

牛頭角

Ngau Tau Kok

從牛頭角下邨到上邨

From Lower to Upper Ngau Tau Kok Estate

Lower

邨
Estate

牛頭角邨



Upper Ngau Tau Kok Estate



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「整體重建計劃」圓滿結束

Finalé of the Comprehensive Redevelopment Programme



房屋委員會於1988年推出「整體重建計劃」，藉以改善公屋居民的生活環境。

The Comprehensive Redevelopment Programme launched in 1988 aims to improve the living environment of public housing residents.

逾半個世紀以來，香港的公營房屋一直為未能負擔私人樓宇的人士提供合適居所。今天，約二百萬人（約佔全港人口的三成）在香港房屋委員會（房委會）轄下的190多個公共屋邨居住。

For over half a century in Hong Kong, public housing has been serving the needs of families who cannot afford suitable accommodation in the private market. Today, about two million people, or 30% of the city's population, live in some 190 public housing estates built and/or managed by us – the Hong Kong Housing Authority.

改善生活環境的宏願

房委會在致力確保公共房屋計劃得以持續發展的同時，亦竭盡所能改善居民的生活環境。為此，我們於1988年推出「整體重建計劃」，重建日漸老化的舊屋邨。計劃涵蓋57個屋邨合共566座於1973年前落成的大廈。俟計劃於2009/10年度完成，共計逾192 000個家庭受惠，獲編配入住設計現代化、設施完備的新屋邨。為使原有社區和鄰里關係得以繼續發展，我們的政策是盡量把受重建計劃影響的居民安置於同區的接收屋邨。

A Mammoth Plan to Improve the Living Environment

While we strive to ensure the sustainability of our public housing programme, we also make every effort to improve the living environment for our tenants. To that end, we launched the Comprehensive Redevelopment Programme (CRP) in 1988 to rebuild old estates that had become dilapidated. A total of 566 blocks in 57 estates built before 1973 were earmarked for redevelopment under the CRP. When the programme is completed in 2009/10, over 192 000 households will have benefited by moving to new housing estates with modern design and facilities. To sustain the original communities and neighbourhoods, our policy was to rehouse residents affected by the CRP in reception estates located within the same district as far as possible.



逾19萬個受惠家庭得以遷入設計現代化和設施完備的新居。

Over 192 000 households benefiting from the programme have moved into new housing estates with modern design and facilities.



「整體重建計劃」將於2009/10年度完成，涵蓋57個屋邨共566座於1973年前落成的大廈。
The programme, due to complete in 2009/10, covers a total of 566 blocks in 57 estates built before 1973.



牛頭角下邨(二區)建於上世紀60年代，屬第五型徙置大廈設計。
Built in the 1960's, the resettlement blocks of Lower Ngau Tau Kok Estate (II) feature the Mark V design.

牛頭角下邨是「整體重建計劃」中的最後一個屋邨。隨著牛頭角下邨最後七幢大廈在2010年年初拆卸，這項為期22年的重建計劃便告完成。及後我們會就樓齡已屆或接近40年的舊屋邨進行個別評估，考慮是否需要重建。我們會檢查有關屋邨的結構安全狀況，以研究若要延長屋邨使用期至少15年，是否符合經濟效益；獲界定保存的屋邨，將進行改善和活化工程。

Lower Ngau Tau Kok Estate (LNTKE) was the last estate covered by the CRP. Demolition of the last seven blocks of the estate in early 2010 will mark the end of the 22-year redevelopment programme. Afterwards, the need to redevelop other old estates that are about 40 years old or more will be examined individually. We will look into the estate's structural safety in order to ascertain the economic viability of preserving it for at least 15 more years. Extensive improvement and rejuvenation works will be carried out for those earmarked for preservation.



牛頭角下邨是「整體重建計劃」中最後一個屋邨。
LNTKE is the last estate covered by the Comprehensive Redevelopment Programme.



大部分居民已於屋邨生活了三、四十年。
Most of the residents have lived in the estate for three to four decades.

饒富歷史意義的牛頭角下邨

牛頭角下邨於上世紀60年代落成，共有住宅大廈14座，原為徙置屋邨，以安置受天災或清拆舊區影響而無家可歸的家庭。為達致更有效的管理，牛頭角下邨於1973年劃分為一區和二區。一區已於2003年拆卸，二區則將於2010年年初清拆。

牛頭角下邨(二區)共有七座大廈，提供約5 400個住宅單位，屬第五型徙置大廈設計；各座由長長的走廊貫穿連繫，單位分布在走廊的兩旁，門戶相對。大部分居民已於屋邨生活三、四十年，彼此建立了濃厚的鄰里感情。

The Historic Lower Ngau Tau Kok Estate

Comprising 14 residential blocks, the original LNTKE was a resettlement estate, built in the 1960's to provide accommodation for families rendered homeless by natural disasters or those affected by clearance of old built-up areas. For more efficient management, it was divided into LNTK (I) and (II) Estates in 1973. Demolition of the former was carried out in 2003 and the latter will be in early 2010.

