

# 善用科技 加強前線服務 全力推進樓宇復修

## Taking Forward Building Rehabilitation with Technology and Enhanced Frontline Services

中央系統處理標書

回標過程快捷方便

全面支援長者申請

設立前線專隊



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## 01 「煥然懿居」港人「首置」項目餘下43個單位申請反應理想 Positive Response Received for 43 "Starter Homes" Units at URA's eResidence

因應行政長官於《2019年施政報告》中公佈有關房屋政策的新措施，市區重建局（市建局）在部分重建項目中提供「首置」單位。市建局董事會早前通過，將餘下的43個「煥然懿居」單位同樣以「首置」形式發售並於11月10日接受申請，以滿足市民置業的需求。市建局於11月23日晚上7時截止時，共收到超過4,906份申請表。

市建局已委託香港房屋協會負責資格審核程序，在申請期結束後，檢查申請者在申請表格上所填寫的資料是否齊全。隨後，市建局將於2020年12月內進行電腦隨機排序，以訂出所有申請者選購單位的優先次序，並依次邀請申請者於指定期限內面見。

市建局聘請獨立測量師於2020年10月評估市價（評估市價），並以「評估市價」的七折（即折扣率為30%），釐定為「煥然懿居」餘下「首置」43個單位的售價。

「煥然懿居」餘下「首置」單位實用面積由284平方呎至574平方呎，當中包括2個開放式單位、7個一房單位、5個兩房單位，以及29個三房單位。打折後單位的價單所列售價介乎港幣355.2萬元至798.3萬元，實用面積呎價介乎港幣12,111元至13,908元。

In response to the 2019 Policy Address made by the Chief Executive on the new initiatives on housing, the Urban Renewal Authority (URA) allocated part of the residential units from its redevelopment projects and assigned them as Starter Homes (SH) units. The Board of the URA has earlier approved that the remaining 43 units of eResidence would be designated as SH units and open to eligible persons for application starting from 10 November. Upon the close of application submission at 7pm on 23 November 2020, more than 4,906 applications have been received.

The Hong Kong Housing Society (HKHS) has been commissioned by the URA to carry out the eligibility vetting process. Upon the close of application, the HKHS will conduct checking on the completeness of all application forms. Random assignment of priority numbers will be conducted in December 2020 to determine the priority numbers of applicants, followed by applicants' interviews in the order of their priority numbers within a specified period of time.

Earlier in October, the URA appointed an independent surveyor to assess the market values (Assessed Market Values) for setting the discounted selling prices of the 43 SH units. As approved by the Government, the discounted selling prices are set at 70% of the Assessed Market Values (i.e., a discount rate of 30%). With the saleable area ranging from 284 to 574 square feet, the remaining SH units comprise 2 studio, 7 one-bedroom, 5 two-bedroom and 29 three-bedroom units. The selling prices as listed in the price list, after discount, range from HK\$3.552 million to HK\$7.983 million, with unit prices from HK\$12,111 to HK\$13,908 per square foot of saleable area.



## 02

### 市建局轄下場所張貼二維碼 配合「安心出行」流動應用程式 URA Displays "LeaveHomeSafe" Venue QR Codes to Support Government's Launch of COVID-19 Exposure Notification Mobile App

配合政府推出的感染風險通知流動應用程式—「安心出行」(LeaveHomeSafe)，市建局亦於轄下的辦事處、公眾設施及持有物業共43個處所，張貼「安心出行」場所二維碼，幫助市民記錄出行的地點和時間、接收風險通知及健康建議。

已張貼二維碼的市建局轄下場地，包括上環總辦事處及各區辦事處、公眾設施、由市建局持有的發展項目、保育及活化項目和商舖物業、以及市建局與合作發展商合營的7個商場。市建局亦會繼續與合營商場的合作發展商及各商戶商討，鼓勵商場內一些大型食肆和零售商店參與「安心出行」計劃，便利市民更詳盡地記錄行程。



In response to the Government's launch of "LeaveHomeSafe" COVID-19 exposure notification mobile app, the URA has arranged for display the "LeaveHomeSafe" venue QR codes at its 43 venues including offices, public facilities and properties held by the URA, to facilitate members of the public to record the date and time for checking into venues, receiving COVID-19 exposure notifications and health advice.

The URA venues showing the QR codes include its headquarters in Sheung Wan, all district offices, public facilities, development projects, preservation and revitalisation projects, commercial properties that are owned and managed by the URA, as well as the seven shopping malls jointly operated with the joint venture (JV) developers. The URA will also discuss with the JV developers and commercial tenants of the shopping malls under JV operation to further invite some large-scale restaurants and retail stores to join the "LeaveHomeSafe" scheme, facilitating app users to keep detailed records of their journeys.

