

# Management Plan for Private Columbarium at Koon Yam Tong

## 1. Basic information of the columbarium

Name of the columbarium: Koon Yam Tong (觀音堂)

Address of the columbarium: No. 13 Nim Wan Road, Ha Pak Nai, Lau Fau Shan, Yuen Long, New Territories (Lot No. 118 in D.D. 135)

Year of establishment: Year 2010

Name of operator: Ka Fuk Services Limited

Status of operator: land owner of the premises under a lease of 37 years (36 years and 364 days) from 02-07-2010 to 30-06-2047

Religion of the columbarium: Buddhism

## 2. Site information and building arrangement

This columbarium has a site area of about 92.9 square metres and a total building floor area of about 195.12 square metres. It is composed of:

1 columbarium block(s);

0 joss paper burner(s);

0 refuse storage rooms.

Other buildings which are facilities necessary for or ancillary to the operation of the columbarium: (please specify nature and number) N/A

Other facilities necessary for or ancillary to the operation of the columbarium:

1 Portable Toilet, to be cleaned at the beginning of the day of any appointment made by visitors.

### **3. Visitor Holding Capacity and Admission Control**

#### **3.1 Opening Hours**

- Ordinary Days (outside Ching Ming and Chung Yeung Festive Periods):  
Monday to Friday, 09:00 to 16:00 (except Public Holidays)
- Ching Ming and Chung Yeung Festive Periods (within 4 weeks before and after the Festival Days):  
Monday to Friday, 07:00 to 17:00
- Closed on Saturdays, Sundays, and Public Holidays (including Ching Ming and Chung Yeung Festival Days)

#### **3.2 Visitor Limit and Appointment Control**

- All visits are strictly by appointment only, year-round
- Each session allows a maximum of 4 visitors and lasts 30 minutes
- Minimum booking lead time: 2 days prior to intended visit
- No walk-ins are permitted under any circumstances
- The columbarium remains closed if no appointments are scheduled
- Staff are deployed only when confirmed appointments exist

Daily capacity varies depending on operating hours:

- During Ching Ming and Chung Yeung periods:
  - Operating hours: 09:00 to 16:00
  - Total sessions per day: 14
  - Maximum daily visitors: 56 (14 sessions × 4 visitors)
- During all other weekdays:
  - Operating hours: 07:00 to 17:00
  - Total sessions per day: 20
  - Maximum daily visitors: 80 (20 sessions × 4 visitors)
- **Placement of Notice:**  
A notice outlining the appointment arrangement and opening hours timetable will be posted at the entrance/exit of the columbarium building, as per Appendix A

### 3.3 Internet Memorial Worshipping Services

All niche owners are permitted to commemorate their loved ones either through in-person visits or via the internet memorial worshipping platform, in accordance with the terms set out in the sale agreement.

- **In-person worship** is available by appointment across all three floors — G/F(地下), 1/F(一樓), and 2/F(二樓) — subject to occupancy control and fire safety measures.
- **Internet memorial worshipping services** are provided as an alternative option for niche owners who prefer remote commemoration.
- Each niche owner is provided with a **private link** to a dedicated online tribute page
- No login is required; the link allows family members to **submit photos, messages, and virtual offerings** directly
- Each tribute page functions like a **private memorial forum**, where family members can post freely
- An **email notification system** is in place: subscribers receive alerts when new content is posted to their niche's page
- The platform is managed and monitored by the operator to ensure respectful use and data protection
- This arrangement is designed to support descendants living overseas or those preferring remote commemoration

This dual-mode arrangement ensures flexibility for all niche owners, including those living overseas or with mobility constraints, while maintaining orderly and safe operations at the columbarium.

### 3.4 Admission Measures

#### 3.4.1 Transport Arrangement

- Visitors are strongly advised and recommended to use Green Minibus Route No. 33
- No car parking is available on-site or in the vicinity
- Reminder notices regarding visiting and transport arrangements will be issued prior to each Ching Ming and Chung Yeung period

### **3.4.2 Policy Agreement**

As a condition of sale, all niche owners must comply with the columbarium's admission control policies, including the mandatory visit-by-appointment requirement. This agreement ensures operational efficiency and prevents unregulated access.

### **3.4.3 Data Collection and Review**

The columbarium operator regularly analyzes visitor registration records, attendance figures, and group sizes. The collected data helps assess the effectiveness of admission control measures and identifies opportunities for improvement, ensuring a smoother experience for future visitors. Additionally, the review informs adjustments to transport policies and operational procedures, reinforcing commitment to efficient crowd management and accessibility.

## **4. Traffic and Public Transport Arrangement**

### **4.1 Traffic Facilities**

No carpark or loading/unloading bay will be provided. Access to the columbarium is encouraged and advised via public transportation, such as Green Minibus No. 33.

### **4.2 No Car Parking Policy**

Car parking will not be provided at any time throughout the year. Grave sweepers and visitors are **strongly discouraged from driving to Koon Yam Tong**. To maintain order and minimize traffic congestion along Nim Wan Road, access to the columbarium is encouraged via public transportation, such as Green Minibus No. 33. This approach supports safe and regulated visitation while ensuring compliance with operational and traffic policies.

### **4.3 Visitor Access Arrangement**

Visitors cannot enter the premises without a confirmed appointment. The columbarium will remain locked at all times outside scheduled sessions, ensuring a supervised, secure, and controlled visitation process aligned with the site's operational and safety policies.

### **4.4 Conditions of Sale**

To ensure adherence to transport regulations, all niche owners must accept these arrangements as part of the conditions of sale. This includes the mandatory no car

parking policy, the visit-by-appointment requirement, and the use of public transport for accessing the columbarium. By integrating these requirements into the purchase agreement, the operator ensures that visitors comply with the established traffic arrangements.

## 5. Crowd Management

The columbarium employs a structured plan to regulate visitor flow, ensuring safety, efficiency, and an organized experience for all attendees. Given the site's compact layout and limited capacity, crowd management is fully controlled by the restricted number of visitors allowed at any time, as governed by the appointment system.

### 5.1 Monitoring Capacity

To ensure a controlled and safe environment, access is permitted across all three floors - G/F, 1/F, and 2/F - during scheduled appointments. A maximum of 4 visitors per session is allowed, in accordance with Section 3.2. One staff member is stationed at the building to monitor visitor numbers and regulate access to the niche areas, maintaining safety and comfort for all.

### 5.2 Staff Deployment

1 staff member is deployed per confirmed appointment session. Their responsibilities include:

- Managing visitor registration
- Guiding visitors to their designated worship areas
- Monitoring visitor conduct and movement
- Providing assistance as needed during the session

Staff presence ensures smooth and efficient operations, allowing for an organized and controlled environment at all times. No staff are present when no appointments are scheduled.