LNTKE (II) offered about 5 400 domestic units in seven resettlement blocks built in the Mark V design. The blocks were linked by long corridors with the units facing each other on both sides of the corridor. Most of the residents had lived in the estate for three

重建在即，居民陸續遷出。截至2009年年初，屋邨尚餘3 100戶約7 700多名居民，當中近三分之一為60歲或以上的長者。

為保存原來的社區及延續發展，並盡量減少對居民造成的影響，我們設法於同區甚或同邨安置居民。因此我們特別把新落成的牛頭角上邨第2及第3期^(註)用作牛頭角下邨(二區)居民的接收屋邨。



居民之間建立了濃厚的鄰里感情。
The residents have fostered a strong sense of neighbourliness.



註：牛頭角上邨第1期共有三座住宅大廈，於2002年落成。
Note: Phase 1 of UNTKE, comprising three domestic blocks, was completed in 2002.

to four decades and fostered a strong sense of neighbourliness throughout the years. As some of the residents had already moved out, by early 2009 there remained 3 100 households or some 7 700 residents, of whom almost one-third were seniors aged 60 or above.

To preserve and sustain the community and to minimise disruption to the residents, we did all we could to rehouse them not only within the same district, but also in the same estate. We dedicated the newly built Upper Ngau Tau Kok Estate (UNTKE) Phases 2 and 3^{Note} as the reception estate for residents from LNTKE (II).

建設可持續發展社區 Building a Sustainable Community



我們致力建設可持續發展的社區，兼顧社會、環境和經濟效益。
We strive to build sustainable communities with balanced social, environmental and economic initiatives.

房委會的理念是，所有公屋發展項目，必須符合社會、環境和經濟持續發展的原則。早於規劃及設計階段，我們已積極鼓勵社區參與，以了解區內人士對未來家園的需要和期望。我們亦進行全面的環境和微氣候研究，以盡用建築地盤的優勢。我們不但要讓公屋居民在和諧共融的社區環境下安居，同時要確保有關的建造工程，以及屋邨在使用年期內的管理和維修保養，均符合成本效益。

我們透過各項平衡社會、環境和經濟效益的措施，銳意建設可持續發展的社區。牛頭角下邨的重建計劃，正充分展示房委會在這方面的努力。

It is our guiding principle that our public housing developments must attain sustainability in social, environmental and economic respects. As early as in the planning and design stages, we proactively engage the community to understand their needs and aspirations for their future homes. We also conduct comprehensive environmental and micro-climate studies to optimise the site potential. We aim to provide our tenants with safe and comfortable homes in caring and harmonious communities, while at the same time ensuring the cost effectiveness of our construction activities, as well as the management and maintenance of our estates throughout their life cycles.

Our efforts to build sustainable communities with balanced social, environmental and economic initiatives are well demonstrated by the redevelopment of LNTKE.



牛頭角上邨的設計，有助居民融入社區。

The design of Upper Ngau Tau Kok Estate enables the residents' integration with the community.

社會持續發展

在追求社會持續發展方面，我們不但設法維持社區的凝聚力和特色，更積極提升居民的生活質素，鼓勵他們融入社會。在牛頭角下邨的重建過程中，我們作出多番努力，推動社區和公眾人士參與、強化社區特色和睦鄰精神，以及保存區內的文化遺產。此外，我們亦致力改善牛頭角上邨的行人設施及通道，令居民更易融入社區。

早在牛頭角下邨(一區)拆卸前，我們已開展社區參與活動。為引發居民對屋邨歷史的興趣，增加其歸屬感，我們在2002年10月聯同香港社區組織協會合辦名為「物以情聚」的牛頭角下邨懷舊展覽會，展出居民捐出的歷史文化珍品。

Social Sustainability

In the pursuit of social sustainability, we seek not only to maintain the social ties and uniqueness of the community, but also to enhance the quality of life and promote the social integration of the residents. In the process of redeveloping LNTKE, we launched initiatives to encourage community involvement and public participation, to strengthen community identity and neighbourliness, and to conserve the heritage points of the area. We also made efforts to improve the pedestrian environment and accessibility of the reception estate in UNTKE to facilitate the residents' integration with the community.

We started to engage the community even before the demolition of LNTKE(I). To increase awareness of the estate's history and strengthen the residents' sense of identity, in October 2002 we organised the LNTK Heritage Exhibition jointly with the Society for Community Organisation, a non-governmental organisation (NGO), to display artefacts donated by the residents.



我們積極邀請居民參與籌劃及設計接收屋邨。

We seek to engage the residents in the planning and design of the reception estate.

在新接收屋邨的籌劃及設計階段，牛頭角下邨居民獲邀參加多個簡介會和伙伴工作坊。透過這些社區活動，我們得以直接與居民溝通，把他們的意見納入牛頭角上邨的總發展藍圖內。鑑於長者居民較多，居民所提出的建議，不少是關乎照顧年長和殘疾人士所需的，例如增設穿梭升降機以連接邨內不同坡度的地方；在公共走廊及戶外地方加裝扶手杆；為視障人士鋪設引路徑；在屋邨廣場加裝帳篷上蓋；於住宅大廈的地下大堂及戶外地方增設長椅；以及特為長者而設的休憩區和健身設施等。

At the planning and design stages of the new reception estate, LNTKE residents were involved in a series of briefing sessions and partnering workshops. Through these community-engagement activities, we were able to communicate directly with the residents and incorporate their views into the master layout of UNTKE. In view of the ageing population, many of the suggestions involved catering for the needs of the elderly and the disabled, such as the provision of shuttle lifts to connect different levels of the hilly estate, grab rails in corridors and external areas, guide paths for the visually impaired, a tensile cover in the estate plaza, seating benches in the ground-floor lobby of each housing block and in the external areas, a leisure sitting-out area and physical exercise facilities.



