



締造綠色愉快家園

Creating Green and Happy Homes



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In maintaining a quality lifestyle for our tenants, one of our major objectives is to create a sense of neighbourhood and belonging within the community. Proactively using neighbourhood management, we work closely with district councils, local community centres, care agencies and non-governmental organisations (NGOs) to establish the support networks and facilities needed to create all-embracing communities, where residents can live in harmony with their surroundings.

Our Housing Advisory and Service Team (HAST) has proven the success of this neighbourhood management in practice. First launched to help address some of the social problems experienced at Tin Shui Wai, the team offers a welcoming hand to new tenants, helping them to adapt to their new living environment as quickly and as easily as possible. In addition to a friendly face, HAST provides information on schools and community centres, service organisations and support facilities within the neighbourhood.



Top: To create a sense of neighbourhood among public housing tenants is one of our major objectives.

Bottom: The Estate Management Advisory Committee plays an important role in neighbourhood management.

Recognising that neighbourhood management requires close co-operation between estate management and the community, we set aside a significant portion of the central reserve of the Estate Management Advisory Committee (EMAC) fund for partnering functions with NGOs within the community. As such, more than 200 community events, promoting care for the elderly and the family, community and the neighbourhood, took place during the year.



Efforts are made to promote care for the elderly and harmony in the family.

Quality Homes for Quality Living

A comprehensive maintenance strategy is imperative to maintaining not only the quality but also the value of our housing stock. This maintenance is all the more crucial since our large and diverse portfolio of around 700 000 public rental housing (PRH) flats located throughout Hong Kong is beginning to age – some 50% of this portfolio will reach their 30-year mark within the next 10 years. At the same time, in line with more environmentally friendly worldwide trends as well as our focus on sustainable

communities, the emphasis is increasingly on preservation and rejuvenation rather than demolition of the older estates.

Making sure that we have a plan that will meet these needs, an Enhanced Maintenance Strategy was introduced during the year. Seeking to play a proactive rather than a reactive role with prevention rather than cure in mind, we will plan and synchronise maintenance programmes to both optimise resources and minimise disturbance to tenants.

Building on the momentum achieved by our Total Maintenance Scheme (TMS) and working in concert with our Comprehensive Structural Investigation Programme (CSIP) and Estate Improvement Programme (EIP), this enhanced strategy will take an integrated approach, carrying out a general inspection of estates that are over 10 years old every five years, while more detailed and thorough investigations will be carried out every 10 years for estates over 20 years old. At the 25-year mark, structural improvements and modernisation programmes such as lift modernisation and re-waterproofing of roofs will kick in. The CSIP follows next, taking over upon an estate's 40-year milestone, to determine if it should be redeveloped or revitalised and retained for a further period of at least 15 years.

The Total Maintenance Scheme

The backbone for this new Enhanced Maintenance Strategy is provided by our TMS, which takes a proactive and comprehensive role in identifying maintenance problems with in-flat inspections based on a five-year programme. Two hundred In-flat Inspection Ambassadors, split into teams and each accompanied by a works coordinator and a building maintenance staff member, conduct home visits in estates undergoing TMS. Minor repairs are taken care of on the spot, while works orders are issued for prompt rectification of more major problems.

At the same time, the flat's conditions are recorded on Personal Digital Assistants (PDAs), enabling the building of a comprehensive database on the repair conditions and maintenance history of our housing stock. In addition to facilitating future repair work, the information supports research and development, data analysis, as well as the formulation of more sustainable maintenance strategies into the future.



Top: Improvement works is carried out in older estates to ensure our tenants continue to enjoy a quality living environment.

Bottom: Inspection Ambassadors conduct home visits in estates undergoing the Total Maintenance Scheme.



Left: Mei Tung Estate is one of the three estates evaluated this year under the Comprehensive Structural Investigation Programme.

Right: Housing Authority Chairman Ms Eva Cheng is briefed on the revitalisation project at Ping Shek Estate.

As at the end of March 2010, 160 estates have come under TMS with an overall access rate of about 75%. With repairs having been completed in around 280 000 flats in 55 estates, the response of residents has been enthusiastic. Survey results show consistently high levels of customer satisfaction with a score of 85% on average.

The encouraging results are attributable to a number of factors. First and foremost, we are proactive, taking the initiative to reach out to tenants.

