

News
Buddy

「簡約公屋」營運招標 服務齊全有保障

Tenders invited for the operation of "Light Public Housing"

原文

摘錄自3月5日香港《文匯報》：為盡快解決香港住屋問題，特區政府提出興建「簡約公屋」。房屋局本月1日至下月19日期間，為位於元朗攸樂路的首個「簡約公屋」項目進行營運合約招標，該項目將提供約2,100個「簡約公屋」單位，預計明年首季入伙，歡迎有能力和經驗的服務營運商投標。

房屋局表示，有別於一般物業管理，中標的營運商除了負責項目的日常保養、清潔和保安等外，還要提供社會服務，例如託兒、老人護理，甚至為入住的學童轉校等。政府會定期評核營運商表現，若入住率高於85%、住戶使用自動轉賬交租，最多可獲相當於每月服務費8.5%的獎勵金；不達標者，營運費用會相應調整。房屋局副局長戴尚誠表示，合約有賞有

罰，不擔心影響非政府機構的投標意慾。

房屋局早前已就首個「簡約公屋」項目的營運及管理服務合約進行招標，為期7星期。今次投標書會採用「雙信封制」投標模式，分為技術計劃書及價格標書，兩者的評審工作分開進行，得分比重各佔一半，絕非價低者得。技術計劃書會根據投標者的規模、管理能力和經驗等評分，綜合技術計劃書及價格標書的分數後，排名中標者將須進行財務審查。

房屋局副局長戴尚誠接受傳媒訪問時表示，政府始終是營運管理的主導者，但鼓勵有興趣的投標者採取不同的合作模式，例如由非政府機構營運為主，或由物業管理公司和非政府機構「拍住上」，惟必須寫明最終責任方。

他續指，暫定營運合約基本期限為3年，房屋局會根據營運商的表現作評核，達標者可續約

最多兩年，即獲簽約最長期限為5年。

為確保服務質素，今次「簡約公屋」的營運合約亦有別於一般物業管理合約，營運商除了主理住戶事務管理、物業管理、日常保養維修外，亦要涵蓋社會服務，以及管理和營運配套設施等。戴尚誠指出，營運商要幫助入住「簡約公屋」的居民融入社區、提供適當和足夠的地區老人護理和兒童暫託中心等，以及需要在指定地點經營洗衣店、便利商店、冷凍食品店等零售設施。

為監管營運機構的服務表現，營運合約亦會採用關鍵績效指標，當中涉及六大範疇，包括住戶管理、物業管理、清潔服務、保安服務、社會服務及社區服務。房屋局會每3個月進行一次「住戶滿意度問卷調查」，評估住戶對營運商服務的滿意度。若發現營運商表現不達標，



◆圖為「簡約公屋」示範單位。資料圖片

營運費用也會按合約作出相應調整。

戴尚誠透露，迄今已有約十間機構有興趣索取招標文件，相信合約有一定吸引力。

譯文

To solve the housing problem in Hong Kong as soon as possible, the HKSAR Government has proposed to build "Light Public Housing". The Housing Bureau from the first of this month to the 19th of next month, for the first "Light Public Housing" project located in Yuen Long, Yau Pok Road, the operating contract tender, the project will provide about 2,100 simple public housing units, is expected to be occupied in the first quarter of next year, and welcome the ability and experience of the service operator to bid.

The Housing Bureau said that, unlike general property management, the successful operator would be responsible for the daily maintenance, cleaning and security of the project and provide social services such as child care, elderly care, and even transferring students to other schools. The Government will assess the performance of the operators regularly. If the occupancy rate is above 85% and tenants use autopay to pay rent, they will receive a maximum incentive payment

equivalent to 8.5% of the monthly service charge; for those who fail to meet the target, the operating fee will be adjusted accordingly. The Under Secretary for Housing, Mr. Tai Sheung-shing, said that the contract would have incentives and penalties and that he was not worried about affecting the desire of non-governmental organizations (NGOs) to bid for the contract.

