pet gardens has substantially increased, and a pilot scheme for “inclusive parks for pets” has grown remarkably from 6 to 175 locations from 2019 to 2024 (LegCo, 2019; LCSD, 2024). However, restrictions remain in public housing and transport. Inspired by models like Taipei and New Zealand, the Government is reviewing policies, including the possibility of allowing pets in food premises, signaling a continued shift towards balancing a pet-friendly culture with public health and safety through proper control measures (LegCo, 2019; Government of HKSAR Press Release, 2024) (Figure 5).

Figure 5: The comparison of animal-friendly measures between Hong Kong, Taipei and New Zealand as at 2019

	Hong Kong	Taipei	New Zealand
B. Animal-friendly policy measures			
Overview of policy measures to promote animal-human integration	<ul style="list-style-type: none"> Limited measures have been implemented by responsible Government departments. 	<ul style="list-style-type: none"> The animal protection authority, TCAPO, has coordinated and implemented relevant measures as part of the comprehensive action plan to promote Taipei as an animal-friendly city (“動物友善城市行動計劃”). 	<ul style="list-style-type: none"> Individual central and local government authorities have initiated animal-friendly measures to supplement the animal welfare system administered by MPI.
Providing activity spaces for pet animals	<ul style="list-style-type: none"> Providing 45 pet gardens; and Piloting an “inclusive parks for pets” scheme in six selected parks in 2019. 	<ul style="list-style-type: none"> Opening all parks and playgrounds for access by pet animals provided that they are kept on a leash or under proper control; establishing dedicated dog parks and designating activity spaces for dogs in specific public parks; and implementing the voluntary Animal-Friendly Spaces Campaign (“動物友善空間計劃”) to encourage public and private establishments to open their facilities for access by pet owners together with their pets. 	<ul style="list-style-type: none"> Individual local governments have designated dog exercise areas such as parks and beaches where dogs can exercise off-leash.

	Hong Kong	Taipei	New Zealand
B. Animal-friendly policy measures (cont'd)			
Access of pet animals to public transport	<ul style="list-style-type: none"> Some public transport modes such as public light buses, taxis, ferries and non-franchised buses may allow passengers to carry pets on board at their discretion, but MTR and franchised buses do not allow passengers to carry animals except for guide dogs on board. The Government has no plan to change the existing arrangements. 	<ul style="list-style-type: none"> Most public transport operators allow passengers to carry a small pet animal on board if it is kept in a container. TCAPO has piloted a “dog-friendly” bus services programme (“友善狗狗公車計劃”) allowing passengers to travel with bigger dogs and other pet animals on seven bus routes on weekends and holidays. 	<ul style="list-style-type: none"> Some major cities such as Wellington and Auckland have relaxed the access rules allowing pet owners to travel with a small pet animal during off-peak hours provided that it is kept in a pet carrier.
Education/training programmes for pet owners and/or pet animals	<ul style="list-style-type: none"> Education and publicity programmes targeting at pet owners have been implemented to promote responsible pet ownership and proper care for animals. 	<ul style="list-style-type: none"> Free training courses for pet owners and pet animals are provided to promote responsible pet ownership, relationship building with pet animals, and proper management of pet animals' behaviours. 	<ul style="list-style-type: none"> The codes of welfare for specific animals such as pet cats and dogs provide information and guidelines on the standards and best practices for animal care and management. Relevant pet animal training programmes are mainly offered by private organizations.
Other measures	<ul style="list-style-type: none"> Keeping of small household pets is allowed in PRH estates but there has been no plan to relax the restriction on dog keeping. 	<ul style="list-style-type: none"> Private organizations are subsidized to set up animal hospice service centres to support needy pet owners to take care of their aged pet animals. 	<ul style="list-style-type: none"> The restriction on pet keeping in public housing has been relaxed.

Source: LegCo, 2019

Pet Friendly Policies

The role of pets has evolved from being guards to cherished family members, providing emotional support and fostering an expectation of mutual respect (Junca-Silva, 2022). This shift has propelled pet-friendly policies, prevalent in Europe and Asian locales like Taipei and New Zealand. Hong Kong is referencing these models to become more pet-inclusive (LegCo, 2019). Taipei designates off-leash dog parks and awards labels to pet-welcome establishments (TCAPO, 2019). New Zealand relaxed regulations, now permitting dogs in food premises (except food handling areas) and allowing both on and off-leash activities in designated public spaces, fostering integration into human life (Food Standards Australia New Zealand, 2023; Auckland Council, 2024).

Pet-Related Disputes in Hong Kong Private Residential Buildings

Hong Kong's dense, high-rise living creates an environment where diverse resident expectations can easily lead to disputes, with pets being a significant source. These conflicts often arise when nuisances exceed tolerance levels, potentially resulting in civil or criminal liabilities for owners (Chan, 2015; CLIC, 2021; EPD, 2022; AFCD, 2024). Key pet-related disputes involve hygiene, noise, and injury. Unsatisfactory handling of pet waste can cause health issues and psychological disturbance from odour, leading PMCs to seek resolutions like reminders or intensified cleaning, with Government enforcement as a last resort (Tang, 2013; CLIC, 2023; Nidirect government services, 2024). Noise from dogs, cats, and birds, often stemming from owners' neglect or lack of knowledge, requires PMC coordination to establish acceptable time periods and issue reminders; persistent issues can also lead to fines (Tang, 2013; Travernier *et al.*, 2020; CLIC, 2021; Augusta Georgia, 2024; EPD, 2024; Toowoomba Region, 2024). Injuries from pets, primarily to hands, pose disease transmission risks like rabies or cat-scratch disease (Chan *et al.*, 2017; U.S. Centers for Disease Control and Prevention, 2024). While vaccinations prevent many issues, PMCs often assist in negotiating reimbursements between parties and must provide evidence like CCTV footage to law enforcement if a consensus cannot be reached (Chu & Tam, 2009; Chan *et al.*, 2017). This presents an ongoing challenge for PMCs in balancing pet ownership within confined residential spaces.

Current Development of Hong Kong Government's Legal Framework

Hong Kong's legal framework for managing pets in private residential estates is a dual structure founded on ordinances and the private Deed of Mutual Covenant (DMC). Ordinances provide the statutory basis for addressing specific nuisances. Under the Public Cleansing and Prevention of Nuisances Regulation (Cap. 132BK), dog owners face substantial fines, up to \$25,000, for failing to clean their pet's waste from common areas (FEHD, 2024). The Noise Control Ordinance (Cap. 400) empowers authorities to levy fines of up to \$10,000 if a pet's noise, such as sustained barking, causes a nuisance to neighbours (CLIC, 2021). For injuries, the Rabies Ordinance (Cap. 421) requires dogs to be leashed in public spaces. Owners can be fined \$10,000 if their unrestrained dog injures a person, unless they can prove all reasonable preventive measures were taken. The Dangerous Dogs Regulation (Cap. 167D) imposes stricter penalties, including a \$25,000 fine or three months' imprisonment, for failing to control a large breed dog (20kg or over). Furthermore, mandatory dog licensing and vaccination against rabies every three years is enforced under the Rabies Regulation (Cap. 421A), with non-compliance punishable by a \$10,000 fine.

However, the application of these public laws is profoundly shaped by the private contractual agreement known as the DMC. This legally binding document, unique to each building, outlines the rules for managing the estate and using its common areas. Its clauses regarding pets are decisive, a principle firmly established by contrasting court rulings (CLIC, 2024; HAD, 2017). In the landmark Mei Foo Sun Chuen case, the District Court ruled in favour of dog owners because the building's DMC contained no clause prohibiting pets, rendering the management's "no dog" rule *ultra vires* (beyond its legal power) (Kwok, 2008). Conversely, in the Serenade Cove case, the court upheld the management's right to enforce a pet ban and compel residents to remove their dogs because the DMC explicitly stipulated that keeping pets required written consent from the manager. The management had acted upon receiving numerous nuisance complaints (Chung, 2010).

These rulings provide a clear inspiration that a PMC authority is not absolute but is circumscribed by the specific wording of the DMC. Typically, DMCs fall into one of three categories: those explicitly permitting pets, those silent on the matter (which are generally treated as permissive unless nuisance complaints arise), and those explicitly prohibiting pets, which grant the PMC clear authority to enforce a ban. Consequently, the DMC is the foundational document, and any pet control measures implemented by a PMC must not contravene its clauses. Each dispute must be analyzed on its individual merits based on this private contractual framework, with ordinances serving as a supporting enforcement tool for specific nuisance issues (Chung, 2010; Ricacorp Mortgage Agency Limited; 2018).

Methodology

This research employed a mixed-methods approach for data collection, utilizing both qualitative in-depth interviews and quantitative surveys to investigate the implementability and effectiveness of pet control measures in three private estates whose DMC does not prohibit pets. The evaluation frameworks from the section of “Effective Implementation” guided the investigation into factors impacting these measures in tackling hygiene, noise, and safety issues.

In-depth interviews were conducted with property officers and managers. For implementability, these interviews qualitatively assessed each measure across four domains: usability (clarity & ease of execution), validity (legal compliance with the DMC), communicability (stakeholder engagement), and resource implications. For effectiveness, the interviews gathered objective data on internal measures (e.g., time and resource input) and output measures (e.g., reduction in complaint rates and compliance levels).

Quantitatively, surveys were distributed to residents. To ensure a balanced comparison, a 1:1 ratio was achieved by sampling 30 pet owners and 30 non-pet owners from each of the three estates, resulting in 180 total respondents. The surveys measured subjective satisfaction to learn the effectiveness: pet owners were surveyed on their satisfaction with pet-friendliness, inclusiveness, and supportiveness, while non-pet owners were surveyed on their satisfaction with improvements in living quality, such as hygiene, noise, and safety standards. Property management staff assisted in identifying residents and distributing invitations to participate to minimize disturbance.

Data Analysis & Discussion

Figure 6: Overview of the Three Selected Private Estates

	Estate A	Estate B	Estate C
Location	Yuen Long, New Territories	Lam Tin, Kowloon	Mid-Levels, Hong Kong
Year of Establishment	2014	1991	1993
No. of Units	780 units	4,110 units	528 units
Area of Communal space (sq. ft)	~130,000 sq. ft	~430,000 sq. ft	~50,000 sq. ft
DMC clause related to pets owning	Not disallowing pets, but no nuisance to residents should be caused	Not disallowing pets, but no nuisance to residents should be cause	Not disallowing pets, but no nuisance to residents should be cause
Current Pet Control Measures	<ul style="list-style-type: none"> • Pet Walking Path/Pet Activity Area • Pet Waste Station • Pet Care Station (Diapers & Poop Bags) • Dog Latrine • Pet Training Workshop 	<ul style="list-style-type: none"> • Collection of Dogs' Vaccination and License Record 	<ul style="list-style-type: none"> • White Noise Machine Lending Service
Disapproved/ Abandoned Pet Control Measures	N/A	<ul style="list-style-type: none"> • Pet Walking Path • Dog Latrine (Disapproved) 	<ul style="list-style-type: none"> • Pet Walking Path (Abandoned)
Pet-Friendly Events	<ul style="list-style-type: none"> • Pet Carnival • DIY Pet Accessories Workshop • Pet Food Cooking Class • Tour Exhibition 	N/A	N/A

Source: Estate A, 2025; Estate B, 2025; Estate C, 2025

Estate A

Estate A, a medium-scale estate in Yuen Long established in 2014, consists of 780 units and does not disallow pet ownership provided no nuisance is caused (HKIFM, 2023). It has implemented a comprehensive suite of pet control measures aimed at hygiene, noise, and safety, alongside initiatives to foster a pet-friendly environment.

The core infrastructure includes a designated pet walking path with pet activity areas for socialization, though these high-traffic zones require more frequent cleaning. To address hygiene, several supporting facilities were introduced: pet waste stations placed throughout communal areas encourage proper waste disposal; accompanying pet care stations provide complimentary amenities like diapers, poop bags, and odour neutralizers for immediate use; and a dedicated dog latrine was installed in 2016, which requires specific sanitation methods like deodorizing and sand replacement.

Beyond physical measures, the estate proactively addresses owner behaviour. Biannual pet training workshops, conducted in collaboration with the AFCD, educate owners on responsible practices and provide techniques for non-owners interacting with pets. Furthermore, the PMC organizes pet-friendly events such as carnivals, DIY workshops, and cooking classes to enhance the sense of inclusion for pet-owning residents. Regular tours are also held to familiarize all residents with the location and purpose of the various pet facilities, promoting awareness and proper usage. This all-rounded strategy combines physical infrastructure, education, and community engagement to manage pets effectively (Figure 6).

Estate B

Estate B, a large-scale estate in Lam Tin established in 1991, consists of 4,110 units and does not disallow pet ownership provided no nuisance is caused (HKIFM, 2023). The sole implemented measure is the voluntary collection of dogs' vaccination and license records, initiated in 2000 to address resident safety concerns regarding diseases like rabies and to ensure compliance with the Rabies Regulation. This measure aims to reassure non-pet owners but lacks enforceability, as provision of proof is optional.

In contrast, more substantive proposals for a pet walking path and a dog latrine, aimed at mitigating hygiene and safety concerns, were disapproved by the Owners' Committee (OC). The OC rejected the walking path due to concerns over high pedestrian traffic causing disturbance and opposed the latrine over potential hygiene, odor issues for nearby residents, and the perceived unfairness of using communal funds to serve only pet owners' interests (Figure 6).

Estate C

Estate C, a medium-scale estate in Mid-Levels established in 1993, consists of 528 units and does not disallow pet ownership provided no nuisance is caused (HKIFM, 2023). The estate's current pet control is offering only a white noise machine lending service. Initiated in 2022, this service was originally for residents disturbed by external noise but was identified by the PMC as a tool to soothe pets with a steady sound frequency, thereby inhibiting their intention to produce noise while owners are away.

A more substantive measure, a designated pet walking path implemented in 2020 to concentrate waste and narrow the affected hygiene scope, was abandoned after just one year. It was cancelled due to numerous resident complaints about severe sanitation deterioration caused by the high intensity of pet walking traffic in the routed area (Figure 6).

Discussion & Analysis of Pet Control Measures

Eight pet control measures were found from the three selected estates. Each pet control measure was analyzed by adopting the evaluation framework of implementability and effectiveness respectively.

Pet Walking Path

Regarding the implementability of a designated pet walking path, its usability is straightforward, requiring no complex procedures from staff beyond issuing notices and signage. It presents no legal (validity) concerns. However, communicability was a significant shortcoming in all three estates, as PMCs did not engage all residents prior to implementation. Decisions were based on consultations with a minority, such as the OC, despite survey data from Estates B and C showing non-pet owners highly valued such a measure for hygiene and safety. This indicates a need for more comprehensive resident surveys. Resource-wise, the measure demands no major funding but does

require additional cleaning time and, crucially, spacious communal areas to successfully separate pets from non-pet owners, a factor Estate C lacked.

Regarding effectiveness, the measure requires an internal input of 30-60 minutes of additional cleaning twice daily. While output data on complaint reduction was unavailable from Estate A, high survey ratings from pet owners on ease of understanding (4.6) and compliance (4.5) suggest good adherence. Most importantly, the measure achieved high satisfaction ratings from both pet owners (4.4) and non-pet owners (4.1), demonstrating its effectiveness in balancing the interests of all residents and facilitating a harmonious living environment.