## 03

### 市建局歡迎董事會成員任命 URA welcomes appointments to the Board

市建局歡迎政府委任 / 再度委任四名市建局非執行董事(非官方成員)，任期三年，由2020年12月1日起生效。三名新委任的非官方非執行董事為陳富強、郭偉強和謝偉銓；而歐陽杞浚則再獲委任為非官方非執行董事。

對於在2020年11月30日離任的非官方非執行董事，包括潘永祥博士、李國麟教授、麥美娟及胡志偉，市建局主席周松崗感謝他們過去就市建局各個工作範疇，提供寶貴的意見和指導。

The URA welcomed the Government's appointment / reappointment of four non-executive directors (non-official) of the URA Board, for a term of three years with effect from 1 December 2020. The three new non-official non-executive directors are Mr William Chan Fu-keung, Mr Kwok Wai-keung and Mr Tony Tse Wai-chuen, whereas Mr Evan Au Yang Chi-chun is re-appointed as non-official non-executive director.

On behalf of the Board, Chairman of the URA Mr Chow Chow Chung-kong also expressed gratitude to the retiring non-official non-executive directors, namely Dr Lawrence Poon Wing-cheung, Professor Joseph Lee Kok-long, Ms Alice Mak Mei-kuen and Mr Wu Chi-wai, whose term of office expired on 30 November 2020, for their valuable counsel to the work of the URA in the past.

# 04

## 市建局啟動新重建項目

### URA Commences New Redevelopment Project

市建局於10月16日啟動旺角山東街 / 地士道街發展計劃（YTM-012項目）並展開法定的規劃程序。有關項目以規劃為主導，透過重整及重新規劃項目範圍，使項目與其周邊的環境能夠相互配合，並以較佳的公共設施佈局和城市設計，去提升社區的宜居性、暢達性和活力，當中包括透過重建，重新規劃項目範圍，將現時位置隱蔽、位於地士道街旁的部分休憩花園打通至山東街 / 地士道街交界，加強公共設施的可達性。

項目內亦會提供一個面積約200平方米的地下廣場，連接重置後的休憩花園及商舖，提升社區的活力；另一方面，項目中地士道街的樓宇將從地盤界線往後退，以擴闊行人路。市建局初步建議在地盤內提供約12,450平方米的住宅樓面面積，興建約300個住宅單位。新發展內的非住用途部分將以社區用途為主，預留約2,850平方米的樓面面積作政府、機構及社區設施用途；市建局亦會預留約2,490平方米作商業 / 零售用途。

The URA commenced the statutory planning procedures of the Shantung Street/Thistle Street Development Scheme (YTM-012) in Mong Kok on 16 October. Adopting a planning-led urban renewal approach, the project will enhance the livability, accessibility and vibrancy of the community through restructuring and re-planning of the site for improved urban design and the better use of the public facilities, including the opening up of the rest garden currently located at a secluded area along Thistle Street, and connecting it to the junction of Shantung Street/Thistle Street, thereby enhancing its accessibility and maximising the use of the public facilities.

A small sunken plaza of about 200 square metres will also be provided within the project area connecting the re-provisioned rest garden and shops to inject vitality into the community, while buildings will be set back along Thistle Street to widen its pavement. The URA's preliminary proposal is to provide about 12,450 square metres of residential floor area in the project site for developing about 300 residential flats. A major portion of the non-domestic floor area of the new development will be designated for community uses, with about 2,850 square metres reserved for the provision of Government, Institution or Community facilities, whereas some 2,490 square metres will be designed for commercial/retail purpose.



# 善用科技 加強前線服務 全力推進樓宇復修

## Taking Forward Building Rehabilitation with Technology and Enhanced Frontline Services



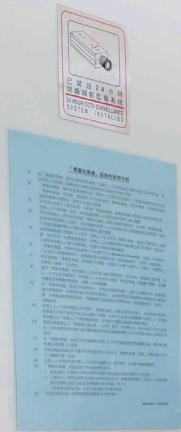
隨着業主對大廈保養的意識日漸提高，樓宇復修的需求亦與日俱增。作為樓宇復修推手的市區重建局（市建局）近年積極回應，無論在硬件或軟件上均加強投入資源，務求全力推進樓宇復修，緩減市區重建的壓力。

較近期的例子，包括市建局參考了市場上物流處理的方法，設立全新的中央標書收集系統，令處理回標過程更快捷方便，大大縮短了樓宇復修工程輪候招標的時間。與此同時，由於新優化的「有需要人士維修自住物業津貼計劃」吸引了大量申請，市建局亦成立了專案小組，加強前線員工的服務，日夜趕工協助大批長者處理申請津貼事宜，當中不乏耐心與細心的講解及支援，務求能盡快讓有需要維修單位的業主展開工程，安居樂業。

The demand for building rehabilitation continues to increase with the rising awareness of owners on building maintenance over time. Serving as an impetus for building rehabilitation, the Urban Renewal Authority (URA) has been proactively adding resources to both hardware and software development in recent years in order to expedite the process of building rehabilitation and alleviate the pressure on urban redevelopment.

