

卓越管治 以人為本
成就優質管理

Achieving Management Excellence
with a People-Centric Approach



主席的話

在剛剛連任主席的兩個月裡，欣喜之事接踵而至，令我感到房協的工作雖然充滿挑戰，但在同事的努力下成績受到廣泛認同，而我們在協助解決香港房屋問題的角色亦任重道遠。

九月中，我探訪了兩戶房協屋邨居民，有居住在新落成明華大廈一期的長者，亦有由劏房搬到過渡性房屋的年輕家庭。眼見他們住得開心，甚至因為居住環境改善而決定增添一名小孩，滿足的笑容令我感到房協的工作很有意義。隨後，在施政報告中看到積極增加房屋及土地供應的多元策略，尤其「北部都會區」的建議甚具前瞻性，而房協與政府合作的專用安置屋邨亦可在其中發揮輔助角色。我相信隨著各項短、中、長期措施逐步落實，將可為市民提供更多安居之所。

事實上，房協目前正在規劃及興建的項目達25個，預計未來20年將提供超過四萬個資助房屋單位。這個時期可以說是房協有史以來的建屋高峰期，除了要確保人力及財務資源上的配合，我們更加要做好質量管理。

除了做好本身的工作，房協作為「房屋實驗室」亦希望在推動更理想的居住環境出一分力，尤其是面對人口老化，「居家安老」是未來的政策大方向。房協於去年委聘顧問開展無障礙及可改動設計應用的可行性研究，並按初步建議搭建了模擬單位，作為與政府及相關業界交流的平台，透過安排實地參觀期望在今年底前收集意見，集思廣益共同制訂一套供業界參考的可行方案。

這兩個月，房協在不少嘉許計劃獲得獎項或認可，包括傑出企業策略大獎、灣區企業可持續發展大獎、智齡世代推動先驅。近日更獲香港管理專業協會頒發「優質管理獎」的卓越獎，這個被視為香港優質管理最具代表性的獎項對房協上上下下都是一大鼓勵，作為主席的我亦與有榮焉，感謝所有委員及同事一直為服務市民而盡心盡力。

陳家樂

Chairman's Message



Good news keeps coming since I have been re-elected as Chairman two months ago. Despite the challenges we face, the Housing Society's work received much recognitions attributing to the efforts of our staff. Our role in helping to tackle housing problems in Hong Kong has thus been reaffirmed.

In mid-September, I paid visits to two families living in our rental estates, one being an elderly tenant who just moved into an accessible unit at the newly completed Ming Wah Dai Ha Redevelopment (Phase II), and the other a young family who used to live in a subdivided flat before moving into our T-Home. It gives me great satisfaction to learn that they now live happily in their new homes, with the young family planning to have another child given the improved living environment. Soon after, I read with excitement the various initiatives outlined in the Policy Address on creating more housing and land supplies, in particular the development of the "Northern Metropolis", of which will be complemented by the collaboration between the Housing Society and the Government in the development of Dedicated Rehousing Estates. I believe more homes will be made available with the gradual implementation of those short, medium and long-term measures.

In fact, the Housing Society has 25 housing projects under planning or development, expecting to provide over 40,000 subsidised units in the next 20 years, an all-time high which implies challenges in terms of manpower and financial resources, and places higher demand on quality management.

Apart from building quality homes, our role as a "housing laboratory" prompts us to advocate for better living environments; especially in the face of an ageing population, ageing-in-place will be the way to go for future policies. As such, we have commissioned a feasibility study on the provisions of accessible and adaptable design, and as part of the study, set up mock-up units as a platform to facilitate ideas exchange with the Government and the industry. It is hoped that the views solicited from visitors will help formulate a set of guidelines for future reference of the industry players.

In the past two months, the Housing Society had been honoured with a number of awards, including the Outstanding Corporate Strategy Awards, Greater Bay Area Corporate Sustainability Awards and Smart Ageing Award. Most recently, we were presented the Excellence Award in the prestigious HKMA Quality Award, which we took as a great encouragement for the whole organisation. As the Chairman, I would like to express my most sincere thanks to all HS Members and colleagues for their unwavering support and dedicated efforts in serving the community of Hong Kong.

Walter Chan

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《房協動態》為香港房屋協會出版的季刊，由房協企業傳訊組編製，旨在向相關持份者、業務夥伴及公眾人士介紹房協的最新企業資訊。如欲轉載本刊物任何內容請註明出處。

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卓越管治 以人為本 成就優質管理 Achieving Management Excellence with a People-Centric Approach

房協扎根香港逾70載，肩負「建屋惠民」的社會使命，多年來一直提供優質及可負擔的居所和服務，期望市民安居樂業。憑著在業務發展及營運上創新求進、優質為尚和以人為本的理念，以及貫徹實行優質管理的卓越表現，房協今年勇奪由香港管理專業協會頒發的「[優質管理獎 — 卓越獎](#)」。

For over 70 years, HS has strived to provide quality and affordable housing and services for Hong Kong people, working towards the goal of creating decent homes and vibrant communities for all. With a commitment to innovation, quality and people-centric approach in its business development and operations, HS has been honoured with the [Excellence Award of the 2021 HKMA Quality Award](#) by the Hong Kong Management Association.



專業管理架構 重視與持份者溝通 Quality Management with a Focus on Stakeholders' Communication



機構的可持續發展有賴優質的管理。房協作為非牟利的非政府機構，具備清晰的宗旨、願景及核心價值，並致力持續提升管理模式及架構。自成立以來，房協由來自社會不同專業界別的委員管治，目前的雙層管治架構由監事會及執行委員會組成，當中各成員均具專業背景及熟悉社會服務。今次優質管理獎的評審委員會亦讚揚房協的流程、系統和成效經過良好的評估和執行，而且擁有強大的領導力，及具備優質管理系統，這些都使房協能夠面對疫情下的轉變及挑戰，並在將來實現更好的佳績。

Quality management is key to success of sustainable development. As a not-for-profit non-governmental organisation, HS has a clear set of mission, vision and core values with a commitment to continuous improvement of its governance and management structure. Since its inception, HS has been governed by Members coming from various professional sectors. The current two-tier governance structure comprises the Supervisory Board and Executive Committee, where Members with professional expertise and experience in public services were drawn from different sectors. The Board of Examiners of the Quality Award commended HS for having its processes, systems and results well implemented and measured, in addition to strong leadership and comprehensive quality management system that enabled the organisation to tackle changes and challenges such as COVID-19 and achieve even better results in the years to come.



房協每年舉行集思會，收集房協委員就各項策略方案以至長遠發展的意見，集思廣益，為制定未來一年或更長遠的政策作參考。

A brainstorming session was held each year for Members to exchange views and formulate strategies on the future development of HS.

與此同時，房協透過多元化的參與建立同事間的緊密聯繫，促進團隊合作精神，例如跨部門「管理層年會」等，讓員工直接了解機構的發展方向及年度重點工作，並提升不同部門的協作交流，確保大家秉持共同目標實踐機構理念。房協亦十分重視顧客關係及與社會聯繫，不時透過服務意見調查了解顧客的需求及期望，亦主動與地區團體及相關持份者溝通，積極提升工作透明度，並致力參考良好的市場實踐以力求持續進步。

At the same time, HS has been connecting its employees through various channels and activities to foster collaboration and cooperation, such as organising the "Management Forum" to get them on the same page about future directions and business focus of HS, in the hope of working out the mission together. HS has also given priority to fostering ties with customers and the community. As such, surveys were conducted on a regular basis to understand the needs and expectations of customers. Furthermore, we have proactively reached out to community bodies with a view to improving the transparency of our work while investing efforts in benchmarking good market practices.



房協透過各種活動加強與員工的雙向溝通，例如行政總裁陳欽勉甫上任便安排一連串的「與CEO暢談」環節。

HS organised a variety of activities to strengthen the two-way communication with staff, including an array of "Chat with CEO" sessions hosted by Chief Executive Officer James Chan right after taking the helm.



