



深水埗海达邨
Hoi Tat Estate, Sham Shui Po

塑建今日社区 Shaping Today's Communities

屋邨管理处的主要职能

- 公共租住房屋（公屋）屋邨的管理及维修保养
- 公屋和中转房屋的房屋改善计划
- 推行公营房屋政策，包括执法工作
- 公共屋邨的社区建设活动

Key functions of the Estate Management Division

- Management and maintenance of public rental housing (PRH) estates
- Housing improvement schemes in PRH and interim housing
- Rolling out public housing policies including enforcement work
- Community building activities in PRH estates

保养维修 改善生活

本章阐述房委会管理和维修保养全港公共屋邨的工作，以确保所有公屋租户在整个租赁期内居于安全、舒适和保养得宜的单位。然而，房委会的工作绝不限于屋邨结构维修，我们还积极推展多项措施，以培养居民对屋邨和社区的归属感、促进睦邻关系，并提升租户的公民意识和对环境的责任感。

为确保辖下所有屋邨保持最佳状况，我们多年来推行各项维修和改善计划，包括加强住户安全的计划（例如在住宅单位内安装「火警视像警报系统」、推行「强制验窗计划」）、确保居住环境安全卫生的计划（例如「大厦优质供水认可计划－食水（管理系统）」、「排水管改善计划」），以及其他促进屋邨畅通易达的计划（例如「升降机现代化计划」）。「全方位维修计划」是房委会另一项至关重要的举措，我们主动检查公屋单位的室内情况，并提供全面维修服务。

升降机现代化计划

公共屋邨大多人口稠密，为租户提供快捷安全、空间较大的升降机尤见重要。为此，我们推行「升降机现代化计划」，检查和评估公共屋邨内所有机龄逾25年的升降机，并根据各升降机的运作情况和现有资源，从中选出须优先进行现代化工程的升降机。2022/23年度，我们完成公共屋邨内62部升降机的现代化工程，另为77部升降机的现代化工程招标。

升降机新外门和楼层显示器
New lift landing door and floor indicator



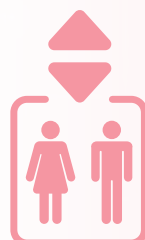
Maintenance for Better Living

This chapter introduces HA's work in managing and maintaining PRH across Hong Kong to ensure that all PRH tenants enjoy safe, comfortable, and well-maintained flats throughout their tenancy. However, HA's work goes well beyond simply maintaining the fabric of PRH estates. We also play an active role in initiatives that foster a sense of home and community, and that raise tenants' neighbourliness, civic awareness, and sense of environmental responsibility.

To ensure that all our estates are kept in the best possible physical condition, we have been implementing various maintenance and improvement programmes. They include programmes to enhance the safety of our tenants, such as the Visual Fire Alarm (VFA) System inside domestic flats and the Mandatory Window Inspection Scheme (MWIS); programmes to ensure a safe and healthy living environment, such as the Quality Water Supply Scheme for Buildings – Fresh Water (Management System) and the Drainage Enhancement Programme; and others to enhance accessibility, such as the Lift Modernisation Programme. Another valuable initiative is our Total Maintenance Scheme (TMS), a proactive scheme that inspects in-flat conditions and provides comprehensive repair services for PRH units.

Lift Modernisation Programme

The Programme recognises the importance to our tenants of having fast, spacious and safe lifts available in the often densely populated PRH estates. Under this Programme, we check and assess all lifts in PRH estates aged over 25 years. From these, we prioritise a selection for modernisation based on their operating conditions and the availability of resources. In 2022/23, lift modernisation works were completed on 62 lifts in PRH estates, and tenders were issued for the modernisation of another 77 lifts.



