

POLYU JOCKEY CLUB “OPERATION SOINNO”

理大賽馬會社創「騷·In·廬」

SYMPOSIUM SERIES / 研討會系列

10萬分1
from One Hundred Thousand

Season 6 第六季:

**Transitional Social Housing -
Deliver with Expediency and Decency**

過渡性社會房屋 —
加快供應 · 適切宜居

Summary Report 總結報告



ORGANISER 主辦機構



THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學



賽馬會社會創新設計院

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前言 FOREWORD

面對迫切的住屋需求，社會各界需要持續探索創新的解決方案，為基層人士提供廉宜適切的房屋選項，提升他們的生活質素。政府已制定相關政策，利用閒置或未充分利用的土地資源加快推動過渡性社會房屋的供應，並藉此加強房屋於應對貧窮問題的賦權角色。

理大賽馬會社會創新設計院（JCDISI）於2018年10月舉辦理大賽馬會社創「騷·In·廬」第一季「十萬分一」社創研討會，以「過渡性社會房屋」為題，探討其作為創新的房屋類型的發展潛力。在深入與不同持分者交流的過程中，我們發現非政府組織與專業人士之間存在知識和溝通差距，阻礙了過渡性社會房屋的發展。因此，我們需要促進跨界別與學科的知識交流和相互理解，以加強過渡性社會房屋項目中的多方合作。

在第六季「十萬分一」社創研討會，我們再次以過渡性社會房屋為主題，強調要「加快供應·適切宜居」，集中探討非政府組織在實施過渡性社會房屋項目時所遇到的困難。通過項目規劃工作坊，我們希望彌合知識鴻溝，並提升非政府組織作為設計師、建造者和營運者等多個角色的能力。在社創研討會中，不同界別與行業的有志人士聚首一堂，討論如何有效地供應過渡性社會房屋。我們相信，通過跨界別致力參與和合作，過渡性社會房屋未來將成為解決嚴峻的住屋問題的重要方向。

我衷心感謝我們的策略夥伴、支持機構、嘉賓、技術團隊以及所有工作坊和研討會的參與者。 您的積極支持和參與對於我們的活動取得成功至關重要，更促進了創新和具啟發性的交流。

凌嘉勤 銀紫荊勳賢
香港理工大學
賽馬會社會創新設計院總監
實務教授（規劃）
2020年11月

|||||

The pressing demand for affordable and decent housing has prompted our society to explore innovative housing solutions to meet the grassroots' housing needs and enhance their quality of life. The development of transitional social housing (TSH) using idle or under-utilised land resources has been part of the government's policy agenda, with extensive efforts made to accelerate TSH supply as a form of empowerment through housing to tackle poverty.

Recognising the strategic importance of TSH as an alternative housing type for the inadequately housed, JCDISI organised the "One from Hundred Thousand" Social Innovation Symposium (Season 1) on "Transitional Social Housing" under the PolyU Jockey Club "Operation Solnno" in October 2018. As we dig into the issue and engage various stakeholders involved in the process, knowledge and communication gaps are identified between NGOs and building industry professionals that impede the implementation of TSH. There is an urgent need to facilitate knowledge exchange and mutual understanding, so as to forge efficient and effective cross-sector and disciplinary collaboration in TSH projects.

In Season 6: Transitional Social Housing – Deliver with Expediency and Decency, we look into the difficulties encountered by NGOs in implementing TSH projects. Through the Project Planning Workshop, we hope to bridge the knowledge gap and build their capacity in taking up multiple roles as designer, builder and operator in TSH projects. The symposium is also an unprecedented and ground-breaking occasion that brought different sectors and professions together to discuss how they work towards the smooth and efficient delivery of TSH. We believe that TSH would become a future pillar in alleviating the acute housing pressure through cross-sector commitment, involvement and collaborations.

I would like to express my heartfelt gratitude to our Strategic Partners, Supporting Organisations, Guest Speakers, Panelists, IT Support Teams and all participants of our workshop and symposium. Your enthusiastic support and active participation have been fundamental to the success of our events and contribute to more innovative and inspirational dialogues.

Ling Kar-kan, SBS
Director, Jockey Club Design Institute for Social Innovation,
Professor of Practice (Planning),
Hong Kong Polytechnic University
November 2020

回顧第一季：過渡性社會房屋

REVIEW ON SEASON 1: TRANSITIONAL SOCIAL

過渡性社會房屋是打破傳統公私營房屋二元劃分的創新房屋類型。非政府組織和社會企業致力為住戶提供適切的住屋和支援服務，幫助他們改善生活，已展示了過渡性社會房屋有能力為市民賦權。過渡性社會房屋作為新的房屋類型，可透過為公屋輪候冊上的申請者提供適切和穩定的過渡性居所，紓緩逼切的住屋壓力，幫助有需要人士恢復和改善生活。

Transitional Social Housing (TSH) is an innovative housing type that broke the traditional dichotomy of private and public housing. Non-government organisations and social enterprises' effort in providing decent accommodations and supporting services to help tenants to improve their lives has already demonstrated its ability to empower many citizens. TSH as a new housing type has potential to relieve the acute pressure on housing by providing decent, stable and transitional accommodations for those on the Public Rental Housing waiting list, and to those who require targeted help to be back on their feet to transform their lives.



HOUSING



Site visit, group discussion and sharing in Season 1 Co-creation Workshops.

「十萬分一」社創研討會 “ONE FROM HUNDRED THOUSAND” SOCIAL INNOVATION SYMPOSIUM

從研討會到行動項目

為構建過渡性社會房屋的創新方案，理大賽馬會社會創新設計院(JCDISI)於2018年9月和10月舉辦了「理大賽馬會社創「騷·In·廬」第一季「十萬分一」社創研討會，以及研討會前期共創工作坊。通過參與式社會創新方法，共創團隊和研討會的參加者一起探索社會如何善用一些閒置或未被充分利用的土地資源，以應對「雙老化」問題對香港社會未來發展的挑戰。JCDISI選擇了一個「個別住宅單位」和五個不同社會經濟及社會環境的選址作為案例，從而討論它們提供過渡性社會房屋的潛力。

除了增加住屋供應外，其他過渡性社會房屋的主要設計考慮包括古蹟及文化保育、建設社區及地方營造，務求促進社會共融、加強社區關係，幫助租戶及現有居民建立歸屬感和自豪感，推動社區凝聚。透過參與社創工作坊，共創團隊獲得42位來自不同界別專家的建議和意見，並構思出七個發展過渡性社會房屋的概念設計方案。此外，研討會總結報告也就如何能善用社會閒置空間並加快推動過渡性社會房屋的供應提出了十項建議。

From Symposium to Action Projects

Aiming to create the innovative scheme of transitional social housing (TSH), the Jockey Club Design Institute for Social Innovation (JCDISI) organised the “One from Hundred Thousand” Season 1 Social Innovation Symposium with pre-symposium co-creation workshops under the PolyU Jockey Club “Operation Solnno” in September and October of 2018. Through adopting a participatory social innovation approach, the co-creation teams and symposium participants explored how our society can make better use of idle or under-utilised land resources to tackle the future development challenges brought by “Double Ageing” in Hong Kong society. One topical case of individual flats and five sites under different socio-economic and physical environments were chosen as case studies to examine their potentials of transforming into TSH.

Beyond the provision of housing accommodations, key design considerations such as heritage and cultural preservation, neighbourhood enhancement and placemaking have been made to foster social integration, strengthen community relationship and help tenants and local residents develop a sense of belonging and pride at becoming part of a cohesive community. Benefited from

SYMPOSIUM 1 HELD ON 6 OCTOBER 2018.



在第一季社創研討會之後，本院選取了位於深水埗通州街及欽州街西交界用地、前聖公會赤柱小學及馬灣舊村三個選址進入行動項目階段。我們邀請了專業顧問團隊為過渡性社會房屋提出切實可行的發展方案；為需要克服的各類挑戰和問題，當中包括有工程技術、交通限制、規劃設計、營運的可持續性等，提出解決辦法；並回應來自當地社區的憂慮。在不同實體環境和社會環境下，三個選址所遇到的問題和挑戰充分反映了提供過渡性社會房屋的困難和複雜性。它們能用作項目原型，說明及有系統地記錄在計劃及設計過渡性社會房屋的過程中發展者及營運者需要考慮的技術方案及社區建設元素。

the advice and suggestions of 42 experts from various fields, seven conceptual design schemes were produced by the co-creation teams. Ten suggestions on how to use the community's idle spatial resources to accelerate the supply of TSH were also included in our Season 1 Symposium Summary Report.

After the Season 1 Social Innovation Symposium, JCDISI selected three sites to proceed into the “Solnno Action Project” stage, namely the site at the intersection of Tung Chau Street and Yen Chow Street in Sham Shui Po, the former SKH Stanley Village Primary School and Ma Wan Old Village. Professional consultant teams were engaged in developing suitable and implementable schemes for TSH, working out solutions to issues ranging from engineering constraints, traffic restrictions and planning and design issues to operational sustainability, and responding to concerns raised by local communities. With unique social and environmental characteristics, each site presented various problems and challenges which fully displayed the difficulties and complexity of implementing TSH schemes. They could serve as prototypes to illustrate and systematically document the technical solutions and community building considerations that need to be taken into account by potential developers and operators in planning and designing TSH.



「十萬分」社創研討會第一季「過渡性社會房屋」總結報告
Summary Report on 'One from Hundred Thousand' Season 1 Transitional Social Housing

三個被選取進入行動項目階段的地方

Three Sites Selected to Proceed into the “SolInno Action Project” Stage

1



深水埗欽州西街及通州街交界的用地

A site at intersection of Tung Chau Street and Yen Chow Street West, Sham Shui Po

2



赤柱佳美道5號前聖公會小學

Former SKH Stanley Village Primary School, 5 Carmel Road, Stanley

3



馬灣舊村

Ma Wan Old Village



過渡性社會房屋行動項目報告

Transitional Social Housing Action Project Report

項目簡介

PROJECT OUTLINE



在第一季「過渡性社會房屋」社創研討會後，第六季旨在進一步探討如何加快供應過渡性社會房屋。項目規劃工作坊和社創研討會以正在參與或有興趣實施過渡性社會房屋項目的非政府組織作為對象，探討他們在過程中共同遇到的難處，並提升他們技術上的基本能力。鑑於新冠肺炎的疫情，工作坊與研討會均以網上形式進行。

Following the Season 1 Transitional Social Housing Symposium, Season 6 aim to explore further on the issue of efficient delivery of the transitional social housing (TSH). Targeted at NGOs who were involved or interested in implementing TSH projects, the project planning workshop and symposium pinpointed the common difficulties they had encountered and equipped them with basic technical competency on the subject. In light of the COVID-19 outbreak, both the workshop and symposium were conducted in online webinar format.

時間線

TIMELINE

2020

MAY 五月

25th - 27th
2pm - 5pm

過渡性社會房屋項目規劃工作坊 Co-creation Workshops



- 為期三天的項目規劃工作坊旨在提供實用的知識和資訊，使不擅長項目發展及建設的非政府組織能夠啟動和有效管理過渡性社會房屋項目的實施過程。

The 3-days project Planning Workshop aimed to provide practical and useful knowledge and information to enable colleagues from interested NGOs, who were laymen in development and construction projects, to initiate and manage the implementation of transitional social housing projects.

- 環節：(1)過渡性房屋發展過程概覽 (2)項目設計和建造 (3)合約管理和項目實施

Session: (1) Overview of Development Process of Transitional Social Housing (2) Project Design and Construction (3) Contract Management and Project Implementation

JULY 七月

8th
2pm - 5pm

社創研討會 Symposium



- 第六季社創研討會探討了社會各界如何共同努力克服障礙和促進過渡性社會房屋的供應，以期紓緩基層人士迫切的房屋需求。

The season 6 symposium explored the joint efforts by the society to overcome obstacles and facilitate the local delivery of TSH, with the prospect of alleviating the pressing housing needs of the grassroots.

季度性研討會策略夥伴

SEASONAL SYMPOSIUM STRATEGIC PARTNERS

我們非常榮幸邀請到運輸及房屋局，建造業議會和香港社會服務聯會作為第六季的策略夥伴，通過工作坊和研討會向參與者提供豐富、實務而具啟發性的資訊。作為關鍵推動者，研討會展示了公共、私人和非政府界別在加快香港過渡性社會房屋發展過程中的共同努力和投入。他們的參與和支持也鼓勵更多非政府組織克服技術挑戰，實施更多過渡性社會房屋項目，以紓緩基層人士迫切的房屋需求。

We were very honoured to have Transport and Housing Bureau, HKSAR, Construction Industry Council, and The Hong Kong Council of Social Services as the Strategic Partners of Season 6: Transitional Social Housing – Deliver with Expediency and Decency. Their involvement and support added great value to the workshop and symposium by delivering informative, practical and enlightening content to the participants. As our Strategic Partners represent the key enablers of the process, the symposium also demonstrated the collaborative efforts and commitments from the public, private and non-governmental sector in expediting the development of TSH in Hong Kong. It encouraged more NGOs to overcome technical challenges and contribute to the successful implementation of more TSH projects, in order to alleviate the pressing housing demand of the grassroots.

項目規劃工作坊

PROJECT PLANNING WORKSHOP FOR TRANSITIONAL SOCIAL HOUSING

過渡性社會房屋項目規劃工作坊於2020年5月25日至27日成功舉行。一班專業規劃師、建築師、工程師、測量師及社福界專家，透過網上教學與社福機構分享推行過渡性社會房屋的務實知識和基礎專業技能。超過二百人參與工作坊，與講者作問答互動。三天的工作坊涵蓋設計及施工的相關技術和程序，以及有關取得、規劃、建造和管理過渡性社會房屋項目的實務知識和資料。

The Project Planning Workshop for Transitional Social Housing was successfully held on 25-27 May 2020. A group of professional planners, architects, engineers, surveyors and experts from the social service sector shared with NGOs the practical knowledge and basic technical skills regarding the implementation of TSH projects. Over 200 participants took part in the online workshop and exchanged ideas with the speakers. The three-day workshop covered relevant technical and procedural aspects of design and construction, practical knowledge and information on acquiring, planning, building and managing TSH projects.

研討會包括以下三個部分：

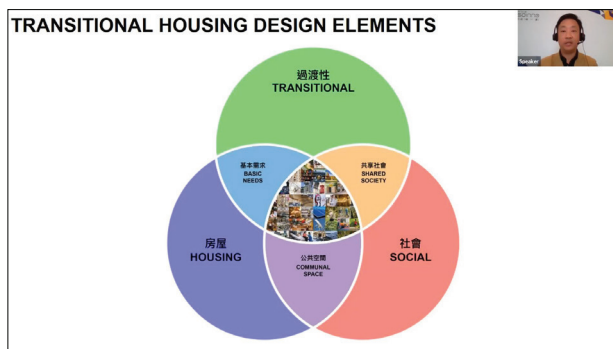
1. 過渡性社會房屋發展過程概覽，
2. 項目設計和建造，以及
3. 合約管理和項目實施。

The Workshop included the following three sessions:

1. Overview of Development Process of Transitional Social Housing,
2. Project Design and Construction, and
3. Contract Management and Project Implementation.

為了增強互動性和參與度，網上工作坊設有投票和問答環節，並由講者在討論環節中解答參加者的問題和疑慮。投票結果和分析將在本報告的後面部分論述。

While the workshop was conducted online, polling and Q&A functions were enabled to enhance interaction and engagement of the participants. Different questions and concerns were raised by the participants, which were addressed by the speakers in the panel discussion session. The polling results and analysis will be discussed in the later section of this report.



5. INTRODUCTION

5.1 Background to the Project

5.1.1 The Transitional Housing Project is located in an area currently under development. The project is situated in the Transitional Housing Project area, which is currently under development. The project is situated in the Transitional Housing Project area, which is currently under development.

5.2 Purpose and Scope of the BA

5.2.1 The Transitional Housing Project (THP) is a project to provide public rental housing for the Transitional Housing Project. The project is situated in the Transitional Housing Project area, which is currently under development.

5.3 Project Location and Site

5.3.1 The project is situated in the Transitional Housing Project area, which is currently under development. The project is situated in the Transitional Housing Project area, which is currently under development.

5.4 Project Description

5.4.1 The project is situated in the Transitional Housing Project area, which is currently under development. The project is situated in the Transitional Housing Project area, which is currently under development.