Pet Activity Area

Regarding the implementability of a pet activity area, its usability is straightforward, requiring no complex procedures from staff beyond installing signage. It raises no legal (validity) concerns. However, a high degree of communicability is required; while Estate A implemented it without prior resident engagement, it is suggested that such a measure, as part of the communal area, should be decided by majority vote. Resource-wise, it demands no additional funding but does require more spacious communal grounds than a walking path and necessitates additional cleaning time from staff.

Regarding effectiveness, the internal resource input is identical to that of a pet walking path. While output data on compliance was unavailable, survey results from Estate A indicate a high likelihood of owner compliance, with strong ratings for ease of understanding (4.6) and complying (4.5). Crucially, the measure achieved high satisfaction, with pet owners in Estate A reporting an average rating of 4.5 for inclusiveness and environment, and non-pet owners reporting 4.2 for safety. High importance ratings from both groups in all estates demonstrate the measure's effectiveness in balancing interests and fostering a harmonious living environment.

Pet Waste Station

Regarding the implementability of pet waste stations, its usability is straightforward, requiring only the placement of bins and signage, with no complex procedures. The measure involves no legal concerns. Communicability requirements are low due to its minimal influence and complexity; in Estate A, it was approved by the OC in direct

response to odor complaints about waste in general bins. Resource needs are modest, requiring approximately \$100 per station for the bins with no additional manpower.

Regarding effectiveness, the internal measure requires no notable processing time beyond routine waste collection. While output data on compliance was unavailable, the cessation of related complaints in Estate A and high survey ratings from pet owners for ease of understanding (4.6) and complying (4.5) indicate strong effectiveness. The measure achieved high satisfaction, with average ratings of 4.3 from pet owners for convenience and 4.2 from non-pet owners for hygiene in Estate A, demonstrating its success in serving both groups.

Pet Care Station

Regarding the implementability of a pet care station, its usability is straightforward, requiring only a small corner for amenities and basic signage, with no complex procedures. It involves no legal concerns. Communicability requirements are low due to the measure's minimal influence; in Estate A, implementation was approved by the OC in direct response to hygiene complaints about waste in communal areas. Resource needs are modest, requiring approximately \$300 per station for initial amenities and funding for regular refills, but no additional manpower or space.

Regarding effectiveness, the internal measure requires no notable processing time beyond purchasing and refilling supplies. While hard output data was unavailable, high survey ratings from pet owners in Estate A for ease of understanding (4.6) and complying (4.5) indicate strong compliance. The measure facilitated high satisfaction, with average ratings of 4.2 from pet owners for convenience and 4.1 from non-pet owners for hygiene, demonstrating its success in serving both groups.

Dog Latrine

Regarding the implementability of a dog latrine, its usability is straightforward, requiring no specific procedures beyond notices and signage, its validity is contingent on legal approval. As an Alterations and Additions work, it requires submission to the Buildings Department for approval under the Buildings Ordinance prior to commencement. Communicability requirements are high due to its impact on communal areas and significant funding; in Estate A, it was approved by the OC only after other measures were unable to resolve hygiene complaints. Resource needs

are substantial, requiring not only sufficient space but also significant funding—approximately \$100,000 for builder's work and BD application—along with specific cleaning protocols.

Regarding effectiveness, the internal measure requires no notable extra time, only routine cleaning like spraying odor eliminator and sand replacement. While hard output data was unavailable, high survey ratings from pet owners for ease of understanding (4.6) and complying (4.5) indicate strong compliance. The measure achieved balanced satisfaction, with both pet owners and non-pet owners in Estate A reporting an average rating of 4, demonstrating its effectiveness in maintaining harmony.

Pet Training Workshop

Regarding the implementability of pet training workshops, its usability is simple, requiring only coordination with AFCD and promotional posters. The measure involves no legal concerns, and due to its low complexity and influence, communicability requirements with stakeholders prior to implementation are minimal. Resource needs are low, requiring no funding or hardware, only the use of a function room and PMC staff for on-site standby.

For effectiveness, the internal measure involves organizing a quarterly 1-hour seminar. While hard output data was unavailable, high survey ratings from pet owners in Estate A for ease of understanding (4.6) and complying (4.5) indicate strong compliance. The measure achieved high satisfaction, with pet owners reporting an average rating of 4.3 for supportiveness and environment, and non-pet owners in Estate A reporting a rating of 4 for various living quality metrics. Results from all estates show the workshop facilitates satisfaction for both resident groups.

Collection of Dogs' Vaccination Record

Regarding the implementability of collecting vaccination, while it aligns with the Rabies Regulation and requires no funding or hardware, its usability involves staff inputting data and directly contacting owners. A key challenge is communicability; as implementation in Estate B was proactive and without prior engagement, the measure's voluntary nature means owners can refuse to provide records, necessitating advance understanding of their attitudes.

Regarding the effectiveness, the internal measure requires minimal processing time for record input. However, output is weak: survey data from Estate B indicates only a medium likelihood of owner compliance, with low ratings for ease of understanding (2.8) and complying (3.1). Satisfaction is medium overall, with nearly half of pet owners feeling unsupported and non-pet owners reporting an average safety satisfaction rating of just 3.

White Noise Machine Lending Service

Regarding the implementability of the white noise machine lending service, its usability is straightforward, requiring only record input and explaining the machine's benefits to owners. It involves no legal concerns. While communicability was initially low in Estate C, it is suggested that a trial period be used to promote its effect and gather feedback, as the concept is unfamiliar to some. Resource needs are minimal, with each machine costing around \$300 and no additional space required.

For effectiveness, internal processing time is negligible. The service achieved an 80% issue resolution rate in Estate C, and survey data indicates a high likelihood of owner compliance, with ratings of 3.6 for both ease of understanding and complying. However, satisfaction is medium, with pet owners averaging a rating of 3.6 and non-pet owners a lower 2.8, primarily due to noise concerns.

Recommended Pet Control Measures for Effective Implementation

Figure 7: Ranking of Pet Control Measures

	Pet Walking Path	Pet Activity Area	Pet Waste Station	Pet Care Station	Dog Latrine	Pet Training Workshop	Collection of Dogs' Vaccination Record	White Noise Machine Lending Service
Focused Issue(s)	Hygiene & Safety	Safety	Hygiene	Hygiene	Hygiene	Hygiene, Noise & Safety	Safety	Noise
Implementability								
Degree of Usability	High	High	High	High	High	High	High	High
Degree of Validity	High	High	High	High	Medium	High	High	High
Degree of Communicability Dispensableness	Low	Low	High	High	Low	High	Medium	Medium
Degree of Resources Dispensableness	Medium	Medium	Medium	Medium	Low	High	High	Medium
AVERAGE	Medium	Medium	Medium-High	Medium-High	Medium-Low	High	Medium-High	Medium-High
Effectiveness								
Performance of Internal Measure	Medium	Medium	High	High	Medium	High	High	High
Performance of Output Measure	High	High	High	High	High	High	Medium	High
Performance of Satisfaction	High	High	High	High	High	High	Medium	Medium
AVERAGE	Medium-High	Medium-High	High	High	Medium-High	High	Medium-High	Medium-High
RANKING	3rd	7th	2nd	2nd	4th	1st	6th	5th

Based on survey data from three estates, non-pet owners identified hygiene (38%), noise (29%), and safety (2%) as the most common issues. Recommended pet control measures are prioritized accordingly. The pet training workshop is the top recommendation, addressing all three issues with high implementability and effectiveness, supported by strong importance ratings from non-pet owners. Pet waste and care stations rank second for hygiene prevention, advised for simultaneous implementation. The pet walking path follows for hygiene and safety. The dog latrine, white noise machine, vaccination record collection, and pet activity area are subsequently recommended (Figure 7).

Conclusion

Hong Kong's progression towards a pet-friendly environment lags behind other developed cities. While some shopping malls are implementing successful measures, most private residential buildings rely on reactive, ineffective methods like notices and signage (Ng, 2023). PMCs must adopt a proactive "prevention is better than cure" mindset by exploring implementable and effective pet control measures. However, resource implications remain a significant hindrance for small-scale estates and PMCs in adopting these necessary changes.

Development of the Balance between Pet Control and Pet-Friendly Environment

Survey results show both pet owners and non-pet owners agree on balancing pet control with a pet-friendly environment, with younger residents being more supportive (Carnovale *et al.*, 2022). PMCs should create a balanced approach that addresses non-owners' concerns about hygiene, noise, and safety while ensuring owners feel included through convenience and support. Organizing pet events, like in Estate A, can foster community harmony and increase overall satisfaction with PMC services.

Proactive Engagement with Stakeholders by PMCs in the Phases of Initiation and Planning

Effective stakeholder engagement is critical during the initiation and planning phases. PMCs must proactively consult residents via surveys to align measures with community needs, ensuring transparency and trust. For instance, pet walking paths were rejected in Estates B and C despite non-owner support for hygiene and safety. Therefore, understanding majority opinions and ensuring clear communication of measure details are essential before implementation, especially for initiatives impacting communal spaces.

Continuous Monitoring of the Output Measure & Residents' Satisfaction in Effectiveness by PMCs

PMCs often lack data on complaint reduction and compliance rates. To properly assess effectiveness, they must establish systems for ongoing monitoring of output metrics and resident satisfaction, enabling continuous improvement of pet control measures.

The Challenges of Resource Implications for Small-Scale Private Estates and Residential Buildings & PMCs on Implementing Measures

Small-scale private estates often face significant resource constraints that hinder pet control implementation. Financially, limited funding from few units covers only essential services like security and maintenance, leaving little for additional measures. Manpower is typically minimal, restricted to basic security without a central office. Geographically, a lack of spacious communal areas prevents measures like pet walking paths or activity zones. Consequently, hardware-dependent solutions such as pet waste stations, care stations, or dog latrines are often impractical. Only low-resource measures like pet training workshops (requiring rented function space) and voluntary vaccination record collection are feasible. However, these still increase the workload for PMC officers already managing multiple buildings, posing a challenge to sustainable execution.

Limitation of the Study

PMCs mostly recognize dog owners (84%) due to daily encounters, so most questionnaires went to them. Consequently, most pet-related complaints are caused by dogs.

Further Areas of Study

The analyzed pet control measures focus on issues from dogs, so exploring issues from other pets is suggested. Further research could provide PMCs insights for future uncommon issues. As the Hong Kong Government may allow pets in PRHs, this research's analytical framework could be used as reference to explore implementability and effectiveness, which may find different results without a DMC or BMO legal framework. For the framework itself, further research should determine the significance of each criterion in implementability and effectiveness to weigh their importance proportionally, rather than averaging them.

Reference

Agriculture, Fisheries & Conservation Department (2024), *No Abandonment*. Hong Kong: Agriculture, Fisheries & Conservation Department. Available at: https://www.pets.gov.hk/english/animal_health_and_welfare/no_abandonment.html

Agriculture, Fisheries & Conservation Department (2024), *Proper Control*. Hong Kong: Agriculture, Fisheries & Conservation Department. Available at: https://www.pets.gov.hk/english/proper_care_of_pets/dogs/proper_control.html#tab_03

Auckland Council (2024), *Dogs and other animals*, Auckland, New Zealand: Auckland Council. Available at: <https://www.aucklandcouncil.govt.nz/dogs-animals/Pages/default.aspx>

Augusta Georgia (2024), *Why Dogs Bark*, Georgia, U.S.: Augusta Commission. Available at: <https://www.augustaga.gov/2598/Why-Dogs-Bark>

Carnovale, F. *et al.* (2012), "Gender and Age Effects on Public Attitudes to, Knowledge of, Animal Welfare in China", *Animals*, Vol.12. 11.

Census and Statistics Department (2019), *Thematic Household Survey Report No. 66*, Hong Kong, Census and Statistics Department. Available at: https://www.censtatd.gov.hk/en/data/stat_report/product/C0000034/att/B11302662019XXXXB0100.pdf

Chan *et al.* (2017), "Injuries caused by pets in Asian urban households: a cross-sectional telephone survey", *BMJ Open*, Vol.7.

Chan, W. Y. (2015), *Identification of Mediation Skills that can be used in Housing Management: A study in the Public Sector*, unpublished MA dissertation, The University of Hong Kong.

Chung, P. L. (2010), *Housing Express – 大廈公契與「狗」*, Hong Kong: Chartered Institute of Housing Asian Pacific Branch (*in Chinese*). Available at: http://www.cih.org.hk/publication_download/HousingExpress201009/00_full_Housing%20Express%200710.pdf

Chu, C.Y. & Tam, T.Y. (2009) "A serologically proven case of cat-scratch disease presenting with neuroretinitis", *Hong Kong Medical Journal*, Vol.15. 5, pp. 391-393.

Community Legal Information Centre (2021a), *Common types of nuisance: Animals*. Hong Kong: The University of Hong Kong. Available at: <https://familyclhc.org.hk/en/topics/daily-lives-legal-issues/disputes-with-neighbours/common-types-of- nuisance-animals/#:~:text=lf%20a%20unit%20owner%20or, neighbour%20is%20an%20actionable%20nuisance>

Community Legal Information Centre (2021b), *Common types of nuisance: Smoke, fumes and smells*. Hong Kong: The University of Hong Kong. Available at: <https://familyclhc.org.hk/en/topics/daily-lives-legal-issues/disputes-with-neighbours/common-types-of- nuisance-smoke-fumes-and-smells/>

Community Legal Information Centre (2021c), *What kinds of pets can be kept?*. Hong Kong: The University of Hong Kong. Available at: <https://familyclhc.org.hk/en/category/topics/daily-lives-legal-issues/laws-relating-to-pets/>

Community Legal Information Centre (2024), *Deed of Mutual Covenant and Owners' Corporation*, Hong Kong: The University of Hong Kong. Available at: https://www.clhc.org.hk/en/topics/saleAndPurchaseOfProperty/deed_of_mutual_covenant_and_owners_corporation

Dodd, C. (2024), *White Noise Machines for Dogs: Everything You Need to Know*, New York, U.S.: American Kennel Club. Available at: <https://www.akc.org/expert-advice/home-living/white-noise-machines-for-dogs/>

Environmental Protection Department (2022), *Guidelines on Managing Quiet Renovation*. Hong Kong, China: Environmental Protection Department. Available at: [http://www.quietrenovation.com/Content/document/Technical%20Guidebook%20\(ENG\).pdf](http://www.quietrenovation.com/Content/document/Technical%20Guidebook%20(ENG).pdf)

Environmental Protection Department (2024), *Dealing with Noise Nuisance*. Hong Kong: Environmental Protection Department. Available at: https://www.epd.gov.hk/epd/sites/default/files/epd/english/environmentinhk/noise/guide_ref/Dealing%20with%20Noise%20Nuisance.pdf

Flaspohler, P. D. *et al.* (2008), "Supporting implementation of expanded school mental health services: Application of the Interactive Systems Framework in Ohio", *Advances in School Mental Health Promotion*, Vol. 1, pp. 38-48.

Food and Environmental Hygiene Department (2024), *Clean up after your dog*, Hong Kong: Food and Environmental Hygiene Department. Available at: https://www.fehd.gov.hk/english/pleasant_environment/library/dogleaflet/CleanUpAfterYourDog.pdf

Food Standards Australia New Zealand (2023), *Animals*, Australia: Food Standards Australia New Zealand. Available at: <https://www.foodstandards.gov.au/business/food-safety/fact-sheets/animals>

Gagliardi, A. R. *et al.* (2012), "The guideline implementability research and application network (GIRAnet): an international collaborative to support knowledge exchange: study protocol", *Implementation Science*, Vol.7. 26.

