

申诉专员公署

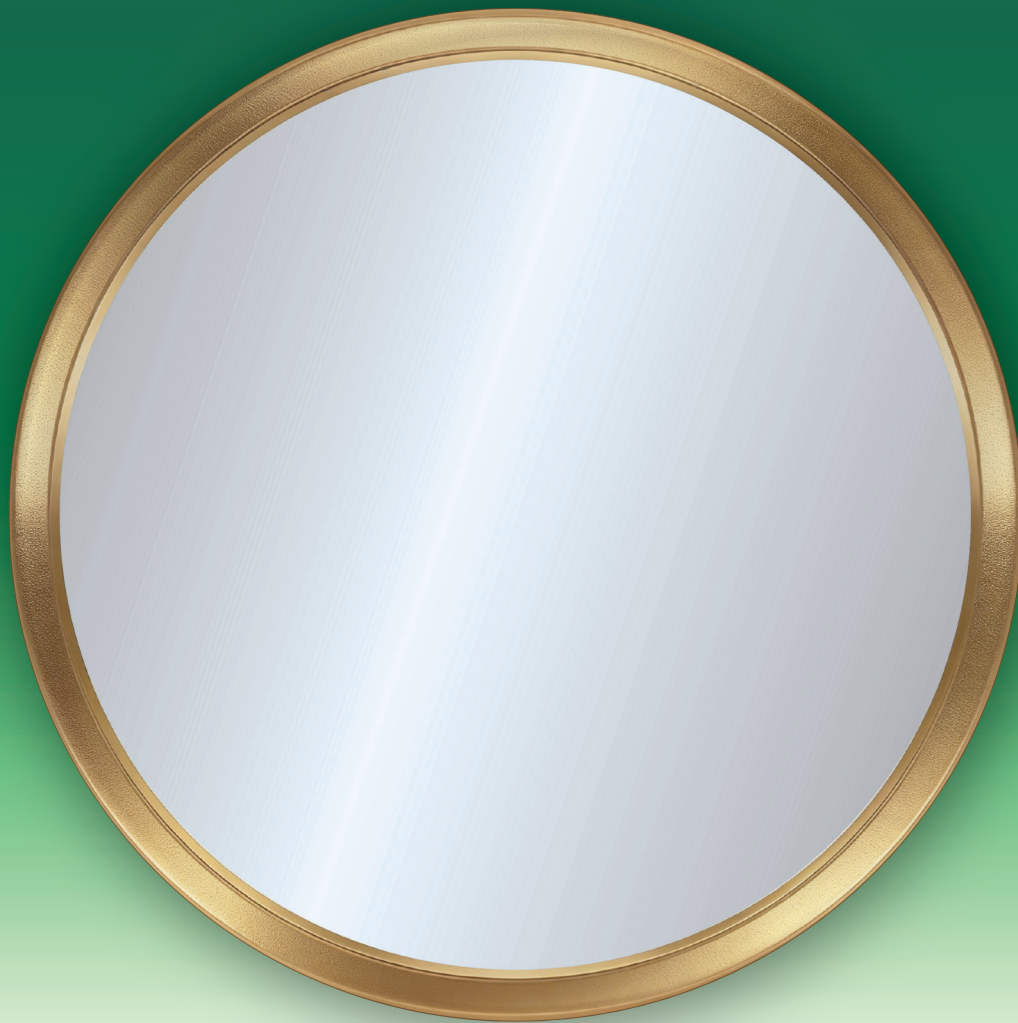
OFFICE OF THE OMBUDSMAN

中国香港 HONG KONG, CHINA

2025/26

申诉专员年报

Annual Report of The Ombudsman





## 理想 Vision

确保香港的公共行政公平和有效率，兼且问责开明，服务优良

To ensure that Hong Kong is served by a fair and efficient public administration which is committed to accountability, openness and quality of service

## 使命 Mission

透过独立、客观及公正的调查，处理及解决因公营机构行政失当而引起的不满和问题，以及提高公共行政的质素和水平，并促进行政公平

Through independent, objective and impartial investigation, to redress grievances and address issues arising from maladministration in the public sector, bring about improvement in the quality and standard of public administration, and promote administrative fairness

## 信念 Values

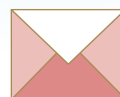
- 以公正客观的态度进行所有调查
- 勇于承担责任，为市民、政府部门和公营机构提供便捷的服务
- 与市民、政府部门和公营机构沟通时尊重有礼及建立互信
- 维持正直和专业水平，切实履行公署各项职能
- Maintaining impartiality and objectivity in all investigations
- Making ourselves accessible and accountable to the public, government departments and public organisations
- Interacting with the public, government departments and public organisations with courtesy, respect and trust
- Upholding integrity and professionalism in the performance of our functions

# 本年度主要统计数字

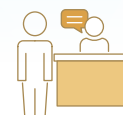
## Key Figures of the Year



**85.3%**  
透过电子方式或传真  
by **electronic means**  
or **fax**



**8.7%**  
透过邮件  
by **post**



**6%**  
亲临公署  
in **person**



**100%**  
(目标 Target: 99%)

申诉个案因超出公署职权范围，  
经初步评审后于**15个工作日内**结案  
Complaints outside our statutory purview  
closed **within 15 working days** after initial assessment



**98.8%**  
(目标 Target: 80%)

个案于**3个月内**完成调查或查讯后结案  
Complaints concluded by investigation  
or inquiry **within 3 months**



**100%**  
(目标 Target: 99%)

复杂个案于**6个月内**完成调查或查讯后结案  
Complex cases concluded by investigation  
or inquiry **within 6 months**





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# 申诉专员导言

The Ombudsman's Introduction



正当香港特别行政区全力“拼经济谋发展惠民生”，我作为申诉专员，担当重要的监察角色，在确保公共行政公平、有效、问责开明的同时，亦着力协助特区政府进一步提高治理水平，切实排解民生忧难，让市民生活得更幸福及更有获得感，进一步促进社会和谐稳定。

While the Hong Kong Special Administrative Region (“HKSAR”) is making every effort to boost the economy, promote development and improve people’s livelihood, it is incumbent on me as the Ombudsman to play the important supervisory role to uphold administrative fairness, efficiency, accountability and open-mindedness, as well as to contribute to the improvement of governance of the HKSAR, addressing people’s concerns and difficulties in daily life, enhancing their sense of happiness and fulfilment, and further fostering harmony and stability of society.

## 策略性方向

为全力配合特区政府改善民生的施政目标，我上任以来，一直积极推动并聚焦三个策略性方向：(1)积极以调解方式有效和快速地处理市民的申诉；(2)促进跨部门及跨机构协作，提供更高效更优质的公共服务；以及(3)在社会层面推动正面和积极的申诉文化。

这三个策略性方向旨在提升公共行政质素，为市民带来实际裨益，同时鼓励政府和市民共同建设更宜居和不断进步的社会。在我上任后的第二个年度，这三个策略性方向已经取得相当显著的成效。

经过我着力推行调解，公署本年度的成绩斐然。我们以调解方式处理了1,145宗个案，占已跟进个案的72%。不论是数量或所占比重而言，均大大超越了历年记录。采用调解方式处理不涉及或只涉及轻微失当的申诉个案，能在数天内、甚至一天内，迅速解决市民所遇到的问题，切实排解民生忧难。

## Strategic Focuses

To fully support the HKSAR Government’s policy objective to improve people’s livelihood, I have championed three strategic focuses since taking office: (1) enhancing mediation to effectively and swiftly resolve public complaints; (2) fostering inter-departmental collaboration to improve service delivery; and (3) cultivating a positive complaint culture within the community.

These three strategic focuses aim at improving the quality of public administration and bringing tangible benefits to the public. At the same time, we encourage the Government and society to work together towards building a more liveable and progressive city. In the second reporting year of my tenure, all three initiatives have already yielded significant results.

Pressing ahead with the promotion of mediation resulted in remarkable achievements this year. Through mediation, we resolved 1,145 cases or 72% of all cases pursued, far surpassing previous records both in terms of number and percentage. Dealing with complaints involving no or only minor maladministration by mediation, we can resolve issues within days, or even a single day. Mediation is a powerful and effective tool in alleviating public concerns and difficulties.

## 申诉专员导言 The Ombudsman's Introduction

政府部门和公营机构十分支持这策略性方向，越来越积极及广泛地使用调解方式处理投诉个案，并与公署保持紧密联系和合作，共同透过调解让事涉各方促进和谐并相互谅解，化解社会矛盾和怨气，凝聚各方力量，让全社会合力拼经济改善民生。

公署亦进一步推动跨部门及跨机构协作，积极促进部门和机构按“同一个政府”的理念无缝合作，共同达至以民为本的目标。在本年度，我们完成了五宗涉及跨部门及机构协作的主动调查行动，并成功处理了396宗涉及跨部门及机构协作的个案，再创佳绩。

公署致力推动及实践“正面看申诉”理念，并持续透过多元渠道，包括网页、社交媒体和其他方式宣传公署的工作及成果，加深公众对我们的认识。为进一步推动社会以正向态度提升公共行政水平，公署聚焦向年轻一代宣扬正面申诉文化。年内，我们举办了17场大学、大专院校和中学讲座，并参与七场职业展览，主动接触年轻社群，推广正向思维。

为嘉许及鼓励部门及机构在“正面看申诉”作出的努力，除既有的申诉专员嘉许奖各大奖项外，本年度公署更新增设队伍奖，表扬表现优秀的专业团队并鼓励跨部门跨机构协作。一共有十组团队获颁队伍奖项，其中包括三组跨部门协作队伍。除了嘉许表现出色的部门和机构，公署亦嘉许了共80位表现杰出的公职人员。综合所有奖项，本年度举行的申诉专员嘉许奖颁奖典礼规模为历年之最。此外，公署年内向21个部门和机构发出共37封嘉许信，以及向申诉人致送了七张感谢状，以表扬他们对改善公共行政的贡献。

Supportive of this strategic focus, government departments and public organisations have embraced mediation for more extensive use to handle complaints, and have maintained close liaison and collaboration with my Office. We jointly promote mediation to lay the groundwork for harmony and mutual understanding between the parties concerned. As tensions and resentment are eased, it brings about social cohesion to drive economic growth and better livelihood for all.

The Office is also committed to promoting inter-departmental collaboration. We advocate seamless service delivery by all departments and organisations under “One Government” for people-oriented results. During the year, our efforts were fruitful again in spearheading inter-departmental collaboration through completing five direct investigation (“DI”) operations and 396 complaint cases on this front.

We are vigorously advocating a positive complaint culture and putting it into practice. To raise public awareness of our role, we have published our work and achievements through a variety of channels, including website, social media and other means. To foster a constructive mindset within the community towards enhancing the standards of public administration, we focus on promoting a positive complaint culture among the younger generation. During the year, we organised 17 school talks at universities, tertiary institutions and secondary schools, and participated in seven career fairs to reach out to the youth and inspire them with positive values.

We recognise and encourage the efforts of departments and organisations in promoting a positive complaint culture. In addition to the existing categories of The Ombudsman's Awards, we introduced the Team Awards this year to commend excellent professional teams and encourage inter-departmental collaboration. The Team Awards were presented to ten teams, including three inter-departmental teams. Apart from recognition of departments and organisations, 80 public officers received Individual Awards for their exemplary performance. Taking all awards into account, The Ombudsman's Awards Presentation Ceremony this year reached a record-breaking scale. Separately, in recognition of contributions towards improving public administration, we issued 37 appreciation letters to 21 departments and organisations, and presented seven appreciation certificates to complainants during the year.

## 改善公共行政

公署在本年度接到5,167宗涉及不同课题的申诉个案，完成处理了5,012宗，当中3,421宗经评审后结案，以及1,591宗已跟进并结案。

同时，公署加大力度以主动调查行动和全面调查，处理行政失当议题及具体改善公共行政。

年内，公署共完成十项主动调查行动，以及就46宗申诉个案完成了全面调查。当中涵盖多项重量级的主动调查行动，包括社会福利署支援长者及残疾人士照顾者的暂托服务、卫生署辖下香港医务委员会秘书处就处理投诉提供的支援和成效及卫生署的相关监管、以及当局打击残酷动物的工作等，提出众多极有效和具影响力的建议，广受社会、政府、相关机构、传媒、市民大众及业界关注和认同。整体而言，公署于年内共提出573项建议，全部获得部门及机构接纳。

我感谢特区政府对公署调查的重视与支持。行政长官去年5月宣布由政务司司长领导工作小组深入检视公署的主动调查行动报告的建议，确保公署的建议会得到积极跟进，展现现届政府致力强化部门管理制度，加强部门主管层绩效，提升公共服务管理和效能，展示实行良政善治的担当和决心。公署将继续全力支持及积极配合，共同努力提升公共行政效能，确保市民能获得优质高效的公共服务。

## Enhancing Public Administration

This year, the Office received 5,167 complaints on various topics and completed 5,012 cases, of which 3,421 were assessed and closed and 1,591 pursued and concluded.

Meanwhile, we have stepped up DI operations and full investigations to tackle maladministration, bringing about tangible improvement in public administration.

During the year, we completed ten DI operations and concluded 46 complaint cases by full investigation. These covered a number of major DI operations including the respite services for supporting carers of elderly persons and persons with disabilities, the effectiveness of administrative support provided for complaint handling by the Secretariat of Medical Council of Hong Kong under the Department of Health and the Department of Health's regulatory role, and the Government's work in combating cruelty to animals. Our highly effective and impactful recommendations are widely recognised and supported by society, the Government, related organisations, the media, the public and the relevant sectors. Overall, we made a total of 573 recommendations during the year, all of which were accepted by the departments and organisations concerned.

I would like to express my gratitude to the HKSAR Government for the importance it has attached to our investigation and for its support. In May 2025, the Chief Executive announced that the Chief Secretary for Administration would lead a working group to thoroughly review the recommendations made in our DI operation reports, ensuring proactive follow-up on all recommendations. The move reflects the current-term Government's commitment and determination to reinforce the departmental management systems and the performance accountability of managerial staff, enhance public service management and efficiency, and strive for good governance. My Office remains committed to supporting and cooperating in the shared mission of enhancing the effectiveness of public administration, ensuring the provision of efficient and quality services to the public.

## 申诉专员导言 The Ombudsman's Introduction

我于2024年11月引入观点制度，在处理部门不涉及行政失当或只涉及轻微行政失当的个案中，公署会提出观点以指出可改善之处。另一方面，亦可以藉观点肯定事涉部门或机构所采取的良好措施。年内，公署积极透过“观点制度”改善公共行政，共提出912项观点。

为进一步推动公共行政公平和高效，我持续扩充公署的专家顾问团队，新增调解、资讯科技，和少数族裔、青年及教育范畴的专家顾问，并将进一步涵盖环境事务及残疾人士服务，务求更全面涵盖各范畴，全方位吸纳专家意见。

## 防范失当

年内，公署透过内部资源，不需要政府额外拨款，不需要额外人手成立了香港国际申诉专员学院，标志着公署在推动良好公共行政工作上一个新篇章，构建对内和对外促进交流的互动平台。公署热切呼应国家对特区的期盼：勇于改革、敢于破局，不断创新，在过往推动改善公共行政的基础上，进一步透过学院推广预防行政失当的前瞻性概念。

In November 2024, I introduced an initiative of making observations. In cases where no or only minor maladministration is involved, we make observations to highlight areas for improvement. On the other hand, our observations also acknowledge the positive measures taken by the departments or organisations concerned. During the year, we have taken this initiative forward to enhance public administration by making a total of 912 observations.

To advance fairness and efficiency in public administration, I have continued to expand the team of Advisers. The newly added professional fields include mediation, information technology, and ethnic minorities, youth and education, while experts on environmental affairs and services for persons with disabilities will also be brought on board. We aim to draw on a wide spectrum of insights from our Advisers across different sectors.

## Maladministration Prevention

During the year, we have established the Hong Kong International Ombudsman Academy (“HKIOA”) by means of internal resources, without seeking additional government funding or manpower. The HKIOA marks a new chapter in our efforts to promote good public administration, creating an interactive platform that fosters internal and external exchanges. In response to the motherland’s expectations of the HKSAR to stay bold in reform, dare to break new ground, and innovate continuously, we build on prior foundation to advocate the forward-looking concept of “maladministration prevention” through the HKIOA.



## 精简架构

公署在去年7月重整组织架构，包括将首长级职位编制由三层架构精简为两层，冻结副申诉专员的空缺，改由三名助理申诉专员分掌三大部门——申诉调查部、主动调查部，以及申诉评审及支援部，直接向我汇报；主动调查队的编制亦由两队增加至三队，并增添了申诉评审工作的人手，精简申诉调查队和行政及支援人员的编制，更灵活调配资源。年内，透过重整架构、冻结人手及资源调配，以及严格控制营运开支，本年度公署获得的政府拨款虽然有轻微减少，但仍录得可观盈余，比上年度增加约700万，而储备金则增加1,600万。

年内，通过重整架构、冻结人手、善用科技、资源调配，以及严格控制营运成本，公署完成的工作比以往更多，成果更丰硕。

## 国际协作

公署在国际交流协作上的贡献，获得国际同侪的肯定。我获任为国际监察专员协会澳大利亚暨太平洋区理事，同时成为协会理事会的成员之一，并兼任协会的章程常务委员会主席和联合国及国际合作工作小组成员。我积极参与国际事务和大型国际会议及研讨会，包括于去年5月于摩洛哥出席国际监察专员协会周年理事会会议，以及于9月以亚洲监察专员协会秘书长身份，率领公署代表团出席由国家监察委员会在南京主办的亚洲监察专员协会年度常务理事会会议及会员大会，并与泰国总监察专员签署双边合作谅解备忘录，进一步拓展及深化国际合作，于国际舞台上说好香港故事，说好祖国故事。

## Office Reorganisation

Under the reorganisation completed in July last year, the Office streamlined the directorate structure from three-tier to two-tier by freezing the vacancy of Deputy Ombudsman. Instead, three Assistant Ombudsmen, all reporting directly to me, have been appointed to head three major divisions, namely the Complaints Investigation Division, the Direct Investigation Division, and the Complaints Assessment and Support Division. The Direct Investigation Division has been expanded from two to three teams, while the Complaints Assessment Team has also been augmented. Meanwhile, streamlining of the Complaints Investigation Division and the administrative and support staff has resulted in more flexible allocation of resources. Following the reorganisation, while keeping headcount unchanged and exercising stringent control over operational expenses, the Office still recorded a notable surplus of around \$7 million more than the previous year and an increase in accumulated reserve of \$16 million despite a slight decrease in government provision this financial year.

Through restructuring, freezing headcount, applying technologies, redeploying resources and exercising stringent cost control, we had a more productive year than before and achieved more remarkable results.

## International Liaison

The Office's contributions to international exchange and collaboration have earned recognition from global counterparts. I have taken up the position as the Director of the Australasian and Pacific Region of the International Ombudsman Institute ("IOI") and become an IOI Board Member. At the same time, I am serving as the Chairman of the IOI's Standing By-laws Committee and a member of its United Nations and International Cooperation Working Group. Actively engaging in international affairs, I participated in major conferences and seminars, notably the IOI Annual Board Meeting held in Morocco last May. As the Secretary of the Asian Ombudsman Association ("AOA"), I led a delegation to Nanjing last September to attend the Board of Directors Meeting and General Assembly of the AOA, held by the National Commission of Supervision. I also took this opportunity to sign a Memorandum of Understanding on Bilateral Cooperation with the Chief Ombudsman of Thailand. These international initiatives would build broader and stronger partnerships, telling the world the good stories of the motherland and Hong Kong.

## 感谢之言及未来发展方向

公署一直竭尽所能，本着无畏无私的精神，秉持独立、客观及公正的原则，致力确保香港的公共行政公平高效，为香港在全球最具竞争力的城市前列稳占一席作出贡献，为香港特区积极对接国家“十五五”规划，发挥自身所长，配合国家所需，在融入国家发展大局中实现自身高质量发展作出贡献。

展望未来，我会带领公署继续致力促进特区公共行政公平高效，发挥监察力量，支援高质量发展，着力加强市民的幸福感和获得感。

我感谢公署全体人员努力不懈服务市民，各位专家顾问对公署工作的无私贡献，所有部门和机构通力合作和配合，以及市民大众的支持。我会继续推进上述策略性方向，坚持实事求是，为改善市民生活的初心作最大努力。

陈积志  
申诉专员  
2026年3月31日

## Note of Appreciation and Way Forward

The Office has remained steadfast in its independence, objectivity and impartiality, acting without fear or favour to ensure that Hong Kong is served by a fair and efficient public administration and ranks among the world's most competitive cities. In proactive alignment with the National 15th Five-Year Plan, the HKSAR will harness its competitive edge to support the motherland's needs and drive high-quality development as part of the nationwide blueprint. We are determined to make a meaningful contribution to this end.

Looking ahead, I will lead my Office to advance fairness and efficiency in public administration, perform our regulatory role diligently to support high-quality development, and focus on enhancing the public's sense of happiness and fulfilment.

I would like to extend my sincere gratitude to my dedicated staff for their tireless efforts, my Advisers for their selfless devotion, all departments and organisations for their full cooperation and collaboration, and members of the public for their support. Pressing ahead with the strategic focuses mentioned above, I will uphold pragmatism in fulfilling the mission of shaping a brighter future for the public.

Jack Chan  
The Ombudsman  
31 March 2026

# 首长级人员 Directorate



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# 职能及权力 Functions and Powers

## 公署的角色

申诉专员公署根据香港法例第397章《申诉专员条例》(“《条例》”)成立，是专责监察香港特区的公共行政的独立法定机构，角色包括：

## Who we are

Established under The Ombudsman Ordinance (“the Ordinance”), Cap. 397 of the Laws of the HKSAR, we serve as the community’s independent watchdog of public administration. We:



调查有关行政失当<sup>1</sup>的申诉  
investigate complaints of maladministration<sup>1</sup>



辨识行政体制上的不足之处  
identify administrative deficiencies



建议补救和改善措施，解决市民的不满，并改善公共行政  
recommend remedial measures to redress grievances and improve public administration

## 公署的职能

### 调查申诉事宜

调查由受屈人士提出，有关行政失当(包括违反《公开资料守则》(“《守则》”))的申诉

## What we do

### Investigate COMPLAINTS

from aggrieved persons about maladministration (including non-compliance with the Code on Access to Information (“the Code”))

### 主动调查行动

就可能引致不公的行政失当问题，进行主动调查行动

### Carry out DIRECT INVESTIGATION OPERATIONS

where injustice may have been caused by maladministration

### 调解

就不涉及或只涉及轻微的行政失当的申诉，优先以调解方式处理

### Resolve complaints by MEDIATION

as the preferred handling mode where no or only minor maladministration is noted in the action taken

调查对象限于《条例》附表1第1部及第2部所列的政府部门及公营机构

by government departments and public organisations listed in Part 1 and Part 2 of Schedule 1 to the Ordinance

(所列机构，参见附录1)

(See **Appendix 1** for full list)

注1. 行政失当在《条例》第2条中已有定义，指机构行政欠效率、拙劣或不妥善，包括不合理的行为；滥用权力或权能；不合理、不公平、欺压、歧视或不当地偏颇的程序及拖延；无礼及不为他人着想的行动。

Note 1. Maladministration is defined in section 2 of the Ordinance. It means inefficient, bad or improper administration including unreasonable conduct; abuse of power or authority; unreasonable, unjust, oppressive or improperly discriminatory procedures and delay; discourtesy and lack of consideration for a person.

## 不受公署调查的事宜

- 申诉所涉机构不在《条例》附表1之列
- 申诉所涉机构列于《条例》附表1第2部但申诉事项与《守则》无关
- 与以下行动有关的申诉
  - 保安、防卫或国际关系
  - 行政长官亲自作出的行动
  - 行政长官行使权力赦免罪犯
  - 政府颁授勋衔、奖赏或特权
  - 法律程序或检控决定
  - 合约或商业交易
  - 人事方面的事宜
  - 有关施加或更改土地权益条款的决定
  - 与《香港公司收购、合并及股份回购守则》有关的行动
  - 香港警务处、香港辅助警察队或廉政公署就防止及调查任何罪行而采取的行动

## 公署不会展开或继续调查的申诉个案

- 申诉人对申诉事项已实际知悉超过24个月
- 申诉由匿名者提出
- 申诉人无从识别或下落不明
- 申诉并非由感到受屈的人士或适当代表提出
- 申诉人及申诉事项与香港并无任何关系
- 申诉人有权利根据法律程序提出上诉或寻求补救办法
- 以前曾调查性质相近的申诉，而结果显示并无行政失当之处
- 申诉关乎微不足道的事
- 申诉事属琐屑无聊、无理取闹或非真诚作出
- 因其他理由而无须调查（例如：缺乏表面证据、所涉机构正采取行动，或申诉人只是表达意见）

## What we cannot investigate

- Complaints against organisations not listed in Schedule 1 to the Ordinance
- Complaints against organisations listed in Part 2 of Schedule 1 to the Ordinance about matters unrelated to the Code
- Complaints relating to
  - security, defence or international relations
  - actions by the Chief Executive personally
  - exercise of power by the Chief Executive to pardon criminals
  - grant of honours, awards or privileges by the Government
  - legal proceedings or prosecution decisions
  - contractual or other commercial transactions
  - personnel matters
  - imposition or variation of conditions of land grant
  - actions in relation to the Hong Kong Codes on Takeovers and Mergers and Share Buy-backs
  - crime prevention and investigation actions by the Hong Kong Police Force, the Hong Kong Auxiliary Police Force or the Independent Commission Against Corruption

## We shall not undertake or continue an investigation into a complaint if

- the complainant has had actual knowledge of the subject of complaint for more than 24 months
- the complaint is made anonymously
- the complainant cannot be identified or traced
- the complaint is not made by the person aggrieved or suitable representative
- subject of complaint and complainant have no connection with Hong Kong
- statutory right of appeal or remedy by way of legal proceedings is available to the complainant
- investigation of similar complaints before revealed no maladministration
- subject matter of the complaint is trivial
- the complaint is frivolous or vexatious or is not made in good faith
- investigation is for any other reason unnecessary (such as lack of *prima facie* evidence, the organisation involved is already taking action, or the complainant is just expressing opinions)

职能及权力  
Functions and Powers

### 公署的权力

- 断定申诉是否适当地提出
- 进行初步查讯以断定是否展开调查
- 若符合公众利益，展开或继续调查已撤回的申诉
- 若双方同意，以调解方式处理不涉及行政失当或只涉及轻微行政失当的申诉
- 向专员认为适当的人获取资料、文件或物件并作出查询
- 传召任何人以获取调查有关的证据，并可为此而监誓
- 进入及视察任何机构所占、管理或控制的任何处所
- 对申诉下结论，并提出建议
- 向所涉机构的首长作出调查报告；如适宜，亦可向行政长官作出报告

### 保密规定

- 专员及其属下所有人员，以至于公署的顾问，均须遵守保密条文，不得披露任何有关申诉及调查的资料
- 专员可基于公众利益，在不披露所涉人士身份的情况下就任何调查发表报告

### 罪行

任何人

- 无合法辩解而妨碍、阻挠或抗拒专员根据《条例》行使权力；
- 无合法辩解而不遵从专员根据《条例》作出的合法要求；或
- 于专员根据《条例》行使权力时，向其作出明知为虚假或不信为真的陈述，或以其他方式明知而误导专员，

即属犯罪，可处罚款及监禁

### The powers we have

- Determine whether a complaint is duly made
- Conduct preliminary inquiries for the purposes of determining whether to undertake an investigation
- Undertake or continue investigation notwithstanding withdrawal of complaint if it is in the public interest to do so
- Deal with complaints by mediation if the subject matter involves no or only minor maladministration, subject to mutual consent by the parties concerned
- Obtain information, documents or things from such persons and make such enquiries as the Ombudsman thinks fit
- Summon any person to obtain evidence related to investigation, and may administer an oath for this purpose
- Enter and inspect any premises occupied, managed or controlled by any organisation
- Decide on complaints and make recommendations
- Report the results of investigation to the head of organisation concerned, or if appropriate to the Chief Executive

### How we maintain secrecy

- The Ombudsman and all his staff and advisers are bound by the Ordinance to maintain secrecy for all matters of any complaint and investigation
- The Ombudsman may in the public interest publish a report on any investigation without disclosing the identity of the persons involved

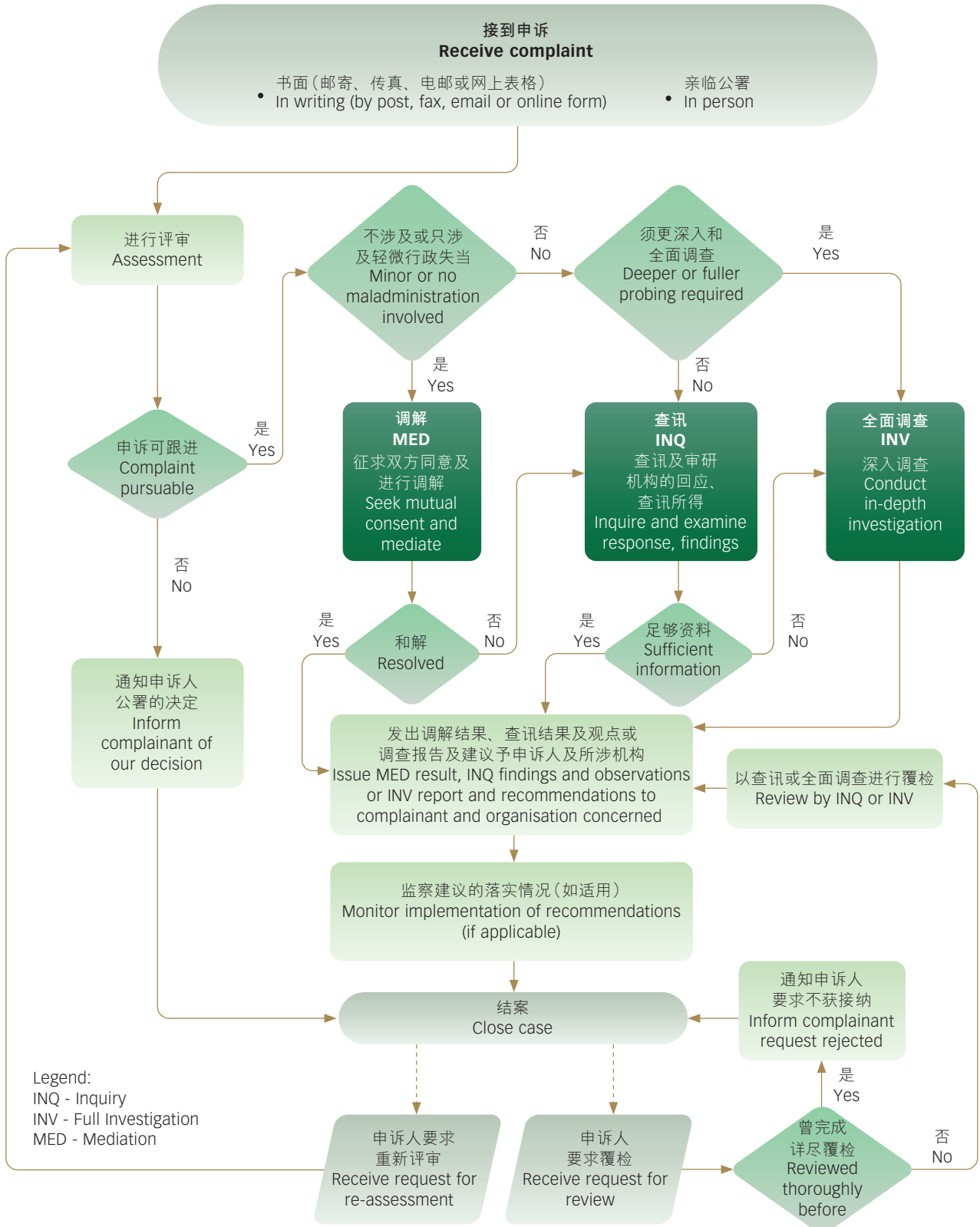
### Offences

Any person who

- without lawful excuse, obstructs, hinders or resists the Ombudsman in the exercise of his powers under the Ordinance;
- without lawful excuse, fails to comply with any lawful requirement of the Ombudsman under the Ordinance; or
- makes a statement which he knows to be false or does not believe to be true, or otherwise knowingly misleads the Ombudsman in the exercise of his powers under the Ordinance,

commits an offence and is liable to a fine and imprisonment

## 处理申诉流程图 Flow Chart on Handling of a Complaint



# 主动调查行动

## Direct Investigation Operations

监察香港特区的公共行政，是公署肩负的重要使命。根据法例，申诉专员获赋权就可能引致不公的行政失当议题，主动展开调查行动。公署对主动调查行动非常重视，自2025年7月，设立专责的主动调查部，由一名助理申诉专员担任首长，并将主动调查队由两队增加至三队，集中资源透过主动调查行动查找政府部门和公营机构的不足之处，提出积极正面、有效及具影响力的改善建议，在不同范畴的公共行政推动实质变革和改善。

Overseeing the public administration of the HKSAR is a key mission of our Office. The Ombudsman is empowered by the Ordinance to initiate, of his own volition, direct investigation (“DI”) operations where injustice may have been caused by maladministration. The Office attaches great importance to DI operations. In July 2025, a dedicated Direct Investigation Division headed by an Assistant Ombudsman was established, with the number of DI teams increased from two to three. The redeployment enables us to focus resources on discerning inadequacies in government departments and public organisations through DI operations, and make constructive, effective and influential recommendations for improvement that drive substantive reforms and betterment across various areas of public administration.

在2025/26年度，公署完成十项主动调查行动，其中重点行动包括支援长者及残疾人士照顾者的暂托服务；卫生署辖下香港医务委员会秘书处就投诉处理所提供的支援及成效、卫生署的相关监管；以及当局就打击残酷动物的工作。公署的主动调查行动均引起社会广泛关注，而相关部门和机构都接受公署提出的所有建议及作出积极和正面的回应，不少更在公署尚未完成调查行动前已主动采取或落实公署提出的改善措施。

In 2025/26, we completed ten DI operations, covering such major topics as the respite services for supporting carers of elderly persons and persons with disabilities; the effectiveness of administrative support provided for complaint handling by the Secretariat of the Medical Council of Hong Kong under the Department of Health, and the Department’s regulatory role; and the Government’s work in combating cruelty to animals. Our DI operations have attracted widespread public attention, and the relevant departments and organisations have accepted all our recommendations and responded positively and proactively. Many even adopted or implemented our proposed improvement measures before the DI operations were completed.



公署完成了：  
We completed:

**10** 项主动调查行动  
**DIRECT INVESTIGATION OPERATIONS**

其中  
of which



**5** 项涉及跨部门及机构协作  
**INVOLVED INTER-DEPARTMENTAL COLLABORATION**



当中，公署提出了：  
In which, we made:

**280** 项建议  
**RECOMMENDATIONS**

值得一提的是，公署于上一个年度完成，并于2025年4月公布“政府对建造业职业安全及健康的监管”的主动调查行动报告，这项调查是公署多年以来最大规模的行动，公署详细审阅了超过90,000页文件，多次实地视察，并就九大范畴提出共40项改善建议。这项主动调查行动除获社会广大市民、传媒及业界关注外，行政长官亦高度重视，并随即宣布由政务司司长领导的工作小组深入检视公署不时发表的主动调查行动报告的建议，确保公署的建议会得到积极跟进。专员亦于5月初应邀与政务司司长、公务员事务局局长以及相关高级官员会面，深入检视公署就这项主动调查行动的调查结果和分析，以及就强化部门管理制度和绩效问责进行交流。专员感谢行政长官对公署工作的重视，并感谢政务司司长领导工作小组督导部门落实公署的建议。公署会继续全力配合工作小组并与政府各部门共同努力，加强公共行政效能，确保市民能获得优质高效的政府服务。

It is worth noting that our DI operation into the Government's regulation of occupational safety and health in the construction industry completed in the previous reporting year and published in April 2025 has been the largest DI operation undertaken by our Office in many years. We scrutinised over 90,000 pages of documents, conducted multiple site visits and made 40 improvement recommendations in nine major areas. The DI operation not only attracted extensive attention from the public, the media and the relevant sector, but was also highly valued by the Chief Executive ("CE"), who subsequently announced that a working group led by the Chief Secretary for Administration ("CS") would conduct in-depth study of the DI operation reports we issued from time to time, so as to ensure proactive follow-up of our recommendations. In early May, the Ombudsman was invited to meet with the CS, the Secretary for the Civil Service and relevant senior officials to deliberate on the findings and analyses of this DI operation, and exchange views on strengthening departmental management systems and reinforcing performance accountability. The Ombudsman is grateful to the CE for recognising our work and the CS for leading the working group that oversees departments' implementation of our recommendations. We will continue to fully support the working group and collaborate with all departments to enhance the effectiveness of public administration and ensure quality and efficient public services.

## 主动调查行动过程

## Process of Direct Investigation Operations

触发公署展开主动调查行动的，均是一些广受社会关注或牵涉重大公众利益的课题，当中怀疑存在系统性的流弊，必须尽快改善。公署进行主动调查行动，主要考虑因素包括：

Our DI operations are generally prompted by issues of community concern or significant public interest, indicative of suspected systemic problems that require rectification as soon as possible. Major considerations for initiating a DI operation include:

- 有关课题涉及重大公众利益及／或广受市民关注  
the matter involved is of significant public interest or concern
- 申诉因某些原因不能受理（例如匿名或并非由申诉人士亲自提出），但考虑到可能涉及的行政失当程度或严重性后，专员认为事关重大  
a complaint will otherwise not be actionable, e.g. it is made anonymously or not by an aggrieved person, but the matter is of significant concern to the Ombudsman because of the magnitude or seriousness of the maladministration that may be involved
- 有改善公共行政或改正系统性问题的空间  
there is room for improving public administration or addressing systemic deficiencies
- 经考量工作优次及不展开主动调查行动的后果，认为时机合适  
the time is deemed opportune, weighing the consequences of not doing so among other priorities

### 主动调查行动 Direct Investigation Operations

决定是否展开主动调查行动前，公署会先进行初步查讯，假如查讯显示有需要进一步跟进，我们会正式通知所涉部门或机构的首长我们会展开行动。视乎情况，我们亦可无须先进行初步查讯，便直接展开主动调查行动。如决定就某课题展开主动调查行动，公署会考虑作出公布并征询公众意见。

进行主动调查行动时，公署会向相关部门或机构索取资料，审核文件和档案，亦会视乎课题进行实地视察及秘密侦查，并可邀请相关界别的人士及业内专家提供意见。

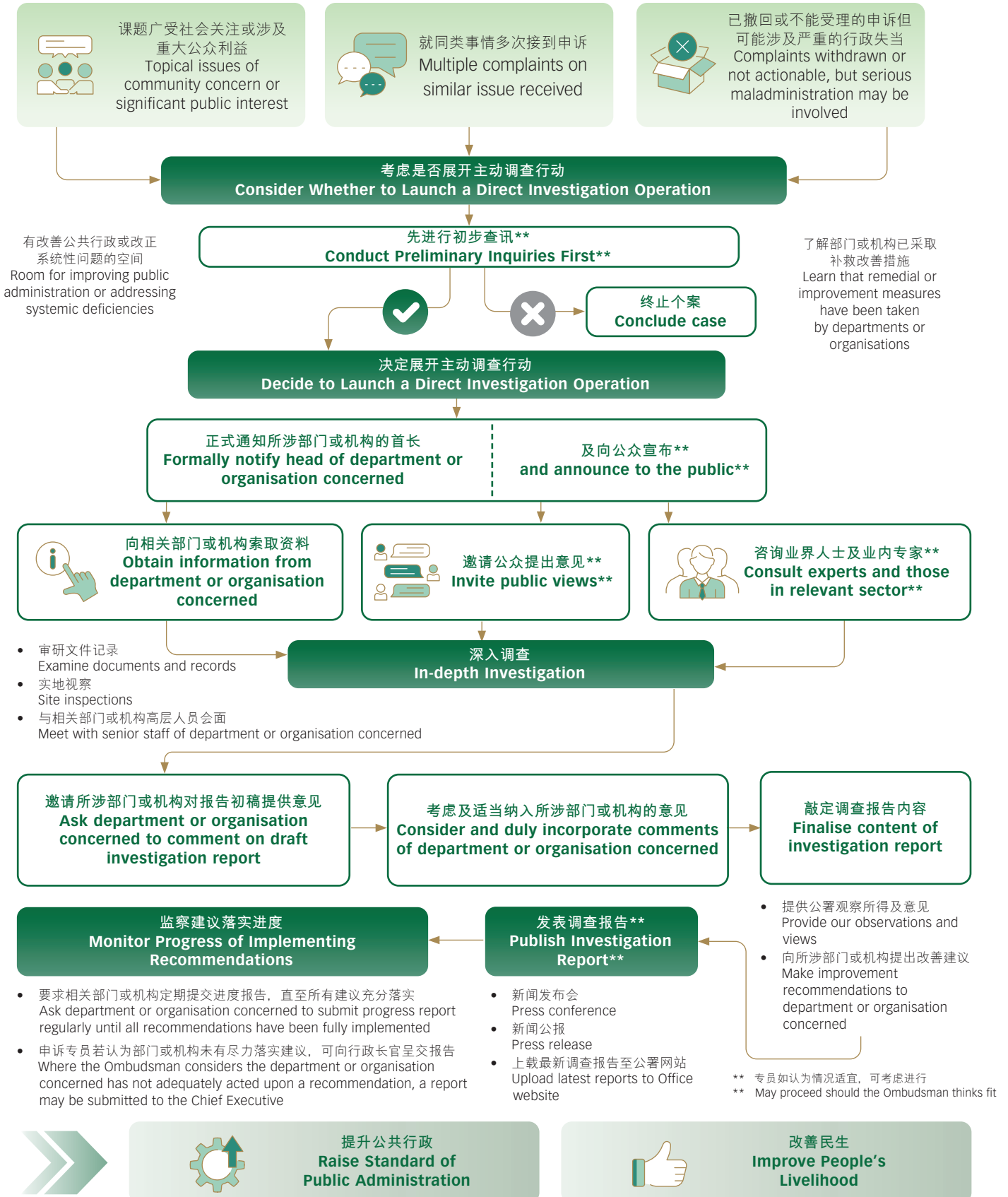
在展开主动调查时及总结行动结果前，公署通常会与所涉部门或机构的高层人员详细讨论我们的调查所得及意见。这类交流有助澄清疑问及更深入地探讨公署就问题所提出的改善建议。

Before deciding whether to launch a DI operation, we usually conduct a preliminary inquiry. If the inquiry points to the need for further study, the heads of the departments or organisations concerned will be formally notified of our launch of DI operation. Where circumstances warrant, a DI operation may not be preceded by a preliminary inquiry. We will consider announcing the commencement of DI operations and inviting members of the public to provide information and views on the topics under investigation.

In the course of carrying out DI operations, we would seek information from the departments or organisations concerned and examine relevant documents and files. Depending on the nature of the subject, we may conduct site inspections and covert operations, and consult relevant sectors and experts.

We often discuss our findings and views in detail with senior officials of the departments or organisations under investigation, at the outset as well as before finalising the investigation report. Such exchanges are useful in clarifying points of doubt and deliberating on the improvement recommendations we propose for the issues identified.

## 主动调查行动流程 Workflow of Direct Investigation Operations



主动调查行动  
Direct Investigation Operations

专员如认为将主动调查行动报告公布是符合公众利益，可在新闻发布会或透过新闻公报发表调查行动报告。本年度，公署完成的十项主动调查行动，当中三项的调查结果已于新闻发布会上公布，其余七项则透过新闻公报发表，而上述所有主动调查行动报告均已上载到公署网页。

在年度内完成的主动调查行动简述如下。

If the Ombudsman considers it to be in the public interest to publish a DI operation report, he may announce the findings at media conferences or through press releases. During the year, we completed ten DI operations, with three reports announced at media conferences and the rest through press releases. The reports of all these DI operations are available on our website.

DI operations completed during the year are summarised below.

支援长者及残疾人士照顾者的暂托服务  
Respite Services for Supporting Carers of Elderly Persons and Persons with Disabilities

DI/474

“以老护老”、“以老护残”及“以残护残”的问题日益严重，照顾者因不堪压力而导致的伦常惨案亦时有发生。暂托服务为在家居住的长者及残疾人士提供短期的日间或住宿照顾，让照顾者身心得以喘息。

现届政府大力加强对照顾者的支援，当中包括积极扩展暂托服务网络，公署表示肯定及赞赏。虽然如此，公署调查发现，暂托服务使用率长期偏低，个别提供服务单位、地区的使用率长期低于10%，甚至是0%。同时，18区的使用率差异极大，反映资源分配不均。

公署的隐蔽电话侦查行动及实地视察更发现，部分服务单位要求申请人在正式提出申请前亲临单位进行会面，才决定是否收纳；有单位甚至要求申请人在社会福利署（“社署”）指明的基本身体检查以外，事先自费进行额外的医疗检查。另有单位基于种种原因拒绝提供空缺资讯，甚至无理拒绝照顾者的申请。此外，社署的“暂托服务或紧急住宿空置名额查询系统”的空缺资讯与事实不符，致使照顾者需逐一致电单位查询实际空缺。

Cases involving “the elderly caring for the elderly”, “the elderly caring for the disabled”, and “the disabled caring for the disabled” are increasingly prevalent. Tragic incidents happen from time to time when carers succumb to unbearable pressure. Respite services provide short-term day or residential care for the elderly and persons with disabilities who are living in domestic households, allowing carers to relieve their stress.

We acknowledge and commend the current-term Government’s efforts in strengthening the support for carers, including the expansion of the respite service network. Nonetheless, our investigation revealed that the overall utilisation rates of respite services remained persistently low. The utilisation rates of certain service providers and districts are below 10%, or even at 0%. Meanwhile, utilisation rates varied significantly across the 18 districts, reflecting uneven distribution of resources.

Our covert telephone operations and site inspections even found that some service providers, before deciding whether to admit applicants, would require them to attend an in-person interview at the premises before submitting a formal application. Even worse, some providers require applicants to pay for additional medical examinations beyond the basic scope specified by the Social Welfare Department (“SWD”). Our operations also discovered that some providers refused to disclose vacancy availability to carers or even unreasonably rejected applications. Moreover, the vacancy information displayed in SWD’s Vacancy Enquiry System for Respite Services and Emergency Placement was inconsistent with the actual vacancies at the units, causing carers to call providers one by one to obtain such information.

公署认为，目前暂托服务的使用率偏低，原因包括，部分单位对提供服务冷漠和欠积极，甚至不当处理服务查询及申请，涉嫌“拣客”，更自设关卡，以及没有掌握更新系统空缺资料的重要性。

公署向社署提出共25项改善建议，包括要求单位检视预先会面的必要性，尽量简化申请程序，例如透过电话或视像形式进行评估；详细检视现时对身体检查的要求，如有单位在基本检查以外施加额外的检查项目，应提出理据并先获得社署批准；社署应探讨制定预先登记机制；加大力度提醒单位务须按时更新系统上的空缺或其他资料，并加强监察单位有否遵办；研究制定措施加强单位提供服务的积极性，以提升使用率；以及全面检视服务名额的分布，改善地区服务供应不均的情况等。



The Office considers that the low utilisation rates of respite services are partly attributable to the lukewarm attitude of some service providers, their improper handling of service enquiries and applications, suspected undue selection of applicants and even creation of unnecessary obstacles for applicants, as well as not attaching importance to updating vacancy information in the system.

The Office has made 25 recommendations to SWD, including requesting service providers to review the necessity for prior interviews with applicants and streamline application procedures as far as possible, such as conducting telephone or video assessments; thoroughly reviewing the current medical examination requirements and stipulating that any service providers requiring additional examination items beyond the basic scope must justify the necessity and obtain prior approval from SWD; exploring the establishment of a pre-registration mechanism; stepping up reminding service providers of their responsibility of the timely updating of vacancy information and other details in the system and enhancing monitoring to ensure compliance; exploring measures to enhance providers' proactiveness to offer respite services, thereby raising utilisation rates; and comprehensively reviewing the distribution of service places to address the supply imbalance across district, etc.