為與居民及地區團體保持聯繫及聽取意見，管理層及員工不時走入社區與相關持份者會面。

The Management team reaching out to residents and community groups to listen to their views and feedback.

廣納意見 鼓勵創新 Open-minded Thinking for Innovation



作為香港的「房屋實驗室」，須為社會把脈，除了員工不時走入地區聆聽意見，管理層亦樂於採納員工各項創新可行的構思，並特設「醒目獎」嘉許發揮創意、提出實用建議改善工作流程或質量的員工及團隊。以「暫租住屋」過渡性房屋計劃為例，這個善用房屋資源幫助有需要家庭的雙贏方案，正是來自房協員工的建議。

此外，房協積極提升機構的創新能力及勇於在業務上使用新科技，疫情期間更主動在屋邨引入多項免接觸設施和自動消毒設備，以提升防疫能力。去年更成立一個政策研究及業務創新團隊，現正就跨代共融的住屋發展，以及機械人應用等各類新科技進行探討研究，期望可在改善業務流程及提升顧客體驗方面引進新思維。

As a "housing laboratory", we constantly update ourselves on the latest trends in the society, and we also encourage our staff to be innovative. In this regard, we have established a "Smart Award" for those who come up with new ideas and suggestions for improvement in the workflow and quality of operations. In fact, the win-win strategy of "T-Home" transitional housing scheme for accommodating needy families was proposed by our own staff.

In addition, HS has been ramping up its capacity to innovate and introduce advanced technologies in its business operations such as introducing multiple touchless and disinfection technologies in rental estates during the pandemic. A Policy Research and Business Innovation Unit, which was newly set up last year, is now conducting research on intergenerational housing as well as the application of robotic technologies, in the hopes of streamlining business operations and bringing better experience for customers.



明華大廈是房協最近期的「暫租住屋」項目，透過翻新正待重建的空置單位，協助有需要的合資格公屋輪候家庭改善居住環境。

T-Home was recently launched at Ming Wah Dai Ha with vacant units pending redevelopment being converted into temporary homes for eligible families awaiting public rental housing, in an effort to improve their living conditions.

將可持續發展概念融入各業務範疇

Embedding Sustainability in Business



房協早於二十年前已在核心業務及機構營運當中實施環保政策及職安健等措施，更透過不同的社區項目促進社會凝聚力，尤其是在建設社區及培育年青人方面，冀為可持續發展出一分力，造福社會和地球。

Since 20 years ago, HS has implemented measures like environmental policy and occupational safety and health in its core businesses and operations. Through a diversity of community initiatives to promote social cohesion, in particular in community building and nurturing talents, HS hopes to drive sustainable development for the benefit of the society and the Earth.

持續改善成效 Continuous Improvement

透過訂立環境管理目標和持續改善環保管理體系，務求不斷提升環保成效

To seek continuous environmental improvements through environmental objectives and continual improvement of the environmental management system

提升環保意識 Raise Awareness

透過內外溝通及分享資訊，向員工、供應商、設計顧問、承建商／承辦商及其他持份者推廣環保政策，以提升他們的環保意識

To enhance environmental awareness through internal and external communication of our policy and knowledge sharing with our staff members, suppliers, consultants, contractors and other stakeholders

房協的企業環保政策 涵蓋六大原則

Six Environmental Protection Principles of the Housing Society



與持份者合作 Engage Stakeholders

鼓勵供應商、設計顧問、承建商／承辦商、居民及租戶合作，共同推廣及採取良好的環保管理措施

To encourage co-operation from our suppliers, consultants, contractors, residents and tenants in environmental protection and collaborate with them in the promotion and implementation of good environmental management practices

將環保融入日常 Integrate into Operations

在房屋發展及物業管理營運方面加入環保的考慮因素

To integrate environmental considerations in the housing development and property management operations

遵從環境法例 Legal Compliance

遵守所有適用的環境法例及有關的責任

To comply with all legal requirements and related obligations on environmental protection where applicable

保護天然資源 Conserve Resources

珍惜天然資源和減少浪費以防止污染及保護環境

To prevent pollution and to protect the environment by conserving natural resources and minimising waste



房協積極支持綠建環評，目前已有15個項目獲得相關認證（包括暫定及最終評級）。圖為沙田綠怡雅苑。

As a staunch supporter of BEAM Plus, HS has 15 developments certified by the scheme (including Provisional and Final). Featured in the photo is Greenhill Villa in Shatin.



房協亦與多個環保團體合作，在屋邨及屋苑推行廢物和資源回收計劃。

HS has also joined hands with various green bodies in carrying out waste collection and recycling programmes at rental estates and managed properties.

為應對人口老化的挑戰，房協投放資源倡議「居家安老」，並舉辦不同活動鼓勵年輕人參與其中，以推廣跨代共融的文化。

To address the challenges brought by an ageing population, HS has contributed extensive resources including organising various activities to promote the concept of "ageing in place" while encouraging young people in such efforts.



此外，房協已採用全球報告倡議組織（GRI）標準編製可持續發展報告，以增加相關資料的透明度，並協助我們持續檢視業務對經濟、環境和社會的影響。

HS has adopted the standards stipulated in the Global Reporting Initiative (GRI) for its Sustainability Report, in the hope of enhancing the disclosure of information on sustainability, while helping to assess the economic, environmental and social impact our work entailed in the long run.



為香港未來發展 作出更大貢獻 Building a Better Future for Hong Kong



角逐是次優質管理獎讓房協的同事從中加深認識不同行業及企業的優質管理之道及優勢，而評審委員會給予的評語及建議更有助我們為持續提升管理水平制定合適的方案。

行政總裁陳欽勉表示，房協首次參賽已獲得此佳績，是有賴不同部門同事在參賽過程中的付出，更重要的是所有同事在各自的崗位上一直克盡己任，特別是於過去兩年充滿挑戰的時刻保持上下一心，追求卓越，盡心服務，以實際工作展示房協優質管理的效能。他亦鼓勵同事繼續努力，積極發揮「房屋實驗室」的角色，在香港未來發展的新篇章作出更大貢獻及發揮更多創意，羣策羣力、精益求精，為香港創造更多宜居家園和構建共融社區。

Participation in the Quality Award had helped colleagues get a better understanding of the success factors of quality management in different sectors and enterprises, and the comments and recommendations by the Board of Examiners also enlightened us on solutions for improving management performance.

Chief Executive Officer James Chan said that the prize earned was not only a recognition of the efforts by colleagues during the competition, but a testimony to the excellent performance of staff who strived to work as one team to deliver products and services of the highest quality, which further exemplified the outstanding management HS has achieved, especially during the challenging times over the last two years. In this regard, Mr Chan called on staff to continue their good work while embracing the role of "housing laboratory", creating more liveable homes and inclusive communities with more creativity as Hong Kong embarked on a new journey in its development.



自1948年成立以來，房協一直秉持「建屋惠民」的使命，以創新思維締造宜居家園及共融社區。

Since its establishment in 1948, HS has been upholding the mission of creating liveable homes and building inclusive communities.

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香港管理專業協會由1991年開始舉辦「優質管理獎」，藉嘉許管理表現優秀的企業，為各行業樹立榜樣，全面提升本港企業整體管理水平，被譽為香港的優質管理「奧斯卡」大獎。其評審準則根據美國著名的鮑德里奇優質管理框架釐定，涵蓋領導才能、策略、客戶、評估、分析和知識管理、工作團隊、營運與業績七大範疇，並邀得各界專業的管理專家，參照有關準則進行全面嚴格的評審，評核各參賽企業的表現。

First launched in 1991 by the Hong Kong Management Association, the Quality Award recognises enterprises with exceptional managerial performance, setting examples and standards for the industry. Dubbed the "Oscars" for quality management, the Award evaluates the participating teams' performance based on the excellence framework named after Malcolm Baldrige, who was renowned for creating the seven categories for organisations to assess their performance, namely Leadership; Strategy; Customers; Measurement, Analysis and Knowledge Management; Workforce; Operations and Results. All entries have undergone comprehensive reviews, based on the excellence framework, conducted by management experts from various fields.