为有需要租户
安装火警视像警报系统



住宅单位内的火警视像警报系统

我们十分重视公共屋邨租户的安全，而火警风险是其中一个最受关注的安全问题。我们在屋邨安装了火警警报系统，一旦发生火警，警钟会向居民发出警报。然而，为保障听障居民的安全，我们已陆续在他们的单位内安装新的「火警视像警报系统」。当公共火警钟响起时，系统的警示灯随即闪动。

安装「火警视像警报系统」虽非法定要求，但明显能为听障居民带来重大的安全保障。我们已通知所有登记的听障居民这项自愿参与的计划，并邀请他们申请。系统的安装费用全免，安装工作2020年3月展开，并于2022/23年度内持续进行。截至2023年3月底，我们已在59个公共屋邨的85个单位内安装「火警视像警报系统」。

全方位维修计划与强制验窗计划

房委会自2006年起推行「全方位维修计划」，主动为楼龄十年或以上的公屋单位提供检查和维修服务。根据这项计划，专责技术队伍有系统地检查这些公屋单位的状况，并在有需要时安排保养或维修服务。「全方位维修计划」不但让租户住得安全，亦有助提升屋邨资产的经济效益，延长其使用年期，为房委会带来裨益。

为租户单位即场进行小型维修
On-site minor repairs for a tenant's flat



Visual Fire Alarm (VFA) System inside domestic flats

Tenant safety is always a top priority in our PRH estates, with the risk of fire being one of the biggest concerns when it comes to safety. Our estates are equipped with fire alarm systems that use alarm bells to warn residents in case of fire. However, for the safety of some of our residents who are hearing-impaired, we have begun installing a new VFA System inside their flats. This system triggers a bright alarm light to flash if the communal fire alarm bells are sounding.

Although the VFA System is not a statutory requirement, it clearly brings significant safety benefits to our hearing-impaired residents. All PRH residents who have registered as having a hearing impairment have been informed of the scheme and invited to apply, on a voluntary basis. Installation of the VFA System is free of charge. Installations began in March 2020, and have continued throughout 2022/23. By the end of March 2023, we had installed VFA Systems inside 85 flats across 59 PRH estates.

Total Maintenance Scheme & Mandatory Window Inspection Scheme

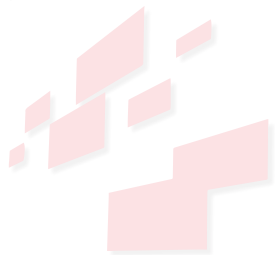
Since 2006, HA has been operating a scheme that provides residents in PRH flats that are aged 10 or above with proactive inspection and maintenance services. Under TMS, a dedicated technical team systematically inspects the conditions of these PRH flats and, if necessary, arranges maintenance or repair work. Not only does the TMS help keep these flats in safe condition for their tenants, it also brings benefits to HA by enhancing the economic efficiency of estates and extending the life span of our assets.

全方位维修计划服务站
A TMS services counter



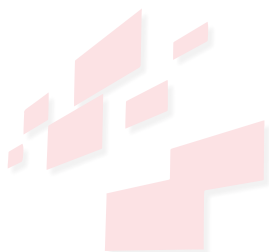
2022/23年度，我们在59个公共屋邨推行「全方位维修计划」。计划采取三管齐下的方针：第一，由家居维修大使勘察和记录单位的室内状况，并查找维修问题；第二，确保租户提出的维修要求得到迅速回应，并按需要安排一站式的修葺服务；第三，向租户宣传和教育，例如定期派遣家居维修大使到屋邨讲解楼宇维修知识，并在快将展开「全方位维修计划」的屋邨为租户设置流动教育柜位。

「强制验窗计划」是一项法定计划，旨在识别老化或失修窗户所带来的潜在危险，予以纠正，从而提高公共安全。我们在收到独立审查组就屋邨内一扇或以上窗户发出的强制验窗法定通知后，委聘注册合格人士检查窗户和监督所需的修葺工作。



大厦优质供水认可计划 — 食水 (管理系统)