HealthforAnimals (2022), *Global State of Pet Care – Stats, Facts and Trends*, Brussels, Belgium: HealthforAnimals. Available at: <https://healthforanimals.org/wp-content/uploads/2022/07/Global-State-of-Pet-Care.pdf>

HKIFM (2023), *Excellence in Facility Management Award (EFMA) 2023/24 – Application/Nomination Guidelines*, HKSAR: The Hong Kong Institute of Facility Management. Available at: https://www.hkifm.org.hk/award2023/doc/EFMA2023_Assessment%20Criteria_Final.pdf

Home Affairs Department (2017), *A Guide on Building Management Ordinance (Cap. 344)*, Hong Kong: Home Affairs Department. Available at: https://www.buildingmgt.gov.hk/file_manager/en/documents/bmo_guide/a_guide_on_building_management_ordinance_cap344_en.pdf

Improvement Skills Consulting Ltd. (2008), *Measuring Process Performance*, High Wycombe, U.K.: Improvement Skills Consulting Ltd. Available at: <https://ianjseath.wordpress.com/wp-content/uploads/2009/04/measuring-processes.pdf>

International Organization for Migration (2024), *Features of effective implementation*, Switzerland: International Organization for Migration. Available at: <https://emm.iom.int/handbooks/stage-6-policy-implementation/features-effective-implementation>

Junca-Silva, A. (2022), "Friends with Benefits: The Positive Consequences of Pet-Friendly Practices for Worker's Well-Being", *International Journal of Environmental Research and Public Health*, Vol.19. 3, pp. 1069

Kwok, K. Y. (2008), *住戶守則的法律效力*, Hong Kong: Chartered Institute of Housing Asian Pacific Branch (*in Chinese*). Available at: http://www.cih.org.hk/event_speaker_download/events2009032801/pdf004.pdf

Legislative Council of HKSAR (2019), *Information Note: Animal-friendly measures in selected places*, Hong Kong, China: Legislative Council of HKSAR. Available at: <https://www.legco.gov.hk/research-publications/english/1819in20-animal-friendly-measures-in-selected-places-20190827-e.pdf>

Leisure and Cultural Services Department (2024), *Inclusive Park for Pets*, Hong Kong: Leisure and Cultural Services Department. Available at: <https://www.lcsd.gov.hk/en/facilities/otherinfo/petpark.html>

Lemieux-Charles, L. *et al.* (2011), "How can we improve guideline use? A conceptual framework of implementability", *Implementation Science*, Vol.6. 1, pp. 26

Meyers, D. C. *et al.* (2012), "The Quality Implementation Framework: A Synthesis of Critical Steps in the Implementation Process", *American Journal of Community Psychology*, Vol. 50, pp. 462-480.

Ng, P. Y. (2023), *Shopping with Furry Companions: Implementation of Pet-friendly Practices on Customer Satisfaction in Shopping Centres in Hong Kong*, unpublished MA dissertation, The University of Hong Kong.

Nidirect government services (2024), *Pet hygiene*. U.K.: Government of the U.K. Available at: <https://www.nidirect.gov.uk/articles/pet-hygiene>

Ricacorp Mortgage Agency Limited (2018), *養寵物買樓須知*, Hong Kong, China: Ricacorp Mortgage Agency Limited (*in Chinese*). Available at: <https://www.ricamortgage.com/%E9%A4%8A%E7%AB%89%E7%89%A9%E8%B2%B7%E6%A8%93%E9%A0%88%E7%9F%A5/>

Srinivasan, K. (2013), "The biopolitics of animal being and welfare: dog control and care in the UK and India", *Transactions of the Institute of British Geographers*, Vol.38. 1, pp. 106-119.

Taipei City Animal Protection Office (2019), *107 年重要業務成果內容綱要*, Taipei, Taiwan: Taipei City Animal Protection Office (*in Chinese*). Available at: <https://www-ws.gov.taipei/Download.ashx?u=LzAwMS9VcGxvYWQvNDExL3JlbGZpbGUvMjA0NTIvNzk3OTE1My8yNTVjNjFhNy1iZDBILTQxMzltOTcyYy0xMWNiNmNmOGE3ZDYucGRm&n=MTA35bm05bqm6YeN6KaB5qWt5YuZ5oiQ5p6cLnBkZg==&icon=..pdf%20>

Tam, T. (2024), "*Pawsitive*" outlook for Hong Kong pet-friendly retail market, Hong Kong, Jones Lang LaSalle. Available at: <https://www.jll.com.hk/en/trends-and-insights/research/pawsitive-outlook-for-hong-kong-pet-friendly-retail-market>

Tang, S. Y. (2013), *The Applicability of Mediation Concepts and Skills to Housing Management*, unpublished MA dissertation, The University of Hong Kong.

The Government of HKSAR Press Release (2024), *LCQ10: Pet-friendly measures*, Hong Kong: The Government of HKSAR Press Release. Available at: <https://www.info.gov.hk/gia/general/202402/21/P2024022100260.htm>

The Hong Kong Institute of Facility Management (2016), *The HKIFM Excellence in FM Award (EFMA) 2016*, Hong Kong: The Hong Kong Institute of Facility Management. Available at: <http://hkaee.org/Flyer-20160519-HKIFM.pdf>

Toowoomba Region (2024), *Squawking/screeching birds*, Queensland, Australia: Toowoomba Regional Council. Available at: <https://www.tr.qld.gov.au/our-region/living-here/animals/13130-squawking-screaching-birds#:~:text=Fear%2C%20which%20can%20cause%20a,people%20moving%20around%20the%20house.>

Travenier, C. *et al.* (2020), "Feline vocal communication", *Journal of Veterinary Science*, Vol.21. 1.

U.S. Centers for Disease Control and Prevention (2024), *About Rabies*. U.S.: U.S. Centers for Disease Control and Prevention. Available at: <https://www.cdc.gov/rabies/about/index.html#:~:text=Rabies%20is%20a%20fatal%20but,scratches%20of%20an%20infected%20animal.>

Westland, J. (2007), *The Project Management Life Cycle – A complete step-by-step methodology for initiating, planning, executing & closing a project successfully*, London, U.K.: Kogan Page.

Wong, K. Y. (2020), *Keeping of pet dogs in the multi-owned residential building in Hong Kong: Conflicts and resolution*, unpublished MA dissertation, The University of Hong Kong.

Examining the Impact of Youth Hostels on Well-Being: A Research Study of Young Residents in Hong Kong Youth Hostel



Lo Ting Fung Kelvin
Wong Siu Sam
Lui Shun Lam
Cheung Yin Hing
Ng Sum Yu Angel
Master of Arts in Housing and Urban Management
City University of Hong Kong

Introduction

The Government introduced the Youth Hostel Scheme (YHS) in the 2011 Policy Address. This initiative responds to concerns expressed by various non-governmental organizations (NGOs) regarding the need for suitable accommodation for working youths. The initiative involves full funding for Youth Hostels on under-utilized sites, with the expectation that they will become self-financing. In 2024, the YHS was expanded to include subsidies for NGOs to rent hotels and guesthouses as Youth Hostels. The Policy Address emphasizes the need for collaboration across sectors to tackle the shortage of affordable housing and highlights the importance of independent living spaces for young people's self-sufficiency and stability, as demonstrated by Youth Hostel projects.

In Hong Kong, 72.6% of non-married young people aged 15 to 34 live with their parents, highlighting the challenges of independent living due to high housing prices and cultural norms that discourage leaving home before marriage (Yip 2012). In 2025, average property prices for small units reached \$13,448.63 per sq. ft. on Hong Kong Island and \$11,457.36 per sq. ft. in Kowloon, while median monthly earnings for those aged 15-24 and 25-34 were only \$15,400 and \$22,500, respectively (Census and Statistics Department 2025), illustrating severe housing unaffordability. Prolonged education and student debt further hinder young people's independence, with 32,212 post-secondary students receiving loans averaging \$52,970.26 in the 2024-2025 academic year (Working Family and Student Financial Assistance Agency 2025).

In 2023, Hong Kong had the least affordable housing market among developed economies, with a Housing Affordability Rating of 16.7. Young people face significant financial burdens after moving out from parental home, often spending nearly 40% of their household income on housing, which impacts their mental health and aspirations, including marriage (Musa et al., 2021). The YHS aims to provide affordable living spaces for young workers, with rents ranging from \$3,000 to \$4,000 per month, significantly lower than private housing. The scheme allows young individuals to live independently while alleviating some financial pressure, making it a viable alternative for those navigating early career challenges. However, the high demand and stringent eligibility criteria mean that access remains limited.

In Hong Kong, average monthly housing expenditure accounts for 39.3% of total household spending, significantly impacting mental health (Census and Statistics Department 2024). The cultural phenomenon of "tang ping," or "lying flat," reflects young people's rejection of overwork and high aspirations due to their financial struggles. The lack of affordable housing creates barriers to homeownership and marriage, with rising economic pressures leading to declining marriage rates and increased median ages at first marriage. In *Marriage and Divorce Trends in Hong Kong*, it shows that the crude marriage rate of male and female from 2016 to 2020 are 14.8 and 12.6, 15.3 and 12.9, 14.5 and 12.2, 12.9 and 10.8 and 8.2 and 6.8 respectively. Young individuals often postpone marriage until they achieve financial stability, opting for a low-consumption lifestyle as a form of silent protest against societal expectations.

The YHS in Hong Kong aims to provide affordable housing for working young people while utilizing vacant development sites. Completed projects include hostels in the New Territories, which account for the majority of bed spaces. Rental costs range from \$3,000 to \$4,000 per month, making them accessible for young workers, given their median monthly earnings of \$15,200 for those aged 15-24 (Census and Statistics Department 2025). This results in a rent-to-income ratio of approximately 13% to 26%. With living spaces exceeding government minimum standards, the YHS offers a viable option for young individuals navigating early career challenges.

This research investigates the effects of Youth Hostels on the well-being of young people aged 18 to 30 in Hong Kong. Despite their growing recognition as affordable accommodations, there is a notable lack of comprehensive studies on their impact on well-being. While some research has highlighted the benefits of communal living, there is insufficient qualitative and quantitative data on how these experiences affect aspects such as housing stability, economic security, psychological health, social connections, and personal development.

Literature review

Well-being is a multidimensional concept that encompasses various aspects of human life, including physical, mental, emotional, and social dimensions. Some scholars Ross et al. (2020), Western and Tomaszewski (2016) utilized both subjective well-being and objective well-being as the indicators to measure the overall well-being. Subjective well-being is associated with psychological factors, for instance personal fulfillment, feeling, sense of belonging and satisfactions etc., which is unique for everyone. Objective well-being is related to physical factors with the human basic rights and needs, such as food, income, housing, health, education and safety etc. Additionally, Organisation for Economic Co-operation and Development (OECD 2013) published a report that revealed income, health condition, employment condition and social relationship were the determinants of subjective well-being. This further demonstrates that certain factors influencing objective well-being also impact subjective well-being.

Besides, well-being is shaped by the social-ecological contexts, such as relationships with family and friends, community involvement, and other factors that can alleviate challenges and increase life satisfaction. It is both an outcome and a coordinator of positive youth development, shaped by individual strengths and ecological supports, and is closely related to life satisfaction as a way to sustain health and happiness (Arnold and Ferrari 2018).

To make a brief conclusion on well-being, it is influenced by various factors and represents a multidimensional construct that extends beyond mere happiness and life satisfaction. It encompasses physical and mental health, family dynamics, community connections, supportive and safe environments, autonomy, and personal development. Also, it is not solely an outcome but also a facilitator for the positive development of young people.

Youth hostels, in European countries, primarily serve as a shelter for homeless youth and those in need, offering them safe and temporary accommodation within the community. On the other hand, the youth hostel in Hong Kong is a tailor-made scheme for Hong Kong working youth which is different from the situation in worldwide youth hostels. Besides, in Hong Kong, reports and research on youth hostels mostly emphasizes the process of youth hostel development and young people's housing expectation. As Hong Kong youth hostel scheme has been launched since 2011, but the effectiveness of youth hostel scheme and the impact of young people's well-being have not been studied in Hong Kong, it is essential to have fully understanding of how far Hong Kong youth hostels have impacted the young people in different well-being. Therefore, our research investigations are going to fill in the research gap.

Based on different descriptions of well-being across various previous literatures, both subjective and objective well-being will be divided into five aspects such as Housing, Economic, Psychological, Social and Personal Development, which have been categorized for investigation in our research. The study focuses on evaluating the well-being of young people living in youth hostels. First, Housing well-being involves factors such as space, stability, location, and surrounding amenities. Previous studies (e.g., Chan & Wong, 2021; Wong, 2022) showed that narrow living conditions and environments negatively influence subjective well-being. Youth hostels' living space, proximity to work and transport is critical in shaping the subjective well-being of the young people. Second, Economic well-being is assessed through affordability, non-housing expenses, and savings. Rising

housing prices and rents in Hong Kong are hindering home ownership among young people, negatively impacting their well-being. Youth hostels provide a more affordable housing option, but their true economic benefits for the young people require further examination. Third, Psychological well-being includes privacy, satisfaction, and self-esteem. Studies highlight the importance of private, autonomous spaces for mental health and personal growth (Ross et al., 2020). Although youth hostels provide young people with private space, autonomy, and increased life satisfaction, it remains unclear whether these benefits alleviate life, financial, and occupational pressures or enhance psychological well-being. Fourth, Social well-being examines friendships, family relationships, and social mobility. Living independently may reduce family conflict (Wong, 2022). While youth hostels are the platform for providing young people space and opportunity to communicate with each other and expand their social circle, also offering different financial management talks, career training and opportunity. Fifth, Personal development focuses on communication, societal contribution, and future homeownership. Though hostels aim to support youth in life planning and career growth (Wong, 2024), the factors including interpersonal communication skill, contribution to society and the ability of homeownership will be reviewed. It is necessary to review whether it has contributed to the development of young people.

Five aspects of well-being are mutual influence with each other. Our research will base on these aspects to investigate the young people who are living in youth hostels and try to find out the impact of living in youth hostels on different aspects of well-being. Additionally, based on the findings, we aim to determine which solutions could effectively aid young people or refine the existing plan.

Methodology

This study aims to compare the well-being of young people before and after moving into the Youth Hostel in which qualitative and quantitative research methods will both be applied in this research. To apply the mixed method research, data collection processes were unfolded into two stages in this study. Qualitative research focuses on understanding concepts, thoughts, or experiences through in-depth exploration will be the first approach. Ten in-depth interviews have been conducted to gather experiences and insights regarding the well-being of young people before and after moving into the hostel from different stakeholders listed below. The opinions and data collected from the in-depth interviews used for designing the questionnaire. Quantitative research that involves the collection and analysis of numerical data to identify patterns, test hypotheses, and make predictions will be the second approach. Questionnaires were designed based on the well-being conceptual framework and target to be administered to the target population, residents who are living in Youth Hostel in Hong Kong, to measure well-being indicators, including housing well-being, economic well-being and psychological well-being, social well-being and well-being in relation to personal development.