順應居民意願，邨內穿梭升降機可直達各層主要平台。

As requested by the residents, the shuttle lifts are extended to cover all the major podium levels.



2006年施工階段初期，房委會的工程項目小組在多個模型製作工作坊內，與社工及居民共同合作，製作住宅單位模型。工作坊有助加深居民對單位空間的了解，好讓他們預先構思家具擺設。

在2007年年底至2008年年初，我們與多個非政府機構合辦一系列工作坊，廣邀居民參與，籌劃在兩座住宅大廈的地面空格設置一個有蓋活動區。所有可行的建議我們均一一考慮，並在新建成的牛頭角上邨付諸實現。該活動區現分為各具特色的三個小區，分別為收藏舊屋邨文化物品的「文物展覽廊」、設有舒適座椅的「休憩區」，以及專為長者而設的「健身區」。

At the early construction stage in 2006, several model-building workshops were held. With the support of some social workers, our project team built models of the domestic flats together with the residents so that they could better understand the space within the flats and plan their furniture layout accordingly.

Between late 2007 and early 2008, we co-organised a series of workshops with various local NGOs to involve the residents in the design of a covered activity area at the ground-level vacant bays of two domestic blocks. All the pragmatic suggestions made at the workshops were taken into account and have come to fruition in the new UNTKE. The activity area now features three distinct zones with different functions, namely a Heritage Gallery encompassing cultural elements of the old estate, a Leisure Sitting-out Area with benches in a comfortable setting, and an Exercise Area equipped with physical exercise facilities particularly for the elderly.



合文物展覽廊、休憩區和健身區於一體的有蓋活動區。
The covered activity area features a heritage gallery, a leisure sitting-out area and an exercise area.



坦誠的溝通與交流有助建立互信，達致多贏局面。
Sincere communication and frank exchange helps build mutual trust and proves to be beneficial to all.

與此同時，我們亦為居民舉辦多個簡介會。當住宅大廈仍在興建時，工程籌劃小組更進入部分單位內，以錄影機拍攝不同單位外望的景觀，製成短片在簡介會上播放，協助住戶日後選擇心儀單位。

在牛頭角下邨重建計劃進行期間，我們竭力推動社區參與，從中獲得不少寶貴經驗。居民、地區領袖和社工，與我們的建築師和前線人員亦由此建立了緊密互信的關係。我們出席了約50個會議、簡介會和工作坊，其中部分是我們與當區區議會及非政府機構合辦，藉此向居民闡釋發展項目的詳情，並徵詢居民的意見。透過坦誠的溝通與交流，各方均能了解彼此的期望和所面對的限制。這緊密的三邊關係(包括居民、地區人士和房委會)，令各方均能受惠，成功締造和諧社區和更理想的生活環境。

At the same time, numerous briefing sessions were held for the residents. Our project team even took video of the views from different flats when the domestic blocks were still under construction. The video was then shown to the residents to better prepare them for flat selection.

Our endeavours in community engagement during the LNTKE redevelopment have been a valuable experience. A close relationship and mutual trust were built up among the residents, local community leaders and social workers, as well as our architects and frontline staff. Altogether, we attended about 50 meetings, briefing sessions and workshops, some of which were organised by us in collaboration with the local district council and NGOs to explain the project details to the residents and to tap their views. Through sincere communication and frank exchange, each party was able to understand the aspirations and acknowledge the constraints of the others. This trilateral relationship among residents, community groups and the Housing Authority proved to be beneficial to all, as it has resulted in a better living environment in a harmonious community.



新落成的屋邨讓居民生活於和諧的社區和舒適的居住環境。
The new estate provides residents with a pleasant living environment in a harmonious community.



我們採取多項環保及節能措施，以減少碳排放量。

We reduce our carbon footprint by adopting various environmentally friendly and energy-saving initiatives.

環境持續發展

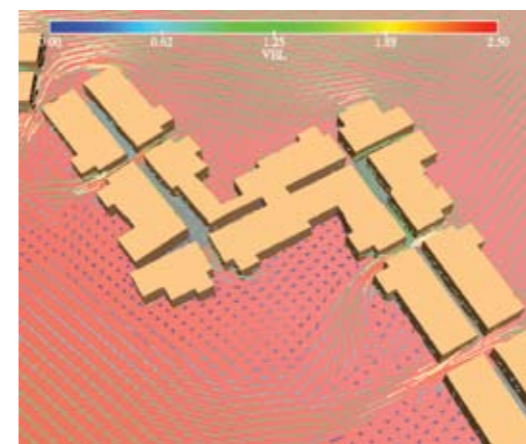
房委會為全港約三成的人口提供居所，涉及龐大的建造工程，對環境有很大的影響。所以，我們銳意為居民提供舒適居所的同時，亦採取多項環保及節能措施，以減少碳排放量。