Secondly, a maintenance hotline supported by a call centre makes the scheme easily accessible to tenants. Thirdly, a comprehensive communications programme, ranging from videos and displays, an education path and mobile exhibitions to tea gatherings, briefings and seminars, has helped to spread understanding of both TMS and the importance of day-to-day home maintenance.

A major thrust has been the Maintenance Education Booths (MEBs), which are operated by our Inspection Ambassadors. These MEBs provide practical information as well as clear “DO’s and DON’Ts” in relation to “do-it-yourself” maintenance activities in the home. In 2009/10, these MEBs took their message to about 40 PRH estates.

The Comprehensive Structural Investigation Programme

First introduced in 2005, CSIP investigates the structural condition of estates that are around

40 years old to determine if they should be demolished for redevelopment or retained for improvement and revitalisation work. Since its inception, the programme has completed evaluations in 13 estates, including the three estates evaluated during the year – Mei Tung, Kwai Shing West and Oi Man Estates. Other than the planned demolition of So Uk Estate and Block 22 in Tung Tau Estate, all the inspected estates will be sustained for at least another 15 years.

With more than 30 estates reaching or approaching their 40-year mark over the next few years, planned activities under the programme will extend well into 2018.

The Estate Improvement Programme

Practising what we preach, we actively engage both EMACs and NGOs when determining the theme and scope, priorities and requirements in the revitalisation of estates that have undergone CSIP. Based on their advice and input, careful research, the character of the estate and the needs of residents, estates are revitalised and rejuvenated not only with the renovation of existing structures but also with a host of new estate facilities. The revitalisation proposal of Ping Shek Estate, for example, will include the installation of lifts, a covered stage and a multi-purpose activity centre, facilities for the elderly, covered walkways and barrier-free access. These



Top: Sai Wan Estate has just gone through the Estate Improvement Programme.

Bottom: Additional Mobile Digital CCTV Systems have been acquired to enhance surveillance of throwing objects from a height.

new facilities will not only offer residents a better quality of life, we believe they will help to forge closer ties as well as a sense of community within the neighbourhood.

In addition to the maintenance and improvement works identified by TMS and CSIP, EIP also carries out a planned programme of works to ensure that our tenants continue to enjoy a “quality living” environment. Many of these measures are based on input from EMACs, the results of research or the introduction of new technology. For example, new insulation materials, which eliminate the problem of condensation on water pipes, have been adopted and measures to tackle the backflow of water into domestic flats have also been devised. Evaluations on the slip resistance on different flooring systems, based on international standards, have also been completed, with new specifications being incorporated into works programmes in the future. This year, we have finalised EIP scheme designs for three estates – Wah Fu (I) Estate, Wah Fu (II) Estate and Ping Shek Estate.

A major improvement exercise is the installation of lifts to enhance pedestrian access in 29 older estates. Since the inception of this programme, lift installations have been completed in four estates, are progressing in another six, and are under planning in the remaining estates. A rolling Lift Modernisation Programme aiming at replacing about 100 old lifts every year is also in operation.

Other initiatives include the renewing of fresh water pipes in 30 PRH blocks, the upgrading of Closed Circuit Television (CCTV) Security Systems in 23 estates and the electrical rewiring of some 21 000 flats during the year.

Towards Better Estate Management

To ensure better management of our estates, we have extended our partnering activities by organising regular workshops and seminars for our Property Services Agents (PSAs) as well as our cleansing and security contractors, who work with us in the daily management and maintenance of our properties. Strengthening our monitoring systems to drive their enhanced performance, we are currently reviewing our Maintenance Assessment Scoring System (MASS) to enhance both its objectiveness and effectiveness in assessing maintenance contracts. Trials are being carried out with a view to launching the new system in 2010. Hand-in-hand with this initiative and the introduction of alternative property contract service models, we are migrating to a new outsourcing approach in the management and maintenance of our estates.

We also do our utmost to recognise quality service delivery. Under our annual Estate Management Services Contractors Awards, 18 awards were presented to 12 contractors in 2009, in appreciation of their outstanding service delivery.