5.5 BA2 Implication

5.5.1 The project is situated in the Transitional Housing Project area, which is currently under development. The project is situated in the Transitional Housing Project area, which is currently under development.

Figure 5.1: Project Location and Site

Tendering

Two-envelope evaluation: Technical and Price

- Consultancy: 70 (technical):30 (price)
- Construction: 40 (technical):60 (price)

Open or Selective Tender

- Open Tender: Newspaper / Website / Associations
- Selective Tender: Shortlist / Established lists / In-house list

Internal protocol

- Procurement manual
- Approval authority

Communication

- Tender query
- Tender briefing
- Site visit

CONSTRUCTION INDUSTRY COUNCIL 建造業議會



下載講者簡報內容及工作坊重溫
PowerPoint Presentation Download
and Re-cap of workshops

環節一：過渡性社會房屋發展過程概覽

SESSION ONE: OVERVIEW OF DEVELOPMENT PROCESS OF TRANSITIONAL SOCIAL HOUSING ADDRESS

開幕辭 Opening Remarks



蘇偉文博士 | 運輸及房屋局副局長

Dr Raymond So, BBS, JP | Under Secretary for Transport and Housing

★ ★ ★ ★ ★

工作坊的第一天，我們很榮幸邀請到運輸及房屋局（運房局）副局長蘇偉文博士致開幕辭。為了在三年內達到《2019年施政報告》中設定的15,000個過渡性社會房屋發展過程概覽單位目標，運房局積極提供一站式的協調和支援，以促進落實過渡性社會房屋項目。作為「第三界別」，JCDisi致力建立一個參與式的社會創新平台，讓來自不同領域和界別的熱心人士分享專業知識，合作並探索創新的過渡性社會房屋方案。通過舉辦項目規劃工作坊，我們希望能促進跨界別知識轉移，加快香港過渡性社會房屋的供應。

We were honoured to have Dr Raymond So, the Under Secretary for Transport and Housing, to deliver opening remarks for the Project Planning Workshop. To reach the 15,000 TSH units target set out in the Policy Address 2019 within three years, the Transport and Housing Bureau had actively provided one-stop coordinated support to facilitate the implementation of TSH projects by the community. Positioned as the “third sector”, JCDisi also strived to establish a participatory social innovation platform for passionate members from different disciplines and sectors to share their expertise, collaborate and explore innovative TSH schemes. The project planning workshop was a cross-sector effort to expedite the supply of TSH in Hong Kong through a knowledge transfer process.

香港發展管制系統 – 基本需知 Development Control System of Hong Kong —That is What You Should Know Briefly



凌嘉勤先生 | 賽馬會社會創新設計院總監
Mr KK Ling, SBS | Director, JCDISI

★ ★ ★ ★ ★

凌總監是一位經驗豐富的城市規劃師，亦曾任規劃署署長。他為參加者講解香港發展管制和法定規劃系統，涵蓋的主題包括政府支援非政府機構善用空置政府用地的資助計劃，分區規劃大綱圖，建築圖則批核流程和相關法例。凌總監的分享讓非政府組織能夠掌握獲得有關部門批核需要考慮的因素，以及政府為過渡性社會房屋項目所提供的支援。

As an experienced town planner and the former Director of Planning of the Planning Department, Mr Ling's presentation provided participants with a preliminary understanding of the development control mechanism and statutory planning system in Hong Kong. Topics covered include the government's Funding Scheme to Support the Use of Vacant Government Sites by Non-government Organisations, outline zoning plan, general building plan approval process and relevant ordinances. It enabled NGOs to grasp the considerations to be made in gaining approval from concerned departments as well as available government support in implementing TSH projects.

潛在選址之可行性與合適性的初步分析 Initial Analysis on Feasibility and Suitability of Potential Sites



楊詠珊女士 | 專業規劃師

Ms Theresa Yeung | Town Planner

★ ★ ★ ★ ★

作為專業城市規劃師，楊女士在規劃和執行不同規模的發展項目方面具有豐富的經驗。她通過不同案例進一步闡述如何對過渡性社會房屋的潛在選址就可行性和適切性進行初步分析，並指導非政府組織從土地用途和規劃申請、園景設計、視覺景觀，交通及污水等不同規劃考慮因素有系統地評估選址的發展潛力。

Ms Yeung is a seasoned town planner with extensive experience in planning and executing development projects of various scales. Building on Mr Ling's introduction, Ms Yeung further elaborated on how to make an initial analysis on the feasibility and suitability of potential sites of TSH by using a case study approach. It guided NGOs to systematically assess a site's development potential from aspects including land use zoning, planning applications, landscape design, visual amenities, traffic, sewage and other planning considerations.

推展過渡性房屋 Facilitating Transitional Housing



黃永雄先生 | 運輸及房屋局過渡性房屋專責小組項目總監

Mr Stephen Wong | Project Director, Transport and Housing Bureau

★ ★ ★ ★ ★

行政長官在2018年6月29日宣布了6項新房屋措施，當中包括發展過渡性房屋，因此，運輸及房屋局成立了過渡性房屋專責小組（下稱「專責小組」），以積極協助和促成各項由民間建議和推行的短期措施，務求增加過渡性房屋供應。作為項目總監，黃先生介紹了專責小組的職能和工作，以及過渡性房屋目前的供應，選址可用性，財政支持以及公眾諮詢。黃先生的分享有助非政府組織了解如何尋找合適地點，並就過渡性房屋項目獲得政府和公眾支持。

As one of the six new housing initiatives announced by the Chief Executive on 29 June 2018, a task force on transitional housing (Task Force) had been established under the Transport and Housing Bureau (THB) to actively assist and facilitate various short-term initiatives proposed and implemented by the community with a view to increasing the supply of transitional housing. As the Project Director of the Task Force, Mr Wong introduced the functions and works of the Task Force as well as the current supply of TSH, site availability, financial support and public consultation for TSH projects. It provided concerned NGOs with practical information on how to search for suitable sites and obtain the government and public's support in kicking start TSH projects.



第一節工作坊的嘉賓和講者（左起）

運輸及房屋局過渡性房屋專責小組項目總監 黃永雄先生

運輸及房屋局副局長 蘇偉文博士

專業規劃師 楊詠珊女士

賽馬會社會創新設計院總監 凌嘉勤先生

Guests and expert speakers in Workshop Session 1 (from left to right)

Mr Stephen Wong, Project Director, Transport and Housing Bureau

Dr Raymond So, Under Secretary for Transport and Housing

Ms Teresa Yeung, Town Planner

Mr KK Ling, Director, JCDISI

環節二：項目設計和建造

SESSION TWO: PROJECT DESIGN AND CONSTRUCTION

過渡性社會房屋建築設計考慮 Session Two: Project Design and Construction



羅發禮先生 | 專業建築師

Mr James Law | Architect

★ ★ ★ ★ ★

過渡性社會房屋的特點在於它的過渡和社福性質，在設計方案時需要進行全面考量。羅發禮先生在規劃和設計過渡性社會房屋項目方面擁有豐富的經驗，他分享了對居住單位的建築設計和空間配置以及項目內的公共空間的看法。非政府組織可以從中獲得啟發，思考如何將實際和社會功能轉化為建築元素，從而在滿足基本需求同時，為居民和社區創造一個包容和諧的生活環境。

The transitional and social nature of TSH prompted the need to make comprehensive considerations in creating an optimal and bespoke design scheme. With extensive experiences in planning and designing TSH projects, Mr Law shared his perspectives on the architectural design and spatial configuration of MiC units and communal space within the site. NGOs could gain inspirations as to how functional and social objectives could be translated into architectural elements, in order to fulfil basic needs while creating an inclusive and harmonious living environment for the residents and wider community.

以組裝合成建築法構成的過渡性社會房屋建築設計 Architectural Design for Transitional Social Housing by Modular Integrated Construction



陸永康博士 | 賽馬會社會創新設計院空間項目經理
Dr Calvin Luk | Project Manager I (Spatial), JCDISI

★ ★ ★ ★ ★

陸博士是一位專業的建築設計師，對組裝合成建築法 (MiC) 有著濃厚的研究興趣。MiC是一種採用工廠組裝現場安裝概念的現代建築方法。陸博士介紹了使用MiC興建過渡性社會房屋的關鍵設計策略，包括空間佈局，組合單位設計及社區設施。參加者能夠對建築設計和MiC有初步了解，從而有助於為過渡性社會房屋項目探索可行的建築方案。

Dr Luk is a professional architectural designer with a strong research interest in Modular Integrated Construction (MiC). MiC is a modern construction method adopting the concept of factory assembly followed by on-site installation. In Dr Luk's presentation, he introduced the key design strategies for TSH using the MiC construction method, including site layout, modular unit design, communal and community facilities. It enabled participants with limited knowledge in architectural design and MiC to obtain an initial understanding of the subject, so as to explore possible architectural solutions for TSH projects.

結構工程、屋宇設備及成本計劃考慮

Technical Building Design—Structural Engineering, Building Services, Cost Planning Considerations



徐佩恩女士 | 香港社區組織協會社區組織幹事
Ms Jennie Chui | Community Organiser,
Society for Community Organisation

唐耀南工程師 | 建造業議會創新及科技發展總經理
Ir Thomas Tong | General Manager—Innovation
& Technology Development, Construction
Industry Council

★ ★ ★ ★ ★

建造業議會積極提倡利用MiC技術提供更多廉宜適切的房屋。唐先生從技術和工程層面講解了如何在過渡性社會房屋項目採用MiC技術，包括從建築結構和材料以至法定要求和程序的細節。通過增強與設計師和供應商在技術層面上溝通的能力，非政府組織能在創造結構上可行的設計方案同時達到成本效益。

The use of MiC in providing affordable and decent housing has been greatly advocated by the Construction Industry Council. Ir Tong's presentation shed light on more technical and engineering aspects of adopting MiC in TSH projects, going into details from building structure and materials to statutory requirements and procedures. It enhanced the ability of NGOs to communicate with designers and suppliers in technical languages, in order to produce a structurally feasible design while achieving cost-effectiveness for TSH projects.



第二節工作坊的嘉賓和講者（左起）

專業建築師 羅發禮先生

香港社區組織協會社區組織幹事 徐佩恩女士

賽馬會社會創新設計院空間項目經理 陸永康博士

建造業議會創新及科技發展總經理 唐耀南先生

Expert Speakers in Workshop Session 2 (from left to right)

Mr James Law, Architect

Ms Jennie Chui, Community Organiser, Society for Community Organisation

Dr Calvin Luk, Project Manager I (Spatial), JCDISI

Ir Thomas Tong, Director, General Manager—Innovation & Technology Development, Construction Industry Council

環節三: 合約管理和項目實施

SESSION TWO: CONTRACT MANAGEMENT AND PROJECT IMPLEMENTATION

達成專業服務：顧問及承辦商的參與 Procurement of Professional Services: Engagement of Consultants and Contractors



曹英傑工程師 | 建造業議會建造採購高級經理

Ir Rocky Cho | Senior Manager—Construction Procurement, Construction Industry Council

★ ★ ★ ★ ★

曹先生向非政府組織講解了過渡性社會房屋項目的整個採購流程和策略，包括準備項目簡介，合同和招標文件。通過了解採購上需要注意的細節和風險，非政府組織能尋找和選擇最合適的建築顧問和承建商，使項目得以落實。

Ir Cho's presentation guided NGOs through the procurement process and strategies of TSH projects, including the preparation of project brief, contract and tender documents. By highlighting the details and risks that NGOs need to pay attention to, they could develop the capacity to engage and choose the most suitable consultants and contractors, in order to bring a project from ideation to construction stage.

專業服務和建築承辦商的招標及合約文件準備 Preparation of Tender Documents and Contracts for Professional Services and Building Contractors



梁德明測量師 | 市區重建局工程及合約總經理

Sr Anderson Leung | General Manager, Works and Contracts, Urban Renewal Authority

★ ★ ★ ★ ★

梁先生進一步闡述了採購規劃及工程顧問、認可人士、專業建築團隊以及註冊工程承建商的相關流程。非政府組織可以深入了解不同專業服務和承建商的作用和工作，其相應的招標程序和需準備的文件。

Following Ir Cho's presentation, Sr Leung further elaborated on the procurement process of planning and engineering consultants, statutory persons, construction professionals and registered general building contractors for construction works. NGOs could gain insights into the roles and works of different professional services and building contractors, their corresponding tendering procedure and document preparation.

南昌街及其他近期項目分享

Executing TSH Projects—Project Sharing on Nam Cheong Street & Other Current Projects



何俊傑先生 | 香港社會服務聯會社會房屋共享計劃項目總監

Mr Charles Ho | Project Director, The Hong Kong Council of Social Service

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由香港社會服務聯會（HKCSS）策劃及統籌的「組合社會房屋計劃」善用閒置用地及利用MiC技術興建組合屋。何先生通過分享南昌街及其他進行中的項目，向參加者講解如何執行過渡性社會房屋項目的概念設計、招標以至施工階段。非政府組織也可以學習一些實施和管理建築工程的技巧。

The Modular Social Housing Project under the Hong Kong Council of Social Service (HKCSS) is an effort to construct TSH in idle land through the use of MiC. Taking the Nam Cheong Street project and other ongoing projects as case studies, Mr Ho shared with the participants how to execute TSH projects from concept design, tendering to construction phase. NGOs could also learn some tips on implementing and managing construction works.



第三節工作坊的嘉賓和講者 (左起)

市區重建局工程及合約總經理 梁德明先生

賽馬會社會創新設計院空間項目經理 李雅筠女士

香港社會服務聯會社會房屋共享計劃項目總監 何俊傑先生

建造業議會建造採購高級經理 曹英傑先生

Expert Speakers in Workshop Session 3 (from left to right)

Sr Anderson Leung, General Manager, Works and Contracts, Urban Renewal Authority

Ms Karen Lee, Project Manager II (Spatial), JCDISI

Mr Charles Ho, Project Director, The Hong Kong Council of Social Service

Ir Rocky Cho, Senior Manager—Construction Procurement, Construction Industry Council

社創研討會 SYMPOSIUM

繼五月的項目規劃工作坊之後，第六季「十萬分一」社創研討會於2020年7月8日以線上形式成功舉行。我們很榮幸邀請了來自公共、私人和非政府界別的20位嘉賓參與是次研討會，理大常務及學務副校長衛炳江教授工程師和運輸及房屋局局長陳帆工程師更分別致歡迎辭及開幕辭。我們的主題演講嘉賓包括JCDISI總監凌嘉勤先生、香港社會服務聯會行政總裁蔡海偉先生、建造業議會行業發展總監彭沛來博士工程師和建築署署長林余家慧女士。他們分享了社會各界如何共同努力促進過渡性社會房屋發展，以及MiC為加快過渡性社會房屋的供應所帶來的機遇。

Following the Project Planning Workshop, the “One from Hundred Thousand” Season 6 Symposium was successfully held on 8 July 2020 via online webinar, with the participation of 20 guests from the public, private and non-government sector. We are honoured to invite Ir Prof. Alexander Wai Ping-Kong, Deputy President and Provost of PolyU and Ir Frank Chan Fan, JP, Secretary for Transport and Housing to give Welcome Speech and Opening Remarks to mark the start of the event. Our guest speakers include Mr KK Ling, Director of JCDISI, Mr Chua Hoi-wai, Chief Executive of The Hong Kong Council of Social Service, Ir Dr Richard Pang, Industry Development Director of Construction Industry Council and Mrs Sylvia Lam, Director of Architectural Services. They shed light on the collaborative efforts from different parties in delivering TSH projects, as well as the opportunities brought by MiC to expediting the supply of TSH in Hong Kong.

討論環節分為「參與及發展」和「設計及建造」兩個部分。來自非政府組織和建築專業的嘉賓分享了他們實施過渡性社會房屋項目的經驗和見解。跨領域對話和知識交流有助啟發參加者克服實施過程所遇到的障礙，並積極探索發展過渡性社會房屋的各種可能性。

投票結果和分析將在本報告的後面部分討論。

The panel discussion session was divided into two parts—“Participation and Development” and “Design and Construction”. A group of panellists from NGOs and building industry shared their experiences and insights on implementing TSH projects. The cross-disciplinary dialogues and knowledge exchange enlightened the participants to overcome obstacles and explore different possibilities in addressing the acute housing demand through TSH.

The polling results and analysis will be discussed in the later section of this report.



下載講者簡報內容及研討會重溫
PowerPoint Presentation Download
and Re-cap of symposium



2020年7月8日舉行的第六季研討會嘉賓和講者。
Guests and panel speakers in Season 6 Symposium held on 8 July 2020.