為提高牛頭角上邨的環保成效，令居民生活更舒適，能源效益更顯著，我們在規劃和設計牛頭角上邨時，率先採用微氣候研究，同時亦盡量增加綠化園景。

Environmental Sustainability

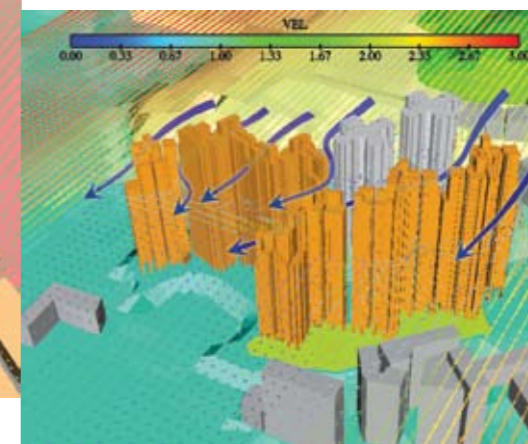
In providing homes to around 30% of the city's population, we fully understand the impact of our building activities on the environment of Hong Kong. We strive to provide a healthy and comfortable living environment for our tenants and to reduce our carbon footprint by adopting various environmentally friendly and energy-saving initiatives.

To enhance the environmental performance of UNTKE for greater human comfort and increased energy efficiency, we applied our innovative micro-climate studies in the planning and design of the estate, while also striving to provide as much green landscape as possible.



我們在規劃和設計牛頭角上邨時，率先採用微氣候研究。

UNTKE is one of the first public housing projects built with the application of micro-climate studies.



因應風向和風速以制定住宅大廈的布局。

The disposition of the domestic blocks is adjusted according to the direction and speed of the wind.

牛頭角上邨第2及第3期於2009年年初落成，屬採用微氣候研究的首批公營房屋項目之一。我們利用電腦模擬技術，研究地盤的微氣候情況，包括氣流、風速、日照、太陽熱能吸收和環境噪音水平。研究所得為我們提供有用數據，幫助我們優化住宅大廈的布局 and 設計，從而善用地段特點及周遭環境的優勢。

UNTKE Phases 2 and 3, completed in early 2009, is one of the first public housing projects built with the application of micro-climate studies. We used computer simulations to examine the site's micro-climate — its airflow, wind speeds, daylight provision, solar heat gain and ambient noise levels. The findings provided valuable data which helped us optimise the master layout and design of the domestic blocks so as to make the best use of the site characteristics and its surroundings.



我們亦盡量增加屋邨的綠化園景。

We have provided as much green landscape for the estate as possible.

我們在屋邨中央設置通風廊，加強整體空氣流通。各住宅單位享有理想的自然通風和採光效果，因而減少使用空調和人工照明的需要。我們又在標準樓層面向光井位置安裝對流窗，此舉不但讓公共地方和升降機大堂更通風，而且能有效驅散和淡化光井內的污染物。由於各樓層的公共地方皆有良好通風，令整幢住宅大廈的透風度大為改善，把大廈對附近環境的不利影響減至最低。

此外，屋邨戶外空間的設計，充分顧及微氣候的情況，包括全年不同季節和每天不同時間的風向、風速、日照和日影的變化，讓居民在戶外活動時更感舒適。

為增加屋邨的綠化園景，我們利用自然綠化斜坡，連接屋邨各層平台，並把戶外空地與低層建築物(如商業中心及福利設施)的綠化天台融為一體，為居民提供寬敞的戶外休憩空間，同時減輕熱島效應。



住宅大廈所有樓層均有良好的自然通風。
Each floor of the residential blocks is well ventilated.



垃圾收集站設於通風良好的位置，而且有一個綠化屋頂。
The refuse collection facility comes with a green roof and is placed in a well-ventilated location.

We designed a wind corridor at the centre of the site to allow sufficient airflow across the whole estate. All the domestic units enjoy good natural ventilation and daylight, thus reducing the need for air-conditioning and artificial lighting. With cross-ventilating windows installed at positions facing the re-entrants, ventilation in the common areas and lift lobbies on typical floors is enhanced, while pollutants in the re-entrants are easily dispersed and diluted. Good ventilation in the common areas on each floor contributes significantly to the permeability of the domestic blocks, thus minimising the adverse impact of the buildings on the surrounding environment.

Furthermore, the open areas of the estate are designed to match the micro-climatic conditions, including the wind direction and speed, as well as the provision of sunlight and shade at different times of the day and the year, so that residents can enjoy optimum thermal comfort.

To maximise the green landscape of the estate, platforms at various heights in the site are interconnected by the landscaped, natural slopes while the external open space is integrated with the roof gardens of the low-rise facilities, such as the retail and welfare premises. This has not only provided more open space for the residents, but minimised the heat island effect at the same time.

經濟持續發展

為確保重建項目符合經濟持續發展的原則，我們採取多項措施，力求地盡其利、善用資源，並讓社區經濟活動更添姿采。

為了提供足夠的居住單位予有需要人士，我們以地盤最高可使用的7.5倍地積比率興建牛頭角上邨。縱然地積比率較高，我們在設計上仍費盡心思，務求提供最多的海景或山景單位。透過有效的規劃，我們減少車輛通道及停車場的用地，騰出更多公眾地方供居民享用。邨內不同的戶外地方，均有行人通道設施連接，例如升降機、有蓋行人路、

Economic Sustainability

To ensure the economic sustainability of the redevelopment project, we adopted a range of measures to maximise the land potential, optimise the use of resources, and invigorate the local economy.