## 6. Security Management

### 6.1 Manpower

- Deployment of a trained staff member for security and emergency management which his/her duties include:

- ensure that only visitors with confirmed appointments are admitted; unauthorized or unappointed access is strictly prevented
- Staff presence supports orderly access across the ground floor, first floor, and second floor during scheduled visitor sessions
- In case of emergency, the staff member initiates response protocols and liaises with relevant authorities, in accordance with the fire safety strategy outlined in Section 8
- Routine fire safety inspections are conducted by qualified contractors; the staff member maintains awareness of evacuation procedures and assists as needed

## 6.2 Facilities

- Sprinkler, emergency lighting, fire alarm systems, visual fire alarm systems, and fire hydrant/hose reel systems.
- Smoke detectors for early fire detection; heat detectors in pump rooms.
- Structural enhancements such as handrails, slip-resistant flooring, upgraded fire doors, and modified exits.

## 6.3 Occupant and Visitor Control

- Visit-by-appointment system used to regulate population flow and prevent overcrowding
- Access to the premises is restricted to confirmed visitors only
- Staff monitor visitor movement and ensure compliance with safety protocol

## 6.4 Fire Prevention and Maintenance

- Housekeeping practices to keep escape routes clear and limit fire loads.
- Regular inspection and maintenance of fire service installations (FSI).
- Staff training on fire management and biannual fire drills

# 7. Manpower Deployment

## 7.1 Staffing

The columbarium operates with 1 permanent staff member and 3 part-time staff members. While each role is assigned specific responsibilities, the Manager may also perform the duties of part-time staff when required to ensure operational continuity.

### **7.1.1 Manager (Permanent Staff)**

Responsible for overall operations, administrative duties, and visitor coordination, including:

- Visitor registration and appointment management
- On-site visitor coordination, including crowd control and general assistance during scheduled sessions
- Complaint handling and record keeping
- Financial reporting and coordination with external auditors
- Fire safety management and emergency response coordination
- Security and contingency planning as detailed in Section 6.1
- Conducting fire drills, maintaining fire safety records, and liaising with emergency services
- Monitoring fire service installations and escape routes
- Overseeing visitor control and ensuring compliance with licensing conditions
- Supporting cleaning, maintenance, and visitor assistance tasks as needed

### **7.1.2 Maintenance Staff (Part-Time)**

- Conducts routine inspections and maintenance of equipment and facilities to ensure regulatory compliance.
- Maintains the cleanliness and upkeep of the columbarium.

### **7.1.3 Cleaning Staff (Part-Time)**

- Responsible for general cleaning and housekeeping to maintain a safe and hygienic environment.

### **7.1.4 Visitor Support Staff (Part-Time)**

- Assists with on-site visitor coordination during scheduled appointment sessions when necessary
- Supports registration, crowd control, and general visitor assistance when necessary
- Assists with complaint handling and documentation when necessary

## **7.2 Staff Training**

### **7.2.1 General Training**

- Conducts sessions on fire safety protocols, evacuation procedures, and first aid basics.

- Equips staff with skills to enforce operational policies effectively.
- Ensures familiarity with the use of fire safety equipment and response to fire alarms.

### **7.2.2 Specialized Training**

- The Manager is trained to oversee fire drills and inspections and coordinate evacuation procedures.
- Maintenance staff receive training on regulatory standards for facility upkeep and safe equipment handling.
- Visitor Support Staff receive training on complaint handling, visitor coordination, and emergency communication procedures.

### **7.2.3 Regular Drills and Evaluations**

- Conducts biannual fire drills to test evacuation routes and staff readiness.
- Organizes simulated scenarios to assess staff coordination and response to emergencies.

## **7.3 Equipment Provided for Staff**

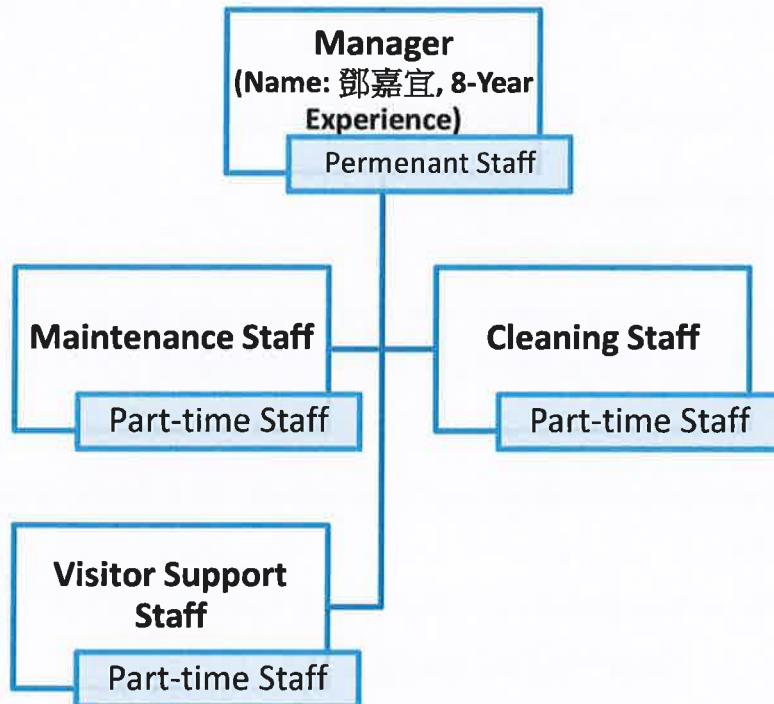
To ensure safe and efficient operation of the columbarium, the following equipment is provided to staff:

- First Aid Kit
  - A fully stocked first aid box is kept on-site for use in minor injuries or emergencies
  - Includes bandages, antiseptics, gloves, and basic medical supplies
  - Staff are trained in basic first aid procedures
- Fire Safety Equipment
  - Fire extinguishers are installed at designated locations and inspected regularly
  - Staff are trained in proper usage and evacuation procedures
  - Escape route maps are displayed prominently on-site
- Communication Tools
  - Mobile phones are provided to staff for coordination during visitor sessions and emergencies
  - Emergency contact numbers are listed and accessible to all staff
- Visitor Management Materials

- Printed appointment logs and visitor records are maintained for each session
- Staff are equipped with clipboards, pens, and signage for crowd control and registration
- Protective Gear
  - Staff conducting cleaning and maintenance are provided with gloves, masks, and appropriate protective clothing
  - Additional supplies are available during peak periods or special maintenance tasks
- Administrative Supplies
  - Office stationery and record-keeping materials are provided for complaint handling, financial documentation, and compliance reporting

All equipment is maintained in good condition and replenished as needed. Staff are briefed regularly on proper usage and safety protocols.