房協選出 新一屆監事會

HS Announces the Newly Elected Supervisory Board

房協剛於九月二日舉行第69屆周年委員大會，並選出新一屆監事會委員。監事會隨即舉行今屆首次會議，會上陳家樂先生和凌嘉勤教授分別再獲選為新一屆主席及副主席，任期為三年。監事會同時委任新一屆執行委員會委員。

房協是一個由委員管治的獨立非牟利機構，採取以監事會及執行委員會組成的雙層管治架構。監事會負責訂立房協的宗旨、願景、核心價值和企業原則，並監管有關提名、選舉及審核事宜；執行委員會則負責制訂業務策略和政策，以達到房協的宗旨及目標，並監察管理層的工作。監事會及執行委員會的委員均為房協委員，任期通常為三年。在每屆周年委員大會，監事會及執行委員會至少須有三分之一的委員退任（當然委員和房協行政總裁兼執行總幹事除外），以保持管治延續和引入新血的平衡，並確保房協的管治團隊擁有所需的專才和經驗。

主席探訪屋邨居民

Chairman Visits Rental Estate Residents

為深入了解居民對其居住環境及屋邨服務的意見，陳家樂主席剛於九月十二日親身探訪今年年中遷入明華大廈一期無障礙單位的長者戶關婆婆，以及居於漁光村「暫租住屋」的陳太一家。

房協一直以協助解決市民的住屋需要為工作目標，推行各種房屋項目，並致力建設長幼共融社區。以新建的明華大廈一期為例，當中設有24個無障礙單位，均具備一系列的長者友善設計。另有330個單位，即佔新建總單位數目三分之一，屬「可改動設計」類型，讓住戶隨著年紀增長或身體狀況需要，靈活地將單位改裝成長者友善設計，達至居家安老，這亦是房協未來建屋的發展方向。而「暫租住屋」是房協的過渡性房屋計劃，以透過善用待重建的屋邨單位，供合資格的公屋輪候家庭暫住。

談及未來發展，陳主席表示：「香港市民的住屋需求殷切，房協會繼續配合政府增加房屋供應的目標，興建更多資助房屋項目，並探討更多可以幫助解決香港人住屋需要的方案，建屋惠民。」



房協監事會二零二一 / 二零二二
HS Supervisory Board 2021/2022

HS convened the 69th Annual General Meeting on 2 September, at which the [new-term Supervisory Board](#) was elected. Following the AGM, the Supervisory Board held its first meeting at which HS Chairman Mr Walter Chan and Vice-Chairman Professor Ling Kar-kan were re-elected for the second consecutive term of three years. On the occasion, Members of the new-term Executive Committee were also appointed.

HS is a not-for-profit organisation governed by Members, being run by a two-tier board governance structure comprising a Supervisory Board and an Executive Committee. The Supervisory Board determines the mission, vision, core values and guiding principles of the HS, and oversees nomination, election and audit functions. The Executive Committee sets business strategies and policies to achieve the mission and objectives, and monitors the performance of the Management. Members of the Supervisory Board and the Executive Committee are drawn from HS Members and the term of office is normally three years. At each AGM, at least one-third of the existing Members of the Supervisory Board and the Executive Committee (excluding the Ex Officio Members and the Chief Executive Officer and Executive Director of the HS) shall retire from office to maintain a balance between continuity and the injection of new blood, and ensure that the governance team is equipped with the expertise and experience required to steer the organisation toward greater success.

On 12 September, Chairman Walter Chan visited two households, one being Granny Kwan, an elderly resident living in an accessible unit of Ming Wah Dai Ha (MWDH) Redevelopment (Phase I), and the other one of Mrs Chan's family living at the T-Home of Yue Kwong Chuen, to learn more about their lives and their views on the services provided.

HS has all along been striving to address the housing needs of Hong Kong people by developing a diversity of housing types and bringing intergenerational harmony into the community. MWDH Redevelopment (Phase I) is a good example, which includes 24 accessible units with age-friendly features. In addition, 330 units, that is a third of the total number of units, are of adaptable design that enables flexible reconfiguration of spaces catering to the evolving needs of residents as they age in place, which will be the future direction in housing development for HS. T-Home is a transitional rental housing scheme under HS, aiming to provide temporary housing for eligible households waiting for public rental housing, with optimised use of vacant units in our rental estates.

Sharing his views on the future development of HS, Chairman Walter Chan says: "The demand for housing has remained dire in Hong Kong, HS will continue to complement the Government in meeting the target of flat production and facilitating the provision of more subsidised housing, alongside efforts to identify solutions for creating homes and reviving communities."

香港房屋協會執行委員會委員 (二零二一/二零二二)
Executive Committee Members of Hong Kong Housing Society (2021/2022)

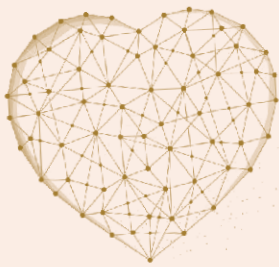
主席 陳家樂先生 SBS, JP ^{N1}	Chairman Mr Walter Chan Kar-lok SBS, JP ^{N1}
副主席 凌嘉勤教授 SBS ^{N2}	Vice-Chairman Prof Ling Kar-kan SBS ^{N2}
委員 區載佳先生 SBS ^{N3} 陳顯濶先生 陳國傑先生 劉文君女士 ^{N4} 譚贛蘭女士 GBS, JP 黃比教授 黃錦沛先生 BBS, JP 黃遠輝先生 SBS, JP	Member Mr Au Choi-kai SBS ^{N3} Mr Victor Chan Hin-fu Mr Desmond Chan Kwok-kit Ms Julia Lau Man-kwan ^{N4} Miss Annie Tam Kam-lan GBS, JP Prof Wong Bay Mr Wilfred Wong Kam-pui BBS, JP Mr Stanley Wong Yuen-fai SBS, JP
當然委員 王天予女士 JP (香港特別行政區運輸及房屋局 常任秘書長(房屋))	Ex Officio Member Miss Agnes Wong Tin-yu JP (Permanent Secretary for Transport and Housing (Housing), HKSAR)
房協行政總裁兼執行總幹事 陳欽勉先生	Chief Executive Officer and Executive Director, HKHS Mr James Chan Yum-min

- ^{N1} 監事會主席兼任為執行委員會主席
The Chairman of the Supervisory Board shall be the Chairman of the Executive Committee
- ^{N2} 監事會副主席兼任為執行委員會副主席
The Vice-Chairman of the Supervisory Board shall be the Vice-Chairman of the Executive Committee
- ^{N3} 新委任委員 Newly appointed member
- ^{N4} 再委任委員 Re-appointed member

香港房屋協會監事會委員 (二零二一/二零二二)
Supervisory Board Members of Hong Kong Housing Society (2021/2022)