Promoting Responsible Behaviour

In addition to organising community and educational activities for our PRH tenants to promote responsible behaviour, management action is also taken to help develop a sense of civic responsibility as well as of care and concern towards their neighbours and living environment. As such, the "Marking Scheme for Estate Management Enforcement in Public Housing Estates" was introduced in 2003. Under the scheme, tenants are allotted penalty points for misdeeds which cause a public nuisance or create a health hazard to others. Households who accumulate 16 or more points are served with a notice to quit, resulting in the termination of their tenancies.

To keep tenants updated on misdeeds included in the Marking Scheme and to promote their responsible behaviour towards neighbours, we have launched large scale publicity exercises through various platforms, including our Housing Channel, radio broadcasts, leaflets and posters.

A warning mechanism under the Marking Scheme provides a lenient approach, giving tenants time to rectify their bad habits in minor or less serious cases before points are allotted. Twelve out of 28 misdeeds fall under this warning system. Penalty points are only allocated for the misdeeds if the tenant ignores the written warning, and commits the same misdeed again. As at the end of March 2010, 600 written warnings have been issued and over 13 300 households have been allotted demerit points under the scheme since its implementation. Currently some 5 100 households hold less than 10 points, about 270 between 10 and 15 points, while seven households have reached the 16-point threshold.

During the year, about 150 households were allotted penalty points for throwing objects from a height. To curb this irresponsible and potentially life-threatening behaviour, we have deployed five more Special Operation Teams, intensifying daily patrols at estates together with ten additional Mobile Digital CCTV Systems to enhance surveillance of this anti-social behaviour. These deterrent measures were supported by an intensive publicity campaign, including posters, leaflets, banners, Housing Channel videos, APIs (Announcements in the Public Interest) on TV and radio, and a seminar organised for EMAC members of all PRH estates. These activities have helped alert our tenants of the dangers of throwing objects, or allowing objects to fall, from a height.



Left: Our management services aim to provide our tenants with a clean, healthy and pleasant living environment.
Right: We step up cleaning measures in the public areas of our estates to prevent the spread of epidemics.

With legislation now making it an offence to smoke in statutory no-smoking areas, Housing Department (HD) staff are authorised to issue Fixed Penalty Notices to individuals smoking in these areas within our estates. Some 1 300 households received penalty points and 160 penalty notices were issued during the year. A total of 700 penalty notices were also issued for spitting and littering in our estates.

More Convenient Rent Payment Channels

Making it easier for our tenants to pay their rents, we offer a number of quick and easy alternative payment channels, which include more than 900 convenience stores and 84 MTR stations. In addition to diverse publicity materials ranging from leaflets and publications, videos and displays helping to spread the word, more than 80 ambassadors were on hand throughout our estates to provide help and assistance to tenants in this regard from October to December 2009. Apart from the e-services available on our corporate website, tenants now also enjoy easy online access to check their rental position and other rental information through 100 Rent Enquiry Kiosks installed in our estate offices.

Ensuring Cleaner and Healthier Surroundings

With around two million people living in PRH, ensuring clean and healthy surroundings is a crucial responsibility in the management of our estates. Apart from the deterrents provided by our Marking

Scheme, we take stringent measures against illegal-cooked food hawkers. These include regular patrols by our Mobile Operations Unit (MOU), which takes on the responsibility for this activity. Regular raids on hawker black spots are also conducted in conjunction with the Food and Environmental Hygiene Department (FEHD) and the police, in the interests of both hygiene and safety. During the year, over 13 500 raids were conducted by the MOU while more than 140 joint operations were carried out in conjunction with the FEHD and the police.

Ensuring that household pets, dogs in particular, do not cause a public nuisance, we have developed monitoring controls through patrols and inspections. Making every effort to minimise dirt and disease, measures are also taken to prevent the presence of rats and other rodents as well as the breeding of mosquitoes. As swine flu fears spread around the world in 2009, we stepped up cleaning measures in the public areas of our PRH estates and implemented a Swine Flu Emergency Action Plan together with flu alerts on the spread of the disease in the community. Actively combating the disease, disinfection services were provided in flats with confirmed cases of the flu. Taking preventive action, we also carried out promotional and education campaigns encouraging tenants to maintain healthier and more hygienic practices not only at home but also at work and at play.