To provide adequate housing units for the needy, UNTKE was built at a plot ratio of 7.5 – the highest permissible for the site. Despite this relatively high plot ratio, we worked meticulously on the design so as to maximise the number of flats with sea or mountain views. Through effective planning, we managed to minimise the amount of land dedicated to vehicular access and car parks, thus providing more communal areas for the residents. As the open areas within



我們在設計上費盡心思，務求提供最多的海景或山景單位。
We work meticulously to maximise the number of flats with sea or mountain views.

小徑、斜道和梯級等，令居民享用各處的康樂設施更覺方便。此外，我們採用構件式單位設計，並廣泛使用預製組件和機械化建築模式，既環保又符合成本效益。

牛頭角下邨廣為人知的特色，是各色各樣的臨街店舖和食肆，居民日常所需，一應俱全。我們在設計牛頭角上邨的零售設施時，亦特別考慮這點，務求重現原來社區的生氣，締造充滿活力的社會和經濟環境。

the estate are all linked up with convenient access, such as the lift tower, covered walkway, footpaths, ramps and steps, the residents can make full use of the amenities there. In addition, our modular flat design and extensive use of prefabrication and mechanised construction methods are both environmentally friendly and cost effective.

LNTKE was well known for its myriad street-front shops and eateries serving the daily needs of the community. We paid particular attention to this when designing the retail facilities in UNTKE, so as to regenerate such community activities for a vibrant social and economic environment.



牛頭角上邨的零售設施以地舖形式設計。
The retail facilities in UNTKE are designed as ground level shops.



邨內的戶外地方，均有行人通道設施連接，方便居民享用各處的設施。
The open areas within the estate are all linked up with convenient access so that residents can make full use of the amenities there.

遷入美好家園 Making Happy Homes



居民自牛頭角下邨遷入上邨，對改善居住環境充滿期盼。
Residents moving from Lower to Upper Ngau Tau Kok Estate are full of excitement about a better living environment.

居民從居住多年的牛頭角下邨，遷往牛頭角上邨的新家園，難免百感交雜——一方面對昔日的歲月和老地方緬懷不已，復因捨不得鄰居好友而充滿離愁別緒；另一方面，又為如何布置新居而雀躍，並對改善居住環境充滿期盼。

When the residents of LNTKE had to move from where they had lived for decades to their new homes in UNTKE, they were full of mixed feelings – nostalgia for the old times and places, and sorrow at parting with their neighbours and friends, juxtaposed with the pleasing anticipation of their new home decorations and excitement about a better living environment.



兩位長者翻閱《回憶·情：在牛頭角下邨的共同歲月》一書，勾起不少美好回憶。
Two elderly residents recall their fond memories when reading the book in commemoration of LNTKE.

保留牛頭角下邨的人、物、情

牛頭角下邨歷史悠久，為協助居民保留美好的回憶，追溯該邨的發展歷程，我們聯同積極服務該區的非政府機構——香港聖公會福利協會，以及一羣熱心的居民，合作編製一本名為《回憶·情：在牛頭角下邨的共同歲月》的紀念書冊。該書收集牛頭角下邨居民的生活照片，記錄他們的口述回憶，洋溢居民的鄰里情義，猶如牛頭角下邨的生活縮影；居民參與重建屋邨的過程亦記載當中。我們向遷出牛頭角下邨的住戶送贈書冊，以作告別紀念。

Preserving the Fond Memories and Heritage of LNTKE

To help the residents preserve their fond memories and to trace the development of the historic LNTKE, we worked with the Hong Kong Sheng Kung Hui Welfare Council, an active NGO serving the LNTK community, and a group of enthusiastic residents to publish a commemorative book entitled *Memories of LNTKE*. It is a collection of photographs and oral-history records about the minutiae of life in LNTKE and the emotional ties among the neighbours, as well as articles documenting the residents' engagement in the redevelopment process. The book was presented as a souvenir to each household moving out from LNTKE.

牛頭角下邨清拆前，我們委託獨立攝影師及製作公司，以照片和錄像，記錄該邨的歷史風貌、居民昔日的生活點滴和鄰里之情。作品其後在我們主辦的「光影樓情」圖片及錄像展覽中展出，同場展出的還有另外兩個歷史悠久的屋邨——石硤尾邨和蘇屋邨的人情風貌。

Before the clearance of LNTKE, we also commissioned an independent photographer and a production house to capture the historic vistas of the estate, as well as the elapsing lifestyle and emotional bonds of the residents, through photographic images and a documentary video. The creative works were later displayed at our "Light and Shade: life passé in old estates" Photo and Video Exhibition, which also showcased the legacies of another two historic estates – Shek Kip Mei and So Uk.



「光影樓情」圖片及錄像展覽展現了香港公共房屋的歷史印記。
The "Light and Shade: life passé in old estates" Photo and Video Exhibition is a showcase of Hong Kong's public housing legacy.



入伙大使為新遷入的居民提供親切的服務。
Intake Ambassadors provide friendly customer service to new residents.