List of interviewees:

- 1) Young People (Age 24) – Female, staying in youth hostel
- 2) Young People (Age 28) – Male, staying in youth hostel
- 3) Young People (Age 24) – Female, not choosing youth hostel
- 4) Young People (Age 27) – Female, not choosing youth hostel
- 5) Young People (Age 30) – Male, not choosing youth hostel
- 6) Parent of Youth (Age 63) – Male, children live in Youth hostel
- 7) Parent of Youth (Age 58) – Female, children live in Youth hostel
- 8) Organizer of Youth hostel – Female
- 9) Leader of District Services & Community Care Teams – Male
- 10) Member of the Youth Development Commission – Male

In our survey analyzing the well-being of young people before and after moving into the Youth Hostel, we adopted a modified systematic approach to calculate the sample sizes for each hostel, aiming to detect significant differences in well-being indicators before and after moving into the hostel. We identified a total of 2 hostels under the Completed Youth Hostel Project, providing 1,760 hostel places, and 4 hostels under the Subsidy Scheme for Using Hotels and Guesthouses as Youth Hostels, offering 1,150 hostel places. Our target was to collect 120 survey samples from young people living in these 6 hostels, including Po Leung Kuk Lee Shau Kee Youth Oasis, The HKFYG Youth Hostel PH2, Home2 Youth Hostel, BeLIVING Youth Hub, Sky One Hostel and Joseph's House.

Regarding the design of the questionnaire, the questions were designed based on the insights from the qualitative interviews and aimed to measure well-being among Hong Kong youth hostel residents aligned with the well-being conceptual framework in five dimensions: housing, economic, psychological, social, and personal development. The 5-point Likert scale which was validated for subjective well-being measures (Diener et al. 2009), was applied to compare well-being of young residents before and after moving into the youth hostels.

A pilot test is a critical step in refining survey instruments. We used the modified systematic sampling approach in which we counted every individual who came out from the hostel, and we invited every third person to take part in the questionnaire. Therefore, to ensure the data collection process works smoothly. Pilot test was conducted two weeks before the full-scale data collection in order to analyze feedback, make revisions, and finalize the questions. The pilot test proceeded smoothly, with participants completing the questionnaire without major issues, confirming its overall feasibility. Only some minor amendments were made based on feedback to enhance usability and smoothness.

In conducting questionnaire, we also used the modified systematic sampling approach same as the pilot test. Questionnaires have been distributed to a larger sample of residents compared to the qualitative phase, allowing for the collection of numerical data to identify patterns and test hypotheses. This sampling approach minimizes selection bias by providing an equal opportunity for participation while maintaining a systematic approach to participant selection (Creswell 2014).

Five hypotheses have been set to investigate whether the young people's well-being would be different before and after moving into Youth Hostel in 5 dimensions of well-being, including housing well-being, economic well-being, psychological well-being, social well-being and well-being in relation to personal development.

Result and analysis

From the results of the questionnaire administered in Hong Kong, this study examines how a youth moving into a Youth Hostel influences youth well-being of housing, economic, psychological, social and in relation to personal development of overall well-being.

In Housing well-being, respondents were asked to rank the various evaluating statements on a 5-point measurement scale, with 1 being "strongly agree" and 5 being "strongly disagree". "Sufficient space", "Stable living place", "Ideal location", "Sufficient estate facilities" and "Comprehensive amenities nearby" are the aspects of respondents living situation which contributed to their Housing well-being.

In fact, the questionnaires and in-depth interviews revealed several key insights regarding residents' housing well-being. Moving into the Youth Hostel significantly improved the well-being in relation to "sufficient space" and "estate facilities", with results indicating that the physical environment improved, and various facilities as well as living together with a group of young people positively impacts well-being. However, other aspects such as having a "stable living place" and "ideal location" show mixed results. The time constraint of a maximum five-year stay in the Youth Hostel creates pressure and decreases residents' sense of stability, negatively affecting their overall well-being. Also, the result of analysis indicates that the locations of Youth Hostels are not attractive. Additionally, while the Youth Hostel offers a supportive community, the availability of "comprehensive amenities nearby" did not significantly change, indicating that residents may prefer to stay home rather than utilize local services. Overall, while the Youth Hostel enhances certain dimensions of housing well-being, challenges related to stability and location remain significant.

In Economic well-being, "Housing cost", "Sufficient money for daily spending apart from housing cost", and "Personal saving" are the aspects of respondents' living situation which contributed in Economic well-being. The result indicates a significant difference that moving to the Youth Hostel may not cause a positive move towards young people's economic well-being because young people bear all housing cost when they live on their own in Youth Hostel.

Also, they may need to purchase more personal items to support their daily life which may be provided or shared by their family previously. It explicitly reflects that young people's well-being in economic aspect decreased after they moved into Youth Hostel.

In the statement of "Sufficient Privacy", "Feel satisfied with your life" and "Increase in self-esteem" of Psychological Well-being, young people tended to have their own room or designed space that provides a sense of privacy. They could engage in their personal favourite activities without interruption. It fosters a sense of ownership and independence. Also, young people could get more chances to meet others in similar age groups and situations, which creates a sense of community. After moving into Youth Hostel, young people indicate that they have more opportunities to make their own decisions in daily life and overcome difficulties independently, the achievement of successfully handling the challenges could positively contribute to their self-esteem. All in all, data indicated that moving to the Youth Hostel may have a positive impact on young people's psychological well-being.

When comes to the part of Social Well-being, statement of "Good social network", "Good relationships with family" and "Opportunities for upward social mobility", the questionnaire and interview show that the age of young people who live in Youth Hostel is similar, and they have a higher chance to share more common values and strike a chord with each other. Living in Youth Hostel can reduce conflict between young people and their parents. Furthermore, there is a public stereotype that those living in public housing or subdivided units will be regarded as the "needy" or the "poor" in the society. When young people choose to live in Youth Hostel, a new different living style can be taken as an option for them to experience life in various ways. Hence, moving to the Youth Hostel may have a positive impact on young people's social well-being.

For the "Well-being in relation to Personal Development", Statement of "Having good interpersonal communication skills", "Opportunities to contribute to society or the community" and "Faith of abilities to own a home", it is proved that communication skill can be improved after young people moved into Youth Hostel. Young people are obligated to engage in volunteer work under the Youth Hostel Scheme (YHS). Besides, living in Youth Hostel is a touchstone of young people to try their way to learn wealth management and save money. They will pay more attention to every expenditure in relation to household affairs. Therefore, it gives confidence to young people who live in Youth Hostel to review their expenditure regularly and foster a sense of saving.

Conclusion

The challenge of housing for young people in Hong Kong has been a persistent issue, sparking extensive discussion. This research reviews the Youth Hostel Scheme (YHS) by examining its impact on young residents' well-being across housing, economic, psychological, social, and personal development before and after moving into youth hostels, the research reveals notable improvements in psychological, social, and personal well-being among residents.

It finds that young people's well-being in the aspects of psychological, social and personal development has significantly improved. The result indicates that residents gain independence, especially for the young people who lived with parents previously, they gain privacy as well after moving into the youth hostel. The hostel environment not only provides a physical space for these young people but also facilitates connections with peers through shared activities, fostering friendships that enhance their social well-being. Besides, the volunteer work requirement and the increased opportunities for participating in community activities further supports personal development by fostering empathy and community engagement which is aligning with the Hong Kong government's Youth Development Blueprint (Home and Youth Affairs 2025).

However, the findings regarding housing well-being showed mixed outcomes. While having positive impacts in gaining sufficient space and facilities after moving into the youth hostels, challenges such as the remote locations of some hostels and the five-year tenancy limit create instability that negatively affects overall well-being. The availability of nearby amenities has minimal impact on enhancing residents' experiences. Economic well-being also emerges as a critical concern, as the burden of accommodation expenses has increased particularly for those previously living rent-free with family, leaving insufficient funds for daily necessities. Economic hardship remains a significant concern that requires attention.

To maximize the benefits of the Youth Hostel Scheme while addressing its limitations, several strategies are proposed. First, the positive aspects of housing well-being such as sufficient space and facilities have to be sustained that hostel organizers should invest in modern amenities. Furthermore, organizers should put more effort to hold more events and activities relating to community-building for creating more opportunities to the young residents in forging friendships and share life experiences.

To improve housing stability, the five-year tenancy limit should be relaxed, and flexible extensions could be offered based on individual financial circumstances or vacancy availability. Additionally, for those youth hostels located far from urban centres, the government should work to improve and expand the surrounding amenities. To effectively address the challenges in the economic well-being of youth hostel residents, the government and hostel organizers should introduce income-based rent subsidies to alleviate financial strain for lower-income individuals. It could alleviate financial burdens, while financial literacy workshops would provide essential budgeting skills to help manage expenses effectively. Regular surveys, feedback hotlines, and digital platforms should be utilized and strengthened to actively monitor the well-being outcomes of young residents, allowing for the scheme to be fine-tuned to meet their evolving needs and aspirations.

Given the positive contributions of the Youth Hostel Scheme, it would be beneficial for the government to evaluate the operational models and living style of youth hostels and take them as a reference for future housing planning and development with long-term potential.

This research does have several limitations. First, the Youth Hostel Scheme was introduced by the Hong Kong government in 2011 which is a relatively new policy, resulting in limited sources of secondary research and official reports on its development and impact. Reliance on primary data may not fully reflect long-term impacts. Resource and time constraints restricted the study to 120 surveys and 10 interviews, covering only 4.12% of available hostel places. Challenges such as difficulty accessing residents, incomplete survey responses, or scheduling conflicts may have affected the data quality, while the small sample size could limit statistical reliability.

Additionally, the sampling is confined to those physically present at the hostel during data collection, potentially excluding less accessible residents. Moreover, reliance on residents' recollections of pre-hostel well-being may lead to inaccuracies due to memory errors or changed perspectives after moving. Given Hong Kong's unique housing context, characterized by high costs and crowded conditions, the findings may not be applicable to other regions. Lastly, addressing sensitive topics related to well-being and personal backgrounds raised privacy concerns that necessitate careful ethical handling to maintain participant trust and data quality.

To address these limitations, future research should utilize government reports and collaborate with hostel organizers to access longitudinal data on demographics and program outcomes. Expanding the sample size to 5-10%, as suggested by Hossan et al. (2023), and using modified systematic sampling administered during the day and at night would improve representativeness. Conducting longitudinal studies that track residents' well-being before, during, and after their stay including feedback from former residents would offer a clearer picture of the scheme's long-term impact. These measures would improve data quality and foster a supportive research environment.

Comparative studies with youth housing programs in countries like Australia or Denmark could identify adaptable best practices while accounting for differences in cost of living and cultural norms. To ethically manage sensitive topics, researchers should undergo training to support participants and conduct pilot tests to refine questions. These steps would enhance data quality, create a supportive research environment, and deliver precise insights to refine the Youth Hostel Scheme, improving young people's well-being in Hong Kong and informing global housing policies.

Reference:

- Arnold, M. E., & Ferrari, T. M. (2018). On the Intersection of Health, Well-being, and Youth Development. *Journal of Youth Development (Online)*, 13(3), 1-11. <https://doi.org/10.5195/jyd.2018.678> (accessed March 28, 2025)
- Chan, S. M., & Wong, H. (2022). Housing and Subjective Well-Being in Hong Kong: A Structural Equation Model. *Applied Research in Quality of Life*, 17(3), 1745-1766. <https://doi.org/10.1007/s11482-021-10000-4> (accessed April 12, 2025)
- CBRE Hong Kong (2020, June 8). Hong Kong holds spot as World's priciest residential property market. <https://www.cbre.com.hk/press-releases/hong-kong-holds-spot-as-worlds-priciest-residential-property-market>
- Census and Statistics Department. (n.d.). *Table 210-06314 : Median monthly employment earnings of employed persons by age and sex*. Median monthly employment earnings of employed persons by age and sex. https://www.censtatd.gov.hk/en/web_table.html?id=210-06314
- Creswell, J. W. 2014. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage Publications. 4: 1-273.
- Diener, E., Emmons, R. A., Larsen, R. J., and Griffin, S. 2009. The Satisfaction With Life Scale. *Journal of Personality Assessment*. 49(1): 71-75.
- Forrest, R., & Yip, N. (2012). *Young people and housing: Transitions, trajectories and generational fractures*. Taylor & Francis Group.
- Home and Youth Affairs Bureau. 2025. Youth Hostel Scheme. https://www.hyab.gov.hk/en/policy_responsibilities/Social_Harmony_and_Civic_Education/youth_hostel_scheme.htm (accessed March 14, 2025)
- Hossan, D., Dato' Mansor, Z., and Jaharuddin, N. S. 2023. Research Population and Sampling in Quantitative Study. *International Journal of Business and Technopreneurship*, 13(3), 209-222. <https://doi.org/10.58915/ijbt.v13i3.263> (accessed April 14, 2025)
- Lau, G. (2022, March 24). *Regulation on minimum home size in London*. Legislative Council of the Hong Kong Special Administrative Region – Regulation on minimum home size in London. <https://www.legco.gov.hk/research-publications/english/essentials-2022ise09-regulation-on-minimum-home-size-in-london.htm>

Median Floor Area of Accommodation by Year. 2021 Population Census – Main Tables. (2022). https://www.census2021.gov.hk/en/main_tables.html

Musa, G. J., Cheslack-Postava, K., Svob, C., Hernández, D., Tang, H., Duque-Villa, Y., Keating, W., Amsel, L., Bresnahan, M., Ryan, M., Baccarelli, A. A., Prada, D., Huang-Chiang, P., Jardines, C., Geronazzo-Alman, L., Goodwin, R. D., Wicks, J., & Hoven, C. W. 2021. March). *Mental health of high-risk urban youth: The housing subsidies paradox*. Race and social problems. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8211093/>(accessed October 14, 2024).

NIRSA, NASPA, & ACHA. (2020). Inter-association Definition of Well-being. <https://nirsa.net/wp-content/uploads/inter-association-well-being-definition-2011b.pdf> (accessed April 14, 2025)

Organisation for Economic Co-operation and Development (2013). OECD Guidelines on Measuring Subjective Well-being. OECD Publishing, Paris, <https://doi.org/10.1787/9789264191655-en> (accessed April 14, 2025)

Ross, D. A., Hinton, R., Melles-Brewer, M., Engel, D., Zeck, W., Fagan, L., Herat, J., Phaladi, G., Imbago-Jácome, D., Anyona, P., Sanchez, A., Damji, N., Terki, F., Baltag, V., Patton, G., Silverman, A., Fogstad, H., Banerjee, A., & Mohan, A. (2020). Adolescent Well-Being: A Definition and Conceptual Framework. *The Journal of adolescent health: official publication of the Society for Adolescent Medicine*, 67(4): 472-476. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7423586/>(accessed October 14, 2024)

Ruggeri, K., Garcia-Garzon, E., Maguire, Á., Matz, S., & Huppert, F. A. (2020). Well-being is more than happiness and life satisfaction: a multidimensional analysis of 21 countries. *Health and Quality of Life Outcomes*, 18(1), 192-192. <https://doi.org/10.1186/s12955-020-01423-y> (accessed February 14, 2025)

Wong, A. (2024). *Study and Policy Recommendations of Youth Hostel*. <https://pathofdemocracy.hk/uploads/file/202403/71c6dfb308463c5bb0aa41ae4f9a4e43.pdf> (accessed October 14, 2024)

Wong, L. Y. N. (2022). Housing aspiration of the youth: a study of the youth hostel scheme. (Thesis). University of Hong Kong, Pokfulam, Hong Kong SAR.