社創研討會主題講者 (左起)

香港社會服務聯會行政總裁 蔡海偉先生，JP
香港理工大學常務及學務副校長 衛炳江教授工程師
運輸及房屋局局長 陳帆工程師太平紳士
香港理工大學賽馬會社會創新設計院總監 凌嘉勤先生，SBS
建築署署長 林余家慧女士，JP
彭沛來博士工程師 建造業議會行業發展總監

Keynote Speakers in Social Innovation Symposium (from left to right)

Mr Chua Hoi-wai, JP, Chief Executive, The Hong Kong Council of Social Service
Ir Prof. Alexander Wai Ping-Kong, Deputy President and Provost, PolyU
Ir Frank Chan Fan, JP, Secretary for Transport and Housing, Transport and Housing Bureau
Mr Ling Kar-kan, SBS, Director, Jockey Club Design Institute for Social Innovation, PolyU
Mrs Sylvia Lam, JP, Director of Architectural Services, Architectural Services Department
Ir Dr Richard Pang, Director – Industry Development, Construction Industry Council

歡迎辭與開幕辭

Welcome Speech and Opening Remarks



衛炳江教授工程師 | 香港理工大學常務及學務副校長

Ir Prof. Alexander Wai Ping-Kong | Deputy President and Provost, The Hong Kong Polytechnic University

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衛炳江教授的歡迎辭標誌著研討會的開始。理大一直關注香港過渡性社會房屋的發展。理大與社會各界和多個範疇的專家都有緊密的聯繫，早前亦邀請了JCDISI為不同領域的有志之士建立聯繫網絡，匯聚各方努力，以創新的意念推動過渡性社會房屋的發展。過渡性社會房屋有望能為將來的住戶提供適切宜居的環境，並為整體社區增值。

Prof. Alex Wai's welcome speech marked the beginning of the symposium. PolyU had continued to keep abreast of the development of TSH in Hong Kong. Well connected with a wide range of experts and different sectors in the society, PolyU invited JCDISI to gather the kindred spirits to put their heads together, in order to foster the delivery of TSH in Hong Kong through an innovative approach. It was hoped that the provision of decent TSH could improve the tenants' living environment, as well as adding value to our community as a whole.



陳帆工程師太平紳士 | 運輸及房屋局局長

Ir Frank Chan Fan, JP | Secretary for Transport and Housing, Transport and Housing Bureau

★ ★ ★ ★ ★

城市人口在未來三十年會持續增加，城市將面臨前所未有的挑戰。許多世界一流的都市已積極發展過渡性社會房屋，為弱勢社群包括無家可歸者、新移民和正輪候公共房屋的人提供住宿。自香港政府於2017年首次提出過渡性房屋的概念以來，三年內已成功從零開始建造了1,100個過渡性房屋單位，《2019年施政報告》更進一步設定了在未來3年內興建15,000個過渡性房屋單位的目標。該政策的最終目的是讓社會意識到香港房屋短缺的嚴重性，從而了解過渡性房屋的作用，並鼓勵各界齊心協力創造創新而實際的解決方案，為基層提供適切宜居的房屋。

In the coming 30 years, cities would face unprecedented challenges arisen from the increasing population size in urban areas. Transitional Social Housing (TSH) had been adopted in many world-class cities to provide accommodation for the disadvantaged community, including the homeless, immigrants and people waiting for public housing. Since the Hong Kong government first put forward the concept of TSH in 2017, 1,100 TSH units had been successfully built from scratch within 3 years' time. As a result of the remarkable outcome, the 2019 Policy Address had further set a 15,000 TSH unit goal to be achieved in the next 3 years. The ultimate aim of the policy was to let the society recognise the severity of housing shortage in Hong Kong, so as to acknowledge

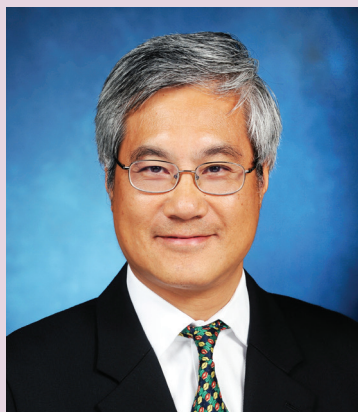
陳局長指出成功推動過渡性社會房屋項目的四大因素，包括改善程序、政策支援、地區認同和財政支援。通過與相關部門協調，尋找潛在的政府或私人選址並解決技術障礙，過渡性房屋的實施程序得以改善。政府亦積極提倡MiC技術的發展，以快速且具成本效益的方式興建過渡性房屋。同時，社區支持也是過渡性房屋項目的重要元素。除了評估和減輕項目對社區的影響外，非政府組織應積極舉辦社區活動和提供支援服務，以促進社區融合和居民賦權。最後，財務可行性亦決定了過渡性房屋是否能成為可持續的長期房屋策略。我們應善用50億元的撥款，堅持成本效益的原則同時致力加快過渡性社會房屋的供應。

the role of TSH in addressing the problem. It encouraged people to establish collaborative effort in drawing innovative and practical solutions to provide decent housing for the underprivileged class in our society.

Ir Chan highlighted four factors contributing to the successful implementation of TSH projects. The implementation process of TSH had been optimised through coordinating with the relevant departments in identifying potential government or private sites and resolving technical barriers. The government also advocated technology innovation that facilitated the development of MiC technology, a fast and cost-effective construction method for TSH. Meanwhile, neighbourhood support was also a vital element for TSH project. Apart from assessing and mitigating the impact of TSH on the community, NGO should also take the initiative to foster integration and empower the residents by offering communal activities and support services. Lastly, the financial viability of TSH projects would also determine whether it could be a sustainable and long-term housing strategy. With the allocation of \$50 billion funds, developers should also uphold the principle of cost-effectiveness while striving to deliver TSH with expediency and decency.

過渡性社會房屋—房屋發展的範式轉移

Transitional Social Housing – An Opportunity for Paradigm Shift in Housing Development



凌嘉勤先生，SBS | 香港理工大學賽馬會社會創新設計院總監
Mr Ling Kar-kan, SBS | Director, Jockey Club Design Institute
for Social Innovation, PolyU

★ ★ ★ ★ ★

JCDISI凌總監介紹了「第一季：過渡性社會房屋」社創行動項目三個選址遇到的不同社會和環境上的限制，以及通過經驗所累積的相關知識。他還分享了過渡性社會房屋如何啟發整體房屋發展的範式轉移—作為一種打破公私營房屋二元劃分的新房屋類型，過渡性社會房屋不單止提供居所，亦為有需要的居民提供社區服務和支持，協助他們重整生活。通過結合跨界別和專業的共同努力，以及賦予非政府組織作為經營者或提供者的能力，過渡性社會房屋亦展示了一個創新的發展進程。

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Mr Ling from JCDISI introduced the different physical and social constraints encountered by individual sites in the “Season 1: Transitional Social Housing” action projects, as well as knowledge developed through the experiences. He also shared how TSH has inspired a paradigm shift in overall housing development—As a new form of housing that breaks the dichotomy of public and private housing, TSH does not only provides physical accommodation but also delivers community services and support to needed residents to help them reengineer their lives. It also demonstrates an innovative development process integrating trans-sectoral and trans-professional efforts and empowering NGOs as the operators or providers.

”

如何加快過渡性社會房屋發展—南昌街項目經驗分享

How to Expedite TSH Development – Project Experience from Nam Cheong Street



蔡海偉先生，JP | 香港社會服務聯會行政總裁
Mr Chua Hoi-wai, JP | Chief Executive, The Hong Kong Council of Social Service

★ ★ ★ ★ ★

近年，愈來愈多非政府組織有意發展過渡性社會房屋項目，作為其社區服務計劃的一部分。香港社會服務聯會（社聯）在2017年推出社會房屋共享計劃，致力推動過渡性社會房屋的發展，以惠及有需要的市民。在研討會中，蔡先生分享了社聯在南昌街項目的經驗和心得，包括如何克服設計，政府批核程序，招標，施工管理，租戶和社會服務安排以及項目可行性等挑戰。

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★ ★ ★ ★ ★

More and more NGOs showed interests in developing TSH projects as part of their community services. Launched by the HKCSS in 2017, the Community Housing Movement aimed at fostering the development of TSH to help the needy. In the symposium, Mr Chua shared HKCSS' experience and lessons learnt from their Nam Cheong Street project. His presentation shed light on how to overcome various challenges in the implementation process, including pre-construction design, government submission, tendering, construction management, tenant and social service arrangements and project viability.

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通過MiC技術滿足社會房屋需求

Meeting Social Housing Needs with MiC Technology



彭沛來博士工程師 | 建造業議會行業發展總監

Ir Dr Richard Pang | Director – Industry Development,
Construction Industry Council

★ ★ ★ ★ ★

組裝合成建築法 (Modular Integrated Construction, 簡稱MiC) 是建造過渡性社會房屋的創新方法，於提升其建造效率、可持續發展性、房屋質素和安全方面均有優勢，此技術已被許多海外項目廣泛採用，以解決不同的城市問題。近年香港政府致力加快MiC技術的開發，並積極鼓勵應用於過渡性社會房屋項目。彭博士分享了MiC在香港的發展過程，特別是CIC在促進技術開發和建造業內的知識轉移方面的角色和工作。他亦指出於香港以MiC技術興建過渡性社會房屋，需面對法定批准、供應鏈、物流等方面的九大挑戰。

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Modular Integrated Construction (MiC) is an innovative construction method in TSH projects, thanks to its advantages in efficiency, sustainability, quality and safety. It has been widely adopted in many overseas projects to tackle different urban issues. Realising the benefits brought by MiC, the Hong Kong government has put great effort in accelerating its development and application in TSH projects. Dr Pang's speech gave an overview of the development process of MiC in Hong Kong, highlighting the role and efforts of CIC in facilitating technology development and knowledge transfer within the construction industry. He also indicated nine challenges in using MiC method in TSH projects, including statutory approval, supply chain, logistics and so on.

”

共同創造MiC機會 Co-creating MiC Opportunities



林余家慧女士，JP | 建築署署長
Mrs Sylvia Lam, JP | Director of Architectural Services,
Architectural Services Department

★ ★ ★ ★ ★

新冠肺炎肆虐期間，本港對檢疫單位的需求大大增加。於短時間內供應大量的檢疫單位成為了一大挑戰。作為高效率和創新的建築方法，MiC在興建臨時隔離營的工程上大派用場。透過鯉魚門檢疫中心等案例，林署長分享建築署和其他部門如何攜手面對挑戰，從速完成數個隔離營的建設工程。這些經驗不但展示了MiC用以應對緊急需求的潛力，也突出了跨境和跨部門合作的重要性。

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★ ★ ★ ★ ★

Amidst the COVID-19 pandemic, the demand for quarantine units had greatly increased. It posed a challenge to the delivery of ample quarantine units within a short period of time. MiC, as an efficient and innovative construction method, had been adopted in the construction of temporary quarantine camps. Mrs Lam's speech shed light on how ArchSD and other government departments have collectively risen to the challenge and completed the construction of quarantine camps in several sites including Lei Yue Mun Park. The experiences had demonstrated the potentials of MiC in coping with urgent demands and highlighted the importance of cross-border and cross-department collaboration.

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過渡性社會房屋社區分享

COMMUNITY SHARING OF TRANSITIONAL SOCIAL HOUSING

討論環節一：參與及發展

Panel Discussion 1: Participation and Development



拍攝活動於嚴格保持個人和環境衛生下進行，以預防2019冠狀病毒病傳播。

The photo was taken in due observance of strict personal and environment hygiene to prevent transmission of COVID-19.

主持人

馬錦華先生 MH, JP | 馬錦華專業管理顧問公司總顧問 香港特區政府土地共享先導計劃顧問小組成員香港特區政府土地及建設諮詢委員會成員長者安居協會創會總幹事

嘉賓

凌嘉勤先生 | SBS 香港理工大學賽馬會社會創新設計院總監

蔡海偉先生 | JP 香港社會服務聯會行政總裁

梁碧琮女士 | 東華三院社會服務科主管

溫艾狄女士 | 香港仔坊會社會服務總幹事

徐佩恩女士 | 香港社區組織協會社區組織幹事

劉愛詩女士 | 九龍樂善堂總幹事

Moderator

Mr. Timothy Ma MH, JP

Chief Consultant, Ma Kam Wah & Co.

Member of Land Sharing Advisory Committee

Member of Land & Development Advisory Committee

Founding Executive Director, Senior Citizen Home Safety Association

Panelists

Mr Ling Kar-kan, SBS, Director, Jockey Club Design Institute for Social Innovation, PolyU

Mr Chua Hoi-Wai, JP, Chief Executive, the Hong Kong Council of Social Service

Ms Alice Leung, Head of Community Services Division, Tung Wah Group of Hospitals

Ms Alice Wan, Director, Aberdeen Kai-fong Welfare Association Social Service

Ms Jennie Chui, Community Organiser, Society for Community Organisation

Ms Alice Lau, Chief Executive, The Lok Sin Tong Benevolent Society, Kowloon

討論撮要 Summary of Discussion

第一場討論環節以「參與及發展」為題，請來經驗豐富的NGO資深代表互相交流，分享他們營運過渡性社會房屋項目的經驗。

Titled “Participation and Development”, the first panel discussion featured a dialogue between experienced representatives from NGOs to share their TSH project experience.

跨界別支持是有效率地實行過渡性社會房屋項目的關鍵。

Cross-sector support is the key to the effective and efficient implementation of TSH projects.

儘管很多非政府組織參與了不同規模的過渡性社會房屋項目，但他們在實施過程中均遇到共同的痛點。作為建造者和服務提供者，技術上的能力不足成為非政府組織執行過渡性社會房屋項目的主要障礙。嘉賓一致認同跨界別的支持有助他們解決技術問題，加快完成過渡性社會房屋項目。運房局向非政府組織提供全方位的建議與支援，並協助他們與其他相關部門協商以滿足技術要求。建造業議會亦積極支持非政府組織使用MiC技術和管理建築項目，使他們能節省時間和避免碰壁的風險


While the represented NGOs had been involved in TSH projects of multiple scales, there were common pain points encountered by them during the implementation process. Positioned as both builder and service provider, the lack of technical competency had presented the major obstacles for NGOs in executing TSH projects. Many panelists agreed that cross-sector support was fundamental for them to cope with the technical issues and expedite the completion of TSH projects. For instance, Transport and Housing Bureau had given comprehensive advice and facilitated their negotiation with other relevant departments to meet the technical requirements. Construction Industry Council also actively supported NGOs in terms of MiC technology and project management, enabled them to save time and avoid risks of hitting walls.

過渡性社會房屋除了提供容身之所外，還可以成為促進社區凝聚力和建立社會資本的平台。

Apart from providing shelter, TSH could be a platform to foster community cohesion and build social capital.

以人為本的設計和服務是過渡性社會房屋項目不可或缺的部分。非政府組織需要充分了解其服務最終用家的需求，包括住戶及使用公共空間和設施的社區人士。過渡性社會房屋不是獨立存在於社區，它在培育社會資本，社區聯繫和社群意識方面起了顯著的作用。東華三院營運的南昌街組合社會房屋項目將實行共享經濟的生活模式，鼓勵家庭共享設備，技能和時間。通過培育分享和貢獻精神，這些經驗有助發掘住戶潛能和建立社區網絡。通過融入賦權，代際和包容的元素，南昌街項目展示了可持續的過渡性社會房屋發展模式。

People-oriented design and services were integral components of TSH projects. It was essential for NGOs to fully capture the needs of the end-users of their services, i.e. the potential tenants and other community



members who would use the public space and facilities. Not just a residential building standalone in the neighbourhood, TSH's role in nurturing social capital, community bonding and sense of community should be recognised. As the future operator of Nam Cheong Street TSH, Tung Wah Group of Hospitals would develop a sharing economy living model which would encourage the households to share their equipment, skills and time. Through practising sharing and contributing to the community, the experience would enable them to tap into their potentials and cultivate community network. It demonstrated a sustainable model for TSH through integrating empowerment, intergeneration and inclusiveness elements.