## 7.4 Organization Chart



## 7.5 Top Management Details

### 7.5.1 Manager

- The top management personnel is Ms. Tang Ka Yee (鄧嘉宜), who serves as the sole permanent staff member of the columbarium

- She has over 8 years of experience in columbarium operations, site administration, and licensing compliance
- Formal training in fire safety, including evacuation procedures and inspection of fire service installations will be acquired before the start of operation of the proposed columbarium.
- First aid certificate issued by a recognized training institution will be acquired before the start of operation of the proposed columbarium.
- She is familiar with the Private Columbaria Ordinance, relevant licensing conditions, and operational standards
- Her background includes coordination with government departments, handling public enquiries, and supervising site operations
- All operational, safety, and emergency duties assigned to her are detailed in Section 7.1.1 of this Management Plan
- Handles financial reporting, fund monitoring, and preparation of annual statements
- Has over 8 years of experience in financial record-keeping, budgeting, and compliance reporting

## 8. Contingency Plans for Emergencies

### 8.1 Responsibilities and Duties

#### 8.1.1 Fire Safety Officer

- The sole permanent staff member is responsible for overseeing fire safety measures and ensuring evacuation procedures are followed.
- Conducts fire safety training and organizes fire drills.
- Supervises evacuations, assists occupants, and conducts headcounts at the assembly area.
- The contact detail of the Fire Safety Officer is as follows:"

  - **Name:** Tang Ka Yee (鄧嘉宜)
  - **Position:** Manager
  - **Telephone:** 2472 1366

- Staff training and qualifications:

Relevant fire safety training and first aid training will be acquired before the start of operation of the proposed columbarium.

## **8.2 Actions in Case of Fire**

### **8.2.1 On Discovering a Fire**

- Activate the nearest fire alarm call point.
- Notify the Fire Services Department by calling 999 and provide details of the fire.
- Alert all occupants to evacuate.

### **8.2.2 Evacuation**

- Follow designated escape routes.
- Assist others in safely evacuating to the assembly area.
- Stay low if smoke is present.

### **8.2.3 Fire Safety Officer Actions**

- Verify the fire emergency and notify the Fire Services Department if necessary.
- Supervise the evacuation process and conduct a roll call at the assembly area.

## **8.3 Staff Training and Fire Drills**

### **8.3.1 Training**

- Conduct annual fire safety training to ensure familiarity with evacuation procedures and safety protocols.
- Maintain knowledge of fire safety equipment and emergency response procedures.

### **8.3.2 Fire Drills**

- Conduct biannual fire drills to reinforce evacuation procedures.
- Evaluate and document drill outcomes, including necessary improvements.

## **8.4 Equipment Provision**

### **8.4.1 Fire Safety Installations:**

- Emergency lighting installed throughout the building and along all exit routes to enhance visibility during evacuations.
- Fire alarm system integrated with hose reel points, providing actuating points and audio warning devices.
- Visual fire alarm systems implemented in common areas to ensure clear evacuation signals.

- Fire hydrant and hose reel system on each floor:
  - Coverage of up to 30 meters with fire service hose reel tubing.
  - Supported by a dedicated 500-liter water tank for effective firefighting.

#### **8.4.2 Fire Detection Systems:**

- Smoke detectors provided in columbarium areas from G/F(地下), 1/F(一樓) and 2/F(二樓), ensuring early fire detection:
  - Horizontal distance between detectors limited to 4.5 meters, complying with enhanced standards.
- Heat detectors installed in the pump room.
  - Fire detection signals, including smoke detectors and break glass units, linked directly to the Fire Services Communication Centre through the Fire Alarm Control Panel.

#### **8.4.3 Enhanced Fire Services Measures:**

- Improvised direct feed sprinkler system with fast-response sprinkler heads installed throughout the building (excluding the FS pump room).
- Upgraded separation walls and ceilings in the FS pump room with (-/120/120) fire resistance rating.
- Fire doors leading to required staircases upgraded to (-/60/60) fire resistance rating.