Working Family and Student Financial Assistance Agency. (n.d.). *Financial assistance scheme for post-secondary students (FASP)*. Financial Assistance Scheme for Post-secondary Students (FASP) – Statistics. <https://www.wfsfaa.gov.hk/en/sfo/postsecondary/fasp/statistics.php>

The Impact of Social Welfare Facilities on the Rental Levels of Subdivided Units (SDUs)



QIAN Jierui
ZHENG Zhenzhong
HE Meixin
QIN Haoruo
Master of Housing Policy and Management
School of Graduate Studies
Lingnan University

Introduction

Hong Kong's housing crisis is marked by heavy reliance on substandard subdivided units (SDUs)—about 215,709 residents in 2021—densely clustered in older Kowloon buildings (56.9%) with a median per capita space of just 5.3 m² and frequent lack of basic facilities such as independent kitchens, alongside safety risks from unauthorized alterations (GovHK, 2018; Cheng, 2018; Hui et al., 2018). Yet despite these deficits, SDU rents are high and have risen sharply (up to 35.8% between 2013 and 2023), intensifying affordability pressure on low-income households (Statista, 2025). The academic puzzle is that tenants pay premiums while nearby public amenities and social infrastructure remain insufficient or uneven: proximity to positive amenities (e.g., libraries, parks) tends to raise SDU rents, but semi-obnoxious facilities (e.g., hospitals) can depress values at close range, revealing a reliance on external spaces amid trade-offs between convenience and livability (Huang, 2017; Hui et al., 2018; Liang et al., 2023; Feng et al., 2018; Peng & Chiang, 2015). This mismatch—high rents versus inadequate, and sometimes ambivalent, neighborhood support—motivates examining welfare-oriented facilities such as Community Living Rooms (CLRs) and Community Pharmacies (CPs).

In response to the above challenges, the 2023 Policy Address established Community Living Rooms (CLRs) to improve living conditions via shared facilities, alongside Community Pharmacies (CPs) to expand community-based healthcare and reduce public system strain. This study investigates whether proximity to CLRs and CPs correlates with subdivided unit (SDU) rents, focusing on high-density Kowloon districts. It aims to identify rental determinants, collect SDU data, analyze distance-rent relationships, and propose evidence-based policies for housing affordability and equitable resource allocation.

Literature Review

Background of CLRs and CPs

Hong Kong's 2023 Policy Address introduced Community Living Rooms (CLRs) to alleviate cramped living conditions in subdivided units (SDUs) by offering shared amenities for daily activities (GovHK, 2023). Four CLRs were operational by December 2024. The concept draws from historical precedents such as 1980s crisis respite "Living Rooms" in the U.S., which provided non-institutional support (Jones et al., 2013), and European co-housing models that expanded due to housing affordability pressures (Pepper, 2019). Unlike these, Hong Kong's CLRs specifically aim to extend private living space and improve quality of life.

CLRs also strengthen social cohesion. UK evidence indicates community centres promote health through social and recreational activities (Jones et al., 2013), enhancing belonging and networks (Francis et al., 2012). In Hong Kong, CPs serve chronic disease and cancer patients with medication and counselling (Pires & Sousa, 2023). Yet no research examines how CP proximity affects SDU rents.

Impacts of Urban Facilities on Housing Values

Research demonstrates that social spaces significantly influence housing choices and values by fostering community cohesion and interaction. The presence of social organizations and venues, such as community halls, enhances neighborhood relationships and provides functional support, leading households to prefer such areas (Tong et al., 2019). Tan (2011) quantifies this preference, showing a willingness-to-pay premium of 11.05% for communities with local improvement groups. Facilities like community living rooms (CLRs) and kitchens further promote collective living and social engagement, offering emotional and practical benefits (Tzeng, 2014).

The impact of public facilities on housing values is well-established for amenities such as parks, schools, and libraries, which consistently correlate with higher property values due to enhanced neighborhood quality (Huang, 2017; Liang et al., 2023; Feng et al., 2018; Yang et al., 2022). This effect is often more pronounced in peripheral areas where such facilities are scarce (Feng et al., 2018). In contrast, medical facilities exhibit divergent effects across contexts. Some studies in Chinese cities report positive links between hospital proximity and housing values (Wang et al., 2012; Li et al., 2019), whereas others, particularly in Western contexts, identify negative associations (Li et al., 2019; Feng et al., 2019). This ambivalence stems from the classification of hospitals as semi-obnoxious facilities, where convenience is offset by disamenities including noise, traffic, and health risks (Hui et al., 2018; Chaerul et al., 2008). Residents thus often prefer moderate, but not immediate, proximity (Feng et al., 2018). Notably, smaller medical facilities such as clinics and community pharmacies (CPs) remain understudied. Despite their role in improving medical accessibility, empirical research examining the specific impact of clinics or CPs on housing prices, particularly in the context of subdivided units (SDUs) is notably absent from the literature.

Impacts of Urban Facilities on the rental levels of SDUs

Research indicates a clear positive correlation between access to amenities and rents for subdivided units (SDUs). Studies show tenants are willing to pay up to 7% more in rent to live near libraries and parks, a preference driven by the severe spatial and functional limitations of SDUs that increase reliance on external facilities (Huang, 2017). Research by the Hong Kong Council of Social Service (2023) further confirms that SDU residents exhibit strong demand for lifestyle amenities, social spaces, and household utilities. Although many SDUs are located near essential public services such as hospitals, police stations, and fire stations to improve access for low-income residents, rental levels paradoxically correlate positively with distance from these semi-obnoxious facilities, reflecting a trade-off between convenience and livability among financially constrained tenants (Liang et al., 2023).

Existing literature has largely focused on the influence of urban facilities, transportation, and renewal projects on SDU rents. By contrast, very few studies examine the rental impact of welfare-oriented facilities such as Community Living Rooms (CLRs) and Community Pharmacies (CPs).

While CLRs may enhance neighborhood appeal and put upward pressure on rents, systematic evidence is lacking. Similarly, whether Community Pharmacies (CPs), which may be perceived as either convenient or undesirable, affect SDU rental prices remains an important and understudied empirical question.

Accessibility of Urban Facilities

15-minute cities, where residents are able to walk or cycle to a variety of amenities and services needed for daily living within 15 minutes (Moreno et al., 2021). In peripheral urban and developing city areas, limited service availability restricts resident options and increases travel time. Consequently, studies show that closer proximity to public services generally correlates with higher housing values, assuming adequate resident accessibility, due to the positive impact of facility access on property prices (Feng et al., 2018; Yang et al., 2022).

In Peng & Chiang (2015), it was found that within 500m of a hospital, the farther the property is from the hospital, the higher the property price, which may be due to the fact that

the space is exposed to stronger negative externalities (such as crowds, busy traffic, or nighttime ambulance sirens), rather than its positive externalities (such as convenient medical services). Conversely, beyond 500 meters from the hospital, the negative significant impact on house prices gradually disappears, and the positive impact gradually becomes apparent, with house prices decreasing with increasing distance.

Conceptual Framework

Conceptual Framework

After reviewing the literature on the conceptualisation and empirical studies on the relationship between housing values and public service facilities, as well as studies on the influence of welfare facilities and semi-obnoxious facilities on the choice of low-income people, the conceptual framework of the study in Figure 1, which is used to study the relationship between the rental levels of SDUs and CLRs, and the rental levels of SDUs and CPs, is constructed.

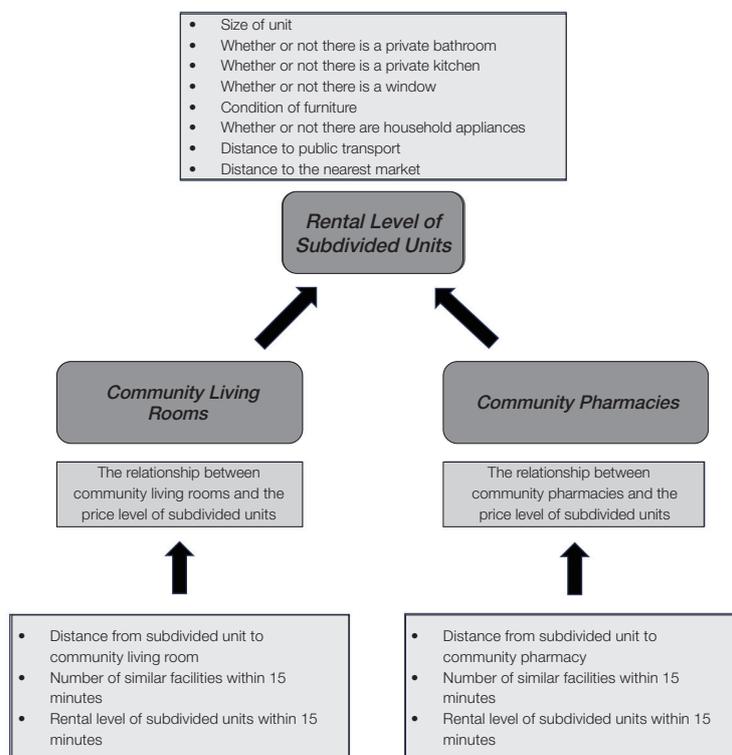


Figure 1 Conceptual Framework

This study examines whether these facilities affect the SDUs rental levels in Kowloon. Two research questions are proposed:

Q1: Does the CLR have an impact on the rent of SDUs in Kowloon?

Q2: Does the CP have an impact on the rental levels of SDUs in Kowloon?

Hypotheses

In order to study these two questions, we have formulated two hypotheses for each of the two research questions.

For Q1:

H1: The rent of a SDU increases with the SDU's proximity to a CLR.

For Q2:

H2a: When other attributes remain constant, the distance between SDUs and CPs is negatively correlated with the rental level of SDUs.

H2b: The higher is the number of CPs within 1500m from the centre of the SDU, the higher will be the rental level of the SDU.

The first hypothesis is grounded in the notion that CLRs compensate for spatial and qualitative deficiencies in SDUs by providing shared amenities, thereby enhancing tenants' willingness to pay for proximity (Huang, 2017). The second set of hypotheses reflects the dual nature of CPs, which may offer convenience in medicinal access yet pose perceived health risks, leading to nuanced spatial effects on rental levels (Peng & Chiang, 2015). Higher CP density is expected to increase rental appeal by providing greater choice and access to pharmaceutical services.

Methodology

Research Design

This study uses regression analysis to investigate the relationship between the rental levels of Subdivided Units (SDUs) and their proximity to social welfare facilities. Data on SDU listings, rental prices, and unit characteristics were collected. By integrating a Geographic Information System (QGIS), the research measures the straight-line distance from each SDU to the nearest social welfare facility. This analysis will reveal any correlation between SDU rent and accessibility to these social services in the Sham Shui Po area. Figure 2 demonstrates the designated workflow of this particular research.

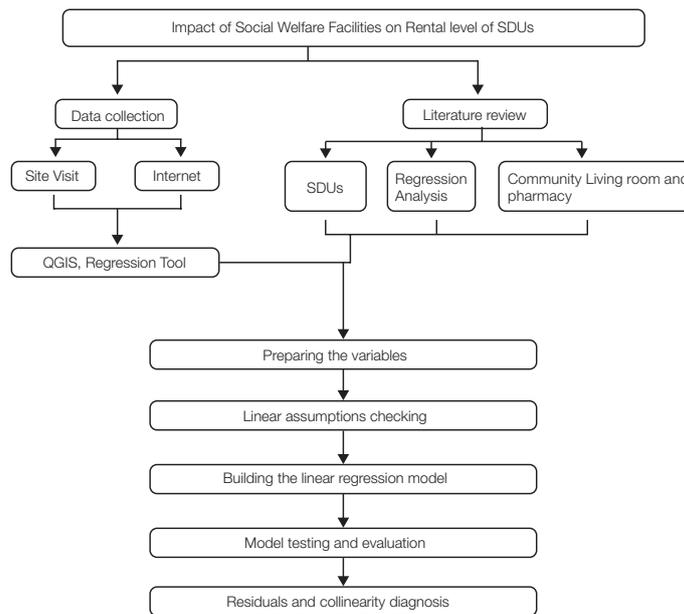


Figure 2 Workflow of the Project

Sampling

Due to the unregulated nature of Subdivided Units (SDUs), data collection is challenging. This study sourced a total of 510 SDU listings from the publicly accessible rental platform, 28hse.com. To ensure the samples met the typical characteristics of SDUs, The research sample data was filtered based on different dimensions following an analysis of “Progress of Implementation of Tenancy Control on Subdivided Units” (LCPH, 2024) and “Subdivided Units—Median Rents by Area and District” (HKRVD, 2025), and finally focused on four criteria: floor area, rental price, internal layout, and building age.

Specifically, the filters targeted units with a floor area ranging from 7 to 13 square meters, a monthly rent between \$4,000 and \$5,900 HKD, and a classification as “open” or “room” units. As 90% of SDUs are in buildings 50 years or older (LCPH, 2024), this criterion was also a key filter. All the collected SDUs rental data are shown in Figure 3.

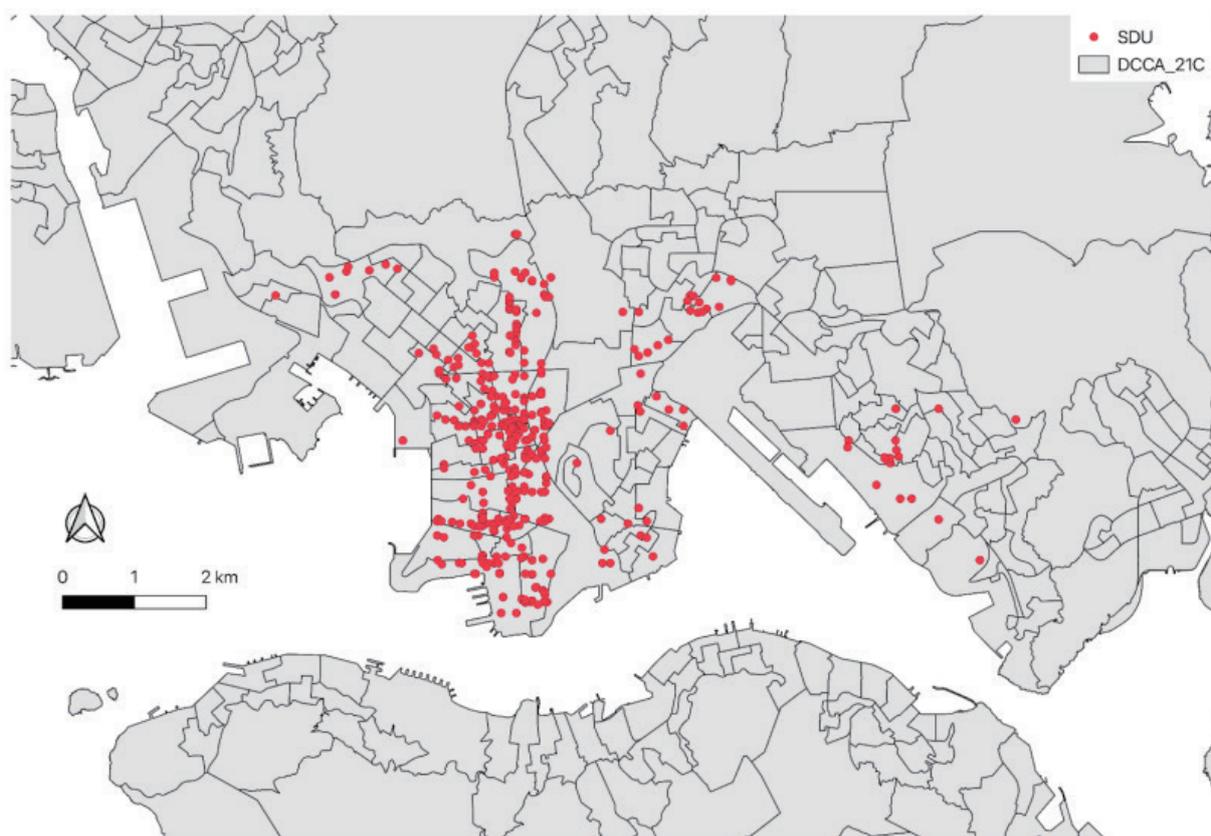


Figure 3 SDUs in Kowloon Under Investigation

The dataset is geographically concentrated in the Yau Tsim Mong, Sham Shui Po, and Kowloon City districts, which collectively represent over 95% of the samples. This study includes four operational Community Living Rooms (CLRs) and six Community Pharmacies (CPs), with three non-operational CLRs scheduled for 2025 excluded from the scope of this study. The rental price of SDUs serves as the dependent variable. Six categories of attributes were selected as independent variables: structural, facilities, location, service, and two welfare facility attributes. Structural attributes include floor level (low, middle, or high), usable area, and building age. Facilities attributes, coded as a binary value (0 or 1), detail the presence of a window, individual kitchen, individual bathroom, elevator, decoration condition, and household appliances. Location attributes classify the SDU by its district (e.g., Yau Tsim Mong), also using a binary value. Service attributes measure the distance to the nearest MTR and bus station. The welfare facilities attributes, central to this study, include the distance to the nearest CLR and CP, the number of CPs within 1,500 meters, and a binary value indicating whether a CP is within 500 meters. Distances were measured using a Geographic Information System (QGIS), which calculates the straight-line distance from the SDU to the nearest facility. The geo-spatial distributions of the samples, and a summary of variables are shown in Figures 4 and 5.