近年民生和房屋問題逐漸成為公眾關注的焦點。由於過渡性社會房屋的服務並不只限於特定社會階層，因此我們應思考並強調過渡性社會房屋對整個社區的意義。除了提供共享空間外，非政府組織亦可以組織更多的公眾諮詢和參與活動，以加強溝通和透明度。通過提供互動和相互了解的機會，更多人能認識到住戶有能力為社區做出貢獻和增值。

Livelihood and housing issue had come into the public spotlight in recent years. As TSH would not only target at certain social classes, the meaning of TSH to the entire community should be considered and emphasised. Apart from providing shared space, NGOs could organise more public consultation and engagement initiatives to increase communications and transparency. Through opening up opportunities for interactions and developing mutual understanding, the ability of tenants to contribute and add value to the community could also be seen.

創新植根於非政府組織的基因。

Innovation had embedded in the DNA of NGOs.

鑑於過渡性社會房屋在香港是一個相對新的概念，社會需要時間建立一個全面而成熟、能支持過渡性社會房屋長遠發展的生態系統。儘管如此，非政府組織在過程中所積累的經驗使他們能夠制定不同的策略來實現不同的營運理念。在過去數十年，他們一直把握機遇，以創新的方式應對公共和私人界別未能完全滿足的社會需求。過渡性社會房屋對建築界和非政府組織而言是一個寶貴機會，讓他們能擴闊想像力，創造多樣化和具創意的項目。

Given that TSH was a relatively new concept in Hong Kong, it would take time to build a comprehensive and mature ecology supporting the development of TSH. Nonetheless, the experiences and lessons NGOs learnt from the process had enabled them to develop different strategies to realise their operating visions for TSH. The past decades had demonstrated that NGOs had the capacity to cater social needs that might not be addressed by the public and private sector, seize opportunities and create innovative and alternative solutions. TSH was not only a vital innovation for the construction industry, but also a valuable opportunity for NGOs to expand their imaginations and deliver TSH projects with diversity and creativity.

過渡性社會房屋社區分享

COMMUNITY SHARING OF TRANSITIONAL SOCIAL HOUSING

討論環節二：設計及建造

Panel Discussion 2: Design and Construction



拍攝活動於嚴格保持個人和環境衛生下進行，以預防2019冠狀病毒病傳播。

The photo was taken in due observance of strict personal and environment hygiene to prevent transmission of COVID-19.

主持人

黃慧敏女士 | 有利集團有限公司執行董事

嘉賓

彭沛來博士工程師 | 建造業議會行業發展總監

李少穎建築師 | 利安顧問有限公司董事總經理

何鉅業測量師太平紳士 | 富匯測量師有限公司董事總經理

陳修杰工程師 | 香港建造商會會長

鍾冠文工程師 | 材建築工程有限公司董事長

Moderator

Ms Rosana Wong, Executive Director of Yau Lee Holdings Limited

Panellists

Ir Dr Richard Pang, Director – Industry Development, Construction Industry Council

Ms Ivy Lee, Managing Director, Leigh & Orange Limited

Sr Vincent Ho, JP, Managing Director, Freevision Limited

Ir Allan Chan, President, Hong Kong Construction Association

Ir Cr Paul Chung, Managing Director, Techoy Construction Company Limited

過渡性社會房屋是創新的房屋類型，當中常採用的MiC技術亦有別於傳統建築方法。在「設計及建造」這個討論環節，來自不同範疇的建造業專家交流在過渡性社會房屋的設計及建造上面臨的挑戰，以及他們如何把這些挑戰轉化為機遇。

TSH is an innovative form of housing, and MiC, the construction method usually adopted, is very different from the traditional one. In this panel discussion, various professionals from the building industry shared the challenges they encounter in the “Design and Construction” of TSH, as well as how they turned these challenges into opportunities.

可行性、可施工性和耐久性是使用MiC技術興建過渡性社會房屋的原則。
The principles of feasibility, constructability and durability are
fundamental to the use of MiC technology in TSH projects.

所有嘉賓一致認同建造過渡性社會房屋並非易事，開發商往往需要在設計的美觀和實用性之間取得平衡。MiC是一種可實現快速批量生產和規模經濟的建築方法，然而關於它的風險和實際表現仍存在不確定因素。業界需要更多時間觀察和累積經驗，以瞭解外在或氣候和使用習慣等不可預測因素會否影響結構完整性。

嘉賓還討論了如何通過MiC設計和建造可移動的過渡性社會房屋。鋼結構，簡單的地基，位於室外的結構縫和管道，自然通風和陽光等都是可行的方法。這些方法可以盡量減少檢查和維修工作對住戶的影響，提高能源效益和方便搬遷。由於維修、拆卸、搬遷和重新組裝維修單位可能需要高昂的費用，因此應預留足夠的預算，以增加組合屋的耐用性並延長使用壽命。

Building TSH would not be an easy task, as agreed by all panelists, that developers often need to strike a balance between aesthetic and practicality of design. MiC technology would be a viable construction method to achieve quick mass production and economy of scale. Nonetheless, there were uncertainties regarding the risk and actual performance of MiC. The industries would need time to observe and accumulate experiences, so as to understand whether the structural integrity would be affected by external or unpredictable factors e.g. climate and people's usage.

Panelists also discussed how TSH should be designed and constructed in a transportable and relocatable approach, which was considered as one of the key features of MiC technology. Steel structure, simple foundation, external locations of structural joints and pipes, utilisation of natural ventilation and sunlight were all regarded as possible approaches that minimise impacts of inspection and maintenance to tenants, enhance energy efficiency and increase ease of relocation. Since maintenance, demolition, relocation and reassembly of MiC units might incur a high cost, an adequate budget should be reserved to increase durability and extend the lifecycle.

除了容身之所，過渡性社會房屋也提供追求社交和文化生活的機會。

TSH provides not only a shelter but also opportunities to embrace a new lifestyle that champions social and cultural pursuit.

如何為最多住戶提供適切和以人為本的住宿服務是過渡性社會房屋的一大挑戰。其中公共空間體現了共居的概念，成為集健身房、圖書館和廚房等設施於一身的共享客廳。它既保證住戶擁有一定的私人空間，也促進年青人嚮往的社交與文化生活方式。

目前最大規模的過渡性社會房屋項目位於新界，以生態村為概念，目標是打造一個能容納2000人的小型社區。該項目以聯合國可持續發展目標為核心理念，涉及的領域包括貧窮、健康與衛生、可持續發展城市和社區、以及環境與夥伴關係。它展示了過渡性社會房屋有能力製造正面影響，並與推動可持續發展的全球運動接軌。

Providing decent and user-oriented accommodation for the maximum number of tenants was regarded as a key challenge. Integrating the concept of co-living into TSH, communal space serves as a collective living room with shared facilities like gym, library and kitchen. It should ensure that people own a certain amount of private space while embracing the social and cultural lifestyle younger generations pursue. It was shared that the Eco-Transitional Housing Village would be one of the largest-scale TSH projects in New Territories targeted to create a small community of 2000 people. As the first local attempt to incorporate the Sustainable Development Goals published by the United Nations, the project would address areas including poverty, health and well-being, sustainable cities and communities, environmental and partnership. It would also showcase TSH's capacity to create positive impacts and connect with the global movement towards sustainable development.

建造業需要更多的資金和政策支援，以加快供應過渡性社會房屋。

The industry demands more financial and institutional support in expediting the supply of TSH.

財政資源限制是承建商在實行過渡性社會房屋項目時常遇到的障礙。儘管有政府資助，他們仍需要於項目初期投入大量資金定制和生產組合單位。若能把小型項目的建築設計標準化，可讓發展商節省成本，並投資在更先進的製造技術上。此外，嘉賓亦強調需要簡化法定程式，建立統一的技術標準，並建立一支強大的專業團隊以協助維修和保養MiC建築。

創新是一個不斷反覆試驗的過程。建造業期望能通過共同努力開發和適應新技術。建造業議會提供了一個管理相關知識和資源的平台，從而促進業界對創新科技的應用。政府作為先導者、促進者和協調者，在加快MiC技術的發展以及香港過渡性社會房屋的供應上擔任不可或缺的角色。

Financial constraint was regarded as a common obstacle encountered by contractors in implementing TSH projects. Despite the availability of government funding, they would still need to put in a large sum of initial investment for the production and fabrication of customised MiC units. Design standardisation for smaller TSH projects would allow developers to save cost for investing in advance manufacturing technologies. Besides, there was an urgent need to streamline the statutory procedure, establish a common technical standard and a strong expert team in assisting the maintenance of MiC buildings.

Innovation is always an evolving process of trial and error. The construction industry had been eager to embrace and adapt to new technology with collaborative efforts. Construction Industry Council had served as a platform to manage knowledge and resources as well as facilitate the industry's adaptation to innovative technologies. The government's role as a pioneer, facilitator and coordinator would also be indispensable in accelerating the growth of MiC technology and ultimately the supply of TSH in Hong Kong.

投票結果與分析

SURVEY RESULTS AND ANALYSIS

背景 Background

為了解主要持分者對過渡性社會房屋的觀點和意見，我們在第六季項目規劃工作坊及社創研討會期間進行了線上投票。本報告總結了社創研討會的投票結果與主要分析。

To acquire understanding towards key stakeholders' attitude and opinions on the provision of TSH, online polling was conducted during the Season 6 Project Planning Workshops and Symposium. An overview and analysis of the key findings of the survey are provided in this report.

方法 Method

投票環節於線上研討會與工作坊期間實時進行。參加者包括網上註冊的公眾人士，以及與過渡性社會房屋發展相關的持分者團體。

The polling was conducted real-time during the online webinar and workshops. Participants were recruited from open web registrations for the general public and direct email/EDM to stakeholders groups related to the development of transitional social housing.

問卷設計採用單項選擇題和未經排序的預設答案形式，並收錄於本報告的附錄。問卷設有兩組共12條問題，包括：

1. 政策和社會需求 (Q1 – Q6)
2. 設計及建造 (Q7-Q12)

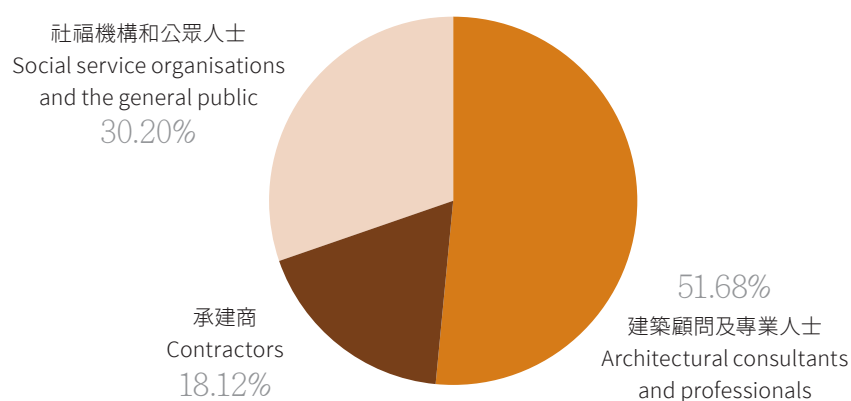
The design of questionnaire is based on single choice selection of each question with pre-set multiple answers (unranked). The questions are presented in Appendix 1. There were 12 questions in two groups, on areas concerning:

1. Policy and social needs (Q1 – Q6)
 2. Design and construction (Q7 - Q12)
-

數據收集與採樣 Data collection & sampling

149位社創研討會的參加者參與了問卷調查，其中包括45位社福機構和公眾人士，77位建築顧問和專業人士，以及27位承建商。

We had collected the survey result from 149 participants in the symposium, including 45 from social service organisations and the general public, 77 from architectural consultants and professionals and 27 from contractors.



結果與分析 Results and analysis

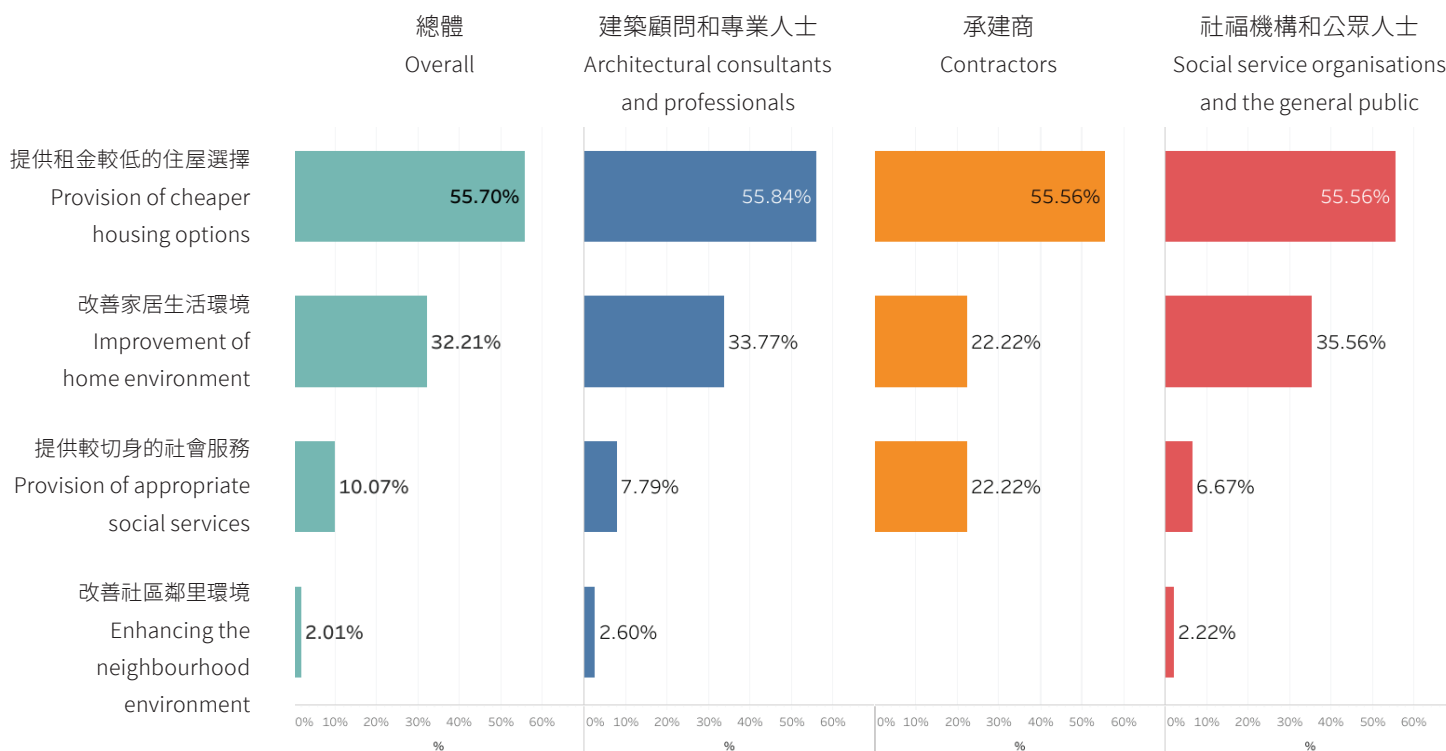
通過分析調查結果數據，我們發現了不同持分者對過渡性社會房屋的主要觀點。這些觀點將為如何加強政策支持並加快供應過渡性社會房屋提供參考。