DI/485

卫生署辖下香港医务委员会秘书处就投诉处理所提供的支援及成效、  
卫生署的相关监管  
**Effectiveness of Administrative Support Provided for Complaint Handling by Secretariat of Medical Council of Hong Kong under Department of Health, and Department of Health's Regulatory Role**

有传媒于2025年下旬报道多宗有关香港医务委员会（“医委会”）延误处理投诉个案，令公众十分关注医委会及属卫生署编制下的医委会秘书处（“秘书处”）处理投诉的机制及程序有否失当。公署在调查秘书处的过程中，同时发现医委会处理投诉的监察机制在管理和运作上有不少系统性问题及不足之处。基于公署有责任提高本港的公共行政质素和水平，并促进行政公平，同时回应重大公众利益的考量及市民的高度关注，公署亦交代与医委会相关的发现及观察。

医委会获《医生注册条例》赋权处理有关注册医生专业行为失当的投诉。公署调查显示，秘书处为医委会提供支援服务，并在医委会直接领导下负责执行工作。有关注册医生投诉个案的处理及进度由医委会直接监督及管理。从宏观角度而言，政府当局对医疗业界亦有整体监督角色。

公署欣悉，自《医生注册条例》于2018年修订以来，医委会每年完成处理的个案数量明显增加，研讯时间亦有缩短。公署对医委会于2025年1月主动作出检讨并推行进一步改善投诉处理效率的措施予以肯定。然而，医委会处理投诉个案进度仍然过于缓慢，个案长期积压的情况持续，例如有11宗个案需要超过10年甚至15年才完成处理，亦有个案在医委会初步侦讯委员会初步考虑阶段的处理时间为102.1个月等，显示有迫切需要认真检讨并彻底改善投诉处理的流程。

Media reports emerged in late 2025 about several cases of delay in complaint handling by the Medical Council of Hong Kong (“MCHK”), raising public concern about any inadequacies in the complaint handling mechanism and process of MCHK and its Secretariat which is under the establishment of the Department of Health (“DH”). During our investigation into the Secretariat, the Office also found systemic issues and inadequacies in the management and operation of MCHK’s complaint handling and monitoring mechanism. Given the Office’s duty to enhance the quality and standards of public administration in Hong Kong and promote administrative fairness, while responding to considerations of significant public interest and high-level concern, we also give a detailed account of the findings and observations relevant to MCHK.

The Medical Registration Ordinance (“MRO”) empowers MCHK to handle complaints against registered medical practitioners for professional misconduct. The Office’s investigation found that the Secretariat provides MCHK with support service, and operates under the direct leadership of MCHK. MCHK directly supervises and manages the handling and progress of complaints against registered medical practitioners. From a macro perspective, the Government has an overall supervisory role over the healthcare sector.

The Office is pleased to note that since the 2018 amendment to the MRO, the number of cases completed by MCHK each year has increased significantly, and the time taken for inquiries has been shortened. The Office commends MCHK for proactively undertaking a review and implementing further measures in January 2025 to improve the efficiency of complaint handling. Nevertheless, the Office considers that MCHK’s progress in complaint handling is still too slow, resulting in a persistent backlog of cases. For instance, 11 cases took more than 10 years, and even 15 years, to complete, and one case took 102.1 months at the pre-Preliminary Investigation Committee stage of MCHK, indicating an urgent need to critically review and thoroughly improve the complaint handling process.

公署亦发现，卫生署评核秘书处人员的工作表现时没有征询医委会的意见，反映卫生署与医委会沟通不足。公署并发现医委会与投诉人沟通及资讯发放等方面有可改善之处。

公署向政府当局提出共21项改善建议，包括鼓励医委会按良好公共行政原则，促进医委会本身及要求业界对良好公共行政的追求及对公众期望的了解，积极和快速处理市民对医生涉嫌专业行为失当的投诉；促请秘书处支援医委会考虑订定并公布主要投诉阶段的时间指标；促请医委会切实考虑精简程序的可行性，例如在纪律研讯中使用法庭审讯中确立的事实或邀请在死因研讯担任证人的专家担任专家证人，以减省程序及时间；完善法例，加强医委会覆检个案的机制；促请秘书处尽量定期通知投诉人及被投诉医生个案进度；卫生署评核秘书处职员的工作时必须征询医委会的意见；以及考虑就不涉及医护专业人员操守的医疗争议个案引入调解的可行性等。



The Office also found that DH conducts the performance appraisals of Secretariat staff without consulting MCHK. This indicates a lack of communication between DH and MCHK. The Office also identified several other improvement areas such as MCHK's communication with complainants and dissemination of information.

The Office has made 21 recommendations to the Government, including encouraging MCHK to draw on the principles of good public administration to promote awareness within MCHK and request the sector to understand the pursuit of good public administration and public expectations, and expedite the handling of public complaints against medical practitioners for alleged professional misconduct; urging the Secretariat to support MCHK to formulate and publish target timelines for each key stage of complaint handling; urging MCHK to critically explore any scope to streamline procedures, such as adopting the facts established by the court, or inviting experts who have testified at an inquest to serve as expert witnesses at MCHK's disciplinary inquiries, so as to save the procedures and time; enhancing the legislation to strengthen MCHK's complaint review mechanism; urging MCHK to provide complainants and complainees with regular updates on case progress as far as possible; DH to consult MCHK when conducting performance appraisals for Secretariat staff; and exploring the feasibility of resolving medical disputes that do not involve professional conduct of medical practitioners by mediation, etc.

## 当局就打击残虐动物的工作 Government's Work in Combating Cruelty to Animals

本港近年不时发生残虐动物案件，随着社会进步，市民对动物福祉日益关注，对残虐动物绝对是零容忍。《防止残酷对待动物条例》禁止及惩处残酷对待动物，是保障动物福利的主要法例。特区政府于2019年就修订有关条例进行公众咨询，当中包括提高对残酷对待动物罪行的罚则及加强执法权力等建议。渔农自然护理署（“渔护署”）负责动物管理及保障动物福利，并根据上述条例就涉嫌残酷对待动物的行为进行调查及检控。

公署调查发现，渔护署人员若未能进入事涉单位调查，或未成功接触怀疑被虐待的动物，便只根据当时所掌握的资料判断有否残虐动物的情况。公署认为，该署若未能确定事涉动物的实际情况便终止跟进行动，会令人质疑该署有否认真或妥善跟进举报，有关做法亦可能直接影响检控成效。

公署调查亦发现，渔护署没有就跟进一般个案制定工作指引，直到公署展开是次调查才着手制定。渔护署亦须加强对个案跟进的监察。有个案显示，负责审批的上级人员对一些处理欠妥善的个案，竟然不会提出任何疑问或要求前线职员继续跟进，便轻易同意结案。

另一方面，公署关注非法管有及使用捕兽器的迫切问题。捕兽器不仅严重威胁野生动物、流浪动物及宠物的安全，对市民同样非常危险。渔护署必须加强对非法使用捕兽器的执管，以有效打击及提升阻吓力。

In recent years, animal cruelty cases have occurred from time to time in Hong Kong. As society advances, concern over animal rights and welfare has been mounting among the public. Cruelty to animals is intolerable to our community. The Prevention of Cruelty to Animals Ordinance (“Cap. 169”), the principal legislation that safeguards animal welfare, was enacted to prohibit and penalise acts of animal cruelty. In 2019, the Government launched a public consultation on proposed amendments to Cap. 169, which included tougher penalties for animal cruelty and enhanced enforcement powers. The Agriculture, Fisheries and Conservation Department (“AFCD”) is the department responsible for managing animals and protecting their welfare, and is tasked with investigating and prosecuting suspected acts of animal cruelty in accordance with Cap. 169.

The Office’s investigation found that when AFCD staff were unable to enter a flat for investigation, or failed to check on the animals suspected of being abused, they based solely on the information available at the time to assess whether there was animal cruelty. The Office considers that where AFCD staff cease follow-up actions without ascertaining the actual condition of the animals concerned, it calls into question whether the Department has handled reports seriously and properly. This investigative approach may directly undermine the effectiveness of prosecutions.

Our investigation also found that AFCD has not established guidelines for following up on general cases, and only began formulating new guidelines after this investigation was launched. AFCD must also step up its efforts on monitoring of case follow-ups. Some cases have shown that supervisors readily approved the closure of poorly handled cases without raising any queries or requesting frontline staff to pursue further follow-up.

On the other hand, the Office are concerned about the pressing problem of illegal possession and use of animal traps. Such traps pose a serious threat to the safety of wild animals, stray animals and pets. They are equally dangerous to the public. AFCD must strengthen enforcement against illegal use of animal traps to effectively combat the practice and enhance deterrence.

公署向渔护署提出共45项改善建议，包括考虑分阶段修订《防止残酷对待动物条例》及赋权该署人员更大执法能力；加强职员调查与沟通能力方面的培训，以提升他们面对不合作的住户、饲养者或大厦管理员时的应对能力；检视及加强对前线人员处理个案的监察机制；进一步巩固与香港警务处及爱护动物协会三方就打击残酷对待动物的协作；加大力度透过恒常巡查、按风险针对捕兽器及残虐动物黑点，及早发现及移除非法放置的捕兽器；以及积极研究提高非法管有及使用捕兽器的罚则等。



The Office has made 45 recommendations to AFCD, including considering amending Cap. 169 in phases and empowering AFCD staff with greater enforcement powers; enhancing staff training on investigation and communication skills to improve their ability to handle uncooperative residents, pet keepers or building attendants; reviewing and strengthening the mechanisms for monitoring the case handling of frontline staff; further strengthening the tripartite collaboration with the Hong Kong Police Force and the Society for the Prevention of Cruelty to Animals; making greater efforts to detect and remove illegally deployed animal traps at an early stage through regular patrols and targeted inspections of high-risk black spots of animal traps and cruelty; and actively considering raising the penalties for illegal possession and use of animal traps.

## 政府的防治山泥倾泻工作及对政府斜坡的管理 Government's Work on Landslide Prevention and Mitigation and Management of Government Slopes

土木工程拓展署(“土拓署”)一直致力强化斜坡抵御极端天气的能力, 现时本港斜坡的山泥倾泻风险已较早年大幅降低, 公署对该署的工作予以高度嘉许。然而, 全球气候变化正日渐加剧, 土拓署需继续抱持精益求精的精神, 而各部门在斜坡安全管理, 以至跨部门协作方面, 仍有可进一步提升的空间。

公署审视自2008年起发生的九宗严重山泥倾泻事故, 发现多数涉及天然山坡, 而且大部分在事故发生前未被纳入土拓署的“长远防治山泥倾泻计划”, 或纳入后未展开实际的工程研究及设计。此外, 在2020至2024年, 政府人造斜坡发生山泥倾泻事故的比率高於私人人造斜坡一至三倍。无可否认, 两类斜坡按年发生事故的比率甚低, 而大部分涉及的政府人造斜坡的“人命后果类别”级别均是较低, 但对于政府人造斜坡发生事故的比率较高的情况, 仍是值得当局持续关注。

公署提出共32项改善建议, 包括土拓署继续定期检视将不同斜坡纳入“长远防治山泥倾泻计划”的考虑因素有否优化空间, 并继续关注和审视政府人造斜坡与私人人造斜坡发生事故的比率, 在有需要时制订合适的应对措施; 各有参与斜坡维修工作的部门可一同透过土拓署的中央斜坡维修资料库, 多利用“智慧斜坡记录册”作数据分析, 从而协助部门计划日常维修检查和特别巡查等。

The Civil Engineering and Development Department (“CEDD”) has endeavoured to enhance slope resilience against severe weather. The current landslide risk in Hong Kong has been substantially lowered compared with the early years. The Office highly commends CEDD’s work. Nevertheless, as global climate change intensifies, CEDD should continuously strive for excellence, and there is still room for improvement on the part of all departments concerned in slope safety management and inter-departmental collaboration.

Upon review of nine serious landslides that occurred since 2008, the Office found that most involved natural hillside catchments. A majority of them had not been included in CEDD’s Landslip Prevention and Mitigation Programme before the incidents, or yet to commence the actual study and design of the works after inclusion. In addition, the rate of landslides in government man-made slopes was higher than that in private man-made slopes by one to three times between 2020 and 2024. Undeniably, the rate of landslides in both kinds of slopes remained very low, and most of the government man-made slopes involved had a lower consequence-to-life category. Nevertheless, the higher rate of landslides in government man-made slopes still warrants the Government’s continuous attention.

The Office has made 32 recommendations, including that CEDD should continue with its regular review on any room to optimise the current selection criteria of different slopes for inclusion in the Programme, and continue to take note of the rates of landslides in government and private man-made slopes, and formulate proper counter-measures where necessary; and that all slope maintenance departments may make use of CEDD’s Centralised Slope Maintenance Database and the Smart Slope Catalogue for data analytics to facilitate their planning of routine maintenance inspections and special inspections, etc.



DI/480

## 政府对斜坡维修责任的鉴辨及对私人斜坡的风险管理 Government's Determination of Slope Maintenance Responsibility and Risk Management of Private Slopes

私人人造斜坡的风险管理涉及地政总署、屋宇署及土木工程拓展署（“土拓署”）的工作。在公署进行调查期间，上述三个部门对公署提出的观察从善如流，主动提出多项改善措施。

公署调查发现，地政总署就人造斜坡维修责任的鉴辨工作，以及就在政府土地上施工的许可申请的审批，处理时间数以年计，效率并不理想。此外，该署过往一向不会事先通知被鉴辨为有维修责任的一方。部分业主有可能因不知悉而没有履行其维修责任。

公署亦发现，不少由屋宇署发出的危险斜坡修葺令，经年累月仍未获遵办，当中涉及不同问题，包括业主延误委任注册专业人士，以及屋宇署未有就复杂个案及早介入提供协助。屋宇署为失责业主进行的代办工程，处理效率同样甚低，平均处理时间由5至11年不等。

公署提出共37项改善建议，包括地政总署应主动向鉴辨个案的维修责任人提供其鉴辨结果、持续监察鉴辨个案及工程许可申请的审批进度；屋宇署应就复杂的修葺令个案及早介入提供支援、检视进行代办工程的流程及可予精简之处；以及就有维修不足的私人斜坡，土拓署可透过安全筛选研究，加强对业主的教育及支援。此外，三个部门应在斜坡维修责任争议的处理、个案的资料交换、整体数据分析等方面加强协作。



The risk management of private man-made slopes involves the work of the Lands Department (“LandsD”), the Buildings Department (“BD”) and the Civil Engineering and Development Department (“CEDD”). During our investigation, all three departments responded positively to our findings and proactively proposed improvement measures.

Our investigation found that LandsD took years to complete the determination of maintenance responsibility for man-made slopes and approval for permission letters to carry out works on government land, revealing its unsatisfactory efficiency. Moreover, LandsD never notified the parties considered to have maintenance responsibility. Some private property owners might have neglected their maintenance responsibility due to unawareness of it.

The Office also found that quite a number of dangerous hillside orders issued by BD remained outstanding for years without compliance. This was attributable to multiple issues, including private property owners’ delay in appointing registered professionals, and BD’s failure to step in and offer assistance early for complex cases. Meanwhile, the efficiency of BD’s default works for private property owners was very low. The average time for completion of default works ranged from 5 to 11 years.

The Office has made 37 recommendations for improvement, including that LandsD should proactively notify the maintenance parties of its determination results, continue to monitor the progress of determination cases and applications for permission letters; BD should step in early and offer assistance for complex cases, review the workflow for default works and areas for streamlining; and CEDD should step up education and support to private property owners through safety screening studies. Moreover, the three departments should strengthen inter-departmental collaboration in such areas as the handling of disputes over maintenance responsibility, information exchange at case level and overall data analysis.

## 当局就郊区设施的管理 Government's Work on Management of Countryside Facilities

香港的郊野公园、远足径及相关郊区设施，是市民进行远足、郊游、康乐活动及亲近自然的重要公共资源。随着市民对户外活动的需求日益增加，郊区设施的使用量近年有所上升。公署留意到，郊野公园及相关郊区设施在设施维修、资讯发布、人流管理及跨部门协作等方面，均面对不同程度的挑战。公署遂展开主动调查行动，审研渔农自然护理署（“渔护署”）及相关部门在管理郊区设施方面的工作，以评估现行机制是否有可改善之处，以应付持续上升的需求。

调查发现，虽然渔护署近年已推行多项优化措施，例如加强巡逻、应用科技协助管理人流及监察设施，以及于高峰时段协调特别交通安排，但却未有就不同类型的郊区设施订立具体维修时限或服务承诺，难以有效监察维修进度；设施维修记录及数据分散，缺乏整合分析；就已损坏设施的临时安全措施未有统一标准及指引；对公众发布设施状况及交通资讯的内容及方式有优化空间；以及不同部门之间在设施维修及资讯共享方面的协作有待加强等。

公署向渔护署提出共42项改善建议，包括：检讨及订立具体维修时限，以加强监察工程进度；建立电子化维修记录系统，以整合数据及提升管理效率；制定清晰的临时安全应变指引，以保障公众安全；优化“郊野乐行”等平台的资讯发布，提升透明度及实用性；提供更清晰易明、切合不同使用者需要的宣传教育资讯；以及强化跨部门协作机制，包括在工程维修、人流管制及事故通报方面。公署认为，落实上述建议将有助提升郊区设施的整体管理水平，并更有效配合公众对郊野康乐及户外活动的需要。



Hong Kong's country parks, hiking trails and related countryside facilities are important public resources for hiking, countryside recreation, leisure activities and enjoying nature. With increasing public demand for outdoor activities, the use of countryside facilities has risen in recent years. The Office noted that country parks and related countryside facilities are facing various challenges in areas such as facility maintenance, information dissemination, crowd management and inter-departmental coordination. A direct investigation operation was therefore conducted to examine whether the work of the Agriculture, Fisheries and Conservation Department (“AFCD”) and relevant departments in managing countryside facilities is effective, and to assess whether there is room for improvement in the existing mechanisms to cope with the growing demand.

The investigation found that while AFCD has implemented a range of improvement measures in recent years, such as strengthening patrols, applying technology for crowd management and facilities monitoring, and coordinating special transport arrangements during peak periods, it has not established specific maintenance timeframes or service pledges for different types of countryside facilities, making it difficult to effectively monitor maintenance progress. There are also other deficiencies, including fragmented record-keeping for facility maintenance, a lack of integrated data analysis and the absence of standardised guidelines for temporary safety measures for damaged facilities. In addition, there is scope for enhancing the content and dissemination of information to the public regarding facility conditions and transportation arrangements. Inter-departmental coordination in facility maintenance and information sharing also requires further strengthening.

The Office has made a total of 42 recommendations to AFCD, including reviewing and introducing maintenance timeframes to strengthen monitoring of works progress, establishing an electronic maintenance record system to integrate data and enhance management efficiency, formulating clear guidelines on temporary safety measures to better safeguard public safety, enhancing information dissemination on platforms such as the “Enjoy Hiking” website to improve transparency and usability, providing clearer and more accessible publicity and educational information to meet the needs of different users, and reinforcing inter-departmental coordination, including in areas such as maintenance works, crowd management and incident reporting. The Office considers that implementation of the above recommendations would enhance the overall management of countryside facilities and better meet public needs for countryside recreation and outdoor activities.

DI/488

## 运输署牌照事务处的柜位服务安排 Arrangements for Counter Services at Licensing Offices of Transport Department

近年“免试签发香港正式驾驶执照”（“免试签发”）的申请数量大幅增加。自2024年年中起，不时有传媒报道，香港牌照事务处门外每天均出现轮候“免试签发”柜位服务即日筹的人龙，当中不少是经营代办服务的人员及“排队党”。这影响牌照事务处的正常运作，亦令真正的申请人难以得到所需服务。

公署调查后发现，“免试签发”的预约及派筹机制确有被滥用的情况，例如有人输入相同的身份证明文件号码，于同一日领取多达七张即日筹；亦有人成功预约了同日18个柜位服务名额。虽然运输署于2026年3月中实施全面网上预约“免试签发”柜位服务，即时解决轮候问题，但事件反映该署原来的柜位服务安排、预约及派筹机制、防止滥用措施，以及问题应对等方面，存在不少漏洞，加上其他柜位服务仍采用原有安排，公署认为该署有需要正视并加以改善。

公署向运输署提出共33项建议，包括研究采取措施，防止违规者重复取筹；加强职员管理；优化柜位服务安排；研究减少预约名额被浪费的措施；更灵活调配各类柜位服务的名额；持续监察柜位服务的使用情况，防范公共资源被滥用；加快推动应用人工智能技术协助处理牌证申请等。



In recent years, applications for direct issue of Hong Kong full driving licence without test (“direct issue”) have surged. Since mid-2024, media reports noted daily long queues outside the Hong Kong Licensing Office of the Transport Department (“TD”) for same-day tickets for “direct issue” counter services. The presence of agents and “queueing gangs” disrupted the normal operation of the Licensing Office and hindered genuine applicants’ access to the services.

Our investigation revealed misuse of the booking and queue ticketing systems. For instance, there were abusers obtaining as many as 7 tickets by inputting the same identification document number or booking 18 appointment slots within a single day. Since mid-March 2026, TD has required advance online appointments for all “direct issue” counter services, thereby immediately resolving the queueing problems. However, the incident exposed loopholes in TD’s original counter service arrangements, booking and ticketing systems, anti-abuse measures and contingency response. As other counter services remain under the original arrangements, it is essential for TD to address these loopholes.

The Office has made 33 recommendations to TD, including exploring measures to prevent the obtaining of multiple queue tickets; strengthening staff supervision; optimising counter service arrangements; exploring measures to minimise wasted appointment slots; flexibly allocating slots for various counter services; continuously monitoring service use to prevent abuse of public resources; and accelerating the adoption of artificial intelligence technology to facilitate licence applications.

## 房屋署对公共屋邨的管理：冷气机滴水 Housing Department's Management of Public Housing Estates: Air-conditioner Dripping

公署调查发现，就冷气机滴水个案，房屋署的外判服务承办商在执行扣分制之前，不时会向违规租户发出仅属劝谕性质的提示信。在2022至2024年期间，就物业管理工作已外判的屋邨，外判服务承办商就每宗投诉平均发出两封提示信，数目超过由房屋署直接管理的屋邨的十倍。有个案显示，外判服务承办商虽多次发出提示信，但未能有效令违规租户纠正冷气机滴水的问题。

公署调查亦发现，房屋署有关处理冷气机滴水个案的工作指引比较简略，只列明执行扣分制的程序，但未有详述前线人员应如何调查投诉、确定滴水源头、测试冷气机及所需时间、处理租户不合作的情况、安排覆查等。公署认为，正如部分个案显示，在欠缺適切指引下，前线职员或会处理不一。

公署向房屋署提出共15项改善建议，包括研究制订有关发出劝谕信和报告个案的监管措施，加强对外判服务承办商的监管；研究如何更有系统记录冷气机滴水投诉个案的详情及跟进行动；考虑优化处理冷气机滴水个案的工作指引；加快引入创新科技，强化查找冷气机滴水源头的的能力等。



Our investigation found that in air-conditioner dripping cases, the Housing Department (“HD”)’s property services agents (“PSAs”) often issued reminder letters to non-compliant tenants before enforcing the Marking Scheme. These letters were merely advisory in nature. Between 2022 and 2024, HD’s PSAs issued an average of two reminder letters per complaint, which was more than tenfold of those issued in directly managed estates. There were cases which revealed that despite the repeated issuance of reminder letters, the dripping problem still occurred.

Our investigation also found that HD’s operational guidelines for handling air-conditioner dripping cases are too brief, focusing only on the procedures for enforcing the Marking Scheme without clear instructions for frontline staff on such aspects as complaint investigations, source detections, air-conditioner testing and its duration, dealing with uncooperative tenants and arranging follow-up inspections. The Office considers the absence of proper guidelines might have resulted in inconsistent handling by frontline staff, as evidenced in some cases.

The Office has made 15 recommendations to HD, including exploring the formulation of measures for monitoring the issuance of advisory letters and case reporting to strengthen its supervision of PSAs; exploring how to record the details and follow-up of dripping complaints more systematically; considering enhancing its operational guidelines for handling air-conditioner dripping cases; and expediting the adoption of innovative technologies to strengthen its ability to detect dripping air-conditioners, etc.

DI/487

## 打击非法占用政府土地 Combating Unlawful Occupation of Government Land

近年地政总署加强打击非法占用政府土地，但非法占用问题仍不时发生而为人诟病，部分地点更在不同时期被重复占用。公署调查一宗政府土地被重复占用的个案时发现，相关部门在个案跟进及跨部门协调方面均有改善空间。

公署认为地政总署作为主导部门，应更主动积极与其他部门协调及跟进个案；同时亦须加强职员在调查及搜证工作的培训，并持续监察和适时调整个案优先次序。至于个案中涉及的另外两个部门（食物环境卫生署（“食环署”）和路政署），处理亦有改善空间，例如食环署如发现现场占用或环境卫生情况有变，应转告分区地政处，让其考虑提升执管优先次序；路政署进行例行视察时未有留意占用情况涉及其维修保养设施。

公署提出共15项改善建议，包括地政总署应持续检视土地执管数据系统的成效、强化统筹跨部门行动的主导角色和职责，以及加强职员在调查和搜证工作上的培训；食环署应提示其人员执行职务时视乎情况及需要按《公众卫生及市政条例》作出跟进；路政署提醒职员审慎评估投诉事项是否涉及其职权范围；以及各部门应学习以“同一个政府”精神处事。



In recent years, the Lands Department (“LandsD”) has stepped up enforcement efforts against unlawful occupation of government land. However, such problem persists and remains a matter of public concern, with some sites being repeatedly occupied over time. In investigating one such case, the Office found room for improvement in case follow-up and inter-departmental coordination.

As the lead department, LandsD should take a more proactive approach in coordinating with other departments and following up on cases. It should also strengthen staff training in investigation and evidence collection, enhance monitoring of case progress and adjust priorities when necessary. Our investigation also identified areas for improvement in case handling by the Food and Environmental Hygiene Department (“FEHD”) and the Highways Department (“HyD”). For instance, if FEHD observes changes in unlawful occupation or hygiene conditions, it should notify the relevant District Lands Office so that enforcement priorities can be reviewed. During routine inspections, HyD overlooked that the occupation involved facilities under its maintenance responsibility.

The Office has made a total of 15 recommendations, including that LandsD should review the effectiveness of the land enforcement data system, strengthen its leading role in coordinating inter-departmental operations, and enhance staff training in investigation and evidence collection; FEHD should remind its staff to follow up on cases in accordance with the Public Health and Municipal Services Ordinance as appropriate; HyD should remind its staff to carefully assess whether complaints fall within their remit; and all departments should adopt a “one-government” mindset.

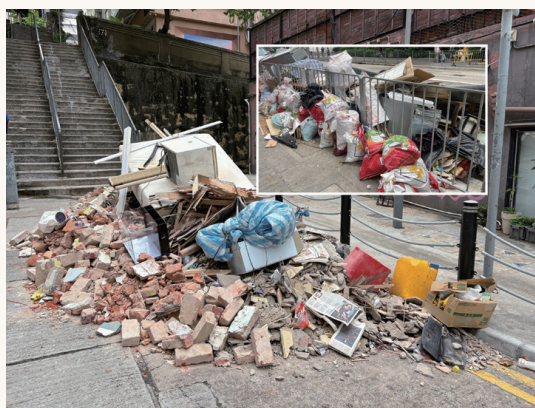
## 非法弃置建筑废物问题及“好好斗”回收服务 Illegal Disposal of Construction Waste and “HoHoSkips” Recycling Service

环境保护署（“环保署”）以多管齐下的措施打击非法弃置建筑废物的问题，并于2021年2月推出先导计划，市民及中小型装修工程业界可透过“好好斗”流动应用程序预约回收建筑废物。

公署调查发现，经过环保署多年来努力不懈，以及现届政府着力增加打击力度，政府近年清理的非法弃置建筑废物数量及核实的非法弃置个案数目显著下降，反映当局的工作取得相当成效，值得充分肯定。然而，相关投诉仍维持每年1,000多宗，当中经核实的个案量近年有所上升。环保署就非法弃置建筑废物个案的检控率亦极低。

公署展开调查后，环保署就“好好斗”回收服务的预约申请程序作出改善，服务使用率得以上升，因回收机构日程已满而取消的预约申请的百分比亦有下跌。

公署向环保署提出共15项改善建议，包括检视如何进一步加强执法及搜证效能；适时检视“好好斗”的服务使用率，研究如何更善用资源，提高高峰时段可服务次数；以及密切留意“好好斗”服务的需求变化，在需求持续上升时考虑增加回收车数量及人手以应付等。



The Environmental Protection Department (“EPD”) has adopted multi-pronged measures against illegal disposal of construction waste. In February 2021, it launched a pilot scheme in which members of the public and small-to-medium renovators can book through the “HoHoSkips” mobile application for recycling construction waste.

The Office’s investigation revealed that with EPD’s effort over the years, coupled with the current-term Government’s more stringent enforcement, the quantity of illegally disposed construction waste cleared by the Government and the number of confirmed illegal disposal cases dropped substantially. These reflect the substantive results of the enforcement efforts of the Administration, which are certainly commendable. However, relevant complaints stand at over 1,000 cases annually with the number of confirmed cases increased in recent years. EPD’s prosecution rate against illegal disposal of construction waste is also extremely low.

Following the launch of this investigation, EPD has improved the booking process of “HoHoSkips” service, leading to an increased service usage rate and a dropped percentage of cancellations due to overbooking.

The Office has made 15 recommendations to EPD, including exploring how to further strengthen its enforcement and evidence-gathering effectiveness; conducting timely review of the usage rate of “HoHoSkips” service, and exploring ways of better resource allocation to increase available service at peak times; and closely monitoring changes in the demand for the “HoHoSkips” service; and where demand rises, considering increasing the number of collection vehicles and manpower to meet the demand, etc.

主动调查行动  
Direct Investigation Operations

公署会继续致力透过主动调查行动提升公共行政素质及解决市民困扰。就范围广泛及性质复杂的课题，公署会以系列形式有序地展开多个主动调查行动，更有效聚焦课题所涵盖的不同范畴，务求就相关问题取得系统性的改善。例如本年度完成了的两项有关政府对斜坡安全的监察及规管的主动调查行动（即上文**第4及5项**行动），便是一个相关系列。

We will continue to launch DI operations with a view to enhancing public administration and addressing people's concerns. For issues of broad scope and complex nature, we will initiate multiple DI operations in phases under a series approach to delve into different aspects of the topic and bring about systemic improvements to problems of a similar nature. An example is a series of two DI operations (the **fourth and fifth** operations above) completed in this reporting year relating to the Government's monitoring and regulation of slope safety.

截至2026年3月31日，公署正在进行的主动调查行动如下：

Ongoing DI operations as at 31 March 2026 are as follows:



除此以外，公署亦同时就其他议题进行初步查讯，考虑是否展开主动调查行动。

Meanwhile, preliminary inquiries into other issues are underway to assess whether to initiate DI operations.

# 申诉处理及调解

## Complaint Handling and Mediation

公署在接到申诉后，会先评审申诉个案是否属于公署的职权范围，及是否有表面证据足以展开调查。可予受理的个案会交由申诉调查部跟进。公署的其中一个策略性方向是全力推动以调解方式处理市民的申诉。公署会探讨先以调解方式处理合适的个案，以求迅速有效地解决问题，达致双赢。若公署察觉到政府部门和公营机构有涉及行政方面的错失或可改善之处，会提出改善建议及观点。

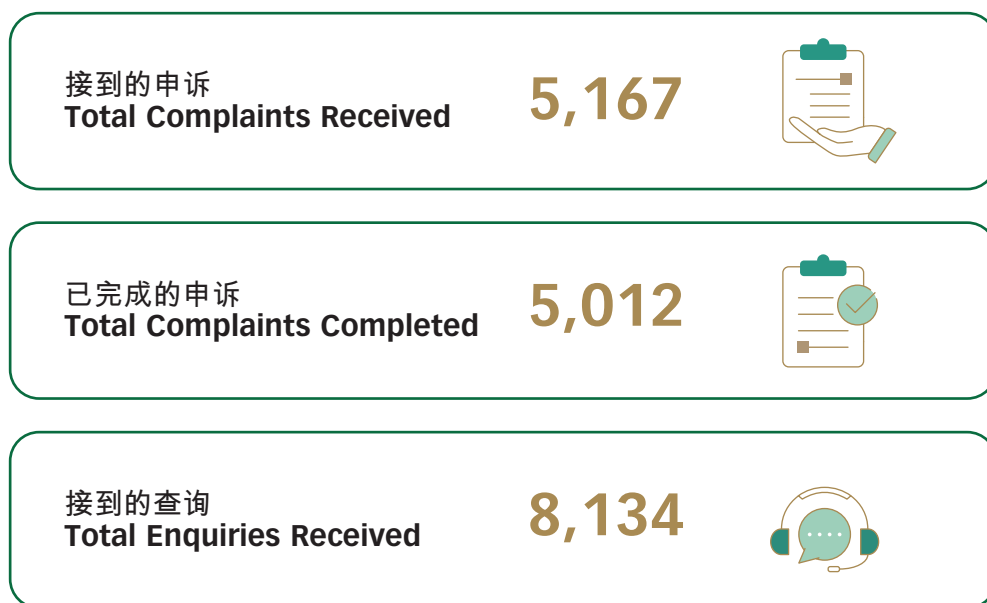
Upon receiving a complaint, we first assess whether the case falls within our statutory purview and whether there is sufficient *prima facie* evidence to warrant investigation. Pursuable cases are referred to the Complaints Investigation Division for follow-up. One of our strategic focuses is to actively promote mediation as a means of handling public complaints. Where appropriate, mediation will first be explored with the aim of achieving swift and effective resolutions that benefit both parties. Where administrative faults on the part of government departments or public organisations, or areas for improvement are identified, we will make recommendations and observations to help enhance their practices.

### 申诉及查询

在2025/26年度，公署共收到5,167宗申诉，较上年度4,402宗约增加17.4%。

### Complaints and Enquiries

In the year 2025/26, we received 5,167 complaint cases, which marks an approximate 17.4% increase from 4,402 last year.



连同由上年度转入的320宗申诉个案，公署在本年度需处理共5,487宗申诉，并完成了当中的5,012宗，475宗将会在下年度处理。

Together with 320 cases brought forward from last year, we had a total of 5,487 complaint cases for processing this year and we completed 5,012 of them; 475 cases were carried forward for handling next year.

## 已完成处理的申诉

公署在本年度完成处理5,012宗申诉个案，占整年须处理申诉个案总数的91.3%。

在已完成处理的申诉当中，有1,591宗是已跟进并结案，在公署积极推动下，当中以调解方式处理的个案数目达1,145宗，较上年度的555宗大幅增加，占已跟进个案的72%；其余3,421宗个案经评审后结案。

已跟进并结案的个案的处理方式如下：



**400**  
(25.1%)

查讯  
By Inquiry



**46**  
(2.9%)

全面调查  
By Full Investigation



**1,145**  
(72%)

调解  
By Mediation



**1,591**  
(100%)

已跟进并结案的  
申诉个案总计  
**Complaints Pursued and  
Concluded in Total**

其余的个案(3,421宗)经评审后结案，当中包括申诉缺乏充分理据(2,247宗，或66%)，或超出公署的法定职权范围(1,174宗，或34%)。

详细个案数字请参阅附录3。

按机构排列的申诉个案数字，载于附录4。

## Complaints Completed

We completed processing 5,012 complaint cases, i.e., 91.3% of all for processing this year.

Among the complaints processed, 1,591 were pursued and concluded. As a result of our vigorous facilitation, the number of cases handled by mediation has soared to 1,145, up from 555 in the previous year, accounting for 72% of the cases pursued. The remaining 3,421 cases were closed after assessment.

The distribution of cases pursued and concluded by mode of handling was as follows:

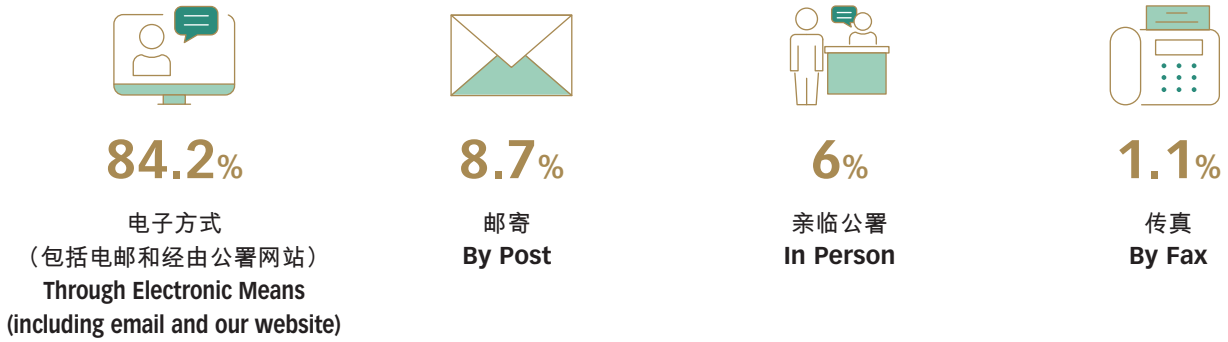
The rest of complaints handled (3,421) were closed after assessment due to insufficient grounds to pursue the complaint (2,247 or 66%) or outside our statutory purview (1,174 or 34%).

Detailed caseload statistics are given in **Appendix 3**.

A detailed breakdown of cases by organisations is in **Appendix 4**.

### 提出申诉的方式

### Mode of Lodging Complaints

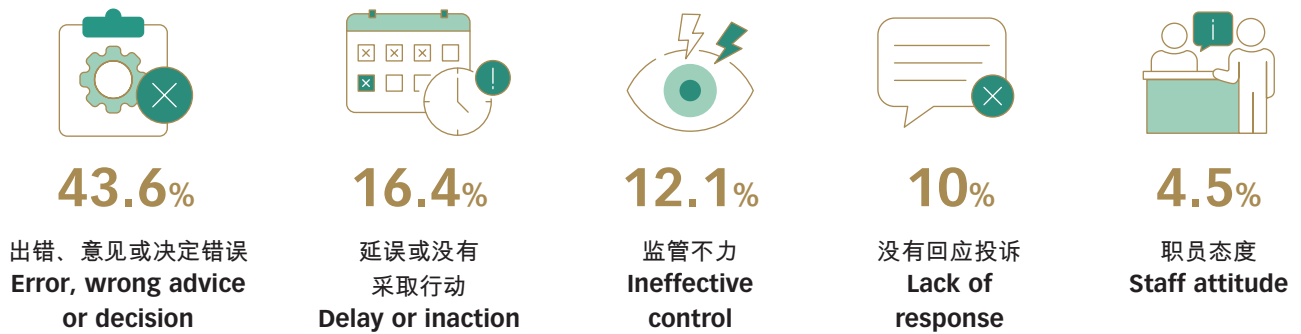


### 申诉的主要原因

### Major Causes of Complaints

根据申诉人所提出的指称作统计，申诉的五大原因如下：

Based on the allegations made by complainants, the top five causes of complaints were:



## 调解

全力推动以调解方式处理市民大众的申诉是申诉专员为公署定下的其中一项重要策略性方向，藉以迅速回应市民的诉求及改善公共行政，缓解市民的不满，化解社会矛盾和怨气，凝聚各方力量，让全社会合力拼经济改善民生。

市民向公署求助最主要的目的是希望公署解决他们的切身问题，而调解是最直接最快速解决一般困扰市民的问题的好方法。同时，调解亦是法、理、情三者兼备的一个申诉处理手法。根据《条例》的第11B条，公署在考虑有关申诉后，如认为当中不涉及行政失当，或只涉及轻微的行政失当，可以调解方式处理该求助个案。在理方面，调解鼓励申诉方与被申诉方积极合作解决问题，促进双赢局面。在情方面，申诉人透过调解可以更好表达他的烦恼、困扰、感受和关注，有助安抚申诉人的情绪和促进双方和解。

如公署认为个案只涉及轻微或没有行政失当，公署将首先考虑以调解处理个案。另外，所有公署涵盖的部门和机构均已应公署的邀请各自任命一名调解协调员，处理公署认为适宜调解的求助个案。

## 何谓调解

调解是非常有效的排解纠纷方法，促使申诉人与部门和机构携手寻求双方满意的解决方案，可以快捷及平和地解决不涉及或只涉及轻微行政失当的申诉个案。

## Mediation

Advancing the use of mediation in handling public complaints is one of the key strategic focuses championed by the Ombudsman. Through mediation, we can promptly address societal demands, improve public administration and redress grievances. By alleviating resentment and fostering social cohesion, mediation helps unite the community in collective efforts to drive economic growth and improve people's livelihood.

When members of the public seek our assistance, their primary objective is to find solutions to their immediate concerns. Mediation serves as the most direct and effective way to resolve general disputes while offering a holistic approach to complaint handling that is legal, practical and empathetic. Section 11B of the Ordinance empowers the Ombudsman to deal with complaints by mediation if, having regard to all the circumstances of the case, he is of the opinion that the matter involves no, or only minor, maladministration. From a practical standpoint, mediation encourages proactive cooperation between the parties involved in complaint to reach a settlement and achieve a win-win outcome. In the empathetic process of mediation, complainants have adequate opportunity to express their frustration, feelings and concerns, which is conducive to giving vent to emotions and promoting mutual understanding.

Mediation is the preferred handling mode for cases involving no or only minor maladministration. At our invitation, all scheduled departments and organisations have each assigned a mediation coordinator to deal with requests for assistance which we consider to be suitable for mediation.

## What is Mediation?

Mediation is a powerful and effective tool for bringing complainants and departments and organisations hand-in-hand in the pursuit of mutually satisfactory solutions. It aims at resolving complaints involving no or only minor maladministration in a speedy and amicable manner.

### 调解的好处 Advantages of Mediation



快捷  
Efficient



非对立  
Non-adversarial



解决争议为本  
Solution-focused



达致双赢  
Win-win



让事涉各方保持和谐关系  
Nurture a harmonious  
relationship among all  
parties concerned



缓解社会上各种矛盾  
有利团结社会  
Address contradictions in  
society to foster solidarity

### 调解程序 Procedures of Mediation



拣选适合以调解方式  
处理的个案  
Identify suitable cases  
for mediation



先征求申诉人和所涉部  
门或机构同意自愿参与  
Seek prior consent  
from both the  
complainant and  
the department  
or organisation  
concerned for  
voluntary participation



以面谈或电话形式进行  
调解  
Conduct mediation  
meeting in person or  
through telephone



讨论问题并寻求可行的  
解决方案  
Discuss problems  
and explore possible  
options for resolution



成功达成双方均接受的  
和解协议  
Reach a mutually  
acceptable settlement  
agreement

或  
OR



调解若不成功，公署会另派  
个案主任重新审研申诉内容  
和跟进  
The Office will assign  
another case officer to take  
over the complaint and  
examine it afresh in case of  
unsuccessful mediation

### 推动调解工作

专员在公署大力推动调解工作并采取一系列措施，包括鼓动调查人员接受调解培训并全资资助人员的培训费用。现时，公署所有调查人员均已接受基本调解培训，96%已完成深造课程，四位（7%）取得专业资格，其中两位更取得国际专业调解导师的资深专业资格。公署亦把调解作为调查人员基本要求并在考虑他们晋升或续约时重视其在调解工作的表现。

### Promoting Mediation

The Ombudsman has put emphasis on the use of mediation and introduced a series of measures in the Office to this end, including motivating investigation officers to enrol in mediation training and fully sponsoring their training costs. At present, all our investigation officers have completed essential mediation training, with 96% having pursued advanced training and 7% (four officers) attaining professional accreditation, among whom two even have further attained international accreditation as seasoned professional mediation coaches. Moreover, having incorporated mediation in the core skills of investigation officers, the Office would appraise their mediation performance and outcomes as a key criterion for consideration of promotion or contract renewal.

### 调解工作的成绩

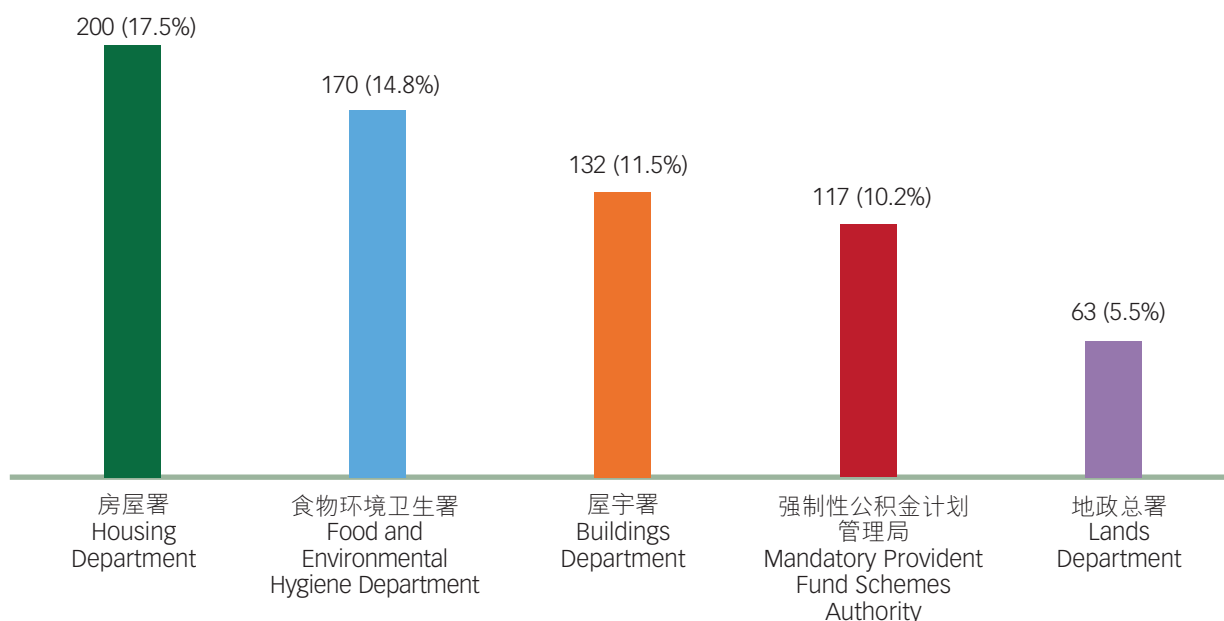
在专员的大力推动下和公署人员通力合作，公署本年度的调解工作取得史无前例的成绩，成功调解了1,145宗申诉，比2024/25年度的多逾一倍，占已跟进个案的72%，超越了过往多年的所有记录。

### Our Performance

Under the firm leadership of the Ombudsman and relentless efforts of our officers, we achieved unprecedented results this year, with an all-time high of 1,145 cases resolved by mediation, more than doubling the number of the previous year and accounting for 72% of the cases pursued.

#### 最多成功调解个案的五个部门和机构（2025/26 年度）

#### Top Five Departments and Organisations with Complaints Resolved by Mediation (2025/26)



调解有助迅速并圆满地解决申诉人的困扰和申诉。在2025/26年度，以调解方式结案的申诉个案平均仅需时7.94天。

By conducting mediation, the problems and complaints raised by complainants could be resolved amicably within a short period of time. In 2025/26, the average time taken to resolve a complaint by way of mediation was 7.94 days.

