

《樓宇管理實務指南》旨在協助業主立案法團（法團）處理主要的樓宇管理事宜，例如誠信管理、委任代表等。

實務指南以書刊和電子版推出。以下簡述指南內容，以方便讀者掌握指南就有效管理樓宇所建議的各項主要監管措施。

## 誠信管理（第1章）

- 禁止所有有關人士（例如管理委員會（管委會）委員、經理人、職員及承辦商），在處理法團工作時索取或接受任何利益（第 1.5.1 – 1.5.3 分節）；
- 規定所有有關人士須避免及申報利益衝突（第 1.5.5 分節）；
- 向所有管委會委員和職員發出紀律守則，規定他們必須遵守（第 1.5.4 分節）；

## 處理委任代表及投票事宜（第2章）

### 業主

- 親自出席法團會議，避免委派代表（第 2.5.3 分節）；
- 在無法出席的情況下，只委派值得信任的人士擔任代表（第 2.5.3 分節）；
- 以書面方式給予委任代表投票指示（第 2.5.3 分節）；
- 在委任代表文書上填上委任代表的姓名，避免發出空白的委任代表文書（第 2.5.3 分節）；
- 直接將委任代表文書交予法團秘書，避免經由第三者遞交（第 2.5.3 分節）；

### 管理委員會

- 邀請業主見證及監察投票與點票過程（第 2.5.5 分節）；
- 備存點票記錄（第 2.5.5 分節）；

## 監察經理人的服務與表現（第3章）

- 查核經理人是否遵守有關採購、會計及監察服務承辦商方面的規定（第 3.6 節）；
- 參考市場價格，對經理人所採購的貨品與服務的價格進行抽查（第 3.6 節）；
- 定期比較收支帳目與已批核的預算，如有重大差異，要求經理人對差異作出解釋（第 3.6 節）；

## 採購及承辦商甄選工作（第4和5章）

- 透過具競爭性的報價或投標進行採購及甄選承辦商（第4.5節）；
- 就不同價值之採購訂明採購方法及批核權限（第4.5節）；
- 以客觀準則物色供應商，以及避免只邀請單由一名管委會委員或經理人推薦的供應商投標（第4.6.3分節）；
- 擬備清晰的貨品及服務規格和合約條款（第4.6.4分節）；
- 開標前應預先釐定評標準則（第4.6.4分節）；
- 妥善保管收回的報價單和標書，直至開標為止，以防有人泄露或篡改資料（第4.6.4分節）；
- 規定標書評審小組應推薦符合貨品及服務規格的最低價標書，否則必須申明理由（第4.6.4分節）；

## 監察樓宇清潔及保安服務（第6和7章）

- 規定承辦商須提交清楚的工作安排表，以便監察其表現（第6.2節）；
- 規定承辦商須備存工作紀錄（第6.4節）；
- 對服務水平進行抽查（第6.4節）；及
- 評核承辦商的服務表現（第6.6節）。

法團及物業管理公司可向任何一間廉署分區辦事處，或香港房屋協會轄下各物業管理諮詢中心索取指南或載有電子版指南的光碟。光碟亦於各區民政事務處諮詢服務中心派發。如欲獲得指南的進一步資料，可瀏覽以下網站：

[www.bm.icac.hk](http://www.bm.icac.hk)、[bmms.hkhs.com](http://bmms.hkhs.com) 及  
[www.buildingmgt.gov.hk](http://www.buildingmgt.gov.hk)，或致電2929 4555查詢。

# 樓宇管理實務指南 BUILDING MANAGEMENT TOOLKIT





The Building Management Toolkit aims at assisting the Owners' Corporations (OCs) to deal with major building management matters, such as integrity management and handling of proxies.

While a full version of the Building Management Toolkit is available in both hard and soft copies, the following is a gist of the Toolkit to enable users to have a quick grasp of the key control measures recommended for effective building management.

## Integrity Management (Chapter 1)

- prohibit all personnel concerned (e.g. Management Committee (MC) members, Managers, staff and contractors) to solicit or accept any advantage when handling the work of the OC (Subsections 1.5.1 – 1.5.3);
- require all personnel concerned to avoid and declare conflict of interest (Subsection 1.5.5);
- issue a code of conduct for compliance by all MC members and staff (Subsection 1.5.4);

## Handling of Proxy and Voting (Chapter 2)

### Owners

- attend OC meetings in person and avoid appointing proxies (Subsection 2.5.3);
- if unavoidable, appoint only trustworthy persons to be the proxy (Subsection 2.5.3);
- give voting instructions in writing to the proxy (Subsection 2.5.3);
- fill in the name of the proxy in the proxy instrument and avoid giving out a blank instrument (Subsection 2.5.3);
- send the instrument of proxy direct to the OC Secretary and avoid passing it through a third person (Subsection 2.5.3);

### Management Committee

- invite owners to witness and monitor the voting and vote counting process (Subsection 2.5.5);
- keep vote counting records (Subsection 2.5.5);

## Monitoring of Service and Performance of the Manager (Chapter 3)

- check the Manager's compliance with the requirements on procurement, accounting and monitoring of service providers (Section 3.6);
- check randomly the price of goods and services procured by the Manager against the market price (Section 3.6);

- compare the income and expenditure accounts with the approved budget regularly and require the Manager to explain any significant variance (Section 3.6);

## Procurement and Selection of Contractors (Chapters 4 and 5)

- invite competitive quotations or tenders in procurement and selection of contractors (Section 4.5);
- specify the procurement methods and authorities for approving purchases of different values (Section 4.5);
- source suppliers objectively and avoid only inviting those suppliers recommended by a single MC member or the Manager (Subsection 4.6.3);
- prepare clear specifications and contract terms (Subsection 4.6.4);
- pre-determine the evaluation criteria before tender opening (Subsection 4.6.4);
- keep the quotations and tenders received in safe custody until opening to prevent tampering or manipulation (Subsection 4.6.4);
- require the tender assessment panel to recommend the lowest conforming tender and provide justification if this is not complied with (Subsection 4.6.4);

## Monitoring of Cleaning and Security Services (Chapters 6 and 7)

- require contractors to submit clear work schedule to facilitate monitoring of performance (Section 6.2);
- require contractors to keep work records (Section 6.4);
- carry out spot checks on service standards (Section 6.4); and
- appraise contractors' performance (Section 6.6).

OCs and Property Management Companies may obtain printed copies or a CD of the Toolkit from any ICAC Regional Offices or the Property Management Advisory Centres of the Hong Kong Housing Society. The CD is also available at the Public Enquiry Service Centres of the District Offices. For further details of the Toolkit, please visit these websites: [www.bm.icac.hk](http://www.bm.icac.hk), [bmms.hkhs.com](http://bmms.hkhs.com) and [www.buildingmgt.gov.hk](http://www.buildingmgt.gov.hk) or call 2929 4555.

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