Recently the URA has applied new technology in setting up a brand new Centralised Tender Collection System, which speeds up the tender collection and handling process, and hence significantly reduces the time for organising building maintenance works. Meanwhile, as the enhanced "Building Maintenance Grant Scheme for Needy Owners" has drawn a large number of new applications, URA has established a dedicated team to strengthen its frontline services. To process a large number of subsidy applications from elderly owners, the team patiently and attentively explains and provides support to the applicants, so that elderly owners are guided through their application process and able to start the maintenance work for their flats as soon as possible.

# 標書收集處 Tenders Collection Point



標書收集處設於大角咀「市建一站通」一樓，有繁簡中文及英語顯示，還可接駁至查詢熱線，非常方便。  
At the Tenders Collection Point located on the first floor of Urban Renewal Resource Centre at Tai Kok Tsui, users are guided through the tender submission process with instructions available in traditional and simplified Chinese as well as English. Immediate access to enquiry service is also available through the system.

# 中央標書收集新系統 助業主加快籌組樓宇復修

## New Centralised Tender Collection System Accelerates Building Rehabilitation Process for Owners

隨着「樓宇更新大行動2.0」、「消防安全改善工程資助計劃」及「優化升降機資助計劃」相繼推出，市建局協助業主處理招標的個案不斷上升，但現時一些硬件配套將不勝負荷，究竟如何解決此等問題，以避免影響業主進行大廈維修的進度？

「我們都替業主焦急，便想到借助科技解決問題，盡快協助業主做好大廈維修。」市建局樓宇復修經理林天江（Vincent）說。

在市建局工作近8年，Vincent見證着樓宇復修服務需求如火箭般飆升，近年設施開始不敷應用。為此，在管理層引領下，他與團隊花了接近年半時間，建立一套全新的中央標書收集系統，大大縮短業主在招聘大廈維修顧問服務及工程承建商所需的時間，間接加快了樓宇復修工程進度，令大廈住客及公眾安全更有保障。

標箱不敷應用，源於鼓勵業主維修大廈的資助計劃推愈多，特別是「樓宇更新大行動2.0」及「消防安全改善工程資助計劃」，有關資助計劃要求業主必須透過市建局「招標妥」的電子招標平台，招聘工程承建商或顧問，為大廈翻新。

「單是『消防安全改善工程資助計劃』，第一輪已收到二千幾宗申請，一幢大廈要同時招聘承建商及工程顧問，雖然每個合資格的申請會分批處理，而招標時間亦有異，但我們的標箱只有廿多個，每個最多只能容納十份八份標書，每次招標要用上兩至三個標箱，無論怎樣計數也不夠用。當我們觀察到同事預約標箱日期的情況開始緊張，正正就是預期的問題出現了。」Vincent解釋。

那麼大量加設標箱又如何？想想空間位置及設施配套等問題，就知不容易。Vincent的團隊甚至想過仿效商場「格仔舖」，把標箱疊高存放，「但難道要人家爬



Vincent與同事參考物流處理所用的條碼標籤及公共圖書館還書系統，開發一套全新的中央標書收集系統，解決標箱不敷應用的問題。

Taking reference from the practice of using barcodes in logistics services and the book return system in public libraries, Vincent and his colleagues have developed a new Centralised Tender Collection System to tackle the problem of tender boxes shortage.





標書經輸送帶送到後台，系統備有掃描器記錄招標大廈的資料。

Tender documents are carried by the conveyor belt to the system's backend, where details of the building for tender are read by the scanner.

梯入標？」參觀過政府部門及大企業後，團隊最終決定參考物流處理所用的條碼標籤及公共圖書館還書系統的做法，找來熟悉物流業的供應商，開發一套全新的中央標書收集系統，解決這個難題。

### 即時招標都無問題

系統設於大角咀「市建一站通」一樓，分前台及後台兩部分。投標者只要按電腦屏幕指示，簡單按幾個鍵，便可逐一把標書平放入輸送帶。在後台，電腦會記錄入標時間及招標大廈的詳情，並即時列印收據給投標者，同時系統會發放電郵確認。每天所收到的標

書，由核准的市建局職員掃描標籤上之資料，再根據招標大廈資料存放在指定的層架內。這系統每年最多可處理多達3,000個招標個案，遠超於傳統標箱的承載量。

到了截止投標後，系統更會自動結算標書數目並通知負責開標的註冊會計師，讓一眾見證開標的業主及會計師預留充足時間，務求令整個投標程序更快捷、妥當、安心。Vincent笑說：「如果有大廈業主來找我們，說明天就要招標，我們也可即時配合。不過現在還是初試階段，系統運作時可能還有地方需要微調，我們都有見招折招的心理準備。」



收集得來的標書，會妥善存放在這些層架上，容量遠遠大於傳統標箱。

Tenders received are stored in shelves with greater capacity than traditional tender boxes.



截標後，招標大廈業主與註冊會計師和市建局職員，一同見證開標。

Building owners, Certified Public Accountant and URA staff witness the opening of tenders upon the closing date.