The Housing Bureau has invited tenders for the operation and management service contract of the first "Light Public Housing" project, which will last seven weeks. The tender will adopt a "two-envelope approach", comprising a technical proposal and a price bid, which will be evaluated separately and awarded on a 50:50 basis rather than to the lowest bidder. The technical proposal will be assessed based on the tenderer's scale, management capability and experience. After combining the scores of the technical proposal and the price bid, the successful tenderer will be required to undergo a financial assessment.

In a media interview, the Under Secretary for Housing, Mr Tai Sheung-shing, said that the Gov-

ernment would always take the lead in operation and management. Still, interested bidders were encouraged to adopt different modes of cooperation, such as having a non-government organization (NGO) as the leading operator or having a property management company and an NGO to "shoot for the top", provided that the ultimate responsible party was specified.

He added that the tentative basic term of the operation contract would be three years. The Housing Bureau would assess the operator's performance, and the successful bidder would be allowed to renew the contract for up to two more years, i.e., the maximum contract period would be five years.

To ensure service quality, the operation contract of the "Light Public Housing" is also different from that of a standard property management contract in that the operator is not only responsible for the management of tenants' affairs, property management and daily maintenance but also has to cover social services, as well as the management and operation of ancillary facilities.

Mr Tai pointed out that the operator is required to help residents of "Light Public Housing" to integrate into the community, provide appropriate and adequate district elderly care and occasional child care centres, etc., as well as operate retail facilities such as laundries, convenience stores and frozen food stores at designated locations.

The operating contract will also adopt key performance indicators covering six major areas to monitor the operating organization's performance, including household management, property management, cleansing services, security services, social services, and community services. The Housing Bureau will conduct a "Tenant Satisfaction Survey" every three months to assess tenants' satisfaction with the services provided by the operators. If the operator's performance is found to be unsatisfactory, the operating fee will be adjusted accordingly.

Mr. Tai revealed that about ten organizations have expressed interest in obtaining the tender documents and believed the contract would be attractive.

◆ 環球

貼地英文

我們若要成功，或許便要打破限制，一如運動要跑得

更快或跳得更高，除了鍛煉身體能，心志也很重要。"You can't put a limit on anything. The more you dream, the farther you get"，這是28項奧運獎牌得主游王米高·菲比斯的名句。人總有軟弱的時候，我們需要座右銘 (motto) 來鼓勵自己，鼓勵好友。

叫人不要因循，不要自設限制的鼓勵語有：The sky is limit. 意思是沒有上限，因為實際上我們看不到天的邊界。有位美國汽車部件發明家，查爾斯·凱特林 (Charles Kettering) 鼓勵我們通過想像來創造未來，"Our imagination is the only limit to what we can hope to have in the future."

外國人有句鼓勵創意的口頭語，We must think out of the box. 不設場合，表揚他人可說You are the best，非常簡短；也有句精心的，We are the second to none，處於第二和零之間，即是第一，似我們俚語中的，我認了第二，無人敢認第一。這句話對有實力但缺乏信心的人很有用，Nobody does it better，沒有人做得比你更好，它是一部電影的歌曲，如細味歌詞，真的有點囂張，所以對自滿的人，它可說是毒藥。

有些奮鬥不但要日以繼夜來努力，更要打破社會或人為的障礙，Break the glass ceiling. 克服逆境，真的不容易。我們俚語說超越大眾，叫能力「爆錶」，英語的off the charts也有這意思，不但排行榜首，更有進一步的光芒。