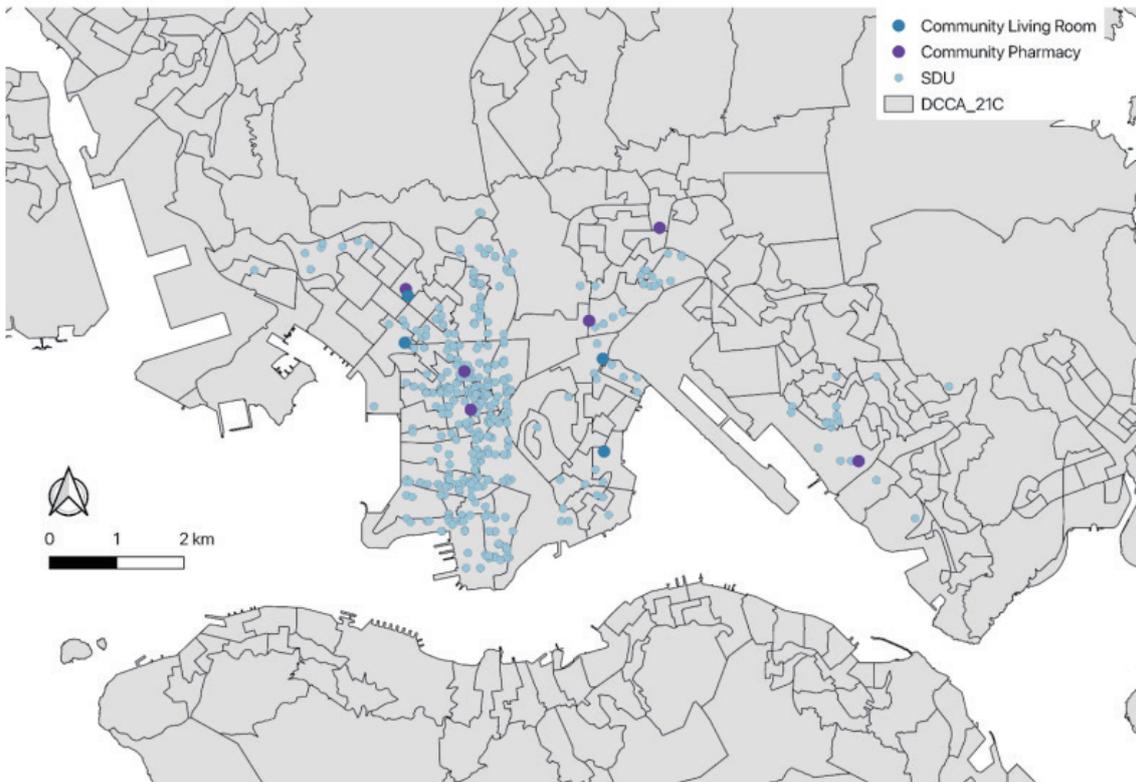


Figure 4 SDUs, CLRs and CPs in Kowloon Under Investigation

Variable	Description	Unit
Rent	Rental level (dependent variable)	\$HK
Structural Attributes		
Floor	Floor level on which SDU is located	1 or 2 or 3
Usable area	Usable area of SDU	Square metres (foot)
Building age	Age of flat	Count
Facilities Attributes		
Window	With window or not	0 or 1
Indi_kitchen	Individual kitchen or not	0 or 1
Indi_bathroom	Individual bathroom or not	0 or 1
Elevator	With elevator or not	0 or 1
Decoration	Decoration condition	0 or 1
Household appliances	With household application or not	0 or 1
Location Attributes		
Kowloon City District	District where SDU is located	0 or 1
Yau Tsim Mong District	District where SDU is located	0 or 1
Sham Shui Po District	District where SDU is located	0 or 1
Wong Tai Sin District	District where SDU is located	0 or 1
Kwun Tong District	District where SDU is located	0 or 1
Service Attributes		
MTR	Distance to nearest MTR	Count
Bus Station	Distance to nearest Bus Station	Count
Welfare Facilities (explanation of Q1)		
CLR	Distance to nearest community living room	Count
Welfare Facilities (explanation of Q2)		
CP	Distance to nearest community pharmacy	Count
CP_500	Distance to community pharmacy within 500m or above	0 or 1
CP_num_1500	Number of community pharmacies within 1500m	Count

Figure 5 Summary of Variables

The analysis employs a multi-variable linear regression model to analyze a dataset of 510 Subdivided Unit (SDU) listings from the Kowloon region, sourced from 28hse.com. The data shows a significant concentration in Yau Tsim Mong (68%), Sham Shui Po (13.7%), and Kowloon City (13.4%) districts, which collectively account for over 95% of the samples. The rental prices range from \$2,300 to \$12,500 HKD, with a mean of \$7,017 HKD and a median of \$7,000 HKD. The normal distribution of SDUs rent is reflected in Figure 6.

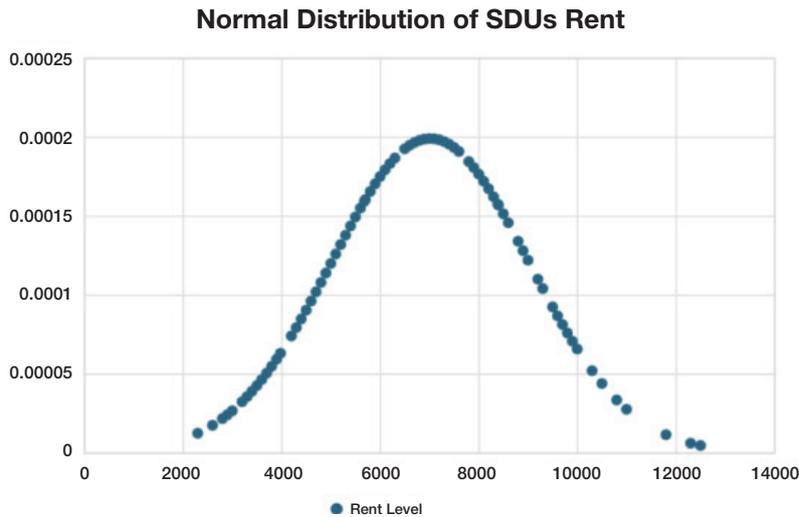


Figure 6 Normal Distribution of SDUs Rent

Finding and Discussion

The estimated coefficients for two regression models are analyzed, which are reported in Figures 7 and 9 respectively. Model 1 investigated the relationship between rental prices and distance to Community Living Rooms (CLRs), while Model 2 analyzed the correlations with both the distance to Community Pharmacies (CPs) and their quantity, with two additional variables: distance from SDUs to CPs within 500 meters (Dist_sdu_to_CP_less_500) and the number of CPs within 1,500 meters (CP_num_1500). Both models shared independent variables related to structural, facilities, location, and service attributes.

In Model 1 (Figure 7), the coefficient for distance to CLRs was -0.2813, indicating a negative and highly significant correlation ($p < 0.01$). This suggests that a greater distance from a CLR is associated with lower rental prices. In Model 2 (Figure 9), the coefficient for the distance to CPs showed a positive and highly significant correlation (0.707). Conversely, the coefficient for CPs within 500 meters (Dist_sdu_to_CP_less_500) was 66.9955, but with low statistical significance. The coefficient for the number of CPs within 1,500 meters (CP_num_1500) was 577.57, showing a highly significant positive correlation, indicating that each additional CP is associated with an approximate \$577 HKD increase in rental price. Both models demonstrated a good fit, with an R-squared of nearly 70% for Model 1 and 71.2% for Model 2.

Regression Analysis of Community Living Rooms (CLRs)

In model 1, Building age is negatively correlated. The P-values of both are indicated as significantly correlated. Therefore, in the absence of clarity on the relative location and relative height of the floors, the level of variation in the sample is not significant, resulting in this variable not being one of the factors explaining the model. Elevator, renovation, and appliance provision are positively associated with rents. The variables for separate bathrooms, kitchens, and windows are not significant, likely due to market default configurations or data limitations. Wong Tai Sin District shows lower rents due to older housing stock and weaker amenities. However, overall locational attributes are insignificant, likely because their explanatory power overlaps with transportation and facility distance variables. Proximity to MTR and bus stations is not significant. Given Hong Kong's dense transport network, tenants are insensitive to minor distance differences. Distance to CLRs is significant at the 1% level, confirming Hypothesis H1 that CLR accessibility positively affects SDU rental values.

	Dependent variable:
	Rent
Floor	-19.7067 (50.2114)
Usable Area	39.6047*** (1.7277)
Building Age	-13.0297** (6.1156)
Window	97.2308 (112.4482)
Indi_Bathroom	-61.4049 (205.0810)
Indi_Kitchen	-64.2817 (177.8731)
Elevator	986.7915*** (122.5690)
Decoration	392.8606*** (119.4114)
Household Appliances	311.9242*** (115.5999)
Kowloon City District	408.8450 (340.3177)
Yau Tsim Mong District	439.5057 (315.6359)
Sham Shui Po District	-309.8053 (362.0378)
Wong Tai Sin District	-536.7117 (424.0577)
Dist_SDU to MTR	0.1353 (0.3541)
Dist_SDU to bus	1.0697 (0.9988)
Dist_SDU to CLR	-0.2813*** (0.0945)
Constant	997.9605 (677.8140)
Observations	516
R2	0.6976
Adjusted R2	0.6879
Residual Std. Error	1,119.5970 (df = 499)
F Statistic	71.9466*** (df = 16; 499)

Note: *p<0.1; **p<0.05; ***p<0.01

Figure 7 Regression Result of Model 1

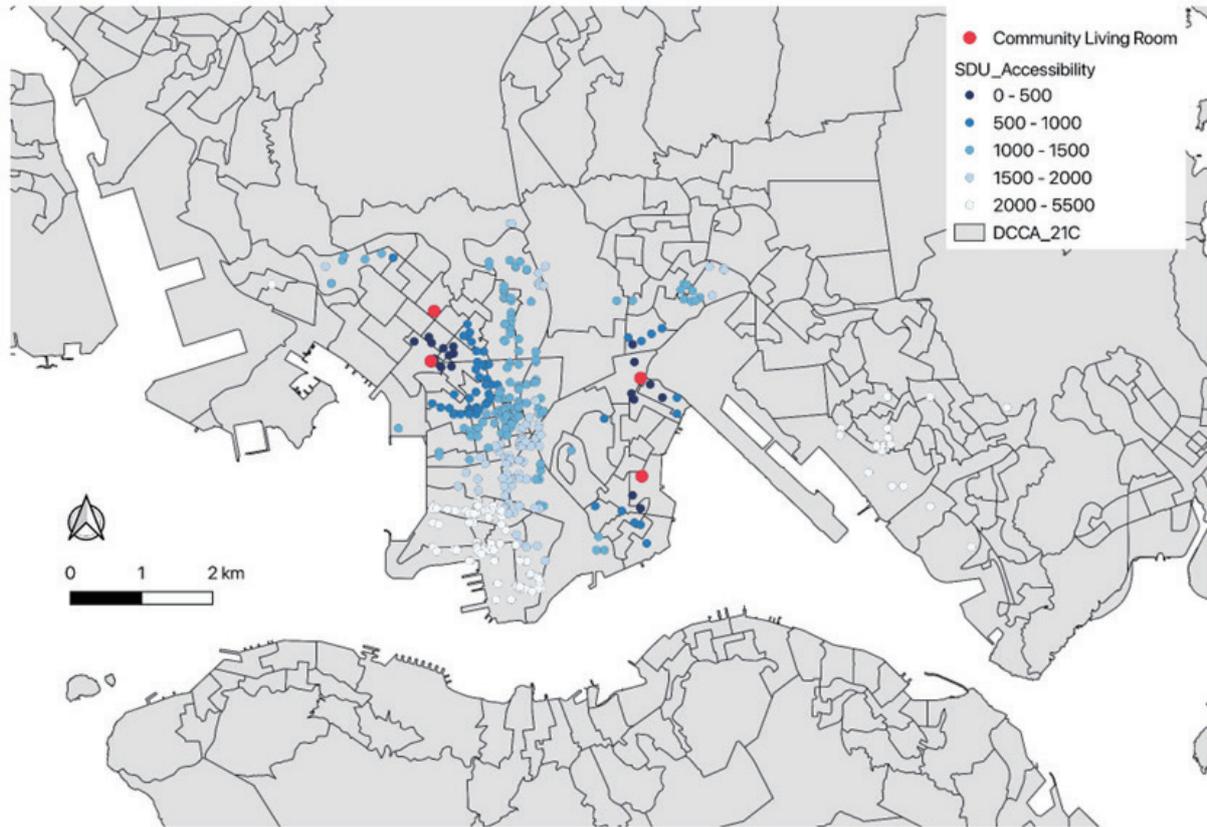


Figure 8 Accessibility of CLRs in Kowloon

Regression Analysis of Community Pharmacies (CPs)

In model 2 (Figure 9), Building age is positively correlated with studio apartment rent. Elevator, renovation, and furnishing are strongly significant. Independent bathroom and kitchen remain insignificant. Among the districts, Kowloon City records the highest rents. The other three districts show no significant difference. Distances to MTR and bus stations are not significant, possibly due to limited sample size. Contrary to Hypothesis H2a, rents increase with distance from CPs, suggesting tenants prefer to live farther from pharmacies, possibly due to health or environmental concerns. However, within 1,500 meters, a higher number of CPs raises rents, reflecting demand for diverse medical options and reduced healthcare pressure. CPs within 500 meters have no significant impact.