## 滴水不漏以保招標公平公正

不過以往在招標期間，標書在開標前都不經人手處理，現在有些步驟卻涉及人手操作，如何減低風險？Vincent稱：「我們會在每份標書貼上層架的編號，確保不會錯放，並將加裝無線射頻辨識裝置，可以追蹤文件所在，把人為因素的風險減到最低。」

團隊在年半時間由構思到落實計劃，每周均開會檢視流程，在新設施啟用前，還特別邀來廉政公署及內部核數部門給予意見；此外新設施內外均加設閉路電視系統，務求做到滴水不漏，為業主及投標者提供一個更公平、公開、公正的回標程序。「如果當中有甚麼錯漏，我們的責任很大，所以每個步驟都要想得很仔細。」



開標時，業主在市建局同事陪同下，到新系統後台點算收回的標書。

Accompanied by URA staff, owners take stock of the tenders received at the backend of the system.

## 入標不用戴老花眼鏡 投標者業主皆受落

「電子入標方便得多！在屏幕按幾個鍵就可以，我不用戴老花眼鏡來找標箱，壓力細好多！」任職工程顧問公司的梁先生說，以前每次入標都很緊張，特別是他同時要投入幾份不同標書時，常常擔心會入錯標箱，「老闆會殺咗我㗎」。現在所有標書經同一收集入口處理，入標後又有即時收據，還會透過電郵通知公司負責人，梁先生表示安心得多。

安聯唐樓業主立案法團主席劉太，這天代表大廈來見證消防工程合約的開標。過去標箱上鎖開鎖的重責都落在法團委員身上，這次她首次使用新系統，大讚設計方便。劉太笑說：「時代真的進步了，現在大廈維修有市建局帶着我們一步步去做，一切程序都集中處理，不再像以前要自己慢慢摸索，真好。」



任職工程顧問公司梁先生

Works Consultant Company staff Mr Leung



安聯唐樓業主立案法團主席劉太（右）

(Right) Chairman of On Luen Building Owners Corporation Mrs Lau

## 便利同事 用家讚高質

然而凡有新嘗試，必定惹來不少迴響，這個中央標書收集系統也不例外。Vincent坦言，最初有同事擔心系統會令簡單的流程複雜化，也有人對它的穩定性存



標書放上層架前，都要貼上層架編號標籤，以確保存放的地方無誤。

Tender documents are labelled clearly to indicate their respective shelves to be stored in.

疑。他則說：「同事使用一段時間後，已慢慢領略到新系統的好處。傳統上，每年年底是工程招標的高峰期，如果今年8月還沒推出新系統，使用標箱的預約期可能已編排到明年2、3月，實在很難向業主交代。但現在隨着新設施啟用，這個問題已一掃而空了。」

其他用家的反應亦非常正面。曾有來開標的業主稱，「完全沒想過，招標妥服務收費1250元，會換來這樣高質的服務！」



中央標書收集系統的介紹片段。

Watch the Centralised Tender Collection System video for more details.

## 標箱的歷史任務

中央標書收集系統的啟用，標誌着流動標箱將完成歷史任務。

曾幾何時，樓宇復修工程的招標，是大廈業主的責任。業主一般會在大廈業主立案法團的辦公室進行招標，又或借用議員辦事處擺放標箱。因為缺乏標準化的系統監管，容易出現有違規矩的情況，例如據部分投標者所稱，在交標途中已被勸退、或在派標時有人訛稱標書已派完、甚至有個案聲稱其標書曾被丟進垃圾桶等等，這些情況往往會影響回標數目以至工程造价。

有見及此，自2016年開始，市建局推出「招標妥」樓宇復修促進服務，透過電子招標平台，以及委聘獨立專業人士協助業主籌組樓宇復修工程，減低被圍標的風險。隨着愈來愈多大廈業主使用「招標妥」服務，處理收標過程中的「標箱」設施安排便成為重要一環。



隨着招標程序電子化，標箱將完成歷史任務。

Old tender boxes retire from their duty as tender procedures have now become electronic.

Since additional subsidy schemes for building rehabilitation were launched, in particular the “Operation Building Bright 2.0” and “Fire Safety Improvement Works Subsidy Scheme”, more and more owners have recruited their work contractors or consultants through the URA’s “Smart Tender” electronic tender platform. It resulted in a shortage of tender boxes, causing delay in the tendering of building renovation work. To deal with the exponential growth of the demand for building rehabilitation services in recent years, in which existing facilities fell short to meet the needs, URA’s Building Rehabilitation Manager Vincent Lam and his team decided to develop a brand new Centralised Tender Collection System, taking reference from the practice of using barcodes in logistics services and the book return system in public libraries.