**8.4.4 The locations of the equipment on each floor are presented in the following layout plans:**

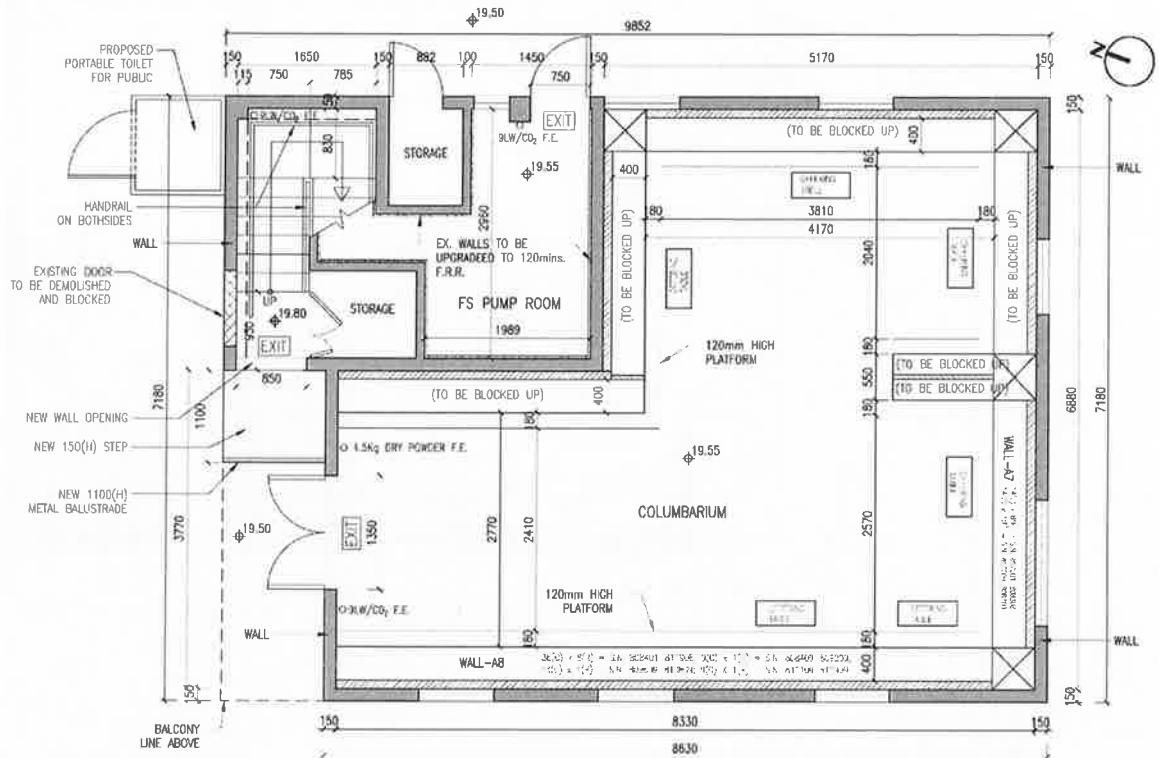


Figure 8.3.4.1 - G/F (地下) Layout Plan

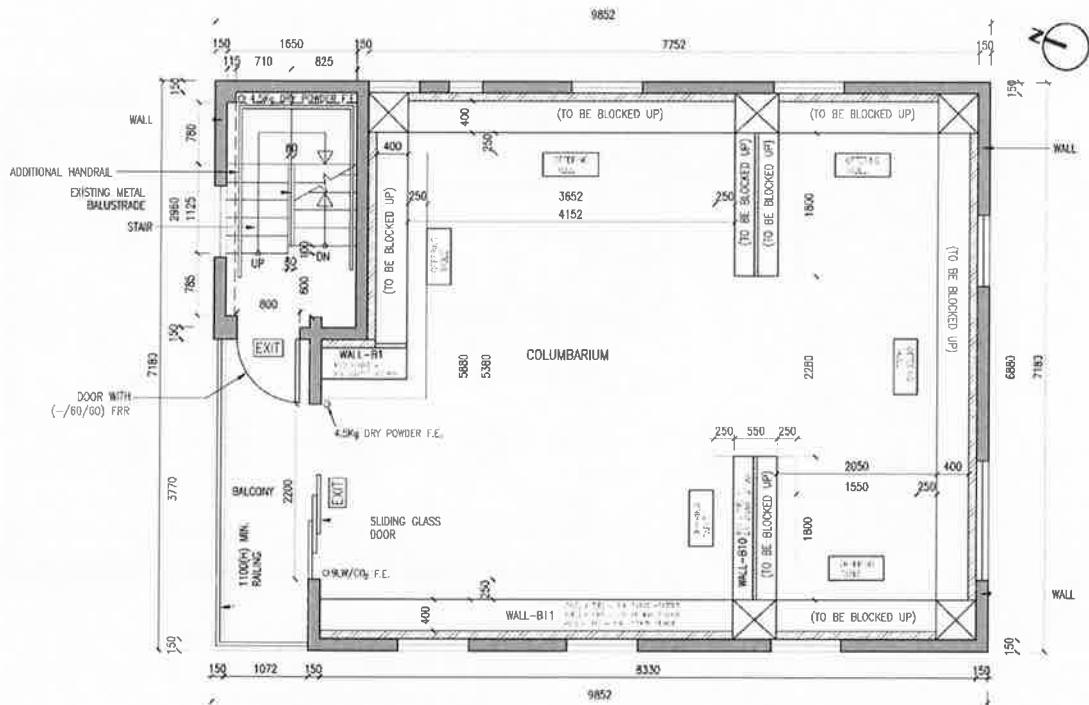


Figure 8.3.4.2 - 1/F (一樓) Layout Plan

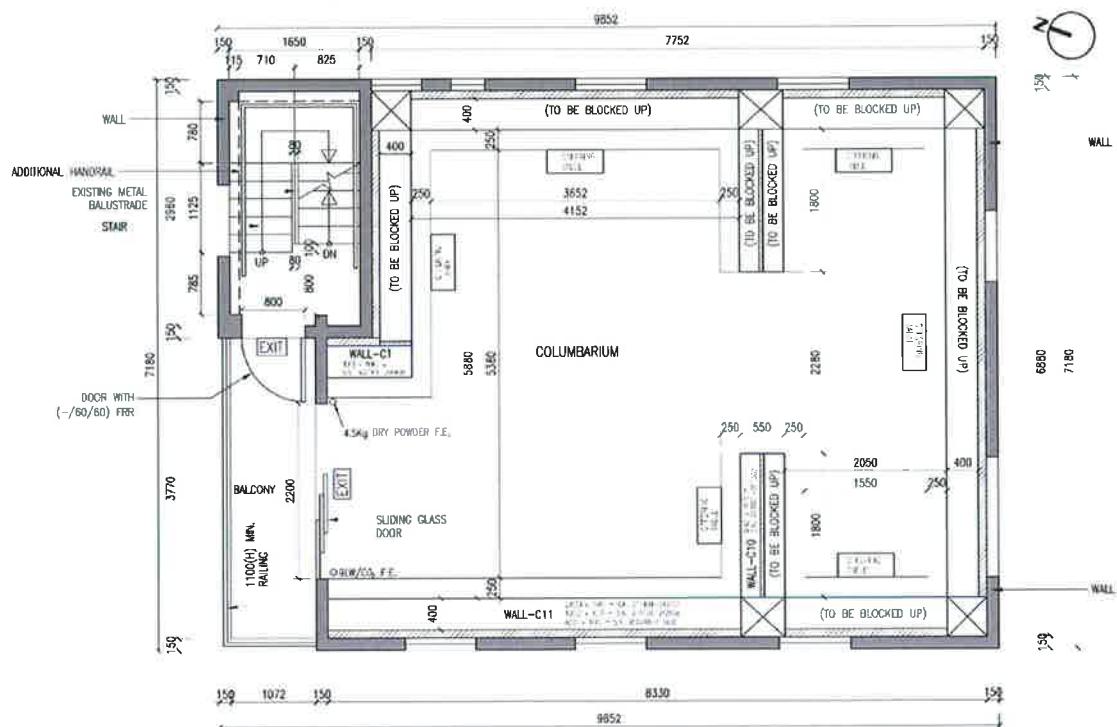


Figure 8.3.4.3 - 2/F (二樓) Layout Plan

## 8.5 Escape Routes Plans

The Escape Routes are as follows:

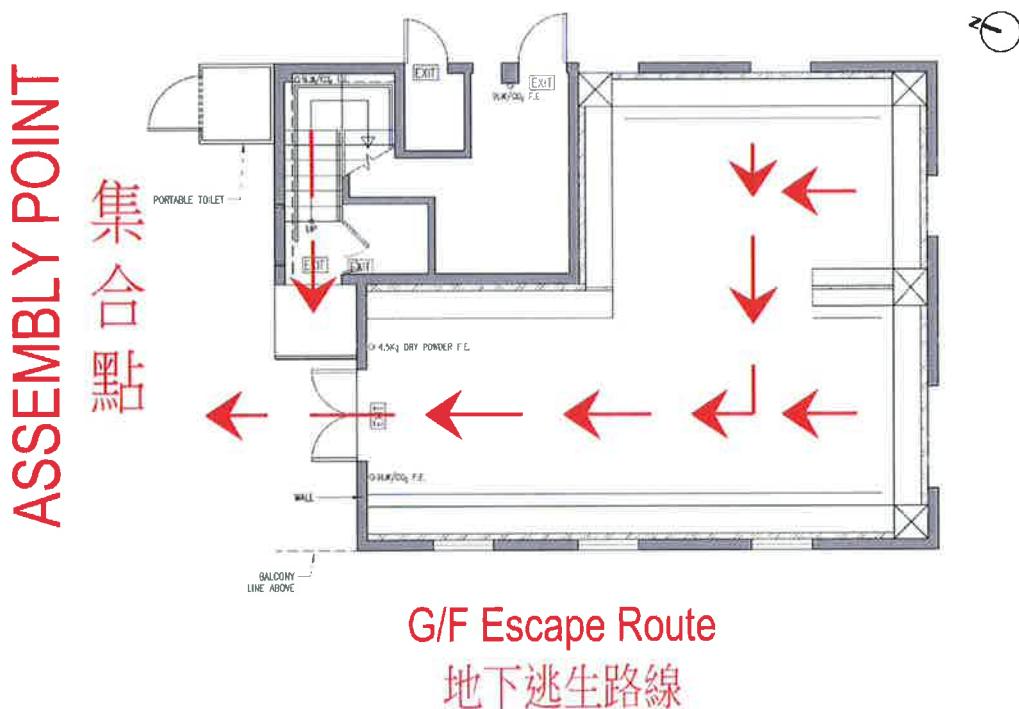
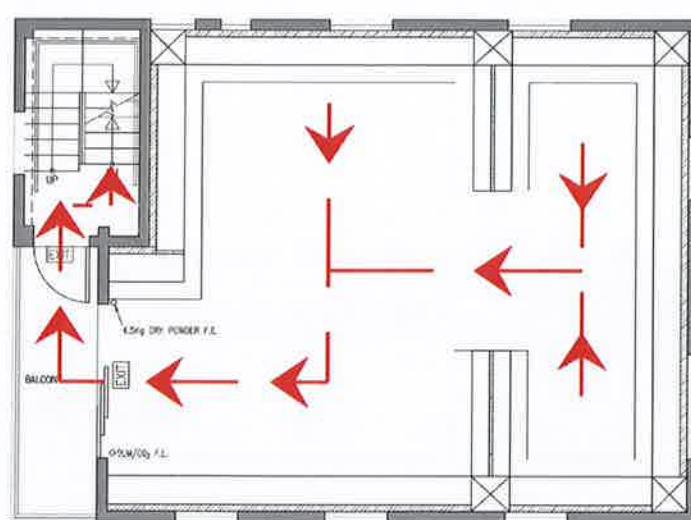
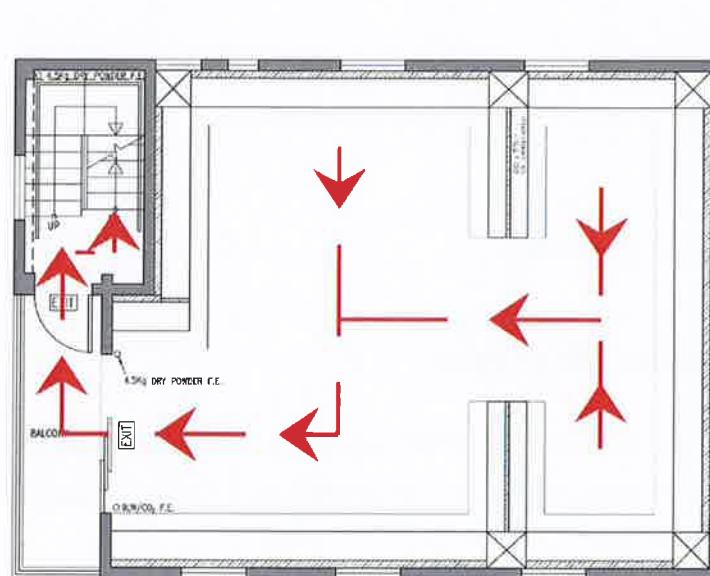


Figure 8.4.1 – G/F (地下) Escape Route



1/F Escape Route  
一樓逃生路線

Figure 8.4.2 – 1/F (一樓) Escape Route



2/F Escape Route  
二樓逃生路線

Figure 8.4.3 – 2/F (二樓) Escape Route

- These escape route plans will be posted at conspicuous positions near the entrances/exits of each respective floor.

## 8.6 Emergency Vehicular Access (EVA)

The EVA plan with vehicular turning simulation of a major pump fire engine is illustrated below:

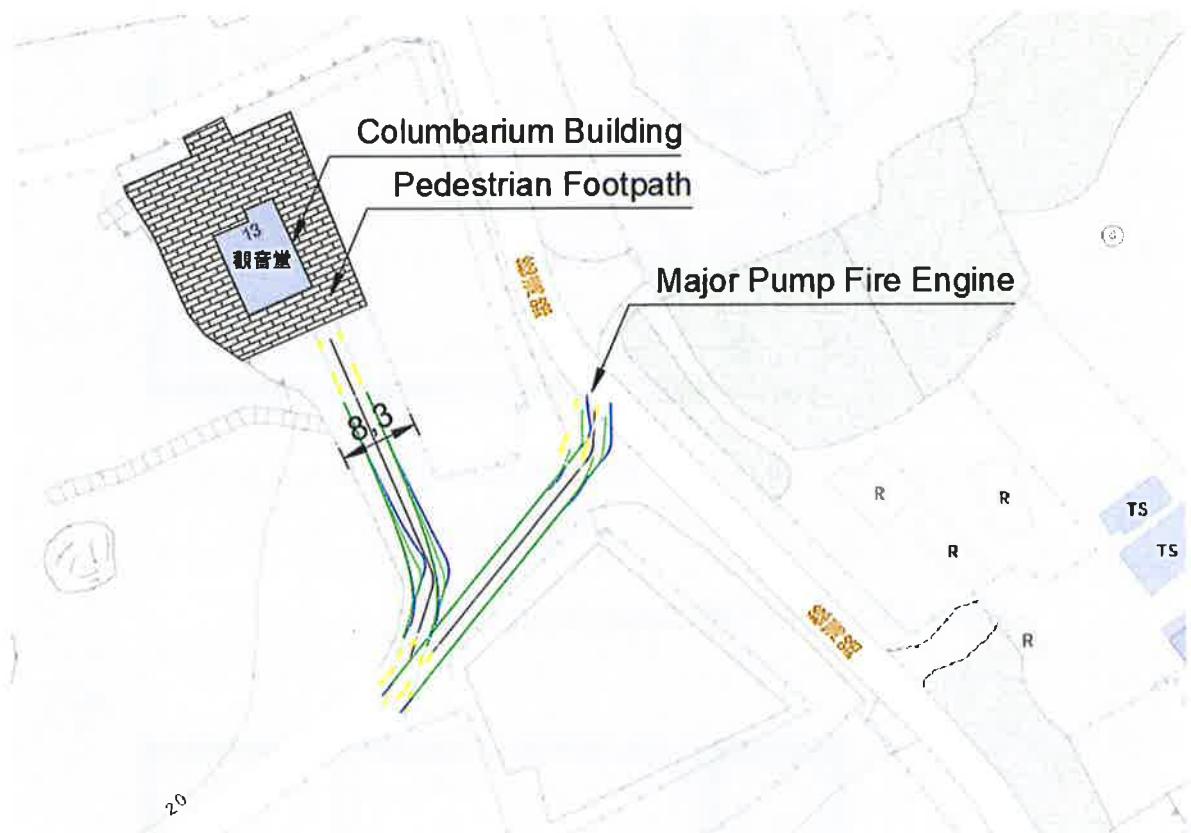


Figure 8.4.5.1 – EVA Plan

## 9. Compliance Measures

With reference to Section 3 of the Fire Safety Assessment Report (Issue 5) for the subject columbarium, there are non-compliance items as listed below:

### 9.1 Non-Compliance Items

#### 9.1.1 Means of Escape (MOE) Provisions:

The building must comply with the prevailing Fire Safety Code (FS Code) and Building (Planning) Regulations (Cap. 123F), ensuring adequate MOE provisions.

However, the current building has only one staircase, which fails to meet the requirement of two escape staircases for above or below ground storeys (Clause 16, Annex 4).

The existing staircase also has winders and is not arranged in straight flights, failing to comply with Clause B14.2 of FS Code.

