

# Excellence Award – Hong Kong Housing Society

## 卓越獎 – 香港房屋協會



**HONG KONG  
HOUSING SOCIETY**  
香港房屋協會

## Report Summary

*Provided by Hong Kong Housing Society*

### Company Background

Hong Kong Housing Society (“HKHS”) is a not-for-profit and non-government organisation established in 1948, providing quality and affordable housing for the people of Hong Kong. Incorporated by Ordinance in 1951, HKHS has been working closely with the Government to meet the people’s housing needs in tandem with the city’s development through various housing schemes. Its four core values include “Customer”, “Quality”, “Talent” and “Prudence”.

Assuming the role as Hong Kong’s “Housing Laboratory”, HKHS has launched by itself or in collaboration with the Government novel solutions, addressing the different housing problems with an innovative mind. Such a spirit of innovation is the cornerstone for HKHS’s business development.

### Leadership

Since its inception, HKHS has been run by Members coming from various professions with the mission to serve the needs of the Hong Kong community in housing and related services. HKHS’s two-tier board structure comprises a Supervisory Board and an Executive Committee. The Supervisory Board determines the mission, vision, core values and guiding principles of the HKHS, while 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 are partially replaced as appropriate at each Annual General Meeting, so as 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.

HKHS is committed to upholding the highest standards of corporate governance in the balanced interests of its various stakeholders. Coupled with a high level of operational transparency and the pursuit of sustainable development, HKHS strives to remain at the highest echelons of corporate citizenship.

## 報告摘要

*本報告摘要由香港房屋協會提供*

### 公司背景

香港房屋協會(房協)成立於1948年,是一個非牟利的非政府機構,為香港市民提供優質而可負擔的居所,並於1951年成為法定機構。房協是政府的緊密合作夥伴,在政府的支持下,隨時代步伐配合社會的房屋需要,發展不同類型的房屋計劃。四大核心價值包括「顧客為本」、「優質為尚」、「人才為基」、「資源為用」。

房協一直擔當香港「房屋實驗室」的角色,自行推出或與政府合作推出嶄新的提案,以創新思維協助解決不同的房屋問題。這個創新求進的理念是房協業務發展的基石。

### 領導才能

自成立至今,房協由來自社會不同專業界別的委員管治,秉承為香港市民提供房屋及相關服務的使命。房協的雙層管治架構由監事會及執行委員會組成。監事會負責訂立房協的宗旨、願景、核心價值和企業原則;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。監事會的委員會在每年的周年大會進行適當的交替,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。

房協恪守最高的企業管治標準,以平衡各持份者的利益。再加上高透明度的營運,以及對可持續發展的推動,房協矢志成為優秀的企業公民。

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### Strategy

As Hong Kong's "Housing Laboratory", HKHS has been paying heed to the mission of serving the community. To ensure financial and operational sustainability, HKHS devises actionable and measurable strategic plans to support its long term development; reviews its Five-Year Plan periodically; and invites all Members to attend annual brainstorming sessions to share their thoughts on HKHS's strategic directions based on the latest economic and social environment.

While ensuring the maximum utilisation of available resources with a master development plan for housing projects, HKHS also reviews its short term focuses annually, so as to facilitate the corporate-wide planning of Key Result Areas and Key Performance Indicators for the upcoming financial year.

Currently, HKHS's operational strategies include introducing advanced technologies to enhance customer experience and work efficiency; maximising available resources to develop subsidised housing; and building inclusive communities at estates under its management.

### 策略

房協作為香港的「房屋實驗室」，貫徹服務社群的宗旨。為確保財務及營運的持續性，房協就其長遠發展制定切實可行及可衡量的策略計劃，並會定期檢視其五年工作目標，及每年邀請全體委員進行集思會，根據最新的經濟及社會環境提出策略發展意見。

房協透過整體發展規劃確保在發展房屋項目時善用現有資源，並會每年檢視短期重點工作，為下一個財政年度制訂涵蓋整個機構的主要工作範疇及企業表現指標。

房協目前的營運策略包括引入更多新科技以提升顧客體驗和工作效率；善用資源協助發展資助房屋，並在轄下屋邨締造共融社區。



Over the years, HKHS has worked hand in hand with the Government in implementing various projects to meet the housing needs of the public, making Hong Kong a more liveable place for all.

多年來，房協與政府緊密合作，攜手推行多項房屋計劃，解決市民住屋需求，務求人人樂業安居。

### Customers

With its core businesses revolving around customers, HKHS provides more than a place to live – a home and a community. Apart from constantly identifying the unmet housing needs and developing various housing projects attuned to the needs of people, HKHS also takes care of the day-to-day needs of its residents by providing rental spaces for shops and market stalls in its developments with an aim to foster a vibrant living environment.

Moreover, a number of engagement programmes are implemented for building relationships and to strengthen bonding with residents. Regular satisfaction surveys have been conducted to gauge the feedback of the residents so as to drive continuous improvements in the estate/property management services.