## 经调解后终结的申诉个案撮要选录 Synopsis of Selected Complaints Concluded by Mediation

1

### 食物环境卫生署 – 检讨骨灰暂存程序 列清须知免致误会 Food and Environmental Hygiene Department – Reviewing the procedures for temporary storage of cremains: updated service notes to avoid misunderstanding

申诉人将父亲的骨灰暂存在食物环境卫生署（“食环署”）辖下某火葬场。取回骨灰时，他发现盛载骨灰布袋上的“铁线锁”疑被破坏及遭拆除。食环署解释，为确保骨灰的安全和完整性，职员会拆开布袋，检查袋内盛载骨灰的透明胶袋，并拍照记录。申诉人不满食环署未有事先解释有关程序，及未获得他同意便自行解开骨灰布袋，而载着骨灰的透明胶袋又没有识别，他担心有可能与其他先人的骨灰胶袋混淆，认为食环署的处理手法无视家属感受。公署了解申诉人的个案后，提议双方进行调解。食环署承认有关的处理手法确实有欠妥善，并就此向申诉人作出书面道歉。食环署亦检讨了相关程序改善措施，在骨灰暂存服务申请表中的服务须知，列明该署会开启骨灰布袋，并取出盛载骨灰的透明胶袋进行检查及拍照记录，并指示职员在接收市民暂存的骨灰前，必须主动向家属解释上述程序，希望消除市民的忧虑，避免产生误会。



The complainant had temporarily stored the cremains of his father at a crematorium managed by the Food and Environmental Hygiene Department (“FEHD”). Upon retrieval, he noticed that the wire lock on the cloth bag containing the cremains was suspected to have been damaged and removed. FEHD explained that as a measure to maintain security and integrity of the cremains, its staff routinely open the cremains bags, inspect the transparent plastic bags containing the cremains, and take photos for record. The complainant was frustrated that FEHD had failed to explain the relevant procedures in advance and had opened the cremains bag without his consent. He was also concerned that his father’s cremains could be mistakenly mixed with others, as the transparent plastic bag lacked any identifying marks. In his view, FEHD’s approach disregarded the family’s emotions. After reviewing the case, the Office proposed facilitating mediation between the two parties. FEHD acknowledged its procedural shortcomings and issued a written apology to the complainant. It also reviewed the relevant procedures and introduced improvement measures. The service notes in the application form now specify that FEHD will open the cremains bags, take out the transparent plastic bags containing the cremains for inspection and take photos for record. FEHD staff have also been instructed to proactively explain the above procedures to families before accepting cremains for temporary storage. These measures are intended to address public concerns and prevent misunderstandings.

民政事务总署、邮政署、地政总署及渔农自然护理署 –  
促成共识便利邮政安排 跨部门协作解决取信难题

### Home Affairs Department, Post Office, Lands Department and Agriculture, Fisheries and Conservation Department – Fostering consensus and inter-departmental collaboration for smoother postal service

申诉人是某偏远乡村的村代表，表示村民多年来都要前往约半小时车程距离的居民信箱收取邮件。他希望当区民政事务处（“民政处”）能把居民信箱搬迁至村内。然而，民政处回复指由于邮政署无法安排邮差每日进入这条偏远的乡村派递邮件，因此未能安排搬迁信箱。透过公署的调解，申诉人理解邮政署面对的实际困难，并代表村民表示同意如居民信箱迁移至村内后，邮差不必每日入村，而是在有一定数量的信件时才入村派件。邮政署经考虑后接受有关派递安排，并同意把居民信箱搬迁到村内。公署得悉申诉人与邮政署达成共识后，立即通知民政处。民政处表示会展开搬迁信箱的程序，包括咨询地政总署及渔农自然护理署（“渔护署”）的意见（因为地处郊野公园）。公署主动联络地政总署及渔护署，两部门均表示会应民政处要求按既定程序处理，协力为村民解决多年来的大难题。公署调解成功后，新的居民信箱已落成使用。



For many years, the residents of a remote village had been using the nest letter box stand located about half an hour's drive away to receive mail. The village representative ("the complainant") asked the local District Office ("DO") of the Home Affairs Department to relocate the nest letter box stand to within the village. However, the DO rejected his proposal on the grounds that the Post Office ("PO") could not arrange for postmen to deliver mail to the remote village on a daily basis. Following our mediation, the complainant acknowledged the practical difficulties faced by PO. On behalf of the residents, he agreed that after relocation of the nest letter box stand, postmen can arrange mail delivery once the volume of mail items reaches a specified quantity, instead of coming to the village every day. After consideration, PO accepted the above delivery arrangements and the relocation proposal. Our Office immediately informed the DO after learning of the consensus reached between the complainant and PO. The DO agreed to commence the relocation process, including consultation with the Lands Department and the Agriculture, Fisheries and Conservation Department (because the village is located in a country park). We also reached out to the two Departments, both of which agreed to follow through the established procedures in response to the DO's request, thereby resolving the long-standing inconvenience for the residents. Following our successful mediation, the nest letter box stand has been relocated and is now in use.

### 社会福利署 – 从受助者角度出发 灵活变通处理综援申请 Social Welfare Department – Flexible approach to CSSA application from the recipient's perspective

申诉人为社会福利署（“社署”）综合社会保障援助计划（“综援”）的80多岁年迈受助长者，他为准备支付必须进行的手术费用而辛辛苦苦将综援资助储起。当他申请综援续期时，社署发现他的资产高于申请上限而拒绝他的申请，申诉人在没有综援下，无奈地自行支付全部公屋房租和生活费用。其后，社署更要求他一次过退还之前多领的综援才可为他办理综援续期申请。申诉人担心无法维持生活，故向公署求助。公署感受到申诉人的彷徨无助，便联络社署提议进行调解。社署检视申诉人的个案后，亦十分谅解他的情况，决定灵活处理他的申请。除了迅速重新审批他的综援续期申请外，亦协助他申请分期扣减之前多领的综援，并向他补发在断综援期间的长者生活津贴及回复申领资格起计的综援。申诉人非常感激公署透过调解替他圆满解决问题，亦感谢社署的谅解及作出灵活弹性的安排，令他可重拾安稳的生活。



An elderly recipient in his 80s of the Comprehensive Social Security Assistance (“CSSA”) Scheme, administered by the Social Welfare Department (“SWD”), had painstakingly saved his allowance to cover the cost of a necessary surgery. However, when the time came for CSSA renewal, SWD rejected his application on the grounds that his assets exceeded the eligibility limit. As a result, without CSSA, he had to cover public housing rent and living expenses all by himself. Later, SWD further required him to settle the previous overpayment in one lump sum before processing his CSSA renewal. Concerned about sustaining his livelihood, he approached the Office for assistance. Recognising the complainant’s helplessness, the Office stepped in and proposed mediation with SWD. After review, SWD understood his situation and decided to handle his case flexibly. It swiftly re-processed his renewal application and assisted him in applying for settlement of overpaid allowance in instalments. Additionally, he received back payments of the Old Age Living Allowance for the period during which he was ineligible for CSSA, along with the CSSA since his eligibility was reinstated. The complainant was deeply grateful to the Office for resolving his anxiety through mediation and sincerely appreciated SWD’s understanding and flexible arrangements, which restored his financial stability and peace of mind.

## 民政事务总署 – 聆听民意 重设休憩座椅便利市民 Home Affairs Department – Responsiveness to public views: benches reinstalled for residents' convenience

社区内的公共休憩设施不仅为市民提供休息空间，更是街坊邻里相聚交流、建立社交的好地方。申诉人每天都会在某公共休憩处附近晨运，多年来亦习惯与其他晨运人士在休憩处附近的座椅上休息闲谈。然而，因设施老化损耗，民政事务总署（“民政总署”）移除该批旧座椅后但未重新安装新座椅，令申诉人和其他街坊失去原有的休憩设施。申诉人曾向该署反映意见，但职员未有确切回应会否重新安装座椅。公署在审研个案后担当桥梁角色，协助双方展开调解。调解过程中，公署向该署转达申诉人的意见，包括他希望能继续使用座椅与其他街坊相聚交谈，并认为相关设施切合市民的实际需要，为市民带来便利。该署在听取申诉人的意见后，决定安排工程重新安装座椅。申诉人对公署的调解结果深感满意，并欣悉民政总署从善如流，聆听市民的意见和需要。



(图片仅供参考)  
(For illustrative purpose only)

Community sitting-out areas are not only places for residents to rest, but also accessible venues where neighbours can meet, interact and build social ties. The complainant used to exercise every morning near one such area, and for many years had been accustomed to resting and chatting with fellow morning exercisers on the benches there. However, as the facilities aged and deteriorated, the Home Affairs Department (“HAD”) removed the old benches, but made no arrangements for replacements, leaving the complainant and fellow community members without their usual space to rest. Although the complainant raised his concerns with HAD, its staff did not specify whether new benches would be installed. After examining the case, the Office acted as an intermediary to facilitate mediation between the parties. During the mediation, the Office relayed the complainant’s views to HAD, including his wish to continue having the benches as a place to meet and chat with fellow community members, and that such facilities meet the community’s practical needs and offer convenience. Having considered his views, HAD decided to reinstall benches. The complainant was highly satisfied with the mediation outcome and appreciated HAD’s responsiveness to public views and needs.

5

### 房屋署 – 跟进妻离子散独居长者的住屋诉求 Housing Department – Addressing the housing needs of a divorced elderly singleton tenant

离婚的公屋长者在成年子女迁出单位后希望调迁至较小单位减省租金支出及善用公屋资源，但房屋署因子女尚未删除户籍而拒绝他的调迁申请。经公署调解，房屋署承诺联络他的子女及跟进他的住屋诉求。

After his adult children moved out, a divorced elderly singleton tenant applied for a transfer to a smaller public housing flat to reduce rental costs and better utilise public housing resources. However, the Housing Department (“HD”) rejected his application on the grounds that his children had not been deleted from the tenancies. Following our mediation, HD undertook to contact his children and follow up on his transfer request.

6

### 医院管理局 – 促进医患沟通 免高龄肾病患者舟车劳顿 Hospital Authority – Facilitating doctor-patient communication to spare an elderly kidney patient the burden of long journeys

80多岁的肾病患者须每天到玛丽医院进行血液透析治疗（俗称洗肚）及定期覆诊，其后入住屯门的护老院。每天由屯门往返回玛丽医院，对病患者而言，除了要舟车劳顿，更是对其体力的挑战。透过公署调解，医院管理局具体了解到病人的情况，安排他转到屯门医院领取洗肚备用的抗凝素及覆诊，无须他经常舟车劳顿返回玛丽医院。

A kidney patient in his 80s, who was receiving daily haemodialysis treatment and attending regular follow-up appointments at Queen Mary Hospital, moved into an elderly home in Tuen Mun. The long daily journey back and forth was both exhausting and physically demanding. After our mediation, the Hospital Authority gained a clearer understanding of his situation and arranged for him to pick up backup anticoagulant for haemodialysis treatment and attend follow-up appointments at Tuen Mun Hospital, saving him from the frequent and tiring trips to Queen Mary Hospital.

7

### 屋宇署 – 了解自闭症学童家庭需要 促进官民理解和配合 Buildings Department – Understanding the needs of families of children with autism and fostering government-public cooperation

屋宇署调查渗水的职员在没有预约的情况下造访申诉人单位，令他患有自闭症的儿子受惊及持续情绪不稳。公署介入后，屋宇署进一步向申诉人解释事情并致歉，同意日后到访前定会与申诉人预约，又提醒前线人员执行职务时应加强与市民的沟通，促进互相理解和配合。


During investigation of water seepage, staff of the Buildings Department (“BD”) visited the complainant’s flat without prior appointment, leaving his son with autism startled and emotionally unsettled for a prolonged period. After our intervention, BD gave the complainant a clearer explanation and an apology, and agreed to make appointments before any future visits. The Department also reminded frontline staff to improve communication with the public in carrying out their duties, so as to foster mutual understanding and cooperation.


## 用户的正面回馈


调解成功后，公署会以问卷调查方式邀请申诉人及参与部门和机构分享对公署调解服务的意见。在本年度，97%交回问卷的申诉人及参与部门和机构表示满意公署的调解服务，逾97%表示满意公署调解员的表现。部分评语摘录如下：


## Positive Feedback from Users


Upon successful conclusion of mediation, we invited the complainants and participating departments and organisations to share their feedback with us through our questionnaire survey. This year, 97% of the respondent complainants and participating departments and organisations were satisfied with our mediation service and over 97% were satisfied with the performance of our mediators. Some of the comments we received are as follows:


 “调解能有效处理投诉个案，达至双赢。十分支持及推广以此方法解决纠纷。非常感谢调解员专业的表现。”


 “调解员表现专业，处事中立，令整个过程顺利和具建设性。”


 “公署所提供的协助让我对公营机构的处事作风和方式有了根本的改观，希望更多的政府部门都能像公署一样。谢谢！”


 “在此感谢贵署调解员清楚讲解调解过程及申诉人的要求，让个案可以迅速处理。”

 “We agree that complaints can be handled more effectively through mediation services, resolving disputes involving the complainants and the organisations. We welcome your Office to arrange mediation promptly upon receiving service quality related complaints, so as to reach a consensus with a solution agreeable to all parties.”

 “感谢公署调解员尽心尽力处理个案及促成调解。”

 “万分感谢您们贵署主持公道为邨民快速妥善解决困扰，大家都称赞贵署，衷心多谢您们。敬祝工作愉快平安健康。”

 “公署调解员态度亲切友善，而且积极与部门各人员沟通并寻求调解方向的可行方案。得悉各方难处后仍能持平，并正向协助各方在平衡点上发展一个解决方法，成绩斐然。深感公署人员的专业及效率上的出类拔萃。”

 “是次个案能够获得高效处理，妥善运用公共资源，可多应用调解方式处理各类型个案。”

## 调解奖

公署自2018年起在申诉专员嘉许奖计划下增设调解奖，以表扬致力参与调解及表现卓越的部门和机构。最近五年的得奖机构如下：

## Award on Mediation

To acknowledge the participating departments' and organisations' commitment to and excellence in mediation, we have introduced an Award on Mediation in The Ombudsman's Awards since 2018. The winners in the past five years are as follows:



### 运输署 Transport Department

运输署在年内，以调解方式处理了74宗个案。职员回复迅速、沟通清晰，调解过程中充分体现“法、理、情”兼备的原则，促成圆满解决方案，署方在推动调解方面的卓越表现获公署高度肯定。

The Transport Department resolved 74 cases by mediation in the year. Its staff responded promptly and communicated clearly, exemplifying a balanced approach that is lawful, practical and empathetic throughout the mediation process. Such practices led to satisfactory resolutions and earned the Department high praise from the Office for its exemplary performance in promoting mediation.



### 房屋署 Housing Department

积极通过调解方式处理申诉，成效显著。房屋署的员工更会向公署主动建议用调解方式解决引发申诉的根本问题，并且提出不少高质量的调解建议，快速将申诉人的不满化解，成功促进和谐。

For active use of mediation as a mode of complaint handling to achieve good results. Its staff suggested using mediation to resolve quickly fundamental problems leading to complaints and made practical recommendations to address complainants' discontent, thereby achieving harmony.



### 政务司司长办公室 Chief Secretary for Administration's Office

迅速回应申诉人在疫情期间就申请各项政府资助计划的进度查询，并提供电话专线方便他们随时了解最新情况。

For swiftly informing the complainants of the progress of their applications for government subsidies during the pandemic and providing a dedicated hotline for checking the progress of cases at any time.



### 康乐及文化事务署 Leisure and Cultural Services Department

态度积极，迅速回应申诉人对前线运作和服务的疑问和查询，并且乐意探讨申诉人建议的方案。

For promptly and proactively responding to the complainants' enquiries and queries relating to frontline operations and services and for willingness to explore suggestions raised by the complainants.



### 屋宇署 Buildings Department

以清晰浅白的用语向申诉人解释其执法政策、程序，以至实地视察技术的细节，从而消除误会及争议，找出解决方法。

For explaining to complainants in clear and plain terms its enforcement policies, procedures and even technicalities in respect of in-situ inspection techniques to eliminate misunderstandings and hence shift from disputes to solutions.

## 查讯

《条例》订明，专员如认为适当，可先进行“初步查讯”，以决定应否就申诉展开全面调查。考虑到申诉人的利益，公署以这种较快捷的初步查讯方式处理一般性质的申诉个案，而不一定进行需时较长的全面调查。公署把这种处理方式归纳为“查讯”。

在400宗以查讯方式结案的个案中，公署在44宗（占11%）中发现事涉机构有不足之处。有关以查讯方式结案的申诉个案的详细统计数字，载于附录5。

## Inquiry

The Ordinance provides that for the purposes of determining whether to undertake a full investigation, the Ombudsman may conduct such “preliminary inquiries” as he considers appropriate. In the interest of complainants, we often use this procedure to resolve complaint cases of a general nature more quickly, without unnecessarily resorting to the more time-consuming action of full investigation. For simplicity, we call this “inquiry”.

Among the 400 inquiry cases concluded, inadequacies were found in 44 (11%). Detailed statistics of complaints concluded by inquiry are given in **Appendix 5**.

## 经查讯后终结的申诉个案撮要选录

### Synopses of Selected Complaints Concluded After Inquiry

1

#### 食物环境卫生署 – 积极回应申诉 采取灵活措施避免垃圾收集车污水渗漏 Food and Environmental Hygiene Department – Proactive response with flexible measures to prevent wastewater leakage from refuse collection vehicles

某屋苑的居民投诉食物环境卫生署（“食环署”），指该署没有就垃圾收集车在行车时漏出污水造成环境卫生滋扰的投诉作出跟进及回复。在回应公署的查讯时，食环署解释，该署已多次实地视察，但未有发现垃圾收集车有污水漏出。虽然如此，该署考虑到事涉屋苑在山坡较陡斜及有急弯的路段，为免垃圾收集车在其他地点收集垃圾时已累积过多污水，于是指示承办商先往事涉屋苑附近一带收集垃圾及安排另一辆有较大污水收集缸的垃圾收集车服务事涉屋苑。上述安排实施后，申诉人再没有发现有污水从垃圾收集车漏出。公署认为，食环署在公署介入后有积极跟进此申诉，并促请该署继续监察及改善情况。

A housing estate resident lodged a complaint against the Food and Environmental Hygiene Department (“FEHD”), alleging that the Department had failed to follow up on or respond to complaints about environmental hygiene nuisances caused by wastewater leakage from refuse collection vehicles during operation. In its reply to our inquiry, FEHD explained that it had conducted several site inspections but found no evidence of wastewater leakage from those vehicles. Given the estate’s location on a steep slope with sharp bends, and that vehicles should minimise the accumulation of wastewater while performing refuse collection at other locations, FEHD instructed the contractor to begin refuse collection in the vicinity of the estate and deploy another vehicle fitted with a larger wastewater tank to serve the estate. Since these measures were introduced, the complainant has not observed further leakage. We consider that FEHD has taken active steps to address this complaint following our intervention, and we urge the Department to continue monitoring and improving the situation.

2

### 食物环境卫生署 – 加强监管 确保小贩认可区安全和有秩序营运 Food and Environmental Hygiene Department – Strengthening supervision to ensure safe and orderly operation of the hawker permitted area

有市民就某小贩认可区的持牌小贩经常阻塞和占用行人路及非法扩展营业范围等违规情况提出申诉，指食物环境卫生署（“食环署”）未有采取有效的执法行动。食环署表示，该署会采取“先警告、后执法”的策略。该署曾向事涉认可区的持牌小贩发出数百宗阻街、无牌贩卖及摊档超越批准营业范围的检控。公署促请食环署提示职员巡查时留意有否违规情况，确保事涉小贩认可区能在安全和有秩序情况下营运。

A member of the public complained about licensed hawkers in a hawker permitted area, raising concerns over frequent obstruction and occupation of pavements as well as unauthorised extension of their business areas, but the Food and Environmental Hygiene Department (“FEHD”) had failed to take effective enforcement action. FEHD explained that it adopts a strategy of warning before enforcement, and has brought hundreds of prosecutions against licensed hawkers in the area for street obstruction, unlicensed trading and operating stalls beyond approved boundaries. We have urged FEHD to remind its staff to stay vigilant during patrols, so as to ensure safe and orderly operation of the hawker permitted area.

3

### 康乐及文化事务署 – 优化程序 改善康体训练班的抽签程序 Leisure and Cultural Services Department – Refining the balloting system for recreation and sports training courses

在一宗对康乐及文化事务署（“康文署”）的申诉中，申诉人指该署无理向训练班的新申请者提供优先抽签和取录安排，新申请者并可就同一类型但不同时段训练班重复中签，对其他非新申请者构成不公。公署展开查讯后，康文署解释新申请者优先机制符合该署推广“普及体育”的原则，并有助鼓励新参加者积极投入康体活动。公署促请康文署密切监察康体活动新申请者与非新申请者的中签比例，若个别活动非新申请者的中签比率持续偏低，康文署应考虑是否作出调整，以平衡不同申请者的参与机会。

In a complaint against the Leisure and Cultural Services Department (“LCSD”), the complainant alleged that the Department had unreasonably given new applicants priority in balloting and place allocation, and that new applicants could secure places in multiple courses of the same type scheduled at different times, which disadvantaged other applicants. In response to our inquiry, LCSD explained that the priority mechanism for new applicants was in line with its principle of promoting “Sport for All” and helped encourage newcomers to participate actively in recreation and sports programmes. We have advised LCSD to closely monitor the ballot results for both new and existing applicants. If the success rate for existing applicants remains persistently low in certain programmes, LCSD should consider making adjustments to ensure balanced participation opportunities for all applicants.

4

### 社会福利署 – 从申请者角度出发 改善处理长者生活津贴的申请 Social Welfare Department – Making Old Age Living Allowance renewal easier for an applicant

一名105岁人瑞因行动不便未能处理长者生活津贴续期申请，公署介入后，社会福利署（“社署”）澄清已安排家访。公署建议社署日后主动与申请人或其家人协商处理续期事宜的家访时间，并须细心聆听及了解市民的需要和困难，尽力做到以民为本，便利市民。

A 105-year-old man, hindered by mobility problems, could not renew his Old Age Living Allowance. After our intervention, the Social Welfare Department (“SWD”) clarified that a home visit had been arranged. We recommended that in future, SWD proactively reach out to applicants or their families to coordinate schedules for home visits related to renewal matters, and listen carefully to and understand people’s needs and difficulties, striving to adopt a people-centred approach that makes the process more convenient.

## 重新评审个案及覆检个案

在年度内，公署重新评审了211宗个案，其后就当中46宗个案重新展开查讯。此外，公署覆检了20宗个案，并维持所有个案原来的决定。

## Re-assessment and Review of Cases

During the year, we re-assessed 211 cases, with 46 cases subsequently re-opened. Moreover, we reviewed 20 cases. Conclusions were upheld for all these cases.

## 2025/26年度履行服务承诺的统计数字

在本年度，公署在处理查询、申诉、重新评审和覆检均已全部超标完成。

## Achievement of Performance Pledges 2025/26

All our targets in handling enquiries, complaints, re-assessment and review of complaints were exceeded in the year.

| 申诉<br>Complaints  | 服务标准<br>Service Standard          | 承诺指标<br>Target | 达标率<br>Achievement            |
|---|-----------------------------------|----------------|-------------------------------|
| 认收申诉个案<br>Acknowledge receipt of a complaint  | 5个工作日内<br>Within 5 working days   | 99%            | 100% (超标)<br>(exceed target)  |
| 超出公署职权范围，经初步评审后结案的<br>申诉个案<br>Close a complaint case which is outside our<br>statutory purview after initial assessment | 10个工作日内<br>Within 10 working days | 90%            | 100% (超标)<br>(exceed target)  |
|   | 15个工作日内<br>Within 15 working days | 99%            | 100% (超标)<br>(exceed target)  |
| 完成申诉个案<br>Conclude a complaint case   | 3个月内<br>Within 3 months           | 80%            | 98.8% (超标)<br>(exceed target) |
|   | 6个月内<br>Within 6 months           | 99%            | 100% (超标)<br>(exceed target)  |

| 查询<br>Enquiries                      | 服务标准<br>Service Standard          | 承诺指标<br>Target | 达标率<br>Achievement           |
|--------------------------------------|-----------------------------------|----------------|------------------------------|
| 答复书面查询<br>Reply to a written enquiry | 5个工作日内<br>Within 5 working days   | 95%            | 100% (超标)<br>(exceed target) |
|                                      | 10个工作日内<br>Within 10 working days | 99%            | 100% (超标)<br>(exceed target) |

| 重新评审和覆检申诉<br>Re-assessment and Review of Complaints    | 服务标准<br>Service Standard | 承诺指标<br>Target | 达标率<br>Achievement           |
|--|--------------------------|----------------|------------------------------|
| 完成重新评审个案<br>Complete re-assessment of a complaint case | 1个月内<br>Within 1 month   | 95%            | 100% (超标)<br>(exceed target) |
|  | 2个月内<br>Within 2 months  | 99%            | 100% (超标)<br>(exceed target) |
| 完成覆检申诉个案<br>Complete review of a complaint case        | 3个月内<br>Within 3 months  | 70%            | 100% (超标)<br>(exceed target) |
|  | 6个月内<br>Within 6 months  | 90%            | 100% (超标)<br>(exceed target) |

# 全面调查 Full Investigation

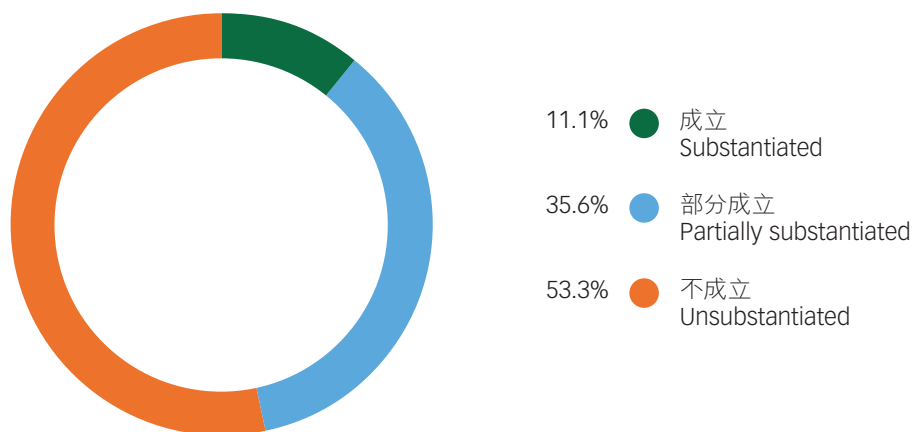
申诉个案如较为复杂、涉及原则性问题、严重行政失当、极不公平的情况、行政体制上的流弊或程序上的缺失，或公署认为有必要对个案作更深入的调查，我们会展开全面调查。

For complex cases which appear to involve issues of principle, serious maladministration, gross injustice, systemic flaws or procedural deficiencies, or simply require deeper probing, we will conduct full investigation.

在2025/26年度，公署以全面调查方式终结的申诉个案共有46宗，结果如下：

In 2025/26, we completed 46 full investigations. Results are as follows:

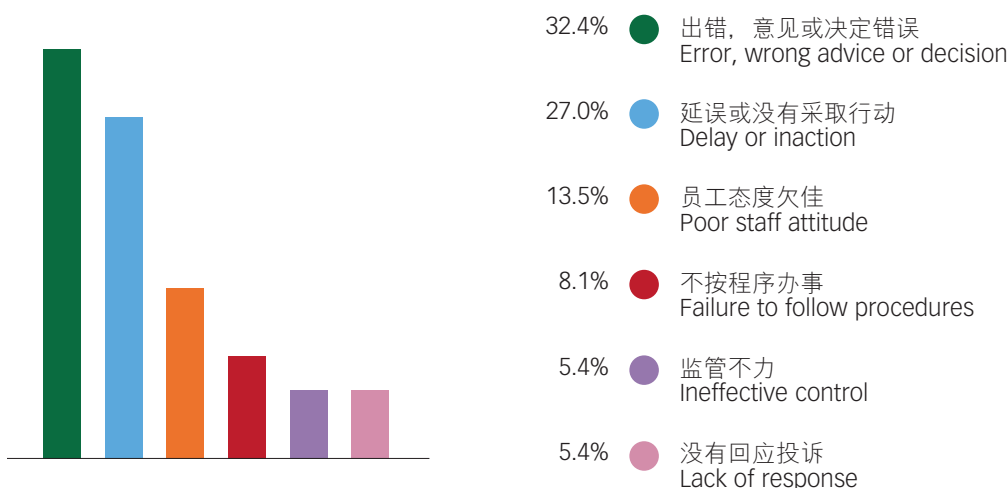
## 经全面调查终结的申诉个案结果 Results of Complaints Concluded by Full Investigation



上图显示，经全面调查终结的申诉个案中，占46.7%的结论是“成立”或“部分成立”。

As shown above, 46.7% of the complaints concluded by full investigation were substantiated or partially substantiated.

## 经全面调查后确定的主要行政失当类别 Major Forms of Maladministration Substantiated by Full Investigation



公署透过全面调查深入处理申诉个案，从而建议所涉政府部门或公营机构采取改善措施或补救行动，进一步提升公共行政质素，增加市民的获得感及幸福感。

在本报告年度，公署在全面调查报告中合共提出了293项建议，比上年度度的106项大幅度增加176%，所有建议均获所涉部门或机构接纳并同意落实。这些建议能起改善和优化作用，对修正行政体制问题相当重要和有效，亦能提高整体服务质素。

经全面调查后终结的申诉个案索引载于附录6。

Through full investigations, we handle complaint cases in depth and recommend improvement measures or remedial actions to the government departments or public organisations concerned, with a view to further enhancing the quality of public administration and fostering a greater sense of fulfilment and happiness among members of the public.

In the year, we made a total of 293 recommendations in full investigation reports, marking a 176% increase over the 106 made in the previous year. All these recommendations were accepted for implementation by the departments or organisations concerned. They contribute to improvement and optimisation, playing an important and effective role in rectifying issues within the administrative framework and improving overall service quality.

An index of complaint cases concluded by full investigation is in **Appendix 6**.

## 经全面调查后终结的申诉个案撮要选录 Synopsis of Selected Complaints Concluded by Full Investigation

### 行人过路处的维修安排 Repair arrangements of a pedestrian crossing



路政署及运输署 HyD and TD

不成立 Unsubstantiated

申诉人指某行人过路处路面凹陷不平和有破损，容易绊倒行动不便人士和轮椅使用者，然而，路政署及运输署一直未有维修或改善。由于公共道路的维修保养事宜不属运输署的跟进范围，该署收到投诉后已转介路政署跟进。

公署的调查发现，路政署每次接获转介后均即日派员到场视察，并按需要进行维修，亦已更换专为行人过路处而设的新型集水沟渠盖，进一步保障轮椅及婴儿车使用者的安全。路政署早于2022年已筹备为相关街道进行路面重铺工程，但当时相关街道正实施因其他工程而设的临时交通安排，故路政署须待相关临时交通安排于2026年内结束后始进行路面重铺工程。

公署认为，该署已按其职权及既定程序指引跟进申诉人的投诉，亦已计划进行全面的重铺路面工程，提升路面质素，虽然事涉街道现时的路面状况或须再维持一段时间，但这并不构成行政失当。公署建议路政署继续密切监察路面情况作适当修复、与相关部门保持紧密沟通，于适当时候展开路面重铺的筹划工作，研究引进维修路面的新物料及技术，减慢损耗速度等。



The complainant alleged that the surface of a pedestrian crossing was uneven and damaged, posing a tripping hazard to people with reduced mobility and wheelchair users. However, the Highways Department (“HyD”) and the Transport Department (“TD”) failed to carry out repairs or improvements. As the maintenance of public roads is not within the remit of TD, it referred the matter to HyD for follow-up upon receiving the complaint.

Our investigation revealed that upon receiving each referral, HyD deployed staff to inspect the site on the same day and carried out repairs as necessary. It also replaced the manhole covers with a new type specifically designed for pedestrian crossings to further ensure the safety of wheelchair and stroller users. HyD had already planned for resurfacing works on the relevant street as early as 2022. As temporary traffic arrangements were implemented at the time due to other works, HyD could not commence resurfacing works until these temporary arrangements were lifted in 2026.

The Office considers HyD to have handled the complaint in accordance with its powers and existing procedural guidelines, with a plan for comprehensive resurfacing works to improve road surface quality. Although the road surface on the relevant street might remain in the current condition for some time, this did not amount to maladministration. We recommend that HyD continue to closely monitor the condition of the road surface and carry out proper repairs, maintain close communication with relevant departments, commence timely planning for resurfacing works, and explore new materials and technologies for road maintenance to reduce deterioration rate, among others.

## 渗水投诉调查联合办事处就僭建物及渗水投诉个案的处理 Joint Office's handling of unauthorised building works and seepage cases



屋宇署及食环署 BD and FEHD

部分成立 Partially substantiated

申诉人指称上层单位在平台僭建引致他的单位渗水。屋宇署就僭建物向事涉单位业主（“事涉业主”）发出清拆令，但僭建物一直没有被清拆，渗水问题持续。

公署调查发现，事涉数个僭建物不属于严重结构或消防安全问题或正在施工的新建僭建物，由于工程性质较为复杂而事涉业主当时的回应正面，屋宇署决定给事涉业主更多时间完成余下部分僭建物的清拆工程。但屋宇署未能主动联络事涉业主了解清拆进度，公署认为情况欠理想。此外，由食物环境卫生署（“食环署”）及屋宇署组成的渗水投诉调查联合办事处（“渗水办”）则承认，因负责职员放病假及兼任该案的职员工作繁重，以致处理申诉人的渗水投诉有延误。

公署在调查报告中提出共九项改善建议，主要包括：屋宇署须更积极跟进已发出的命令及适时采取执法行动，以及主动在合适的时间内联络业主了解清拆进度，避免个案长时间没有进展；渗水办提醒职员须严格遵循工作指引及加强进度监察，以及检讨人力资源和工作安排，作出灵活调配，避免影响渗水个案的调查进度。



The complainant alleged that unauthorised building works (“UBWs”) on the flat roof of the upper flat had caused water seepage in his flat. Although the Buildings Department (“BD”) issued a removal order to the owner of the flat concerned (“the Owner”), the UBWs were not removed and the seepage problem persisted.

Our investigation revealed that the UBWs involved were neither serious structural or fire safety hazards nor newly constructed works in progress. Considering the complexity of the works and the Owner’s positive response at the time, BD decided to allow the Owner additional time to complete the removal of the remaining UBWs. However, BD failed to proactively contact the Owner to ascertain the demolition progress, which we consider unsatisfactory. Meanwhile, the Joint Office for Investigation of Water Seepage Complaints (“JO”) established jointly by the Food and Environmental Hygiene Department (“FEHD”) and BD admitted that delay in handling the complainant’s case was due to the responsible officer being on sick leave and the heavy workload of the acting officer.

The Ombudsman made nine recommendations for improvement in the investigation report, including: BD taking a more proactive approach in following up on issued orders and initiating enforcement action in a timely manner as well as contacting owners within a reasonable time to check on demolition progress to avoid prolonged stagnation of cases; and JO reminding staff to strictly follow work guidelines, strengthening progress monitoring, and reviewing manpower resources and work arrangements to allow flexible deployment, thereby preventing delays in the investigation of water seepage cases.

## 政府就单车租赁店铺违泊问题的规管机制 Mechanism regulating illegal bicycle parking caused by bicycle rental shops



民政总署、食环署、地政总署及运输署 HAD, FEHD, LandsD and TD

不成立 Unsubstantiated

申诉人指单车租赁店铺的违泊情况在他提出投诉后并无改善。

公署调查发现，相关地区的处理违例停泊单车工作小组（“工作小组”）内各部门包括民政事务总署（“民政总署”）、地政总署、食物环境卫生署（“食环署”）及运输署已按照行动指引采取跨部门联合行动，清理在政府土地上违泊的单车。然而，单车违泊问题只是在相关部门执法期间得到短暂改善，不久违泊问题便故态复萌。公署欣悉工作小组对公署的全面调查持正面态度。

公署建议工作小组继续紧密监察单车违泊情况及执行大规模联合行动，以及加强与当区商户的沟通及咨询，更进一步全面实践和落实跨部门协作的精神，以认真和真正解决单车违泊问题为共同目标。



The complainant alleged that the problem of illegal bicycle parking caused by the rental shops had persisted after his complaint.

Our investigation found that the local “Working Group on Tackling Illegal Bicycle Parking” (“Working Group”), which includes the Home Affairs Department (“HAD”), the Lands Department (“LandsD”), the Food and Environmental Hygiene Department (“FEHD”) and the Transport Department (“TD”), had conducted inter-departmental joint operations as necessary to remove bicycles illegally parked on government land in accordance with established procedures. However, the improvement was short-lived during the enforcement period by the relevant departments, with the problem of illegal parking soon recurring. We are pleased to note that the Working Group has responded positively to the full investigation.

We recommended that the Working Group continue to closely monitor illegal bicycle parking and conduct large-scale joint operations, enhance communication and consultation with shop operators for strengthening and implementing the spirit of inter-departmental collaboration with the shared goal of addressing the issue seriously and thoroughly.

## 借用辅助器材服务的退还按金安排 Deposit refund arrangements for assistive device loan service



医管局 HA

成立 Substantiated

申诉人在退还早前借用的轮椅后，带同“退回按金通知书”到医院缴费处办理退还按金手续，但职员坚持他必须出示按金收据才可获退还按金。

公署的调查发现，医院早已在申诉人缴付按金时于电脑系统记录其姓名及相关按金金额。申诉人出示“退回按金通知书”及其身份证明文件，足以证明他已退还轮椅及其身份，缴费处职员核对电脑系统记录后，实不需要申诉人出示按金收据以确定个案资料及状况。因此，公署认为，事涉医院坚持要求申诉人归还辅助器材后提供按金收据才会获退还按金的做法过份严苛，欠缺弹性，也非切合实际所需。

公署建议医院管理局（“医管局”）尽快完成公立医院辅助器材借用服务的安排和流程的优化工作，切实实行容许借用人申请退回按金时无须再提供按金收据。



After returning the wheelchair he previously borrowed, the complainant went to the Shroff Office of the hospital with the Deposit Refund Notice to request a refund, but the staff insisted that he could not obtain a refund without presenting the deposit receipt.

Our investigation revealed that the hospital already recorded the complainant's name and deposit amount in the computer system at the time of payment. The Deposit Refund Notice and identity document presented by the complainant were sufficient to confirm the return of the wheelchair and his identity. After confirming the hospital's records in the computer system, it was actually unnecessary for shroff staff to require the complainant to present the deposit receipt for verifying such information and status. Hence, in our view, the hospital concerned insisting that the complainant present the deposit receipt for refund collection after returning the assistive device was overly rigid, inflexible and redundant in practice.

Our Office recommended that the Hospital Authority (“HA”) expedite the enhancement of arrangements and workflow for assistive device loan service at public hospitals and remove the requirement for borrowers to present the deposit receipt when applying for a refund.

## 处理及回复市民投诉的程序和机制 Procedures and mechanism for handling and responding to public complaints



物监局 PMSA

部分成立 Partially substantiated

申诉人指物业管理业监管局(“物监局”)在接获她的投诉后没有对某物业管理公司采取行动,亦没有实质回复她调查进展和结果。

公署调查发现,该局因案情复杂而需时调查,属可以理解。然而,物监局在致申诉人的认收函件和简复中,只重复地告知申诉人正按程序跟进她的投诉,并无实质交代个案进展。公署欣悉物监局对公署的全面调查持正面态度,并就投诉处理主动提出措施改善回复市民的程序和机制。

公署亦建议该局考虑按个案的不同复杂程度修订和制订调查及回复投诉人的服务承诺,以及尽量以调解方式处理简单投诉,探讨可行方案快速及平和地解决投诉。



The complainant alleged that the Property Management Services Authority (“PMSA”) had failed to take action against a property management company in response to her complaint, or provide any substantive replies on the investigation progress or results.

Our investigation found that it took time for PMSA to investigate given the complexity of the case, which was understandable. However, in its acknowledgement letter and interim replies to the complainant, PMSA merely reiterated that it was following up on her complaint in accordance with procedures, without providing any substantive update. We are pleased to note that PMSA has responded positively to the full investigation and has proactively proposed measures to improve its procedures and mechanism for responding to public complaints.

We also recommended that PMSA consider revising and formulating performance pledges for investigating and responding to complaints based on the complexity of cases, and explore the use of mediation to handle simple complaints wherever possible as a feasible solution for resolving complaints swiftly and amicably.

## 更改西区海底隧道收费点位置欠透明度 Lack of transparency in relocating the toll point at Western Harbour Crossing



运输署 TD

部分成立 Partially substantiated

申诉人不满运输署未有预先通知便更改西隧南行往港岛收费点的位置，而隧道费显示屏亦没有显示实时隧道费，申诉人曾致电“易通行”客户服务热线查询，但职员未能告知确实收费点的位置，申诉人认为资讯有欠透明。

公署的调查发现，运输署曾于道路工程进行期间以备用收费点代替主收费点，由于热线职员不熟悉收费点位置，故未能妥善回应查询。公署认为，运输署因实际运作需要转换收费点，无可厚非，但在转换收费点时只以关闭显示屏的方式表达相关收费点不在运作中，亦无预早为热线职员提供重要资讯以妥善回应查询，做法未如理想。在公署展开调查后，运输署从善如流，并着手优化转换收费点时的资讯发放安排，提升透明度，以及责成隧道费服务商管理层加强热线职员的培训，以确保他们妥善回应公众查询。

公署对运输署提出九项改善建议，主要包括密切跟进优化资讯发放安排的系统改善工程及适时检讨措施的成效和运作，以及加强监察“易通行”客户服务热线的表现。



The complainant was dissatisfied with the Transport Department (“TD”)’s failure to give prior notice when relocating the toll point on the southbound lane of the Western Harbour Crossing towards Hong Kong Island and the Toll Information Display did not show the real-time tolls. The complainant had made enquiries with the HKeToll customer service hotline, but the staff was unable to provide the precise location of the toll point. The complainant criticised TD for lack of transparency.

The Office’s investigation found that TD had replaced the primary toll point with the backup toll point during roadworks, and as the hotline staff were unfamiliar with the locations of the toll points, they were unable to properly respond to enquiries. It is understandable that relocation of toll point is required for operational needs. However, we considered it unsatisfactory that TD merely turned off the Toll Information Display to indicate that a toll point was inactive, and that it had not properly prepared the hotline staff beforehand. Following the launch of our investigation, TD has responded positively and started to improve information dissemination regarding the relocation of toll point to enhance transparency, and instructed the management of the relevant toll service provider to strengthen staff training and ensure proper response to public enquiries.

The Office made nine recommendations for improvements to TD, which mainly included: closely follow up on the system enhancement works for improving information dissemination, conduct timely reviews of the effectiveness and operation of the improvement measures, and step up monitoring of the performance of the HKeToll customer service hotline.

## 推动跨部门及机构协作 改善公共行政

### Inter-departmental Collaboration and Improving Public Administration

申诉专员的其中一个策略性方向，是全力推动跨部门及跨机构的协调和合作。跨部门、跨机构的良好协作，是高效、以民为本和良政善治的公共行政不可或缺的一环。如果不同政府部门或公营机构之间欠缺协调，便会容易出现各自为政、问题迟迟未获解决的情况，直接影响市民的福祉和对政府的观感。此外，公署亦积极透过提出建议及观点，切实改善公共行政。

#### 促进跨部门及机构协作

在本年度，公署处理了396宗涉及跨部门及机构协作的全面调查和申诉个案及完成了五宗涉及跨部门及机构协作的主动调查行动。

公署在处理相关个案时，会要求所有事涉部门及机构以积极态度跟进，并与其他单位全力协作，切实解决市民的困难。如果有系统性权责不清的情况，公署在完成调解、查讯或调查后，会指出问题症结，要求及督促部门及机构认真理顺权责，从根源处理问题。

以一宗涉及非法占用政府土地的个案为例，事涉土地上兴建大量非法设施和构筑物，包括康体设施、宗教物品、临时厕所及杂物等，属“老大难”的地区问题。公署介入后，地政总署及民政事务总署（“民政总署”）联同其他相关部门，在事涉土地进行多次巡查及执法行动，清理竹棚及临时厕所等构筑物、非法耕种设置及杂物。当区民政处亦拟订全面执管的行动计划大纲，与各相关部门共同制订及落实进一步行动计划。公署促请地政总署及民政总署继续密切跟进事涉土地的情况，及继续与其他相关部门进行跨部门协作，坚定及果断地采取适当执法行动。若有足够证据，应考虑检控违法人士，以儆效尤。

One of the Ombudsman's strategic focuses is fostering inter-departmental coordination and cooperation. Effective collaboration among government departments and public organisations is crucial to achieving efficient, people-oriented public administration and good governance. A lack of coordination can lead to fragmented efforts, letting problems linger and adversely affecting both the well-being of society and public perception of the Government. Besides, the Office proactively makes recommendations and observations to bring about tangible improvements to public administration.

#### Fostering Inter-departmental Collaboration

This year, we processed by full investigation and other modes 396 complaint cases involving inter-departmental collaboration, and completed five direct investigation (“DI”) operations involving inter-departmental collaboration.

When handling relevant cases, we require all departments and organisations concerned to take proactive action and work in full collaboration to effectively resolve the difficulties faced by the public. If the division of responsibilities is unclear due to systemic issues, we will explicitly highlight the crux of the matter upon completing mediation, inquiry or investigation, urging the departments and organisations to seriously rationalise responsibilities and get to the root of the problem.

A case in point concerns unlawful occupation of government land, where numerous illegal facilities and structures had been erected on the land, including recreational and sports facilities, religious artefacts, temporary toilets and other items. It was a typical district problem which was long-standing and thorny. Following our intervention, the Lands Department (“LandsD”) and the Home Affairs Department (“HAD”), in conjunction with other relevant departments, carried out multiple inspections and enforcement operations on the land, removing such structures as bamboo sheds and temporary toilets, illegal farming sites and miscellaneous items. The local District Office of HAD also drew up a comprehensive enforcement plan and worked with relevant departments to devise and implement further operations. We urged LandsD and HAD to closely monitor the situation on the land and continue with inter-departmental collaboration, taking proper enforcement action in a firm and decisive manner. If sufficient evidence was available, prosecution should be considered to serve as a deterrent.

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在另一个案中，申诉人不满有人将垃圾、破烂独木舟、旧电器等弃置于离岛某村落附近的沙滩，而附近河道亦出现垃圾漂浮及淤塞，影响环境卫生。公署了解个案后，得悉问题同时涉及食物环境卫生署（“食环署”）、地政总署及民政总署三个部门的职权范围。调解过程中，公署促成食环署派员到沙滩清理垃圾及与地政总署采取联合行动，移除了非法占用政府土地的独木舟及旧电器等物件。至于河道淤塞，食环署亦将个案转介民政总署跟进清理河道工作，令情况得以改善。

公署观察到，当个案涉及多个部门及机构的不同职能和服务范畴时，往往必须各部门及机构积极协调和主动配合，才能切实解决市民面对的困难。以下一宗涉及轮椅长者的个案，正好反映跨部门及跨机构协作如何切实协助有需要的市民，解决市民的困境。

年长的独居申诉人拟向社会福利署（“社署”）申请资助购买电动轮椅，因此要求医院管理局（“医管局”）医生为其评估及签发证明以支持申请，但医生基于申诉人居住于香港房屋协会（“房协”）的公屋单位环境不适合使用电动轮椅而未有签发相关证明。即使房协同意让他调迁，新单位仍需进行若干改动工程以配合使用电动轮椅；申诉人亦忧虑未能负担搬迁费及新单位装修费。尽管各部门均有分别按其职权处理申诉人的申请或要求，但申诉人的困境仍未获解决，于是求助公署。

Another complaint concerns the poor environmental hygiene of a beach near a village on an outlying island, which was strewn with litter, dilapidated canoes, old electrical appliances and other dumped items, while nearby waterways were clogged with floating rubbish. We found that the problem fell within the ambit of three departments, namely the Food and Environmental Hygiene Department (“FEHD”), LandsD and HAD. During the mediation process, we urged FEHD to deploy staff to clean up the beach, and conduct a joint operation with LandsD to remove such items as canoes and old electrical appliances that were unlawfully occupying government land. To mitigate the blockage of waterways, FEHD referred the case to HAD for arranging clearance work.

We have noticed that when a case falls within the functions and service scopes of various departments and organisations, proactive coordination and cooperation among them are often required to effectively address the barriers faced by members of the public. A case involving an elderly wheelchair user illustrates precisely how inter-departmental collaboration can effectively help those in need surmount their difficulties.