Roving carnivals to raise tenant awareness on the importance of public hygiene and the prevention of mosquito breeding were held in 40 estates. At the same time, in working to keep our estates clean, Operation Tai Ping Tei continued to take place with the support of well-known personalities, housing staff, tenants and the local community, on a quarterly basis. During the year some 1 350 public cleaning exercises were held with the support of over 11 600 residents and volunteers.

New Technology for Better Estate Management

To ensure the quality of our management services, we must also closely monitor the performance of our PSAs and cleansing and security contractors while protecting the well-being of frontline workers. Advancements in technology have helped to improve efficiencies in our contract administration and in safeguarding the exploitation of non-skilled workers. Using facial recognition techniques, our e-Face System provides an accurate electronic log for cleansing staff and security guards clocking in and out during their working day. Attesting to the innovation and the value of this system, this initiative won us the Civil Service’s Outstanding Service Award in 2009.

Green Living

In line with our environmental sustainability objectives in the design and construction of our estates, we extend this commitment into the management of PRH, ensuring not only green and healthy surroundings for our residents but also the fostering of a green lifestyle that will help to protect and safeguard the environment.



Top: Our e-Face System offers an accurate electronic attendance log for frontline workers.

Bottom: We seek to maintain green and healthy surroundings while also fostering a green lifestyle among our tenants.

Creating Green Environments

During the year landscape improvement work was completed in 18 estates. As part of our plan to establish thematic gardens that help to establish unique characteristics in our different estates, a colourful Ixora Garden was set up in Lung Hang Estate while a Scented Garden was established in Shek Pai Wan Estate. Involving residents in the growth and cultivation of plants, we have established five more community gardens in our estates.

Tree management is a main concern within our estates. The health of trees in outdoor areas is being surveyed with remedial action being arranged as necessary.

In line with the greening of roofs and the implementation of vertical green panels in our new developments, similar projects are being carried out in our existing estates. With the completion of successful pilot trials on the greening of rooftops

More efficient lighting helps conserve the earth's resources and cut down on the electricity bill.



Three estate-based tree planting days were also organised, on top of our efforts to mobilise tenants to participate in the annual Hong Kong Tree Planting Day.

Displaying our expertise in the creation of green environments, we once again won an award at the annual Hong Kong Flower Show, receiving the Gold Award in the Unique Feature (Landscape Display) at the 2010 event.

at Choi Hung, Fuk Loi and Fu Shan estates, we will extend these initiatives to other estates, monitoring the long term performance of these green initiatives.

Green Campaigns in Estates

Our Green Delight programme, organised in partnership with Hong Kong's green groups – Green Power, the Conservancy Association and Friends of the Earth (FoE) (HK), entered its fourth phase of operation in 2009/10. First launched in 2005 to generate greater environmental awareness,

the three green groups design and implement education programmes and community activities for a total of 30 selected estates every year. Echoing trends to use fewer plastic bags and tying in with the plastic bag levy imposed in supermarkets throughout Hong Kong, the theme for the year was “Reduction in the Use of Plastic Bags”. A number of green activities were also held with participants from more than 30 PRH estates.



Our Estate Green Fun Day, consisting of game booths, live entertainment, exhibitions and competitions and organised every year in collaboration with EMACs, was held in 15 estates this year. We also supported similar green activities held annually, such as FoE (HK)'s Moon-cake Box Recycling Programme and the Green Council's Green Carnival.

Conserving Energy

Lighting consumes about half of the total electricity consumption in a PRH block and accounts for a significant part of our total energy expenditure.

As such, the implementation of more efficient lighting makes good economic sense, in addition to reducing our carbon footprint and conserving the earth's resources. During the year, energy initiatives – including the modification of lighting circuits in 38 housing blocks to maximise the use of daylight, the optimisation and modification of lighting in 26 car parks, as well as the replacement of T8 fluorescent tubes with the more energy efficient T5 model in 31 000 exits signs, resulted in a total saving of almost \$6 million during the year.

Together with ongoing innovations in the use of lighting management devices such as timers and motion detectors, LED light fittings, the removal of excessive lighting as well as seasonal timers that trace daylight hours with the change of the seasons, we expect these energy savings to grow in the future.