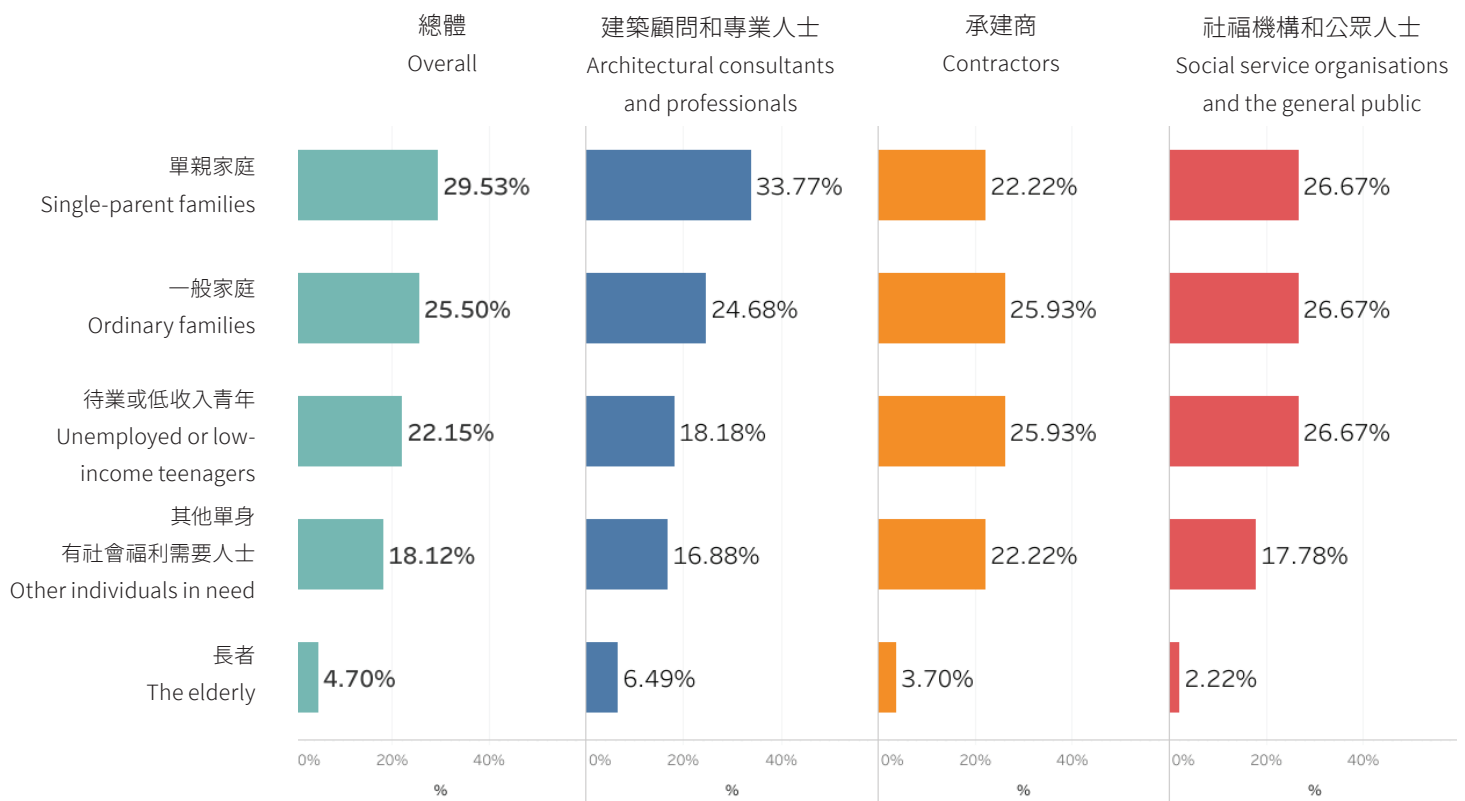
Our analysis of the survey data identified key points about different stakeholders' view towards the provision of TSH. It would inform how policy support can be strengthened to expedite the delivery of TSH in the future.

你認為過渡性社會房屋可提供的最重要優點是？ WHAT IS THE MOST IMPORTANT MERIT THAT TRANSITIONAL SOCIAL HOUSING CAN PROVIDE?

大約一半的受訪者（56%）認為提供租金較低的住屋選擇是過渡性社會房屋的最重要優點，其次是改善家居生活環境（32%）和提供較切身的社會服務（10%）。改善社區鄰里環境（2%）對過渡性社會房屋的重要性相對不大。

About half of the respondents (56%) considered the provision of cheaper housing options as the most important merit of TSH, followed by the improvement of home environment (32%) and provision of appropriate social services (10%). Enhancing the neighbourhood environment (2%) was generally regarded as a less important merit of TSH.





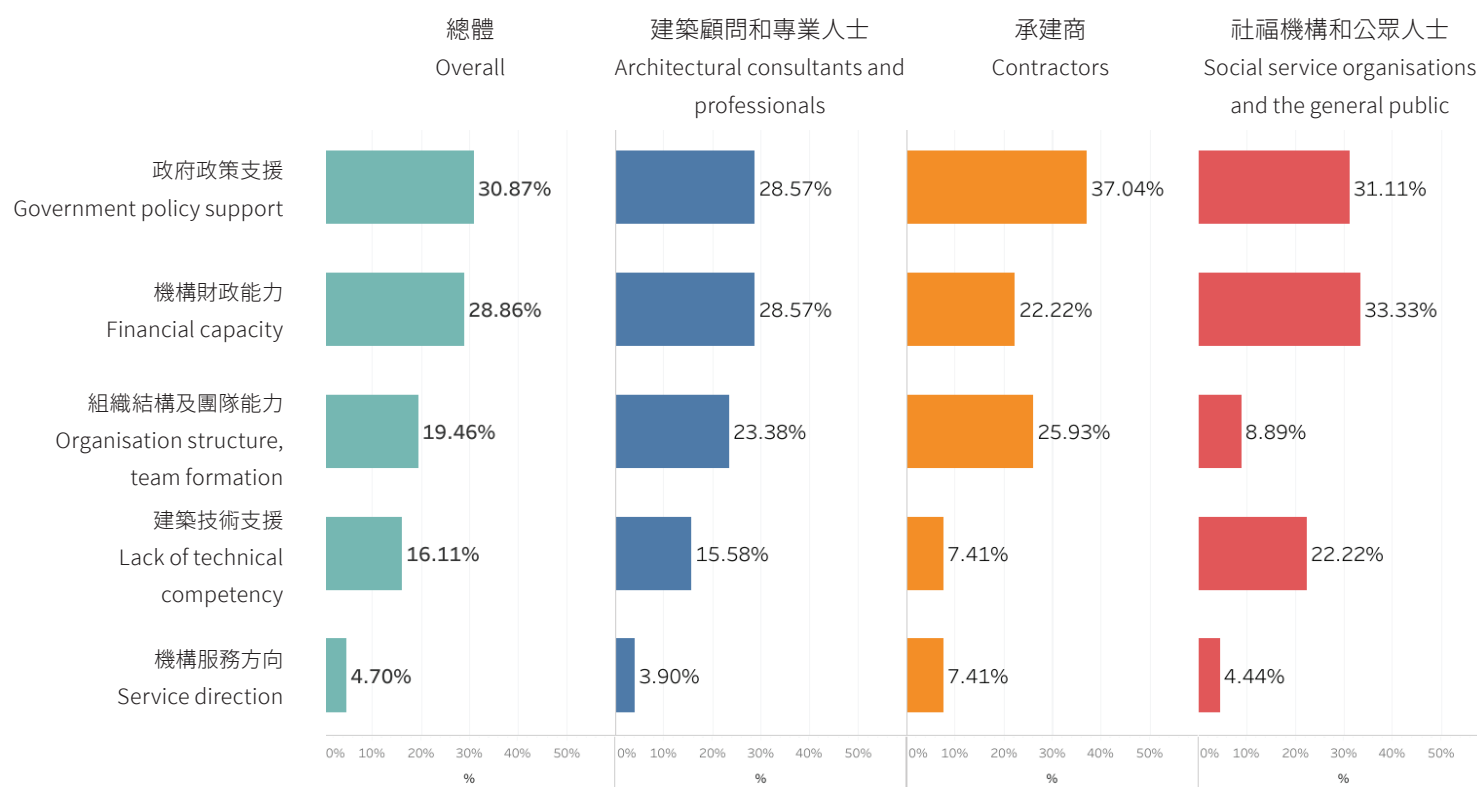
你認為提供過渡性社會房屋時，最需要關注的社羣人士是？

WHICH SOCIAL GROUP SHOULD BE MOST CONCERNED WITH IN PROVIDING TRANSITIONAL SOCIAL HOUSING?

受訪者對過渡性社會房屋的服務對象有不同的看法。單親家庭 (30%)，一般家庭 (26%)，待業或低收入青年 (22%) 和其他單身有社會福利需要人士 (18%) 均是過渡性社會房屋需要關注的群體，營運者可按地區需求決定。然而，長者 (5%) 不被視為過渡性社會房屋的主要服務對象。這可能歸因於社會上有較多專為長者而設的服務，以及長者輪候公屋的時間較短。

Respondents had different views on the service target of TSH and the results were evenly distributed. Single-parent families (30%), ordinary families (26%), unemployed or low-income teenagers (22%) and other individuals in need (18%) were groups that could be prioritised in the provision of TSH, subject to the operator's decision based on local needs. Nonetheless, the elderly (5%) was not considered as a primary service target of TSH, which might be attributed to the greater availability of elderly-specific services and their shorter waiting time for public rental housings.





你認為NGO參與或發展過渡性社會房屋最大的障礙是？

WHAT IS THE LARGEST OBSTACLE FOR NGOS TO PARTICIPATE IN OR DEVELOP TRANSITIONAL SOCIAL HOUSING?

從非政府組織的角度來看，機構財政能力(33%)和政府政策支援(31%)是他們執行過渡性社會房屋項目的最大問題，約占受訪者的三分之二。缺乏建築技術支援(22%)也是阻礙他們發展過渡性社會房屋的一個關鍵因素。而非政府組織的組織結構、團隊能力 (9%) 與機構服務方向 (4%) 並不構成主要障礙。

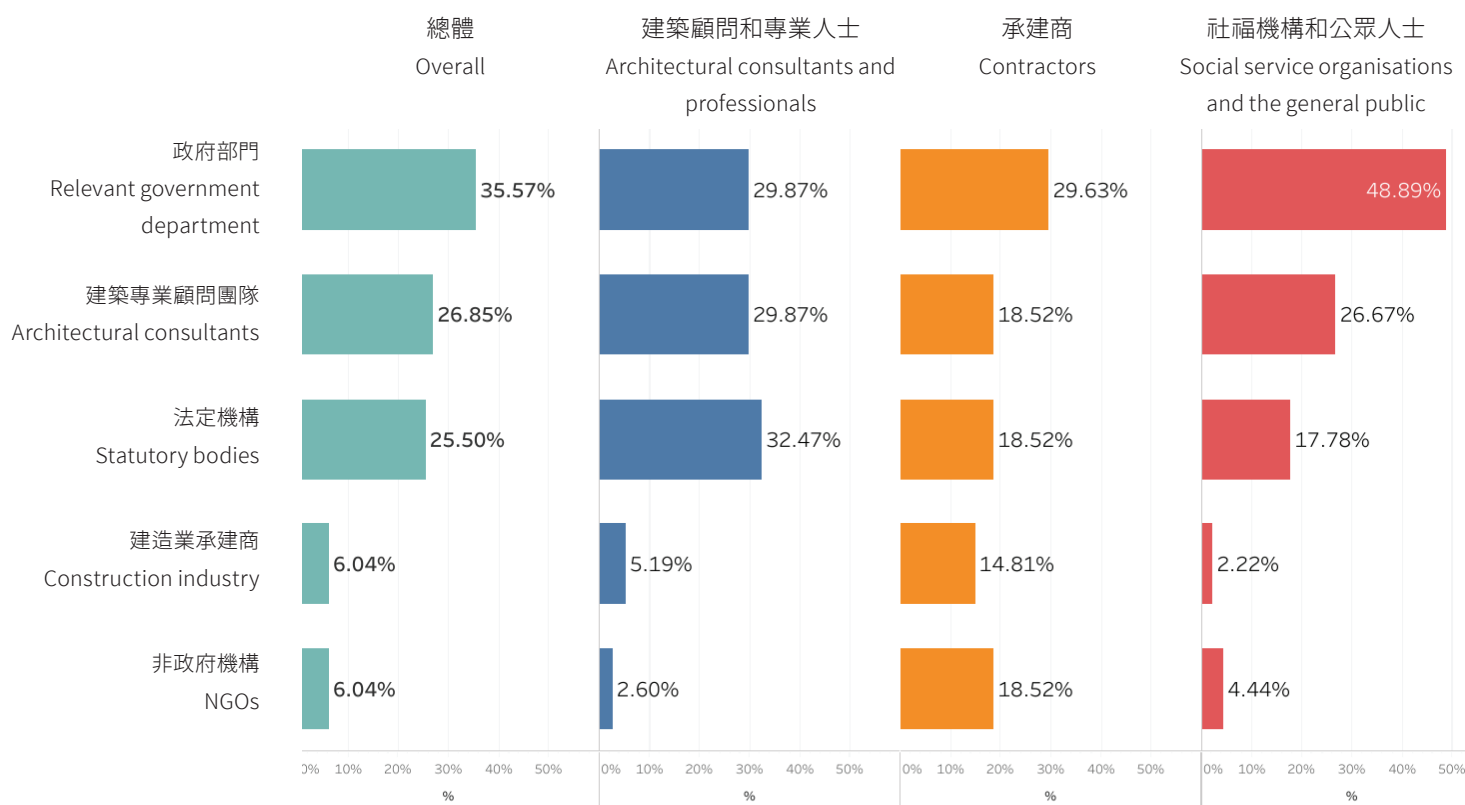
From the NGOs' perspective, financial capacity (33%) and government policy support (31%) were regarded as their greatest concerns in implementing TSH, accounting for nearly two-thirds of the respondents. Lack of technical competency (22%) was also a crucial factor that impedes them from developing TSH, while their capacity in terms of organisation——structure, team formation (9%) and service direction (4%) were not considered as a major obstacle.

你認為過渡性社會房屋的建造或建築工程，最佳由那方主導提供？

WHICH PARTY SHOULD TAKE LEAD IN THE CONSTRUCTION OF TRANSITIONAL SOCIAL HOUSING?

問題結果因受訪者的背景而異。一般而言，較多受訪者認為政府部門應在過程中擔當主導角色，尤其是來自非社福機構和公眾人士的受訪者 (49%)。約半數受訪者認為建築專業顧問團隊 (27%) 以及香港房屋協會和市區重建局等法定機構 (26%) 可以主導興建過渡性社會房屋的建造或建築工程。此外，較多來自承建商的受訪者認同建造業和非政府機構在建造天水圍房屋的過程中扮演著關鍵角色。

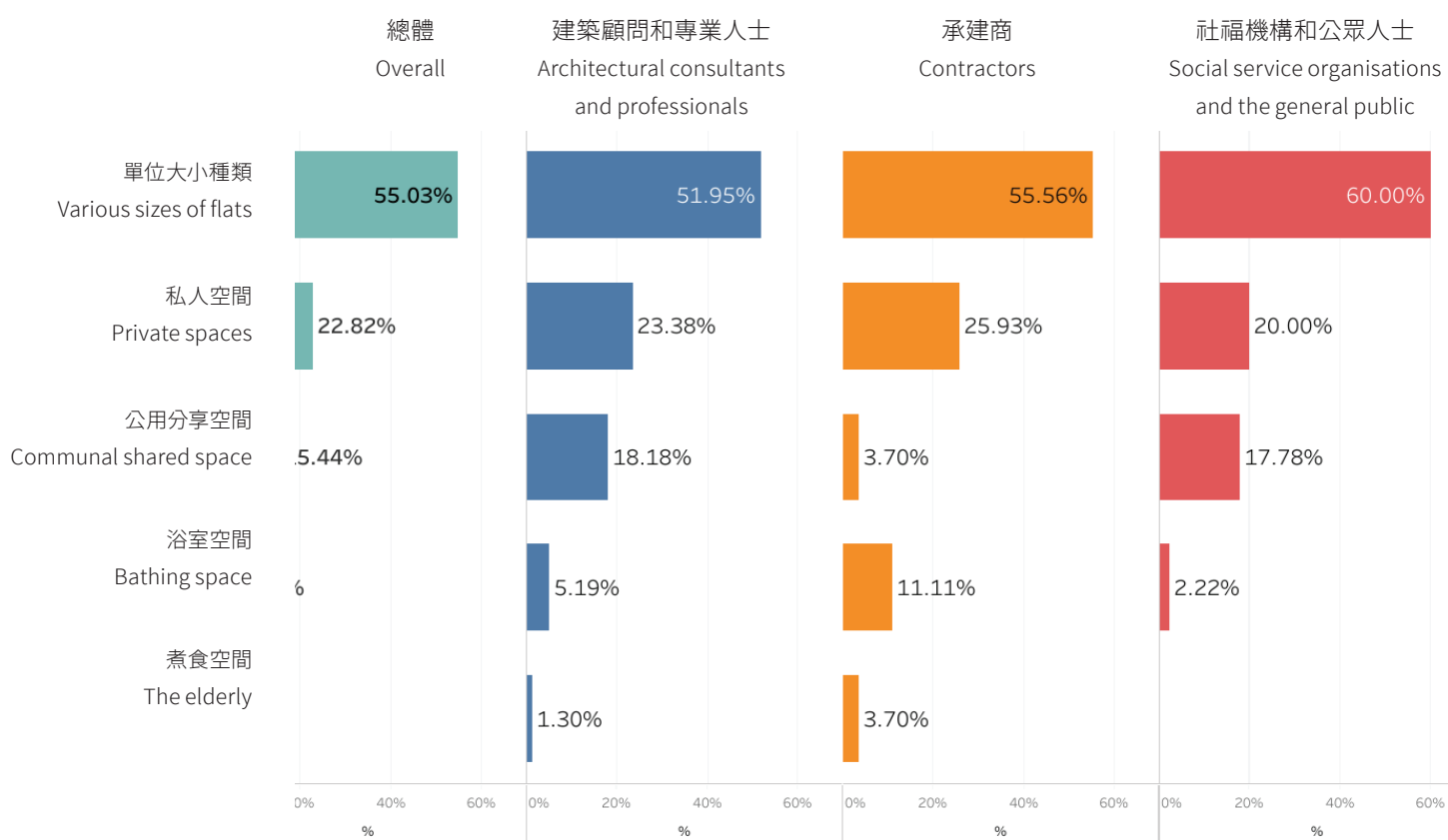
The result varied among respondents with different backgrounds. In general, more respondents thought that relevant government department should take the leading role in the process, particularly those from NGOs and the public sector (49%). About half of the respondents considered that architectural consultants (27%) and statutory bodies like Hong Kong Housing Society and Urban Renewal Authority (26%) could be the key player in constructing TSH. More respondents from contractors acknowledged the role of the construction industry and NGOs in steering the construction process of TSH.