In this case, the elderly complainant who lived alone requested medical assessment and certification by a doctor of the Hospital Authority (“HA”) to support his application to the Social Welfare Department (“SWD”) for financial assistance to purchase an electric wheelchair. However, the doctor did not issue the certificate on the grounds that his public rental housing flat provided by the Hong Kong Housing Society (“HKHS”) was unsuitable for the use of an electric wheelchair. Although HKHS agreed to arrange a transfer for him, the new flat would need alterations to accommodate the use of an electric wheelchair; he was also worried about the costs of relocation and renovation. Despite the handling of his application or request by each department or organisation within its own purview, the complainant’s difficulties remained unresolved, so he approached us for assistance.

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透过调解，公署主动联络医管局、社署及房协，商讨如何向申诉人提供適切协助，并鼓励各方保持沟通，有效和迅速地处理申诉人的需要。最终，经公署介入，医管局签发证明支持申诉人购置电动轮椅及申请家居改动，社署向申诉人发放资助；房协则批准申诉人的家居改动申请。房协与社署亦积极沟通，协助申诉人搬迁及装修新居，包括安排义工协助搬迁及向他解释搬迁津贴金额及安排。申诉人对公署的调解安排令问题得到圆满解决，表示感激和赞许。

公署在检视涉及跨部门的个案时亦观察到，当个案须由多于一个部门共同处理时，若缺乏主动沟通及统筹，即使问题并不复杂，亦可能迟迟未能解决。以下一宗有关杂草丛生而长期引致蚊患的个案，正好显示这种情况。申诉人住所附近有一幅政府土地，由地政总署的外判承办商定期进行剪草，但部分位置经常杂草丛生，导致蚊虫滋生。申诉人过去数年多次经1823向地政总署投诉，不过情况依旧。公署介入后，迅速联同地政总署及食环署进行实地视察。地政总署才从外判承办商得悉由于部分位置受蜂患影响，工人有时未能彻底修剪整幅土地的杂草，才导致蚊患问题。在公署调解期间，地政总署寻求食环署协助处理蜂患，令剪草工作得以顺利进行，解决困扰申诉人多时的蚊患问题。

Through mediation, we liaised with HA, SWD and HKHS to explore how to offer proper assistance, encouraging communication among all parties to effectively and speedily address the complainant's needs. Eventually, following our intervention, HA issued a medical certificate in support of his application to purchase an electric wheelchair and carry out flat alterations, SWD disbursed the subsidies, and HKHS granted his request for flat alterations. HKHS and SWD also kept in close communication to assist him with moving and refurbishing his new home, including arranging for volunteers to help with the move and explain the relocation allowance and arrangements. The complainant expressed gratitude and appreciation for our mediation arrangements, which led to a satisfactory resolution of the matter.

We have also observed from inter-departmental cases that where joint action of multiple departments is required, a lack of proactive communication and coordination can result in delays to resolve the issue even though it is not complex. A complaint about long-standing mosquito problem caused by inadequate weeding provides a case in point. The complainant lived near a plot of government land, where regular weeding was carried out by LandsD's contractor. However, some areas were often overgrown with weeds and became a breeding ground for pests. The complainant had lodged multiple complaints with LandsD via the 1823 hotline over the past few years, but to no avail. Following our intervention, a site inspection was promptly conducted in conjunction with LandsD and FEHD. Not until then did LandsD learn from the contractor that sometimes workers could not thoroughly weed the entire plot due to bee infestation in certain areas, which led to the mosquito problem. During the mediation process, LandsD sought assistance from FEHD to handle the bee infestation, enabling weeding to be completed smoothly and resolving the mosquito problem that had affected the complainant for so long.

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公署在进行主动调查行动时，亦会格外留意不同部门或机构之间可否透过协作及资讯共享，提升公共服务的水平或执管效能。例如在当局就打击残虐动物的工作的主动调查行动中，公署建议渔农自然护署（“渔护署”）加强与警方沟通，主动邀请警务处与渔护署分享具参考价值的资讯，以提升渔护署职员调查残酷对待动物举报的能力，并研究设立举报资讯交流平台或机制。公署亦建议渔护署应考虑加强与相关执法部门（包括海关）的协作，并因应特别情况透过联合行动加强宣传并留意非法进口捕兽器情况。渔护署亦应与相关部门探讨，从其他层面例如入口、售卖及制造方面，加强情报收集和作出正面鼓励，例如表扬制度，从而提升对捕兽器的规管。公署希望透过主动调查行动的建议，促进各相关部门的协作，切实共同加强打击残虐动物的工作。

另外，在有关提升郊区设施管理的主动调查行动中，公署的调查显示，若能在资讯发放方面加强跨部门协调，应有助提升市民的体验和安全。因此，公署向渔护署建议可考虑与数字政策办公室合作，善用“智方便”流动应用程式的消息及通知功能，向已订阅相关类别通知的市民发布涉及行山径及郊野公园设施封闭、重开或使用安排的重要资讯。因应部分热门郊游及地质公园地点于郊游旺季出现人流及交通压力显著上升的情况，公署亦建议渔护署研究与运输署及其他部门加强协调，定期分享主要热门郊游地点的人流及公共交通相关数据，并在有需要时预先制定高峰期人流管理方案，以提升整体管理效率和服务素质。

When conducting DI operations, we also pay specific attention to whether collaboration and information sharing among departments or organisations can raise the standards of public service or enforcement effectiveness. For example, in a DI operation into the Government's work in combating cruelty to animals, we recommended that the Agriculture, Fisheries and Conservation Department (“AFCD”) strengthen communication with the Hong Kong Police Force and proactively invite the latter to share useful information, thereby enhancing AFCD staff's capability to investigate reports of animal cruelty. We also suggested establishing an information-sharing platform or mechanism for animal cruelty reports, and advised AFCD to pursue closer collaboration with relevant law enforcement agencies, including the Customs and Excise Department. AFCD should also conduct joint operations to step up publicity in response to special circumstances, and keep a watch on illegal imports of animal traps. In addition, AFCD should explore with relevant departments how to tighten the regulation of animal traps by enhancing intelligence gathering and introducing incentives, for example a commendation scheme, in other areas such as import, sale and manufacture. Our recommendations made in the DI operation are intended to foster inter-departmental collaboration and ensure stronger collective efforts against animal cruelty.

Separately, in a DI operation about the management of countryside facilities, our findings revealed that enhancing inter-departmental coordination in information dissemination would improve the experience and safety of the public. Consequently, we recommended that AFCD consider collaborating with the Digital Policy Office to make effective use of the messaging and notification features of the “iAM Smart” mobile application, enabling members of the public who have subscribed to notifications in the relevant categories to receive important information on the arrangements for closing, reopening or using hiking trails and country park facilities. With growing number of visitors and traffic pressure at popular picnic and geopark sites during peak seasons, we also recommended that AFCD explore stepping up coordination with the Transport Department (“TD”) and other departments to regularly share data on visitor flow and public transport at popular spots. Where necessary, they should also formulate crowd control plans for peak periods in advance to improve overall management efficiency and service quality.

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公署分析了过往处理的跨部门协作的个案，发现成效主要可以归纳为四方面：

- (1) 协助部门厘清权责
- (2) 协助部门理解问题的症结所在
- (3) 促成部门就事件直接沟通，采取联合行动
- (4) 促成部门互相分享资讯、经验

这些成效显示跨部门协作不仅能解决市民的即时困难，亦能提升公共行政的整体效率。

公署未来将继续协助部门就涉及跨部门的申诉，确立权责分工和促成部门加强交流和合作，为市民办实事，惠泽民生。

另一方面，为鼓励部门及机构共同协作，优化行政安排，公署除透过处理申诉个案外，亦会持续举办讲座及工作交流活动，大力推动不同部门及机构在日常工作中，在各个层面深化协作，包括设立沟通协调平台、优化个案转介程序、建立资讯交换机制、互相分享专业技术、科技应用和经验、开展跨部门联合行动等，促使各部门及机构携手为市民提供更优良更到位的服务，增强市民的幸福感和获得感。

同时，公署亦在网站和社交媒体公布跨部门协作的实例，令大众了解到公署如何透过推动部门加强跨部门协作，积极解决市民所急。

After analysing the inter-departmental collaboration cases previously handled, we have found that our intervention had positive impact in the following four areas:

- (1) clarify demarcation of responsibilities among departments
- (2) help departments understand the crux of the matter
- (3) enable direct communication among departments regarding the subject matter for launching joint operations
- (4) facilitate information and experience sharing among departments

These results demonstrate that inter-departmental collaboration not only addresses the public's difficulties at hand, but also brings about improvement in the overall efficiency of public administration.

We will continue to assist departments and organisations in handling inter-departmental complaints to establish clear demarcation of responsibilities and foster effective communication and cooperation among them, with a view to delivering tangible results and enhancing the well-being of society.

Apart from handling of related complaints to foster inter-departmental collaboration and improve public administration, we will continue to organise seminars and exchange activities to intensify collaboration among departments and organisations in various aspects of their routine work. Such collaboration includes: creating a communication platform; enhancing procedures for case referrals; establishing a mechanism for information exchange; sharing professional technique, technology application and experience; and launching joint operations. We urge all departments and organisations to join forces to provide better, more targeted public services that strengthen the community's sense of happiness and fulfilment.

Moreover, case examples on inter-departmental collaboration are published on our website and social media to demonstrate how we encourage coordinated efforts among departments and organisations to address public concerns.

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### 建议及观点

为改善公共行政，在完成全面调查或主动调查行动后，公署一般会向部门或机构提出改善建议。此外，公署如在经评审或查讯终结的申诉个案，以及经初步查讯终结的主动调查行动中，发现部门或机构在行政安排或服务流程方面有可予改善之处，亦会向部门或机构提出公署的观点，就其不足之处或可改善之处提出意见或建议。另一方面，公署亦会向部门或机构作出正面的评价，肯定其在促进良好行政方面所作的努力。

公署提出的改善建议和观点，涵盖制定清晰指引、优化跨部门协调安排、改善处理市民查询或投诉及客户服务的措施，以及加强员工培训等多个范畴。这些建议和观点既能促使部门或机构纠正不足、完善制度和优化流程，亦有助提升公共服务的效率、质素和一致性。透过提出务实而具建设性的建议与观点，公署致力推动部门和机构持续优化行政安排，为市民提供更优质、更到位的公共服务。

举例而言，公署在处理调解个案时，得悉新界某村落的垃圾收集区突然停止服务，导致大量垃圾堆积，影响环境卫生，而问题源于食环署负责收集垃圾的新、旧承办商的合约期并非紧接。虽然经公署调解后事件已获解决，但公署仍促请食环署日后务须妥善安排服务承办商的交接，制定方案避免公共服务受影响。

同样地，在一宗有关冷气机滴水的申诉个案中，虽然查讯结果显示食环署跟进个案后滴水问题已获解决，但公署仍提醒食环署在处理冷气机滴水投诉时，对于在夏季结束前仍未能找出滴水源头的个案，于翌年夏季来临时应主动再次跟进，以更有效回应季节性重现的问题。

### Recommendations and Observations

To improve public administration, we will generally make recommendations to departments or organisations upon completion of full investigation or DI operations. Besides, where we identify any areas for improvement in their administrative procedures or workflow upon closing a case after assessment or by inquiry, or completing a DI operation after preliminary inquiry, we also put forward our observations to the departments or organisations concerned, presenting our views or suggestions regarding any deficiencies or areas for improvement. On the other hand, we also give positive comments to acknowledge the measures taken by them for better administration.

The improvement recommendations and observations we made cover such major categories as guidelines for clarity, incentives to foster inter-departmental coordination, measures for better public enquiry, complaint handling and client services, and enhanced training for staff. Not only do we encourage departments and organisations to rectify deficiencies and optimise systems and procedures, our recommendations and observations are also conducive to improving the efficiency, quality and consistency of public services. By putting forward pragmatic and constructive recommendations and observations, we facilitate the continuous improvement of administrative procedures, thereby delivering quality and more responsive public services.

For instance, when handling a mediation case, it came to our attention that refuse collection service had suddenly ceased for a village in the New Territories, resulting in accumulation of refuse and poor environmental hygiene. We found the problem stemming from a gap between the contract periods of the old and new contractors engaged by FEHD for refuse collection. Although the matter was resolved by means of mediation, we urged FEHD to ensure proper handover between service contractors in future and draw up measures to prevent disruption of public service.

Similarly, in a complaint about air-conditioner dripping, although our inquiry revealed that FEHD had already resolved the problem, we reminded FEHD that for cases where the source of air-conditioner dripping was still not identified by the end of summer, it should take proactive action again the following summer to address recurring seasonal problems more effectively.

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此外，在一宗有关“港车北上”续期申请的个案中，查讯结果显示运输署早已向申诉人发出续期邀请电邮，只是申诉人逾期未有回复，其错失续期的机会，非因运输署行政失当所致。公署在结案时亦表示欣悉运输署从善如流，除电邮外新增以流动短讯发出续期通知，以便利市民。

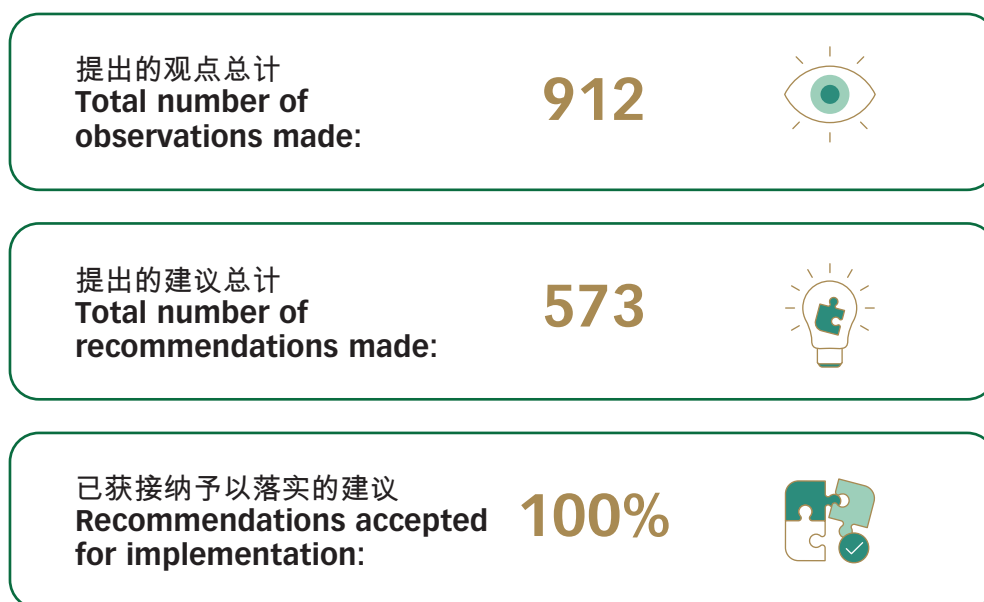
Furthermore, in a case concerning a renewal application under the “Northbound Travel for Hong Kong Vehicles” scheme, our inquiry revealed that TD had already reminded the complainant by email to renew his licence, but he missed the submission deadline. His failure to renew the licence was not due to maladministration on the part of TD. Upon closing the case, we commended TD for taking the complainant’s suggestion on board in providing more convenience for the public by sending notifications via both email and short message service.

在对强制性公积金计划管理局（“积金局”）的申诉个案中，有申诉人因不满一笔自愿性公积金供款一直未能在其“积金易”平台户口内显示，即使数度致电“积金易”热线查询进度，仍未获处理。公署申诉评审队进行评审期间，申诉人表示问题已获解决。尽管如此，公署仍嘱咐积金局必须加快处理每宗强制公积金供款的申请，以及改善“积金易”热线服务。

In a complaint against the Mandatory Provident Fund Schemes Authority (“MPFA”), the complainant alleged that an amount of voluntary contribution had not been displayed in his eMPF account. He called the eMPF hotline many times to enquire about the progress, but to no avail. When the case was assessed by our Complaints Assessment Team, the complainant informed us that the matter had been resolved. Nevertheless, we advised MPFA to expedite the processing of all applications related to MPF contributions and to improve the eMPF hotline service.

整体而言，公署在年度内提出的观点及建议的数目如下：

Overall, the figures of our observations and recommendations made this year are set out below:



推动跨部门及机构协作 改善公共行政  
Inter-departmental Collaboration and Improving Public Administration

在完成调查及提出建议后，公署会要求所涉部门或机构定期提交报告，以监察公署的建议的落实进度，直至建议全部落实为止。

在年度内公署提出的建议均全部获所涉部门或机构接纳及积极跟进，部分更已成功落实。公署会继续跟进其他建议的落实情况。如发现有关部门或机构未有尽力落实建议，专员可根据《条例》，向行政长官呈交报告。此外，专员如认为曾有严重的不当或不公平事件发生，可向行政长官提交另一份报告，并在其后一个月，或行政长官厘定的更长时间内，将报告的文本提交立法会省览。

在本年度，已落实改善建议的重要实例及分类载于附录7。

After concluding our investigation and making recommendations, we will monitor the progress of implementation by requesting periodical updates from the departments or organisations concerned until our recommendations are fully implemented.

All the recommendations we made during the year were accepted for active follow-up, and some of them have even been fully implemented. We will continue to follow up the progress of implementation of other recommendations. Where departments or organisations fail to take forward a recommendation, the Ombudsman may submit a report to the Chief Executive pursuant to the Ordinance. In addition, if the Ombudsman deems that a serious irregularity or injustice has taken place, he may make a further report to the Chief Executive. Within one month or such longer period as the Chief Executive may determine, a copy of the report shall be laid before the Legislative Council.

Major examples and categories of the improvement measures implemented this year are listed in **Appendix 7**.

## 推广正面申诉文化 促进青年人正向参与公共事务 Promoting Positive Complaint Culture and Encouraging Constructive Participation of Youth in Public Affairs

申诉专员的另一个策略性方向是致力以多元渠道向社会各界推广“正面看申诉”的理念和文化，鼓励市民以建设性态度表达意见，倡导政府部门及公营机构以积极开明的心态服务社会。年内，我们成立香港国际申诉专员学院，举办多场交流会及讲座，藉培训及经验分享推动良好管治，提升公共行政效能。在青年工作方面，公署人员到访中学及大专院校，举办外展讲座、职业展览等活动，成功接触大量年青人，逾66,000人次，鼓励年轻一代积极参与公共事务，培养公民意识和责任感，并发挥正向影响力。

同时，公署持续善用多媒体平台，向公众传递工作成果及最新资讯，广泛宣扬正面申诉文化，并加强与持份者的联系和交流，进一步巩固社会各界对公署监察角色的理解。

### 推动正面申诉文化 与工作伙伴联系和交流

专员自上任以来制定并积极推行三大策略性方向，切实改善及提升公共行政质素，为市民带来实际裨益。2025年5月9日，他获律政司司长邀请，为每两年一度举办的“调解为先”承诺书活动担任主题演讲嘉宾，以身作则鼓励社会各界先采用调解，以更高效、迅速的方式圆满解决争议。公署亦为“调解为先”承诺书的支持机构之一。

The Ombudsman's another strategic focus is to foster a positive complaint culture in all sectors of society through a variety of channels. We encourage members of the public to voice their opinions in a constructive manner, while advocating for government departments and public organisations serving the community with a positive and open mindset. During the year, the Office established the Hong Kong International Ombudsman Academy ("HKIOA"), organising seminars and lectures to promote good governance and enhance the efficiency of public administration through training and experience sharing. As regards youth engagement, our officers reached out to numerous youngsters through more than 66,000 attendances at our school talks, career fairs and other activities held for secondary schools and tertiary institutions. We encourage youth participation in public affairs, instil in them a sense of civic awareness and responsibility, and empower them to exert a positive impact.

Meanwhile, the Office continues to make effective use of multimedia platforms to publish our work results and latest information, widely promote a positive complaint culture, and strengthen ties and interaction with stakeholders, thereby consolidating the awareness of our supervisory role across all sectors.

### Promoting Positive Complaint Culture Interaction with Working Partners

Since taking office, the Ombudsman has formulated and championed three strategic focuses to effectively raise the standards of public administration and deliver tangible benefits for the public. On 9 May 2025, he was invited by the Secretary for Justice to attend the biennial "Mediate First" Pledge Event as the keynote speaker. Leading by example, he urged the community to resolve complaints more efficiently and speedily by mediation as the preferred handling mode. Our Office is also one of the supporting organisations of the Pledge Event.



## 推广正面申诉文化 促进青年人正向参与公共事务 Promoting Positive Complaint Culture and Encouraging Constructive Participation of Youth in Public Affairs

此外，公署透过学院深化本地工作伙伴、内地及海外相关机构对公署工作的了解，并举办不同形式的交流活动，构建内外联通的互动平台，着力推动调解及跨部门协作，加强倡导正面申诉文化及防范行政失当理念（详情见第七章）。

### 申诉专员嘉许奖

第28届申诉专员嘉许奖颁奖典礼于2025年11月18日在香港会议展览中心举行。年度公营机构奖得主分别是房屋署（金奖）、食物环境卫生署（银奖）及惩教署（铜奖）。其他获奖部门包括运输署（调解奖）、渠务署（科技应用及创意奖），以及数字政策办公室（1823联络中心）（客户服务奖）。

本年度，公署首次设立队伍奖，嘉许在推动优质公共服务方面表现卓越的专业团队，并肯定团队的协作精神。我们向十组团队颁发队伍奖，其中三组为跨部门协作队伍，包括土木工程拓展署、运输署及香港警务处；环境保护署、渠务署及屋宇署；以及市区重建局及机电工程署。另有80位公职人员获颁个人奖，以表彰他们在服务市民方面的杰出表现和专业态度。详细获奖名单载于附录9。

Furthermore, we have strengthened our engagement with local partners and Mainland and overseas counterparts through the HKIOA, raising their awareness of our work. A variety of exchange activities were organised to build an interactive platform that brings internal and external parties together. These initiatives serve to press ahead with mediation and inter-departmental collaboration, as well as reinforcing a positive complaint culture and the concept of “maladministration prevention” (see **Chapter 7** for details).

### The Ombudsman’s Awards

On 18 November 2025, the Presentation Ceremony of the 28th Ombudsman’s Awards was held at the Hong Kong Convention and Exhibition Centre. This year’s Gold, Silver and Bronze Awards for Public Organisations went to the Housing Department, the Food and Environmental Hygiene Department, and the Correctional Services Department respectively. Other winning organisations were the Transport Department (“TD”) (Award on Mediation), the Drainage Services Department (“DSD”) (Information Technology Application and Creativity Award) and 1823 Contact Centre under the Digital Policy Office (Customer Services Award).

This year, the Office introduced a new Team Award to recognise professional teams that have demonstrated excellence in enhancing public service and a spirit of teamwork. A total of ten teams received Team Awards, including three cross-departmental teams, comprising members from the Civil Engineering and Development Department, TD and the Hong Kong Police Force; the Environmental Protection Department, DSD and the Buildings Department; and the Urban Renewal Authority and the Electrical and Mechanical Services Department, respectively. In addition, Individual Awards were presented to 80 public officers in recognition of their exemplary performance and professionalism in public service. The full list of awardees is in **Appendix 9**.



推广正面申诉文化 促进青年人正向参与公共事务

Promoting Positive Complaint Culture and Encouraging Constructive Participation of Youth in Public Affairs



### 双轨嘉许制度

### Dual-track Commendation Scheme

公署继续推行双轨嘉许制度，表扬部门、机构及市民在改善公共行政上的贡献。我们藉此鼓励公职人员秉持正向开明的态度服务市民，同时嘉许积极参与公共事务、展现公民责任的市民，为公署工作注入正面力量。

This year, we continued to recognise departments and organisations as well as members of the public under a dual-track commendation scheme for contributing to the improvement of public administration. The scheme is implemented for the purpose of encouraging public officers to serve the public with a positive and open mindset, while commending members of the public for actively participating in public affairs, demonstrating civic responsibility and making a positive impact on our work.

#### 嘉许信

#### Appreciation Letters

我们向21个部门及机构发出37封嘉许信，肯定他们在多方面的表现，包括：

We issued 37 appreciation letters to 21 departments and organisations in recognition of their performance in various areas:

- **迅速行动**：积极回应市民诉求，主动提供解决方案
- **落实改革**：配合公署建议，优化工作程序或指引
- **协作精神**：就个案提供详尽资料与专业意见，并与其他相关部门及机构沟通和协作，发挥协同效应

- **Speedy action**: proactively addressing public demands with solutions
- **Reform**: optimising work procedures or guidelines in response to our recommendations
- **Collaboration**: offering details and professional advice on cases, and communicating and collaborating with other relevant departments and organisations to achieve synergy

#### 感谢状

#### Appreciation Certificates

我们亦致送了七张感谢状，表彰以正面及建设性方式提出申诉的市民，感谢他们对“正面看申诉”理念的支持及为提升公共行政质素作出贡献。

We also presented seven appreciation certificates to members of the public who had lodged complaints in a positive and constructive manner, thanking them for supporting a positive complaint culture and contributing to the enhancement of the standards of public administration.

## 推广正面申诉文化 促进青年人正向参与公共事务 Promoting Positive Complaint Culture and Encouraging Constructive Participation of Youth in Public Affairs

### 促进青年人正向参与公共事务

### Encouraging Constructive Participation of Youth in Public Affairs

#### 连结和培育新一代

#### Outreach and Education

凝聚年轻一代，推动青年积极参与公共事务，是公署教育宣传的重要一环。本年度，我们于13所本地中学举办外展讲座，吸引逾2,300名高年级中学生及教职员参与。我们亦进一步巩固与大专学生的联系，以线上及线下形式举办四场本地大学讲座。透过持续举办校园活动，我们期望年轻一代能加深对公署工作和使命的认识，理解良好公共行政的重要性，并建立正向思维及社会责任感。

Engaging the younger generation and encouraging their active participation in public affairs is a key aspect of our educational and publicity work. During the year, we organised school talks for 13 local secondary schools, which were attended by more than 2,300 senior secondary students and teaching and administrative staff. We also stepped up reaching out to tertiary students by giving four lectures, online or in person, for local universities. The ongoing programmes on campus are intended to give the younger generation an insight into our work and mission, highlight the importance of good governance, and instil in them a positive mindset and a sense of civic responsibility.



#### 广纳人才 共育未来

#### Recruitment of Talents for Future Development

公署于2026年1月22至25日参与“教育及职业博览2026”，透过多元展位及专题讲座宣扬公署的角色及职能，展示推动良好公共行政及正面申诉文化的成果。同场亦与参观人士互动交流，分享公署的招聘资讯及职业发展前景，成功接触约50,000人次。年内，我们亦于六所本地大专院校参与职业展览，与逾14,000名大专学生交流，介绍公署的职权及工作，推广良政善治的理念，并提供就业及实习资讯。

The Office joined the Education & Careers Expo 2026 held between 22 and 25 January 2026. Through a multifaceted booth and a thematic seminar, we introduced our role and functions and showcased the achievements in promoting good governance and a positive complaint culture. Our booth attracted nearly 50,000 visits, where we shared recruitment information and career prospects with job seekers. Moreover, we participated in the career fairs at six local institutions during the year, reaching out to more than 14,000 tertiary students to elaborate on our powers and functions, promote good governance and provide information on recruitment and internship programme.

推广正面申诉文化 促进青年人正向参与公共事务

Promoting Positive Complaint Culture and Encouraging Constructive Participation of Youth in Public Affairs

公署致力培育新一代，本年度首度推出暑期实习计划，并于2026年3月展开招募，为大专学生提供学习及累积社会经验的机会，深入认识及亲身体会公署工作。同月，公署亦展开招聘新一批助理调查主任，吸纳有志投身公共事务的年轻人加入团队，强化公署的人才基础。是次招聘共接获逾1,400份申请，创下历来新高，充分彰显公署在年轻社群间所建立的正面形象与吸引力。

In a bid to nurture the next generation, our first ever Summer Internship Programme was launched this year, with recruitment commencing in March 2026. The Programme enables tertiary students to learn, accumulate social experience and gain a hands-on insight into our work. In the same month, we also began the recruitment exercise for a new cohort of Assistant Investigation Officers, welcoming young graduates keen to pursue a career in public service to join and consolidate our talent base. A record high of over 1,400 applications were received in response, demonstrating the positive image and appeal the Office has established among the younger generation.



## 推广正面申诉文化 促进青年人正向参与公共事务 Promoting Positive Complaint Culture and Encouraging Constructive Participation of Youth in Public Affairs

### 传递公署资讯

#### 新闻发布及传媒联系

我们持续与各大传媒保持良好联系，藉广泛报道加强公众对公署工作的认知，有效传递调查的成效及结果。本年度，公署完成十项主动调查行动，其中三项透过新闻发布会公布，其余则以新闻稿形式发表调查结果及相关改善建议。同时，我们亦以新闻稿形式公布四份全面调查报告，并宣布展开三项主动调查行动，广邀持份者及公众提供意见。



### Spreading Our Message

#### Press Releases and Media Events

We continue to enlist the support of major news media, capitalising on their extensive coverage to capture public attention and raise awareness of our investigation results and findings. We completed ten direct investigation operations this year, with the results and improvement recommendations of three reports announced at press conferences and the rest through press releases. We also announced by press releases the reports of four complaints concluded by full investigation, and declared the launch of three direct investigation operations to invite stakeholders and the public to submit their views.



### 社交媒体宣传及全新宣传品

除新闻公报外，我们积极运用社交媒体，以生动、轻松的方式发布日常工作资讯和最新活动，让公众更全面掌握公署的动向及成果。我们亦持续于网站更新“好人好事”系列，以生活化的真实故事分享成功的调解个案及跨部门协作案例。

因应公署的策略性方向，我们于年内透过内部资源更新了更简洁的标志，并推出一系列全新宣传品，进一步强化公署形象，深化社会大众对公署监察角色及工作的认识。

### Social Media and New Corporate Gifts

In addition to press releases, we share work-related information and updates via social media in a lively and stimulating manner, enabling the public to have a full grasp of our activities and achievements. We also regularly update the series of real-life stories featuring good people and good deeds on our website, showcasing successful examples of mediation and inter-departmental collaboration.

In line with our strategic focuses, we refined our logo by means of internal resources during the year. A new range of corporate gifts were launched to reinforce our public image and deepen the public's understanding of our role and work.

## 香港国际申诉专员学院 预防行政失当 Hong Kong International Ombudsman Academy and Advocating Maladministration Prevention

公署灵活运用内部资源，无需政府额外拨款，亦不需额外增添人员，成立香港国际申诉专员学院，推广正面申诉文化及深化防范行政失当理念。学院不仅为政府部门及公营机构提供適切培训，亦提升公署员工的专业能力，并且构建联通内地和国际组织的交流合作平台，推动监察专员制度的持续发展、改革和创新。

学院于2025年8月25日在香港生产力促进局举行揭幕礼，政务司司长陈国基及立法会内务委员会主席李慧琼博士致辞及主礼，主礼嘉宾包括中央人民政府驻香港特别行政区联络办公室法律部部长刘春华，多名立法会议员亦有出席揭幕仪式。学院于当日以“正面看申诉、调解我有道”为题举办首场研讨会，由康乐及文化事务署、运输署和房屋署代表，以及公署顾问主讲并作深入交流。研讨会聚焦以调解处理投诉的策略，倡导以更积极正面的思维应对意见和投诉，打开以调解化解争议的门户，进一步提升行政质素及效率。研讨会吸引约250名部门及机构代表参与，现场反应热烈正面。

The Office has established the Hong Kong International Ombudsman Academy (“HKIOA”) through flexible allocation of internal resources, without seeking additional government funding or manpower, to promote a positive complaint culture and advocate the concept of “maladministration prevention”. The HKIOA not only offers essential training for government departments and public organisations, but also builds the professional capability of our staff. Moreover, it serves as a liaison platform connecting our Mainland and international counterparts, driving the sustainable development, reform and innovation of the ombudsman system.

On 25 August 2025, the HKIOA marked its inauguration with a ceremony held at the Hong Kong Productivity Council. The ceremony was honoured by the presence of the Chief Secretary for Administration, Mr Chan Kwok-ki, and the Chairman of the Legislative Council House Committee, Dr Starry Lee, as speakers and officiating guests. Also in attendance were the Director-General of the Department of Law of the Liaison Office of the Central People’s Government in the HKSAR, Mr Liu Chunhua, as an officiating guest, and a number of Legislative Council members. On the same day, the HKIOA held its first seminar themed “Nurturing a Positive Complaint Culture through Mediation”, where representatives from the Leisure and Cultural Services Department, the Transport Department (“TD”) and the Housing Department (“HD”), and two of our Advisers were guest speakers. The in-depth discussions at the seminar focused on strategies for redressing grievances through mediation, advocating a more proactive and constructive mindset in response to opinions and complaints, opening the door to mediation for resolving disputes, and further enhancing the quality and efficiency of administration. The seminar was well received by around 250 enthusiastic participants from departments and organisations.



## 培训及交流

年内，学院获邀到访七个部门及机构举办座谈会，包括地政总署、食物环境卫生署、房屋署、香港警务处、运输署、强制性公积金计划管理局及香港房屋协会，与超过850名来自不同职系的公职人员交流，讲解公署的监察角色、职能及策略性方向，并鼓励各部门及机构以调解方式处理市民投诉。学院代表亦透过深入分享个案及实务经验，加强公职人员防范行政失当的意识，激励他们为市民提供更优质、更到位的服务，以持续提升公共行政水平。

## Training and Exchange Programmes

During the year, the HKIOA was invited to visit and hold seminars for seven departments and organisations, namely the Lands Department, the Food and Environmental Hygiene Department, HD, the Hong Kong Police Force, TD, the Mandatory Provident Fund Schemes Authority, and the Hong Kong Housing Society. In aggregate, we briefed over 850 public officers of various ranks and grades on our supervisory role, functions and strategic focuses, and encouraged departments and organisations to resolve public complaints through mediation. HKIOA representatives also shared case studies and practical experiences to strengthen awareness of maladministration prevention, motivating public officers to enhance service quality and responsiveness in pursuit of higher standards in public administration.



## 香港国际申诉专员学院 预防行政失当 Hong Kong International Ombudsman Academy and Advocating Maladministration Prevention

学院亦积极发挥香港“背靠祖国，联通世界”的优势，于年内为多个内地相关机关及学术团体举办共六次交流会，包括云南省纪律检查委员会、深圳市监察委员会及相关部门组成的“深港两地廉洁治理”培训班代表等；亦应香港中文大学（深圳）人文社科学院邀请，担任“形势与政策系列”专题讲座的主讲嘉宾，聚焦讲解公署的职能和年度工作成果，分享处理申诉的实务经验，倡导透过调解及跨部门协作促进良政善治，吸引近百名本科生及研究生踊跃参与。

The HKIOA has also leveraged Hong Kong's unique position of having strong support from the motherland and close connections to the world. During the year, it held six sharing sessions for Mainland agencies and academic entities, including a delegation from the Yunnan Provincial Commission for Discipline Inspection, and a delegation of Shenzhen Training Programme “Incorruptible Governance in Shenzhen and Hong Kong” comprising government officials from the Shenzhen Municipal Commission for Discipline Inspection and relevant departments. Separately, it was invited by the School of Humanities and Social Science, The Chinese University of Hong Kong, Shenzhen to designate two guest speakers for a serial lecture under the course “Society and Public Policy in Contemporary China”. HKIOA representatives highlighted the Office's functions and results achieved during the year. They also shared practical cases of complaint handling and promoted mediation and inter-departmental collaboration to raise governance standards. The lecture was attended with active participation by nearly 100 undergraduate and postgraduate students.



## 连结社区

公共行政与区议员的工作密不可分，区议员作为市民的重要桥梁，经常接触并处理市民的投诉。学院积极走进社区举办讲座，协助区议员更深入理解公署的使命及工作。首场“公共行政与你”讲座已于2026年3月27日举行，下一场定于同年5月举行。两场讲座反应踊跃，共吸引约300名区议员和议员助理报名参与。公署期望透过讲座交流互动，为区议员的工作注入新思维和新动力。

未来一年，学院将继续举办讲座、研讨会及交流活动，推广正面申诉文化，并建立平台促进国际合作，包括筹办线上研讨会，让不同地区的监察专员交流经验，进一步巩固监察专员制度对提升公共行政的贡献。

## District Connections

Public administration is closely related to the work of District Councils. Playing a bridging role, District Council members are in frequent contact with the public to deal with their complaints. The HKIOA engaged with the community by organising seminars to brief District Council members on our mission and work. The first seminar, titled “Public Administration and You”, was held on 27 March 2026, with a second session scheduled for May 2026. The two sessions were well received, enrolling around 300 District Council members and their assistants in aggregate. Through the interactive discussions and exchanges, we strive to inject fresh ideas and new impetus into the work of District Council members.

In the coming year, the HKIOA will keep promoting a positive complaint culture through seminars, conferences and sharing sessions. It will also establish platforms to foster international collaboration, including organising webinar to facilitate the exchange of experiences among ombudsman institutions from various regions, thereby reinforcing the contribution of the ombudsman system to the improvement of public administration.



# 与内地及国际机构联系 说好香港故事

## Mainland and Overseas Liaison to Tell Good Stories of Hong Kong

公署一直积极参与内地及国际交流与推广事务，进一步加强与各地伙伴的联系，促进经验和知识共享，充分发挥香港作为“超级联系人”和“超级增值人”的重要角色，在国际舞台上说好中国故事、说好香港故事。

Through active engagement in Mainland and international dialogues and initiatives, the Office has forged stronger partnerships worldwide to promote the sharing of experience and knowledge. Fully leveraging Hong Kong's pivotal role as both a “super connector” and a “super value-adder”, we tell the world the good stories of China and Hong Kong.

### 联通世界 加强与国际伙伴联系

我们在国际交流及协作方面的工作，获得国际同侪的肯定。2025年年初，申诉专员出任国际监察专员协会章程常务委员会主席，并于年内透过线上及线下形式主持委员会会议。同年4月，专员担任协会联合国及国际合作工作小组成员，其后于5月更获选为协会澳大利亚暨太平洋区理事，并成为协会理事会的成员之一。

### Strengthening Global Partnerships

Our efforts to promote international exchange and collaboration are well recognised by counterparts around the world. Since being elected as the Chairman of the Standing By-laws Committee of the International Ombudsman Institute (“IOI”) in early 2025, the Ombudsman has chaired committee meetings, online or in person, during the year. In April 2025, the Ombudsman began serving as a member of the IOI’s United Nations and International Cooperation Working Group. In May 2025, he was also elected the Director of the Australasian and Pacific Region and became an IOI Board Member.



## 与内地及国际机构联系 说好香港故事 Mainland and Overseas Liaison to Tell Good Stories of Hong Kong

2025年5月，专员率领公署代表团前往摩洛哥进行公事访问。访问期间，专员出席协会周年理事会会议，与其他国家及地区代表会面交流。公署代表团亦分别与摩洛哥王国调解专员Hassan Tariq及国家廉政、预防和打击腐败局主席Mohamed Benalilou会晤，并且到访调解专员的地区分部考察。

In May 2025, the Ombudsman led a delegation to pay an official visit to Morocco. During the visit, he attended the IOI Annual Board Meeting and engaged in fruitful discussions with representatives from various countries and regions. Our delegation also met with the Mediator of the Kingdom of Morocco, Mr Hassan Tariq, and the President of the National Authority for Integrity, Prevention and Fight Against Corruption, Mr Mohamed Benalilou, and visited the Mediator's regional office.



### 互惠共赢 促进区域协调发展

2025年9月，专员以亚洲监察专员协会秘书长身份，率领公署代表团出席在南京举行的第26届常务理事会会议及第18届会员大会，积极拓展与亚洲监察伙伴机构的交流和联系。会议期间，协会举办以“开展有效监督，维护群众利益”为主题的国际研讨会，专员除担任主礼嘉宾外，并于“畅通信访平台，保障人民权益”环节发表主题演讲，阐述公署在香港特区公共行政的监察角色。其间，专员亦与中共中央纪律检查委员会副书记、国家监察委员会副主任傅奎会面，互相交流工作动向和分享经验。

### Driving Regional Growth for Mutual Benefits

In September 2025, the Ombudsman, as the Secretary of the Asian Ombudsman Association (“AOA”), led a delegation to Nanjing to attend the 26th Meeting of the Board of Directors and the 18th Meeting of the General Assembly of the AOA, with a view to fostering exchanges and ties with Asian counterparts. The AOA event included the International Workshop on Effective Ombudsmanship for People’s Livelihood, where the Ombudsman served as an officiating guest and delivered a keynote speech in the session “Public Oversight and Whistle-blower Protection”, elaborating on our supervisory role on public administration in the HKSAR. In addition, the Ombudsman met with the Deputy Secretary of the Communist Party of China Central Commission for Discipline Inspection and the Vice Chairman of the National Commission of Supervision, Mr Fu Kui, where they exchanged updates on work and shared experience.

与内地及国际机构联系 说好香港故事

Mainland and Overseas Liaison to Tell Good Stories of Hong Kong

此外，专员藉是次南京会议，在协会主席、巴基斯坦联邦监察专员Ejaz Ahmad Qureshi的见证下，与泰国总申诉专员Somsak Suwansujarit签署双边合作谅解备忘录，藉以增进两地在监察领域的资讯交流及经验分享，巩固彼此长久的伙伴合作关系，推动更广泛的国际协作。

In Nanjing, the Ombudsman also took this opportunity to sign a Memorandum of Understanding (“MoU”) on Bilateral Cooperation with the Chief Ombudsman of Thailand, Mr Somsak Suwansujarit, witnessed by the AOA President and Pakistan Federal Ombudsman, Mr Ejaz Ahmad Qureshi. The MoU is intended to enhance information exchange and experience sharing in ombudsmanship, establish a long-standing partnership and broaden international cooperation.



## 与内地及国际机构联系 说好香港故事 Mainland and Overseas Liaison to Tell Good Stories of Hong Kong

2026年3月，公署接待由澳门廉政专员欧阳湘率领的代表团，进一步加强两地特区的联系。公署与代表团就公共行政监察及申诉处理深入交流，分享工作成果，互相借鉴经验，并探讨携手深化与各地监察机构的联系和合作，以提升监察水平及协同效能。

In March 2026, we received a delegation led by the Commissioner Against Corruption of Macao, Ms Ao Ieong Seong, to reinforce mutual ties. We had in-depth discussions with the delegation about monitoring public administration and handling complaints, sharing the results of work and experience. The two parties also explored how to work closely to strengthen global ties and cooperation within the ombudsman community, raise supervision standards and foster synergy.



展望未来，公署将进一步深化国际层面的工作，在不断转变的国际环境下持续加强在监察及申诉领域的影响力，强化内联外通的桥梁作用。2026年年底，公署将举办亚洲监察专员协会成立30周年庆祝活动，包括主题论坛及一系列文化活动，并主办第27届常务理事会会议。亚洲各地地缘及文化相近，公署将会透过举办是次盛会，以邻为伴，不断扩大与亚洲以至世界各地监察及申诉机构的互利合作，为推进亚洲命运共同体作出贡献。

Looking ahead, the Office will further deepen our efforts at the international level. Amid a volatile global environment, we will continue to amplify our impact on ombudsmanship and complaint handling, and strengthen our bridging role between the motherland and the world. Towards the end of 2026, the Office will host the AOA's 30th anniversary celebration, including thematic forum and an array of social and cultural programmes, and the 27th Meeting of the Board of Directors. Given the geographical proximity and kindred cultures of the Asian region, this mega event will present a valuable opportunity for us to interact with our neighbours. We are committed to expanding cooperation with ombudsman institutions across Asia and the world to achieve mutual benefits, driving the growth of the Asian community which is bound by a shared future.

## 配合政府工作 更好融入及服务国家发展大局 Supporting Government Efforts to Better Integrate into and Serve Overall National Development

今年是国家“十五五”规划开局之年，亦是香港迈向由治及兴的关键之年。在祖国“十五五”规划的有力支持下，特区政府驱动发展与革新，积极主动对接国家“十五五”发展战略，推动香港更好融入和服务国家发展大局。

自上任以来，申诉专员一直带领公署全体人员，在日常工作中更好融入和服务国家发展大局，并齐心协力，彰显团队精神，为建设更强大的祖国竭尽所能，为构建更繁荣稳定的香港努力不懈。

### 主动对接国家规划 确保香港 长期稳定

第十四届全国人民代表大会第四次会议通过《中华人民共和国国民经济和社会发展第十五个五年规划纲要》（“十五五规划纲要”）。《十五五规划纲要》明确表示香港特区要坚定不移贯彻“一国两制”、“港人治港”、高度自治方针，落实“爱国者治港”原则，提升香港依法治理效能，促进香港经济社会发展，发挥香港背靠祖国、联通世界独特优势和重要作用。公署作为监察香港公共行政的独立法定机构，不仅秉持专业精神履行职责，更会积极配合国家“十五五”规划的大方向及特区政府的对接举措，推动良政善治，为市民谋幸福，促进社会和谐，为香港的长远繁荣稳定作出更大贡献。

This year marks the beginning of the country's 15th Five-Year Plan and represents a critical year for Hong Kong as it advances from stability towards prosperity. With the strong support of the National 15th Five-Year Plan, the HKSAR Government is driving development and innovation, proactively dovetailing with national strategies, with the aim of promoting Hong Kong's better integration into and serving the overall national development.

Since taking office, the Ombudsman has steered all staff towards aligning their daily work more closely with the country's overall development. With concerted dedication and strong team spirit, we have spared no effort in strengthening our motherland and remain committed to our tireless pursuit of a more prosperous and stable Hong Kong.

### Proactive Alignment with National Planning to Safeguard Hong Kong's Long-Term Stability

The fourth session of the 14th National People's Congress approved the "Outline of the 15th Five-Year Plan for National Economic and Social Development of the People's Republic of China" ("Outline"). The Outline explicitly points out that the principles of "one country, two systems", "Hong Kong people administering Hong Kong" and a high degree of autonomy should be implemented with unwavering commitment; the principle of "patriots administering Hong Kong" should be put into practice; and the efficacy of governance in accordance with the law should be ensured to promote Hong Kong's economic and social development, and give full play to Hong Kong's unique advantages and important role of maintaining close connections with both the motherland and the world. As the independent statutory body supervising public administration in Hong Kong, we fulfil our responsibilities with professionalism, and actively contribute to the overarching development strategies under the National 15th Five-Year Plan and the HKSAR Government's integration initiatives. In doing so, we promote good governance, seek happiness for the public, and foster social harmony, thereby contributing more to Hong Kong's enduring prosperity and stability.

## 配合政府工作 更好融入及服务国家发展大局 Supporting Government Efforts to Better Integrate into and Serve Overall National Development

在推动“一国两制”实践行稳致远上，国家主席习近平提出了“四个必须”：必须全面准确贯彻“一国两制”方针、必须坚持中央全面管治权和保障特别行政区高度自治权相统一、必须落实“爱国者治港”、必须保持香港的独特地位和优势。这“四个必须”是“一国两制”实践的根本遵循。在“四点希望”中，习主席提到要着力提高治理水平、不断增强发展动能、切实排解民生忧难、共同维护和谐稳定。这“四个必须”和“四点希望”，不单规划了特区政府的工作方向，还为公署的工作重点和目标提供了根基和行动指南。

### 策略性方向 推动良政善治

专员秉承勇于创新 and 敢于改革的精神，带领公署全体人员深入了解国情及学习并贯彻国家重要精神，在日常工作中更好融入及服务国家发展大局。自2024年4月1日履新后，专员制定并聚焦三个策略性方向，致力提升公共服务质素和效能，为市民带来实际裨益的目标。公署积极善用调解有效和迅速处理市民的申诉，改善公共行政，切实排解民生忧难，化解矛盾和怨气，凝聚力量，维护社会和谐稳定；全面促进跨部门及跨机构的良好协调和合作，修正行政体制问题，提升治理水平；以及在社会层面全力宣扬正面看申诉，鼓励社会各界以建设性态度参与公共事务和提出意见，同时倡导政府部门及公营机构持开明开放态度服务市民。这三个策略性方向已取得显著成果，为推动良政善治、造福市民奠定坚实基础。

To promote the steadfast and successful implementation of “one country, two systems”, President Xi Jinping has put forward “four musts”: the HKSAR Government must fully and faithfully implement the principle of “one country, two systems”; it must uphold the Central Government’s overall jurisdiction while securing the HKSAR’s high degree of autonomy; it must ensure that Hong Kong is administered by patriots; and it must maintain Hong Kong’s distinctive status and advantages. These “four musts” serve as the fundamental guidelines for implementing “one country, two systems”. In his “four proposals”, President Xi called on the HKSAR Government to further improve its governance, continue to create strong impetus for growth, earnestly address people’s concerns and difficulties in daily life, and work together to safeguard harmony and stability. The “four musts” and “four proposals” not only set out a direction for the HKSAR Government’s work, but also provide our Office with a solid foundation and practical guidance for setting priorities and objectives.