主席 陳家樂先生 SBS, JP ^{N1}	Chairman Mr Walter Chan Kar-lok SBS, JP ^{N1}
副主席 凌嘉勤教授 SBS ^{N1}	Vice-Chairman Prof Ling Kar-kan SBS ^{N1}
經選舉產生的委員 周鎮榮先生 MH, JP 鄭啟華先生 馮國強先生 關治平工程師 BBS, JP ^{N2} 林正財醫生 SBS, JP ^{N1} 林永德先生 ^{N2} 劉國裕博士 JP 劉詩韻女士 JP 梁國權先生 JP 羅啟華教授 雷震寰先生 馬錦華先生 MH, JP 麥鄧碧儀女士 MH, JP ^{N1} 麥永森先生 ^{N1} 吳家鎚博士 施家殷先生 MH 尹德輝博士 楊詠珊女士 ^{N2}	Elected Member Mr William Chau Chun-wing MH, JP Mr Pius Cheng Kai-wah Mr Conrad Fung Kwok-keung Ir Edgar Kwan Chi-ping BBS, JP ^{N2} Dr Lam Ching-choi SBS, JP ^{N1} Mr Wallace Lam Wing-ted ^{N2} Dr Lau Kwok-yu JP Ms Serena Lau Sze-wan JP Mr Lincoln Leong Kwok-kuen JP Prof Philip Lo Kai-wah Mr Alex Lui Chun-wan Mr Timothy Ma Kam-wah MH, JP Mrs Agnes Mak Tang Pik-yee MH, JP ^{N1} Mr Alvin Mak Wing-sum ^{N1} Dr Isaac Ng Ka-chui Mr Kyran Sze MH Dr Danny Wan Tak-fai Ms Theresa Yeung Wing-shan ^{N2}
當然委員 王天予女士 JP (香港特別行政區運輸及房屋局常任 秘書長(房屋)) 黎志華先生 JP (香港特別行政區地政總署署長) 鍾文傑先生 JP (香港特別行政區規劃署署長) 余德祥先生 JP (香港特別行政區屋宇署署長)	Ex Officio Member Miss Agnes Wong Tin-yu JP (Permanent Secretary for Transport and Housing (Housing), HKSAR) Mr Andrew Lai Chi-wah JP (Director of Lands, HKSAR) Mr Ivan Chung Man-kit JP (Director of Planning, HKSAR) Mr Yu Tak-cheung JP (Director of Buildings, HKSAR)
房協行政總裁兼執行總幹事 陳欽勉先生	Chief Executive Officer and Executive Director, HKHS Mr James Chan Yum-min

^{N1} 再選委員 Re-elected member
^{N2} 新選委員 Newly elected member



關婆婆(圖左)遷到明華大廈一期的「無障礙單位」後深感欣喜,認為單位設計令輪椅使用者的居家生活更便利。

Granny Kwan (left) finds life easier after moving into the accessible unit at MWDH Redevelopment (Phase I), which facilitates the mobility of wheelchair users at home.



陳太(圖右)表示入住漁光村「暫租住屋」後,一家三口的生活環境得到改善,亦減輕了租金開支。

Mrs Chan (right) said that being allocated a T-Home at Yue Kwong Chuen has improved the living environment of the family of three and alleviated their burden on rent.



歡迎房協新委員

Welcoming New Housing Society Members

陳志球博士, SBS, JP是第一太平戴維斯物業服務集團行政總裁。他是註冊專業房屋經理,亦為英國皇家特許測量師學會及香港地產行政師學會資深會員。

陳博士一直熱心參與公共事務,現為香港房屋委員會委員,同時擔任其建築小組委員會主席及商業樓宇小組委員會委員。他為香港物業管理公司協會前會長,現時是香港吸煙與健康委員會副主席,並於房屋經理註冊管理局、發展局社區參與綠化委員會、安老事務委員會、職業安全健康局和懲教署投訴上訴委員會擔任成員。

Dr Johnnie Chan, SBS, JP is the Chief Executive Officer of Savills Services Group. He is a Registered Professional Housing Manager, and a Fellow of the Royal Institution of Chartered Surveyors and the Hong Kong Institute of Real Estate Administrators.

Dr Chan is active in a number of public and community services, and is currently a member of the Hong Kong Housing Authority, and serves as the Chairman of its Building Committee and a member of its Commercial Properties Committee. He is also the Immediate Past President of the Hong Kong Association of Property Management Companies, the Vice-Chairman of the Hong Kong Council on Smoking and Health and a member of the Housing Managers Registration Board, Community Involvement Committee on Greening of the Development Bureau, the Elderly Commission, the Occupational Safety and Health Council and the Correctional Services Department Complaints Appeal Board.



李民康先生, MRICS, MHKIS是和記地產集團有限公司的高級拓展及市場主任,主要負責香港及英國的物業投資、地產發展及營銷事務。他過往參與的英國私人住宅發展項目亦因應當地城市規劃要求而為低收入階層提供可負擔居所。

李先生積極投入義工服務,除擔任天主教香港教區的天主教建築專業諮詢小組成員,他亦是香港聖雲先會會員,為尋求庇護的家庭及弱勢社群提供支援。

Mr Paul Li Man-hong, MRICS, MHKIS is a Senior Development and Marketing Officer at Hutchison Property Group Limited, responsible for property investment, development, and marketing in Hong Kong and the United Kingdom. He is involved in the development of private residential buildings in the UK which also provide affordable housing units in accordance with local urban planning regulations.

Mr Li also actively participates in volunteer work, and is a member of the Catholic Building Professional Advisory Group of the Catholic Diocese of Hong Kong, as well as a Member of the Society of St. Vincent de Paul where he assists asylum seeker families and underprivileged individuals.



行政總裁陳欽勉簡述房協的未來發展方向。

Chief Executive Officer James Chan outlined the future development of HS.

管理層年會 Management Forum

房協一向重視與員工的溝通,一般每年均會舉辦管理層年會。今年因應防疫考慮,在八月四日至六日於營運總部分別舉辦三場年會,讓約220名經理級或以上的同事均可現場參與出席。

是次年會以「新辦公室•新角度•新常態」為主題,先由行政總裁陳欽勉就房協過去一年的整體業務概況作回顧,並展望來年的發展方向與挑戰。各部門總監隨後相繼簡述其業務範疇的工作成果及來年目標。房協亦邀請綽號「巨哥」的資深傳媒人鄭丹瑞,向同事分享自身在職場上所經歷的高山低谷,藉以勉勵同事堅守初心,並傳授在心態上平衡工作和生活的技巧。

Placing strong emphasis on staff communication, HS organises a Management Forum every year. With due consideration given to the social distancing measures, the Forum of this year was held in three separate sessions between 4th and 6th of August, so that around 220 staff of managerial grade or above could take part in person.



資深傳媒人鄭丹瑞(左四)與一眾房協管理層。

Media veteran Lawrence Cheng (4th from left) pictured with the HS Directorate Team.

Themed "New Office, New Dimension, New Normal", the Forum kicked off with Chief Executive Officer James Chan giving a review of the business operations over the past year and outlining the directions and challenges for the year ahead. The Directors also gave short presentations on the past achievements and future goals of their respective business units. To attach importance to the occasion, HS had invited media veteran Lawrence Cheng, or "Dan Goh", to share how he managed the ups and downs in his career life as he inspired the audience to stay true to oneself. He also imparted to the audience some skills on maintaining work-life balance.

減租兼派消費券助振興經濟

Rent Waiver and Shopping Coupons to Drive Economic Recovery

新冠疫情期間，為協助社群度過難關，房協向出租屋邨住戶及商戶推出多輪租金寬免措施，以紓緩他們的財務負擔。房協去年已宣布為所有出租屋邨租戶提供共兩個月的租金寬免，第二輪寬免剛於今年十月推行。

此外，房協執行委員會通過再度延長向轄下近400個合資格商戶提供上限為百分之75的**租金寬減**，為期六個月，由二零二一年十月一日至二零二二年三月三十一日為止。

今次的租金寬減安排將為合資格商戶先提供百分之50的租金優惠，若商戶的銷售額較去年同期下跌超過百分之50，在提供財務證明下，房協將按其下跌的百分比提供相應的額外租金寬減，而租金寬減總額上限為百分之75。此外，如合資格商戶因政府的防疫措施而被指令於上述期間停業，亦可向房協申請在停業期間全額租金減免。房協為今次租金寬減措施預留超過一億港元，希望藉相關措施為商戶提供適當的支援，協助他們繼續服務居民及社區。

To help the community ride through the touch patch in the midst of the pandemic, HS rolled out multiple rounds of rent concessions for its domestic and commercial tenants in an effort to alleviate their financial burden. Rent concession of two rounds has been offered to HS rental estate households, including that of October 2021, as announced last year.