喬遷之喜

為協助居民順利遷往新屋邨，我們把牛頭角上邨的居住環境及入伙程序向準租戶詳盡介紹，並在入伙前和入伙期間提供多項服務和支援。

我們推出「自選單位計劃」，讓準租戶挑選最合用的單位；所有合資格的牛頭角下邨租戶均可選擇牛頭角上邨或同區其他公共屋邨的單位，而成員較多的家庭和長者均可優先選樓。我們又舉辦簡介會和工作坊，讓準租戶熟悉入伙程序和牛頭角上邨附近的環境，了解單位的坐向和間隔；租戶甚至

A Warm Welcome

To better prepare our tenants for moving into the new estate, prospective tenants were fully informed of the living conditions in UNTKE and the intake procedures. A range of services and assistance was also offered to them before and during the intake.

A Self-Selection Scheme was introduced to allow prospective tenants to choose the flat best suited to their needs. Under the scheme, all eligible tenants from LNTKE could select flats in UNTKE or in other public housing estates in the same district. Large households and the elderly were given higher priority in flat selection. Briefings and workshops were organised to familiarise prospective tenants with the intake procedures and



我們提供一系列服務，協助居民盡快安頓下來。
We have provided an array of services to help the residents settle down in their new homes.

可親臨單位內察看四周的景觀。很多居民早在三、四十年前遷入牛頭角下邨定居，自始再沒搬過家，上述措施對他們十分有用。

有見居民在搬遷時忙於各項雜務，我們提供一系列服務，協助他們盡快安頓下來。居民可透過短片和手冊，了解各項入伙手續；我們設立一站式的臨時簽約中心，並聘請入伙大使，就單位內的設施解答居民的查詢及安排所需修葺；我們更安排非政府機構的義工協助長者搬遷。

當大部分居民在新居安頓後，該區區議會及非政府機構舉辦了多項活動和聯歡會，歡迎居民入住牛頭角上邨。

the external environment of UNTKE and to better understand the orientation and interior layout of the flats. They could even view the surroundings from inside the flats. This proved to be extremely helpful to those residents who had not moved house ever since settling down in LNTKE some 30 or 40 years ago.

An array of services was also provided to the residents to help them cope with the hustle and bustle during the intake period. A video and a handbook were produced to guide them through every step of the intake procedure. A mass intake centre was set up, with a team of Intake Ambassadors readily available to answer the residents' enquiries regarding the in-flat facilities and follow up on their defect rectification requests. We also arranged for volunteers from NGOs to help the elderly with their removals.

When most of the residents had settled down in their new homes, a number of parties and activities were organised by the local district council and NGOs to welcome them to UNTKE.



我們盡力為屋邨提供優良的管理服務。
We seek to provide efficient management services for the new estate.

提供優良的屋邨管理

為汲取私營機構的專業知識與經驗，並增加成本效益，我們多年前開始把部分公共屋邨的管理和維修保養工作，逐步外判予物業管理服務公司。目前，在房委會轄下的190多個屋邨中，約一半由物業管理服務公司管理，而牛頭角上邨正採取這個管理模式。

在這個管理模式下，物業管理服務公司負責有關屋邨的清潔及護衛服務；進行小型修葺、維修保養及改善工程；收納租金；以及為居民提供前線客戶服務，例如發放房屋資訊、編製統計數字和報表、解答查詢和處理投訴等。

Providing Efficient Estate Management

To tap the expertise and experience of the private sector and achieve greater cost-effectiveness, we have been outsourcing the management and maintenance of some of our public rental housing estates to property service agents (PSAs). Currently about half of our some 190 estates are managed by PSAs. UNTKE also operates under this property service management model.

Under this model, the PSA is responsible for the estate's cleaning and security services; undertaking minor repairs, maintenance and improvement works; collecting rents; and providing frontline customer services to the residents, such as disseminating housing information, compiling statistics and returns, answering enquiries and handling complaints.



牛頭角上邨由物業管理服務公司管理。
UNTKE is managed by a property service agent.

居民參與管理

1996年推出的「屋邨管理諮詢委員會(邨管諮委會)計劃」，在改善屋邨管理和加強居民歸屬感方面，取得顯著成效。邨管諮委會由居民代表、當區區議員和該邨的房屋事務經理組成。此計劃讓我們與居民保持雙向溝通；居民可參與屋邨管理及維修保養事務，就清潔及護衛服務、小型改善工程等事宜提供意見。牛頭角上邨第1期已成立邨管諮委會，稍後將擴展，加入第2及第3期的屋邨代表。



我們鼓勵居民參與屋邨管理，藉以加強居民的歸屬感。
Residents are encouraged to participate in estate management which will in turn boost their sense of belonging.

Residents' Participation

The Estate Management Advisory Committee (EMAC) Scheme that we introduced in 1996 has proved to be an effective means of enhancing our estate management and fostering a sense of belonging among residents. The membership of each EMAC includes resident representatives, local district councillors and the housing manager of the estate. Through the scheme, we can maintain an ongoing dialogue with the residents and engage them in estate management and maintenance issues, ranging from cleaning and security services to minor improvement works. An EMAC has already been established in UNTKE Phase 1. It will be expanded to include representatives from Phases 2 and 3 of the estate.