	Dependent variable: Rent
Floor	-19.0069 (49.1579)
Usable Area	38.5455*** (1.7084)
Building Age	-12.1569** (5.9921)
Window	113.3303 (110.3764)
Indi_Bathroom	-76.0472 (200.4901)
Indi_Kitchen	-131.6910 (174.3029)
Elevator	932.1538*** (120.0188)
Decoration	353.4560*** (117.0132)
Household Appliances	289.4745** (113.1104)
Kowloon City District	747.8058*** (274.9686)
Yau Tsim Mong District	666.1737** (258.1704)
Sham Shui Po District	-179.0376 (291.9453)
Wong Tai Sin District	-400.4191 (377.6100)
Dist_SDU to MTR	0.1877 (0.3645)
Dist_SDU to bus	0.1640 (0.9601)
Dist_SDU to CP	0.7254*** (0.1933)
Dist_SDU to CP_less 500	66.9955 (168.2761)
CP_NUM_1500	577.5776*** (100.7622)
Constant	-960.5582 (600.0455)
Observations	516
R2	0.7122
Adjusted R2	0.7018
Residual Std. Error	1,094.4240 (df = 497)
F Statistic	68.3293*** (df = 18; 497)

Note:

* p<0.1; ** p<0.05; *** p<0.01

Figure 9 Regression Result of Model 2

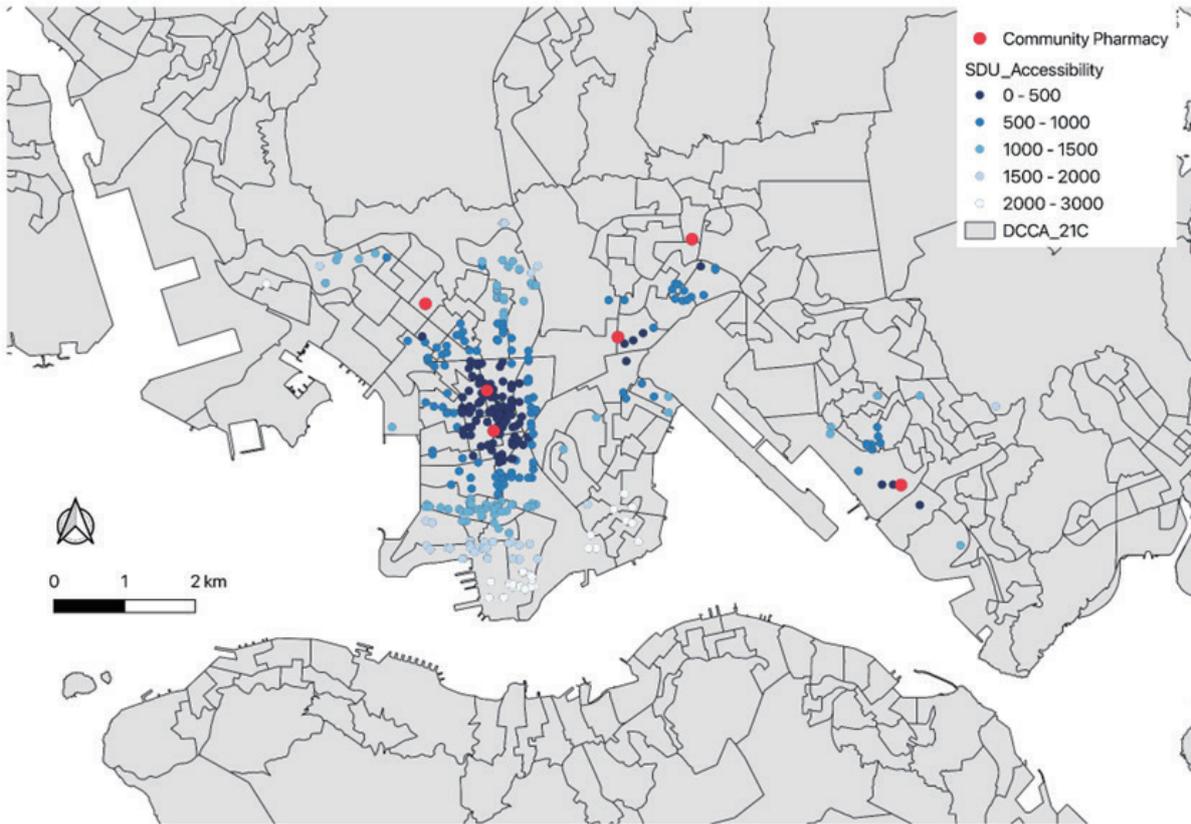


Figure 10 Accessibility of CPs in Kowloon

Policy Implication

This study quantitatively examines the impact of community pharmacies and activity centers on subdivided flat rents in Hong Kong. Results indicate that community living rooms exert a positive influence on rents, reflecting market emphasis on livability and social interaction; conversely, community pharmacies show a negative correlation, highlighting residents’ economic concerns regarding health risks.

Specifically, community living rooms enhance property values through positive externalities, prompting residents to pay premiums. Policies must ensure facility accessibility, though the study also notes gentrification risks—rising rents may displace vulnerable groups. Urban planning should prioritize positive externalities like parks and green spaces while establishing rent monitoring mechanisms to prevent gentrification from crowding out disadvantaged residents.

Community pharmacies exert negative rental effects, requiring mitigation through strategic site selection, operational oversight, and transportation integration. Adopting Transit-Oriented Development (TOD) models to integrate pharmacies with transit hubs is recommended to balance accessibility and risk management.

In summary, this study reveals starkly contrasting rental impacts between the two facility types. Policy formulation must accurately interpret market signals, balance social benefits against economic costs, and advance sustainable community development.

Conclusion

Summary of the Research

This study analyzed the effects of CLRs and CPs on SDU rental prices in Kowloon, Hong Kong. Regression models considered facility distance, number of CPs, and housing attributes such as building age, floor level, size, and transport access.

Results show CLRs raise rental values: the closer the unit, the higher the rent. Residents value these welfare resources for the social and support services they provide. CPs show a more complex effect. Within 500 meters, greater distance from a CP correlates with higher rent, suggesting nearby pharmacies may be seen as undesirable due to crowding or nuisance. Yet, more CPs within 1,500 meters increase rental prices, showing residents want medical options nearby but not directly adjacent. Geospatial analysis highlights the strategic distribution of CPs in western Kowloon. Two CPs are only 650 meters apart, and a new facility will open in Sham Shui Po in 2025, helping relieve healthcare pressure while preserving residential comfort.

Overall, CLRs are strongly valued, while CPs require balanced spatial planning. The findings inform both housing research and welfare facility design, showing that careful planning can enhance living conditions without distorting the rental market.

Limitations and Agenda for Future Research

Several limitations should be noted. First, multicollinearity may have affected regression accuracy, especially for the CP distance variable. Second, raw data were used for interpretability, but skewed distributions could have weakened results; future research may adopt log transformations. Third, data collection was constrained by the informal nature of SDUs, requiring indirect identification that may have introduced errors. Fourth, the relatively small sample size limited statistical power. Finally, including not-yet-open CPs created a mismatch with current rental data, possibly weakening observed correlations. Despite these challenges, the study provides valuable evidence on how community amenities shape SDU rental prices in Hong Kong.

References

- Chaerul, M., Tanaka, M., & Shekdar, A. V. (2008). A system dynamics approach for hospital waste management. *Waste Management*, 28(2), 442-449.
- Cheng, K. (2018, January 19). *209,700 people live in subdivided flats in hong kong, 2016 gov't by-census reveals*. Hong Kong Free Press HKFP.
- CSD(2021). (2021). *Statistical product*. Censtatd.gov.hk.
- CSD(2023). (2023). *The chief executive's 2023 policy address*. Policyaddress.gov.hk.
- Francis, J., Giles-Corti, B., Wood, L., & Knuiiman, M. (2012). Creating sense of community: The role of public space. *Journal of Environmental Psychology*, 32(4), 401-409.
- GovHK, 2018. (2016). *2016 Population By-census Thematic Report: Persons Living in Subdivided Units* published. Info.gov.hk.
- HKRVD. (2025). *SUBDIVIDED UNITS – MEDIAN RENTS BY AREA AND DISTRICT*. Rating and Valuation Department.
- Huang, Y. (2017). A study of sub-divided units (sdus) in hong kong rental market. *Habitat International*, 62, 43-50.

- Hui, E. C. M., Liang, C., & Yip, T. L. (2018). Impact of semi-obnoxious facilities and urban renewal strategy on subdivided units. *Applied Geography*, 91, 144-155.
- Jones, M., Kimberlee, R., Deave, T., & Evans, S. (2013). The role of community centre-based arts, leisure and social activities in promoting adult well-being and healthy lifestyles. *International Journal of Environmental Research and Public Health*, 10(5), 1948-1962.
- LCPH. (2024). Progress of Implementation of Tenancy Control on Subdivided Units. *Legislative Council*.
- Li, H., Wei, Y. D., Wu, Y., & Tian, G. (2019). Analyzing housing prices in Shanghai with open data: Amenity, accessibility and urban structure. *Cities*, 91, 165-179.
- Liang, C., Hui, E. C. M., & Yip, T. L. (2022). Impact of urban rehabilitation: Evidence from subdivided units in hong kong. *International Journal of Housing Markets and Analysis*.
- Moreno, C., Allam, Z., Chabaud, D., Gall, C., & Pralong, F. (2021). Introducing the “15-Minute City”: Sustainability, resilience and place identity in future post-pandemic cities. *Smart Cities*, 4(1), 93-111. MDPI.
- Peng, T.-C., & Chiang, Y.-H. (2015). The non-linearity of hospitals’ proximity on property prices: Experiences from taipei, taiwan. *Journal of Property Research*, 32(4), 341-361.
- Pepper, S. H.), & Manji, A. (2019). *Co-living as an emerging market: An assessment of co-living’s long-term resiliency*.
- Rvd.gov.hk. (2023). *Rating and valuation department regulated tenancies of subdivided units second term tenancy*.
- Statista. (2025). *Hong Kong: Average monthly rent of the private apartments in Hong Kong island by size 2022*.
- Tan, T. H. (2011). Measuring the willingness to pay for houses in a sustainable neighborhood. *The International Journal of Environmental, Cultural, Economic, and Social Sustainability: Annual Review*, 7(1), 1-12.
- Tong, D., Zhang, Y., MacLachlan, I., & Li, G. (2019). Migrant housing choices from a social capital perspective: The case of shenzhen, china. *Habitat International*, 102082.
- Wang, Y., Ran, R., & Deng, G. (2012). Neighborhood quality and housing value: Evidence from urban micro data. *Journal of Management and Sustainability*, 2(1).
- Yang, L., Zhang, S., Guan, M., Cao, J., & Zhang, B. (2022). An assessment of the accessibility of multiple public service facilities and its correlation with housing prices using an improved 2SFCA method—a case study of Jinan city, China. *ISPRS International Journal of Geo-Information*, 11(7), 414.

ACTIVITY SNAPSHOTS

活動剪影



JAN
09 / 01

2024 Annual Assembly of CIHAPB
特許房屋經理學會亞太分會 2024 年度大會



FEB
20 / 02

Joint Spring Dinner 2025 of the Hong Kong Alliance of Professional Housing, Property & Facility Management (HKAPM)
香港房屋、物業及設施管理專業聯盟 (十會一局) 聯合春節晚宴 2025



MAR
26-30 / 03

Study Tour to Wuxi and Wuhan
無錫 • 武漢訪問交流活動



MAR
08 / 03

Hiking with "Leave No Trace"
暢遊郊遊樂逍遙 X 無痕山林



APR
09 / 04

Legal Talk on "Building Management (Amendment) Ordinance 2024"
法律講座 2024 年建築物管理 (修訂) 條例



APR
12/04

Guided Tour "InnovAge Home and Mind-friendly Home"
The Elderly Resources Centre (ERC)
房協長者安居資源中心「樂齡家居睇真D + 智醒家居睇真D」導賞遊



APR
26/04

Visit to "Safe Community Hub"
參觀安全社區體驗館



APR
26/04

Zhuhai Professional Exchange Tour
珠海交流活動



May
12/05

Workshop on Interview Skills
面試技巧工作坊



May
17 / 05

ESG Seminar on “Decarbonization, Climate Adaptation, and Resilience for Buildings & Pathway for Property Management Practitioners to become ESG Professional in Real Estate”
建築物的減碳、氣候適應與韌性及物業管理從業員成為房地產 ESG 專業的途徑講座



JUN
17 / 06

Visit to “The Wai”
參觀「圍方」



JUN
20 / 06-
29 / 07

Chartered Institute of Housing Asian Pacific Branch Work Experience Program
特許房屋經理學會亞太分會工作實習計劃



JUL
12/07

Chinese Mainland Members' Visit to
Hong Kong
內地會員到香港考察



JUL
26/07

Visit to "City Gallery"
參觀「展城館」



AUG
06/08

Webinar on Mediation and Arbitration with
Property Management in Hong Kong
調解和仲裁與香港物業管理講座



AUG
19/08

Visit to "Geospatial Lab"
參觀「地理空間實驗室」



SEP
06 / 09

Hong Kong Student Aid Society (HKSAS) Territory-wide Flag Day
香港學生輔助會 (HKSAS) 全港賣旗日



SEP
18 / 09

"Happy Hour" with HKIFM & HKIS (PFMD)
與 HKIFM 及 HKIS (PFMD) 共度「歡樂時光」



SEP
20 / 09

Technical Seminar on BEAM Plus Existing Buildings (EB) Version 3.0
《綠建環評既有建築 (EB) 3.0 版》技術講座



SEP
27 / 09

Visit "AIoT Solutions Experience Centre"
參觀「人工智慧物聯網解決方案體驗中心」



OCT
03 / 10

Visit to "Kai Tak Sports Park"
參觀啟德體育園



OCT
17 / 10

Business-School Partnership
Programme (BSPP) by the Life Planning Education Section of
Education Bureau – Visit to One Kowloon
教育局生涯規劃教育組商校合作計劃 – 參觀「一號九龍」



OCT
30 / 10

Signing Ceremony for a memorandum of
understanding with the Hong Kong
Mediation and Arbitration Centre
與香港調解仲裁中心簽署合作備忘錄的儀式



OCT
30 / 10

Webinar on "Exploring New Trends in
Social Media Networks"
網上講座「社交網絡新趨勢多面睇」



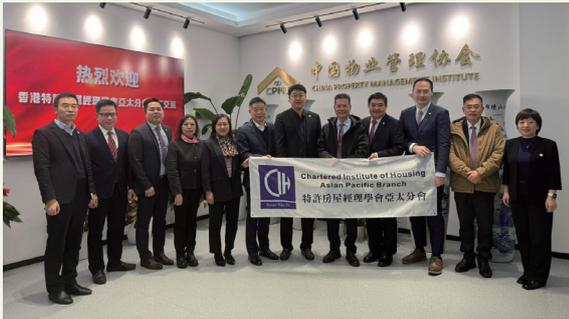
NOV
03/11

Chartered Institute of Housing Asian Pacific Branch Annual Dinner 2025
特許房屋經理學會亞太分會周年晚宴 2025