为居民提供优质食水是屋邨管理的首要工作。由2018年起，房委会参加由水务署管理的「大厦优质供水认可计划 — 食水 (管理系统)」。我们为屋邨制订和推行「建筑物水安全计划」，并着力妥善管理和保养邨内水管系统。截至2023年3月，我们已在185个公共屋邨推行「建筑物水安全计划」，这些屋邨亦获水务署颁发「大厦优质供水认可计划 — 食水 (管理系统)」证书。我们继续推行「建筑物水安全计划」，目标是把这项计划推广至全港所有公共屋邨。



排水管道改善计划

2021年，屋宇署公布就地面以上排水系统提升设计标准。为此，房委会推行「排水管道改善计划」，由2022/23年度起为公共租住屋邨的排水系统进行改善工程。

In 2022/23, TMS was carried out in 59 estates. The scheme adopts a three-pronged approach. In the first of these, our In-flat Inspection Ambassadors (IIAs) inspect and record in-flat conditions and identify any maintenance problems. The second prong involves ensuring that requests from tenants for maintenance are rapidly responded to, with one-stop repairs being arranged where needed. The third part of the scheme concerns promotion and education for the sake of tenants. For instance, our IIAs periodically visit estates to pass on building maintenance tips to tenants, and mobile education booths are set up for tenants in estates where TMS is about to get underway.

The Mandatory Window Inspection Scheme (MWIS) is a statutory scheme designed to improve public safety by identifying and rectifying any potential hazards posed by ageing or defective windows. Upon receipt of a statutory notice under MWIS from the Independent Checking Unit relating to one or more windows in our estates, we engage registered Qualified Persons to inspect the windows and supervise any essential repairs.

Quality Water Supply Scheme for Buildings – Fresh Water (Management System)

The provision of high quality fresh water to residents is a key priority in our estate management work. Since 2018, HA has taken part in the Quality Water Supply Scheme for Buildings – Fresh Water (Management System) (QMS), administered by the Water Supplies Department (WSD). This has involved us developing and implementing a Water Safety Plan for Buildings (WSPB) in our estates, with a focus on the proper management and maintenance of internal plumbing systems. By March 2023, we had implemented WSPB in 185 PRH estates and received the relevant QMS certificates from WSD for these estates. We will continue to implement WSPB with an aim to cover all PRH estates in Hong Kong.

Drainage Enhancement Programme

In 2021, the Buildings Department promulgated enhanced drainage design standards for above-ground drainage systems. In response to this, HA has implemented the Drainage Enhancement Programme, an initiative that involves carrying out enhancement works to the drainage systems in public rental housing estates from 2022/23 onwards.

改善工程涵盖三项主要工作。首项工作是伸延天台排气管，以避免任何可能在大厦出现的扰流现象而导致污染物在地面积聚。第二项工作是加装分支接驳喉管，收集用过的水以补充地台去水口的隔气弯管内的水，以防止水封流失。最后，在遇有相邻单位的厕所地台去水口接驳至共用U型隔气弯管，为有需要去水口加装新的独立U型隔气弯管，以防止气体和异味由一个单位传入另一个单位。

改善工程2022年8月展开，约需两年半完成。截至2023年3月底，共46个屋邨正在进行有关工程，包括：

- 1 伸延天台排气管；
- 2 加装分支接驳喉管，收集用过的水以补充地台去水口的隔气弯管内的水；
- 3 在住宅单位的厕所地台去水口加装独立U型隔气弯管。

The enhancement works include three main tasks. The first task is the extension of vent pipes on roofs to address any possible building wake effect, which can cause pollutants to build up at ground level. A second task is the addition of connecting branch pipes to collect used water and replenish the water inside the traps of floor drains, preventing the loss of the water seal. Finally, the programme provides new independent U-traps where necessary to the toilet floor drains in adjacent flats connected to a common U-trap, to prevent gas and odours passing from one flat to the next.

The enhancement works commenced in August 2022 and will take about 2.5 years to complete. As at the end of March 2023, the works were underway in 46 estates. These works included:

- 1 extending roof vent pipes;
- 2 adding connecting branch pipes to collect used water to replenish the water inside floor drain traps;
- 3 adding an independent U-trap to toilet floor drain traps in domestic unit.