### **9.1.2 Challenges in Adding a Second Staircase:**

- **Internal Addition:** Structural alterations would be difficult and affect sold niches.
- **External Addition:** Encroaches on government land, requiring a lengthy short-term tenancy application with the Lands Department.
- **Policy Non-Compliance:** Adding an external staircase would exceed the maximum allowable roofed-over area, violating the New Territories Small House Policy.

## **9.2 Proposed Alternative Fire Engineering Measures for Building Safety Compliance**

### **9.2.1 Fire Safety Installations (FSI):**

- **Emergency Lighting:** Installed throughout the building and exit routes to ground level.
- **Fire Alarm System:** Incorporates an actuating point and audio warning device at each hose reel point, linked to the manual fire alarm system.
- **Visual Fire Alarm System:** Deployed in common areas.
- **Fire Hydrant/Hose Reel System:** Ensures hose reels cover the entire building within 30m length, supported by a 500-liter water tank.
- **Fire Detection System:** Includes:
  - Smoke detectors in columbarium areas with a 4.5m coverage radius, exceeding the required standards for early fire warning.
  - Heat detectors in the pump room.
  - All detectors linked to the Fire Services Communication Centre.

### **9.2.2 Staircase and Evacuation Enhancements:**

- **Handrails on Both Sides of the Staircase:** To prevent accidents during evacuation.
- **Compensatory Measures for Staircase and Mid Landing with Winder Steps:**
  - Handrails will be installed at a height of not less than 850mm and not more than 1100mm, with a projection not exceeding 90mm on each side of the staircase.
  - The tread surface will be firm and slip-resistant.

- Adequate warning signs will be posted at the entrance to the staircase to alert occupants about the presence of winders.
- The existing tread width of not less than 225mm along the straight flight will be maintained.
- **Exit Relocation on G/F (地下):** Replacing an existing door with a new wall opening to improve evacuation flow.
- **Upgrade of Fire Doors:** Doors leading to the required staircase upgraded to (-/60/60) F.R.R.

#### **9.2.3 Fire Prevention and Housekeeping:**

- Use non-combustible materials for wall niches, decorations, and furniture.
- Prohibit smoking, burning of joss sticks, incense, and candles indoors.
- Maintain clear escape routes and control worshipping materials to minimize fire risks.

#### **9.2.4 Occupant and Visitor Management:**

- Limit to maximum 4 visitors per session and only limited to 1 single floor, excluding staff, to ensure effective population control.
- Visitors required to register their details and adhere to appointment-based visits, especially during festivals.
- Provide appointment-based access and on-site coordination to control visitor flow and reduce congestion.

#### **9.2.5 Enhanced Fire Services and Safety Measures:**

- **Improvised Sprinkler System:**
  - Covers the entire building except the FS pump room.
  - Utilizes fast-response sprinkler heads for early fire control.
- **Separation Walls and Ceiling for FS Pump Room:** Upgraded to (-/120/120) F.R.R. using Promatech-H boards.

#### **9.2.6 Management Measures:**

- **Fire Load Control:** Maintain minimal combustible items and ensure waste is disposed of regularly.
- **Inspection and Maintenance:** Conduct routine checks of FSI by licensed contractors.
- **Fire Evacuation Strategy:** Details actions and controls for smooth evacuation during emergencies.

- **Fire Drill and Staff Training:**

- Assign specific roles to staff for fire safety.
- Conduct fire drills every six months and provide regular training on evacuation protocols.

### **9.2.7 Environmental Protection Compliance**

- Adhere to the Environmental Protection Department's (EPD) regulations on air quality, waste management, and noise control.
- Implement measures to minimize environmental impact, such as proper disposal of ashes and waste generated by visitors.

### **9.2.8 Operational and Management Standards**

- Maintain accurate records of niche sales, occupancy, and visitor appointments to ensure transparency and accountability.
- Provide clear and accessible information to visitors, including building accessibility for persons with disabilities.
- Train staff on emergency response, fire safety, and customer service to uphold high operational standards.

## **9.3 Operational Compliance with Licensing Conditions**

The applicant is committed to ensuring full compliance with all licensing conditions, guidelines, and codes of practice issued by the Private Columbaria Licensing Board (PCLB). The following measures have been established to support this commitment:

### **9.3.1 Staff Familiarization and Training**

Maintain accurate records of niche sales, occupancy, and visitor appointments to ensure transparency and accountability.

- All staff, including part-time personnel, will receive initial orientation and regular refresher training on the relevant provisions of the Private Columbaria Ordinance, licensing conditions, and applicable codes of practice
- Training sessions will cover topics such as fire safety protocols, visitor control procedures, complaint handling, and record-keeping standards
- Staff will be provided with written guidelines summarizing key compliance requirements and operational procedures

### **9.3.2 Monitoring and Record-Keeping**

- A compliance checklist will be maintained by the Manager to monitor adherence to licensing conditions on a monthly basis
- Records of visitor appointments, staff training, maintenance activities, and fire safety inspections will be kept in a central logbook and reviewed regularly
- Any incidents, complaints, or deviations from standard procedures will be documented and addressed promptly
- The Manager will prepare annual compliance reports summarizing operational performance and submit them to the relevant authorities as required

### **9.3.3 Operational Controls**

- A visit-by-appointment system is in place to regulate visitor flow and prevent public nuisance
- Visitor access is managed through appointment-based scheduling and on-site coordination by staff to ensure orderly admission and population control
- Fire safety measures, including equipment maintenance and evacuation planning, are implemented in accordance with the Fire Services Department's guidelines
- The emergency evacuation plan is posted at conspicuous positions near the entrance and exit for public awareness

### **9.3.4 Oversight and Review**

- The applicant will conduct internal reviews of operational procedures and compliance status at least twice a year
- Any updates to licensing conditions or guidelines issued by the PCLB will be promptly incorporated into staff training and operational protocols
- The applicant remains responsible for ensuring that all activities at the columbarium are conducted in accordance with the approved Management Plan and licensing framework

These measures collectively ensure that both managerial and frontline staff are well-informed and that the columbarium operates in full compliance with the regulatory requirements throughout the license period.

## 10. Fire Safety Adjustments Based on Visitor Restrictions

With reference to the Fire Safety Assessment Report (Issue 5) for the subject columbarium, this management plan implements visitor controls in accordance with the approved fire safety strategy. Access is permitted to **one single floor only** during each session, with a **maximum of 678 niches** in use. Visitor access is regulated through an appointment-based system, with **no more than 4 visitors allowed per session**.

The adoption of a **stringent fire safety approach** is driven by two key considerations: the deliberate limitation of visitor numbers per session, and the need to mitigate stress on the local transportation system. These controls ensure low population density within the building and reduce congestion in the surrounding area, particularly during peak periods.

While core fire safety installations - including emergency lighting, fire alarm systems, hose reel coverage, smoke and heat detection, and sprinkler systems - remain unchanged, the fire safety management protocols have been made **more stringent** to address the operational realities of single-floor access and limited staff presence. Staff are deployed only to the floor designated for access during each session, and evacuation procedures are designed to ensure safe egress from that floor while maintaining readiness across the entire building. Monitoring systems and oversight measures have been reinforced to ensure compliance with licensing conditions and to uphold a high level of safety throughout the columbarium.