Besides, HS's Executive Committee approved the extension of [rent concession](#) of up to 75% for about 400 eligible commercial tenants of HS for six months from 1 October 2021 to 31 March 2022.

Under the new round of concession, eligible commercial tenants will be granted a 50 percent rent waiver first. For those who show financial proof that the drop in sales revenue exceeded 50 per cent year on year, additional concession based on the percentage of the decline in sales revenue will be provided, up to a total concession of 75 percent. Commercial tenants whose businesses are required to be closed due to closure orders or directions as part of the Government's anti-pandemic measures within the aforementioned period may apply for full rent waiver. HS has made provision of over HK\$100 million for this round of rent concession, with the hope that the measures would enable local businesses to sustain their services for the residents and the community.

「同心•又再撐起」消費推廣活動 "Bounce Back Together" Shopping Promotion Campaign

房協於八月再度推出「同心•又再撐起」消費推廣活動，鼓勵接種疫苗，及繼續推動社區消費。活動已於九月二十二日圓滿結束，期間房協向轄下出租屋邨和長者房屋的租戶，以及員工和持分者派發近二千萬港元的消費券。此外，房協亦透過十多間位於出租屋邨的社福機構，向社區內有需要的家庭及長者派發共3,700套消費券，希望紓緩他們的經濟壓力。

HS has launched another round of ["Bounce Back Together" Shopping Promotion Campaign](#) in August to encourage vaccinations and boost local consumption. The campaign came to an end on 22 September. During the period, nearly HK\$20 million worth of shopping coupons had been given out to tenants of rental estates and elderly housing developments, staff and stakeholders. HS also extends its care to people in need in the community by giving out 3,700 sets of shopping coupons to needy families and seniors via NGOs based in our rental estates.



房協透過社福機構送贈現金券及由「房協獎學金同學會」成員親手繪製的三萬多張心意卡，為社區上有需要人士提供支援及送上祝福。HS extends its support to the community by distributing cash coupons to those in need through NGOs together with 30,000 blessing cards drawn by HS Academy Alumni Club members.



張先生、張太太 Mr & Mrs Cheung
觀塘花園大廈居民
Kwun Tong Garden Estate residents

「我們會用消費券來買食物和生活用品，也會買些玩具給小朋友。消費券有助紓緩經濟壓力，最重要是感受到有人支援，在疫境之中都不會孤單。另外，房協以「吃喝玩樂」為主題的口罩好靚，我們出外都戴著。」

"We will use the cash coupons for buying food and groceries, as well as on toys for my kid. The cash coupons help ease our financial burden, but more important the coupons meant support and that we are not alone in this pandemic. The HS masks also look great and we wear them whenever going out."



黃先生 Mr Wong
家維邨商戶
Commercial tenant at Ka Wai Chuen

「疫情以來，生意大跌，市民消費亦大幅減弱，幸好得房協幫助，提供減租優惠，讓小商戶可以度過難關。而這次消費券是鼓勵街坊在房協轄下商場和商舖消費，對商戶幫助非常大。」

"Since the outbreak of the pandemic, the businesses had been hit hard and people were spending less. Fortunately, the rent waiver helped small businesses to ride through the tough times. As the shopping coupons encourage residents to spend at shopping centres and retailers managed by HS, the measure helped to boost our businesses."

明華大廈「暫租住屋」 錄近900宗申請 T-Home at MWDH Receives Nearly 900 Applications

隨著明華大廈第一期重建項目於今年三月底開始分批入伙，房協已著手開展第二期重建的工作，部分因調遷空置的單位則會被翻新用作「暫租住屋」，讓輪候公屋的合資格家庭申請入住。

現時，明華大廈共有107個單位可用作「暫租住屋」，單位面積介乎16至45平方米，適用於二至四人家庭，租金由1,400至3,300港元。

計劃於二零二一年九月二十三日至十月六日期間接受申請，市民反應熱烈，共收到895宗申請，當中327宗申請來自二人家庭，332宗申請來自三人家庭，及236宗來自四人家庭。而電腦抽籤已於十月二十一日完成，預計首批成功申請家庭可於今年十二月入伙。

至目前為止，房協先後推出五個「暫租住屋」項目，共提供約700個單位，為有需要人士提供現成並可在短時間內入住的住屋選擇。



With residents began moving into the two towers of Ming Wah Dai Ha Redevelopment (Phase I) in late March, HS has started working on the redevelopment project of Phase II. In the course of redevelopment, some units left idle due to the decanting process will be renovated and converted into "T-Home" to provide accommodation for eligible families waiting for public rental units.

Currently, MWDH "T-Home" offers a total of 107 domestic units with internal floor area varying from 16 to 45 m², suitable for 2 to 4-person households. Monthly licence fees for the units range from HK\$1,400 to HK\$3,300.

The "T-Home" units, opened for application from 23 September to 6 October, were warmly received by the public. The project [garnered a total of 895 applications](#), of which 327 are from 2-person households, 332 from 3-person households, and 236 from 4-person households. Computer balloting was conducted on 21 October to determine flat allocation sequence. Successful applicants of the first batch are expected to pick up the keys by December this year.

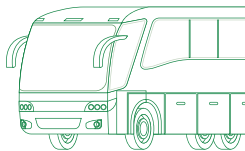
Thus far, HS has rolled out five "T-Home" projects with around 700 units to provide an additional housing option in terms of readily available space and speedy accommodation for people in need.

房協總監（物業管理）潘源舫於十月二十一日進行抽籤程序，以決定申請人的優先次序號碼。

HS Director (Property Management) Sanford Poon conducted the balloting on 21 October to determine the priority numbers of applicants.



免費穿梭巴士服務便利明華大廈居民 Free Shuttle Bus Services to Facilitate MWDH Residents' Mobility



明華大廈重建項目（第二期）預計於二零二二年第二季展開，重建範圍由F座至J座。經顧問公司研究後，為配合重建工程而須拆卸另行重置位於金華街入口的轉乘升降機，預計於二零二二年第三季起停止服務。當第二期重建工程完成後，將再次提供轉乘升降機服務。

轉乘升降機暫停期間，房協將為明華大廈居民提供免費穿梭巴士服務，並就此早前以問卷方式，了解居民日常的出行模式。另外，考慮到讓居民可提早適應免費穿梭巴士的服務安排，穿梭巴士將於二零二二年第二季開始投入服務，當中會提供設有無障礙上落設施的穿梭巴士供輪椅使用者使用。

The MWDH Redevelopment (Phase II) project, covering Block F to Block J, is scheduled to commence in the second quarter of 2022. Following studies conducted by the consultant, the transfer lift tower located on Kam Wa Street will have to be demolished to make way for the redevelopment, and the lift service will be suspended starting from the third quarter of 2022. Transfer lift service will be reinstated upon the completion of Redevelopment (Phase II).

During the service suspension period, HS will provide free shuttle bus service for MWDH residents. In this regard, a survey has been conducted earlier on the usage of service among the residents. To allow more time for residents to get used to the new arrangement, HS will start to provide free shuttle bus services, including buses with barrier-free access, in the second quarter of 2022.

無障礙與可改動設計 模擬單位 推廣共融房屋

Accessible and Adaptable Design Mock-up Flat Prototypes to Advocate Intergenerational Living

面對香港人口急速老化的挑戰，房協一直致力發展可負擔而優質的長者房屋，並於轄下出租屋邨開拓長者支援服務，以推動「居家安老」及建設長幼共融社區為長遠工作目標。

為進一步研究及改善於不同類型的住宅單位內無障礙設計及可改動設計的應用，房協開展一項可行性研究，著重探討引入長者友善的無障礙設計及單位設備、提升運用室內空間的效率，以及可改動設計的靈活應用等。作為研究的一部份，房協搭建了公共出租房屋、資助出售房屋和「長者安居樂」項目三個類型的模擬單位，將相關概念實現在實物模型之上作展示之用。相關政府部門、專業組織及團體、長者服務機構、學者等應邀於十月至十二月參觀模擬單位，了解設計概念並互相交流，為將來實踐設計的可行性集思廣益。

房協將在未來發展房屋時，考慮採用適合不同年齡和能力人士的無障礙和可改動設計，亦希望藉此研究鼓勵業界人士在項目加入類似的設計，攜手創建更多可持續發展居所。



模擬單位當中加入了輪椅操作空間及充足的膝部空間，窗戶操作器、浴室和廚房趟門及可調節高度的洗手盆。

The mock-up flats feature maneuvering space for wheelchair users, knee clearance under kitchen countertop, window operator, sliding door for bathroom and kitchen, height-adjustable basin.