1



2



3

社区建设

年内，房委会与其他政府部门和非政府机构合办活动，旨在促进社区建设、加强关怀互助、缔造和谐生活环境和提升健康意识，当中包括可供不同年龄层租户参与的多元化社区建设主题活动。我们与非政府机构合办的活动围绕四个核心主题，分别是「关怀长者」、「推广环保／绿化」、「防止和打击滥用公共房屋资源」及「建设和谐社区」。为配合政府的社交距离措施，我们2022/23年度停办大型的屋邨和社区活动，但继续举办规模较小的社区活动，并向有需要的租户及其家人（尤其是长者租户）提供支援服务。房委会鼓励协作的非政府机构提供家访或外展服务，从而识别独居长者，并提供支援。我们亦建议这些机构协助有需要的租户向社会福利署、卫生署或其他福利机构寻求所需协助。

此外，房委会与卫生署合办「我好『叻』」社区健康推广计划，宣传健康饮食和恒常体能活动的好处；又与消防处合作，传递有关防火和家居安全的信息。这些合作计划和其他社区建设活动均有助促进租户的健康和安全，并增加他们对屋邨和社区的归属感。

家访、外展服务，以及与卫生署合办的「健康饮食及体能活动」工作坊

Home visits, outreach services and a “Healthy Diet and Physical Activity” workshop conducted in collaboration with DH



Community Building

Throughout the year, HA partnered with other government departments and non-governmental organisations (NGOs) on initiatives to promote community building, strengthen mutual care, foster a harmonious living environment and raise health awareness. These included a wide range of thematic community building activities that tenants of different age groups could take part in. NGO partnering activities were based around four core themes, namely “Caring for the Elderly”, “Environmental Protection / Green Promotion”, “Preventing and Combating the Abuse of Public Housing Resources”, and “Building a Harmonious Community”. In line with the Government’s social distancing rules, large-scale estate and community activities were suspended in 2022/23. However, small-scale community activities continued to be organised, along with support services provided to needy tenants and their families and in particular to elderly tenants. HA encouraged collaborating NGOs to provide home visits or outreach services that could identify elderly people living alone and provide them with support. These NGOs were also encouraged to help tenants in need to seek assistance from the Social Welfare Department, the Department of Health (DH) or other welfare organisations if required.

HA also collaborated with DH in organising the “I’m So Smart” Community Health Promotion Programme, which promotes the benefits of a healthy diet and regular physical activity, and with the Fire Services Department in conveying messages relating to fire and home safety practices. These and other community-building activities helped enhance tenants’ health and safety, as well as their sense of belonging to their estates and local communities.



关顾长者

长者户终身全免租金计划

住户若由一名或多于一名年届70岁或以上的长者组成，即符合资格申请「**长者户终身全免租金计划**」，可享终身全免租金。这项计划2019年以试验形式推出，翌年成为恒常计划。基本上，计划以居住单位面积大于所需的长者住户（即「宽敞户」）为对象，藉豁免终身全额租金，鼓励他们调迁至合适的面积较小单位，以腾出较大单位给正在轮候公屋的成员较多家庭。这项计划既让年长公屋住户享有经济得益，亦可增加需求殷切的较大公屋单位供应。

计划恒常化后，对象亦已扩展至所有家庭成员均年届70岁或以上而居于一型设计长者住屋和没有独立设备的「改建一人单位」的长者户，同时扩阔了可供选择的地区范围，即由同一区议会分区扩大至同一个公屋申请地区。这项计划已取得预期成效，截至2023年3月底，我们已批准约650宗申请，并把245个长者户调迁至面积合适的公屋单位。