The new system is set on the first floor of Urban Renewal Resource Centre in Tai Kok Tsui. Work contractors or consultants can now submit their tenders by simply following the instructions on the computer screen, pressing a few keys and then placing their tenders on the conveyor belt one by one. In the backend, the computer will record the submission time and the details of the respective building for each tender. The tenderer will get a printout receipt and a confirmation e-mail

sent by the system simultaneously. URA staff will scan the tendering details and label the tenders received during office hours each day and sort them to the designated shelves. This system can handle 3,000 procurement cases at maximum each year, significantly exceeding the capacity of the conventional tender boxes.

On the closing date for tenders, the system will automatically generate the total number of tenders received and notify the Certified Public Accountant in charge of opening the tenders, so that owners and accountants can reserve sufficient time to complete the tender opening process. To ensure fairness and reliability, the team has also sought advice from the Independent Commission Against Corruption and internal auditors during the design stage, and installed surveillance cameras to make sure the system would operate with transparency.

Vincent said the Building Rehabilitation team has experienced the advantages of the new system since launch and users’ feedback is also positive. “We hope to further accelerate the process of building rehabilitation by applying the new system so that everybody can maintain and enjoy their comfortable home,” said Vincent.



每天所收集的標書，會由核准的市建局職員按既定程序嚴謹處理。

The tenders received each day are collected and processed carefully by designated URA staff, according to the established procedures.

除了協助長者交齊申請所需文件外，市建局亦會派員上門視察，為長者提供樓宇維修的專業意見。

Apart from helping the elderly in submitting the required documents, URA staff will also render inspection onsite offering professional advice to elderly applicants on building rehabilitation.



# 樓宇復修專隊 貼身助長者申請維修津貼

## Dedicated Team Closely Assists Elderly Owners on Building Maintenance Grant Applications

樓宇復修資助及支援服務需求增加，除了反映在日益繁重的大廈維修工程招標工作外，市建局於今年7月接手推行的「有需要人士維修自住物業津貼計劃」，也吸引了大批長者申請，人數之多甚至超出了市建局預算。為應付需求，樓宇復修部成立了專案小隊，每天處理長者的查詢及申請；考慮到年長申請人需要耐心講解及支援，團隊又想盡各種辦法，當老人家的「盲公竹」，鼓勵及協助他們完成申請手續。

「我由1985年住到現在，子女都搬走了有自己的家，我們兩老怎捨得花錢維修？唯一擔心打風落雨，鋁窗會受不住跌在街上……所以當收到市區重建局來信，說可以申請維修資助，我便試試申請！」71歲的鮑啊沓婆婆，一邊看裝修師傅在落力翻新自己的老房子，一邊欣慰地說。

「你要明白，老人家甚麼也不懂，要填表又要交文件，跟着要到社會福利署拿申請長者生活津貼證明，再找師傅分開報價，最後還要補簽名，來來回回，好『論盡』……幸好鄺小姐好人，好幫得手，又關心我們這些老人家。」

坐在婆婆身旁的市建局樓宇復修主任鄺曉欣（Alice）忍不住打岔：「鮑婆婆『很叻』了！文件都遞交齊全，對於老人家來說，這可是挑戰啊！」

### 交齊文件 最大挑戰

市建局從香港房屋協會（房協）新接手推行的「有需要人士維修自住物業津貼計劃」，為自住物業的業主提供維修津貼，金額上限由原本\$40,000提升至\$80,000。新優化計劃的合資格申請者涵蓋年滿60歲或以上的長者、領取綜合社會保障援助及傷殘津



Alan（左一）和Bobo（右二）笑說，加入市建局以來，這陣子是最忙碌的了，但能夠幫助長者申請資助維修他們的家，再累也值得。前線的Alice（左二）及Kelvin（右一），有時甚至會收到老人家的問候電話，算是忙碌中的一點甜。

Alan (1st from left) and Bobo (2nd from right) both say their hard work pays off when seeing elderly owners are able to renovate their homes with the grants. Alice (2nd from left) and Kelvin (1st from right) treasure the sweet moments when receiving greeting calls from the elderly.



鮑婆婆（中）家中窗台滲水多年，終於成功申請資助維修，大讚身旁的市建局同事Alice（右一）「幫得手」。另一同事Kelvin（左一）則說不介意像社工，成為老人家傾訴對象。

Elderly owner applicant Pao (centre) commends URA staff Alice (1st from right) for helping her in successfully applying for grants to fix her leaking bay window. Another colleague Kelvin says he is willing to lend his ear to the elderly and listen to them with sympathy.