To cope with the challenges of a rapidly ageing population in Hong Kong, HS has taken a leading role in advocating affordable and quality elderly housing, as well as promoting support services across rental estates. HS endeavours itself to promote the “ageing in place” concept and to create an inclusive community with intergenerational living in the long run.

To study and enhance the applications of accessible and adaptable designs in different types of domestic units, HS has commissioned a feasibility study with a focus to examine age-friendly design and amenities in accessible units, raising efficiency in the use of indoor space, as well as the flexibility of adaptable design. As part of the study, mock-up flat prototypes of three housing types, namely Public Rental Housing (PRH), Subsidised Sale Flats (SSF) and Senior Citizen Residences Scheme (SEN) have been set up, to illustrate the design concepts in physical form. Relevant government departments, professional groups and institutions, elderly service providers and academics have been invited to visit the mock-up units from October to December, to exchange their thoughts about the design concepts, and to gather minds for exploring the feasibility of future applications.

Apart from developing its future domestic units with considerations on accessible and adaptable designs for all ages and abilities, HS also hopes to encourage other industry practitioners to apply similar provisions in their developments, in order to create sustainable homes for the community together.



房協行政總裁陳欽勉（右二）及總經理（物業策劃及發展）曾德明（左二）於九月下旬帶同傳媒參觀模擬單位，展示設計的概念應用。

In late September, HS Chief Executive Officer James Chan (2nd from right) and General Manager (Planning and Development) Patrick Tsang (2nd from left) guided a group of media to the mock-up flats to introduce design concepts and applications.



房協邀請不同專業團體參觀及提供意見。

HS invited various professional groups to visit the mock-up units and exchange opinions.

與海外專家分享長者房屋及服務經驗

Sharing Experience in Elderly Housing and Services with Overseas Experts

房協行政總裁陳欽勉應亞洲安老協會的邀請，出席於十月一日舉行的「亞太高齡創新論壇」，在線上發表專題演說，以房協明華大廈重建項目為例，向與會者分享房協在人口稠密的城市中推動居家安老的挑戰，以及房協為香港建設房屋及樂活社區的使命。

而總經理（長者服務）吳家雯博士及總經理（規劃及發展）曾德明亦分別於十月十二及十三日參與論壇，分享房協在照顧長者需要的經驗，並與業界人士就未來人口老化議題作深入討論。



行政總裁陳欽勉分享房協創建共融家園的願景及工作。
CEO James Chan shared HS's vision and work in creating homes for all ages and abilities.

On 1 October, HS Chief Executive Officer James Chan was invited by Ageing Asia Alliance to speak at the International Ageing Asia Innovation Forum held both offline in Singapore and in virtual mode. Using our Ming Wah Dai Ha Redevelopment as a case study, Mr Chan shared the challenges of driving "ageing in place" in a densely populated city and reiterated the mission of HS of creating homes and building vibrant communities for Hong Kong.

General Manager (Elderly Service) Dr Carmen Ng and General Manager (Planning and Development) Patrick Tsang also took part in the Forum on 12 and 13 October, to share HS's experiences of ageing in place, as well as to exchange ideas on future ageing issues with industry experts.

突破規劃思維增加房屋供應

Out-of-the-box Development Planning to Boost Housing Supply

首次購入私人土地發展公營房屋

First-ever Acquisition of Private Site for Public Housing Development



項目構想圖 Artist's impression

為增加公營房屋供應，房協去年購入一幅毗鄰筲箕灣明華大廈的土地，並計劃連同位於阿公岩道的閒置政府用地，興建一幢樓高28層的公共出租房屋，提供約640個單位及社福設施。這是房協首次購入私人土地發展公營房屋，項目現時正處於規劃階段，並預計最快於2028年落成。

To increase public housing supply, HS acquired a site neighbouring Ming Wah Dai Ha in Shau Kei Wan last year, which is planned for rental housing development together with another government site along A Kung Ngam Road. The development consists of a 28-storey tower with about 640 units and social welfare facilities. This is the first time for HS to purchase a private site for public housing development. The project is now at the planning stage, with completion expected in 2028.

首個專用安置屋邨上蓋工程展開

Superstructure Works for the First Dedicated Rehousing Estates Project Commenced



項目構想圖 Artist's impression

粉嶺百和路項目為房協首個專用安置屋邨，將提供約1,460個出租、資助出售房屋和「長者安居樂」單位，另配備兩間護理安老院舍、一個購物中心及公眾停車場。項目的上蓋工程已於今年九月中旬開展，預計將於2024年落成。

The development on Pak Wo Road in Fanling is the first Dedicated Rehousing Estates project of HS, providing around 1,460 rental, subsidised sale and Senior Citizen Residences Scheme units, plus two residential care homes for the elderly, a shopping centre and public car parking spaces. The superstructure works have commenced in mid-September this year, and the project is scheduled for completion in 2024.

房協首獲「傑出企業策略大獎2021」 HS Clinches its First-ever Outstanding Corporate Strategy Awards 2021

房協憑藉創新的業務策略及不斷求進的市場定位，首度榮膺《東周刊》主辦的「傑出企業策略大獎2021」。

兩年一度的「傑出企業策略大獎」於二零零七年成立，旨在表揚企業的傑出業務策略及對社會作出持續貢獻，鼓勵企業開拓創新發展。此項殊榮對於房協一直尋求創新，本著作為「房屋實驗室」的宗旨制定前瞻性策略，致力為市民提供優質的房屋及服務予以肯定。

HS becomes a first-time winner at the “[Outstanding Corporate Strategy Awards 2021](#)” of East Week Magazine for its innovative business strategies and market positioning that keeps moving ahead.

Since its inception in 2007, the biennial “Outstanding Corporate Strategy Awards” has been paying tribute to enterprises and organisations that demonstrated outstanding business strategies and continuous contribution to the community at large. The Awards recognised HS’s commitment to innovation with forward-looking strategies, providing quality homes and related services while embracing the role of a “housing laboratory”.



行政會議成員及立法會議員張國鈞（圖左）向房協行政總裁陳欽勉頒發「傑出企業大獎2021」獎項。

The Honourable Cheung Kwok-kwan (left), Executive Council Member and Legislative Council Member, presented the “Outstanding Corporate Strategy Awards 2021” to HS Chief Executive Officer James Chan.



房協奪「灣區企業可持續發展大獎2021」三項殊榮 Three Trophies for HS at Greater Bay Area Corporate Sustainability Awards 2021

近日，房協於「灣區企業可持續發展大獎 2021」分別奪得「傑出灣區企業－社會可持續發展獎（可持續城市和社區）」、「傑出灣區企業－綠色可持續發展獎（氣候行動）」及由全球可持續發展規劃師學會頒發的「可持續發展認證企業」證書。

獎項由新城財經台設立，此次得獎充分肯定了房協在創建房屋－培育人才－保護環境措施及社區關懷計劃等多方面推動可持續發展方面的傑出表現。

HS recently is honoured with the “Greater Bay Area’s Outstanding Corporation – Social Sustainability Award (Sustainable Cities and Communities)” and “Greater Bay Area’s Outstanding Corporation – Environmental Sustainability Award (Climate Action)”, as well as a Certified Sustainable Development Corporation (CSDC) by the World Institute of Sustainable Development Planners.