长者户全免租金计划
Full Rent Exemption
Scheme for Elderly
Households

房委会推出多项关顾长者的计划

HA has introduced various schemes for caring for the elderly



Caring for the Elderly

Lifetime Full Rent Exemption Scheme for Elderly Households

Households comprising one or more elderly members (aged 70 or above) are eligible for the **Lifetime Full Rent Exemption Scheme for Elderly Households**, which provides them with the opportunity to claim a lifetime rent-free flat. First launched as a trial scheme in 2019, the scheme was regularised in the following year. Basically, the scheme targets elderly residents who are occupying larger PRH flats than they need, meaning they fall into the category of “Under-occupation households”. The scheme encourages them to downsize by offering them a full rent exemption for life if they transfer to suitably-sized units. By making the move, larger PRH units are freed up for households of larger families awaiting PRH allocation. The scheme thus benefits elderly PRH residents financially, while also enhancing the supply of larger PRH flats, which are always in demand.

Under the regularised scheme, the coverage was also extended to elderly households with family members all aged 70 or above living in Housing for Senior Citizens of Type I Design and non-self-contained Converted One-Person units. At the same time, the district choice was widened, from the same District Council district to the same PRH Application District. The scheme has achieved its intended effect, with around 650 applications having been approved by the end of March 2023, and 245 elderly households having been successfully transferred to suitably-sized PRH units.



长者紧急警报系统津贴

房委会公屋有很多独居长者，当中不少在健康、安全和行动方面有特别需要。「紧急警报系统」由商业机构或非政府机构提供，当长者跌倒或遇上紧急医疗需要时，系统可协助长者寻求紧急援助。为鼓励长者住户使用「紧急警报系统」以保障自身安全，我们为合资格的长者住户提供2,500元的一笔过「紧急警报系统津贴」，用作支付「紧急警报系统」的安装费用及／或使用系统的相关服务费用。

「紧急警报系统津贴」的资助范围不单涵盖实体系统的安装费用，（由2021年2月起）还可用于支付具备「紧急警报系统」的手机、在智能电话安装系统专用应用程序、具备「紧急警报系统」功能的手表等相关流动装置产品的费用。截至2023年3月底，我们收到约24 100宗申请，可见这项津贴深受住户欢迎。



平安钟

「转数快」电子支付服务

愈来愈多公屋租户愿意使用最新的网上银行服务缴付帐单和进行其他财务交易，房委会正为租户增加支付选项，方便他们缴交房委会各项费用。2022年3月中，我们就某些服务（例如停车场缴费）增设「转数快」电子支付服务，作为支付选项之一。2022年9月，我们提升「转数快」的停车场缴费功能，让停车场使用者可选择透过「房署资讯通」流动应用程序缴交停车场费用。停车场使用者以往必须到停车场缴费处扫描「转数快」二维码方可缴交费用，现在则可随时随地以简便的方式缴费。



「房署资讯通」
“i-Housing”

Emergency Alarm System Grant for the Elderly

Many of our elderly PRH residents live alone, and many have special needs relating to health, safety and accessibility. An Emergency Alarm System (EAS) is a system provided by commercial organisations or NGOs that can help the elderly call for urgent assistance if needed, for instance, in the case of a fall or medical emergency. To encourage our elderly residents to make use of an EAS for their own welfare, we offer a one-off EAS Grant of up to \$2,500 for eligible elderly households. The grant is intended to cover the costs of installing an EAS and/or the service charges associated with subscribing to one.

The EAS Grant covers not simply the costs of installing a physical system, but also (since February 2021) the cost of mobile EAS products such as EAS mobile phones, dedicated EAS mobile apps for smart phones, and watches with an EAS function. The grant has proved very popular among residents, with around 24 100 applications received by the end of March 2023.

Faster Payment System (FPS) e-Payment Service

With more and more PRH tenants willing to use latest online banking for bill payments and other financial transactions, HA is taking steps to broaden tenants' payment options for settling various HA fees and charges. In mid-March 2022, we introduced the e-payment service Faster Payment System (FPS) as a payment option for some services, such as payment for car parks. In September 2022 we enhanced car park payments under FPS by adding the option for car park users to make car park payments via the iHousing mobile app. Where previously car park users had to scan the FPS QR code at the car park shroff office to pay their charges, they can now make payment simply and easily anytime, anywhere.