### 客戶

房協的核心業務與顧客服務息息相關，其提供的不僅是一個居所，更是一個家和一個社區。除了持續探索尚待滿足的住屋需求，以及發展不同的住屋項目以配合市民所需，房協亦關顧居民的日常生活需要，在其發展項目中預留空間作商舖和街市攤檔，為社區注入活力。

房協亦會舉辦多元化的社區活動，與居民建立良好關係及加強彼此聯繫，並定期進行滿意度調查，收集居民的意見，以達致持續改善屋邨及物業管理服務的目標。



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### Measurement, Analysis, and Knowledge Management

HKHS places a heavy emphasis on its organisational performance and knowledge management, ensuring all staff are on the same page when working towards the strategic objectives, and at the same time upholding a professional standard as a responsible organisation to its stakeholders.

Apart from engaging external consultant to undergo comprehensive corporate governance reviews, HKHS also has a stringent internal performance management system for monitoring leadership and corporate performances on a regular basis.

Ample resources are reserved for efficient knowledge management and sharing among various stakeholders, including HS Members, staff and external stakeholders, so that they can be well informed of the organisational performances and the latest corporate development.

### Workforce

With “Talent” as one of its core values, HKHS appreciates the contributions from each and every individual staff members. To ensure its continuous growth and improvement, HKHS has established a management system to oversee staff welfare, occupational health and safety, and professional development.

To attain new workforce members with appropriate competency for the strategic corporate business needs, HKHS sources candidates from a range of recruitment channels and offers competitive remuneration packages. Staff members are then regularly engaged to ensure their work-life wellness, and at the same time provide quality learning and development opportunities in pursuit of excellent work performances.

### 評估、分析和知識管理

房協非常重視其機構表現及知識管理，以確保所有員工在履行職務時的策略目標一致。與此同時，房協以專業及負責任的態度建立持份者關係。

除了委聘獨立顧問進行全面的企業管治檢討外，房協更設有嚴格的內部表現管理系統，定期監察領導及企業表現。

房協亦預留充足資源作高效率的知識管理和共享，以確保不同的持份者，包括房協委員、員工及外部持份者，均可獲悉機構表現和最新的企業發展。

### 工作團隊

「人才為基」是房協的核心價值之一，每一位員工的貢獻均獲得重視。為確保機構的持續發展及不斷完善，房協為員工福利、職安健以及專業發展設立管理系統。

為招攬具備合適才能的新員工，以配合機構的策略業務需要，房協透過各種的招聘渠道物色人才，並提供具競爭力的薪酬待遇。房協亦與員工定期溝通，並讓他們保持工作與生活平衡，同時提供優質的學習與發展機會，協助他們力求卓越的工作表現。



To advance the goal of building quality homes, HKHS strives to adopt innovative approaches and technologies, putting sustainability at the heart of its corporate operations. 為了提供更多優質居所，房協致力採用創新方法及嶄新科技，將可持續發展的精神融入機構的日常運作中。

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Through attain, retain and develop, HKHS has a team of cross-disciplinary talents readily available to deliver on its promise of providing quality housing and related services to the Hong Kong community.

### Operations

Aspired to be a world-class housing solution provider and innovator, HKHS takes pride in its systematic, yet innovative way of operation. Apart from the respective management systems for housing development and housing management, HKHS attaches great importance to corporate sustainability.

As a staunch supporter of sustainable development, HKHS is the first housing development organisation in Hong Kong awarded the ISO 14001 Certificate, and has a comprehensive Environmental Management System for housing development and corporate services activities.

A robust Enterprise Risk Management System has been in place to actively review and monitor various strategic and operational risks to ensure the impacts to the organisation are well managed and controlled.

Furthermore, HKHS regularly compares its operation against the latest Government policies and industry best practices, bringing about technological innovations and new business ideas.

### Results

As of today, HKHS has developed some 90 housing projects totalling more than 74,000 units. Putting community at the core of its business, HKHS has been serving Hong Kong with all its heart for over seven decades.

The results of HKHS's efforts can be reflected by the high customer satisfaction rate from homebuyers and residents. Such is a reason why all HKHS's housing projects and schemes have oversubscriptions, in particular the transitional housing projects, subsidised sale flats projects and elderly housing projects.

Apart from being recognised by the general public, HKHS also receives many accolades and awards from government bodies and professional organisations. And these are what drive HKHS forward in creating homes and reviving communities.

透過招聘、挽留和培訓，房協建立了一支跨專業的人才團隊，以履行其為香港提供優質居所及相關服務的承諾。

### 營運

房協一直致力解決住屋問題和不斷創新，以達到世界水平，更以其有系統而創新的營運模式感自豪。除了房屋發展及房屋管理的有關管理系統，房協亦相當重視企業的可持續發展。

房協是全港首個房屋發展機構獲得ISO 14001環境管理系統認證，並設有全面的環境管理系統以應用於房屋發展及企業事務。

房協的企業風險管理系統有助於積極檢視和監察各項策略和營運風險，確保對機構的影響能得到妥善管理和控制。

此外，房協定期按最新的政府政策及業內最佳實踐方案檢視其營運狀況，以推動技術創新和嶄新的業務理念。

### 業績

房協至今已發展九十多個房屋項目，提供超過七萬四千個單位。房協七十多年來盡心盡力服務香港，以建設社區為己任。

房協努力的成果，從買家和居民的高滿意度可見一斑。這亦是房協所有房屋項目和計劃獲得超額認購或申請的原因，特別是過渡性房屋項目、資助出售房屋項目及長者房屋項目。

除了受到市民大眾認同，房協亦獲得由政府機構及專業組織頒發多個讚譽及獎項，而這一切支持亦成為房協「創宜居·活社區」的動力。