Off the limit不是衝破限制，而是不准進

入；Off the line指不守規矩，而way out of the line是對抗、控訴。若要說網絡離線則是off line或off-line。

上線、邊線和底線

Red-line是警界線，如有人警告你不要超過他的容忍限度，Don't cross my red-line。我們常說的不超越我的底線 (bottom line)，並不一定令美國人明白，即使是溝通得到也只是巧合，說及財報時，Bottom line是指盈利，因為這是收支表的最後一行；可是談及非金錢的事項時，它是問題的最基本點或原則。一個例子，糕餅大師正苦惱客人的十周年蛋糕總弄得不對勁，助手便輕輕提醒加多點糖，大師指客人的唯一要求是成分健康，That's the bottom line，太多糖是客人不可容忍的。

再說一個二戰電影故事，駕駛員受命要向日本投原子彈，投彈後只有一分鐘便要遠離現場，不然後果難測，The bottom line is the one minute。講了bottom便到top，top-of-the-line是系列中之最強，很多時它會配以state of the art全新理念。名堂多多全因它是最貴的貨品。

還有邊線，球場的邊線總是成雙，原來意思也有兩個。足球賽中除了一個主球證 (referee) 在場中走來走去，還有兩個在邊線的旁證 (sideline referees)。Collina (哥連拿) is a finance consultant and a sideline career as a referee，這句的sideline並不是指他是旁證，而是指副業。而當sideline用在動詞時，往往也是配合被動詞的形態，意思是被人離棄，被人邊緣化、不被重用。After Jim told his insulting racist joke, he has been sidelined。

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日本京都是近年港人外遊的熱門地點。到訪這座千年古都，相信不少遊客都會乘坐名為「洛巴士」的市內觀光巴士。所謂「洛」是京都的古稱，由於這條觀光巴士路線是環繞京都市內各處古蹟行走，故巴士也以此為名。

有趣的是，京都 (平安京) 原是公元八世紀，由桓武天皇下令，以當時唐朝長安為藍本興建的新都，但為何它卻稱作「洛」呢？

京都分東西 效仿唐朝陪都

在古代中國，不少朝代均設有陪都，即在首都之外另設都城，作為區域性的經濟文化中心。當時唐代以長安為首都 (西京)，並以洛陽為陪都 (東京)。日本在營建京都時，便仿效唐朝做法，將京都分為兩側，把西側 (右京) 稱為長安，東側 (左京) 稱為洛陽。

由於右京區域地勢低窪，排水條件欠佳，導致大量人口遷移至左京。到了十世紀，右京區域已經衰落，左京卻因人口增長，發展興盛，故洛陽反而成為平安京的別稱。因此時至今日，京都市中心仍有洛中之稱。至於長安，雖然曾是這座城市的範本，但它的名字卻落得湮沒無聞。

當然，要感受京都昔日風華，最真切的途徑莫過於親臨京都三大祭典之一：葵祭。每年5月15日，葵祭會在京都市中心舉行。它的歷史遠較另外兩大祭典：祇園祭、時代祭悠久。早在公元六世紀，欽明天皇在位年間，上賀茂神社、下鴨神社每年都舉辦祭祀賀茂神的典禮，祈求風調雨順。由於賀茂神社以「葵」作為神紋，故祭典稱作葵祭。

葵祭的典禮形式遠在平安時代已經確定。古代日本著名長篇小說《源氏物語》，也有提及葵祭的情節。葵祭最為矚目的環節，首推由500多人參與的巡遊。遊行會穿上平安時代精緻的貴族服裝。

這些服裝絕非電視劇的戲服，而是根據《年中行事繪卷》、《源氏物語繪卷》等古書古畫，盡力還原而成。這些服飾實際源自唐代宮廷朝服，以及女官、命婦等人的正裝，來到日本後竟能流傳到今日。

孔子有言：「禮失而求諸野」，這些原為中國的歷史服飾，卻在他方得以保存。縱觀世界各地，有千年歷史的城市不在少數，但鮮有如京都那樣，如斯珍視歷史文化。今時今日，置身飛速發展的經濟社會，這份對傳統的深情與敬意尤其值得學習。

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常有「無形線」過線要小心