「转数快」电子支付服务
FPS e-payment service



网上提交申请表格

公屋租户使用房委会服务时，须填写和提交表格。为了方便租户，我们2022年6月27日推出新的电子表格提交平台，提供纸本表格以外另一选项。租户可在以下平台——「房委会网站」、「公屋住户电子服务」、「房署资讯通流动应用程序」、「智方便流动应用程序／网站」，或「香港政府一站通网站」，以电子方式填写和网上提交相关表格。申请者如使用这个新系统，须使用「智方便+」或「香港邮政电子证书」在文件上电子签署。

打击滥用公屋

滥用公屋的情况多样，归根究柢都是不合格的人不当地使用香港宝贵的公共房屋资源，原因大多是他们没有披露拥有的资产。为侦察和纠正滥用公屋个案，我们采取多管齐下的行动和方法，包括屋邨职员藉日常屋邨管理措施和例行巡查单位，查找滥用公屋情况；以及中央专责小组对随机抽选的个案、前线管理人员转介的怀疑滥用个案和公众举报的个案展开深入调查。此外，我们进行广泛的宣传和教育活动，让公众更深入了解善用公屋资源的重要，争取市民支持打击滥用公屋。

过去一年，我们彻查滥用公屋情况和入息及资产申报个案；又推行一系列宣传工作，包括派发邮柬和《屋邨通讯》、屋邨张贴海报和展示横额、「房屋资讯台」播放动画短片和文字信息、多条隧道入口设置户外广告牌、推出网上广告和网上游戏、电台广播宣传，并在专线小巴、电车、巴士、港铁等公共交通工具广泛展示宣传广告。



咪以為無人知!
Want to get away with
tenancy abuse?
Not a chance!

Facebook 和 IG 网上游戏
Facebook & IG online games

E-submission of HA Forms

Many HA services require PRH tenants to fill in and submit forms for processing. To make the process easier for tenants, on 27 June 2022 we launched a new e-Form submission platform that supplements the original manual submission option. This enables relevant forms to be filled in electronically and submitted online, via any one of various platforms, including the HA Website, the e-Services for PRH Tenants platform, the iHousing mobile app, the iAM Smart mobile app/website, and the GovHK website. Applicants using this new system need to digitally sign their documents using either iAM Smart+ or a Hongkong Post e-Cert.

Combating Tenancy Abuse

Tenancy abuse can take many forms, but at its heart it is the wrongful use of Hong Kong's precious public housing resources by people who are ineligible, often because they have unrevealed assets. We uncover and rectify cases of abuses through a series of multi-pronged activities and approaches. These include the work of estate staff in carrying out daily estate management measures and conducting routine flat inspections to detect tenancy abuse, and the work of a dedicated centralised team in carrying out in-depth investigations of randomly selected cases together with suspected abuse cases referred by frontline management or reported by the public. In addition, we run extensive publicity and educational programmes to raise public awareness of the importance of using our PRH resources properly, and to enlist public support in the fight against tenancy abuse.

Throughout the year, we conducted intensive checking related to tenancy abuse and income and assets declarations. We also ran a series of publicity programmes, via aerogrammes and estate newsletters, posters and banners in estates, animated videos and rolling text broadcast on the Housing Channel, outdoor billboard advertisements at the entrance to road tunnels, online advertisements, online games and radio broadcasts. Advertisements were also widely placed on public transport, including green minibuses, trams, buses and MTR.