Organised by the broadcaster Metro Finance, the awards applaud HS for its distinguished contribution towards promoting sustainable development through its housing projects, talent development, environmental protection and community programmes.



房協助理總經理（企業及社區關係）符肇廉出席於十月十五日舉行的灣區企業可持續發展論壇，接受獎項。

HS Assistant General Manager (Corporate & Community Relations) Gary Fu received the awards at the Greater Bay Area Corporate Sustainability Forum held on 15 October.





房協總經理（長者服務）吳家雯博士（右三）出席於八月二十七日舉行的頒獎禮。

HS General Manager (Elderly Services) Dr Carmen Ng (3rd from right) attended the award presentation ceremony on 27 August.



房協職員向參觀者展示長者房屋及服務背後的理念。

HS staff illustrated the concepts behind elderly housing and services to the visitors.

房協獲選「智齡世代推動先驅」 HS Named "Change Maker" in Smart Ageing

房協早前在黃金時代基金會創辦的首屆「智齡世代大獎」中獲選為「智齡世代推動先驅」，表揚房協為長者所提供的傑出服務和計劃，以及其背後的創新理念。

頒獎禮已於八月二十七日舉行，而一連三日舉辦的「黃金時代展覽暨高峰會2021」亦於同日開幕。今屆展覽以「想·創·智齡城市」為主題，內容包括一系列與長者相關的最新科技、產品和服務，並匯集業內人士分享與老齡化相關的創新想法和經驗。房協在展覽場地設攤位，展示長者房屋及相關服務，以及樂齡科技，宣揚「居家安老」的概念。

In recognition of the outstanding and innovative services and projects for the elderly, HS has been elected a "Change Maker" in the inaugural Smart Ageing Award organised by the Golden Age Foundation.

The award presentation ceremony was held on 27 August, which the three-day Golden Age Expo and Summit 2021 commenced on the same day. Themed "Reimagining Smart Ageing City", the Expo introduced a series of the latest technology, products and services for the elderly, gathering industry experts to join and share their innovative ideas and experiences about smart ageing. HS also set up a booth to showcase its works and experience in elderly housing development and services as well as gerontechnology, promoting the concept of "ageing in place".



房協2019/20年報獲獎連連 Multiple Accolades for HS Annual Report 2019/20

房協以「建家·安居·樂頤年」為題的2019/20年報先後揚威多個國際年報大獎，最近再於美國ARC Awards 2021的「非牟利機構（印刷年報）：房屋」組別中奪得銅獎，至今已累計獲得六項國際殊榮。

Further to the multiple accolades received at various international annual report competitions, HS clinched the Bronze Award in the "Non-Profit Organization (Print Annual Report): Housing" category of the ARC Awards 2021, with the 2019/20 Annual Report entitled "Above and Beyond - Building Homes". The report has accumulated a total of six international trophies.



再獲「積金好僱主」嘉許 Continued Recognition as "Good MPF Employer"



房協連續三年獲得強制性公積金計劃管理局頒發的「積金好僱主」榮譽。HS has been named a "Good MPF Employer" by the Mandatory Provident Fund Schemes Authority for three years in a row.

推動「員工多運動」獲認同 Affirmed Efforts in Promoting Sports for Employees

房協早前參加由凝動香港體育基金首辦的《企業「一」起動》計劃並獲得嘉許。該計劃鼓勵企業帶動員工及其家人每天共參與「一小時」體能活動，促進員工的身心健康。

HS has been recognised as a "SportsHour Company" by InspiringHK Sports Foundation. SportsHour Company Scheme encouraged organisations to promote employees and family members' participation in one hour of physical activities daily, fostering a healthy lifestyle.



多元實習計劃 培育業界生力軍

Nurturing Talents through Diversified Internship Programmes

房協一直透過不同實習機會或工作培訓，讓年輕一代認識香港的房屋及社會發展，擴闊視野和人際網絡，為業界未來發展培育人才。

To nurture talents for future development, HS has engaged the younger generation through various internship opportunities and job training, to let them know more about the housing and social development of Hong Kong, as well expand their network and horizons.



HS ran a Summer Internship Programme from June to August this summer, offering internship for 62 tertiary students aspiring to pursue a career in housing and related fields. Students were assigned to different departments to gain practical experience in workplace, while they also visited rental estates and facilities to know more about HS. Other activities such as job seeking and interview skills workshop were arranged to help them acquire practical skills that could better prepare them for entering the workplace.

暑期實習生計劃 Summer Internship Programme

房協在剛過去的六月至八月期間舉行了「暑期實習生計劃」，為62位有志投身房屋及相關行業的大專生提供實習機會。實習學生除獲分派到不同部門參與日常工作，亦到房協轄下屋邨和設施參觀，從多角度了解房協的業務。同時，他們透過參與求職及面試技巧工作坊等活動，為將來投身職場做好準備。



鼓勵業界提供實習機會 Encouraging the Industry to Offer Internship Opportunities



房協企業傳訊總監梁綺蓮（右二）讚揚中學生實習生適應能力強，而且對工作有承擔，表現令人印象深刻。

HS Corporate Communications Director Pamela Leung (2nd from right) praises the performance of the secondary school student interns, and commends them on their strong adaptability and sense of accountability.

此外，房協一直與大專院校、中學及不同機構協作，提供實習機會，當中包括「影子領袖」師友計劃，以及MWYO青年辦公室的「企業實習計劃」等。MWYO的實習計劃於2020年首辦，房協今年安排了兩名中六學生參加計劃，一嘗工作滋味。房協企業傳訊總監梁綺蓮於九月十日出席MWYO研究分享會，與教育業界及非政府機構一同探討中學實習計劃的重要性及發展。她分享道：「除了課本上的知識外，實習可以讓同學更認識自我並了解市場上的工作機會，有助將來選擇科目或工作範疇，亦讓他們透過工作擴闊視野。」

Besides, HS also collaborates with tertiary institutions, secondary schools and various associations to provide internship opportunities, including the Job Shadowing Programme, and the MWYO Corporate Internship Initiative which was first launched in 2020. This year, HS arranged job experience for two secondary six students under the MWYO programme. On 10 September, HS Corporate Communications Director Pamela Leung participated in a sharing session with representatives from the education sector and NGOs, to discuss the importance and development of internship for secondary students. She said: "Other than learning from books, internship helps students to learn more about oneself and what job opportunities are available in the market. This could facilitate their choice of academic studies or future career, and expand their horizons during the process."



周心妍 Echo Chau

MWYO青年辦公室「企業實習計劃」實習生 Intern of MWYO Corporate Internship Initiative

「透過參加這次實習機會，我發覺自己較喜歡面對人的工作，同時對自己的興趣以及能力有更深入了解。雖然起初擔心能否勝任被指派的工作，但在房協同事循循善誘的教導下，我終於克服困難完成工作，因此我感到非常開心。」

"The internship opportunity made me realise that I enjoy working with people. I also gained a better understanding of my own interests and abilities. Though at first I was worried that I might be incompetent for the tasks assigned, but eventually under the kind guidance of HS colleagues, I was able to complete the tasks and I felt great!"