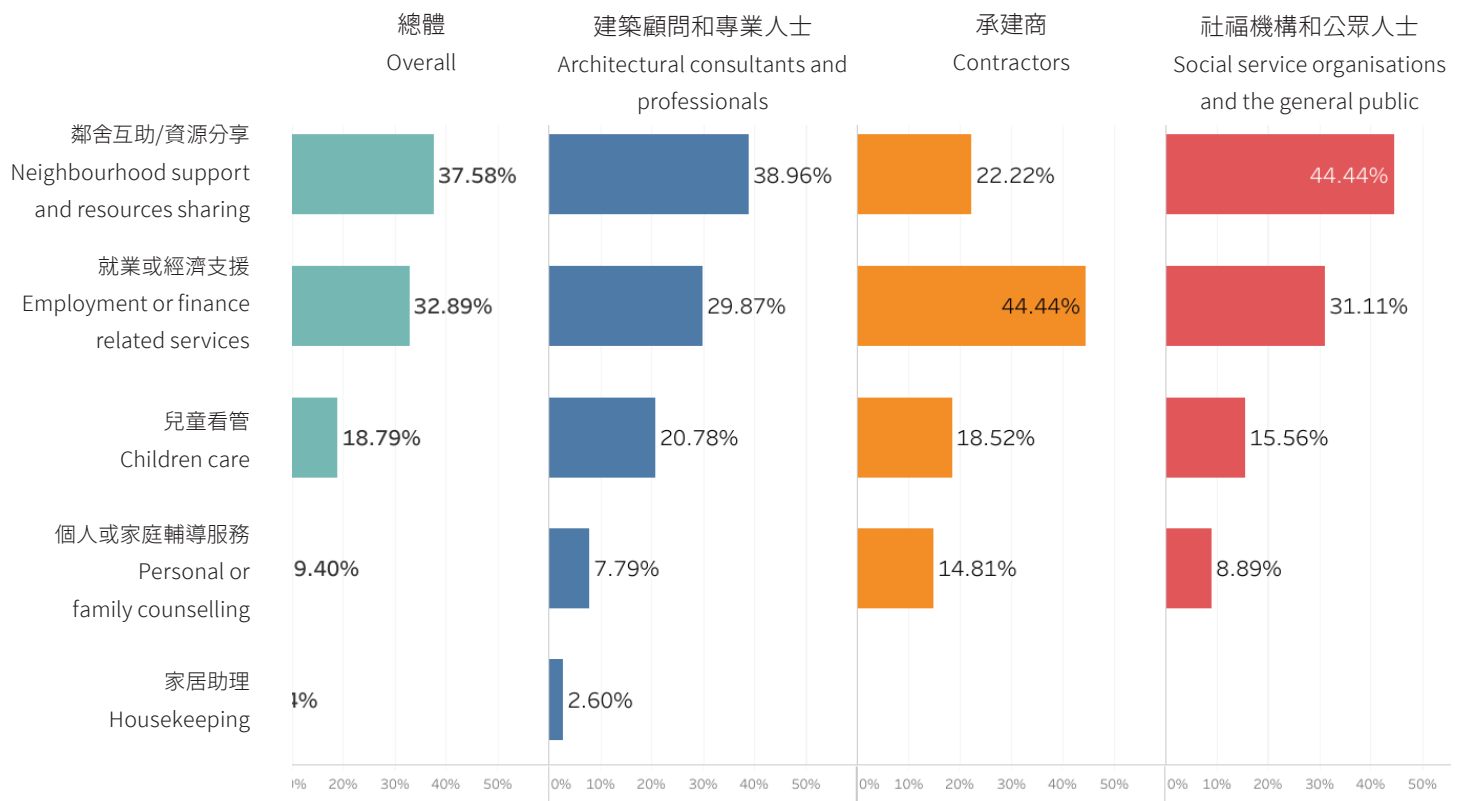


你認為在設計過渡性社會房屋的過程中， 最重要的居住空間設計考慮是？ WHAT IS THE MOST IMPORTANT DESIGN CONSIDERATION FOR LIVING SPACES IN TRANSITIONAL SOCIAL HOUSING?

超過一半的受訪者 (55%) 認為設計不同大小的單位最重要，其次是私人空間 (23%) 和公用分享空間 (16%)。浴室 (5%) 和煮食空間 (1%) 是較次要的設計考慮。

Designing flats of various sizes was considered the most important by more than half of the respondents (55%), followed by private spaces (23%) and communal shared space (16%). Bathing (5%) and cooking space (1%) were considered as less important elements in designing TSH.





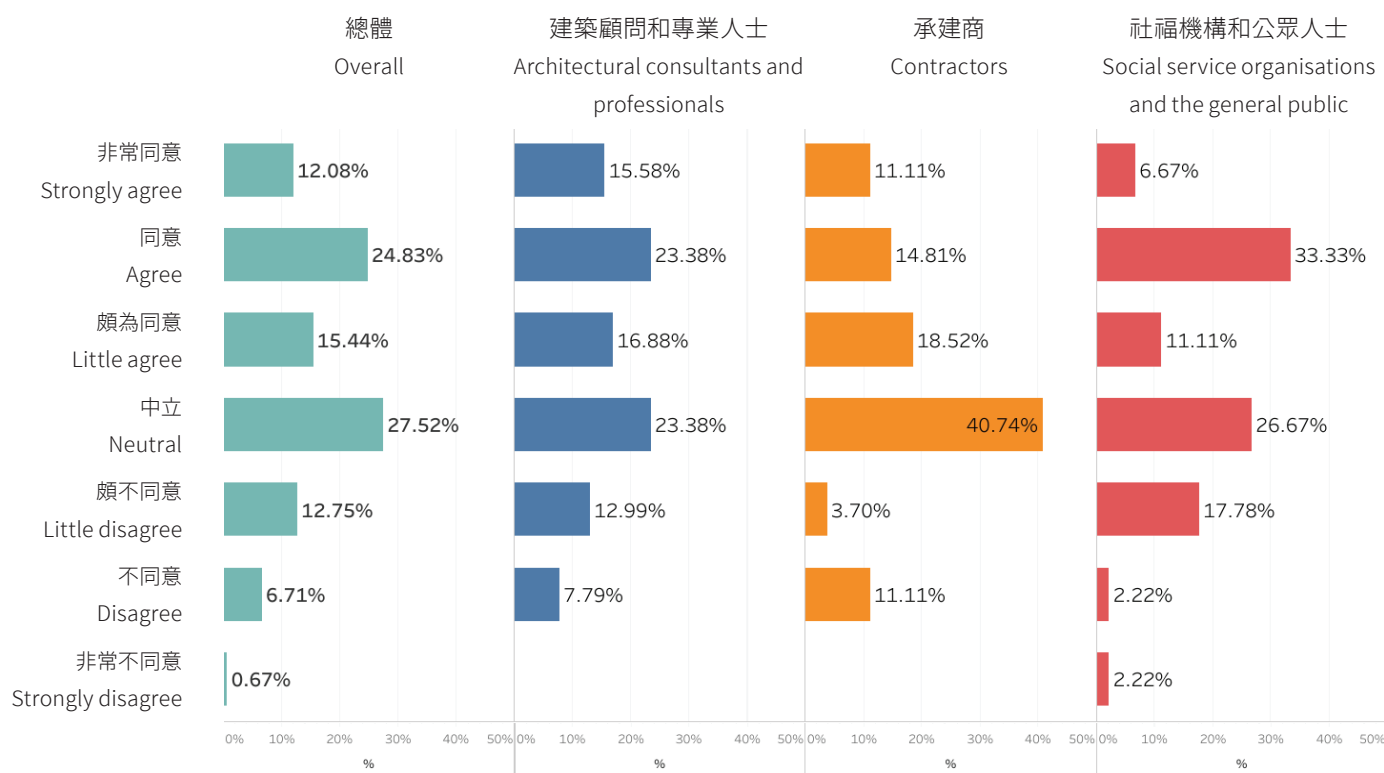
你認為過渡性社會房屋中，最需要提供的社區或鄰舍配套服務是？

WHAT IS THE MOST NECESSARY COMMUNITY OR NEIGHBOURHOOD SUPPORTING SERVICE THAT SHOULD BE PROVIDED IN TRANSITIONAL SOCIAL HOUSING?

不同背景的受訪者對過渡性社會房屋最需要提供的社區或鄰舍配套服務有不同的看法。大部分受訪者認為鄰舍互助/資源分享 (38%) 以及就業或經濟支援 (33%) 是支援過渡性社會房屋的重要功能。雖然非政府組織和建築顧問普遍認為前者更重要，但較多承建商認為後者更重要。其他選項，包括兒童看管 (19%)、個人或家庭輔導服務 (9%) 和家居助理 (1%)，均被視為較不重要的配套服務。

Respondents with different background had diverse views on which service is the most essential to TSH. Most of them agreed that neighbourhood support and resources sharing (38%) and employment or finance related services (33%) are crucial functions to support the TSH community. While NGOs and professional consultants generally considered the former as more indispensable, the result was opposite when it came to the contractors. Other options including children care (19%), personal or family counselling (9%) and housekeeping (1%) were regarded as less important supporting services to be provided in TSH.





你是否認同過渡性社會房屋應採用統一的標準室內單位設計？ DO YOU AGREE THAT STANDARDISED DESIGN SHOULD BE ADOPTED FOR HOUSING UNITS IN TRANSITIONAL SOCIAL HOUSING?

結果顯示，約一半的被訪者(52%)支持過渡性社會房屋採用標準室內單位設計，而持中立及反對立場的被訪者則分別為28%及20%。在不同背景的被訪者中，來自社福機構和公眾人士對應否採用統一的標準室內單位設計的意見較為分歧。一方面，社福機構普遍缺乏專業建築設計的知識；另一方面，有部分機構亦希望能靈活地為目標租戶度身訂造過渡性社會房屋單位。

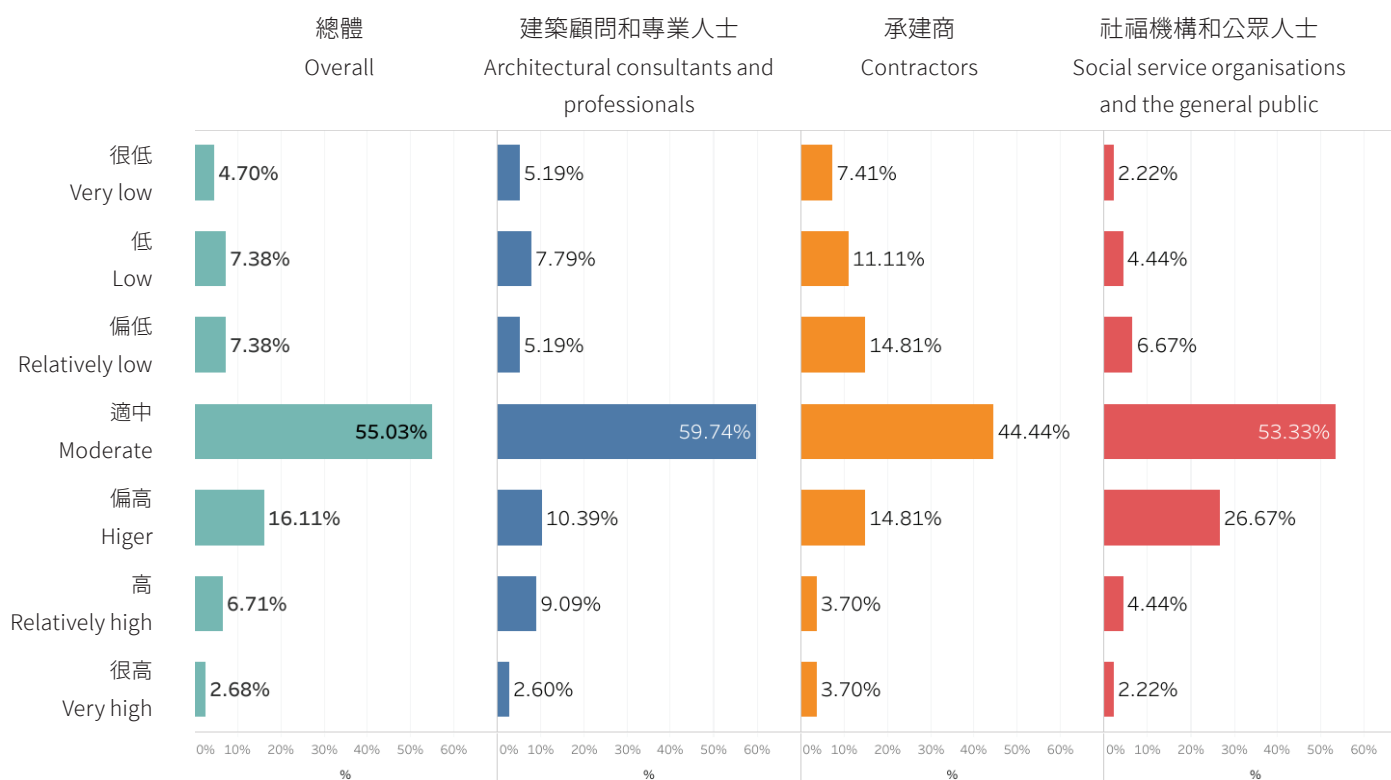
The result showed that about half of the respondents (52%) support standardisation in the design of TSH units, while 28% and 20% held neutral and opposing stance respectively. Among respondents with different background, people from NGOs and the public sector had more diverse opinions in terms of whether the design of TSH units should be standardised. It could be explained by NGOs' lack of professional knowledge in architectural design, while some of them also wished to exert flexibility in customising the TSH units for their target tenants.

你認為在過渡性社會房屋的標準設計中，應容許什麼程度的個體化設計，足以靈活應對各NGO的個別營運理念？

WHAT DEGREE OF CUSTOMISATION SHOULD BE ALLOWED IN THE STANDARDISED DESIGN OF TSH FOR NGOS TO ADJUST BASED ON THEIR OPERATING VISION?

半數以上的受訪者（55%）認為應容許中等程度的個體化設計。結果顯示，大多數持分者都贊成一定程度的個體化設計，從而使過渡性社會房屋的設計和營運更具靈活性。

More than half of the respondents (55%) thought that a medium degree of customisation could be allowed for the design. The result indicated that a certain degree of customisation was favoured by most of the stakeholders as it would allow flexibility in the design and operation of TSH.