## 11. Complaint Handling

### 11.1 Channels for Receiving Complaints:

- Complaints can be submitted through multiple channels, such as:
  - **Dedicated Email Address:** For submitting written complaints.
  - **Phone Hotline:** Operating during business hours for direct verbal complaints.
  - **In-Person Submission:** directly submit to the Manager
- The contact information of the Manager, including the job title and telephone number will be posted at a conspicuous location near the entrance/exit on G/F (地下).

### 11.2 Procedures and Time Frame for Handling Complaints:

- **Step 1: Acknowledgment:**

- Acknowledge receipt of complaints within **three working day** through the preferred contact method of the complainant.
- Provide a reference number for tracking the complaint.
- **Step 2: Categorization and Assignment:**
  - Classify the complaint (e.g., service quality, safety issues).
  - Assign it to the relevant department or responsible personnel.
- **Step 3: Investigation:**
  - Conduct a thorough investigation within **10 working days** (or sooner for urgent issues).
  - Gather all relevant information, including interviewing involved parties and reviewing documents.
- **Step 4: Resolution:**
  - Develop a resolution plan and finalize it within **20 working days** of receiving the complaint.

#### 11.3 Investigation Procedures:

- Identify the root cause of the issue by examining:
  - Relevant records (e.g., visitor logs, inspection reports).
  - Evidence, such as CCTV footage or on-site inspections.
- Engage witnesses or staff involved for additional insights.

#### 11.4 Response Mechanism:

- Notify the complainant of the investigation's findings and resolution plan.
- Ensure responses are clear, professional, and empathetic.
- For unresolved complaints, escalate to higher management for further review.

#### 11.5 Remedial Actions:

- **Depending on the nature of the complaint, remedial actions may include:**
  - Correcting the issue (e.g., resolving service or safety deficiencies).
  - Implementing process improvements to prevent recurrence.
  - Offering apologies or other compensation, if necessary.

#### 11.6 Recording Arrangements:

- **Maintain a Complaint Register, including:**
  - Date and time of the complaint.

- Nature and details of the complaint.
- Investigation findings and resolution.
- Follow-up actions taken.
- **Regularly review complaints to identify trends and enhance overall services.**

## 12. Financial Plan

A comprehensive financial plan will be enclosed in a separate envelope. This document will include but is not limited to the following components:

### 12.1 Business Strategy

- Maintain financial stability through:
  - Lump-sum payments.
  - Installment plans for interment rights.
- Establish a **reserve fund** to ensure:
  - Long-term operational sustainability.
  - Fulfillment of service obligations.
- Implement cost-saving measures, such as:
  - Routine maintenance.
  - Efficient resource management.
- Conduct regular financial reviews to:
  - Adapt strategies based on market dynamics.
  - Ensure compliance with regulations.

### 12.2 Major Businesses and Income Sources

- **Core Operations:**
  - Sale or lease of interment rights, which include:
    - **Management Fees:** Cover routine maintenance, and operational needs.
    - **Administrative Fees:** Support processing and administrative costs.
    - **Memorial Services:** Provide memorial plaques with porcelain photographs and engraving.

- **Legal Services:** Facilitate legal contract arrangements for interment rights.
- **Facility Maintenance:**
  - Continuous upkeep of facilities, including cleaning, repairs, and fire safety compliance.

### **12.3 Other Businesses**

- **Worship-Related Services:**
  - Provide items such as flowers.
  - Generate supplemental income to offset operational expenses.

### **12.4 Operation and Maintenance Fund**

- **Purpose:**
  - Support major renovations.
  - Cover routine repairs and day-to-day maintenance.
- **Source of Capital:**
  - Allocate a percentage of revenue from interment rights sales.
- **Accounting and Auditing:**
  - Managed by the finance team.
  - Subject to annual external audits for compliance.

### **12.5 Finance Team**

The finance team consists of one member: the permanent staff (Manager)

Responsibilities include:

- Preparing and maintaining financial records and annual statements
- Managing the Operation and Maintenance Fund to ensure long-term sustainability
- Monitoring income and expenditure, including niche sales and management fees
- Ensuring compliance with licensing conditions related to financial reporting
- Supporting contingency planning and maintaining financial reserves
- Preparing financial documents for submission to relevant authorities

This arrangement ensures effective financial oversight and operational continuity throughout the license period.

## **12.6 Estimated Income and Expenditure**

- **Income Sources:**
  - Revenue from:
    - Interment rights sales.
    - Management fees.
    - Worship-related services.
    - Online memorial platform.
- **Expenditure Categories:**
  - Operational costs (e.g., staffing, utilities, and compliance measures).
  - Maintenance and upgrades to meet safety standards.
- Provide a yearly breakdown for income and expenditure during the validity period.

## **12.7 Projected Balance Sheet**

- Include yearly projections for:
  - **Assets:**
    - Revenue streams.
    - Facility valuation.
    - Reserve funds.
  - **Liabilities:**
    - Outstanding obligations.

## **12.8 Projected Cash Flow Statement**

- Provide annual projections for:
  - Cash inflow from income sources.
  - Cash outflow for operational expenses and compliance costs.

## **12.9 Financial Arrangements**

- Prepare contingency measures for negative cash flow:
  - External financing options (e.g., lines of credit).
  - Maintain an emergency reserve fund.

## **12.10 Basis of Projections**

- **Assumptions:**

- Predict sales rates for interment rights.
- Stable cost of operations with inflation adjustments.
- **Premises:**
  - Anticipate continued demand for columbarium services.
  - Expect minimal changes to regulatory requirements.

## 12.11 Risk Analysis

- **Potential Changes:**
  - Economic fluctuations or regulatory shifts impacting revenue or costs.
- **Mitigation Measures:**
  - Diversify income sources through ancillary services, such as the online memorial platform.
  - Review and revise pricing and operational strategies as needed.

# 13. Measures to Ensure Compliance with Licensing Conditions, Guidelines and Codes of Practice

The columbarium's operational framework is designed to ensure full compliance with all licensing conditions, guidelines, and codes of practice issued by the Private Columbaria Licensing Board (PCLB). The following measures are in place:

## 13.1 Staff Familiarisation and Accountability

The permanent staff member is responsible for maintaining an up-to-date reference file of all PCLB-issued documents. This includes licensing conditions, guidelines, and codes of practice. Part-time frontline staff are briefed on relevant operational procedures, including appointment-only access, visitor limits, session structure, and opening hours. Updates are reviewed upon issuance and incorporated into daily operations.

### **13.2 Operational Safeguards**

As stated in Section 3.1 and 3.2 of the Management Plan, all visits are strictly by appointment only. No walk-ins are permitted. The columbarium remains closed unless confirmed bookings exist, and staff are deployed accordingly. These controls ensure that operations remain compliant with approved operating hours and visitor capacity limits.