### Strategic Focuses for Advancing Good Governance

Upholding the spirit of innovation and reform, the Ombudsman has led the entire office in gaining a deep understanding of national affairs and studying and implementing the country’s key directives to better align our daily work with and serve the country’s overall development. Since assuming office on 1 April 2024, the Ombudsman has championed three strategic focuses to improve the quality and efficiency of public services to bring tangible benefits to the public. Through active use of mediation, we aim to resolve public complaints effectively and swiftly, strengthen public administration, and address livelihood concerns. By easing conflicts and grievances, we foster collective efforts to safeguard social harmony and stability. To tackle systemic administrative issues, inter-departmental coordination and cooperation are promoted, ensuring more effective governance. We also vigorously promote a positive complaint culture within the community, encouraging the public to voice their opinions on social issues in a constructive manner while urging government departments and public organisations to serve the public with open-mindedness. The three strategic focuses have achieved notable results, laying a solid foundation for advancing good governance and improving the well-being of the public.

## 勇于改革 以香港所长 服务国家

为贯彻习主席提出的“四个必须”和“四点希望”的方针，以及配合国家“十五五”规划路线，除了上述提及的工作外，在专员带领下，公署亦在多方面作出不同革新，务求以香港所长，服务国家的发展宏图。

首先，在提高治理水平方面，公署成立香港国际申诉专员学院向部门及机构的公职人员灌输防范行政失当的新概念。专员期望公职人员解放思想、锐意创新，将国家规划带来的机遇转化为实际发展成果，惠及各行各业及广大市民，着力为市民排忧解难。

第二，《十五五规划纲要》再次肯定香港“背靠祖国、联通世界”的独特优势和重要作用。我们要利用好香港作为国内国际双循环格局中的“超级联系人”和“超级增值人”角色。对内，我们深化与粤港澳大湾区城市的合作。专员早前分别接待云南省纪律检查委员会及深圳市监察委员会培训代表团，并与澳门廉政专员会面，加强与内地及澳门特区的联系及公共行政监察合作；学院亦应香港中文大学（深圳）人文社科学院邀请，前往深圳分校担任“形势与政策系列”专题讲座的主讲嘉宾，分享推动调解及跨部门协作的经验，推广正面申诉文化，促进良政善治，维护和谐稳定。



## Bold Reforms, Harnessing Hong Kong's Strengths to Serve the Country

To carry out President Xi's "four musts" and "four proposals", and in alignment with the National 15th Five-Year Plan, this Office, under the Ombudsman's leadership, has introduced a variety of innovations across different areas, leveraging Hong Kong's unique strengths to serve our country's development blueprint.

Firstly, through the establishment of the Hong Kong International Ombudsman Academy ("HKIOA"), we instil the concept of "maladministration prevention" among officers in departments and organisations to enhance governance. The Ombudsman expects public officers to broaden their mindset and embrace innovation, turning opportunities arising from national planning into tangible development outcomes that benefit all sectors of society and the general public and genuinely ease the hardships people face.

Secondly, the Outline reaffirms Hong Kong's distinctive advantages and important role of having the strong support of the country while maintaining unparalleled connectivity with the world. We must harness Hong Kong's position as a "super connector" and "super value-adder" in driving domestic and international dual circulation. On the domestic front, we have been deepening cooperation with cities across the Guangdong-Hong Kong-Macao Greater Bay Area. The Ombudsman received training delegations from the Yunnan Provincial Commission for Discipline Inspection and the Shenzhen Municipal Commission for Discipline Inspection, and met with the Commissioner Against Corruption of the Macao Special Administrative Region ("Macao SAR"), to strengthen ties and collaboration in overseeing public administration with the Mainland and Macao SAR. At the invitation of the School of Humanities and Social Science of The Chinese University of Hong Kong, Shenzhen, the HKIOA visited the university and our officers acted as keynote speakers at a serial lecture under the course "Society and Public Policy in Contemporary China", where we shared our experience in promoting mediation and inter-departmental collaboration, and encouraged a positive complaint culture to improve governance and safeguard social harmony and stability.

## 配合政府工作 更好融入及服务国家发展大局 Supporting Government Efforts to Better Integrate into and Serve Overall National Development

对外，公署把握在“一国两制”下拥有内联外通的优势，持续与国际伙伴保持紧密联系，把握交流和分享经验的机会。公署透过学院建立国际合作平台，全力筹办各类交流活动，如线上研讨会，推动跨地域的经验交流及知识共享。专员亦代表公署积极参与国际事务，并与多个国际监察专员签署双边合作谅解备忘录，建立长远合作伙伴关系。2024年，公署首次举办高峰论坛，邀请世界各地的监察机构及国际组织代表来港交流，于世界舞台上说好香港在“一国两制”下的好故事，保持香港在国际间的独特地位和优势，达至“背靠祖国，联通世界”的目标。公署将再接再厉，于2026年底举办亚洲监察专员协会30周年庆祝活动及主办第27届常务理事会会议，大力推进与伙伴的协作与联系。

第三，《十五五规划纲要》展示了中央贯彻“一国两制”的坚定决心，而维护国家主权、安全、发展利益是“一国两制”方针的最高原则。《“一国两制”下香港维护国家安全的实践》白皮书亦指出，必须把维护国家安全贯穿“一国两制”实践的全过程，并确保特别行政区管治权牢牢掌握在爱国者手中。《香港国安法》实施五年来，香港“由乱到治”迈向“由治及兴”。专员带领公署人员支持特区政府坚定不移维护国家主权、安全、发展利益，确保香港长治久安。



On the external front, we capitalise on Hong Kong's unique edge of serving as a bridge between the Mainland and the wider world under the framework of "one country, two systems", and continue to maintain close ties with international partners, seizing opportunities for exchange and sharing of experience. Through the HKIOA, we have established an international cooperation platform and actively organised a variety of exchange activities, such as online seminars, to promote cross-regional sharing of experience and knowledge. In addition, the Ombudsman has actively engaged in international affairs and signed bilateral memoranda of understanding with various international ombudsmen to establish long-term partnerships. In 2024, we invited ombudsmen and institutions worldwide and representatives from international bodies to Hong Kong for the International Ombudsman Summit. Through these efforts, we seek to present to global audiences a good story about Hong Kong under "one country, two systems", maintaining the city's distinctive role and advantages on the international stage, and highlighting its special standing – having strong support from the motherland and close connection with the world. Moving forward, we will advance these efforts and will coordinate celebration of the Asian Ombudsman Association's 30th anniversary while hosting the 27th meeting of its Board of Directors at the end of 2026, to further strengthen collaboration and ties with our partners.

Thirdly, the Outline reflects the Central Government's firm commitment to implementing "one country, two systems", with safeguarding national sovereignty, security and development interests as its highest principle. The white paper on "Hong Kong: Safeguarding China's National Security Under the Framework of One Country, Two Systems" further underscores that national security must be safeguarded throughout the entire process of implementing "one country, two systems", and that the power of governing the HKSAR must remain firmly in the hands of patriots. Since the enactment of the Hong Kong National Security Law five years ago, the city has transitioned from chaos to order and is now advancing from stability to prosperity. Led by the Ombudsman, our Office stands firmly with the HKSAR Government in safeguarding national sovereignty, security and development interests to ensure Hong Kong's long-term stability and security.

配合政府工作 更好融入及服务国家发展大局  
Supporting Government Efforts to Better Integrate into and Serve Overall National Development

专员全力支持全面贯彻落实“爱国者治港”原则，公署成立选举专班，并率领专班团队走入社区，齐心协力宣传2025年立法会换届选举。专员亦以身作则，积极支持及参与国家安全及爱国活动，包括“全民国家安全教育日”开幕典礼暨主题讲座、国安法律论坛2024、《香港国安法》公布实施5周年论坛、“国家宪法日”座谈会、“行政立法同心治港创未来”研讨会、中国人民解放军建军98周年庆祝活动，以及前往北京参观中国人民抗日战争暨世界反法西斯战争胜利80周年大型阅兵及文艺晚会等。

In full support of the comprehensive implementation of the principle of “patriots administering Hong Kong”, the Ombudsman formed an election task force and led its members into the community to promote the 2025 Legislative Council General Election. He has also set an example by actively supporting and participating in national security and patriotic initiatives, including the Opening Ceremony cum Seminar of the National Security Education Day, the National Security Legal Forum 2024, the 5th Anniversary of Promulgation and Implementation of Hong Kong National Security Law Forum, the Constitution Day Seminar, the Seminar on Executive-Legislative Collaboration for Good Governance and Better Future, the Chinese People’s Liberation Army’s 98th anniversary celebration, as well as the military parade and cultural gala in Beijing commemorating the 80th anniversary of victory in the War of Resistance.



为深化公署全体人员的国家安全和提升爱国精神，保安局副局长应专员邀请亲临公署，阐释有关《香港国安法》及《维护国家安全条例》的重点内容。专员亦不遗余力，带领公署人员参观国家安全展览、“年度国际形势和中国外交”专题报告会，以及抗战胜利80周年大型巡回展览等。专员期望国家安全得到保障后，社会定能不断发展动能。

To deepen the commitment of all staff towards national security education and inspire patriotic spirit, the Ombudsman invited the Under Secretary for Security to our office, where he delivered a briefing on the key points of the Hong Kong National Security Law and the Safeguarding National Security Ordinance. With tireless dedication, the Ombudsman has also led staff to visit the National Security Exhibition Gallery, join a thematic briefing session on “International Landscape and China’s Foreign Relations in 2025”, and visit the roving exhibition in commemoration of the 80th Anniversary of Victory in Chinese People’s War of Resistance against Japanese Aggression. He firmly believes that with national security safeguarded, society will continue to gain momentum for development.

## 配合政府工作 更好融入及服务国家发展大局 Supporting Government Efforts to Better Integrate into and Serve Overall National Development

《十五五规划纲要》是国家未来五年经济和社会发展的蓝图和行动纲领。特区政府制定首份“香港五年规划”，为香港社会经济和民生发展提供清晰的指引。香港作为国家的特别行政区，必须以更宏观的视野、更深刻的思考，细致体会《十五五规划纲要》的战略目标，准确认清香港在融入和服务国家发展大局的重要机遇和使命。专员时刻提醒公署人员在履行日常工作的同时，亦应积极思考怎样结合自身工作，融入国家的发展大局，继续以高度的责任感和使命感，加上创新思维，为香港对接“十五五”规划作出贡献。公署透过举办不同的座谈会，更好学习《中共二十届四中全会精神》，以及《“一国两制”下香港维护国家安全的实践》白皮书，藉以深化公署人员对中央全面管治权和保障特别行政区高度自治权相统一的认知和理解。

The Outline is the blueprint and action agenda for the country's social and economic development in the next five years. The HKSAR Government is formulating its first Five-Year Plan to provide clear guidance for Hong Kong's socio-economic and livelihood development. As a Special Administrative Region, Hong Kong must adopt a macro perspective and think more deeply to fully grasp the Outline's strategic goals, and identify the significant opportunities and responsibilities of integration into and dedication to national development. The Ombudsman often reminds staff that beyond their daily duties, they should actively consider how their work can align with the country's overall development. Staff are encouraged to continue contributing to Hong Kong's alignment with the 15th Five-Year Plan with a strong sense of responsibility and mission, while embracing innovative thinking. Through seminars on the spirit of the Fourth Plenary Session of the 20th Communist Party of China Central Committee, and the white paper titled "Hong Kong: Safeguarding China's National Security Under the Framework of One Country, Two Systems", we have strengthened staff's awareness and understanding of the need to ensure and secure both the Central Government's overall jurisdiction and a high degree of autonomy in the HKSAR.



### 开创新局面 实现新飞跃

展望未来，在国家“十五五”规划的强力支持下，专员及公署全体人员全力支持特区政府持续提升国际竞争力，深化国际交往合作，强化内联外通的桥梁作用，开创香港高质量发展新局面，更好融入和服务国家发展大局，为国家强国建设、民族复兴伟业贡献力量。

### Forging New Frontiers, Making New Strides

Looking ahead, with the robust backing of the National 15th Five-Year Plan, the Ombudsman and our Office will fully support the HKSAR Government in continuously boosting international competitiveness, deepening global exchanges and cooperation, and reinforcing Hong Kong's role as a bridge between the Mainland and the world. We aim to drive high-quality development, better integrate into and serve the country's overall development, and contribute Hong Kong's strength to building a strong country and achieving national rejuvenation.

## 内部行政 Our Office

公署着力透过在职培训及内部晋升，建立一支富经验、有能力、忠诚干练、积极进取及爱国爱港的调查及支援团队。

### 优化人力资源 重整公署架构

为优化人力资源的运用，同时控制开支，公署由2025年4月起分阶段推行组织架构重整、灵活调配现有资源、冻结人手，以及严格控制营运开支，公署本年度获得的政府拨款虽然有轻微减少，但录得的盈余比上年度多约700万，而储备金则增加1,600万。

首长级职位由原有三层架构精简为两层架构，冻结副申诉专员职位，改由三名助理申诉专员分别主管三大部门：申诉调查部、主动调查部及申诉评审及支援部。

为了进一步强化主动调查行动的工作，主动调查部的编制透过内部调配在不增加资源下由两队增加至三队。同时，申诉调查队由六队精简为四队，并增添处理申诉评审工作的编制，确保每宗申诉均获审慎处理，加强利用科技及设备，精简流程，行政及支援人员的人手亦因此可以适度精简。

此外，公署透过运用内部资源成立香港国际申诉专员学院，不需要政府额外拨款，有关工作由现有人员于日常工作中兼任，体现“有新任务，无须额外增编人手”的简约概念。

Our strategy is to cultivate a solid base of experienced, competent, loyal, proactive and self-motivated investigation officers and support staff with strong integrity and commitment to the motherland and Hong Kong through structured training and internal promotion.

### Workforce Enhancement and Office Reorganisation

To optimise the use of human resources and control expenditure, the Office has embarked on a phased reorganisation plan since April 2025. Following the flexible reallocation of existing resources, while keeping headcount unchanged and exercising stringent control over operational expenses, the Office recorded a surplus of nearly \$7 million more than the previous year and an increase in accumulated reserve of \$16 million despite a slight decrease in government provision this financial year.

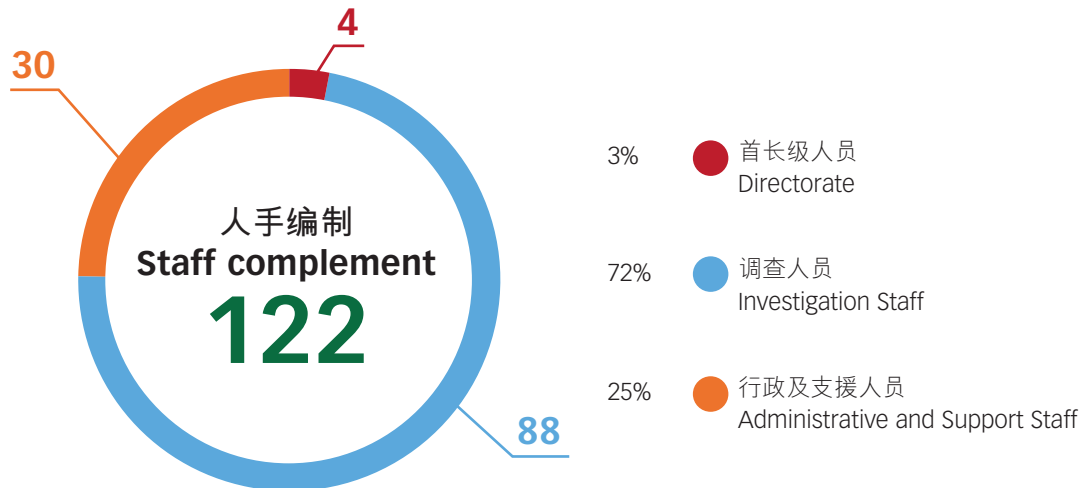
The Office has streamlined the directorate structure from three-tier to two-tier by freezing the vacancy of Deputy Ombudsman. Instead, three Assistant Ombudsmen are appointed to head three major divisions, namely the Complaints Investigation Division, the Direct Investigation Division, and the Complaints Assessment and Support Division.

To further step up direct investigation operations, the Direct Investigation Division has been expanded from two to three teams through internal redeployment without requiring additional resources, while the Complaints Investigation Division has been consolidated from six to four teams. In addition, the Office has augmented the staffing of Complaints Assessment Team to ensure prudent screening of each complaint. With more effective use of technologies and equipment to refine our workflow, we are also able to streamline the administrative and support staff complement.

Furthermore, we have leveraged internal resources to establish the Hong Kong International Ombudsman Academy, without seeking additional funding from the Government. The relevant work are carried out by existing personnel alongside their routine duties, embodying the principle of simplicity that “implementing new initiatives without the need for additional manpower”.

## 培训及发展

截至2026年3月31日，总编制人数为122人。



公署致力提升职员的专业水平及推广学习文化，为同事提供多元化的学习与培训机会。为配合以调解方式处理市民申诉的策略方向，公署加强调解工作的培训及支援，大幅增加调解课程名额，并为调查人员报读相关课程、参加考试及注册提供全额资助。

现时，公署所有调查人员均已完成基本调解培训，96%已经接受过深造调解培训，7%更取得专业认可调解员资格。此外，两位人员更成功取得国际专业调解导师的资深专业资格。公署已将调解表现及成果纳入调查人员的工作评核范畴，作为晋升的重要考虑因素之一。

公署同时持续为新入职调查主任推行入职课程及导向计划，协助他们尽快熟习工作及融入团队；并鼓励职员参与各类管理及专业培训（包括网上及面授课程），以提升知识水平和专业技能。公署亦安排人员参与由海外申诉专员机构举办的网上会议及研讨会，了解不同国家和地区在处理投诉方面的最佳实务，并和其他与会者交流经验。

## Training and Development

As at 31 March 2026, we had a staff complement of 122.

We are dedicated to enhancing our professional capacity and fostering a culture of continuous learning by providing diverse training and development opportunities. In alignment with our strategic focus on wider use of mediation in resolving public complaints, we have stepped up training and support in this area, significantly increasing the number of training places on mediation courses and fully sponsoring investigation officers for their tuition, examination and accreditation fees.

At present, all our investigation officers have completed essential mediation training, with 96% having pursued advanced training and 7% having attained professional accreditation as mediators. Moreover, two of our officers have further attained international accreditation as seasoned professional mediation coaches. In the performance appraisals of investigation officers, mediation performance and results will be taken into account as a key criterion for consideration of promotion.

Induction training and tutoring scheme are also in place to help new investigators settle into their roles. We facilitate staff participation in online and classroom-based management and vocational training programmes to broaden their knowledge and professional skills. Our staff also enrol in online conferences and webinars hosted by overseas ombudsman institutions, where they can learn from international best practices in complaint handling and share experience with peers from different countries and regions.

内部行政  
Our Office

为贯彻“爱国者治港”的理念，公署积极推动全体人员参与有关国家安全的培训活动，旨在加强员工的爱国情怀及维护国家安全的责任感。公署全力支持2025年12月7日举行的第八届立法会换届选举，申诉专员率领同事成立选举专班，举办活动积极宣传投票信息，鼓励所有公职人员、家属及市民履行公民责任，踊跃投票。公署亦配合特区政府安排，便利员工投票，携手建设稳定繁荣、爱国爱港的社会。

We are resolute in upholding the principle of “patriots administering Hong Kong”. Actively encouraging the participation of all staff in national security training, we aim to strengthen their sense of patriotism and responsibility in safeguarding national security. The Ombudsman gave wholehearted support to the eighth Legislative Council General Election held on 7 December 2025, spearheading an Election Task Force with his colleagues to launch promotional campaigns and encourage all public officers, their families and members of the public to fulfil their civic responsibility by voting. The Office also backed the Government’s call for measures facilitating staff’s exercise of voting rights. Together, we seek to build a stable, prosperous society bearing allegiance to the motherland and Hong Kong.



2025年8月，专员率领逾70名人员（包括所有首长级及总主任级同事）参观由大公文汇传媒集团主办的“铭记历史 珍爱和平——纪念中国人民抗日战争暨世界反法西斯战争胜利80周年大型巡回展览”。同年9月，专员获邀出席在北京举行的中国人民抗日战争暨世界反法西斯战争胜利80周年盛大纪念活动，同时公署安排全体人员在线上观看阅兵仪式直播，感受国家发展的壮丽篇章，以及举办茶聚，庆祝中华人民共和国成立76周年。此外，公署亦积极参与有关国家和香港发展的专题研讨会：公署以线上方式于10月参加“行政立法同心治港创未来”研讨会，以及于11月观看中共二十届四中全会精神宣讲会，让同事更全面及进一步强化国家意识与爱国精神，凝聚力量，为香港特别行政区的发展作出贡献。

In August 2025, the Ombudsman led a group of over 70 staff members (including all directorate and chief investigation officers) to visit the “Remembering History Cherishing Peace” roving exhibition, organised by the Hong Kong Ta Kung Wen Wei Media Group in commemoration of the 80th anniversary of Victory in the Chinese People’s War of Resistance against Japanese Aggression and World Anti-Fascist War. In September 2025, the Ombudsman was invited to attend the commemorative activities of the same anniversary in Beijing, while our staff in the Office witnessed together the robustness of national development through a live broadcast of military parade. Later that month, a special tea gathering was arranged in celebration of the 76th anniversary of the founding of the People’s Republic of China. Moreover, we actively participated in thematic seminars on national and Hong Kong development, including a seminar in October on Executive-Legislative Collaboration for Good Governance and Better Future, and another one in November on the spirit of the Fourth Plenary Session of the 20th Communist Party of China Central Committee, both via video link. These seminars enabled our staff to gain a more comprehensive understanding of and further strengthen their sense of national identity and patriotic spirit, thereby uniting efforts to contribute to the development of the HKSAR.



### 内部行政 Our Office

此外，公署于2025年10月派出10名人员前赴杭州，参加由中央人民政府驻香港特别行政区联络办公室统筹、浙江行政学院主办的国情研修班，以加深同事对国家发展策略、法治建设及历史文化的认识，并深入研习国家主席习近平的法治思想。专员勉励同事善用研习所得，积极履行维护国家安全的职责，提升治理效能，融入国家发展大局，推动社会和谐与民生福祉。

In October 2025, our delegation of ten staff members attended a national studies course in Hangzhou. Coordinated by the Liaison Office of the Central People's Government in the HKSAR and organised by the Zhejiang Institute of Administration, the course aimed to enrich our colleagues' understanding of the development strategies, construction of the rule of law and history and culture of our country, while offering an in-depth study of President Xi Jinping's thoughts on the rule of law. After completion of the course, the Ombudsman encouraged staff to apply what they learned and diligently fulfil their responsibility in safeguarding national security, with a view to enhancing governance effectiveness and promoting Hong Kong's integration into national development. These efforts would foster social harmony and improve people's livelihood.



### 提高内部行政效率

公署持续检视资源分配和工作优先次序，并通过整合内部资源、精简程序及运用科技，以更高成本效益为市民提供服务。其中，公署优化内部处理申诉表格的流程，藉以更有效处理市民的申诉。公署相当重视档案管理，每年会进行严谨的盘点工作。过去数年档案盘点工作均顺利完成，所有档案已逐一核对并确认在册，未发现有任何缺失情况。这项工作对公署的档案管理制度至为重要，不仅有效提升公署档案存取效率，亦确保文件保存有序，资料完整可靠。

### Optimising Internal Administration

We keep under constant review our resource allocation and work priorities, exploring more cost-effective ways to serve the public by consolidating internal resources, streamlining procedures and applying technologies. In particular, our internal workflow for processing complaint forms has been enhanced to address public complaints more effectively. We attach great importance to records management and conduct a stringent stock-taking exercise annually. The stock-taking exercise has been completed smoothly over the past years, with each case file checked meticulously and verified as intact without any missing data. The exercise is of paramount importance to our records management system. It not only allows us to retrieve records more effectively but also ensures the preservation of complete and reliable information.

## 雇员身心健康

公署关注职员的身心健康，继续推行“雇员身心安康计划”，为职员提供适切的工作指导及辅导支援，协助他们在个人及专业层面提升表现。过去一年，公署举办多场身心健康工作坊，鼓励员工保持正向心态，积极面对工作与生活中的挑战。

公署响应政府的流感疫苗接种计划，于流感季节前为员工安排接种服务。专员以身作则即场接种，同事亦积极参与，充分体现公署重视公共健康与防疫工作的承担，保障同事及家人健康，同心减低流感于工作环境及社区的传播风险。

## Employee Wellness

We care for the well-being of our staff and have implemented an Employee Wellness Programme, which offers coaching and counselling to help our staff achieve personal and professional growth. Throughout the year, several staff wellness workshops were organised to empower them to meet challenges in careers and daily lives with a positive mindset.

In support of the Government's seasonal influenza vaccination programme, we arranged vaccination services for staff members as the influenza season approached. The Ombudsman led by example and received the vaccine on site, while our colleagues also participated enthusiastically. The initiative underscored our commitment to public health and disease prevention, safeguarding the health of staff and their families, and reducing the risks of transmission in the workplace and the community.



# 《申诉专员条例》附表所列机构一览

## List of Scheduled Organisations

第1部分：条例（第397章）附表1第1部所列政府部门  
Part 1: Government Departments Listed in Part 1 of Schedule 1, Cap. 397

按英文字母顺序排列  
in alphabetical order

| 政府部门                            | Government Department  | 简称 Abbreviation |
|---------------------------------|--|-----------------|
| 渔农自然护理署                         | Agriculture, Fisheries and Conservation Department   | AFCD            |
| 司法机构政务长辖下所有法院与<br>审裁处的登记处及行政办事处 | All registries and administrative offices of courts and<br>tribunals for which the Judiciary Administrator has<br>responsibility | JA              |
| 建筑署                             | Architectural Services Department  | ArchSD          |
| 审计署                             | Audit Commission   | Aud             |
| 医疗辅助队（政府部门）                     | Auxiliary Medical Service (government department)  | AMS             |
| 屋宇署                             | Buildings Department   | BD              |
| 政府统计处                           | Census and Statistics Department   | C&SD            |
| 民众安全服务处（政府部门）                   | Civil Aid Service (government department)  | CAS             |
| 民航处                             | Civil Aviation Department  | CAD             |
| 土木工程拓展署                         | Civil Engineering and Development Department   | CEDD            |
| 公司注册处                           | Companies Registry   | CR              |
| 惩教署                             | Correctional Services Department   | CSD             |
| 香港海关                            | Customs and Excise Department  | C&ED            |
| 卫生署                             | Department of Health   | DH              |
| 律政司                             | Department of Justice  | DoJ             |
| 渠务署                             | Drainage Services Department   | DSD             |
| 机电工程署                           | Electrical and Mechanical Services Department  | EMSD            |
| 环境保护署                           | Environmental Protection Department  | EPD             |
| 消防处                             | Fire Services Department   | FSD             |
| 食物环境卫生署                         | Food and Environmental Hygiene Department  | FEHD            |
| 行政长官办公室总务室                      | General Office of the Chief Executive's Office   | CEO             |
| 政府飞行服务队                         | Government Flying Service  | GFS             |
| 政府化验所                           | Government Laboratory  | GovtLab         |
| 政府物流服务署                         | Government Logistics Department  | GLD             |
| 政府产业署                           | Government Property Agency   | GPA             |

《申诉专员条例》附表所列机构一览  
List of Scheduled Organisations

| 政府部门                         | Government Department   | 简称 Abbreviation |
|------------------------------|---|-----------------|
| 政府总部                         | Government Secretariat  | GS              |
| – 政务司司长办公室                   | – Chief Secretary for Administration's Office   | CSO             |
| – 政务司司长私人办公室                 | – Chief Secretary for Administration's Private Office   | CSPO            |
| – 公务员事务局                     | – Civil Service Bureau  | CSB             |
| – 商务及经济发展局                   | – Commerce and Economic Development Bureau  | CEDB            |
| – 政制及内地事务局                   | – Constitutional and Mainland Affairs Bureau  | CMAB            |
| – 文化体育及旅游局                   | – Culture, Sports and Tourism Bureau  | CSTB            |
| – 发展局                        | – Development Bureau  | DEVB            |
| – 教育局                        | – Education Bureau  | EDB             |
| – 环境及生态局                     | – Environment and Ecology Bureau  | EEB             |
| – 财政司司长办公室                   | – Financial Secretary's Office  | FSO             |
| – 财政司司长私人办公室                 | – Financial Secretary's Private Office  | FSPO            |
| – 财经事务及库务局                   | – Financial Services and the Treasury Bureau  | FSTB            |
| – 医务卫生局                      | – Health Bureau   | HHB             |
| – 民政及青年事务局                   | – Home and Youth Affairs Bureau   | HYAB            |
| – 房屋局                        | – Housing Bureau  | HB              |
| – 创新科技及工业局 <sup>1</sup>      | – Innovation, Technology and Industry Bureau <sup>1</sup>   | ITIB            |
| – 劳工及福利局                     | – Labour and Welfare Bureau   | LWB             |
| – 律政司司长办公室                   | – Secretary for Justice's Office  | SJO             |
| – 保安局                        | – Security Bureau   | SB              |
| – 运输及物流局                     | – Transport and Logistics Bureau  | TLB             |
| 路政署                          | Highways Department   | HyD             |
| 民政事务总署                       | Home Affairs Department   | HAD             |
| 香港天文台                        | Hong Kong Observatory   | HKO             |
| 房屋署                          | Housing Department  | HD              |
| 入境事务处                        | Immigration Department  | ImmD            |
| 政府新闻处                        | Information Services Department   | ISD             |
| 税务局                          | Inland Revenue Department   | IRD             |
| 知识产权署                        | Intellectual Property Department  | IPD             |
| 投资推广署                        | Invest Hong Kong  | InvestHK        |
| 公务及司法人员薪俸及服务条件<br>咨询委员会联合秘书处 | Joint Secretariat for the Advisory Bodies on Civil Service<br>and Judicial Salaries and Conditions of Service | JSSCS           |

《申诉专员条例》附表所列机构一览  
List of Scheduled Organisations

| 政府部门         | Government Department                                  | 简称 Abbreviation |
|--------------|--|-----------------|
| 劳工处          | Labour Department                                      | LD              |
| 土地注册处        | Land Registry  | LR              |
| 地政总署         | Lands Department                                       | LandsD          |
| 法律援助署        | Legal Aid Department                                   | LAD             |
| 康乐及文化事务署     | Leisure and Cultural Services Department               | LCSD            |
| 海事处          | Marine Department                                      | MD              |
| 通讯事务管理局办公室   | Office of the Communications Authority                 | OFCA            |
| 破产管理署        | Official Receiver's Office                             | ORO             |
| 规划署          | Planning Department                                    | PlanD           |
| 邮政署          | Post Office  | PO              |
| 香港电台         | Radio Television Hong Kong                             | RTHK            |
| 差饷物业估价署      | Rating and Valuation Department                        | RVD             |
| 选举事务处        | Registration and Electoral Office                      | REO             |
| 社会福利署        | Social Welfare Department                              | SWD             |
| 工业贸易署        | Trade and Industry Department                          | TID             |
| 运输署          | Transport Department                                   | TD              |
| 库务署          | Treasury   | Try             |
| 大学教育资助委员会秘书处 | University Grants Committee, Secretariat               | UGCS            |
| 水务署          | Water Supplies Department                              | WSD             |
| 在职家庭及学生资助事务处 | Working Family and Student Financial Assistance Agency | WFSFAA          |

第2部分：条例（第397章）附表1第1部所列公营机构  
Part 2: Public Organisations Listed in Part 1 of Schedule 1, Cap. 397

| 公营机构           | Public Organisation                                   | 简称 Abbreviation |
|----------------|---|-----------------|
| 会计及财务汇报局       | Accounting and Financial Reporting Council            | AFRC            |
| 机场管理局          | Airport Authority                                     | AA              |
| 医疗辅助队（非政府部门）   | Auxiliary Medical Service (non-government department) | AMS             |
| 民众安全服务队（非政府部门） | Civil Aid Service (non-government department)         | CAS             |
| 竞争事务委员会        | Competition Commission                                | ComC            |
| 消费者委员会         | Consumer Council                                      | CC              |

《申诉专员条例》附表所列机构一览  
List of Scheduled Organisations

| 公营机构         | Public Organisation                                 | 简称 Abbreviation |
|--------------|---|-----------------|
| 雇员再培训局       | Employees Retraining Board                          | ERB             |
| 平等机会委员会      | Equal Opportunities Commission                      | EOC             |
| 地产代理监管局      | Estate Agents Authority                             | EAA             |
| 香港艺术发展局      | Hong Kong Arts Development Council                  | HKADC           |
| 香港房屋委员会      | Hong Kong Housing Authority                         | HKHA            |
| 香港房屋协会       | Hong Kong Housing Society                           | HKHS            |
| 香港金融管理局      | Hong Kong Monetary Authority                        | HKMA            |
| 香港体育学院有限公司   | Hong Kong Sports Institute Limited                  | HKSIL           |
| 医院管理局        | Hospital Authority                                  | HA              |
| 保险业监管局       | Insurance Authority                                 | IA              |
| 九广铁路公司       | Kowloon-Canton Railway Corporation                  | KCRC            |
| 立法会秘书处       | Legislative Council Secretariat                     | LCS             |
| 强制性公积金计划管理局  | Mandatory Provident Fund Schemes Authority          | MPFA            |
| 个人资料私隐专员     | Privacy Commissioner for Personal Data              | PCPD            |
| 物业管理业监管局     | Property Management Services Authority              | PMSA            |
| 证券及期货事务监察委员会 | Securities and Futures Commission                   | SFC             |
| 香港考试及评核局     | The Hong Kong Examinations and Assessment Authority | HKEAA           |
| 旅游业监管局       | Travel Industry Authority                           | TIA             |
| 市区重建局        | Urban Renewal Authority                             | URA             |
| 职业训练局        | Vocational Training Council                         | VTC             |
| 西九文化区管理局     | West Kowloon Cultural District Authority            | WKCDA           |

条例(第397章)附表1第2部所列机构

Organisations Listed in Part 2 of Schedule 1, Cap. 397

| 机构          | Organisation                                 | 简称 Abbreviation |
|-------------|--|-----------------|
| 香港辅助警察队     | Hong Kong Auxiliary Police Force             | HKAPF           |
| 香港警务处       | Hong Kong Police Force                       | HKPF            |
| 廉政公署        | Independent Commission Against Corruption    | ICAC            |
| 公务员叙用委员会秘书处 | Secretariat of the Public Service Commission | PSC             |

注1. 创新科技署及数字政策办公室隶属创新科技及工业局。

Note 1. The Innovation and Technology Commission and the Digital Policy Office are under the Innovation, Technology and Industry Bureau.

## 对申诉不予跟进或不展开调查的情况 Circumstances where Complaints are not Followed up or Investigated

### 不受申诉专员调查的行动 – 香港法例第 397 章附表 2 Actions not Subject to Investigation – Schedule 2, Cap. 397

- |  |   |
|--|---|
| 1. 保安、防卫或国际关系                          | 1. Security, defence or international relations   |
| 2. 行政长官亲自作出的行动                         | 2. Actions by the Chief Executive personally  |
| 3. 行政长官行使权力赦免罪犯                        | 3. Exercise of power by the Chief Executive to pardon criminals   |
| 4. 政府颁授勋衔、奖赏或特权                        | 4. Grant of honours, awards or privileges by Government   |
| 5. 法律程序或检控任何人的决定                       | 5. Legal proceedings or prosecution decisions   |
| 6. 合约或商业交易                             | 6. Contractual or other commercial transactions   |
| 7. 人事方面的事宜                             | 7. Personnel matters  |
| 8. 有关施加或更改土地权益条款的决定                    | 8. Imposition or variation of conditions of land grant  |
| 9. 与《香港公司收购、合并及股份回购守则》有关的行动            | 9. Actions in relation to Hong Kong Codes on Takeovers and Mergers and Share Buy-backs  |
| 10. 香港辅助警察队、香港警务处或廉政公署就防止及调查任何罪行而采取的行动 | 10. Crime prevention and investigation actions by the Hong Kong Auxiliary Police Force, the Hong Kong Police Force or the Independent Commission Against Corruption |

### 调查申诉的限制 – 香港法例第 397 章第 10(1) 条 Restrictions on Investigation of Complaints – Section 10(1), Cap. 397

- |                            |   |
|----------------------------|---|
| 1. 申诉人对申诉事项已知悉超过24个月       | 1. Complainant having knowledge of subject of complaint for more than 24 months                   |
| 2. 申诉由匿名者提出                | 2. Complaint made anonymously   |
| 3. 申诉人无从识别或下落不明            | 3. Complainant not identifiable or traceable  |
| 4. 申诉并非由感到受屈的人士或适当代表提出     | 4. Complaint not made by person aggrieved or suitable representative                              |
| 5. 申诉人及申诉事项与香港并无任何关系       | 5. Subject of complaint and complainant having no connection with Hong Kong                       |
| 6. 申诉人有权利根据法律程序提出上诉或寻求补救办法 | 6. Statutory right of appeal or remedy by way of legal proceedings being available to complainant |

### 申诉专员可决定不展开调查的情况 – 香港法例第 397 章第 10(2) 条 Circumstances where The Ombudsman may Decide not to Investigate – Section 10(2), Cap. 397

- |   |  |
|---|--|
| 1. 以前曾调查性质相近的申诉，而结果显示并无行政失当之处                 | 1. Investigation of similar complaints before revealed no maladministration  |
| 2. 申诉关乎微不足道的事                                 | 2. Subject of complaint is trivial   |
| 3. 申诉事属琐屑无聊、无理取闹或非真诚作出                        | 3. Complaint is frivolous or vexatious or is not made in good faith  |
| 4. 因其他理由而无须调查（例如：缺乏表面证据、所涉机构正采取行动，或申诉人只是表达意见） | 4. Investigation is, for any other reason, unnecessary (such as lack of <i>prima facie</i> evidence, the organisation involved is already taking action, or the complainant is just expressing opinions) |

# 个案数字

## Caseload

|                           |  | 报告年度 <sup>1</sup>           |                  |                   |                   |                   |
|---------------------------|--|-----------------------------|------------------|-------------------|-------------------|-------------------|
|                           |  | Reporting year <sup>1</sup> |                  |                   |                   |                   |
|                           |  | 25/26                       | 24/25            | 23/24             | 22/23             | 21/22             |
| 查询                        | <b>Enquiries</b>                                 | <b>8,134</b>                | <b>8,211</b>     | <b>8,599</b>      | <b>9,279</b>      | <b>8,851</b>      |
| 申诉                        | <b>Complaints</b>                                |                             |                  |                   |                   |                   |
| (a) 须处理的申诉个案              | <b>(a) For processing</b>                        | <b>5,487</b>                | <b>4,984</b>     | <b>4,979</b>      | <b>5,951</b>      | <b>5,626</b>      |
| – 接到的申诉                   | – Received                                       | 5,167[28]                   | 4,402[53]        | 4,351[146]        | 5,357[233]        | 4,934[140]        |
| – 由上年度转入                  | – Brought forward                                | 320                         | 582              | 628               | 594               | 692               |
| (b) 已完成的申诉个案              | <b>(b) Completed</b>                             | <b>5,012[22]</b>            | <b>4,664[52]</b> | <b>4,397[151]</b> | <b>5,323[254]</b> | <b>5,032[135]</b> |
| 已跟进并结案                    | <b>Pursued and concluded</b>                     | <b>1,591</b>                | <b>1,655[4]</b>  | <b>2,053[8]</b>   | <b>2,558[138]</b> | <b>2,739[102]</b> |
| – 经查询后结案 <sup>2</sup>     | – By inquiry <sup>2</sup>                        | 400                         | 1,060[4]         | 1,771             | 2,112[119]        | 2,432[102]        |
| – 经全面调查后结案 <sup>3</sup>   | – By full investigation <sup>3</sup>             | 46                          | 40               | 95[7]             | 141[16]           | 92                |
| – 经调解后结案 <sup>4</sup>     | – By mediation <sup>4</sup>                      | 1,145                       | 555              | 187[1]            | 305[3]            | 215               |
| 经评审并结案                    | <b>Assessed and closed</b>                       | <b>3,421[22]</b>            | <b>3,009[48]</b> | <b>2,344[143]</b> | <b>2,765[116]</b> | <b>2,293[33]</b>  |
| – 缺乏充分理据跟进 <sup>5</sup>   | – Insufficient grounds to pursue <sup>5</sup>    | 2,247[12]                   | 1,805[32]        | 1,470[110]        | 1,787[85]         | 1,171[6]          |
| – 受条例所限不得调查 <sup>6</sup>  | – Legally bound <sup>6</sup>                     | 1,174[10]                   | 1,204[16]        | 874[33]           | 978[31]           | 1,122[27]         |
| (c) 已完成的申诉个案百分比 = (b)/(a) | <b>(c) Percentage completed = (b)/(a)</b>        | <b>91.3%</b>                | <b>93.6%</b>     | <b>88.3%</b>      | <b>89.5%</b>      | <b>89.4%</b>      |
| (d) 转拨下年度 = (a) – (b)     | <b>(d) Carried forward = (a) – (b)</b>           | <b>475</b>                  | <b>320</b>       | <b>582</b>        | <b>628</b>        | <b>594</b>        |
| 已完成的主动调查行动数目              | <b>Direct investigation operations completed</b> | <b>10</b>                   | <b>8</b>         | <b>10</b>         | <b>9</b>          | <b>8</b>          |

## 注释：

- 自每年4月1日至翌年3月31日。
- 根据《申诉专员条例》第11A条跟进的一般性质的个案。
- 根据《申诉专员条例》第12条跟进的较复杂的个案，当中可能涉及严重的行政失当、行政体制上的流弊等。
- 根据《申诉专员条例》第11B条跟进的个案，当中不涉及行政失当，或只涉及轻微的行政失当。
- 根据《申诉专员条例》第10(2)条而不予跟进并已结案的个案。
- 根据《申诉专员条例》第8条超出公署职权范围，或受第10(1)条所限不得调查。

[ ] 表示属于同类主题申诉从属个案的数目。

## Notes:

- From 1 April to 31 March of the next year.
  - Pursued under section 11A of The Ombudsman Ordinance, for general cases.
  - Pursued under section 12 of The Ombudsman Ordinance, for complex cases possibly involving serious maladministration, systemic flaws, etc.
  - Pursued under section 11B of The Ombudsman Ordinance, for cases involving no, or only minor, maladministration.
  - Not pursued and closed under section 10(2) of The Ombudsman Ordinance.
  - Outside the Office's jurisdiction under section 8 or restricted by section 10(1) of The Ombudsman Ordinance.
- [ ] Number of secondary topical complaints.