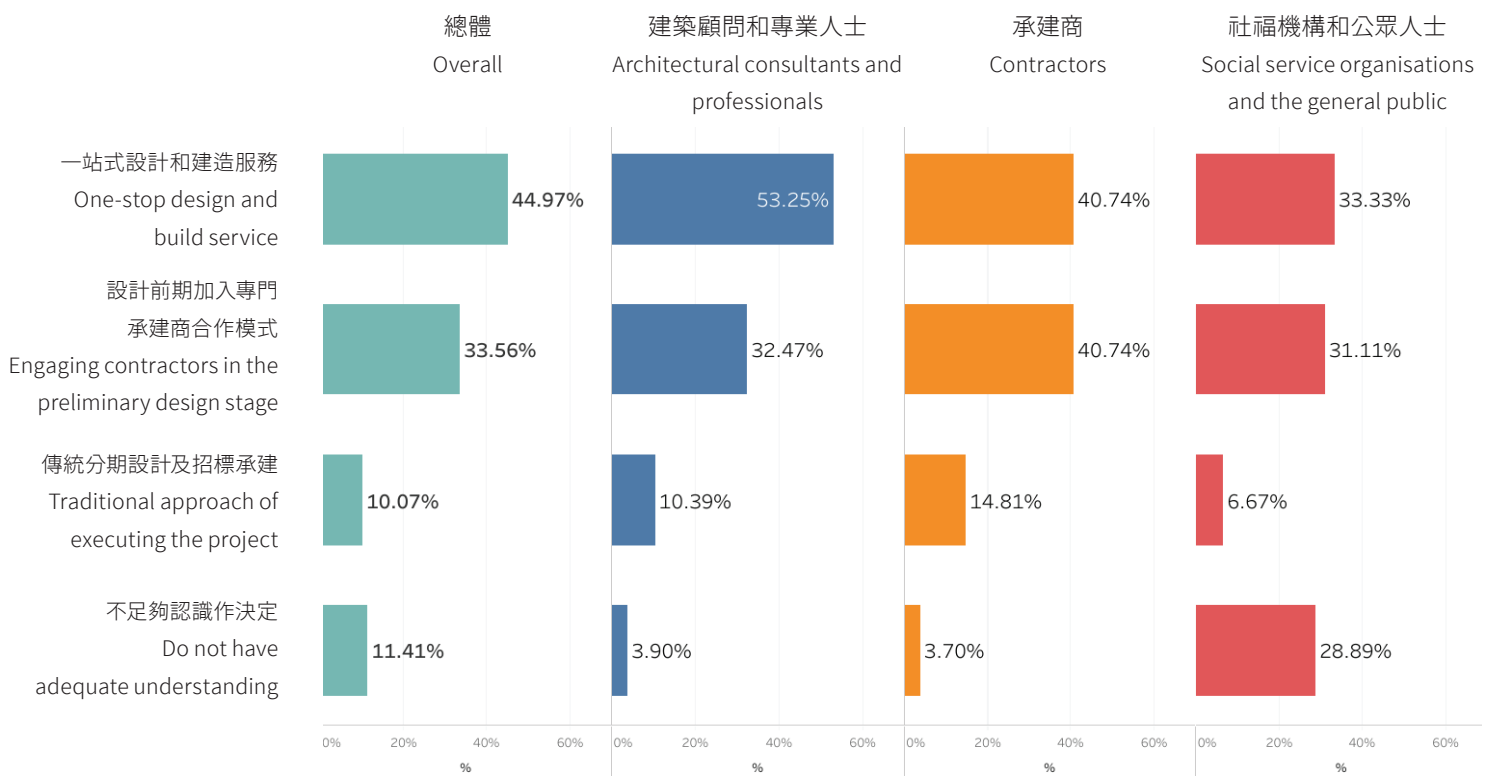


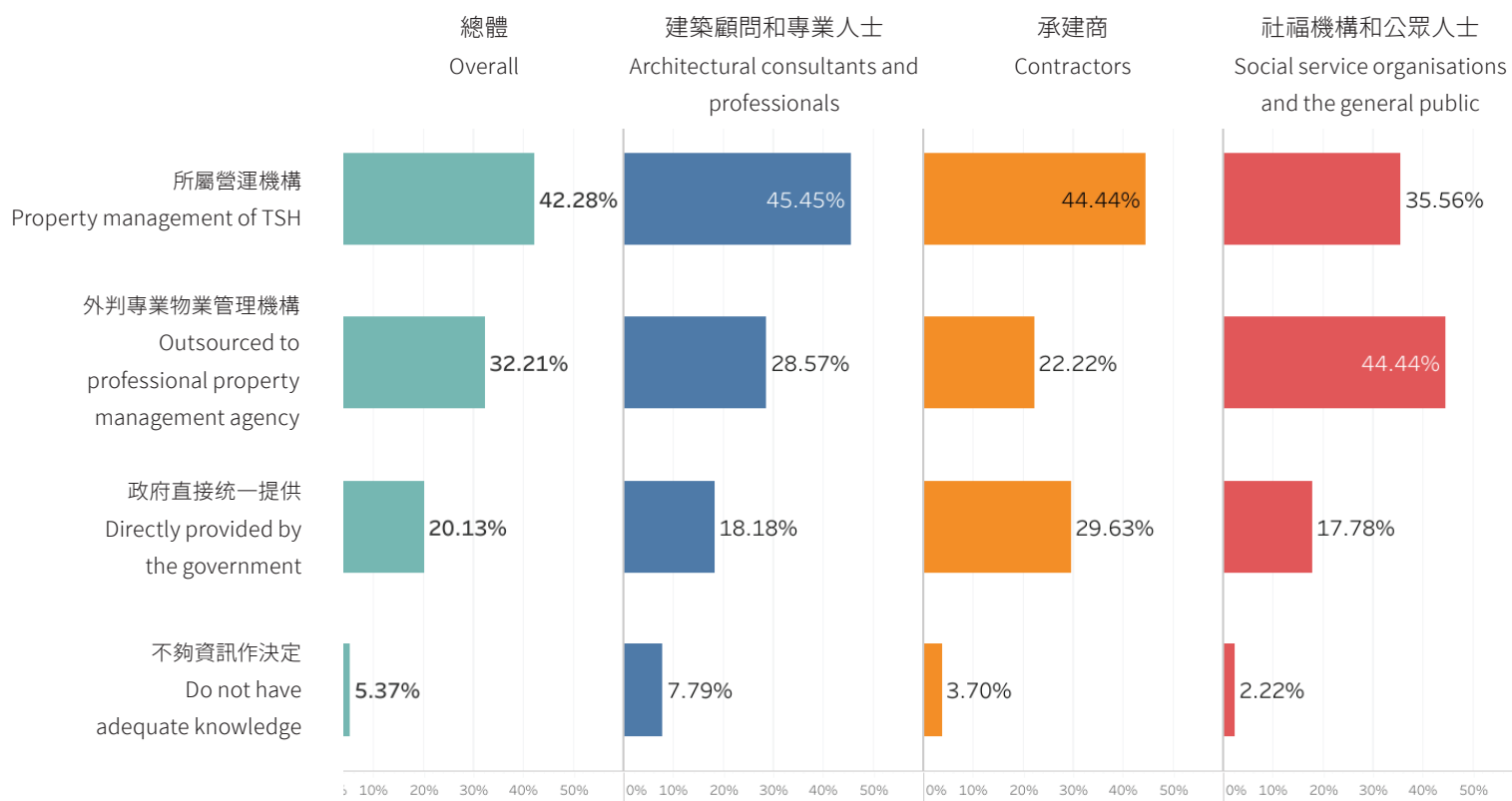
你認為過渡性社會房屋在設計及工程方面，最佳的承建模式是？

WHAT IS THE OPTIMAL CONSTRUCTION MODE FOR TRANSITIONAL SOCIAL HOUSING IN TERMS OF DESIGN AND ENGINEERING?

大多數受訪者選擇一站式設計和建造服務(45%)或在設計前期加入專門承建商合作模式(34%)。傳統分期設計及招標承建不被視為過渡性社會房屋的最佳承建模式(10%)。同時，有超過四分之一的社福機構受訪者(29%)對不同的承建模式沒有足夠的認識。這凸顯了為非政府組織提供有關過渡性社會房屋的發展和建造過程的基本知識的重要性，以便他們能根據自己的需要和能力作出適當的決策。

Majority of the respondents preferred one-stop design and build service (45%) or engaging contractors in the preliminary design stage (34%). The traditional approach of executing the project in freestanding design, tendering and construction stage (10%) was generally not considered as an optimal construction mode for TSH. Meanwhile, there were more than a quarter of respondents from NGOs (29%) who did not have an adequate understanding of the different construction modes. It highlighted the importance of equipping NGOs with basic knowledge in the development and construction process of TSH, so that they could make the appropriate decision based on their needs and capacity.



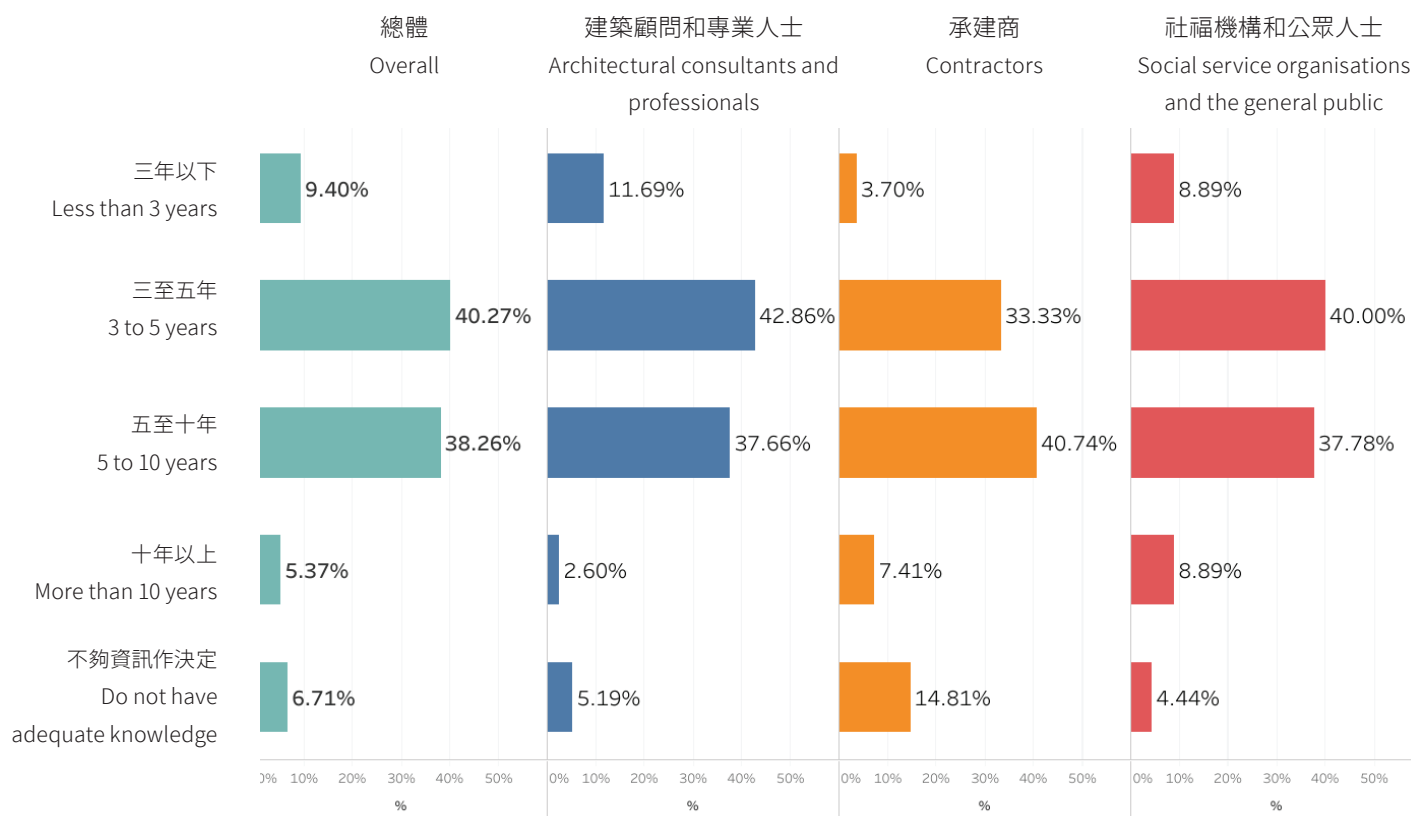


你認為過渡性社會房屋在物業管理方面，最佳由那些機構去負責？ WHICH TYPE OF AGENCIES SHOULD BE RESPONSIBLE FOR THE PROPERTY MANAGEMENT OF TRANSITIONAL SOCIAL HOUSING?

大多數受訪者認為，過渡性社會房屋的物業管理應交由所屬營運機構負責(42%)、外判專業物業管理機構(32%)或政府直接統一提供(20%)。結果顯示，較多非政府組織代表認為由物業管理公司管理過渡性社會房屋比由營運機構管理更好，顯示他們可能缺乏提供專業物業管理服務的能力。

Majority of the respondents thought that property management of TSH should be assigned to the operating NGO (42%), outsourced to professional property management agency (32%), or directly provided by the government (20%). The result revealed that more NGO representatives consider property management agencies as a better choice than the operating NGO in managing TSH, showing that NGOs might be lacking the capacity to provide professional property management services.





你認為過渡性社會房屋的室內裝修可使用期約為？

HOW LONG COULD THE INTERIOR FIT-OUT OF TRANSITIONAL SOCIAL HOUSING BE USED AND MAINTAINED?

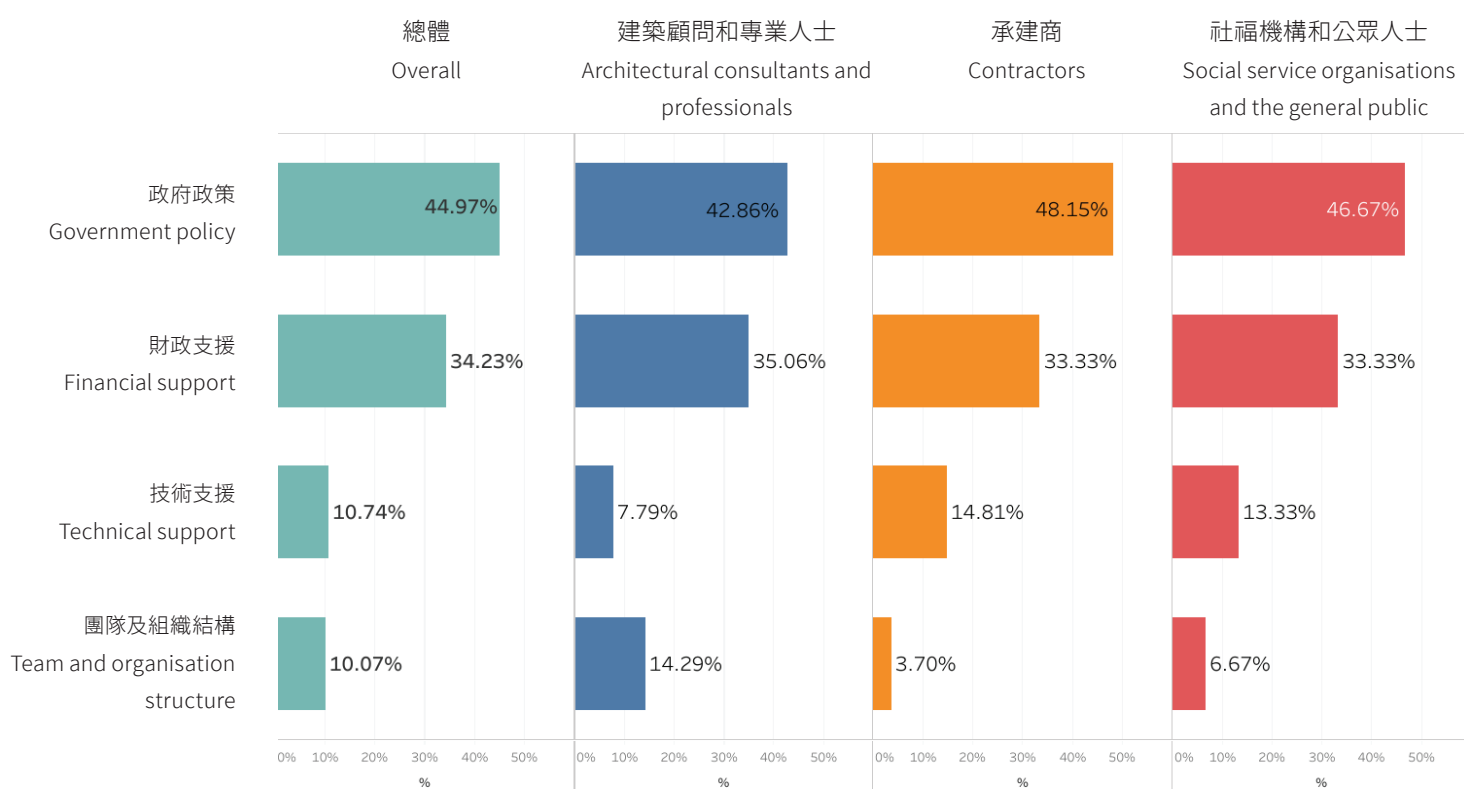
大多數受訪者認為過渡性社會房屋的室內裝修使用年期為三至十年 (40%/38%)。然而，有較高比例的承建商受訪者對室內裝修可使用和維持多久並不確定，顯示出他們需要更多的經驗和時間觀察。

Most respondents considered the lifecycle of the interior fit-out of TSH to be three to ten years (40%/38%). Nonetheless, there were a relatively higher proportion of contractor respondents who were uncertain about how long the interior fit-out could be used and maintained, which would require more experiences and observation time to demonstrate.