貼的業主，同時放寬申請人資產上限，由單身人士及夫婦的\$710,000及\$1,078,000提高至\$1,065,000及\$1,617,000。由於津貼額提高增加了計劃的吸引力，合資格申請人數大增，市建局每月收到高達600宗申請，高峰期一日有過千個查詢留言。

Alice說：「我們晚晚加班到十點，試過辦公時間後打電話給申請人，公公婆婆都忍不住問，『點解咁夜仲唔收工？』又試過捱病了，翌日返工，收到公公婆婆的溫馨問候電話。」

申請者中約有九成是老人家，要確保他們交齊申請文件，例如承辦維修工程承建商的商業登記證影印本、列明維修工程項目及工程明細金額的報價單、長者生活津貼或傷殘津貼證明影印本等等，是Alice最艱巨的任務。

「有些公公婆婆會覺得交文件很麻煩，特別是長者生活津貼證明，他們認為每月銀行打簿入數便是證明，

卻不明白簿仔記錄未必足夠，所以才需要他們去社署領取證明書……我們只能耐心解釋，只要遞交長者生活津貼證明，他們在申請津貼時便可以免去入息審查，手續可簡便些。」



資助獲批後，裝修師傅隨後到鮑婆婆家更換鋁窗。

Old window frames are being replaced with new ones in Pao's flat upon the granting of building maintenance allowance.



市建局位於長沙灣的辦事處，亦有樓宇復修部職員協助解答長者疑問。

Building rehabilitation Staff at URA's Cheung Sha Wan office address enquiry from elderly owners.

## 像朋友也像社工

曾任職空中服務員的樓宇復修主任陳永杰（Kelvin）憶述，有位曾申請房協資助的婆婆，不滿要遞交多份文件，一天三次來電質問，語氣頗兇。「我惟有請她翌日親自到長沙灣辦事處，當面向她解釋清楚。怎知見面時她連聲道歉，說自己家裏近日太多瑣碎事，心煩氣燥才亂罵人。後來我每天都收到她電話，有時告訴我她剛飲完茶，着我不要急，工程打算明年才開工，像變了朋友一樣，很有趣。」

漸漸地，Kelvin有時甚至成了長者訴苦的對象。「試過有老人家講到喊，說婆媳關係差，新抱不願意付維修費……所以希望我們快點去家訪，早日批出資助。但其實同事的壓力也大，每人每天要家訪7至8個單位，然後每個個案要撰寫詳細報告，真的需要時間……不過很多老人家其實只想找人傾訴，我們也不介意當個『樹窿』，聆聽安慰一下。」

## 簽文件外送服務

除了要交齊文件，申請人在資助批出後要到市建局辦事處宣誓及簽署協議書，也是一大挑戰。市建局樓宇復修經理鄧寶芝（Bobo）說：「有些申請人身體較虛弱，行動又不便，我們會安排『外送服務』，請同事親身帶齊文件上門替他們辦理手續。另有些患腦退化症的，我們便盡量簡化或豁免程序，務求令更多老人家受惠。」

雖然工作量大增，但Bobo形容，這始終是「搵石仔」的工作，要用人性的方式處理。「我們正研發新電腦系統，利用手機短訊（SMS）通知長者及其直系親屬，減省文書往來的時間，也可讓申請人子女更掌握整個申請過程，隨時可向長者提供協助。而為鼓勵更多合資格的長者申請，我們又預備了可提醒老人家定時服藥的電子藥盒、毛巾等作禮物，只要長者們完成申請手續便可獲贈，鼓勵他們盡早交齊文件。」

樓宇復修高級經理呂威倫（Alan）補充：「雖然申請人都希望手續能簡便一些以盡快獲批資助，但我們亦必須把關，確保審慎運用公帑。成立專隊的用意，就是希望能減省長者的負擔，讓他們盡快申請資助維修自己的家。」



電子藥盒及毛巾等小禮物，用來鼓勵長者盡早交齊文件。

To encourage more eligible elderly owners to apply and submit all required documents, URA has prepared special gifts, such as electronic pill boxes with alarms for those who have completed their application procedures.



Apart from the increasing demand for building rehabilitation subsidy and assistance, the “Building Maintenance Grant Scheme for Needy Owners” (BMGSNO), launched by the URA in July, has also drawn a large number of elderly applicants, much beyond URA’s expectation. To cope with the demand for service, the URA has set up a dedicated team in the Building Rehabilitation Division to handle elderly people’s enquiries and applications. In view of the extra patience required to explain and assist elderly applicants, the team has come up with different ways to guide the elderly throughout the application process.

Taking over the administration of the scheme from the Hong Kong Housing Society in July, the enhanced BMGSNO provides maintenance subsidy of \$40,000 to 80,000 to owners who live in their own properties. The scope of the scheme has expanded to cover owner-occupiers who are aged 60 or above, or recipients of the Comprehensive Social Security Assistance Scheme and Disability Allowance, and the asset limit for applicants has also been relaxed. Since both the amount of subsidy and number of eligible applicants have increased, the URA has received up to 600 applications each month and over a thousand enquiries a day at peak level.

With 90% of the applicants being elderly, the team is faced with the toughest task of ensuring the submission of all required documents, such as copies of their Old Age Living Allowance

and Disability Allowance. The frontline staff have to patiently explain and assist the applicants throughout the procedures. They sometimes even play the roles of social workers and listen to the elderly. For applicants who are physically weak or with restricted mobility, the URA would arrange on-site service to have staff bringing in all required documents and complete the procedures in the applicants’ homes. For applicants with dementia, the URA staff will simplify or exempt some procedures to assist the elderly owners.