# 接到及已跟进并结案的申诉个案

## Complaints Received and Complaints Pursued & Concluded

按英文字母顺序排列  
in alphabetical order

| 部门或机构            | Department or organisation                         | 接到的申诉<br>个案数目                    | 已跟进并<br>结案的申诉<br>个案数目 <sup>1</sup>                            |
|------------------|--|----------------------------------|---|
|                  |  | No. of<br>complaints<br>received | No. of<br>complaints<br>pursued and<br>concluded <sup>1</sup> |
| <b>第1部分：政府部门</b> | <b>Part 1: Government Departments</b>              |                                  |   |
| 渔农自然护理署          | Agriculture, Fisheries and Conservation Department | 56                               | 13  |
| 建筑署              | Architectural Services Department                  | 14                               | 5   |
| 医疗辅助队            | Auxiliary Medical Service                          | 1                                | 1   |
| 屋宇署              | Buildings Department                               | 302                              | 182   |
| 政府统计处            | Census and Statistics Department                   | 3                                | 0   |
| 民众安全服务处          | Civil Aid Service                                  | 2                                | 0   |
| 民航处              | Civil Aviation Department                          | 7                                | 0   |
| 土木工程拓展署          | Civil Engineering and Development Department       | 22                               | 8   |
| 公司注册处            | Companies Registry                                 | 13                               | 2   |
| 惩教署              | Correctional Services Department                   | 30                               | 1   |
| 香港海关             | Customs and Excise Department                      | 45                               | 0   |
| 卫生署              | Department of Health                               | 71                               | 18  |
| 律政司              | Department of Justice                              | 11                               | 0   |
| 数字政策办公室          | Digital Policy Office                              | 34                               | 16  |
| 渠务署              | Drainage Services Department                       | 25                               | 13  |
| 机电工程署            | Electrical and Mechanical Services Department      | 26                               | 6   |
| 环境保护署            | Environmental Protection Department                | 56                               | 16  |
| 消防处              | Fire Services Department                           | 45                               | 6   |
| 食物环境卫生署          | Food and Environmental Hygiene Department          | 428                              | 237   |
| 行政长官办公室总务室       | General Office of the Chief Executive's Office     | 9                                | 0   |
| 政府物流服务署          | Government Logistics Department                    | 5                                | 0   |
| 政府产业署            | Government Property Agency                         | 10                               | 3   |

接到及已跟进并结案的申诉个案  
Complaints Received and Complaints Pursued & Concluded

| 部门或机构      | Department or organisation                    | 接到的申诉<br>个案数目<br>No. of<br>complaints<br>received | 已跟进并<br>结案的申诉<br>个案数目 <sup>1</sup><br>No. of<br>complaints<br>pursued and<br>concluded <sup>1</sup> |
|------------|---|---|---|
| 政府总部       | Government Secretariat                        |   |   |
| — 政务司司长办公室 | – Chief Secretary for Administration's Office | 4   | 0   |
| — 公务员事务局   | – Civil Service Bureau                        | 14  | 0   |
| — 商务及经济发展局 | – Commerce and Economic Development Bureau    | 3   | 1   |
| — 政制及内地事务局 | – Constitutional and Mainland Affairs Bureau  | 5   | 0   |
| — 文化体育及旅游局 | – Culture, Sports and Tourism Bureau          | 9   | 0   |
| — 发展局      | – Development Bureau                          | 15  | 1   |
| — 教育局      | – Education Bureau                            | 114   | 14  |
| — 环境及生态局   | – Environment and Ecology Bureau              | 3   | 1   |
| — 财政司司长办公室 | – Financial Secretary's Office                | 3   | 0   |
| — 财经事务及库务局 | – Financial Services and the Treasury Bureau  | 2   | 1   |
| — 医务卫生局    | – Health Bureau                               | 9   | 1   |
| — 民政及青年事务局 | – Home and Youth Affairs Bureau               | 4   | 0   |
| — 房屋局      | – Housing Bureau                              | 21  | 3   |
| — 创新科技及工业局 | – Innovation, Technology and Industry Bureau  | 3   | 1   |
| — 劳工及福利局   | – Labour and Welfare Bureau                   | 7   | 0   |
| — 保安局      | – Security Bureau                             | 5   | 0   |
| — 运输及物流局   | – Transport and Logistics Bureau              | 7   | 0   |
| 路政署        | Highways Department                           | 81  | 32  |
| 民政事务总署     | Home Affairs Department                       | 122   | 41  |
| 香港天文台      | Hong Kong Observatory                         | 8   | 0   |
| 香港警务处      | Hong Kong Police Force                        | 109   | 0   |
| 房屋署        | Housing Department                            | 508   | 258   |
| 入境事务处      | Immigration Department                        | 196   | 14  |
| 政府新闻处      | Information Services Department               | 1   | 0   |
| 税务局        | Inland Revenue Department                     | 90  | 47  |
| 创新科技署      | Innovation and Technology Commission          | 23  | 11  |
| 知识产权署      | Intellectual Property Department              | 1   | 0   |

## 接到及已跟进并结案的申诉个案

## Complaints Received and Complaints Pursued &amp; Concluded

| 部门或机构            | Department or organisation                             | 接到的申诉<br>个案数目<br>No. of<br>complaints<br>received | 已跟进并<br>结案的申诉<br>个案数目 <sup>1</sup><br>No. of<br>complaints<br>pursued and<br>concluded <sup>1</sup> |
|------------------|--|---|---|
| 司法机构政务长          | Judiciary Administrator                                | 27  | 1   |
| 劳工处              | Labour Department                                      | 104   | 9   |
| 土地注册处            | Land Registry  | 4   | 0   |
| 地政总署             | Lands Department                                       | 202   | 74  |
| 法律援助署            | Legal Aid Department                                   | 37  | 7   |
| 康乐及文化事务署         | Leisure and Cultural Services Department               | 179   | 76  |
| 海事处              | Marine Department                                      | 10  | 0   |
| 通讯事务管理局办公室       | Office of the Communications Authority                 | 24  | 2   |
| 破产管理署            | Official Receiver's Office                             | 11  | 0   |
| 规划署              | Planning Department                                    | 17  | 2   |
| 邮政署              | Post Office  | 37  | 11  |
| 香港电台             | Radio Television Hong Kong                             | 4   | 0   |
| 差饷物业估价署          | Rating and Valuation Department                        | 23  | 7   |
| 选举事务处            | Registration and Electoral Office                      | 9   | 0   |
| 社会福利署            | Social Welfare Department                              | 125   | 37  |
| 工业贸易署            | Trade and Industry Department                          | 12  | 3   |
| 运输署              | Transport Department                                   | 291   | 84  |
| 库务署              | Treasury   | 3   | 0   |
| 大学教育资助委员会秘书处     | University Grants Committee, Secretariat               | 1   | 0   |
| 水务署              | Water Supplies Department                              | 105   | 58  |
| 在职家庭及学生资助事务处     | Working Family and Student Financial Assistance Agency | 30  | 7   |
| <b>第2部分：公营机构</b> | <b>Part 2: Public Organisations</b>                    |   |   |
| 会计及财务汇报局         | Accounting and Financial Reporting Council             | 1   | 0   |
| 机场管理局            | Airport Authority                                      | 20  | 4   |
| 竞争事务委员会          | Competition Commission                                 | 1   | 0   |
| 消费者委员会           | Consumer Council                                       | 31  | 1   |

接到及已跟进并结案的申诉个案  
Complaints Received and Complaints Pursued & Concluded

| 部门或机构             | Department or organisation                          | 接到的申诉<br>个案数目<br><br>No. of<br>complaints<br>received | 已跟进并<br>结案的申诉<br>个案数目 <sup>1</sup><br><br>No. of<br>complaints<br>pursued and<br>concluded <sup>1</sup> |
|-------------------|---|---|---|
| 雇员再培训局            | Employees Retraining Board                          | 14  | 1   |
| 平等机会委员会           | Equal Opportunities Commission                      | 20  | 0   |
| 地产代理监管局           | Estate Agents Authority                             | 10  | 3   |
| 香港艺术发展局           | Hong Kong Arts Development Council                  | 2   | 0   |
| 香港房屋委员会           | Hong Kong Housing Authority                         | 16  | 4   |
| 香港房屋协会            | Hong Kong Housing Society                           | 33  | 13  |
| 香港金融管理局           | Hong Kong Monetary Authority                        | 44  | 1   |
| 香港体育学院有限公司        | Hong Kong Sports Institute Limited                  | 2   | 0   |
| 医院管理局             | Hospital Authority                                  | 202   | 31  |
| 廉政公署              | Independent Commission Against Corruption           | 5   | 0   |
| 保险业监管局            | Insurance Authority                                 | 17  | 5   |
| 强制性公积金计划管理局       | Mandatory Provident Fund Schemes Authority          | 281   | 137   |
| 个人资料私隐专员          | Privacy Commissioner for Personal Data              | 24  | 1   |
| 物业管理业监管局          | Property Management Services Authority              | 77  | 40  |
| 证券及期货事务监察委员会      | Securities and Futures Commission                   | 33  | 1   |
| 香港考试及评核局          | The Hong Kong Examinations and Assessment Authority | 9   | 2   |
| 旅游业监管局            | Travel Industry Authority                           | 17  | 4   |
| 市区重建局             | Urban Renewal Authority                             | 30  | 6   |
| 职业训练局             | Vocational Training Council                         | 20  | 6   |
| 西九文化区管理局          | West Kowloon Cultural District Authority            | 2   | 0   |
| 其他机构 <sup>2</sup> | Other Organisations <sup>2</sup>                    | 419   | 0   |
| <b>合计</b>         | <b>Total</b>  | <b>5,167</b>  | <b>1,591</b>  |

注释：

1. 包括在上一个年度接到，但在本年度才完成跟进并结案的申诉个案。
2. “其他机构”是指不在《申诉专员条例》附表1内的机构。

Notes:

1. Including the complaints received in the previous year but pursued and concluded in the prevailing year.
2. “Other Organisations” are organisations falling outside Schedule 1 to The Ombudsman Ordinance.

# 以查讯方式结案的申诉个案结果

## Results of Complaints Concluded by Inquiry

按英文字母顺序排列  
in alphabetical order

| 部门或机构            | Department or organisation                         | 以查讯方式<br>结案的申诉<br>个案数目                          | 发现有缺失<br>或不足之处<br>的个案                                  |
|------------------|--|---|--|
|                  |  | No. of<br>complaints<br>concluded<br>by inquiry | Cases with<br>inadequacies<br>or deficiencies<br>found |
| <b>第1部分：政府部门</b> | <b>Part 1: Government Departments</b>              |   |  |
| 渔农自然护理署          | Agriculture, Fisheries and Conservation Department | 4   | 1  |
| 建筑署              | Architectural Services Department                  | 1   | 0  |
| 屋宇署              | Buildings Department                               | 47  | 11   |
| 土木工程拓展署          | Civil Engineering and Development Department       | 3   | 0  |
| 公司注册处            | Companies Registry                                 | 2   | 1  |
| 卫生署              | Department of Health                               | 3   | 0  |
| 数字政策办公室          | Digital Policy Office                              | 5   | 0  |
| 渠务署              | Drainage Services Department                       | 4   | 0  |
| 机电工程署            | Electrical and Mechanical Services Department      | 2   | 0  |
| 环境保护署            | Environmental Protection Department                | 2   | 0  |
| 消防处              | Fire Services Department                           | 1   | 0  |
| 食物环境卫生署          | Food and Environmental Hygiene Department          | 61  | 11   |
| 政府产业署            | Government Property Agency                         | 1   | 1  |
| 政府总部             | Government Secretariat                             |   |  |
| — 商务及经济发展局       | – Commerce and Economic Development Bureau         | 1   | 0  |
| — 发展局            | – Development Bureau                               | 1   | 0  |
| — 教育局            | – Education Bureau                                 | 5   | 0  |
| — 环境及生态局         | – Environment and Ecology Bureau                   | 1   | 0  |
| — 医务卫生局          | – Health Bureau                                    | 1   | 0  |
| — 房屋局            | – Housing Bureau                                   | 1   | 0  |
| 路政署              | Highways Department                                | 6   | 0  |
| 民政事务总署           | Home Affairs Department                            | 8   | 0  |
| 房屋署              | Housing Department                                 | 55  | 4  |

以查讯方式结案的申诉个案结果  
Results of Complaints Concluded by Inquiry

| 部门或机构            | Department or organisation                             | 以查讯方式<br>结案的申诉<br>个案数目<br>No. of<br>complaints<br>concluded<br>by inquiry | 发现有缺失<br>或不足之处<br>的个案<br>Cases with<br>inadequacies<br>or deficiencies<br>found |
|------------------|--|---|---|
| 税务局              | Inland Revenue Department                              | 11  | 0   |
| 创新科技署            | Innovation and Technology Commission                   | 6   | 1   |
| 地政总署             | Lands Department                                       | 10  | 2   |
| 法律援助署            | Legal Aid Department                                   | 3   | 0   |
| 康乐及文化事务署         | Leisure and Cultural Services Department               | 23  | 0   |
| 通讯事务管理局办公室       | Office of the Communications Authority                 | 1   | 0   |
| 邮政署              | Post Office  | 3   | 2   |
| 差饷物业估价署          | Rating and Valuation Department                        | 1   | 0   |
| 社会福利署            | Social Welfare Department                              | 13  | 0   |
| 工业贸易署            | Trade and Industry Department                          | 2   | 0   |
| 运输署              | Transport Department                                   | 28  | 3   |
| 水务署              | Water Supplies Department                              | 10  | 1   |
| 在职家庭及学生资助事务处     | Working Family and Student Financial Assistance Agency | 3   | 0   |
| <b>第2部分：公营机构</b> | <b>Part 2: Public Organisations</b>                    |   |   |
| 雇员再培训局           | Employees Retraining Board                             | 1   | 0   |
| 地产代理监管局          | Estate Agents Authority                                | 2   | 0   |
| 香港房屋委员会          | Hong Kong Housing Authority                            | 2   | 0   |
| 香港房屋协会           | Hong Kong Housing Society                              | 6   | 0   |
| 香港金融管理局          | Hong Kong Monetary Authority                           | 1   | 0   |
| 医院管理局            | Hospital Authority                                     | 13  | 1   |
| 保险业监管局           | Insurance Authority                                    | 3   | 0   |
| 强制性公积金计划管理局      | Mandatory Provident Fund Schemes Authority             | 13  | 1   |
| 个人资料私隐专员         | Privacy Commissioner for Personal Data                 | 1   | 0   |
| 物业管理业监管局         | Property Management Services Authority                 | 15  | 3   |
| 证券及期货事务监察委员会     | Securities and Futures Commission                      | 1   | 0   |

以查讯方式结案的申诉个案结果  
Results of Complaints Concluded by Inquiry

|           |   | 以查讯方式<br>结案的申诉<br>个案数目                          | 发现有缺失<br>或不足之处<br>的个案                                  |
|-----------|---|---|--|
| 部门或机构     | Department or organisation                          | No. of<br>complaints<br>concluded<br>by inquiry | Cases with<br>inadequacies<br>or deficiencies<br>found |
| 香港考试及评核局  | The Hong Kong Examinations and Assessment Authority | 2   | 0  |
| 旅游业监管局    | Travel Industry Authority                           | 3   | 0  |
| 市区重建局     | Urban Renewal Authority                             | 4   | 0  |
| 职业训练局     | Vocational Training Council                         | 4   | 1  |
| <b>合计</b> | <b>Total</b>  | <b>400</b>                                      | <b>44</b>  |

# 经全面调查后结案的个案索引

## Index of Cases Concluded by Full Investigation

第1部分：政府部门  
Part 1: Government Departments

按英文字母顺序排列  
in alphabetical order

| 个案编号<br>Case no.   | 申诉事项<br>Complaint  | 整体结论<br>Overall conclusion      | 建议数目<br>No. of recommendations |
|--|--|---------------------------------|--------------------------------|
| <b>渔农自然护理署</b><br>Agriculture, Fisheries and Conservation Department |  |                                 |                                |
| 2025/1057  | 延误维修因台风损坏的某公厕<br>Delay in repairing a public toilet damaged by typhoon   | 成立<br>Substantiated             | 17                             |
| 2025/1921  | 无理拒绝在已换上新水龙头的某公厕恢复供水<br>Unreasonably refusing to resume water supply to a public toilet despite installation of new faucets  | 不成立<br>Unsubstantiated          | 0                              |
| 2025/2010  | 无理拒绝申诉人的狗只牌照申请及没有提供清晰资讯说明申请时须出示的证明文件<br>Unreasonably refusing the complainant's dog licence applications and failing to provide clear information about the supporting documents required for the applications | 部分成立<br>Partially substantiated | 9                              |
| <b>建筑署</b><br>Architectural Services Department                      |  |                                 |                                |
| 2025/1057  | 延误维修因台风损坏的某公厕<br>Delay in repairing a public toilet damaged by typhoon   | 不成立<br>Unsubstantiated          | 0                              |
| <b>屋宇署</b><br>Buildings Department                                   |  |                                 |                                |
| 2025/2362  | 没有跟进平台僭建物的清拆令<br>Failure to follow up the demolition order against unauthorised building works on a floor platform   | 部分成立<br>Partially substantiated | 4                              |
| 2025/2363  | 拖延跟进渗水问题<br>Delay in handling a water seepage complaint  | 部分成立<br>Partially substantiated | 5                              |
| 2025/2399  | 未有妥善处理申诉人的滴水投诉<br>Mishandling a water dripping complaint   | 不成立<br>Unsubstantiated          | 5                              |

经全面调查后结案的个案索引  
Index of Cases Concluded by Full Investigation

| 个案编号<br>Case no.  | 申诉事项<br>Complaint   | 整体结论<br>Overall conclusion      | 建议数目<br>No. of recommendations |
|---|---|---------------------------------|--------------------------------|
| <b>卫生署</b><br>Department of Health                            |   |                                 |                                |
| 2025/0308   | 拖延处理某物理治疗师被投诉的个案及没有告知当事人个案的进度<br>Delay in handling a complaint against a physiotherapist and failing to inform the complainant of the case's progress | 部分成立<br>Partially substantiated | 15                             |
| <b>数字政策办公室</b><br>Digital Policy Office                       |   |                                 |                                |
| 2025/2023   | 未有适时回复申诉人的投诉<br>Failure to respond to a complaint in a timely manner  | 不成立<br>Unsubstantiated          | 0                              |
| 2025/2399   | 未有妥善处理申诉人的滴水投诉<br>Mishandling a water dripping complaint  | 部分成立<br>Partially substantiated | 9                              |
| <b>机电工程署</b><br>Electrical and Mechanical Services Department |   |                                 |                                |
| 2025/1057   | 延误维修因台风损坏的某公厕<br>Delay in repairing a public toilet damaged by typhoon  | 成立<br>Substantiated             | 10                             |
| <b>食物环境卫生署</b><br>Food and Environmental Hygiene Department   |   |                                 |                                |
| 2024/2361   | 没有妥善跟进冷气机滴水个案<br>Failure to properly follow up on a case of air-conditioner dripping  | 部分成立<br>Partially substantiated | 10                             |
| 2025/0618   | 没有妥善处理单车租赁店铺引致的违泊情况<br>Failure to properly address illegal bicycle parking caused by rental shops   | 不成立<br>Unsubstantiated          | 1                              |
| 2025/1571   | 处理长者违规喂食野鸽的个案欠妥善<br>Improperly handling a case involving illegal feeding of feral pigeons by an elderly person  | 不成立<br>Unsubstantiated          | 6                              |

经全面调查后结案的个案索引  
Index of Cases Concluded by Full Investigation

| 个案编号<br>Case no.   | 申诉事项<br>Complaint   | 整体结论<br>Overall conclusion      | 建议数目<br>No. of recommendations |
|--|---|---------------------------------|--------------------------------|
| 2025/1935  | 未有妥善回应视障人士的查询<br>Failure to properly address enquiries from a visually impaired person  | 不成立<br>Unsubstantiated          | 5                              |
| 2025/2363  | 拖延跟进渗水问题<br>Delay in handling a water seepage complaint   | 部分成立<br>Partially substantiated | 5                              |
| 2025/2399  | 未有妥善处理申诉人的滴水投诉<br>Mishandling a water dripping complaint  | 不成立<br>Unsubstantiated          | 5                              |
| <b>政府总部 – 房屋局</b><br>Government Secretariat – Housing Bureau |   |                                 |                                |
| 2025/1975  | 将强制验窗通知书寄往申诉人早年于土地注册处登记但现已无效的通讯地址，以及在通知书被退回后多月才再次发出<br>Sending a mandatory window inspection notice to the complainant's former correspondence address registered with the Land Registry, which was no longer valid, and only re-issuing the notice several months after it had been returned | 部分成立<br>Partially substantiated | 5                              |
| <b>路政署</b><br>Highways Department                            |   |                                 |                                |
| 2025/2929  | 没有妥善跟进某行人过路处路面不平和破损的投诉<br>Mishandling a complaint about uneven and damaged surfacing at a pedestrian crossing   | 不成立<br>Unsubstantiated          | 8                              |
| <b>民政事务总署</b><br>Home Affairs Department                     |   |                                 |                                |
| 2025/0618  | 没有妥善处理单车租赁店铺引致的违泊情况<br>Failure to properly address illegal bicycle parking caused by rental shops   | 不成立<br>Unsubstantiated          | 13                             |

经全面调查后结案的个案索引  
Index of Cases Concluded by Full Investigation

| 个案编号<br>Case no.                     | 申诉事项<br>Complaint   | 整体结论<br>Overall conclusion | 建议数目<br>No. of recommendations |
|--------------------------------------|---|----------------------------|--------------------------------|
| <b>房屋署</b><br>Housing Department     |   |                            |                                |
| 2025/0847                            | 未有积极跟进申诉人公屋单位窗户多次沾有粪便的投诉<br>No proactive follow-up regarding the complainant's repeated reports of excrement found on the windows of his public housing flat  | 不成立<br>Unsubstantiated     | 2                              |
| 2025/1701                            | 就公屋“富户政策”申报事宜，职员未有提供适切协助及不当要求住户签署未完全填妥的申报表<br>Regarding declarations made under the Well-off Tenants Policy, staff failing to provide appropriate assistance and improperly requesting a public housing tenant to sign an incomplete declaration form | 不成立<br>Unsubstantiated     | 4                              |
| 2025/2023                            | 未有适时回复申诉人的投诉<br>Failure to respond to a complaint in a timely manner  | 不成立<br>Unsubstantiated     | 2                              |
| <b>地政总署</b><br>Lands Department      |   |                            |                                |
| 2025/0618                            | 没有妥善处理单车租赁店铺引致的违泊情况<br>Failure to properly address illegal bicycle parking caused by rental shops   | 不成立<br>Unsubstantiated     | 1                              |
| <b>法律援助署</b><br>Legal Aid Department |   |                            |                                |
| 2025/3235                            | 无理拖延向申诉人发放他获法律援助进行伤亡诉讼后，与被告达成和解所获得的赔偿金<br>Unreasonable delay in disbursing the compensation to the complainant following settlement with the defendant in a personal injury claim for which the complainant had received legal aid                    | 不成立<br>Unsubstantiated     | 4                              |

经全面调查后结案的个案索引  
Index of Cases Concluded by Full Investigation

| 个案编号<br>Case no.  | 申诉事项<br>Complaint  | 整体结论<br>Overall conclusion      | 建议数目<br>No. of recommendations |
|---|--|---------------------------------|--------------------------------|
| <b>康乐及文化事务署</b><br>Leisure and Cultural Services Department |  |                                 |                                |
| 2025/3388   | 未有积极跟进申诉人就泳客穿着不雅泳装使用公众泳池的投诉<br>No proactive follow-up on a complaint against swimmers wearing indecent swimwear in the public swimming pool                              | 不成立<br>Unsubstantiated          | 11                             |
| 2025/3555<br>2025/3556<br>2025/3557                         | 不合理地延迟提供暖水泳池设施的时间，对泳客造成不便<br>Unreasonable delay in providing heated swimming pool facilities, causing inconvenience to swimmers  | 不成立<br>Unsubstantiated          | 8                              |
| <b>运输署</b><br>Transport Department                          |  |                                 |                                |
| 2025/0439<br>2025/0891<br>2025/1183                         | 未有就更改隧道收费点位置预先通知公众，以及资讯发放有欠透明<br>No prior notification to the public before relocating the toll point of a tunnel, and lack of transparency in information dissemination | 部分成立<br>Partially substantiated | 9                              |
| 2025/0618   | 没有妥善处理单车租赁店铺引致的违泊情况<br>Failure to properly address illegal bicycle parking caused by rental shops  | 不成立<br>Unsubstantiated          | 2                              |
| 2025/2929   | 没有妥善跟进某行人过路处路面不平和破损的投诉<br>Mishandling a complaint about uneven and damaged surfacing at a pedestrian crossing  | 不成立<br>Unsubstantiated          | 2                              |
| <b>水务署</b><br>Water Supplies Department                     |  |                                 |                                |
| 2025/2399   | 未有妥善处理申诉人的滴水投诉<br>Mishandling a water dripping complaint   | 不成立<br>Unsubstantiated          | 5                              |

经全面调查后结案的个案索引  
Index of Cases Concluded by Full Investigation

第2部分：公营机构  
Part 2: Public Organisations

| 个案编号<br>Case no.   | 申诉事项<br>Complaint   | 整体结论<br>Overall conclusion      | 建议数目<br>No. of recommendations |
|--|---|---------------------------------|--------------------------------|
| <b>医院管理局</b><br>Hospital Authority                               |   |                                 |                                |
| 2025/0260  | 借用辅助器材服务的退还按金安排不合理<br>Unreasonable deposit refund arrangements for assistive device loan service  | 成立<br>Substantiated             | 12                             |
| <b>强制性公积金计划管理局</b><br>Mandatory Provident Fund Schemes Authority |   |                                 |                                |
| 2025/2409  | 积金易未有在平台显示每项基金的平均成本价及赚蚀金额，以及没有妥善处理相关投诉<br>eMPF failing to display the average unit price and profit or loss of each constituent fund, and improper handling of relevant complaints  | 部分成立<br>Partially substantiated | 10                             |
| 2025/2827  | 积金易延误处理申诉人于退休时提取自愿性供款累算权益的申请，以及没有妥善处理相关查询及投诉<br>eMPF delay in handling the withdrawal of the accrued benefits of voluntary contributions upon the complainant's retirement and improper handling of relevant enquiries and complaints | 成立<br>Substantiated             | 16                             |
| 2025/2837  | 积金易未有妥善处理强积金供款结算书及更改获授权人的申请，亦未有适切回应相关查询<br>eMPF improper handling of MPF contribution statements and an application for changing the authorised representative, and failing to respond to relevant enquiries in a timely manner       | 部分成立<br>Partially substantiated | 16                             |
| 2025/3078  | 积金易将强积金存入雇员账户的时间过长及没有适时回复查询<br>eMPF having taken too long to vest the mandatory contributions in the employees' accounts, and failing to give timely replies to enquiries   | 成立<br>Substantiated             | 14                             |
| 2025/3292  | 积金易延误处理强积金自愿供款和提取累算权益指示，以及提供错误资讯<br>eMPF delay in processing the instructions of voluntary contributions and withdrawal of accrued benefits, and error in providing information   | 部分成立<br>Partially substantiated | 11                             |

经全面调查后结案的个案索引  
Index of Cases Concluded by Full Investigation

| 个案编号<br>Case no.  | 申诉事项<br>Complaint   | 整体结论<br>Overall conclusion                 | 建议数目<br>No. of recommendations |
|---|---|--|--------------------------------|
| 2025/3322   | <p>积金易过渡期间处理强积金供款及相关文件欠妥</p> <p>eMPF improper handling of mandatory contributions and related documents during transition period</p>  | <p>不成立</p> <p>Unsubstantiated</p>          | 4                              |
| 2025/3509   | <p>积金易未有妥善处理过渡期间以提早退休为由提取累算权益的申请</p> <p>eMPF improper handling of an application for withdrawing accrued benefits on the grounds of early retirement during the transition period</p>   | <p>不成立</p> <p>Unsubstantiated</p>          | 4                              |
| <b>物业管理业监管局</b><br>Property Management Services Authority |   |  |                                |
| 2025/0407   | <p>(1) 没有就对某商场管理公司的投诉采取行动(不成立); 以及</p> <p>(2) 没有实质回复申诉人投诉的调查进展或结果(部分成立)</p> <p>(1) Failure to follow up on a complaint against the management company of a shopping mall (unsubstantiated); and</p> <p>(2) Failure to give the complainant a substantive reply on the progress or outcome of investigation (partially substantiated)</p>  | <p>部分成立</p> <p>Partially substantiated</p> | 14                             |
| 2025/1967   | <p>(1) 延误调查及回复申诉人对物业管理公司的投诉(成立);</p> <p>(2) 简复未有实质回复调查进展, 只重复地表示正在跟进投诉(成立); 以及</p> <p>(3) 简复没有提供个案职员姓名和电话号码(不成立)</p> <p>(1) Delay in investigating and responding to a complaint against a property management company (substantiated);</p> <p>(2) Failure to give any substantive updates on the investigation progress in the interim replies, merely reiterating that the complaint was being followed up (substantiated); and</p> <p>(3) Failure to provide the case officer's name and telephone number in the interim replies (unsubstantiated)</p> | <p>部分成立</p> <p>Partially substantiated</p> | 10                             |

# 改善措施实例

## Examples of Improvement Measures

公署提出的改善建议可大致分为以下类别：

Our recommendations fall into the following categories:

- |                         |  |
|-------------------------|--|
| (1) 制定更清晰指引，使运作更为一致和有效率 | (1) guidelines for clarity, consistency or efficiency in operation                         |
| (2) 鼓励跨部门的协调及优化安排       | (2) incentives to foster inter-departmental co-ordination and arrangements for enhancement |
| (3) 改善处理市民查询或投诉的措施      | (3) measures for better public enquiry or complaint handling                               |
| (4) 改善客户服务的措施           | (4) measures for better client services  |
| (5) 加强规管及管制的措施          | (5) measures for more effective regulation or control                                      |
| (6) 订立更清晰和合理的规则及收费      | (6) clearer and more reasonable rules and charges  |
| (7) 为市民提供更适时和更清晰的资料     | (7) clearer and more timely information to the public                                      |
| (8) 加强员工培训              | (8) enhanced training for staff  |
| (9) 其他                  | (9) others   |

第1部分：所涉部门及机构在公署进行主动调查行动后已采取的改善措施实例

Part 1: Examples of Improvement Measures Introduced by Departments and Organisations Following Our Direct Investigation Operations

按英文字母顺序排列  
in alphabetical order

| 机构 (个案编号)<br>Organisation (Case reference)   | 改善措施<br>Improvement measures   | 类别<br>Category |
|--|--|----------------|
| 屋宇署、劳工处及发展局<br>Buildings Department ("BD"),<br>Labour Department ("LD") &<br>Development Bureau ("DEVB")                     | <ul style="list-style-type: none"> <li>就注册承建商的纪律处分制度，屋宇署制订个案处理时间指标，并加强监察由劳工处转介的定罪个案<br/>In respect of the disciplinary system for registered contractors, BD established processing time indicators and strengthened the monitoring of convicted cases referred by LD</li> </ul>   | (5)            |
| "政府对建造业职业安全及健康的监管"<br>"Government's Regulation of<br>Occupational Safety and Health<br>in Construction Industry"<br>(DI/464) | <ul style="list-style-type: none"> <li>屋宇署收紧承建商纪律处分制度下的其中一个准则，由承建商在连续六个月期间内被判定有五宗与建筑工程相关的劳工安全罪行，减至四宗罪行<br/>BD tightened one of the criteria for taking disciplinary action against registered contractors by lowering the threshold from conviction of five to four site safety offences relating to building works within a rolling period of six months</li> </ul>                             | (5)            |
|  | <ul style="list-style-type: none"> <li>劳工处使用小型无人机进行空中摄录及搜证，协助巡查执法及意外调查等工作；并研究引入语音转文字技术，协助录取口供及更便捷地发出法定通知书<br/>LD applied small unmanned aircraft to assist in incident investigation, evidence collection and law enforcement work. Exploration of the adoption of speech-to-text technology is underway to assist in statement taking and expedite the issuance of statutory notices</li> </ul> | (5)            |

改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference) | 改善措施<br>Improvement measures   | 类别<br>Category |
|--|--|----------------|
|  | <ul style="list-style-type: none"> <li>劳工处优化电脑资讯系统及输入资料的程序，以备存法定呈报的建筑地盘资料及数目，并记录职业安全主任进行首次巡查的日期，以计算在指定时间内进行首次巡查的达标率<br/>LD enhanced the information computer system and data entry procedures for keeping the number and details of construction sites reported under the statutory notification mechanism, and for recording the dates of first inspection by occupational safety officers to construction sites so as to calculate the compliance rate of the first inspection conducted within a specified timeframe</li> </ul> | (5)            |
|  | <ul style="list-style-type: none"> <li>劳工处在网站及“职安健2.0”流动应用程序新增“安全提示／讯息”，提醒持责者进行高风险作业或操控机械设施时需留意及采取的安全措施<br/>LD introduced “Safety Hints/Messages” to its website and the mobile application of “OSH 2.0” to remind duty holders to stay vigilant and implement safety measures when conducting high-risk operations or operating mechanical facilities</li> </ul>  | (9)            |
|  | <ul style="list-style-type: none"> <li>劳工处加派人手巡查强制性安全训练课程的营办机构，以监察营办机构及导师有否遵守课程批核条件<br/>LD increased manpower to inspect mandatory safety training course providers, so as to monitor whether the course providers and trainers comply with the approval conditions</li> </ul>   | (5)            |
|  | <ul style="list-style-type: none"> <li>发展局优化工务工程标书评审制度，包括按承建商的过往工地安全记录设立加减分机制；以及收紧计算“安全分数”的标准，令安全表现较佳和较差的承建商所获得的分数差距变得更为显著<br/>DEVB enhanced the tender evaluation system for public works, including the introduction of a merit and demerit point mechanism based on contractors’ past site safety records; and tightening of the standards for calculating “safety ratings”, thereby amplifying the disparity in the ratings of contractors with better safety performance and those with poorer performance</li> </ul>         | (5)            |
|  | <ul style="list-style-type: none"> <li>就工务工程认可名册上的承建商，发展局的规管门槛由在任何六个月内五次违反工地安全相关法例，收紧至四次<br/>In respect of contractors on the approved lists for public works, DEVB tightened the regulating threshold from conviction of five to four site safety offences in any six-month period</li> </ul>   | (5)            |



改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference) | 改善措施<br>Improvement measures  | 类别<br>Category |
|--|---|----------------|
|  | <ul style="list-style-type: none"> <li>入境处正推动先人离世手续数码化，并已展开修订法例及就筹划网上服务平台申请拨款的工作<br/>ImmD is promoting the digitisation of procedures for deceased persons and has commenced work on amending legislation and applying for funding to develop an online service platform</li> </ul>   | (4)            |
|  | <ul style="list-style-type: none"> <li>卫生署、食环署、医管局及入境处均加强先人过世手续相关的公共服务的应变措施：卫生署更新法医服务应变计划，并为法医及公众殮房员工等人员安排定期演练；食环署制定并定期检讨先人过世手续安排机制；医管局强化殮房措施以应对需求激增；入境处设立紧急机制并提供网上死亡登记服务<br/>DH, FEHD, HA and ImmD enhanced contingency measures for public services relating to after-death arrangements: DH updated its contingency plan for forensic services and arranged regular drills for forensic pathologists and public mortuary staff; FEHD established and regularly reviewed contingency mechanisms for handling procedures relating to the deceased; HA strengthened its mortuary measures to address sudden surges in service demand; and ImmD established an emergency response mechanism and provided online death registration services</li> </ul> | (1)            |
|  | <ul style="list-style-type: none"> <li>医管局、食环署及入境处均举办研讨会及多项教育活动，向公众讲解关于办理先人过世手续的相关资讯<br/>HA, FEHD and ImmD organised seminars and various educational activities to explain information relating to after-death arrangements</li> </ul>   | (7)            |
|  | <ul style="list-style-type: none"> <li>食环署将“身后事安排”流程译成八种少数族裔语言并刊登于专题网站。医管局在网站提供死亡文件办理及遗体领取资讯，以支援不同族裔和文化的需要<br/>FEHD translated the “After-death Arrangements” flowchart into eight ethnic minority languages and published it on the thematic website. HA provided information on death documentation and body collection on its website to support the needs of different ethnic and cultural groups</li> </ul>  | (7)            |

## 改善措施实例

### Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)   | 改善措施<br>Improvement measures  | 类别<br>Category |
|--|---|----------------|
| 香港房屋委员会 (“房委会”) 及香港房屋协会 (“房协”)<br>Hong Kong Housing Authority (“HKHA”) & Hong Kong Housing Society (“HKHS”)<br><br>“当局打击滥用公屋资源的工作”<br>“Government’s Work in Combating Abuse of Public Housing Resources”<br>(DI/468) | <ul style="list-style-type: none"> <li>房屋署 (作为房委会的执行机关) 会继续定期对所有公屋租户进行查册, 亦会要求申请“转换户主”的申请人及他的家庭成员申报是否拥有香港住宅物业。随着房协的“富户政策”全面实施, 该会会定期对所有出租屋邨租户进行查册<br/>The Housing Department (“HD”) (as the executive arm of HKHA) to continue to perform regular land search on all tenants of public rental housing (“PRH”). For applicants of “take-over tenancy”, HD will require the applicants and his family members to declare whether they own any domestic properties in Hong Kong. With the full implementation of its Well-off Tenants Policy, HKHS to perform regular land search on all tenants of PRH</li> </ul> | (5)            |
|  | <ul style="list-style-type: none"> <li>房屋署及房协视乎实际情况, 向屋邨办事处职员发出电邮及提供培训课程, 提醒他们严谨审核租户填写有关资产及入息的申报表<br/>Depending on actual circumstances, HD and HKHS issued email and gave training to their estate management staff to remind them to stringently scrutinise declaration forms for income and asset submitted by tenants</li> </ul>  | (8)            |
|  | <ul style="list-style-type: none"> <li>房委会及房协进行联合会议, 分享打击滥用公屋资源的经验<br/>HKHA and HKHS had joint meetings to share experience in combating PRH abuse</li> </ul>   | (2)            |
|  | <ul style="list-style-type: none"> <li>房协自2024年12月起逐步将非预约式家访延伸至非办公时间进行。就多次未能成功进行家访的个案, 该些个案会由该会的“房屋资源管理及营运组”跟进<br/>HKHS has, since December 2024, gradually extended its surprise home visits to non-office hours. Where a home visit cannot be conducted despite several attempts, the case will be followed up by the Housing Resources Management and Operations Team</li> </ul>   | (5)            |
|  | <ul style="list-style-type: none"> <li>房协向职员提供有关家访调查的技巧及使用“家访易”流动应用程序的培训, 提升家访工作的效率并加强记录管理<br/>HKHS provided training to its staff on investigation techniques for home visits and the use of “eHome Visit” digital platform to enhance the efficiency of home visits and record management</li> </ul>  | (8)            |

改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference) | 改善措施<br>Improvement measures   | 类别<br>Category |
|--|--|----------------|
|  | <ul style="list-style-type: none"> <li>房屋署为该署的管理公司的前线职员增设积极参与打击滥用公屋的优秀员工奖。房协已通知该会的服务承办商，他们的职员可参与该会的“举报滥用公屋奖”计划<br/>HD introduced awards for estate management staff who proactively takes part in combating PRH abuse. HKHS informed its services contractors that their staff can take part in its “Report Public Housing Abuse Award” Scheme</li> </ul>  | (9)            |
|  | <ul style="list-style-type: none"> <li>房屋署向该署的保安服务及物业服务承办商讲解侦测滥用公屋的技巧，以及与他们分享个案经验<br/>HD briefed its security services contractors and property services agents on the skills for detecting PRH abuse and shared with them relevant cases</li> </ul>   | (8)            |
|  | <ul style="list-style-type: none"> <li>房屋署若怀疑公屋申请者或家庭成员拥有内地或澳门物业，会与当地的房产登记机构查核。房协已和部分内地部门建立机制，就怀疑个案查核公屋申请者是否在当地有物业<br/>Where the situation warrants, HD to enquire with the local landed properties registries in the Mainland and Macao whether PRH applicants or their family members own any properties. HKHS established channels with some Mainland authorities to verify whether PRH applicants have properties for suspected cases</li> </ul>   | (5)            |
|  | <ul style="list-style-type: none"> <li>立法会于2025年6月通过《2025年房屋(修订)条例草案》，其中包括延长虚假陈述罪行的检控时效，房委会因此有更充足的时间就公屋租户进行“富户政策”申报时作虚假陈述的个案搜集证据<br/>The Legislative Council passed the Housing (Amendment) Bill 2025 in June 2025, which, <i>inter alia</i>, extended the time limit for prosecution of offence of false statements. As a result, HKHA has more time to collect evidence of cases in which the tenant is suspected to have made false statement in declaration under the Well-off Tenants Policy</li> </ul> | (5)            |
|  | <ul style="list-style-type: none"> <li>房协自2025年9月起开始全面实施“富户政策”，该政策预计于2026年年底涵盖该会所有出租屋邨的租户<br/>HKHS has since September 2025 fully implemented its Well-off Tenants Policy which is expected to cover all its tenants by the end of 2026</li> </ul>   | (5)            |

## 改善措施实例

### Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)   | 改善措施<br>Improvement measures   | 类别<br>Category |
|--|--|----------------|
| 房屋署<br>Housing Department ("HD")<br><br>“房屋署对公共屋邨的管理：违例泊车”<br>“Housing Department’s Management of Public Housing Estates: Illegal Parking”<br>(DI/478) | <ul style="list-style-type: none"> <li>加强监察承办商的跟进工作，并同意考虑在服务合约中为承办商进行执管工作订下绩效指标，并要求承办商定期汇报执管成效<br/>Stepped up monitoring the follow-up actions taken by contractors, and undertook to consider stipulating key performance indicators for contractors under their services contracts and requiring them to report enforcement results regularly</li> </ul>   | (5)            |
|  | <ul style="list-style-type: none"> <li>同意考虑就屋邨办事处(“屋邨办”)向违泊车辆发出的书面警告记录作统计分析，协助屋邨办监察前线职员对违泊问题作有效管理，并按需要作出督导和资源调配<br/>Undertook to consider compiling statistics and analysing the records of written warnings against illegal parking issued by the estate offices to facilitate their monitoring of illegal parking by frontline staff, with a view to supervising staff and reallocating resources where necessary</li> </ul> | (5)            |
|  | <ul style="list-style-type: none"> <li>若闭路电视监察系统及物联网感应器的试行安排反应正面，应积极研究在可行情况下扩展相关安排至更多公共屋邨试行，令前线人员能有效侦查违泊行为<br/>If the results of pilot use of CCTV surveillance and Internet of Things sensors are positive, HD to proactively explore expanding the pilot arrangement to more public housing estates to facilitate effective detection by frontline staff of illegal parking</li> </ul>                                       | (5)            |
|  | <ul style="list-style-type: none"> <li>不时就打击违泊工作安排与各屋邨办及保安服务承办商分享经验和进行培训<br/>Organised sharing sessions and training for the estate offices and security services contractors regarding enforcement against illegal parking from time to time</li> </ul>   | (8)            |
|  | <ul style="list-style-type: none"> <li>检视现有人手，并因应实际情况探讨是否需要透过内部人手调配甚或要求增拨资源，应付执管工作所需<br/>Reviewed existing manpower and, according to actual circumstances, explored any need to internally redeploy or obtain additional resources for enforcement</li> </ul>   | (9)            |

改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)   | 改善措施<br>Improvement measures   | 类别<br>Category |
|--|--|----------------|
| 房屋署<br>Housing Department<br><br>“房屋署对公共屋邨的管理：冷气机滴水”<br>“Housing Department’s Management of Public Housing Estates: Air-conditioner Dripping” (DI/481) | <ul style="list-style-type: none"> <li>在新签订的管理服务合约中，清楚列明就冷气机滴水个案，管理公司须每月呈交出劝谕信及“违例事项通知书”的数目、有否重复个案及仍未能解决的个案简述<br/>To clearly stipulate in newly signed management service contracts that in respect of air-conditioner dripping cases, property services agents must submit a monthly report detailing the numbers of advisory letters and Notification Slips issued, the number of repeated cases and case brief of unresolved cases</li> </ul> | (5)            |
|  | <ul style="list-style-type: none"> <li>优化处理冷气机滴水个案的工作指引，包括在入屋检测时须对怀疑滴水的冷气机进行20分钟测试，以确定滴水源头；以及在发出劝谕信后需进行覆查<br/>Enhanced operational guidelines for handling air-conditioner dripping cases, including running the air-conditioner for 20 minutes in the suspected flat to identify the source of dripping, and conducting follow-up verification after issuing advisory letters</li> </ul>  | (1)            |
|  | <ul style="list-style-type: none"> <li>正在测试一款较轻巧及易于操作的高清数码红外线夜视摄录机的效能<br/>Testing the performance of a lighter and more maneuverable high-definition digital infrared night-vision camcorder</li> </ul>  | (3)            |
|  | <ul style="list-style-type: none"> <li>举行专题讲座，使前线人员更熟悉执行扣分制，包括执管冷气机滴水<br/>Organised seminars for frontline staff to enhance their understanding of the Marking Scheme, including taking enforcement action against air-conditioner dripping</li> </ul>   | (8)            |

## 改善措施实例

### Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)  | 改善措施<br>Improvement measures  | 类别<br>Category                         |
|---|---|--|
| 房屋署及香港房屋协会 (“房协”)<br>Housing Department (“HD”) &<br>Hong Kong Housing Society<br>(“HKHS”)   | <ul style="list-style-type: none"> <li>房屋署及房协改善独居租户离世后收回公屋单位的程序，并修订相关工作指引<br/>HD and HKHS improved the procedures for recovering the public rental housing (“PRH”) units of deceased singleton tenants and revised the relevant guidelines</li> </ul>   | (1)                                    |
| “当局收回、翻新及重新编配公屋单位的安排”<br>“Government’s Arrangements for<br>Recovery, Refurbishment and<br>Reallocation of Public Rental<br>Housing Flats”<br>(DI/473) | <ul style="list-style-type: none"> <li>房屋署及房协加强职员就独居租户离世后收回单位的工作的培训<br/>HD and HKHS strengthened staff training on recovery of flats of deceased singleton tenants</li> <li>房屋署优化在“迁出通知书”所订期限届满后单位仍未腾空交回的处理程序<br/>HD improved the procedures for handling cases involving tenants’ failure to vacate and surrender their flats upon expiry of the deadline prescribed in the Notice-to-Quit</li> <li>房协检视处理前租户遗留在单位内的物品的程序，并修订相关工作指引<br/>HKHS reviewed the procedures for handling items left in the flats by previous tenants and revised the relevant work guidelines</li> <li>房协针对已获取其他资助房屋 (包括购买资助出售房屋、调迁至其他公屋单位及其他形式的资助房屋等)，或已购买私人住宅的租户，收紧有关交还原有单位的安排，包括就延期居住期间收取占用费用<br/>HKHS tightened the flat handover arrangement for tenants who have acquired other forms of subsidised housing (such as purchasing subsidised sale flats, transferring to other PRH units and other forms of subsidised housing) or purchased private residential properties, including charging an occupation fee for the period of extended stay</li> <li>房协将收回单位后发出翻新工程单的时限，由14天缩短至7天，以及制定两层监察机制<br/>HKHS shortened the timeframe for issuing refurbishment works orders from 14 days to 7 days upon flat recovery, and set up a two-tier monitoring mechanism</li> <li>房协改善处理翻新空置单位的流程及标准，以加快工程进度及缩短翻新单位时间<br/>HKHS improved the workflow and standards of refurbishment works of vacant flats to speed up work progress and shorten the refurbishment period</li> </ul> | (8)<br>(5)<br>(1)<br>(5)<br>(1)<br>(1) |

改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)  | 改善措施<br>Improvement measures  | 类别<br>Category |
|---|---|----------------|
| 地政总署及规划署<br>Lands Department ("LandsD") &<br>Planning Department ("PlanD")<br><br>“规划署和地政总署对土地违例发展的执管”<br>“Enforcement by Planning<br>Department and Lands<br>Department against Unauthorised<br>Land Developments”<br>(DI/470) | <ul style="list-style-type: none"> <li>地政总署就处理土地违规及违契个案的巡查及优次安排进行全面检讨 (包括厘定个案是否属于优先处理类别的各项考虑因素、处理不同优次类别个案的指标时间及资源调拨等)<br/>LandsD’s comprehensive review of the work priorities and inspection work related to all kinds of non-compliance with the law and lease conditions underway (including drawing up factors for determining whether a case falls within the priority category, setting time targets for enforcement actions of the priority category and redeployment of resources, etc.)</li> </ul> | (5)            |
|   | <ul style="list-style-type: none"> <li>地政总署加强培训，确保各分区的相关人员能按既定机制进行执管工作<br/>LandsD stepped up training to ensure that the relevant staff in each district can perform the enforcement duties in accordance with the prevailing mechanism</li> </ul>  | (8)            |
|   | <ul style="list-style-type: none"> <li>地政总署为内部土地执管数据系统进行改善工程，当中会加入监察机制及相关数据<br/>LandsD’s upgrading of internal land enforcement data system underway, with a monitoring mechanism and relevant data to be incorporated</li> </ul>   | (5)            |
|   | <ul style="list-style-type: none"> <li>规划署就厘定重复违反《城市规划条例》个案的法定通知书遵办时限作出优化，涵盖更多短时间内重犯及与保育地带有关的个案，并就这些个案订定更严厉的遵办时限<br/>PlanD optimised the setting of timeframe for compliance with statutory notices regarding repeated cases in breach of the Town Planning Ordinance by covering more cases recurring within a short period or repeated cases in conservation-related land use zones and imposing a stricter compliance period for such cases</li> </ul>   | (5)            |
|   | <ul style="list-style-type: none"> <li>规划署透过内部调配纾缓人手不足的情况，以应付执管工作<br/>PlanD alleviated the manpower shortfall through internal redeployment to cope with the enforcement work</li> </ul>  | (5)            |
|   | <ul style="list-style-type: none"> <li>规划署以指引方式订明处理涉及声称有业权变动的违例发展个案的程序<br/>PlanD formulated guidelines on the procedures for handling unauthorised development cases involving claims of change in ownership</li> </ul>   | (1)            |
|   | <ul style="list-style-type: none"> <li>规划署于部门网页发放有关违例发展个案及规划署执管工作的资料，以提升公众的认识<br/>PlanD released information on unauthorised development cases and PlanD’s enforcement in departmental website to promote public awareness</li> </ul>   | (7)            |



改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)   | 改善措施<br>Improvement measures  | 类别<br>Category |
|--|---|----------------|
| 社会福利署<br>Social Welfare Department<br><br>“支援长者及残疾人士照顾者的暂托服务”<br>“Respite Services for Supporting Carers of Elderly Persons and Persons with Disabilities”<br>(DI/474) | <ul style="list-style-type: none"> <li>透过修订指引及服务协议，要求所有服务单位切实执行多项简化申请暂托服务程序的措施，包括在处理申请时，不需与申请人预先会面、不应施加额外身体检查项目、善用申请人的现有医疗记录作评估、制定预先登记机制，以及设立服务轮候名单<br/>Through amending guidelines and service agreements, required all service providers to streamline the application procedures for respite services, including refraining from conducting prior interviews with applicants or imposing additional medical examinations, making good use of applicant’s existing medical records in assessment, establishing a pre-registration mechanism, and setting up waiting lists for respite services</li> </ul> | (1)            |
|  | <ul style="list-style-type: none"> <li>加强监察服务单位更新“暂托服务或紧急住宿空置名额查询系统”(“查询系统”)的表现，以及要求照顾者支援专线(“专线”)定期提交实际空缺情况与系统资讯有出入的单位名单作跟进<br/>Strengthened the monitoring of service providers’ information updates on the Vacancy Enquiry System for Respite Services and Emergency Placement (“System”), and required the Designated Hotline for Carer Support (“Hotline”) to regularly submit a list of providers whose actual vacancies are inconsistent with information in the System for follow-up</li> </ul>  | (5)            |
|  | <ul style="list-style-type: none"> <li>优化“查询系统”的功能，将其连系至“长者资讯网”、“残疾人士院舍资讯网”、专线、“照顾者资讯网”，让公众在查询服务空缺时，可查阅个别服务单位的详细资讯，以及透过手机于系统内直接联络专线社工<br/>Enhanced the System by linking it to the Elderly Information Website, Information Website for Residential Care Homes for Persons with Disabilities, Hotline and Information Gateway for Carers, allowing the public to view the details of service providers through the System when searching for vacancies of respite services and to contact Hotline social workers through the System on mobile phone</li> </ul>  | (7)            |