牛頭角上邨第2及3期概覽 (截至2009年10月)
UNTKE Phases 2 and 3: the Facts (as at October 2009)



位置	九龍觀塘
落成年份	2009
淨地盤面積	約32 200平方米
住宅大廈	6座非標準型大廈，分成兩組
建築物高度	39至40層住宅樓層
租住單位數目	4 584
總住用樓面面積	約220 000平方米
人口	約12 200
平均編配面積	每人7 平方米以上
現時租金	港幣990至2,730元
綠化比率	佔地盤面積30% 以上
零售設施	一個單層商業中心，提供2 500平方米的零售設施 (包括超級市場、食肆、便利店、中藥舖和診所)
停車場	一個露天停車場，提供26個私家車車位 (其中一個為傷殘人士專用)和5個電單車車位
福利設施	<div><div>• 一間長者鄰舍中心</div><div>• 一間綜合青少年服務中心</div><div>• 一間設於商業中心內的街坊福利會</div></div>
公用設施	<div><div>• 行人天橋和穿梭升降機</div><div>• 中央廣場</div><div>• 建於商業中心之上的平台花園</div><div>• 設於綜合青少年服務中心天台的兒童遊樂場和籃球場</div><div>• 遍植花卉樹木和保存成年樹</div></div>
獎項和嘉許獎	<div><div>• 香港規劃師學會2003年年獎 — 優異獎</div><div>• 香港建築環境評估法2004年版 — 臨時鉑金級</div><div>• 東京2005年世界可持續發展建築會議 — 甄選作香港可持續發展建築的參展作品及個案研究</div><div>• 環保建築專業議會 環保建築大獎2006 — 大獎(研究及規劃)</div><div>• 優質公共房屋建造及保養維修大獎2009 — 新工程項目傑出建築項目獎</div></div>

Location	Kwun Tong, Kowloon
Year of completion	2009
Net site area	about 32 200 m ²
Domestic blocks	6 non-standard blocks in two groups
Building height	39-40 domestic storeys
No. of domestic rental units	4 584
Gross domestic floor area	about 220 000 m ²
Population	about 12 200
Average living space	> 7 m ² / person
Prevailing rents	HK\$990 - 2,730
Landscaped area ratio	> 30% of site area
Retail facilities	A single-storey commercial centre with 2 500 m ² of retail facilities (including a supermarket, restaurant, convenience store, Chinese medicine store and clinic)
Car parks	An open car park providing 26 private car parking spaces (one dedicated to disabled drivers) and 5 motorcycle parking spaces
Welfare premises	<div><div>• A Neighbourhood Elderly Centre</div><div>• An Integrated Children and Youth Services Centre (ICYSC)</div><div>• A Kai Fong Association inside the commercial centre</div></div>
Communal provisions	<div><div>• Footbridges and shuttle lifts</div><div>• A central plaza</div><div>• A podium garden on top of the commercial centre</div><div>• Children's play areas and a basketball court above the ICYSC</div><div>• Extensive plantations and preserved mature trees</div></div>
Awards and merits	<div><div>• The Hong Kong Institute of Planners Award 2003 – Merit Award</div><div>• Provisionally Rated Platinum by the Hong Kong Building Environmental Assessment Method, HK-BEAM Version 2004</div><div>• Selected for display in the Hong Kong Booth and presented as sustainable building in Hong Kong at the Case Study Session at the World Sustainable Building Conference 2005, Tokyo</div><div>• Green Building Award 2006 organised by the Professional Green Building Council, Hong Kong – Grand Award in the Research and Planning Studies Category</div><div>• Quality Public Housing Construction & Maintenance Awards 2009 – Outstanding Building Project Award (New Works Project)</div></div>

後續篇

The Story Continues ...

連繫過去與未來 — 牛頭角下邨地盤的重建計劃

牛頭角下邨(一區)和(二區)是「整體重建計劃」最後清拆的屋邨，但這並不表示牛頭角下邨的故事就此完結。拆卸工程完成後，我們會在原址部分地方重建一個新屋邨，其餘部分則會發展為一個充滿活力的地區核心，包括青蔥翠綠、四通八達的環境，區域性的休憩用地，以及一所跨區的社區及文化中心。

在規劃這個新發展項目時，我們特意保存牛頭角下邨舊居民的珍貴回憶，好讓日後的居民在洋溢牛頭角下邨歷史文化氣息的环境下，締造溫馨的家園。我們計劃興建一條「文化廊」，連接牛頭角上邨與日後落成的新牛頭角下邨。這條長廊將設置無障礙的行人通道，連接港鐵站和住宅樓宇；而且提供有蓋的半公共空間，讓居民活動交往，融入社區。

「文化廊」將為該區創造獨特的文化體驗，市民日後穿梭其間，猶如置身時光隧道；透過觀賞所展示的歷史圖片，了解牛頭角下邨自上世紀60年代建成後，如何演變為今天新型的屋邨。為增添文化色彩，長廊的部分地帶將裝設展藝角，陳列社區藝術作品。