To the BMGSNO Team, helping elderly with their applications are tasks that require patience and care. To allow applicants’ family members to stay in the loop of the application process, the URA will soon launch a new communication system to contact the elderly or their immediate family via SMS. To encourage more eligible elderly owners to apply, the team have also prepared special gifts, such as electronic pill boxes with alarms and towels for those who have completed their application procedures, as an extra incentive for them to submit all required documents as soon as possible.

Alan Lui, Senior Manager of Building Rehabilitation, added, “We understand the elderly owners wish to receive their grants promptly but we are obligated to ensure the good use of money from the public purse. The setting up of the BMGSNO team is to assist the elderly applicants closely, ease their burden and help them obtain the grant to revamp their homes soon.”



Alan（右）和Bobo（左）說，對於行動不便的老人家，團隊會提供「外送服務」，上門替他們辦理手續。  
Alan (right) and Bobo (left) say the URA would arrange on-site service for applicants who are physically weak or with restricted mobility.



**歷史建築的無限可能  
青年領袖的「市區更新」初體驗**

**First Urban Regeneration Experience  
- An Inspiration to Young Leaders**

「開始時，我對『市區更新』毫無概念。現在計劃完成，回頭再想這四個字，我看到的是古與今的平衡——如何讓社區歷史古蹟追上時代步伐，但又不任由發展影響舊有味道，兼且向公眾傳遞箇中價值？」就讀中五的周傑鋒說：「原來真不容易。」

來自東華三院黃笏南中學的周傑鋒同學及其團隊，早前參與市區重建局（市建局）與東華三院合辦的「青年領袖計劃」並勇奪獎項，對市區更新工作自是有深刻體會。為更了解市區重建，從去年十月開始，一班同學便參加了不同的導賞和實地考察活動，以及出席領袖培訓工作坊等。學成後，團隊遂發揮創意，為灣仔舊區的保育活化項目「茂蘿街七號」構思一個既兼顧歷史建築特色和周邊社區環境，又能促進長幼共融和社區連繫的市區更新方案。

「到埗時最擔心去錯地方。聽說這叫『綠屋』，沒想到鬆成一片白，舊有韻味保留得真好，特別是陽台和廚房。那些觸得到的瓦片和木樑，跟歷史博物館的複製品是兩回事。」這是周傑鋒第一次來訪的感受，至於同組拍檔張綽諾卻是重遊舊地，因他早幾年曾到場參觀「老夫子漫畫作品展」，「那次為的是看展覽，對歷史建築興趣不大。這次重訪，我開始從另一個角度去看它，想像過去人們真實生活的痕跡，也特別喜歡加建的玻璃幕牆結構，新舊交融。」

## 如何令年輕人結連舊建築？

這啟發他們從本位出發思考：怎樣才能令年輕人對舊建築產生興趣？

周傑鋒說：「我曾經以為古蹟只能成為博物館，聯想到文物呀名畫呀那些，這也是很多人的刻板印象。但時至今日，我們必須把舊建築結合商業和社區用途，方能吸引年輕一代，因為他們不會單單為了歷史而去看舊建築，而是為了那兒有自己想做兼有fun（樂趣）的活動。年輕人到來，歷史價值才有機會推廣。」張綽諾補充：「命名也很重要，要合潮流。年輕人一聽到『博物館』三個字，已經沒興趣了。」



學生實地考察「茂蘿街七號」，深入了解保育和活化歷史建築的挑戰。

The field trip to '7 Mallory Street' deepens students' knowledge about the challenges of preservation and revitalisation of heritage buildings.



保育活化項目融入了一項天橋設計，是考察「茂蘿街7號」新舊交融的最佳視點。

Students walk across the link bridge at 7 Mallory Street overseeing the preserved architecture from above.



周傑鋒和張綽諾（後排左一及左二）與獲獎的東華三院黃笏南中學團隊合照。他們說，「青年領袖計劃」拉闊了他們對市區更新的想像。Chow Kit-fung and Cheung Cheuk-nok (1st and 2nd from left in the back row) pose for a group photo with their team from TWGHs Wong Fut Nam College. Both of them say the Young Leaders Programme has inspired them with more ideas and possibilities over urban regeneration.