改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference) | 改善措施<br>Improvement measures  | 类别<br>Category |
|--|---|----------------|
|  | <ul style="list-style-type: none"> <li>自2023年3月安排考牌主任在周末额外工作，提供更多考试名额；并持续招聘考牌主任，确保实际员额能满足编制数目<br/>Arranged for driving examiners to work extra hours on weekends since March 2023 to provide additional test slots and continued to recruit driving examiners to ensure the number of serving staff meets the service establishment</li> </ul>          | (9)            |
|  | <ul style="list-style-type: none"> <li>物色合适用地设立驾驶考试中心，并于2025年11月指定某驾驶学校为《道路交通条例》下的指定驾驶学校，提供非商用车驾驶训练及考试<br/>Identified a suitable site for the designation of a driving test centre, and designated a driving school under the Road Traffic Ordinance in November 2025, providing driving training and examination on non-commercial vehicles</li> </ul> | (9)            |
|  | <ul style="list-style-type: none"> <li>检视四个试行“直接报到安排”的驾驶考试中心后，决定于该四间中心全面推行<br/>Decided to implement the “Direct Reporting Arrangement” at four driving test centres following a review of the trial run</li> </ul>  | (4)            |
|  | <ul style="list-style-type: none"> <li>就私人驾驶教师考生的非商用车路试排期制定新的服务承诺<br/>Established new performance pledges for scheduling road tests of non-commercial vehicles for candidates of private driving instructors</li> </ul>   | (4)            |
|  | <ul style="list-style-type: none"> <li>参考内地等不同地方做法，检讨录影路试的可行性<br/>Reviewed the feasibility of video recording of road tests by drawing on practices from various regions, including the Mainland</li> </ul>   | (9)            |
|  | <ul style="list-style-type: none"> <li>同意积极透过各个渠道探讨高科技评核驾驶考试的可行性<br/>Undertook to actively explore the feasibility of using advanced technology to assess road tests through various channels</li> </ul>  | (9)            |
|  | <ul style="list-style-type: none"> <li>提醒私人驾驶教师避免因租借应试车辆安排过密，导致同一个考试时段有多名考生登记使用同一车辆<br/>Reminded private driving instructors to avoid overbooking test vehicles, preventing multiple candidates from using the same vehicle in one exam slot</li> </ul>   | (5)            |

## 改善措施实例

### Examples of Improvement Measures

第2部分：所涉部门及机构在公署进行全面调查后已采取的改善措施实例  
Part 2: Examples of Improvement Measures Introduced by Departments and Organisations Following Our Full Investigations

| 机构 (个案编号)<br>Organisation (Case reference)                                   | 改善措施<br>Improvement measures   | 类别<br>Category |
|--|--|----------------|
| 渔农自然护理署<br>Agriculture, Fisheries and Conservation Department<br>(2025/1057) | <ul style="list-style-type: none"> <li>同意考虑采取适当措施，与相关部门分享工程进度讯息，增加跨部门的资讯交流和追踪进度<br/>Undertook to consider taking appropriate measures to share engineering progress information with relevant departments, thereby enhancing inter-departmental information exchange and progress tracking</li> </ul>  | (2)            |
|  | <ul style="list-style-type: none"> <li>在决定包含多于一个公厕的同类项目应否以单一合约处理时，尽早考虑工程所需时间及公厕关闭对公众造成的影响<br/>When deciding whether similar projects involving more than one public toilet should be handled under a single contract, to consider early the required construction time and the impact of toilet closures on the public</li> </ul>  | (1) & (4)      |
|  | <ul style="list-style-type: none"> <li>工程招标前，应进行实质工程细节审查，包括工程的地点、规模、施工成本和技术难度等，以调整工程合约的要求，确保技术规格和资格条件合理，避免流标<br/>To conduct a substantive review of project details prior to tendering, including site location, project scale, construction cost and technical difficulty, so as to adjust contract requirements to ensure that technical specifications and qualification criteria are reasonable, thereby avoiding tender failures</li> </ul> | (1) & (5)      |
| 渔农自然护理署<br>Agriculture, Fisheries and Conservation Department<br>(2025/2010) | <ul style="list-style-type: none"> <li>审视并修订有关处理首次申领狗只牌照个案的工作指引，具体说明何时需要及如何证明申请人为相关狗只的畜养人<br/>Reviewed and revised the guidelines on handling first-time dog licence applications, specifying under what circumstances the staff needs to ascertain that the applicant is the genuine keeper of the dog concerned and how to do it</li> </ul>  | (1)            |
|  | <ul style="list-style-type: none"> <li>加强网页资讯，说明申请狗只牌照的程序及可能需要提供的资料<br/>Updated the department's website to clarify the procedures for applying for dog licence and the information an applicant may need to provide</li> </ul>  | (4) & (7)      |

改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)                            | 改善措施<br>Improvement measures   | 类别<br>Category |
|---|--|----------------|
| 机电工程署<br>Electrical and Mechanical Services Department<br>(2025/1057) | 采取适当措施，与相关部门分享工程进度讯息，增加跨部门的资讯交流和追踪进度<br>Implemented appropriate measures to share engineering progress information with relevant departments, thereby enhancing inter-departmental information exchange and progress tracking  | (2)            |
| 食物环境卫生署<br>Food and Environmental Hygiene Department<br>(2024/2361)   | <ul style="list-style-type: none"> <li>在新入职及在职卫生督察的培训课程中加强处理冷气机滴水个案的内容，并提醒他们按照部门相关指引行事，以提升他们处理有关冷气机滴水投诉的能力<br/>Strengthened staff training on handling of complaints against dripping air-conditioners for new and serving Health Inspectors and reminded them to follow the relevant guidelines, with a view to enhancing their ability to handle such complaints</li> </ul>  | (1), (3) & (8) |
|   | <ul style="list-style-type: none"> <li>加强监管工作进度，以加快处理个案的效率<br/>Strengthened monitoring of case progress to increase the efficiency of case handling</li> </ul>   | (3) & (5)      |
| 食物环境卫生署<br>Food and Environmental Hygiene Department<br>(2025/1571)   | <ul style="list-style-type: none"> <li>在前线执法人员的培训课程中安排职员分享真实案例的处理经验，以提升他们在执法行动期间应对不同情况的能力，包括面对年长违例者时须注意的事项<br/>Arranged experience sharing sessions in training courses for frontline enforcement staff, with a view to enhancing their ability to handle different situations during enforcement action, including points to note when handling elderly persons who had breached the ordinances or regulations</li> </ul> | (1) & (8)      |
|   | <ul style="list-style-type: none"> <li>就应对非法喂饲野鸽的问题，与相关法例下其他政府部门的指明人员交流执法经验<br/>For tackling the issues of illegal feeding of feral pigeons, exchanged enforcement experience with the appointed officers of other government departments under the relevant ordinance</li> </ul>  | (2) & (8)      |
| 食物环境卫生署<br>Food and Environmental Hygiene Department<br>(2025/1935)   | 加强培训，提醒前线人员与视障、听障或残疾人士沟通的技巧<br>Strengthened staff training to remind them about the communication skills with people with visual or hearing impairment, or disabilities  | (3) & (8)      |

## 改善措施实例

### Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)       | 改善措施<br>Improvement measures   | 类别<br>Category |
|--|--|----------------|
| 民政事务总署<br>Home Affairs Department<br>(2025/0618) | <ul style="list-style-type: none"> <li>进行跨部门协作，紧密监察单车违泊情况<br/>Continued with inter-departmental collaboration to closely monitor illegal bicycle parking</li> </ul>  | (2) & (5)      |
|  | <ul style="list-style-type: none"> <li>持续执行每月至少一次的大规模联合行动<br/>Continued with the conduction of large-scale joint operations at least once a month</li> </ul>   | (2) & (5)      |
|  | <ul style="list-style-type: none"> <li>由以往每半年加强至每季甚至每月在联合行动后检讨成效，并在有需要时适当地调整执法策略<br/>Increased the frequency of reviews on the effectiveness of joint operations from biannual to quarterly or even monthly, and adjusting enforcement strategies as needed</li> </ul>   | (5)            |
|  | <ul style="list-style-type: none"> <li>同意研究引入创新科技智能监察系统，试验安装智能镜头，利用人工智能辨识违规停泊单车，提升执法成效<br/>Undertook to explore the introduction of innovative smart surveillance systems, including the pilot installation of AI-enabled cameras to identify illegally parked bicycles, with a view to enhancing enforcement effectiveness</li> </ul>   | (5)            |
| 医院管理局<br>Hospital Authority<br>(2025/0260)       | <ul style="list-style-type: none"> <li>更新有关公立医院辅助器材借用服务安排的指引及小册子，列明容许器材借用人退还器材时授权他人代办领回按金及容许借用人申请退回按金时无须再提供按金收据<br/>Updated the guidelines and booklet relevant to the assistive device loan service at public hospitals, specifying that borrowers may apply for a refund of the deposit without presenting the deposit receipt and authorise a representative to collect the refund</li> </ul> | (1) & (7)      |
|  | <ul style="list-style-type: none"> <li>加入每年定期审核记录的措施，以确保各公立医院统一按新指引处理借用辅助器材的个案<br/>Introduced an annual review exercise of the records to ensure that all public hospitals consistently adhere to the new guidelines in handling assistive device loan cases</li> </ul>  | (5)            |

改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference) | 改善措施<br>Improvement measures  | 类别<br>Category |
|--|---|----------------|
| 房屋局<br>Housing Bureau<br>(2025/1975)       | <ul style="list-style-type: none"> <li>适时检视将通知书以挂号邮递方式寄送至物业地址的新安排的成效和运作，以减少未能成功派递的比率<br/>Reviewed the effectiveness and operation of the new arrangement of delivering notices to property address by registered mail from time to time in order to reduce the rate of unsuccessful delivery</li> </ul>   | (4)            |
|  | <ul style="list-style-type: none"> <li>尽快完成收到香港邮政退件后的安排及工作流程优化方案<br/>Reviewed the arrangement and workflow to enhance the handling of returned mails from Hong Kong Post</li> </ul>   | (4)            |
|  | <ul style="list-style-type: none"> <li>加强向业主宣传无须等待收取正式通知书都可自行安排验窗的安排<br/>Stepped up publicity to property owners for arranging self-inspection without waiting for formal notices</li> </ul>  | (4)            |
|  | <ul style="list-style-type: none"> <li>在进行第二次派送通知书前，尽早通知相关大厦的管理处，并建议管理处提早通知住户第二次派送的安排<br/>Informed the estate management office as early as possible prior to the second notice delivery and recommended the estate management office to inform property owners in advance about the arrangement of second notice delivery</li> </ul>                                       | (4)            |
|  | <ul style="list-style-type: none"> <li>加强对职员的培训，以减低文书内容出错的机会<br/>Enhanced staff training to prevent textual errors in notices</li> </ul>  | (8)            |
| 房屋署<br>Housing Department<br>(2025/1701)   | <p>加强培训及在有需要提供指引，令屋邨办事处职员清楚知道可提供予有特殊需要，包括聋哑人士或口语表达有困难人士及其家人的支援的详情<br/>Strengthened training and provided guidance to estate office staff as needed, to ensure that they clearly understand the details of the support available for individuals with special needs and their families, including those who are deaf-mute or have difficulties with verbal communication</p> | (1), (7) & (8) |

改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)  | 改善措施<br>Improvement measures  | 类别<br>Category |
|---|---|----------------|
| 渗水投诉调查联合办事处<br>Joint Office for Investigation of<br>Water Seepage Complaints<br>(2024/0026)                           | <ul style="list-style-type: none"> <li>加强监督顾问公司处理渗水调查的进度<br/>Strengthened supervision over the consultant company on the progress of handling water seepage investigations</li> </ul>   | (5)            |
|   | <ul style="list-style-type: none"> <li>采取措施确保顾问公司对渗水调查程序、其角色及职权范围有充分理解及严格遵守有关规定<br/>Stepped up measures to ensure that the consultant company fully understands its role, responsibilities and investigation procedure when carrying out water seepage investigation and strictly abides by the relevant regulations</li> </ul> | (5)            |
|   | <ul style="list-style-type: none"> <li>加强监察顾问公司的跟进是否合规，以及早发现并纠正问题<br/>Stepped up measures to strengthen the monitoring towards the consultant company to ensure its compliance by the relevant regulations, and rectify early if problems are discovered</li> </ul>   | (5)            |
| 法律援助署<br>Legal Aid Department<br>(2025/3235)  | <ul style="list-style-type: none"> <li>提示职员就未能及早发放赔偿金的个案，应更主动及时与受助人沟通，让受助人了解发放赔偿金的进度<br/>Reminded staff to inform aided persons proactively and timely of the progress of disbursement if early disbursement of compensation is not feasible</li> </ul>   | (8)            |
|   | <ul style="list-style-type: none"> <li>提示职员在可行的情况下尽快回复受助人的查询<br/>Reminded staff to respond to enquiries of aided persons as early as possible</li> </ul>  | (8)            |
|   | <ul style="list-style-type: none"> <li>在可行情况下向受助人解释中期款项的计算方法<br/>To explain the calculation of interim payment to aided persons where practicable</li> </ul>  | (3)            |
| 康乐及文化事务署 (“康文署”)<br>Leisure and Cultural Services<br>Department (“LCSD”)<br>(2025/3555)<br>(2025/3556)<br>(2025/3557) | <ul style="list-style-type: none"> <li>就每年提供暖水设施的安排加强公众宣传<br/>Enhanced publicity regarding the arrangement for providing heated swimming pool facilities each year</li> </ul>   | (7)            |
|   | <ul style="list-style-type: none"> <li>继续密切监察气候变化<br/>Continued to closely monitor the weather</li> </ul>   | (5)            |
|   | <ul style="list-style-type: none"> <li>如提早提供暖水设施，应尽早通知市民大众<br/>Informed the public as early as possible if heated swimming pool facilities are to be provided earlier</li> </ul>  | (7)            |

改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)  | 改善措施<br>Improvement measures   | 类别<br>Category |
|---|--|----------------|
|   | <ul style="list-style-type: none"> <li>加强网页资讯，解释提供暖水设施的日期的考虑因素<br/>Explained the consideration for determining the schedule for providing heated swimming pool facilities on the website</li> </ul>  | (7)            |
|   | <ul style="list-style-type: none"> <li>定期检讨现行提供暖水泳池设施的安排<br/>To regularly review the arrangements for provision of heated swimming pool facilities</li> </ul>  | (5)            |
|   | <ul style="list-style-type: none"> <li>向前线员工提供更多有用资讯，让他们清楚解答泳客对提供暖水日期的查询<br/>Provided more useful information to frontline staff to better address public enquiries about the provision of heated swimming pool facilities</li> </ul>  | (3)            |
|   | <ul style="list-style-type: none"> <li>提醒前线员工必须耐心听取市民特别是泳客对泳池措施的意见<br/>Reminded frontline staff to patiently listen to public opinions regarding swimming pool facilities</li> </ul>   | (8)            |
|   | <ul style="list-style-type: none"> <li>透过不同渠道收集市民对康文署提供暖水泳池设施的意见<br/>Collected public feedback on LCSD's provision of heated swimming pool facilities through various channels</li> </ul>  | (4)            |
| 强制性公积金计划管理局<br>("积金局")<br>Mandatory Provident Fund<br>Schemes Authority ("MPFA")<br>(2025/2409) | <ul style="list-style-type: none"> <li>同意考虑要求受托人需主动通知计划成员任何有关增值服务的取消或更改<br/>Undertook to consider requiring the trustees to proactively notify scheme members of any cancellation or changes to value-added services</li> </ul>  | (1)            |
|   | <ul style="list-style-type: none"> <li>同意考虑设立定期质素评估，监察受托人及积金易前线职员的服务表现，并从本案汲取经验，继续加强对积金易及受托人的监管与服务<br/>Undertook to consider establishing regular quality assessments to monitor the customer service performance of trustees and eMPF frontline staff, and draw on the experience from this case to further strengthen the supervision and services of eMPF and the trustees</li> </ul> | (5)            |



改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)                                  | 改善措施<br>Improvement measures   | 类别<br>Category |
|---|--|----------------|
| 强制性公积金计划管理局<br>Mandatory Provident Fund<br>Schemes Authority<br>(2025/2837) | <ul style="list-style-type: none"> <li>从利便雇主的角度，同意考虑在完成处理强积金供款结算书后主动通知雇主，以及除向雇主发出通知书外，考虑派员同步致电雇主，解释通知书的内容及所需提交的资料及文件等，务求提供更清晰的指示</li> </ul> <p>For the convenience of employers, undertook to consider proactively notifying employers after completing the processing of Mandatory Provident Fund contribution remittance statements, and in addition to sending notification letters, consider having staff to call employers simultaneously to explain the content of the notice and the required information and documents, aiming to provide clearer instructions</p> | (4)            |
|   | <ul style="list-style-type: none"> <li>尽快检视及改善通知书的内容，包括标题及内文，清晰描述有关处理供款和更改授权申请的进展和所需文件</li> </ul> <p>To review and improve the content of notification letter as soon as possible, including the title and text, clearly describing the progress of and the required documents for applications for handling contributions and change in authorisation</p>   | (7)            |
|   | <ul style="list-style-type: none"> <li>加强监察机制，以及不时敦促积金易定期进行内部培训，提升职员应对公众查询和投诉的处事能力和沟通技巧等，确保职员適切和妥善回应公众的查询及投诉</li> </ul> <p>Strengthened the monitoring mechanism and reminded eMPF to conduct internal training regularly to enhance the staff's capabilities and communication skills in responding to public enquiries and complaints, and to ensure that the staff would properly respond to public enquiries and complaints</p>  | (8)            |
|   | <ul style="list-style-type: none"> <li>同意考虑设立渠道收集用户对积金易的意见，并持续优化积金易平台服务，以提升用户满意度，从而提高整体公共服务水平</li> </ul> <p>Undertook to consider establishing channels to collect user feedback on the eMPF and continuously enhancing its services to improve user satisfaction, thereby raising the overall standard of public services</p>   | (5)            |

改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)                                  | 改善措施<br>Improvement measures   | 类别<br>Category |
|---|--|----------------|
| 强制性公积金计划管理局<br>Mandatory Provident Fund<br>Schemes Authority<br>(2025/3078) | <ul style="list-style-type: none"> <li>加强宣传，让供款人知悉提交资料的要求，以及有欠资料会影响处理供款进度<br/>Enhanced publicity on the information required in submitting contributions, and that progress of handling contributions would be affected by incomplete information</li> </ul>   | (7)            |
|   | <ul style="list-style-type: none"> <li>同意研究建立个案管理平台，记录个案处理情况，让行政部及热线等相关部门职员能查看个案进展，并确保对外答复准确、一致<br/>Undertook to consider establishing a case management platform to record case handling progress, allowing staff from the Administration Department, Hotline, and other relevant personnel to view case updates, and ensuring that external responses are accurate and consistent</li> </ul> | (5)            |
|   | <ul style="list-style-type: none"> <li>协调资讯科技、供款处理及客户服务部门进行定期交流，分享常见问题和经验，并按需要优化系统和工作流程<br/>Conducted regular exchanges across units responsible for IT, contributions processing, and customer services to share common issues and experience in the information systems and workflows as needed</li> </ul>   | (2)            |
|   | <ul style="list-style-type: none"> <li>尽快完成检视并修改雇主重复递交指示发出的通知书上的字眼，包括标题及内文，以消除现有写法引致的误会<br/>To review and revise wordings in letter templates regarding employers' repeated submission of instructions as soon as possible, including the title and content, to eliminate misunderstandings caused by the current phrasing</li> </ul>  | (7)            |
|   | <ul style="list-style-type: none"> <li>同意考虑更改系统设定，强制每宗个案必须在编配档号及个案主任后，才可完成建立个案程序<br/>Undertook to consider changing system settings to require that each case must be assigned a file number and case officer in the complaint registration process</li> </ul>   | (5)            |
|   | <ul style="list-style-type: none"> <li>加强系统功能以监察个案进展，若同一个案出现多次跟进查询，或在服务承诺限期内未有回复，系统应自动向个案职员的上级转介个案<br/>Enhanced system functions to monitor case progress. If the same case receives multiple follow-up inquiries, or if no reply is given within the service pledged time, the system should automatically escalate the case to the supervisor of the responsible officer</li> </ul>          | (5)            |

改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)                                    | 改善措施<br>Improvement measures   | 类别<br>Category |
|---|--|----------------|
| 强制性公积金计划管理局<br>Mandatory Provident Fund<br>Schemes Authority<br>(2025/3509)   | <ul style="list-style-type: none"> <li>加强宣传及提醒用户在强积金计划加入平台前后的过渡安排及递交资料时必须注意的事项<br/>Improved the information disseminated to the public about the transition arrangement migrating to the eMPF Platform by enhancing publicity and reminders to users</li> </ul>  | (7)            |
|   | <ul style="list-style-type: none"> <li>持续检视及提升服务质素<br/>Continued reviewing and improving service quality</li> </ul>  | (4)            |
|   | <ul style="list-style-type: none"> <li>汲取此案经验，加强职员处理特殊情况的能力，给予适当培训及支援<br/>Enhanced training and support to staff to advance their skills on handling special situations by taking reference from this complaint</li> </ul>   | (8)            |
| 物业管理业监管局<br>Property Management Services<br>Authority ("PMSA")<br>(2025/0407) | <ul style="list-style-type: none"> <li>同意考虑在该局网页或年报等公布投诉个案或个案摘录或改编个案，供公众和业界参考<br/>Undertook to consider publishing cases, summary of cases or adapted cases via the website or annual report of PMSA for public and industry reference</li> </ul>  | (3) & (7)      |
|   | <ul style="list-style-type: none"> <li>同意考虑按个案的不同复杂程度修订和制订调查及回复投诉人的服务承诺，并在修订和制订服务承诺后向公众公布<br/>Undertook to consider revising and formulating performance pledges for investigating and responding to complaints based on the complexity of cases, and announcing any revised and newly formulated performance pledges</li> </ul> | (1) & (3)      |
|   | <ul style="list-style-type: none"> <li>考虑尽量以调解方式处理简单投诉，探讨可行的方案快速及平和地解决投诉<br/>Explored the use of mediation to handle simple complaints wherever possible as a feasible solution for resolving complaints swiftly and amicably</li> </ul>   | (3) & (4)      |
|   | <ul style="list-style-type: none"> <li>加强宣传和教育，让公众及业界了解调解的好处，鼓励他们自愿参与调解，达致双赢<br/>Stepped up publicity and education to raise awareness of the benefits of mediation, and encouraged voluntary participation of the public and industry to achieve win-win outcomes</li> </ul>  | (3) & (4)      |
| 物业管理业监管局<br>Property Management Services<br>Authority<br>(2025/1967)          | 在简复内适当地通知投诉人，如个案复杂或工作量繁重，可能需较长时间处理<br>To properly inform complainants through interim replies that more time may be required to process a case due to complexity or heavy workload   | (3) & (7)      |

改善措施实例  
Examples of Improvement Measures

| 机构 (个案编号)<br>Organisation (Case reference)        | 改善措施<br>Improvement measures  | 类别<br>Category             |
|---|---|----------------------------|
| 运输署<br>Transport Department ("TD")<br>(2024/1477) | 同意与营办商探讨在其网页及社交媒体，以及利用运输署的一站式交通运输流动应用程式“香港出行易”尽早向公众作出渡轮服务班次调整(包括停航及复航安排)的通知之可行性<br>Undertook to explore with the operator the feasibility of informing the public of the schedule adjustment regarding ferry service (including arrangement for service suspension and resumption) as early as possible on its website and social media, as well as on TD's one-stop mobile application "HKeMobility"   | (7)                        |
| 运输署<br>Transport Department<br>(2025/0439)        | <ul style="list-style-type: none"> <li>加强监督承建商处理有关转换易通行收费点时的资讯发放优化安排的系统改善工程，以及适时检讨措施的成效和运作<br/>Strengthened supervision of the contractors in handling the system enhancement works for improvement of information dissemination when the toll point of HKeToll was relocated, and to conduct timely review of the effectiveness and operation of the improvement measures</li> <li>于工作指引明确订明有关转换收费点前的安排措施，让职员有所依从<br/>Clearly set out in operational guidelines the relevant arrangements prior to toll point relocation for compliance by staff</li> <li>加强监察易通行服务热线的服务承办商的表现，以及敦促承办商定期进行内部培训，提升热线职员的沟通技巧，确保职员适切和妥善回应公众查询<br/>Stepped up monitoring the performance of the HKeToll hotline service provider and urged the service provider to conduct internal training for hotline staff from time to time to enhance their communication skills and ensure proper and effective response to public enquiries</li> </ul> | (4)<br><br>(1)<br><br>(8)  |
| 运输署<br>Transport Department<br>(2025/0618)        | <ul style="list-style-type: none"> <li>同意考虑增加或扩阔现有的单车泊车处，利便有需要的市民和店铺使用<br/>Undertook to consider increasing the number of bicycle parking places or expanding existing facilities to better accommodate the parking needs of the public and the rental shops</li> <li>同意参考汽车停车场的管理，研究在单车泊车处采用双层泊架的可行性<br/>Undertook to draw on management practices for car parks to explore the feasibility of implementing double-deck parking racks at bicycle parking places</li> </ul>   | (4) & (5)<br><br>(4) & (5) |

# 顾问名单

## List of Advisers

姓名以英文字母顺序排列  
in alphabetical order of surname



### 会计 Accountancy

蔡永忠先生, BBS, JP  
Mr Tsai Wing Chung, Philip, BBS, JP



### 少数族裔、青年及教育 Ethnic Minorities, Youth and Education

利哲宏博士, MH, JP  
Dr Rizwan Ullah, MH, JP



### 资讯科技 Information Technology

陈仲文工程师  
Ir Alex Chan  
(任期至2026年3月20日)  
(Term ended on 20 March 2026)



### 调解 Mediation

罗伟雄教授  
Professor Law Wai Hung, Francis  
萧咏仪女士, JP  
Ms Siu Wing Yee, Sylvia, JP



### 医务及护理 Medical and Nursing

赖锦玉教授  
Professor Lai Kam Yuk, Claudia  
沈秉韶医生, BBS, JP  
Dr Shum Ping Shiu, BBS, JP



### 建筑、工程及测量 Architecture, Engineering and Surveying

陈志超工程师, SBS  
Ir Chan Chi Chiu, SBS

陈旭明测量师  
Sr Chan Yuk Ming, Raymond

梁广灏工程师, SBS, OBE, JP  
Ir Leung Kwong Ho, Edmund, SBS, OBE, JP

林云峯先生, BBS, JP  
Mr Lim Wan Fung, Bernard Vincent, BBS, JP



### 法律 Legal

罗沛然博士  
Dr Lo Pui Yin

马耀添博士, SBS, JP  
Dr Ma Yiu Tim, Jimmy, SBS, JP

黄文杰先生, SC, JP  
Mr Wong Man Kit, Anson, SC, JP



### 社会工作及更生事务 Social Work and Rehabilitation Services

陈丽云教授, JP  
Professor Chan Lai Wan, Cecilia, JP

吴宏增先生  
Mr Ng Wang Tsang, Andy

# 2025年申诉专员嘉许奖获奖名单

## List of Awardees of The Ombudsman's Awards 2025

### 公营机构奖

#### Awards for Public Organisations

金奖  
Gold Award

房屋署  
Housing Department

银奖  
Silver Award

食物环境卫生署  
Food and Environmental Hygiene Department

铜奖  
Bronze Award

惩教署  
Correctional Services Department

调解奖  
Award on Mediation

运输署  
Transport Department

科技应用及创意奖  
Information Technology  
Application and Creativity Award

渠务署  
Drainage Services Department

客户服务奖  
Customer Services Award

数字政策办公室1823  
1823 of Digital Policy Office

### 队伍奖

#### Awards for Teams

土木工程拓展署、运输署及香港警务处

**Civil Engineering and Development Department, Transport Department and Hong Kong Police Force**

粉岭绕道东段大型桥梁组件运输：“同一个政府”的协作典范

Unprecedented Oversized Bridge Segments Delivery under “One-government” Approach for Fanling Bypass Eastern Section

环境保护署、渠务署及屋宇署

**Environmental Protection Department, Drainage Services Department and Buildings Department**

改善维多利亚海港水质

Enhancement of Water Quality in Victoria Harbour

市区重建局及机电工程署

**Urban Renewal Authority and Electrical and Mechanical Services Department**

牵动人心：超越升降机的关怀工程

Beyond the Lift: Engineering Solutions with Heart for Those Most in Need

2025年申诉专员嘉许奖得奖名单  
List of Awardees of The Ombudsman's Awards 2025

**土木工程拓展署**

**Civil Engineering and Development Department**

洪水桥／厦村新发展区第一期和第二期发展

Hung Shui Kiu/Ha Tsuen New Development Area First and Second Phase Development

**香港海关**

**Customs and Excise Department**

香港海关保障消费者权益

Protecting the Consumer Rights by Customs and Excise Department

**消防处**

**Fire Services Department**

“18区日夜都缤纷”便民措施

Facilitation Measures for “Day x Night Vibes@18 Districts” Campaign

**食物环境卫生署**

**Food and Environmental Hygiene Department**

坟场及火葬场组／坟场及火葬场服务平台及“身后事安排”专题网站

Cemeteries and Crematoria Section/Platform for Cemeteries and Crematoria Services and After-Death Arrangements Thematic Website

**医院管理局**

**Hospital Authority**

总办事处及医院联网病人关系团队

Patient Relations and Engagement Teams of Head Office and Hospital Clusters

**入境事务处**

**Immigration Department**

入境事务处自助申请服务团队

Self-application Services Team in Immigration Department

**康乐及文化事务署**

**Leisure and Cultural Services Department**

九龙公园游泳池女更衣室残疾人士设施改善工程

Improvement Works for Disabled Facilities in the Female Changing Rooms at Kowloon Park Swimming Pool

## 公职人员奖 Awards for Public Officers

按机构名称及得奖者姓名的英文字母顺序排列  
in alphabetical order of organisations and awardees' names

### 机场管理局 Airport Authority

林家韬先生  
Mr Lam Ka To, Kato

林嘉欣女士  
Ms Lam Ka Yan, Amigo

### 消费者委员会 Consumer Council

温倬豪先生  
Mr Edward Wan

黄汉威先生  
Mr Wong Hon Wai, Will

### 屋宇署 Buildings Department

蔡志华先生  
Mr Choi Chi Wa, Andy

梁玄谕先生  
Mr Leung Yuen Jarc, Kevin

黄国雄先生  
Mr Wong Kwok Hung, Derrick

### 惩教署 Correctional Services Department

许匡宇先生  
Mr Hui Hong Yu, Ambrose

### 土木工程拓展署 Civil Engineering and Development Department

何亦文先生  
Mr Ho Yick Man

郭善衡先生  
Mr Kwok Sin Hang

叶安仪女士  
Ms Yip On Yee, Annie

### 香港海关 Customs and Excise Department

陈建钧先生  
Mr Chan Kin Kwan

朱定邦先生  
Mr Chu Ting Pong, Daniel

叶嘉谦先生  
Mr Ip Ka Him

李宗霖先生  
Mr Lee Chung Lam

### 公司注册处 Companies Registry

周敏女士  
Ms Chow Man

### 卫生署 Department of Health

区嘉芝女士  
Ms Au Ka Chi, Gigi

黄建豪医生  
Dr Wong Kin Ho

### 竞争事务委员会 Competition Commission

郭晋玮先生  
Mr Kwok Chun Wai, Matthew

2025年申诉专员嘉许奖得奖名单  
List of Awardees of The Ombudsman's Awards 2025

**数字政策办公室**  
**Digital Policy Office**

邓慧敏女士  
Ms Tang Wai Man, Rita

**渠务署**  
**Drainage Services Department**

陈家贤先生  
Mr Chen Ka Yin

李皓扬先生  
Mr Lee Ho Yeung

**机电工程署**  
**Electrical and Mechanical Services Department**

陈志安先生  
Mr Chan Chi On

**平等机会委员会**  
**Equal Opportunities Commission**

郭青苗女士  
Ms Kwok Ching Miu

邓伟建先生  
Mr Tang Wai Kin

**地产代理监管局**  
**Estate Agents Authority**

陈洁蓉女士  
Ms Chan Kit Yung, Giselle

张淑贤女士  
Ms Cheung Shuk Yin, Rita

**消防处**  
**Fire Services Department**

谭子健先生  
Mr Tam Tsz Kin

**食物环境卫生署**  
**Food and Environmental Hygiene Department**

庄宏伟先生  
Mr Chong Wan Wai

柯婷婷女士  
Ms Or Ting Ting, Ashley

谭浩文先生  
Mr Tam Ho Man

谭丽明女士  
Ms Tam Lai Ming

**路政署**  
**Highways Department**

罗少忠先生  
Mr Law Siu Chung, Robert

刘卓先生  
Mr Liu Zhuo

曾立权先生  
Mr Tsang Lap Kuen

**民政事务总署**  
**Home Affairs Department**

黄俊贤先生  
Mr Wong Chun Inn

**香港房屋协会**  
**Hong Kong Housing Society**

卓思敏女士  
Ms Cheuk Sze Man, Sandy

岑伟铿先生  
Mr Sum Wai Hang, Ryan

**香港金融管理局**  
**Hong Kong Monetary Authority**

陈妍慧女士  
Ms Chan Yin Wai, Gloria

许敏珊女士  
Ms Hui Man Shan, Sabrina

林彩珍女士  
Ms Lam Choi Chun, Artemis

2025年申诉专员嘉许奖得奖名单

List of Awardees of The Ombudsman's Awards 2025

**医院管理局**  
**Hospital Authority**

陈达明医生  
Dr Chan Tat Ming

廖宝莲医生  
Dr Leow Po Lin

黄咏妍医生  
Dr Wong Wing Yin, Winnie

**房屋署**  
**Housing Department**

郑咏恩女士  
Ms Cheng Wing Yan, Candy

周自明女士  
Ms Chow Chi Ming, Winnie

**入境事务处**  
**Immigration Department**

陈梓汇先生  
Mr Chan Tsz Wui, Ralph

何咏怡女士  
Ms Ho Wing Yi

刘晏之女士  
Ms Lau An Chi

叶秀娟女士  
Ms Yip Sau Kuen

**保险业监管局**  
**Insurance Authority**

李珮诗女士  
Ms Lee Pui Sze, Angus

杨嘉雯女士  
Ms Yeung Ka Man, Carmen

**知识产权署**  
**Intellectual Property Department**

鲍意桦女士  
Ms Pau Yee Wa, Eva

**司法机构政务长**  
**Judiciary Administrator**

何美美女士  
Ms Ho Mei Mei, Mimi

**土地注册处**  
**Land Registry**

陈映彤女士  
Ms Chan Ying Tung

林俊伟先生  
Mr Lam Chun Wai

**法律援助署**  
**Legal Aid Department**

周启容女士  
Ms Chow Kai Yung, Carol

**康乐及文化事务署**  
**Leisure and Cultural Services Department**

黎耀霆先生  
Mr Lai Yiu Ting, Dickson

梁耀南先生  
Mr Leung Yiu Nam

**强制性公积金计划管理局**  
**Mandatory Provident Fund Schemes Authority**

朱沅淇女士  
Ms Kiki Chu

黄汉强先生  
Mr Ken Wong

2025年申诉专员嘉许奖得奖名单  
List of Awardees of The Ombudsman's Awards 2025

**破产管理署**  
**Official Receiver's Office**

杨舒雯女士  
Ms Yeung Shu Man, Emily

**个人资料私隐专员**  
**Privacy Commissioner for Personal Data**

曾智聪先生  
Mr Tsang Chi Chung, Francis  
  
曾玉华先生  
Mr Tsang Yuk Wah, Michael

**物业管理业监管局**  
**Property Management Services Authority**

李卓柱先生  
Mr Li Cheuk Chu

**证券及期货事务监察委员会**  
**Securities and Futures Commission**

许荣生先生  
Mr Hui Wing Sang, Vincent  
  
苏婉娴女士  
Ms Helen So

**社会福利署**  
**Social Welfare Department**

邝咏汶女士  
Ms Kwong Wing Man  
  
黄佩霞女士  
Ms Wong Pui Ha, Cecilia  
  
杨小谷女士  
Ms Yeung Siu Kuk, Daisy

**香港考试及评核局**  
**The Hong Kong Examinations and Assessment Authority**

赖敬然先生  
Mr Lai King Yin  
  
马秀贞女士  
Ms Ma Sau Ching

**运输署**  
**Transport Department**

任延楠女士  
Ms Ren Yannan

**旅游业监管局**  
**Travel Industry Authority**

郑彤女士  
Ms Cheng Tung  
  
简洁玲女士  
Ms Kan Kit Ling

**市区重建局**  
**Urban Renewal Authority**

邓映霞女士  
Ms Tang Ying Har, Pandora

**水务署**  
**Water Supplies Department**

徐文毅先生  
Mr Tsui Man Ngai  
  
黄冠雄先生  
Mr Wong Kwun Hung

**在职家庭及学生资助事务处**  
**Working Family and Student Financial Assistance Agency**

简翠珊女士  
Ms Kan Chui Shan, Irene  
  
温伟文先生  
Mr Wun Wai Man

# 独立核数师报告 致申诉专员

## Independent auditor's report to The Ombudsman

(根据《申诉专员条例》于香港成立) (Established in Hong Kong pursuant to The Ombudsman Ordinance)

### 意见

本核数师(以下简称“我们”)已审计刊载于第150至175页申诉专员的财务报表,此财务报表包括于2026年3月31日的财务状况表与截至该日止年度的收支结算表、全面收益表、资金状况变动表和现金流量表,以及包括重大会计政策信息及其他说明信息的附注。

我们认为,该等财务报表已根据香港会计师公会颁布的《香港财务报告会计准则》真实而中肯地反映了申诉专员于2026年3月31日的财务状况及截至该日止年度的财务表现和现金流量。

### 意见的基础

我们已根据香港会计师公会颁布的《香港审计准则》进行审计。我们在该等准则下承担的责任已在本报告“核数师就审计财务报表承担的责任”部分中作进一步阐述。根据香港会计师公会颁布的《专业会计师道德守则》(以下简称“守则”),我们独立于申诉专员,并已履行守则中的其他专业道德责任。我们相信,我们所获得的审计凭证能充足和适当地为我们的审计意见提供基础。

### 财务报表及其核数师报告以外的信息

申诉专员需对其他信息负责。其他信息包括刊载于年报内的全部信息,但不包括财务报表及我们的核数师报告。

我们对财务报表的意见并不涵盖其他信息,我们亦不对该等其他信息发表任何形式的鉴证结论。

结合我们对财务报表的审计,我们的责任是阅读其他信息,在此过程中,考虑其他信息是否与财务报表或我们在审计过程中所了解的情况存在重大抵触或者似乎存在重大错误陈述的情况。

### Opinion

We have audited the financial statements of The Ombudsman set out on pages 150 to 175, which comprise the statement of financial position as at 31 March 2026, the statement of income and expenditure, the statement of comprehensive income, the statement of changes in funds and the cash flow statement for the year then ended and note, comprising material accounting policy information and other explanatory information.

In our opinion, the financial statements give a true and fair view of the financial position of The Ombudsman as at 31 March 2026 and of its financial performance and its cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”).

### Basis for opinion

We conducted our audit in accordance with Hong Kong Standards on Auditing (“HKSAs”) issued by the HKICPA. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of The Ombudsman in accordance with the HKICPA's *Code of Ethics for Professional Accountants* (“the Code”) and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Information other than the financial statements and auditor's report thereon

The Ombudsman is responsible for the other information. The other information comprises all the information included in the annual report, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

## 财务报表及其核数师报告以外的信息(续)

基于我们已执行的工作，如果我们认为其他信息存在重大错误陈述，我们需要报告该事实。在这方面，我们没有任何报告。

## 申诉专员就财务报表须承担的责任

申诉专员须负责根据香港会计师公会颁布的《香港财务报告会计准则》拟备真实而中肯的财务报表，并对其认为为使财务报表的拟备不存在由于欺诈或错误而导致的重大错误陈述所需的内部控制负责。

在拟备财务报表时，申诉专员负责评估申诉专员持续经营的能力，并在适用情况下披露与持续经营有关的事项，以及使用持续经营为会计基础，除非申诉专员有意将申诉专员清盘或停止经营，或别无其他实际的替代方案。

## 核数师就审计财务报表承担的责任

我们的目标，是对财务报表整体是否不存在由于欺诈或错误而导致的重大错误陈述取得合理保证，并出具包括我们意见的核数师报告。我们是按照双方同意的聘任条款，仅向申诉专员(作为整体)报告。除此以外，我们的报告不可用作其他用途。我们概不就本报告的内容，对任何其他人士负责或承担法律责任。

合理保证是高水平的保证，但不能保证按照《香港审计准则》进行的审计，在某一重大错误陈述存在时总能发现。错误陈述可以由欺诈或错误引起，如果合理预期它们单独或汇总起来可能影响财务报表使用者依赖财务报表所作出的经济决定，则有关的错误陈述可被视作重大。

## Information other than the financial statements and auditor's report thereon (continued)

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of The Ombudsman for the financial statements

The Ombudsman is responsible for the preparation of the financial statements that give a true and fair view in accordance with HKFRS Accounting Standards issued by the HKICPA and for such internal control as The Ombudsman determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, The Ombudsman is responsible for assessing The Ombudsman's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless The Ombudsman either intend to liquidate The Ombudsman or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## 独立核数师报告(续)

### 致申诉专员

#### Independent auditor's report to The Ombudsman (continued)

(根据《申诉专员条例》于香港成立) (Established in Hong Kong pursuant to The Ombudsman Ordinance)

## 核数师就审计财务报表承担的责任(续)

## Auditor's responsibilities for the audit of the financial statements (continued)

在根据《香港审计准则》进行审计的过程中，我们运用了专业判断，保持了专业怀疑态度。我们亦：

As part of an audit in accordance with HKSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 识别和评估由于欺诈或错误而导致财务报表存在重大错误陈述的风险，设计及执行审计程序以应对这些风险，以及获取充足和适当的审计凭证，作为我们意见的基础。由于欺诈可能涉及串谋、伪造、蓄意遗漏、虚假陈述，或凌驾于内部控制之上，因此未能发现因欺诈而导致的重大错误陈述的风险高于未能发现因错误而导致的重大错误陈述的风险。
- 了解与审计相关的内部控制，以设计适当的审计程序，但目的并非对申诉专员内部控制的有效性发表意见。
- 评价申诉专员所采用会计政策的恰当性及作出会计估计和相关披露的合理性。
- 对申诉专员采用持续经营会计基础的恰当性作出结论。根据所获取的审计凭证，确定是否存在与事项或情况有关的重大不确定性，从而可能导致对申诉专员的持续经营能力产生重大疑虑。如果我们认为存在重大不确定性，则有必要在核数师报告中提请使用者注意财务报表中的相关披露。假若有关的披露不足，则我们应当发表非无保留意见。我们的结论是基于截至核数师报告日止所取得的审计凭证。然而，未来事项或情况可能导致申诉专员不能持续经营。
- 评价财务报表的整体列报方式、结构和内容，包括披露，以及财务报表是否中肯反映交易和事项。
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of The Ombudsman's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by The Ombudsman.
- Conclude on the appropriateness of The Ombudsman's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on The Ombudsman's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause The Ombudsman to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

## 核数师就审计财务报表承担的责任(续)

除其他事项外，我们与申诉专员沟通了计划的审计范围、时间安排、重大审计发现等，包括我们在审计中识别出内部控制的任何重大缺陷。

出具本独立核数师报告的审计项目合伙人是陈百铭(执业证书编号：P08070)。

毕马威会计师事务所  
执业会计师

香港中环  
遮打道10号  
太子大厦8楼

2026年5月21日

## Auditor's responsibilities for the audit of the financial statements (continued)

We communicate with The Ombudsman regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The engagement partner on the auditing resulting in this independent auditor's report is Chan Pak Ming (practising certificate number: P08070).

**KPMG**  
Certified Public Accountants

8th Floor, Prince's Building  
10 Chater Road  
Central, Hong Kong

21 May 2026

## 收支结算表 截至2026年3月31日止年度

### Statement of income and expenditure for the year ended 31 March 2026

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

|             |   | 附注   | 2026                  | 2025                  |
|-------------|---|------|-----------------------|-----------------------|
|             |   | Note |                       |                       |
| <b>收入</b>   | <b>Income</b>                                   |      |                       |                       |
| 政府资助金       | Government subventions                          | 3    | \$ 134,231,000        | \$ 136,644,000        |
| 递延政府资助金之摊销  | Amortisation of deferred Government subventions | 3    | 1,814,220             | 1,814,220             |
| 银行存款之利息收入   | Interest income on bank deposits                |      | 12,651,381            | 17,671,244            |
| 其他收入        | Other income                                    |      | 5,763                 | 96,800                |
|             |   |      | <b>\$ 148,702,364</b> | <b>\$ 156,226,264</b> |
| <b>支出</b>   | <b>Expenditure</b>                              |      |                       |                       |
| 营运开支        | Operating expenses                              | 4    | (131,836,785)         | (146,293,493)         |
| <b>年度盈余</b> | <b>Surplus for the year</b>                     |      | <b>\$ 16,865,579</b>  | <b>\$ 9,932,771</b>   |

## 全面收益表 截至2026年3月31日止年度

### Statement of comprehensive income for the year ended 31 March 2026

申诉专员在所列报的两个年度期内，除“年度盈余”外并无其他全面收益账项。由于申诉专员的“全面收益总额”在两个年度期内均与“盈余”相同，因此，本财务报表没有另行编制全面收益表。

The Ombudsman had no components of comprehensive income other than “surplus for the year” in either of the years presented. Accordingly, no separate statement of comprehensive income is presented as The Ombudsman’s “total comprehensive income” was the same as the “surplus” in both years.

第156至175页之附注为本财务报表的整体部分。

The notes on pages 156 to 175 form part of these financial statements.

# 财务状况表

于2026年3月31日

## Statement of financial position

as at 31 March 2026

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

|                 |  | 附注<br>Note | 2026           | 2025           |
|-----------------|--|------------|----------------|----------------|
| <b>资产</b>       | <b>ASSETS</b>  |            |                |                |
| <b>非流动资产</b>    | <b>Non-current asset</b>                               |            |                |                |
| 物业、机器及设备        | Property, plant and equipment                          | 7          | \$ 63,267,134  | \$ 67,537,007  |
| <b>流动资产</b>     | <b>Current assets</b>                                  |            |                |                |
| 按金及预付款项         | Deposits and prepayments                               |            | \$ 1,976,454   | \$ 1,360,902   |
| 应收利息            | Interest receivable                                    |            | 4,092,490      | 5,036,247      |
| 原定三个月以上到期之定期存款  | Time deposits with original maturity over three months |            | 353,450,000    | 321,502,000    |
| 现金及现金等价物        | Cash and cash equivalents                              | 8          | 73,577,787     | 87,530,166     |
|                 |  |            | \$ 433,096,731 | \$ 415,429,315 |
| <b>资产总额</b>     | <b>Total assets</b>                                    |            | \$ 496,363,865 | \$ 482,966,322 |
| <b>负债</b>       | <b>LIABILITIES</b>                                     |            |                |                |
| <b>非流动负债</b>    | <b>Non-current liabilities</b>                         |            |                |                |
| 应付约满酬金 – 非流动部分  | Contract gratuity payable – non-current                | 9          | \$ 7,869,828   | \$ 7,657,976   |
| 递延政府资助金 – 非流动部分 | Deferred Government subventions – non-current          | 3          | 46,200,898     | 48,015,118     |
|                 |  |            | \$ 54,070,726  | \$ 55,673,094  |
| <b>流动负债</b>     | <b>Current liabilities</b>                             |            |                |                |
| 其他应付款项及应计费用     | Other payables and accruals                            |            | \$ 4,831,438   | \$ 5,418,341   |
| 应付约满酬金 – 流动部分   | Contract gratuity payable – current                    | 9          | 4,420,583      | 5,699,348      |
| 递延政府资助金 – 流动部分  | Deferred Government subventions – current              | 3          | 1,814,220      | 1,814,220      |
|                 |  |            | \$ 11,066,241  | \$ 12,931,909  |
| <b>负债总额</b>     | <b>Total liabilities</b>                               |            | \$ 65,136,967  | \$ 68,605,003  |

财务状况表(续)  
 于2026年3月31日  
 Statement of financial position as at 31 March 2026 (continued)  
 (所有数额均以港元为单位) (Expressed in Hong Kong dollars)

|                |                                    | 附注<br>Note | 2026           | 2025           |
|----------------|------------------------------------|------------|----------------|----------------|
| <b>资金</b>      | <b>FUNDS</b>                       |            |                |                |
| 累计资金           | Accumulated funds                  |            | \$ 431,226,898 | \$ 414,361,319 |
| <b>资金总额</b>    | <b>Total funds</b>                 |            | \$ 431,226,898 | \$ 414,361,319 |
| <b>资金及负债总额</b> | <b>Total funds and liabilities</b> |            | \$ 496,363,865 | \$ 482,966,322 |

申诉专员已于2026年5月21日批准及授权刊发。

Approved and authorised for issue by The Ombudsman on 21 May 2026.