### **13.3 Monitoring and Record-Keeping**

The permanent staff member maintains structured records of visitor appointments, session logs, and staff deployment schedules. These records support internal oversight and can be made available for inspection. The columbarium does not operate unless appointments are confirmed, which inherently limits risk of non-compliance.

### **13.4 Reporting and Review**

Any incidents, deviations, or operational irregularities are documented and addressed promptly. The Management Team conducts periodic reviews to ensure continued alignment with licensing conditions. External support may be engaged when necessary to interpret new guidelines or assist with compliance validation.

### **13.5 Public Notice and Transparency**

A bilingual notice outlining the appointment arrangement and opening hours timetable is posted at the entrance/exit of the columbarium building, as referenced in Section 3.2 and Appendix A. This ensures transparency and reinforces adherence to approved operating protocols.

## **14. Person Responsible for Implementation and Approval**

The person responsible for the implementation and approval of this Management Plan is:

- Name: Mr. Tang Fu Sing
- Position: Director, Ka Fuk Services Limited
- Contact Telephone No.: 2472 1366
- Email Address: [koonyamtong@yahoo.com.hk](mailto:koonyamtong@yahoo.com.hk)

Mr. Tang Fu Sing oversees the execution of all operational, compliance, and administrative arrangements outlined in this Management Plan. He is also responsible for ensuring that the columbarium operates in accordance with the licensing conditions, guidelines, and codes of practice issued by the Private Columbaria Licensing Board.

**Submitted for and on behalf of the above named columbarium**

Name: Tang Fu Sing

Position: Director

Contact telephone no.: 2472 1366

Email address: [koonyamtong@yahoo.com.hk](mailto:koonyamtong@yahoo.com.hk)

Signature: 



Date: 17/12/2025

## 觀音堂骨灰龕開放時間及參拜時段

### **Koon Yam Tong Columbarium – Opening Hours & Visiting Time Slots**

為確保運作有序及安全，所有訪客必須預約，並按照指定時段及樓層進行參拜。每節只開放一層供參拜，樓層安排由營運方決定，並於預約時通知。

To ensure orderly operation and safety, all visits must be pre-booked and conducted within designated time slots and on the assigned floor. Only one floor is opened for visit per session, and the floor assignment is determined by the operator and communicated at the time of booking.

#### **開放日 Opening Days**

星期一至星期五 Monday to Friday

※ 星期六、星期日及公眾假期休息

Closed on Saturdays, Sundays and Public Holidays

※ 清明節及重陽節期間指節日前後四星期內的參拜時段：

唯清明節及重陽節當日休息

Ching Ming and Chung Yeung Festive Periods refer to the 4 weeks before and 4 weeks after the respective Festival Days; only the Ching Ming and Chung Yeung Festival Days are closed.

#### **開放時間 Opening Hours**

一般日子：星期一至星期五上午 9 時至下午 4 時

Regular Days: Monday to Friday, 09:00–16:00

清明及重陽節期間：星期一至星期五上午 7 時至下午 5 時

Ching Ming & Chung Yeung Festive Periods: Monday to Friday, 07:00–17:00

星期六、星期日及公眾假期休息

Closed on Saturdays, Sundays & Public Holidays

**參拜時段 Visiting Time Slots**

時段編號 Session No.	時間 Time	人數上限 Visitor Limit
第 1 節 Session 1*	07:00 – 07:30	4 位訪客 / 4 visitors
第 2 節 Session 2*	07:30 – 08:00	4 位訪客 / 4 visitors
第 3 節 Session 3*	08:00 – 08:30	4 位訪客 / 4 visitors
第 4 節 Session 4*	08:30 – 09:00	4 位訪客 / 4 visitors
第 5 節 Session 5	09:00 – 09:30	4 位訪客 / 4 visitors
第 6 節 Session 6	09:30 – 10:00	4 位訪客 / 4 visitors
第 7 節 Session 7	10:00 – 10:30	4 位訪客 / 4 visitors
第 8 節 Session 8	10:30 – 11:00	4 位訪客 / 4 visitors
第 9 節 Session 9	11:00 – 11:30	4 位訪客 / 4 visitors
第 10 節 Session 10	11:30 – 12:00	4 位訪客 / 4 visitors
第 11 節 Session 11	12:00 – 12:30	4 位訪客 / 4 visitors
第 12 節 Session 12	12:30 – 13:00	4 位訪客 / 4 visitors
第 13 節 Session 13	13:00 – 13:30	4 位訪客 / 4 visitors
第 14 節 Session 14	13:30 – 14:00	4 位訪客 / 4 visitors
第 15 節 Session 15	14:00 – 14:30	4 位訪客 / 4 visitors
第 16 節 Session 16	14:30 – 15:00	4 位訪客 / 4 visitors
第 17 節 Session 17	15:00 – 15:30	4 位訪客 / 4 visitors
第 18 節 Session 18	15:30 – 16:00	4 位訪客 / 4 visitors
第 19 節 Session 19*	16:00 – 16:30	4 位訪客 / 4 visitors
第 20 節 Session 20*	16:30 – 17:00	4 位訪客 / 4 visitors

**每日最多參拜人數 Daily Maximum Capacity**

一般日子：最多 56 位訪客 / 56 visitors (14 節 × 每節 4 位)

Regular Days: Maximum 56 visitors (14 sessions × 4 visitors)

清明及重陽節期間：最多 80 位訪客 / 80 visitors (20 節 × 每節 4 位)

Ching Ming & Chung Yeung Festive Periods: Maximum 96 visitors (24 sessions × 4 visitors)

**備註 Remarks**

第 1 至 4 節及第 19 至 20 節僅適用於清明節及重陽節期間之特別安排

Sessions 1–4 and 19–20 are applicable only during Ching Ming and Chung Yeung festive periods

**資料用途聲明**  
(根據《個人資料(私隱)條例》作出)  
(向資料當事人展示或提供)

## 收集資料的目的

1. 本管理方案提供的個人資料，乃供發牌委員會及其他有關政府部門在處理管理方案內所述私營骨灰安置所的牌照申請(該申請)時使用，包括用以和骨灰安置所的負責人聯絡，以及就實施《私營骨灰安置所條例》而採取執法行動。
2. 提供上述個人資料，純屬自願。但是，如果你沒有提供足夠的資料，發牌委員會可能無法處理該申請。

## 查閱個人資料

3. 根據《個人資料(私隱)條例》第 18 條及第 22 條以及附表 1 第 6 原則的規定，你有權查閱及改正所提交的個人資料，包括有權取得所提交的個人資料的副本。應查閱要求提供資料時，或須收取費用。

## 查詢

4. 如對該申請(包括透過本管理方案收集的個人資料)有任何查詢，請與私營骨灰安置所事務辦事處牌照組主管聯絡，詳情如下：

### **私營骨灰安置所事務辦事處**

#### **牌照組**

電話號碼： 2892 2731

電郵地址： [pc\\_app@fehd.gov.hk](mailto:pc_app@fehd.gov.hk)

郵寄地址： 長沙灣郵政局郵政信箱 80011 號