疫情為今年的「青年領袖計劃」帶來很多挑戰，包括無法親身訪問舊區居民。幸好人人家中都有「寶」——身邊的長輩們，每個「寶」都留下了一些昔日香港的生活印記。於是同組15位同學都有同一個任務：回家找自己的長輩傾談，請他們把自己的香港故事娓娓道來，並且分享對舊建築發展的意見。「嫻嫻告訴我，當年她是游水偷渡來港的，從那麼遠的地方來，真艱辛，很有毅力！」張綽諾稱：「說實在，自己從前也不太會聆聽長輩，因為智能手機太吸引了……而長輩也很少主動分享。」倒是因為參加今

次計劃，同學們無形中與舊區的人和事連結起來。

### 一個故事換一杯茶

為此，他們以「時光·基地」來構思「茂蘿街七號」的形象，發揮想像：它既是呈現往昔生活面貌的「時光機」，也是拉近人際距離的休閒「基地」。

周傑鋒和張綽諾同是校園電視台成員，二人在限聚令下合力製作短片，以光影呈現「時光·基地」，建議活動包括：緬懷香港電影黃金時代的「舊式電影院」；在新舊之間重現香港傳統遊戲的「虛擬遊戲閣」；以一個故事換一杯茶、建構社區集體回憶的「故事茶室」等。這些點子，最後為團隊摘得「最Connect社區計劃」獎項。

「青年領袖計劃」由市建局與東華三院合辦，今年已是第三屆，吸引到七間學校共105位學生參加。計劃多年來注重培育青年的領袖才能，以及鼓勵他們關心社區，尤其走進舊區了解老化問題及更新工作。東華三院高級教育主任（中學教育）張業崇讚賞今年的得獎作品從人本角度出發，多元兼具創意。他認為「青年領袖計劃」是難得機會，讓同學了解市區更新理念之餘，還引領他們走進社區，聆聽長輩，以創意思維和團隊精神為社區解難。



東華三院高級教育主任（中學教育）張業崇。  
Cheung Ip-sung, TWGH's Senior Education Officer (Secondary Education).



同學們一起參與領袖培訓工作坊。  
Students attend leadership training as part of the programme content.

「當中一個關鍵元素是有情境的教育。這不同於各種校內活動和興趣班，也不同於一場辯論比賽。它鼓勵同學走出學校，面向不同的社群，從而了解在地文化，思考怎樣重建才能為社區帶來最有意義的改變。而且計劃設計兼具起承轉合，從開始的訓練到最後的口頭報告，歷時幾個月，必須學習堅持，以毅力完成作品。」張業崇說：「疫情下，又更考驗學生的彈性了。」

「青年領袖計劃」明年將新加入兩間學校，鼓勵更多同學參與，像兩位得獎同學那樣拓闊對市區更新的想像。周傑鋒說：「『茂蘿街七號』打破了我對活化的刻板印象：古蹟不只能成為博物館，還有很多可能。」張綽諾則道：「活化就是為舊建築注入新元素，承傳文化，讓新與舊並存而且融合的工作。」



Jointly organised by the Urban Renewal Authority (URA) and the Tung Wah Group of Hospitals (TWGHs) with an aim to cultivate leadership and foster young people's care for their community, in particular the problem of urban decay of old districts and the renewal work, the Young Leaders Programme has attracted 105 participating students from 7 schools for the third year. Since October 2019, the students have joined various docent tours and field trips, as well as leadership training workshops before coming up with creative regeneration proposals for '7 Mallory Street', a preservation and revitalisation project in the Wan Chai old district. Taking into consideration the historic architecture and nearby community in the neighbourhood, the students' proposals were tasked to enhance cross-generation harmony and social connectivity.

They contemplated from their own perspective and explored ways to draw young people's interest in historical buildings. "Old buildings must be integrated with commercial and communal functions in order to appeal to the younger generation. Young people are attracted to historical architectures not only because of history, but the desired or fun activities taking place there also count. The historical values of preserved buildings could only be promoted with visits by young people," said Chow Kit-fung from TWGHs Wong Fut Nam College.

The Young Leaders Programme encountered numerous challenges this year due to the COVID-19 pandemic. Since the participating students had not been able to interview in person with residents in the old districts, Chow and his team members went home instead to chat with their senior family members. They asked the seniors about their own stories of Hong Kong and views on the preservation of heritage buildings, and were connected with people in the old neighbourhood.

The team proposed a series of different activities to be held at '7 Mallory Street', including "Cinema Nostalgia" recollecting Hong Kong films in the golden age, "Virtual Game Corner" featuring Hong Kong's traditional games and "Storyteller Forum" rebuilding collective memories of the community, which eventually earned the team the "Most Connective Community Award". Cheung Ip-sung, TWGHs' Senior Education Officer (Secondary Education), complimented the winning project as people-oriented, diversified and creative. He believed the Young Leaders Programme has not only provided an invaluable opportunity for students to understand the mission of urban renewal, but also enabled students to engage with the community and listen to the elderly, as well as to solve problems for the community with creativity and team spirit. Leveraging on its success, the programme will be extended to cover more schools and students next year.

專題報告日上，由東華三院行政總監蘇祐安先生（上圖右）及市建局行政總監韋志成先生（上圖左）組成的評審團，透過視像會議，與學生互動交流（下圖）。

The Adjudication Panel formed by TWGHs Chief Executive Mr Albert SU (right in the upper photo) and URA Managing Director Ir WAI Chi-sing (left in the upper photo) exchange views with the students via online-conferencing on the Presentation Day (lower photo).



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- 1 加強及取代現有「長者維修自住物業津貼計劃」  
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謝謝 Thank you!