陈积志  
 申诉专员

**Jack Chan**  
 The Ombudsman

第156至175页之附注为本财务报表的整体部分。

The notes on pages 156 to 175 form part of these financial statements.

## 资金状况变动表 截至2026年3月31日止年度

## Statement of changes in funds for the year ended 31 March 2026

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

|                           |   | 累计资金<br>Accumulated funds |
|---------------------------|---|---------------------------|
| 于2024年3月31日及2024年4月1日之结余  | <b>Balance at 31 March 2024 and 1 April 2024</b>    | \$ 404,428,548            |
| <b>2024/2025年度资金状况变动：</b> | <b>Change in funds for 2024/2025:</b>               |                           |
| 年度盈余及全面收益总额               | Surplus and total comprehensive income for the year | 9,932,771                 |
| 于2025年3月31日及2025年4月1日之结余  | <b>Balance at 31 March 2025 and 1 April 2025</b>    | <b>\$ 414,361,319</b>     |
| <b>2025/2026年度资金状况变动：</b> | <b>Change in funds for 2025/2026:</b>               |                           |
| 年度盈余及全面收益总额               | Surplus and total comprehensive income for the year | <b>16,865,579</b>         |
| 于2026年3月31日之结余            | <b>Balance at 31 March 2026</b>                     | <b>\$ 431,226,898</b>     |

第156至175页之附注为本财务报表的整体部分。

The notes on pages 156 to 175 form part of these financial statements.

# 现金流量表 截至2026年3月31日止年度

## Cash flow statement for the year ended 31 March 2026

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

|                                   | 附注<br>Note   | 2026                   | 2025                    |
|-----------------------------------|--|------------------------|-------------------------|
| <b>营运活动</b>                       | <b>Operating activities</b>  |                        |                         |
| 年度盈余                              | Surplus for the year   | \$ 16,865,579          | \$ 9,932,771            |
| 调整：                               | Adjustments for:   |                        |                         |
| 利息收入                              | Interest income  | (12,651,381)           | (17,671,244)            |
| 折旧                                | Depreciation   | 4 5,182,274            | 5,029,225               |
| 递延政府资助金之摊销                        | Amortisation of deferred Government subventions                                      | (1,814,220)            | (1,814,220)             |
| 处置物业、机器及设备之<br>(收益)/损失            | (Gain)/loss on disposal of property, plant and equipment                             | 4 (124,189)            | 2,717                   |
| <b>营运资金变动前之营运<br/>    盈余/(亏损)</b> | <b>Operating surplus/(deficit)<br/>    before changes in working<br/>    capital</b> | <b>\$ 7,458,063</b>    | <b>\$ (4,520,751)</b>   |
| 按金及预付款项(增加)/减少                    | (Increase)/decrease in deposits and prepayments                                      | (615,552)              | 151,913                 |
| 其他应付款项及应计费用<br>(减少)/增加            | (Decrease)/increase in other payables and accruals                                   | (586,903)              | 635,626                 |
| 应付约满酬金减少                          | Decrease in contract gratuity payable  | (1,066,913)            | (3,809,726)             |
| <b>营运活动产生/(运用)之<br/>    现金净额</b>  | <b>Net cash generated from/<br/>    (used in) operating activities</b>               | <b>\$ 5,188,695</b>    | <b>\$ (7,542,938)</b>   |
| <b>投资活动</b>                       | <b>Investing activities</b>  |                        |                         |
| 收取利息                              | Interest received  | \$ 13,595,138          | \$ 16,461,251           |
| 购置物业、机器及设备<br>所付款项                | Payments for purchase of property, plant and equipment                               | (933,511)              | (3,921,941)             |
| 出售物业、机器及设备<br>所得款项                | Proceeds from sale of property, plant and equipment                                  | 145,299                | -                       |
| 设立原定三个月以上到期之<br>定期存款              | Placement of time deposits with original maturity over three months                  | (493,719,000)          | (443,502,000)           |
| 提取原定三个月以上到期之<br>定期存款              | Withdrawal of time deposits with original maturity over three months                 | 461,771,000            | 303,742,000             |
| <b>投资活动运用之现金净额</b>                | <b>Net cash used in investing activities</b>   | <b>\$ (19,141,074)</b> | <b>\$ (127,220,690)</b> |

现金流量表(续)  
截至2026年3月31日止年度  
Cash flow statement for the year ended 31 March 2026 (continued)  
(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

|             |   | 附注<br>Note | 2026                   | 2025             |
|-------------|---|------------|------------------------|------------------|
| 现金及现金等价物净减少 | <b>Net decrease in cash and cash equivalents</b>          |            | <b>\$ (13,952,379)</b> | \$ (134,763,628) |
| 年初之现金及现金等价物 | <b>Cash and cash equivalents at beginning of the year</b> | 8          | <b>87,530,166</b>      | 222,293,794      |
| 年末之现金及现金等价物 | <b>Cash and cash equivalents at end of the year</b>       | 8          | <b>\$ 73,577,787</b>   | \$ 87,530,166    |

第156至175页之附注为本财务报表的整体部分。

The notes on pages 156 to 175 form part of these financial statements.

# 财务报表附注

## Notes to the financial statements

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

### 1 申诉专员的概况

申诉专员于2001年12月19日根据法例成立为单一法团，其职能于《申诉专员条例》中订明。

申诉专员公署的注册办事处地址为香港干诺道中168-200号信德中心招商局大厦30楼。

### 1 Status of The Ombudsman

The Ombudsman was established as a corporation by statute on 19 December 2001. The functions of The Ombudsman are prescribed by The Ombudsman Ordinance.

The address of its registered office is 30/F, China Merchants Tower, Shun Tak Centre, 168-200 Connaught Road Central, Hong Kong.

### 2 重大会计政策

#### (a) 遵例声明及会计政策变动

本财务报表乃根据香港会计师公会颁布适用的《香港财务报告会计准则》(此统称包括适用的个别《香港财务报告会计准则》、《香港会计准则》及诠释)而编制。申诉专员采纳的重大会计政策列述如下。

香港会计师公会已颁布若干《香港财务报告会计准则》之修订，并在申诉专员当前的会计年度首次生效或可提早采纳。申诉专员没有应用任何在当前的会计年度尚未生效的新准则或诠释(附注15)。

### 2 Material accounting policies

#### (a) Statement of compliance and changes in accounting policies

These financial statements have been prepared in accordance with all applicable HKFRS Accounting Standards, which collective term includes all applicable individual HKFRS Accounting Standards, Hong Kong Accounting Standards ("HKASs") and Interpretations issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"). Material accounting policies adopted by The Ombudsman are disclosed below.

The HKICPA has issued certain amendments to HKFRS Accounting Standards that are first effective or available for early adoption for the current accounting period of The Ombudsman. The Ombudsman has not applied any new standard or interpretation that is not yet effective for the current accounting period (note 15).

## 2 重大会计政策(续)

### (b) 财务报表编制基准

本财务报表以历史成本作为计量基准而编制。

在编制符合《香港财务报告会计准则》的财务报表时，管理层需要作出影响会计政策的应用及资产、负债、收入和支出的呈报数额的判断、估计和假设。这些估计和相关假设是根据过往经验及管理层的因应当时情况下乃属合理的各项其他因素为基础而作出，所得结果乃构成管理层就目前未能从其他资料来源即时得知资产及负债账面值时所作出判断的基础。实际的结果可能与这些估计有差异。

管理层会不断检讨各项估计及相关假设。假如会计估计的修订只影响某一期间，则该修订会在该期间内确认入账，或假如会计估计的修订同时影响当前及未来期间，则该修订会在修订期间及未来期间内确认入账。

### (c) 物业、机器及设备

物业、机器及设备是以成本减去累计折旧及减值亏损后列账。

## 2 Material accounting policies (continued)

### (b) Basis of preparation of the financial statements

The measurement basis used in the preparation of the financial statements is the historical cost basis.

The preparation of financial statements in conformity with HKFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

### (c) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

## 财务报表附注(续)

Notes to the financial statements (continued)

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

## 2 重大会计政策(续)

### (c) 物业、机器及设备(续)

折旧是在扣减物业、机器及设备的预计剩余价值(如有的话)后,按预计可使用年期以直线法冲销其成本,计算方法如下:

|   |  |
|---|--|
| - 持有作自用的租赁土地权益<br>Interest in leasehold land held for own use | 按租赁的剩余租期<br>Over unexpired term of lease |
| - 建筑物<br>Building   | 40年<br>40 years                          |
| - 租赁物业装修<br>Leasehold improvements                            | 10年<br>10 years                          |
| - 办公室家具<br>Office furniture                                   | 5年<br>5 years                            |
| - 办公室设备<br>Office equipment                                   | 5年<br>5 years                            |
| - 电脑设备<br>Computer equipment                                  | 4年<br>4 years                            |
| - 车辆<br>Motor vehicles  | 5年<br>5 years                            |

资产的可使用年期及其剩余价值(如有的话)会每年检讨。

## 2 Material accounting policies (continued)

### (c) Property, plant and equipment (continued)

Depreciation is calculated to write off the cost of items of property, plant and equipment, less their estimated residual value, if any, using the straight line method over their estimated useful lives as follows:

|   |  |
|---|--|
| - 持有作自用的租赁土地权益<br>Interest in leasehold land held for own use | 按租赁的剩余租期<br>Over unexpired term of lease |
| - 建筑物<br>Building   | 40年<br>40 years                          |
| - 租赁物业装修<br>Leasehold improvements                            | 10年<br>10 years                          |
| - 办公室家具<br>Office furniture                                   | 5年<br>5 years                            |
| - 办公室设备<br>Office equipment                                   | 5年<br>5 years                            |
| - 电脑设备<br>Computer equipment                                  | 4年<br>4 years                            |
| - 车辆<br>Motor vehicles  | 5年<br>5 years                            |

Both the useful life of an asset and its residual value, if any, are reviewed annually.

## 2 重大会计政策(续)

### (c) 物业、机器及设备(续)

管理层会在每个报告年度结束时检讨物业、机器及设备的账面金额有否出现减值迹象。当资产或所属的现金产生单位的账面金额高于可收回数额时，便会在收支结算表内确认减值亏损。资产或所属的现金产生单位的可收回数额，是以公允价值减处置费用及使用值两者中较高者计算。在评估使用值时，估计未来现金流量会按除税前贴现率折让至现值，而该贴现率应足以反映市场当时所评估的货币时间价值与有关资产的独有风险。假如用以厘定可收回数额的估计基准出现正面的变化，有关的减值亏损便会拨回。

处置或出售任何物业、机器及设备所产生的损益，以出售所得净额与资产的账面金额之间的差额厘定，并按处置或出售日期在收支结算表内确认入账。

### (d) 应收款项

应收款项于申诉专员拥有无条件权利可收取代价时予以确认。倘若代价只是随时间推移即会成为到期应付，则收取代价的权利即为无条件。倘若收入于申诉专员拥有无条件权利可收取代价之前已确认，有关金额会作为合约资产列报。

## 2 Material accounting policies (continued)

### (c) Property, plant and equipment (continued)

The carrying amounts of property, plant and equipment are reviewed for indications of impairment at the end of each reporting period. An impairment loss is recognised in the statement of income and expenditure if the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. The recoverable amount of an asset, or of the cash-generating unit to which it belongs, is the greater of its fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present values using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the assets. An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.

Gains or losses arising from the retirement or disposal of an item of property, plant and equipment are determined as the difference between the net disposal proceeds and the carrying amount of the item and are recognised in the statement of income and expenditure on the date of retirement or disposal.

### (d) Receivables

Receivables are recognised when The Ombudsman has an unconditional right to receive consideration. A right to receive consideration is unconditional if only the passage of time is required before payment of that consideration is due. If income has been recognised before The Ombudsman has an unconditional right to receive consideration, the amount is presented as a contract asset.

## 财务报表附注(续)

### Notes to the financial statements (continued)

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

## 2 重大会计政策(续)

### (d) 应收款项(续)

应收款项其后采用实际利率方法按摊销成本并包括以下方式厘定的信贷亏损拨备列账：

亏损拨备按等同于整个有效期的预期信贷亏损的金额计量，该等信贷亏损预期在应收款项的整个有效期间出现。就所有金融工具而言(包括存款及应收利息)，申诉专员确认相等于12个月预期信贷亏损的拨备，除非金融工具信贷风险自初始确认后大幅增加。在此情况下，亏损拨备乃按相等于整个有效期的预期信贷亏损的金额计量。

预期信贷亏损于各报告日期进行重新计量，任何变动均于损益中确认为减值收益或亏损。申诉专员通过亏损拨备账中应收款项账面金额所作的相应调整确认减值收益或亏损。

倘若实际上并无收回的可能，应收款项的账面金额会予冲销(部分或全部)。这情况通常出现在申诉专员确定债务人没有资产或收入来源可产生足够现金流量以偿还冲销的金额。

## 2 Material accounting policies (continued)

### (d) Receivables (continued)

Receivables are subsequently stated at amortised cost using the effective interest method and including allowance for credit losses as determined below:

The loss allowance is measured at an amount equal to lifetime expected credit losses ("ECLs"), which are those losses that are expected to occur over the expected life of the receivables. For all financial instruments (including deposits and interest receivable), The Ombudsman recognises a loss allowance equal to 12-month ECLs unless these has been a significant increase in credit risk of the financial instrument since initial recognition, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are remeasured at each reporting date with any changes recognised as an impairment gain or loss in profit or loss. The Ombudsman recognises an impairment gain or loss with a corresponding adjustment to the carrying amount of receivables through a loss allowance account.

The gross carrying amount of receivable is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when The Ombudsman determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

## 2 重大会计政策(续)

### (e) 应付款项

应付款项按公允价值初始确认。初始确认后, 应付款项按摊销成本列账。假如贴现影响并不重大, 则会按发票额列账。

### (f) 现金及现金等价物

现金及现金等价物包括银行存款及库存现金、存放于银行和其他金融机构的活期存款, 以及短期和高流动性的投资。这些投资一般在购入后三个月内到期, 可以随时换算为已知的现金额, 而且价值变动方面的风险不大。现金及现金等价物的预期信贷亏损按照附注2(d)所列的政策评估。

### (g) 雇员福利

薪金、约满酬金、有薪年假、度假旅费及申诉专员提供的非金钱性雇员福利的成本, 均在雇员提供相关服务的年度内累积计算。倘若延期支付或清缴款项而影响可属重大, 则有关金额会按现值列账。

## 2 Material accounting policies (continued)

### (e) Payables

Payables are initially recognised at fair value. Subsequent to initial recognition, payables are stated at amortised cost unless the effect of discounting would be immaterial, in which case they are stated at invoice amounts.

### (f) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition. Cash and cash equivalents are assessed for ECLs in accordance with policy as set out in note 2(d).

### (g) Employee benefits

Salaries, gratuities, paid annual leave, leave passage and the cost to The Ombudsman of non-monetary employee benefits are accrued in the year in which the associated services are rendered by employees of The Ombudsman. Where payment or settlement is deferred and the effect would be material, these amounts are stated at their present values.

## 财务报表附注(续)

### Notes to the financial statements (continued)

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

## 2 重大会计政策(续)

### (h) 准备金及或有负债

申诉专员假如须就已发生的事情承担法律或推定义务，而履行该义务预期可能导致含有经济效益的资源外流，并且可作可靠的估计，便会提拨准备。假如货币时间价值重大，则准备金会按预计履行义务所需资源的现值列账。

假如含有经济效益的资源外流的可能性较低，或是无法对有关数额作出可靠的估计，该义务便会披露为或有负债，但如果资源外流的可能性极低则除外。须视乎未来会否发生某项或某些事情才能确定存在与否的义务，亦会披露为或有负债，但如果资源外流的可能性极低则除外。

假如清缴准备金所需的部分或全部开支预期将由另一方偿付，则会就任何几乎肯定的预期偿付款项确认一项独立资产。就偿付款项确认的金额不得高于准备金的账面金额。

## 2 Material accounting policies (continued)

### (h) Provisions and contingent liabilities

Provisions are recognised when The Ombudsman has a legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are stated at the present value of the expenditure expected to settle the obligation.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, a separate asset is recognised for any expected reimbursement that would be virtually certain. The amount recognised for the reimbursement is limited to the carrying amount of the provision.

## 2 重大会计政策(续)

### (i) 收入确认

#### (i) 政府资助金

一笔无条件限制的政府资助金于可收取时会在收支结算表内确认为收入。其他的政府资助金于有理由确信将会收取, 而申诉专员亦将会符合各项附带条件时, 便会初始在财务状况表确认入账。补偿申诉专员开支的资助金, 会在开支产生的期间有系统地同时在收支结算表内确认为收入。补偿申诉专员资产成本的资助金, 会列作递延政府资助金记入财务状况表, 并按照附注2(c)所列的折旧政策的基准, 按相关资产的租赁年期或可使用年期在收支结算表内确认入账。

#### (ii) 利息收入

利息收入于产生时按实际利率方法确认入账。

### (j) 关联人士

- (a) 任何人士或其直系亲属与申诉专员相关联, 假如该人士或其直系亲属:
- (i) 可控制或共同控制申诉专员;
  - (ii) 对申诉专员有重大影响; 或
  - (iii) 是申诉专员的主要管理层成员。

## 2 Material accounting policies (continued)

### (i) Income recognition

#### (i) Government subventions

An unconditional Government subvention is recognised as income in the statement of income and expenditure when the grant becomes receivable. Other Government subventions are recognised in the statement of financial position initially when there is reasonable assurance that they will be received and that The Ombudsman will comply with the conditions attaching to them. Subventions that compensate The Ombudsman for expenses incurred are recognised as income in the statement of income and expenditure on a systematic basis in the same periods in which the expenses are incurred. Subventions that compensate The Ombudsman for the cost of an asset are included in the statement of financial position as deferred Government subventions and recognised in the statement of income and expenditure over the period of the lease term or useful life of the related asset on a basis consistent with the depreciation policy as set out in note 2(c).

#### (ii) Interest income

Interest income is recognised as it accrues using the effective interest method.

### (j) Related parties

- (a) A person, or a close member of that person's family, is related to The Ombudsman if that person:
- (i) has control or joint control over The Ombudsman;
  - (ii) has significant influence over The Ombudsman; or
  - (iii) is a member of the key management personnel of The Ombudsman.

## 财务报表附注(续)

### Notes to the financial statements (continued)

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

## 2 重大会计政策(续)

### (j) 关联人士(续)

(b) 假如下述任何情况适用, 则某实体与申诉专员相关联:

- (i) 该实体与申诉专员是同一集团的成员(即每一主体、附属机构及同集团附属机构相互有关联)。
- (ii) 某一实体是另一实体的附属机构或联办机构(或另一实体所属集团成员的附属机构或联办机构)。
- (iii) 两个实体都是相同第三方的联办机构。
- (iv) 某一实体是第三方的联办机构, 而另一实体是第三方的附属机构。
- (v) 该实体是为申诉专员或申诉专员关联实体的雇员而设的聘用期结束后福利计划。
- (vi) 该实体受附注2(j)(a)所述的人士所控制或共同控制。
- (vii) 附注2(j)(a)(i)所述的人士对该实体有重大影响或是该实体(或其主体)的主要管理层成员。
- (viii) 该实体或其所属集团内任何人士向申诉专员提供主要管理层成员的服务。

一位人士的直系亲属, 概指在该人士与实体交易的过程中, 可能影响该人士或受该人士影响的家庭成员。

## 2 Material accounting policies (continued)

### (j) Related parties (continued)

(b) An entity is related to The Ombudsman if any of the following conditions applies:

- (i) The entity and The Ombudsman are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) Both entities are joint ventures of the same third party.
- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan for the benefit of employees of either The Ombudsman or an entity related to The Ombudsman.
- (vi) The entity is controlled or jointly controlled by a person identified in note 2(j)(a).
- (vii) A person identified in note 2(j)(a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to The Ombudsman.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity.

### 3 政府资助金及递延政府资助金

政府资助金是供申诉专员应付日常营运开支的政府拨款。

递延政府资助金是作为预付租赁费用及购置建筑物之用的政府拨款。递延政府资助金之摊销，是按预付租赁费用持有作自用的批租土地权益的租约期(54年)及建筑物的可使用年期(40年)，按照附注2(c)及2(i)(i)载列的会计政策以直线法计算确认入账。

于2026年3月31日计算，预计递延政府资助金之摊销如下：

### 3 Government subventions and deferred Government subventions

Government subventions represent the funds granted by the Government for daily operations of The Ombudsman.

Deferred Government subventions represent the funds granted by the Government for prepaid lease payments and the purchase of building. Amortisation of deferred Government subventions is recognised on a straight line basis over the period of the lease term of 54 years of interest in leasehold land held for own use for prepaid lease payments and the useful life of 40 years of building in accordance with the accounting policies set out in notes 2(c) and 2(i)(i).

At 31 March 2026, the deferred Government subventions are expected to be amortised as follows:

|                |  | 2026                 | 2025          |
|----------------|--|----------------------|---------------|
| 一年内并包括在流动负债之内  | Within one year and included in current liabilities    | <b>\$ 1,814,220</b>  | \$ 1,814,220  |
| 一年后并包括在非流动负债之内 | After one year and included in non-current liabilities | <b>46,200,898</b>    | 48,015,118    |
|                |  | <b>\$ 48,015,118</b> | \$ 49,829,338 |

财务报表附注(续)

Notes to the financial statements (continued)

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

## 4 营运开支

## 4 Operating expenses

|                        |   | 2026                 | 2025           |
|------------------------|---|----------------------|----------------|
| 雇员福利开支(附注5)            | Employee benefit expenses (note 5)                          | <b>\$115,473,813</b> | \$ 126,017,203 |
| 物业、机器及设备折旧(附注7)        | Depreciation of property, plant and equipment (note 7)      | <b>5,182,274</b>     | 5,029,225      |
| 差饷及管理费                 | Rates and management fee                                    | <b>3,226,508</b>     | 3,183,309      |
| 短期租赁相关开支               | Expense relating to short-term leases                       | <b>100,800</b>       | 100,800        |
| 核数师酬金                  | Auditor's remuneration                                      | <b>116,000</b>       | 113,000        |
| 处置物业、机器及设备之<br>(收益)/损失 | (Gain)/loss on disposal of property,<br>plant and equipment | <b>(124,189)</b>     | 2,717          |
| 其他开支                   | Other expenses  | <b>7,861,579</b>     | 11,847,239     |
|                        |   | <b>\$131,836,785</b> | \$ 146,293,493 |

## 5 雇员福利开支

## 5 Employee benefit expenses

|                                 |   | 2026                 | 2025           |
|---------------------------------|---|----------------------|----------------|
| 薪金及津贴                           | Salaries and allowances   | <b>\$ 98,605,028</b> | \$ 108,210,184 |
| 约满酬金                            | Contract gratuity   | <b>10,191,036</b>    | 11,588,988     |
| 退休保障费用－强制性公积金计划<br>(“强积金计划”)(注) | Pension costs – Mandatory Provident<br>Fund Scheme (“the MPF scheme”)<br>(Note) | <b>2,653,342</b>     | 2,779,589      |
| 未放取之年假                          | Unutilised annual leave   | <b>178,750</b>       | (142,938)      |
| 其他雇员福利开支                        | Other employee benefit expenses   | <b>3,845,657</b>     | 3,581,380      |
|                                 |   | <b>\$115,473,813</b> | \$ 126,017,203 |

注：申诉专员根据香港《强制性公积金计划条例》经办强积金计划，为在香港《雇佣条例》规管下雇用而未有界定利益退休计划保障的雇员而设。强积金计划是由独立受托人管理的界定供款退休计划。根据强积金计划，雇主及雇员各自须按雇员有关入息的5%向计划供款，每月有关入息以30,000元为上限。向计划作出的供款即时归属雇员，申诉专员并无已没收供款可用于扣减现行水平的供款。

Note: The Ombudsman operates the MPF scheme under the Hong Kong Mandatory Provident Fund Schemes Ordinance for employees employed under the jurisdiction of the Hong Kong Employment Ordinance and not previously covered by the defined benefit retirement plan. The MPF scheme is a defined contribution retirement plan administered by independent trustees. Under the MPF scheme, the employer and its employees are each required to make contributions to the plan at 5% of the employees' relevant income, subject to a cap of monthly relevant income of HK\$30,000. Contributions to the plan vest immediately, there is no forfeited contributions that may be used by The Ombudsman to reduce the existing level of contribution.

## 6 主要管理层薪酬

## 6 Key management compensation

|          |                              | 2026                 | 2025          |
|----------|------------------------------|----------------------|---------------|
| 短期雇员福利   | Short-term employee benefits | \$ 15,625,672        | \$ 16,830,251 |
| 聘用期结束后福利 | Post-employment benefits     | 1,732,276            | 2,056,050     |
|          |                              | <b>\$ 17,357,948</b> | \$ 18,886,301 |

## 7 物业、机器及设备

## 7 Property, plant and equipment

|              |                                  | 持有作自用的租赁土地权益                                | 建筑物           | 租赁物业装修                 | 办公室家具            | 办公室设备            | 电脑设备               | 车辆             | 总计             |
|--------------|----------------------------------|---|---------------|------------------------|------------------|------------------|--------------------|----------------|----------------|
|              |                                  | Interest in leasehold land held for own use | Building      | Leasehold improvements | Office furniture | Office equipment | Computer equipment | Motor vehicles | Total          |
| <b>成本:</b>   | <b>Cost:</b>                     |   |               |                        |                  |                  |                    |                |                |
| 于2025年4月1日   | At 1 April 2025                  | \$ 74,900,000                               | \$ 16,800,000 | \$ 31,254,299          | \$ 928,929       | \$ 2,285,803     | \$ 13,896,577      | \$ 994,880     | \$ 141,060,488 |
| 增添(注1)       | Additions (note 1)               | -   | -             | 195,980                | 62,584           | 198,085          | 476,862            | -              | 933,511        |
| 处置           | Disposals                        | -   | -             | -                      | (34,754)         | (137,808)        | (26,796)           | (299,880)      | (499,238)      |
| 于2026年3月31日  | At 31 March 2026                 | \$ 74,900,000                               | \$ 16,800,000 | \$ 31,450,279          | \$ 956,759       | \$ 2,346,080     | \$ 14,346,643      | \$ 695,000     | \$ 141,494,761 |
| <b>累计折旧:</b> | <b>Accumulated depreciation:</b> |   |               |                        |                  |                  |                    |                |                |
| 于2025年4月1日   | At 1 April 2025                  | \$ 32,188,224                               | \$ 9,682,438  | \$ 18,564,483          | \$ 819,445       | \$ 1,416,395     | \$ 9,867,146       | \$ 985,350     | \$ 73,523,481  |
| 年内支出         | Charge for the year              | 1,394,220                                   | 420,000       | 1,575,044              | 51,160           | 266,742          | 1,465,578          | 9,530          | 5,182,274      |
| 处置后拨回        | Written back on disposals        | -   | -             | -                      | (34,679)         | (123,475)        | (20,094)           | (299,880)      | (478,128)      |
| 于2026年3月31日  | At 31 March 2026                 | \$ 33,582,444                               | \$ 10,102,438 | \$ 20,139,527          | \$ 835,926       | \$ 1,559,662     | \$ 11,312,630      | \$ 695,000     | \$ 78,227,627  |
| <b>账面净值:</b> | <b>Net book value:</b>           |   |               |                        |                  |                  |                    |                |                |
| 于2026年3月31日  | At 31 March 2026                 | \$ 41,317,556                               | \$ 6,697,562  | \$ 11,310,752          | \$ 120,833       | \$ 786,418       | \$ 3,034,013       | \$ -           | \$ 63,267,134  |

财务报表附注(续)

Notes to the financial statements (continued)

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

7 物业、机器及设备(续)

7 Property, plant and equipment (continued)

|              |                                      | 持有作自用的<br>租赁土地<br>权益                                 | 建筑物           | 租赁物业<br>装修                | 办公室<br>家具           | 办公室<br>设备           | 电脑<br>设备              | 车辆                | 总计             |
|--------------|--------------------------------------|--|---------------|---------------------------|---------------------|---------------------|-----------------------|-------------------|----------------|
|              |                                      | Interest in<br>leasehold<br>land held for<br>own use | Building      | Leasehold<br>improvements | Office<br>furniture | Office<br>equipment | Computer<br>equipment | Motor<br>vehicles | Total          |
| <b>成本:</b>   | <b>Cost:</b>                         |  |               |                           |                     |                     |                       |                   |                |
| 于2024年4月1日   | At 1 April 2024                      | \$ 74,900,000  | \$ 16,800,000 | \$ 27,938,414             | \$ 903,738          | \$ 1,915,270        | \$ 10,534,020         | \$ 994,880        | \$ 133,986,322 |
| 增添(注1)       | Additions (note 1)                   | -  | -             | 3,315,885                 | 61,300              | 400,484             | 3,512,812             | -                 | 7,290,481      |
| 处置           | Disposals                            | -  | -             | -                         | (36,109)            | (29,951)            | (150,255)             | -                 | (216,315)      |
| 于2025年3月31日  | At 31 March 2025                     | \$ 74,900,000  | \$ 16,800,000 | \$ 31,254,299             | \$ 928,929          | \$ 2,285,803        | \$ 13,896,577         | \$ 994,880        | \$ 141,060,488 |
| <b>累计折旧:</b> | <b>Accumulated<br/>depreciation:</b> |  |               |                           |                     |                     |                       |                   |                |
| 于2024年4月1日   | At 1 April 2024                      | \$ 30,794,004  | \$ 9,262,438  | \$ 17,262,697             | \$ 811,039          | \$ 1,239,847        | \$ 8,412,455          | \$ 925,374        | \$ 68,707,854  |
| 年内支出         | Charge for the year                  | 1,394,220  | 420,000       | 1,301,786                 | 42,876              | 205,421             | 1,604,946             | 59,976            | 5,029,225      |
| 处置后拨回        | Written back on disposals            | -  | -             | -                         | (34,470)            | (28,873)            | (150,255)             | -                 | (213,598)      |
| 于2025年3月31日  | At 31 March 2025                     | \$ 32,188,224  | \$ 9,682,438  | \$ 18,564,483             | \$ 819,445          | \$ 1,416,395        | \$ 9,867,146          | \$ 985,350        | \$ 73,523,481  |
| <b>账面净值:</b> | <b>Net book value:</b>               |  |               |                           |                     |                     |                       |                   |                |
| 于2025年3月31日  | At 31 March 2025                     | \$ 42,711,776  | \$ 7,117,562  | \$ 12,689,816             | \$ 109,484          | \$ 869,408          | \$ 4,029,431          | \$ 9,530          | \$ 67,537,007  |

注1: 物业、机器及设备的增添包括经重新分类的按金及预付款项0元(2025年: 3,368,540元)。

Note 1: The additions of property, plant and equipment included reclassification from deposits and prepayments amounting to \$nil (2025: \$3,368,540).

申诉专员以长期租赁方式持有租赁土地权益。

The Ombudsman's interest in leasehold land is held under long lease.

8 现金及现金等价物

8 Cash and cash equivalents

|      |              | 2026          | 2025          |
|------|--------------|---------------|---------------|
| 银行现金 | Cash at bank | \$ 73,572,787 | \$ 87,525,166 |
| 库存现金 | Cash in hand | 5,000         | 5,000         |
|      |              | \$ 73,577,787 | \$ 87,530,166 |

## 9 应付约满酬金

有关数额是在雇佣合约届满时须支付给雇员的约满酬金。金额为雇员基本薪金的10%至25% (2025年：10%至25%) 不等，但扣除强积金计划的雇主供款。

## 10 税项

根据《申诉专员条例》附表1A第5(1)条，申诉专员获豁免缴付根据《税务条例》征收的税项。

## 11 承担

于2026年3月31日计算，按照停车位不可撤销之营运租赁合同应缴付的最低租赁付款总额如下：

|        |               | 2026     | 2025     |
|--------|---------------|----------|----------|
| 于一年内缴付 | Within 1 year | \$ 8,400 | \$ 8,400 |

除非在最少一个历月前以书面通知退租，否则租约仍然有效。

## 12 累计资金管理

申诉专员在管理其累计资金时，基本目的是确保申诉专员的财政持续稳健。申诉专员无须承担外部施加的对累计资金的要求。

## 9 Contract gratuity payable

The amount represents the gratuity payable to staff on expiry of their employment contracts. The amount of gratuity ranges from 10% to 25% (2025: 10% to 25%) of the basic salary less employer's contributions to MPF scheme.

## 10 Taxation

The Ombudsman is exempt from taxation in respect of the Inland Revenue Ordinance in accordance with Schedule 1A Section 5(1) of The Ombudsman Ordinance.

## 11 Commitments

At 31 March 2026, the total future aggregate minimum lease payments under non-cancellable operating leases in respect of parking spaces are payable as follows:

|  |  | 2026     | 2025     |
|--|--|----------|----------|
|  |  | \$ 8,400 | \$ 8,400 |

The lease remains in force unless terminated by giving notice in writing of not less than one calendar month.

## 12 Management of accumulated funds

The Ombudsman's primary objective when managing its accumulated funds is to safeguard The Ombudsman's ability to continue as a going concern. The Ombudsman is not subject to externally imposed requirements relating to its accumulated funds.

## 财务报表附注(续)

### Notes to the financial statements (continued)

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

## 13 金融风险管理及金融工具的 公允价值

风险管理由人力资源及财务组按照申诉专员核准的政策执行。人力资源及财务组与各营运单位紧密合作，鉴别和评估财务风险。申诉专员所涉及的信贷风险、资金周转风险、利率风险及货币风险如下：

### (a) 信贷风险

信贷风险指因交易对手不履行合约义务而对申诉专员造成财务损失的风险。申诉专员的信贷风险主要源自定期存款和现金及现金等价物。申诉专员已订定信贷政策，并持续监察这方面涉及的信贷风险。

现金存放于信贷评级稳健的金融机构，以尽量减低信贷风险。

信贷风险额上限为财务状况表内各项金融资产的账面金额。申诉专员并无提供任何会使其涉及信贷风险的担保。

### (b) 资金周转风险

申诉专员的政策是定期监察现时及预计的资金周转需要，以确保维持足够现金储备应付短期及较长期的资金周转需要。

## 13 Financial risk management and fair values of financial instruments

Risk management is carried out by the Human Resources and Finance Section under policies approved by The Ombudsman. The Human Resources and Finance Section identifies and evaluates financial risks in close co-operation with the operating units. The Ombudsman's exposure to credit, liquidity, interest rate and currency risks are described below:

### (a) Credit risk

Credit risk refers to the risk that a counter party will default on its contractual obligations resulting in a financial loss to The Ombudsman. The Ombudsman's credit risk is primarily attributable to time deposits and cash and cash equivalents. The Ombudsman has a credit policy in place and the exposure to this credit risk is monitored on an ongoing basis.

Cash is deposited with financial institutions with sound credit ratings to minimise credit exposure.

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position. The Ombudsman does not provide any guarantees which would expose The Ombudsman to credit risk.

### (b) Liquidity risk

The Ombudsman's policy is to regularly monitor its current and expected liquidity requirements and to ensure that it maintains sufficient reserves of cash to meet its liquidity requirements in the short and longer term.

### 13 金融风险管理及金融工具的 公允价值(续)

#### (b) 资金周转风险(续)

下表列载申诉专员的财务负债在报告年度结束时之剩余合约年期，乃根据未贴现合约现金流及申诉专员可能被要求付款之最早日期编制：

### 13 Financial risk management and fair values of financial instruments (continued)

#### (b) Liquidity risk (continued)

The following table shows the remaining contractual maturities at the end of the reporting period of The Ombudsman's financial liabilities, which are based on contractual undiscounted cash flows and the earliest date The Ombudsman can be required to pay:

|  | 2026  |  |  |                    |               |
|--|---|--|--|--------------------|---------------|
|  | 未贴现合约现金流  |  |  |                    |               |
|  | Contractual undiscounted cash outflow           |  |  |                    |               |
| 一年以下<br>或即时到期                              | 一年以上<br>但两年以下                                   | 两年以上<br>但五年以下                                    | 未贴现合约<br>现金流总计                                     | 账面金额               |               |
| Within<br>1 year or<br>on demand           | More than<br>1 year but<br>less than<br>2 years | More than<br>2 years but<br>less than<br>5 years | Total<br>contractual<br>undiscounted<br>cash flows | Carrying<br>amount |               |
| 应付约满酬金<br>Contract gratuity payable        | \$ 4,420,583                                    | \$ 4,698,960                                     | \$ 3,170,868                                       | \$ 12,290,411      | \$ 12,290,411 |
| 其他应付款项及应计费用<br>Other payables and accruals | 4,831,438                                       | –  | –  | 4,831,438          | 4,831,438     |
|  | \$ 9,252,021                                    | \$ 4,698,960                                     | \$ 3,170,868                                       | \$ 17,121,849      | \$ 17,121,849 |

|  | 2025  |  |  |                    |               |
|--|---|--|--|--------------------|---------------|
|  | 未贴现合约现金流  |  |  |                    |               |
|  | Contractual undiscounted cash outflow           |  |  |                    |               |
| 一年以下<br>或即时到期                              | 一年以上<br>但两年以下                                   | 两年以上<br>但五年以下                                    | 未贴现合约<br>现金流总计                                     | 账面金额               |               |
| Within<br>1 year or<br>on demand           | More than<br>1 year but<br>less than<br>2 years | More than<br>2 years but<br>less than<br>5 years | Total<br>contractual<br>undiscounted<br>cash flows | Carrying<br>amount |               |
| 应付约满酬金<br>Contract gratuity payable        | \$ 5,699,348                                    | \$ 4,901,999                                     | \$ 2,755,977                                       | \$ 13,357,324      | \$ 13,357,324 |
| 其他应付款项及应计费用<br>Other payables and accruals | 5,418,341                                       | –  | –  | 5,418,341          | 5,418,341     |
|  | \$ 11,117,689                                   | \$ 4,901,999                                     | \$ 2,755,977                                       | \$ 18,775,665      | \$ 18,775,665 |

### 13 金融风险管理及金融工具的 公允价值(续)

#### (c) 利率风险

利率风险指金融工具的价值因市场利率调整而浮动的风险。申诉专员所涉及的利率风险只有按市场利率计息的银行结余。

#### 敏感度分析

估计假如利率整体上升/下跌100个(2025年:100个)基点,而其他变数均维持不变,则申诉专员的盈余及累计资金于2026年3月31日便会增加约365,000元(2025年:428,000元)。

以上的敏感度分析,是假定利率变动在报告年度结束当日已出现,并已应用到同日可能导致申诉专员涉及利率风险的金融工具内。100个基点的升跌,是管理层评估该年度结束当日至下一报告年度之内可能出现的合理利率变动而得出的。有关分析所依据的基准与2025年相同。

#### (d) 货币风险

申诉专员的所有交易均以港元计算,故不涉及任何货币风险。

### 13 Financial risk management and fair values of financial instruments (continued)

#### (c) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Ombudsman's only exposure to interest rate risk is via its bank balances which bear interest at market rates.

#### Sensitivity analysis

At 31 March 2026, it is estimated that a general increase/decrease of 100 (2025: 100) basis points in interest rates, with all other variables held constant, would have increased The Ombudsman's surplus and accumulated funds by approximately \$365,000 (2025: \$428,000).

The sensitivity analysis above has been determined assuming that the change in interest rates had occurred at the end of the reporting period and had been applied to the financial instruments which expose The Ombudsman to interest rate risk at that date. The 100 basis points increase or decrease represents The Ombudsman's assessment of a reasonably possible change in interest rates over the period until the next annual reporting period. The analysis is performed on the same basis for 2025.

#### (d) Currency risk

The Ombudsman has no exposure to currency risk as all of The Ombudsman's transactions are denominated in Hong Kong dollars.

### 13 金融风险管理及金融工具的 公允价值(续)

#### (e) 公允价值衡量

申诉专员的金融工具以成本或摊销成本入账的账面金额，与其于2026年及2025年3月31日的公允价值并无重大差异。

### 14 重大关联人士交易

#### 涉及主要管理层人员的交易

主要管理层所有成员的酬金已在附注6披露。

### 15 截至2026年3月31日止年度 已颁布但尚未生效的修订、 新准则及诠释可能带来的影 响

截至本财务报表刊发日期止，香港会计师公会已颁布多项新准则或修订，但在截至2026年3月31日止年度尚未生效，亦没有在本财务报表中采纳，当中包括以下可能与申诉专员相关的新准则或修订：

### 13 Financial risk management and fair values of financial instruments (continued)

#### (e) Fair value measurement

The carrying amounts of The Ombudsman's financial instruments carried at cost or amortised cost were not materially different from their fair values at 31 March 2026 and 2025.

### 14 Material related party transactions

#### Transactions with key management personnel

Remuneration of all members of key management personnel is disclosed in note 6.

### 15 Possible impact of amendments, new standards and interpretations issued but not yet effective for the year ended 31 March 2026

Up to the date of issue of these financial statements, the HKICPA has issued a number of new or amended standards, which are not yet effective for the year ended 31 March 2026 and which have not been adopted in these financial statements. These developments include the following which may be relevant to The Ombudsman.

财务报表附注(续)

Notes to the financial statements (continued)

(所有数额均以港元为单位) (Expressed in Hong Kong dollars)

**15 截至2026年3月31日止年度  
已颁布但尚未生效的修订、  
新准则及诠释可能带来的影  
响(续)**

**15 Possible impact of amendments,  
new standards and interpretations  
issued but not yet effective for  
the year ended 31 March 2026  
(continued)**

于下列日期  
或之后开始的  
会计期间生效  
**Effective for  
accounting  
periods  
beginning  
on or after**

|  |                             |
|--|-----------------------------|
| 《香港财务报告准则》第9号之修订：金融工具及<br>《香港财务报告准则》第7号之修订：金融工具：披露－涉及依赖自然能源生产电力的合约<br>Amendments to HKFRS 9, <i>Financial instruments</i> and HKFRS 7, <i>Financial instruments</i> :<br><i>disclosures – Contracts referencing nature-dependent electricity</i>                       | 2026年1月1日<br>1 January 2026 |
| 《香港财务报告准则》第9号之修订：金融工具及<br>《香港财务报告准则》第7号之修订：金融工具：披露－对金融工具的分类及计量的修订<br>Amendments to HKFRS 9, <i>Financial instruments</i> and HKFRS 7, <i>Financial instruments</i> :<br><i>disclosures – Amendments to the classification and measurement of financial instruments</i> | 2026年1月1日<br>1 January 2026 |
| 《香港财务报告会计准则》年度改进－第11卷<br>Annual improvements to HKFRS Accounting Standards – Volume 11   | 2026年1月1日<br>1 January 2026 |
| 《香港财务报告准则》第18号：财务报表列报及披露<br>HKFRS 18, <i>Presentation and disclosure in financial statements</i>   | 2027年1月1日<br>1 January 2027 |
| 《香港财务报告准则》第19号：非公共受托责任附属公司：披露<br>HKFRS 19, <i>Subsidiaries without public accountability: disclosures</i>  | 2027年1月1日<br>1 January 2027 |

## 15 截至2026年3月31日止年度已颁布但尚未生效的修订、新准则及诠释可能带来的影响(续)

申诉专员现正评估该等新准则或修订于初次应用期间所造成的影响。至目前为止，申诉专员认为采纳该等新准则或修订不大可能会对本财务报表构成重大影响，但下述新准则除外：

### 《香港财务报告准则》第18号：财务报表列报及披露

《香港财务报告准则》第18号将取代《香港会计准则》第1号：财务报表列报，旨在提高实体在财务报表中披露资讯的透明度及可比较性。《香港财务报告准则》第18号将于2027年1月1日或之后开始的年度报告期间生效，并须追溯应用。

《香港财务报告准则》第18号作出的改动包括，实体须将损益表内所有收入及支出分为五类，即营运、投资、融资、所得税及已终止业务。实体亦须在财务报表中以单一附注具体披露管理层订立的绩效指标。

申诉专员不拟提前采纳《香港财务报告准则》第18号，目前仍在评估采纳该准则的影响。

## 15 Possible impact of amendments, new standards and interpretations issued but not yet effective for the year ended 31 March 2026 (continued)

The Ombudsman is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the financial statements except for the following:

### HKFRS 18, *Presentation and disclosure in financial statements*

HKFRS 18 will replace HKAS 1 *Presentation of financial statements* and aims to improve the transparency and comparability of information about an entity's financial statements. HKFRS 18 is effective for annual reporting periods beginning on or after 1 January 2027 and is to be applied retrospectively.

Among other changes, under HKFRS 18, entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, income taxes and discontinued operations categories. Entities are also required to provide specific disclosures about management-defined performance measures in a single note in the financial statements.

The Ombudsman does not plan to early adopt HKFRS 18 and is still in the process of assessing the impact of the adoption.

# 申诉人约章

## Complainants Charter



公署竭诚为市民提供优质服务。为充分履行职务，公署与申诉人订立以下约章：

We endeavour to provide a high standard of service to the public. In fully discharging our duties, this Office has drawn up the following Charter:



### 公署的承诺

### Our Commitment

- 专业、公正及有效率地处理申诉
  - 适时知会申诉人查讯的进度及结果
  - 清楚解释公署的决定
  - 保障申诉人的私隐
  - 对市民有礼及尊重
- Handle complaints in a professional, impartial and efficient manner
  - Keep complainants informed of the progress and outcome of our inquiries
  - Explain our decisions clearly
  - Protect complainants' privacy
  - Treat the public with courtesy and respect

申诉人若不满意查讯结果，可来函公署及提出理据要求覆检个案。若对个别职员或服务有任何意见，可向公署专责总行政主任提出。公署会秉持专业公正的精神跟进个案。

Complainants not satisfied with our findings may write to this Office and state the grounds for a review of their cases. Any views on individual staff or our services may be directed to our dedicated Chief Manager. We will take follow-up action with professionalism and fairness.



### 申诉人的责任

### Complainants' Responsibilities

- 清楚说明申诉事项
  - 适时提供正确的资料（包括事件经过、可供核实其身份及确定联络方法的所需资料等）
  - 配合查讯工作
  - 以合理的态度提出申诉
  - 对职员有礼及尊重
- State clearly the issues of complaint
  - Provide true and accurate information (including an account of events, the required information for verification of their identity and determination of their traceability, etc.) in a timely manner
  - Cooperate in our inquiries
  - Lodge complaints in a reasonable manner
  - Treat the staff with courtesy and respect

若申诉人未能配合，查讯进度及／或结果可能会受影响。届时公署会视乎实际情况，决定采取适当措施，包括根据所获得的证据作出判断，或终止查讯等。

If complainants are not cooperative, the progress and/or outcome of our inquiries may be affected. In such circumstances, we will take proper actions as appropriate, such as making our decision on the basis of available evidence or terminating the inquiry.

# 中国香港申诉专员公署

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The inside pages of this annual report are printed on environmentally friendly paper