屋邨清洁
防治鼠患
Keep Estates Clean
Prevent and Control Rodent



清洁及防治鼠患工作

屋邨管理工作中，定期清洁行动是不可或缺的，以保持公共屋邨的居住环境清洁卫生。2022/23年度，我们在全港193个公共屋邨进行多项重点打击卫生黑点的针对性清洁行动，又加强巡查清洁工作是否彻底执行，并更着力宣传，推动所有居民一同努力保持清洁和免受虫鼠祸害的环境。

其中一项清洁活动是加强版「屋邨清洁大行动」，2022年8月至11月举行，在屋邨的卫生黑点进行特别清洁行动，并于所有公共屋邨与其他持份者进行联合清洁行动。此外，为改善屋邨内个别杂物收集站的清洁情况，我们增加夹车服务。我们也在2022年12月底展开「岁晚清洁大行动」，要求所有公共屋邨实施加强措施，持续提升清洁水平，成效理想。

由2023年1月起，为推展新的「屋邨灭鼠行动」，所有公共屋邨须实施新的防治鼠患措施，以更有效控制鼠患带来的健康风险。2023年1月至3月期间，各公共屋邨的地下大堂均张贴附有二维码及超连结的通告，并设置实体意见箱，收集居民提供的鼠患黑点资料；屋邨管理人员正根据这些资料为各屋邨制订灭鼠工作计划。此外，我们正采用新设备及科技防治鼠患，例如在屋邨试行使用不同类型的鼠饵盒及捕鼠器（例如T型及隧道型鼠饵盒、酒精捕鼠器）。老鼠主要在夜间出没，因此各屋邨正探讨可否设立夜间巡查屋邨鼠患小队，甚或装设内置动态感应器的摄录系统，让员工得悉夜间鼠踪。我们沿用自2021年起的做法，继续每年拣选80个重点屋邨，推行密集式的防治鼠患措施及宣传工作。

富昌邨举办「屋邨灭鼠行动」

An Anti-Rodent Action conducted in Fu Cheong Estate



Cleaning and Rodent Control

Regular cleaning campaigns are a key feature of our estate management work, with the aim of keeping the living environments of PRH estates as clean and healthy as possible. In 2022/23, various targeted cleaning campaigns were run at 193 PRH estates across Hong Kong, with a special focus on tackling hygiene “black spots”, increasing inspections to check that cleaning is being done thoroughly, and enhancing publicity to get all residents committed to playing their part in maintaining a clean and pest-free environment.

One of these programmes was the Enhanced Estate Cleaning Campaign which ran from August to November 2022. It involved conducting special cleaning operations in estates with hygiene black spots, as well as joint cleaning operations with other stakeholders across all PRH estates. We also enhanced the cleanliness of individual junk collection points on our estates by adding grab lorry services. This campaign was supplemented by an effective Year End Cleaning Campaign, launched in late December 2022. This involved all PRH estates being required to implement enhanced measures to continuously strengthen their standards of cleanliness.

From January 2023, all PRH estates have also been required to implement new rodent control measures to better control the health risks associated with these pests, as part of our new Anti-Rodent Action in Estates initiative. From January to March 2023, the ground floor lobby of every PRH estate had a notice with a QR code and hyperlink displayed in it, as well as a manual suggestion box designed to collect information from residents about rodent “black spots”. Estate management staff are using this information to devise an Anti-rodent Work Plan for each estate. New equipment and technology are also being deployed to combat rodent infestations. For example, different types of bait boxes and traps (such as T-shape and tunnel type bait boxes, and Ekomille traps) are being trialled in estates. Given that rodents are often most active at night, estates are also exploring options of setting up anti-rodent night-time cleansing patrol teams or even installing a camera system with motion detectors that could alert staff to rodent activity during the night. We will continue to select 80 priority estates each year for carrying out intensive anti-rodent measures and publicity work, as we have been doing since 2021.