NOV
06-09 / 11

Beijing Professional Study Tour
北京訪問交流團



DEC
14 / 12

Visit to the "LINK Sustainability Lab"
參觀「領展可持續未來館」



NOV
22 / 11

Visit "AloT Solutions Experience Centre"
參觀「人工智慧物聯網解決方案體驗中心」



ACKNOWLEDGMENT

鳴謝



Acknowledgment

鳴謝

In alphabetical order (依字母次序排名)

Asian Institute of Built Environment
亞洲建築環境學院

City University of Hong Kong – Department of
Public and International Affairs
香港城市大學 – 公共及國際事務學系

Citybase Property Management Limited
港基物業管理有限公司

Goodwell Property Management Limited
高衛物業管理有限公司

Henderson Property Management Department
恒基物業管理部

HKU School of Professional and Continuing Education
香港大學專業進修學院

Hong Kong Cleaning Pest Control Services Limited
香港清潔滅蟲有限公司

Hong Kong Housing Society
香港房屋協會

Hong Kong Institute of Real Estate Administrators
香港地產行政師學會

Hong Yip Service Company Limited
康業服務有限公司

Housing Managers Registration Board
房屋經理註冊管理局

Jones Lang LaSalle Management Services Limited
仲量聯行物業管理有限公司

Kai Shing Management Services Limited
啟勝管理服務有限公司

Kerry Property Management Services Limited
嘉里物業管理服務有限公司

Macau Real Estate Management Professional Technicians
Association
澳門不動產管理專業技術人員協會

Minmetals Property Services (Hong Kong) Company Limited
五礦物業服務(香港)有限公司

MTR Corporation Limited
香港鐵路有限公司

Property Management Business Association Macao
澳門物業管理業商會

Sino Estates Management Limited
信和物業管理有限公司

The Hong Kong Association of Property Management
Companies
香港物業管理公司協會

The Hong Kong Chapter of the International Facility
Management Association
國際設施管理協會香港分會

The Hong Kong Institute of Housing
香港房屋經理學會

ADVERTISEMENT 廣告





LEEDS
BECKETT
UNIVERSITY

United Kingdom



Asian Institute of
Built Environment
亞洲建築環境學院

2026/2027-9月開班

早鳥優惠減 \$3,000

優惠至2026年6月29日

(Reg. No: 252355)

房屋學 (榮譽) 學士課程 BA (Hons) Housing Studies



課程認受性



PMSA指明
學歷之一

- 物業管理業監管局指明的物業管理學位
- 適用於物業管理人 (第1級) 牌照



三重專業
學會認證

- 此課程已獲特許房屋經理學會亞太分會(CIHAPB) 認證
- 此課程已獲香港地產行政師學會 (HIREA) 認證
- 此課程已獲香港設施管理學會 (HKIFM) 認證



英國學位
國際認可

- 畢業證書由英國利茲貝克特大學頒授
- 英國原校課程已獲特許房屋經理學會(CIH) 認證

課程特色



兼讀制課程
適合在職人士



老師為行內資深高管員
理論與實踐並重



結合英國及亞洲案例
學習跨國課題

聲明: 個別僱主可酌情決定是否承認本課程可令學員獲取的任何資格。



+852 2376 1933



+852 5508 5538



general@aibe-edu.org



www.aibe-edu.org

Master of Arts in Housing and Urban Management

P78
Programme
Code

文學碩士 (房屋及都市管理)

About MAHUM

Master of Arts in Housing and Urban Management (MAHUM) has two specialized study streams:

Housing Stream and Urban Management Stream.

The Housing Stream mainly caters to local housing management practitioners who opt for professional training in housing management.

The Urban Management Stream is ideal for those who are interested in urban management and eager to enhance conceptual capacity in housing management.

Programme Aims & Objectives

- Train professional housing & urban managers for both the public & private sectors in Hong Kong and the Region;
- Equip graduates with thorough understanding of the social, political, economic, legal and physical institutions within the context of housing and urban management; and
- Furnish graduates with high level analytic & management skills for the personal enhancement in their future career and further professional development.

Professional Accreditation

- The Housing Stream of MAHUM has sought full recognition from the Hong Kong Institute of Housing (HKIH) and the Chartered Institute of Housing (CIH). The two institutes are regarded as partners in the educational process.
- Graduates of the Housing Stream will be eligible for admission as corporate members of the HKIH and the CIH upon completion of the practical experience requirements and passing of examinations prescribed by professional bodies. The Housing Stream has been recognized as meeting the academic qualification by the Property Management Services Authority for the tier 1 property management practitioners. Corporate members of HKIH and CIH are eligible for registration as a Registered Professional Housing Manager.





港基華耀四十載 攜手邁步創未來



專業熱心

Serve You Better with Heart



成就至臻

Inspire Your Way of Living



高衛物業管理有限公司
GOODWELL PROPERTY MANAGEMENT LIMITED

Member of CK Asset Group 長江實業集團成員

PMC Licence No. 物業管理公司牌照號碼: C-444821



HENDERSON PROPERTY MANAGEMENT DEPARTMENT

恒基物業管理部

藉「G.I.V.E.」實踐ESG

恒基致力永續發展 物業管理積極實踐

恒基物業管理部全體同寅秉承集團制訂的ESG宗旨-「G.I.V.E.」，
與業戶攜手實踐環保，求進創新，回饋社會及服務社區。



「G.I.V.E.」四大宗旨為：

G 環保為地球 Green for Planet

I 創新為未來 Innovation for Future

V 關愛為人群 Value for People

E 誠心為社區 Endeavour for Community



2026 / 2027

Renowned PMP (Tier-1) Licence Programme Featuring a Blended Learning Approach

■ 房屋管理專業文憑 Professional Diploma in Housing Management (2 or 3-year part-time) (Specified Academic Qualification for PMP (Tier 1) Licence by the PMSA)

 CEF Reimbursable Course (selected modules only)*
Some modules of this course have been included in the list of reimbursable courses under the Continuing Education Fund.

Professional Recognition: Corporate Membership

- Chartered Institute of Housing Asian Pacific Branch (CIHAPB)
- Hong Kong Institute of Housing (HKIH)

■ 物業管理證書 Certificate in Property Management (1-year part-time)

Academic Advancement:

Access Course to Professional Diploma in
Housing Management

 CEF Reimbursable Course (selected modules only)*
Some modules of this course have been included in the list of reimbursable courses under the Continuing Education Fund.

QF Level: 5
QR Registration No.: 12/000876/5
QR Registration Validity Period: 01 Sep 2012 – on-going

Enquiry: 2508 8819 / 8820 / 8805

Academic Advancement:

Graduates will be eligible to apply for the
Master of Urban Studies and Housing Management
[Professional Stream] offered by the University of
Hong Kong

QF Level: 3
QR Registration No.: 15/002127/L3
QR Registration Validity Period: 29 Apr 2015 – on-going

Enquiry: 2508 8865

* CEF Course

Modules from Professional Diploma in Housing Management:

1. Property Law and Practices in Property Management (Course Code: 33Z15016A)
2. Land and Property Law (Course Code: 33Z150178)
3. Property Law and Ordinance (Course Code: 33Z150186)
4. General Principles of Law (Course Code: 33Z157350)

Modules from Certificate in Property Management:

1. Housing Organizations and Theories (Course Code: 33Z156729)
2. Property Laws in Practice (Course Code: 33Z156737)

HKU SPACE is a non-profit making University company limited by guarantee.



[http://hkuspace.hku.hk/
programme/subject/housing-property](http://hkuspace.hku.hk/programme/subject/housing-property)



香港地產行政師學會
HONG KONG INSTITUTE OF REAL ESTATE ADMINISTRATORS



邁向四十載
開創新里程

Towards Four Decades
Pioneering New Milestones

Building A Better Tomorrow with Multi Professionals
跨專業平台·創美好將來

香港地產行政師學會 創會於 1985 年，學會由從事地產行政的多個專業界別組成，涵蓋地產發展、建築承辦、物業管理、科技資訊、法律顧問、項目金融及物業租售等領域。會員包括建築師、工程師、測量師、規劃師、園境師、會計師、大律師、律師、物業及設施管理、創新科技、企業融資及租售推廣等各界專業人士。

學會專業組別

- 地產發展及策劃組：專注土地開發、城市規劃、併購重建、改變用途、土地發展潛力評估
- 保育及持續發展組：專注基建、建築、改建、擴建、重建、保育工程、建築物可持續發展
- 物業及設施管理組：專注物業及設施方面之維修、環境、安全、人力資源及財務管理
- 創新及建造安全組：專注建築科技創新、建造安全、智慧城市、BIM、MIC
- 法律執業及調解組：專注地產、建築及物管的法規及合同管理、仲裁與調解
- 企業融資及資產管理組：專注土地及物業資產管理及融資、房地產項目開發財務安排
- 房地產租售及推廣組：專注房地產租賃、銷售、推廣及宣傳
- 青年會員組：專注青年會員的地產行政跨專業發展及領袖培訓



地址：九龍觀塘觀塘道 418 號創紀之城五期 16 樓 12B 室 (請註明香港地產行政師學會)

Address : Unit 12B, 16/F, BEA Tower of Millennium City 5, 418 Kwun Tong Road, Kwun Tong, Kowloon

電話：(852) 3588 1799 傳真：(852) 2280 6582 電郵：info@hirea.org.hk 網頁：http://www.hirea.org.hk

To provide for the registration of
professional housing managers...



HOUSING MANAGERS REGISTRATION BOARD

房屋經理註冊管理局

<http://www.hmregistration.org.hk/>

Professional Management Talents

Providing Quality Services



智慧物業·行業領先



澳門物業管理業商會

Property Management Business Association Macao

澳門不動產管理專業技術人員協會

Macau Real Estate Management Professional Technicians Association

澳門和樂巷97號A嘉應花園1樓

Tel: (853) 28381791 Fax: (853) 28381792 Email: pmba1985@hotmail.com



The Hong Kong Association of Property Management Companies Limited
香港物業管理公司協會有限公司

專業管理惠民生 關愛共融建未來



www.hkapmc.org.hk



WORLDWORKPLACEASIAPACIFIC.IFMA.ORG

About IFMA Hong Kong Chapter

IFMA Hong Kong Chapter, established in 1992, was the first Chapter formed in Asia. The Chapter supports over 600 IFMA members in Hong Kong by offering diverse educational and networking events, international accrediting programs, and empowering its members to learn, connect and advance.

Coming Event

IFMA World Workplace Asia-Pacific

6-7 May 2026 | Hong Kong



Scan for Sponsorship & Exhibition



Sustainable Urban Futures



Resilient Facilities in a Changing World



The Digital Maturity Journey



Post-Conference Tour



6-7 May 2026 | Hong Kong
WORLDWORKPLACEASIAPACIFIC.IFMA.ORG



IFMA™ Hong Kong Chapter
International Facility Management Association



香港房屋經理學會
The Hong Kong Institute of Housing

1988年創會 Established in 1988

1997年按香港法例第507章成立 Incorporated in 1997 under Cap. 507, Law of Hong Kong

2020年物業管理業監管局認可專業團體 PMSA Recognised Professional Body in 2020

優化房管水平 維護專業發展

JOIN
HKIH

香港九龍九龍灣宏開道16號德福大廈2008-2010室
Units 2008-2010, Telford House, 16 Wang Hoi Road, Kowloon Bay, Kowloon, H.K.

電話 Tel : (852) 2544 3111 | 傳真 Fax : (852) 2544 3112

電子郵件 E-mail : info@housing.org.hk

網址 Website : www.housing.org.hk





香港清潔滅蟲有限公司

清理蜂巢



園林維護



清洗水缸



通渠吸井



滅蟲滅蚊



清洗幕牆



服 務 包 括

清洗幕牆

園林維護

清洗水缸

清理蜂巢



滅蟲滅蚊

雲石保養

大廈清潔

ISO 9001:2015 / ISO 14001:2015 / ISO 45001:2018

Unit 10, 4/F, Block B, Wah Tat Industrial Centre,
8 Wah Shing Street, Kwai Chung, N.T.

新界葵涌華星街8號華達工業中心B座4樓10室

電話：
(852) 2191-9859
傳真：
(852) 2408-8918
Whatsapp：
(852) 9634-2251



在我們管理的物業，一直憑著高質素的服務，時刻令你喜出望外。我們的物業管理團隊，規模龐大，專業用心，充份發揮以客為尊的精神。除了物業管理，信和管業優勢亦為你提供一站式清潔、保安及停車場管理服務，致力提升物業價值和生活質素。

電話 2138 1000

www.sino-property.com

建構更美好生活

SINO PROPERTY SERVICES
信和管業優勢

PMC Licence No.: C-694055

有溫度的服務
有色彩的生活



中國五礦

五礦物業服務(香港)有限公司
MINMETALS PROPERTY SERVICES (HONG KONG) COMPANY LIMITED



Editorial Board 編輯委員會

Editor 主編

Mr. Ko Kwok Kei, Ken

高國基先生

Deputy Editor 副主編

Ms. Chu Wing Hing, Wing

朱穎馨女士

Mr. Chu Wing Hong, Nelson

朱永康先生

Members 委員

Dr. Chao Ka Chon

周嘉進博士

Mr. Fung Ping Yan

馮炳欣先生

Mr. Shum Lap Ming, Peter

沈立銘先生

Mr. Wong Ying Kit, Romulus

黃英傑先生

Prof. Yip Ngai Ming

葉毅明教授

Chartered Institute of Housing Asian Pacific Branch

特許房屋經理學會亞太分會

Units 2008-2010, Telford House, 16 Wang Hoi Road, Kowloon Bay, Kowloon, Hong Kong
香港九龍灣宏開道 16 號德福大廈 2008-2010 室

Tel 電話 : (852)2356 8680

Fax 傳真 : (852)2356 7332

Website 網址 : www.cih.org.hk

Email 電郵 : apb@cih.org.hk

All rights reserved. No part of this Publications may be reproduced without prior written permission from the Chartered Institute of Housing Asian Pacific Branch.

Whilst reasonable care has been taken in compiling this yearbook, the publisher cannot assume liability for any error or omission it contains. Views expressed in the sharing articles are that of the authors and not necessarily reflect those of the Chartered Institute of Housing Asian Pacific Branch.

本年報版權由特許房屋經理學會亞太分會持有，除得到特許房屋經理學會亞太分會書面允許外，不得以任何形式轉載本年報內容。

本年報已在可能範圍內準確地製作，出版人未能為內容錯漏可能引起的責任負責。本年報的分享文章純屬作者個人意見，不一定代表特許房屋經理學會亞太分會的立場。

港鐵物業管理服務 提升住客體驗

MTR Property Management Service
Enhances Living Experience



港鐵公司以「鐵路加社區」理念推動在鐵路網絡沿綫創造和諧共融的綜合社區。公司管理逾128,000個住宅單位及超過920,000平方米的商用及寫字樓面積，致力提供優質的服務及締造高質素的居住和工作環境。

MTR Corporation fosters inclusive integrated communities along railway network through the "Rail plus Community" concept. The Corporation manages over 128,000 residential units and more than 920,000 square metres of commercial and office space, striving to provide excellent services as well as high quality living and working environments.

 **JLL** SEE A BRIGHTER WAY

Unlock the full potential of
your business and reach
your goals with our strategic
end-to-end suite of solutions.