牛頭角下邨的第一期重建計劃(包括文化廊)預期於2012年完成，整個屋邨的重建計劃則預計於2015年竣工，惟牛頭角的傳奇將會延續下去。

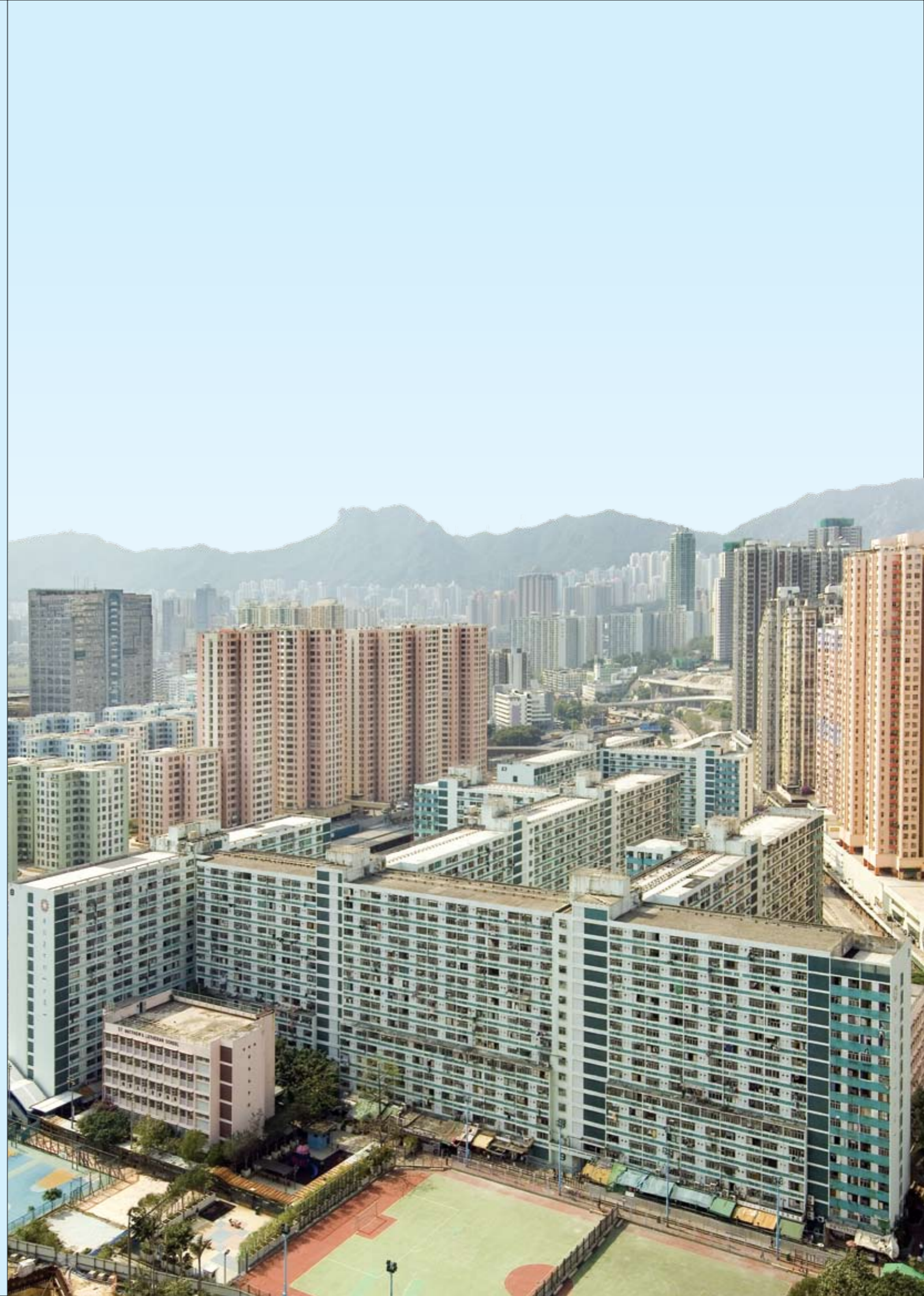
Redevelopment of the LNTKE Site: Linking the Past and the Future

Clearance of both LNTK (I) and (II) Estates marks the end of our Comprehensive Redevelopment Programme, but it is not yet the end of the story. When demolition works are completed, part of the site will be redeveloped into a new public housing estate, while the remaining areas will be turned into a vibrant district hub, with a green, pedestrian-friendly environment, an open space for the district, and a cross-district community and cultural centre.

When planning the new development, we aspire to preserve the cherished memories of the old LNTKE so that the future residents can enjoy a welcoming home environment in a community within a rich cultural context. A "Cultural Spine" is being planned to connect the future LNTKE to UNTKE. The Spine will not only provide a barrier-free pedestrian link between the MTR Station and the residential blocks, but also serve as a linear communal space where the residents can interact in a sheltered semi-public environment. We want to create a unique cultural experience for the neighbourhood. People commuting along the Spine will feel as if they are travelling through a time tunnel. We will showcase historic photographs along the path to tell the story of how the original LNTKE, built in the 1960's, has evolved into the modern estates of today. To enrich its cultural elements, part of the Spine will also provide exhibition pockets for community art.

While the first phase of the redevelopment (including the Cultural Spine) will be accomplished in 2012, the whole project will be completed in 2015. But beyond that, the legacy of Ngau Tau Kok will prevail.

牛頭角下邨的重建計劃預計於2015年完成。
The redevelopment of LNTKE is expected to complete in 2015.





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