零售及商业楼宇

多元化和均衡的行业组合

房委会在辖下公共屋邨内或其附近营运多项零售设施，务求方便居民选购日常所需和服务。就此，房委会其中的一项重任，是确保行业组合恰当均衡，我们在新建零售设施启用前，早已审慎规划行业组合。待零售设施落成后，我们将因时制宜采用高度灵活的营销和租赁策略，以照顾居民和顾客的需要。

近年为配合邻近公共屋邨落成而开设的新零售设施，包括菁田商场、和田商场、裕雅商场和青富商场，我们悉心安排合适的行业组合，确保为顾客提供多元化的购物选择。年内引进普及品牌的商业租户，进一步提升**商场**的吸引力。

和田商场
Wo Tin Shopping Centre



Retail & Commercial Properties

Diversified and balanced trade mix

HA operates a number of retail facilities in or near its PRH estates to ensure that PRH residents have easy access to basic essentials and services. Ensuring a rational and balanced trade mix is an important part of its responsibilities in this respect, and careful trade mix planning takes place long before new retail facilities open to the public. Once retail facilities are opened, we operate a highly flexible marketing and leasing strategy to ensure changes can be made to cater for the needs of residents and shoppers over time.

New retail facilities that have opened recently in conjunction with nearby PRH estates include Ching Tin Shopping Centre, Wo Tin Shopping Centre, Yu Nga Shopping Centre and Ching Fu Shopping Centre. In all of these, much care was taken to establish a suitable trade mix and ensure a diversity of retail options for shoppers. In the year, we successfully introduced commercial tenants of popular brand names, further enhancing the attractiveness of our **shopping centres** for many.



菁田商场
Ching Tin Shopping Centre

零售和停车场设施的资产优化

房委会的五年向前推展资产优化计划旨在物色一些别具潜力的资产（包括商业、零售和停车场设施），藉资产优化工程而提升价值；优化工程包括进行大型改善工程、重订商场的行业组合、增设商铺或更改设施用途。获选定纳入上述计划的资产，在优化后将更能切合居民需要，并符合善用资源的原则。

2022/23年度，我们把石荫东邨和东汇邨纳入资产优化计划，进一步研究如何优化这两个屋邨的零售设施。年内完成彩盈坊、天晴邨和博康邨街市的改善及改建工程：彩盈坊新增一间商铺，让居民有更多购物选择；把天晴邨一幢住宅大厦的某些空格改建为四间新商铺，增加邨内商品和服务的种类；博康邨的改善工程则包括在博康街市加装空调系统、优化街市内部布局和外墙、增设盖行人通道和翻新洗手间。与此同时，我们继续研究优化和改善油丽商场、牛头角上邨、美田邨、水边围邨和彩云（二）邨。



博康街市「大变身」

Asset enhancement of retail and carparking facilities

HA's five-year rolling programme for asset enhancement is designed to identify assets (including commercial, retail and carparking facilities) that have the potential for being enhanced to maximise their value. This might involve undertaking major improvement works, redesignating the trade mix in shopping centres, providing extra shops, or converting the usage of premises. Assets that are included in the programme are selected because their enhancement will better meet the needs of local residents, while optimising use of resources.

In 2022/23, we selected Shek Yam (East) Estate and Tung Wui Estate for inclusion in the asset enhancement programme. This involves undertaking further studies to investigate options for asset enhancement of the retail facilities within these two estates. Meanwhile, during the year, improvement and conversion works in Choi Ying Place, Tin Ching Estate and the market facilities in Pok Hong Estate were completed. In Choi Ying Place a new shop has been created to extend the shopping choices for residents, while in Tin Ching Estate some empty bays of a domestic block have been converted into four new shops in a move that is widening the range of goods and services available at the estate. Improvement works at Pok Hong Estate included the installation of a new air conditioning system in the Pok Hong Market, enhancements to the market's internal layout and external façade, as well as the addition of a covered walkway and toilet improvements. Meanwhile, progress continued on studies and works at Yau Lai Shopping Centre, Upper Ngau Tau Kok Estate, Mei Tin Estate, Shui Pin Wai Estate and Choi Wan (II) Estate.

博康街市 — 翻新工程和加装空调系统工程进行前（左图）和后的情况

Pok Hong Market – before (left photo) and after renovation works and installation of an air-conditioning system