The modernisation of our lifts is also helping to save energy. The replacement of about 70 lifts, with models using more energy efficient motor drives, saved some \$1.1 million during the year. Confirming just how much can be done with care and planning, total electricity consumption in the operation of our PRH estates is showing a downward trend. In 2001/02, total electricity consumption in the management and maintenance of some 584 000 domestic flats in 1 040 blocks stood at 512 million kWh. This figure dropped to 485 million kWh in 2009/10, even though the number of flats had grown to over 624 000 units in 1 085 housing blocks. We expect further reductions with the implementation of the measures mentioned above.

Energy audits were completed in six PRH blocks during the year. This will be extended to 28 domestic blocks and two shopping centres in 2010/11, to identify Energy Management Opportunities (EMOs) for further reductions in energy consumption. We are also exploring the use of renewable energy such as



Left: We aim to reduce domestic waste by 1% per year by improving waste management.

Right: Recycle boxes for rechargeable batteries are placed in the ground floor lobby of public housing blocks.

solar panels and wind turbines. Though still in their experimental and trial stages, these activities will grow as technologies improve and become more prevalent.

Within the community, we actively participate in energy saving campaigns, such as Earth Hour 2010, which was organised by WWF on 27 March 2010. Under this campaign, thousands of cities and countries across the world “switched off” for an hour to pledge their support for the global environment. We also took part in the E&M Safety Carnival spearheaded by the Electrical and Mechanical Services Department to promote energy conservation alongside other safety messages.

We are also working to reduce our carbon footprint in other ways. Carbon Audits are being conducted in five of our existing buildings, assessing not only the scale of our carbon footprint but also the extent of our greenhouse gas emissions. These studies have been extended into 2010/11, with results being examined for the further introduction of carbon management and reduction programmes.

Improving Waste Management

We have pledged to reduce domestic waste by 1% a year, even though the number of our estates and our tenants continues to rise. This pledge is therefore only possible with a strong and increasing commitment to recycling, not only on our part but also on the

part of all PRH residents. We began these recycling activities with our Source Separation of Domestic Waste programme in 2005. Adding 30 estates to the scheme every year, the programme rolled out to its full implementation to cover all our estates by the end of 2009/10.

Recycling figures have grown strongly over the years. With the launch of the programme in 2005/06, we collected 199 tonnes of plastic bottles and 128 tonnes of aluminium cans. For 2009/10, these figures had grown to 1 218 tonnes and 520 tonnes respectively. Together with the collection of used clothing by charitable organisations, as well as the recycling of rechargeable batteries, fluorescent lamps and computers, we hope to be able to meet our waste management targets for many years to come.

Better Health and Safety

In addition to our focus on maintaining a clean and green environment, we work closely with EMACs and our PSAs to ensure better health and safety, not only for residents but also for staff working within our estates.

Fire safety is one of our key concerns. Fire drills are thus carried out on a regular basis and a series of publicity activities, from education paths and fire safety campaigns to competitions and a dedicated website, all help to spread the message. Demonstrating the enthusiasm with which these



Top: Tenants are encouraged to recycle paper, aluminum cans and plastic bottles.

Bottom: Our contractors are required to implement safety practices for workers working at a height.

activities are received, EMACs from 65 estates have applied for additional resources to enhance their fire safety programmes. During the year, we have also made arrangements for the Fire Services Department's mobile publicity unit to visit 30 PRH estates.

We continue our partnering activities with PSAs to build a professional workforce. In conjunction with The Hong Kong Polytechnic University, we have established a customised Certificate in Public Housing Agency Management Course, which has been attended by about 200 PSA staff so far.

Contractual obligations and incentive schemes help to ensure work safety, while also protecting the rights of workers. Driving a safety mindset, our contracts require specific training on occupational health and safety practices as well as general work practices – working at a height, for example, or the safe use of chemicals. Contractors are also required to submit safety plans that include the provision and services of a safety officer. Supporting these activities, our annual Site Safety Forum took place once again in July 2009 to drive best practices and propagate a safety mindset. More than 1 000 participants from our management and frontline staff, building and maintenance contractors as well as our property management contractors attended the forum.

In protecting the rights of workers, we operate a Demerit Point System with default notices being issued to contractors who breach their contractual obligations with regard to wages, working hours as well as workers' rights and benefits. Managed by a Central Monitoring Unit which investigates any suspected problems or irregularities, a history of default notices and demerit points affect the contractor's tender opportunities in the future.