助青年提升自我價值 回饋社會

Motivating Younger Generation to Enhance Self-Worth and Giving Back to the Community

同學會活動鼓勵個人發展

房協獎學金同學會（同學會）今年九月再選出新一屆同學會工作籌備委員會，共由三十名成員組成，將協助籌辦同學會來年的活動，希望藉以培訓他們的領袖才能，並在過程中拓展人脈和眼界。同學會舉辦各類型的活動，讓青年多接觸專業知識，裝備自己。譬如在九月二十五日舉辦的咖啡拉花工作坊，參加者透過香港公平貿易聯盟的講解，掌握公平貿易的理念及深義。

此外，同學會早前向成員及房協員工收集剩餘的月餅和防疫口罩，其後於九月十七日聯同慈善機構同路舍將物品送到有需要人士及無家者手中，藉中秋佳節送上關懷。

事實上，同學會過往亦舉辦不同義工活動，鼓勵年輕人善用才能回饋社會，並藉此建立正面的價值觀。



支持社區活動助青年發掘自我價值

房協十分著重年青人的個人成長，並積極支持相關活動。近日，三名房協出租屋邨、年屆13至17歲的籃球健兒連同其餘14名來自基層家庭的青年組成代表觀塘花園大廈的隊伍，參加由凝動香港體育基金舉辦的第三屆「邨JUMP！」。參加者於九至十月期間獲得專業籃球裝備並接受密集式訓練，希望讓他們發揮運動專長，創造自我價值。稍後教練將選出成員，代表地區參與今年十一月至明年五月期間舉行的比賽，爭奪聯賽冠軍。他們亦會獲安排參加義工活動，將正能量帶到社區。

Cultivating Self-worth Through Community Activities

HS attaches great importance to the personal growth of young people, and thus enthusiastically supports relevant community activities. Lately, three basketball enthusiasts from our rental estates joined 14 other young athletes aged between 13 to 17 years old coming from low-income families to form a team of Kwun Tong Garden Estate, to participate in the third season of "WELL DUNK!" basketball competition organised by InspiringHK Sports Foundation. Participants are provided with professional basketball gears and intensive training from September to October, through which they could unleash their talents in sports and derive a sense of accomplishment. Shortlisted players will then participate in the league scheduled to be held between November 2021 and May 2022. They will also take part in volunteer activities, to spread their positive energy to the community.

Fostering Personal Development Through Alumni Club Activities

The Organising Committee of the HS Academy Alumni Club was re-elected in September. The 30-strong new Committee will be engaged in the planning and organising of activities of the Alumni Club, with the aim to nurture their leadership, and to allow them to expand their social network and horizons. Through a range of activities, the Alumni Club hopes the younger generation be better equipped with professional knowledge. At the latte art workshop on 25 September, members were able to learn the concept and significance of fair trade through the briefing of Fair Trade Hong Kong.



Besides, the Alumni Club collected excess mooncakes and face masks from its members and HS staff to be given out to needy people and the homeless in collaboration with the charity ImpactHK on 17 September, to send love and care to the community during Mid-Autumn Festival. In fact, the Alumni Club has held different volunteer activities to encourage young people to give back to the community and to build positive value.



樂齡科技設計比賽 倡跨代共融

Gerontech Competition to Promote Intergenerational Living

房協再度舉辦「創科樂『耆』中」樂齡科技設計比賽，鼓勵年青人運用創意及科技知識，構思有助提升長者生活質素的輔助設備，締造長者友善社會，並倡導跨代共融的理念。比賽現正接受報名，截止日期為十一月十三日。

The [HKHS Gerontech Competition](#) will be held again this year, aiming to inspire young people to create supporting devices that help to improve the wellbeing of seniors, and thus to promote the concept of intergenerational living. Application for the competition is now open will close on 13 November.





「房協友里獎學金」 嘉許文憑試傑出考生 CES Scholarship Applauding Outstanding Performance in DSE

為鼓勵轄下出租屋邨的學生勤奮向學，房協自二零一四年起設立「房協友里獎學金」，每名於香港中學文憑試考取理想成績的學生可獲頒5,000港元，而考取30分或以上優異成績的學生更加獲額外頒發5,000港元的「卓越獎賞」，至今累計106名學生受惠。

今年，共有九名來自八個出租屋邨的學生得獎，其中三名學生獲頒「卓越獎賞」。今屆的得獎者儘管面對持續一年多的疫情，仍表現出色，而他們選修的學科遍及多個範疇，包括醫科、工商管理、金融、精算、社工及護理等。頒獎禮早前於八月三十一日舉行，出席頒獎典禮的房協管理層勉勵各得獎學生繼續積極學習，裝備自己，日後盡展所長。



房協總經理（物業管理）余姚玉心（右六）及總經理（長者服務）吳家雯博士（左三）頒發嘉許狀及獎學金予各傑出考生，並寄語他們繼續積極學習，盡展所長。

HS General Manager (Property Management) Ada Share (6th from right) and General Manager (Elderly Services) Dr Carmen Ng (3rd from left) presenting certificates and scholarship to the outstanding students, while encouraging them to continue their hard work and strive for excellence.

The CES Scholarship was first launched in 2014 with the objective to encourage the pursuit of academic development among students living in HS rental estates. Students with outstanding achievements in the Hong Kong Diploma of Secondary Education Examination will receive scholarship of HK\$5,000 each, while students who scored 30 points or above will be granted an additional "Award of Excellence" of HK\$5,000. Since inception, a total of 106 students have been granted the scholarship.

This year, nine students from eight rental estates received the CES Scholarship, among which three students were also the recipients of the "Award of Excellence". In the face of the uncertainties of the on-going pandemic, the recipients have made remarkable achievements in DSE, and are pursuing further studies in various areas such as medicine, business management, finance, actuarial science, social work and health care. The award ceremony was held on 31 August, at which the attending representatives from HS encouraged the awardees to continue their hard work, and equip themselves for the future.



梁鈞凱 Leung Kwan-hoi
觀塘花園大廈
Kwun Tong Garden Estate

「觀塘花園大廈提供了一個很好的生活環境，環境十分安靜，讓我可以專心溫習。」

"KTGE provides a good and tranquil living environment in which I can focus on my studies."



胡焯培 Woo Cheuk-pui
家維邨
Ka Wai Chuen

「在疫情期間留在家中準備應試，堅持和自律最為重要。現在我十分期待體驗大學生活！」

"Perseverance and self-discipline are extremely important when preparing for the exam at home in the midst of the pandemic. And now, I am really looking forward to my university life!"



月滿中秋送關懷

Sharing Joy and Blessings during Mid-Autumn Festival

適逢中秋佳節，「房協友里」團隊於九月十一日，與煤氣公司在觀龍樓合辦「花燈月圓懷舊夜」活動，透過線上及線下形式與近500位來自觀龍樓的居民及九間長者康樂中心的長者及其照顧者歡渡中秋。場內除攤位遊戲外，更設有懷舊香港主題立體攝影區，與家人齊拍全家福，樂也融融。

另外，「房協友里」亦藉著月滿送關懷，連繫地區團體，並動員百多位家庭及企業義工，到樂民新村探訪200戶獨居及雙老長者，親手送上中秋禮物，以表關懷，亦鼓勵他們多接觸左鄰右里，促進鄰里間的互信互助關係。

In celebration of the Mid-Autumn Festival, CES team held a Mid-Autumn carnival at Kwun Lung Lau on 11 September, to share love and joy with almost 500 residents as well as elderly tenants and their caretakers from nine elderly lounges attending the event online and offline. Other than game stalls, the event also featured a nostalgic 3D photo zone for participants to take family photos.

At the same time, the CES team also joined hands with local associations to visit the singleton elders and older couples of 200 households at Lok Man Sun Chuen. Over a hundred family and corporate volunteers took part in the visit to deliver gifts and care to the elderly, while encouraging them to build stronger ties with their neighbours.



「花燈月圓懷舊夜」活動設有懷舊香港主題立體攝影區，讓長者與家人齊拍照，促進跨代共融。

The carnival features nostalgic 3D photo zones for seniors to take a photo and share happy moments with younger family members.



一眾義工走到樂民新村探訪長者戶，親身送心意，分享佳節的喜悅。

Volunteers visiting elderly households at Lok Man Sun Chuen to share festive joy.

「東奔西跑」

走遍房協出租屋邨

A Joyful Tour to HS Rental Estate

新一集的「東奔西跑」，在兩位房協實習生Cara及Goran的帶領下，齊齊走入房協現時最多單位的屋邨——觀塘花園大廈，探索其歷史、設施及周邊特色小店及景點。立即去片！

Led by two HS interns Cara and Goran, this episode will bring the audience to Kwun Tong Garden Estate, the largest estate of HS in terms of number of flats. Check out the video to learn more about its history, amenities and neighbouring attractions!



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