你認為對過渡性社會房屋將來所需的遷徙安排，最需要那些方面的支援？ WHAT KIND OF SUPPORT IS THE MOST NECESSARY FOR THE RELOCATION ARRANGEMENT OF TRANSITIONAL SOCIAL HOUSING?

大多數受訪者認為，政府政策(45%)和財政支援(34%)是促進過渡性社會房屋遷徙的最重要因素。技術支援(11%)、團隊及組織結構(10%)等其他方面的援助也是遷徙過渡性社會房屋所需的安排。

Majority respondents considered government policy (45%) and financial support (34%) as most essential type of support in facilitating the relocation of TSH. Other assistance in terms of technical support (11%) and team and organisation structure (10%) were also necessary for relocating TSH.



建議與未來方向

RECOMMENDATIONS AND WAY FORWARD

受第六季項目規劃工作坊和社創研討會的經驗啟發，我們對加快香港過渡性社會房屋的供應提出以下建議：

Inspired from the experiences of Season 6 project planning workshop and symposium, we put forward the following recommendations for expediting the supply of transitional social housing in Hong Kong.

1. 促進與半官方機構和學術機構的跨界別合作，作為推動過渡性社會房屋供應的媒介。 Foster cross-sector collaboration with quasi-government and academic institutions as the medium

在過渡性社會房屋的發展過程中，公營和學術機構能擔當政府、私營部門和非政府部門之間的橋樑。作為領導和協調者，它們可以管理一個跨學科的知識庫和專業人才網絡，以推動創新並支援建築業和非政府組織參與過渡性社會房屋發展。

The role of quasi-government and academic institutions in bridging the gap between government, private and non-government sector should be well recognised in the development of TSH. They can act as pioneers and coordinators in managing a transdisciplinary knowledge base and expertise network that help to forge innovations and support the building industries and NGOs involved in the process. Exemplary efforts have been demonstrated by various parties such as Urban Renewal Authority, Construction Industry Council and PolyU to fill in this gap and provide tremendous support for NGOs in need of technical support.

2. 推動更多持分者參與設計過程 Expand the scope of stakeholder engagement in the design process

設計過渡性社會房屋不應局限於建築設計師和專業顧問。非政府組織應讓更多的持分者參與設計過渡性社會房屋，包括承建商、目標住戶和社區人士。

Design of TSH should not be confined to architectural designers and professional consultants. Designers should engage more stakeholders in the co-creation and design process, including the NGOs, contractors, targeted tenants and local communities. The multi-sector polling results from Season 6 Symposium and workshops strongly suggest that there are great expectations from the community which are inadequately addressed in the current design process. These include the standardised design of unit layouts to improve cost efficiency, additional community facilities to meet respective NGOs' service missions, and project procurement strategies of the design and construction of MiC housing, including Design and Build package, early contractor involvement, traditional design and tender.

3. 鼓勵更多設計師投入解決社會需求和議題

Involve more designers in tackling social needs and issues

不斷變化的社會經濟環境促使我們需要培養更多有抱負和才華的設計師，關注並願意利用自己的專業知識和技能貢獻社會。建造業界應鼓勵、促進並提供管道供設計師參與不同的社會創新和設計項目。

The changing socio-economic context has prompted the need to nurture more aspiring and talented designers who are concerned and willing to contribute to the society through utilising their professional knowledge and expertise. The construction industry should play a key role in encouraging, facilitating and providing channels for designers to participate in different social innovation and design projects. In addition, the rising adoption of MiC reflects both social and technical issues encountered by the local building industry. The structural changes of the labour force in Hong Kong have shaped a shift towards a new era with MiC being the core construction mode. As TSH is primarily employing MiC as the construction method, designers shall also be well informed of the different design approaches to optimise the benefits of MiC for efficiency and relocation considerations.



4. 增加大眾對過渡性社會房屋的認識

Increase the general public's knowledge of transitional social housing

長遠而言，社會上對過渡性社會房屋的誤解和負面標籤不利於其發展和社區融合。知識轉移不僅要針對非政府組織，亦要針對公眾。通過讓公眾了解過渡性社會房屋的規劃背景、目標和功能，可以消除他們的疑慮和抵觸情緒，並增強溝通和透明度。

The presence of misunderstanding and social stigma on transitional social housing would be hiccups to its development and community integration in the long run. Knowledge transfer should be targeted not only on NGOs but also the public. Through learning about the planning background, objectives and functions of transitional social housing, it can dispel their scepticism and resistance and enhance communication and transparency in the process.



5. 把握機會運用科技增強與社區的聯繫

Seize the opportunities to embrace the use of technology in mobilising the community

第六季社創研討會的經驗展示了如何在確保嘉賓和參與者的安全同時，向他們提供高質素的資訊和互動機會。在疫情期間以至結束後，利用科技和網上平台將是切實可行的方式，以推動公眾參與和知識轉移。

The experience of Season 6 Social Innovation Symposium demonstrated the potentials to deliver quality and interactive content while ensuring the safety of both guests and participants. Embracing the use of technology and online platform would be a practically viable measure to continue the public engagement and knowledge transfer process amidst and even after the pandemic.



關於理大賽馬會社創「騷·IN·廬」

ABOUT POLYU JOCKEY CLUB “OPERATION SOINNO”



由香港理工大學(理大)賽馬會社會創新設計院主辦及香港賽馬會慈善信託基金捐助,於2018年開展,計劃為期三年,以期匯集社會各方,以創新理念和務實可行的社會創新方案,應對多項社會挑戰,共同改善香港的生活。以應對香港「雙老化」(即人口老化及住屋老化)的複合效應為工作的策略焦點,聯合學術界、非政府組織、專業團體、熱心的社會人士、企業和政府,攜手構建創新方案,並按此制訂建議的實際行動。

Organised by the Jockey Club Design Institute for Social Innovation (JCDISI) at The Hong Kong Polytechnic University (PolyU) and funded by The Hong Kong Jockey Club Charities Trust, the 3-year social innovation project commenced in 2018 aims to innovate solutions, in collaboration with a wide spectrum of stakeholders, to respond to social challenges with a view to improving life in Hong Kong. JCDISI puts its strategic focus on tackling the combined impact of “Double Ageing” (ageing of people and building) in Hong Kong, the programme would engage the trans-disciplinary forces of academia, non-governmental organisations, professional bodies, members of the public, corporations and the Government to generate innovative ideas and practical actions.

項目四大範疇

THE FOUR PILLARS OF THE PROJECT



ONE FROM HUNDRED THOUSAND
「十萬分之一」社創研討會

「十萬分之一」社創研討會 - JCDISI相信，假若每十萬人之中有一人，即香港七百多萬人口當中的七十多名市民，能貢獻時間、熱誠、知識與創意，攜手合作，定能為特定的社會議題帶來創新的解決方案。透過一系列的參與式研討會及工作坊，收集市民對社會議題的意見、促進討論，並共同設計務實和創新的方案。

“One from Hundred Thousand” — to organise a series of participatory symposia and workshops open to the public to collect views on social issues, facilitate discussion and co-create solutions. JCDISI names the platform based on the belief that if one person from every 100,000 people (i.e. 70+ persons from the 7 million+ population of Hong Kong) can sit together and contribute their time, passion, knowledge and creativity, they can innovate solutions for a specific problem.



ACTION PROJECTS
社創行動項目

社創行動項目 - 聯合非政府組織、專業團體和學術界，把「十萬分之一」社創研討會上衍生出來的創新理念，轉化成可以執行的設計及專案原型。

“SolInno Action Projects” — to collaborate with non-government organisations, professional bodies and academia for developing innovative ideas generated at “One from Hundred Thousand” into designs or prototypes.



DESIGN EDUCATION
啟迪創新習作

啟迪創新習作 - 將社會創新和設計思維引入中學課程，培育青年成為社會創新推動者，內容包括為中學師生開設社會創新工作坊、製作多媒體互動教材等等。

“SolInno Design Education” — to introduce social innovation and design thinking into the curriculum of secondary school education to nurture students as social innovators. Social innovation workshops will be organised for students and teachers and multi-media interactive teaching kits will be developed in this regard.



KNOWLEDGE PLATFORM
社創知識平台

社創知識平台 - 以不同形式（如學術論文、短片、設計與指引、個案報告、工作坊、地區及國際會議、展覽等），記錄是項計畫的各環節，包括社會創新過程、創造的方案與知識等等，並公開予公眾參考應用。

“SolInno Knowledge Platform” — to document and disseminate for public use the social innovation experience and knowledge generated from the programme through various formats, including academic papers, videos, design and practice guidelines, case study reports, workshops, regional and international conferences and exhibitions.

主辦機構
ORGANISER



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The Hong Kong Jockey Club Charities Trust

季度研討會鳴謝*

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* 按英文字母順序排列 In alphabetical order

第六季：過渡性社會房屋—加快供應·適切宜居 社創研討會投票環節

Q1. 你認為過渡性社會房屋可提供的最重要優點是？

- | | |
|----------------|---------------|
| 1. 改善家居生活環境 | 3. 改善社區鄰里環境 |
| 2. 提供租金較低的住屋選擇 | 4. 提供較切身的社會服務 |

Q2. 你認為提供過渡性社會房屋時，最需要關注的社羣人士是？

- | | |
|----------------------------------|-------------|
| 1. 單身有社會福利需要人士
(包括露宿者, 傷健人士等) | 3. 一般家庭 |
| 2. 單親家庭 | 4. 長者 |
| | 5. 待業或低收入青年 |

Q3. 你認為NGO參與或發展過渡性社會房屋最大的障礙是？

- | | |
|-----------|--------------|
| 1. 政府政策支援 | 4. 組織結構及團隊能力 |
| 2. 機構財政能力 | 5. 機構服務方向 |
| 3. 建築技術支援 | |

Q4. 你認為過渡性社會房屋的建造或建築工程，最佳由那方主導提供？

- | | |
|-------------------|-----------|
| 1. 政府部門 | 4. 建造業承建商 |
| 2. 法定團體(如房協,市建局等) | 5. NGO組織 |
| 3. 建築專業顧問團隊 | |

Q5. 你認為在設計過渡性社會房屋的過程中，最重要的居住空間設計考慮是？

- | | |
|-----------|-----------|
| 1. 單位大小種類 | 4. 浴室空間 |
| 2. 私人空間 | 5. 公用分享空間 |
| 3. 煮食空間 | |

SEASON 6 TRANSITIONAL SOCIAL HOUSING – DELIVER WITH EXPEDIENCY & DECENCY Symposium Polling

Q1. What is the most important merit that transitional social housing can provide?

- | | |
|-----------------------------------|--|
| 1. Improve home environment | 3. Enhance neighbourhood environment |
| 2. Provide cheaper housing option | 4. Provide appropriate social services |

Q2. Which social group should be most concerned with in providing transitional social housing?

- | | |
|---|---------------------------------------|
| 1. Individuals in need (Including street sleepers and people with disabilities) | 3. Ordinary families |
| 2. Single-parent families | 4. Elderly |
| | 5. Unemployed or low-income teenagers |

Q3. What is the largest obstacle for NGOs to participate in or develop transitional social housing?

- | | |
|------------------------------|--|
| 1. Government policy support | 4. Organisation structure and team formation |
| 2. Financial capacity | |
| 3. Technical competency | 5. Service direction |

Q4. Which party should take lead in the construction of transitional social housing?

- | | |
|---|------------------------------|
| 1. Government department | 3. Architectural consultants |
| 2. Statutory bodies
(e.g. Hong Kong Housing Society,
Urban Renewal Authority) | 4. Contractors |
| | 5. NGO |

Q5. What is the most important design consideration for living spaces in transitional social housing?

- | | |
|-----------------------------|--------------------------|
| 1. Flats of different sizes | 4. Bathing space |
| 2. Private space | 5. Communal shared space |
| 3. Cooking space | |

Q6. 你認為過渡性社會房屋中，最需要提供的社區或鄰舍配套服務是？

- | | |
|------------|--------------|
| 1. 家居助理 | 4. 個人或家庭輔導服務 |
| 2. 兒童看管 | 5. 鄰舍互助/資源分享 |
| 3. 就業或經濟支援 | |

Q7. 你是否認同過渡性社會房屋應採用統一的標準室內單位設計？

- | | |
|----------|---------|
| 1. 非常不同意 | 5. 頗為同意 |
| 2. 不同意 | 6. 同意 |
| 3. 頗不同意 | 7. 非常同意 |
| 4. 中立 | |

**Q8. 你認為在過渡性社會房屋的標準設計中，
應容許什麼程度的個體化設計，足以靈活應對各NGO的個別營運理念？**

- | | |
|-------|-------|
| 1. 很低 | 5. 偏高 |
| 2. 低 | 6. 高 |
| 3. 偏低 | 7. 很高 |
| 4. 適中 | |

Q9. 你認為過渡性社會房屋在設計及工程方面，最佳的承建模式是？

- | | |
|----------------|----------------------|
| 1. 不足夠認識作決定 | 3. 設計前期加入專門承建商合作模式 |
| 2. 傳統分期設計及招標承建 | 4. 一站式Design & Build |

Q10. 你認為過渡性社會房屋在物業管理方面，最佳由那些機構去負責？

- | | |
|---------------|---------------|
| 1. 不足夠資訊作決定 | 3. 外判專業物業管理機構 |
| 2. 所屬社會房屋營運機構 | 4. 政府直接統一提供 |

Q11. 你認為過渡性社會房屋的室內裝修可使用期約為？

- | | |
|-------------|---------|
| 1. 不足夠資訊作決定 | 4. 六至十年 |
| 2. 三年以下 | 5. 十年以上 |
| 3. 三至五年 | |

Q12. 你認為對過渡性社會房屋將來所需的遷徙安排，最需要那些方面的支援？

- | | |
|---------|------------|
| 1. 政府政策 | 3. 技術支援 |
| 2. 財政支援 | 4. 團隊及組織結構 |

Q6. What is the most important design consideration for living spaces in transitional social housing?

- | | |
|---|-----------------------------------|
| 1. Housekeeping | 4. Personal or family counselling |
| 2. Children care | 5. Neighbourhood support |
| 3. Employment or finance related services | and resources sharing |

Q7. Do you agree that standardised design should be adopted for housing units in transitional social housing?

- | | | | |
|----------------------|--------------------|-----------------|-------------------|
| 1. Strongly disagree | 2. Disagree | 4. Neutral | 6. Agree |
| | 3. Little disagree | 5. Little agree | 7. Strongly agree |

Q8. What degree of customisation should be allowed in the standardised design of TSH for NGOs to adjust based on their operating vision?

- | | | | |
|-------------|-------------------|--------------------|--------------|
| 1. Very low | 3. Relatively low | 5. Relatively high | 7. Very high |
| 2. Low | 4. Moderate | 6. High | |

Q9. What is the optimal construction mode for transitional social housing in terms of design and engineering?

- | | |
|---|---|
| 1. Do not have adequate understanding | 3. Engage contractors in the preliminary design stage |
| 2. Traditional design and tendering by stages | 4. One-stop design and build service |

Q10. Which type of agencies should be responsible for the property management of transitional social housing?

- | | |
|-----------------------------------|---|
| 1. Do not have adequate knowledge | 3. Outsource to professional property management agency |
| 2. Operating NGOs | 4. Directly provided by the government |

Q11. How long could the interior fit-out of transitional social housing be used and maintained?

- | | |
|-----------------------------------|-----------------------|
| 1. Do not have adequate knowledge | 4. 6-10 years |
| 2. Less than 3 years | 5. More than 10 years |
| 3. 3-5 years | |

Q12. What kind of support is the most necessary for the relocation arrangement of transitional social housing?

- | | |
|----------------------|------------------------------------|
| 1. Government policy | 3. Technical support |
| 2. Financial support | 4. Team and organisation structure |

查詢 Enquiry

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