

# 促進和諧安居

Fostering Harmonious Living





石排灣邨  
Shek Pai Wan Estate



The Housing Authority (HA) strives to ensure that its public rental housing (PRH) tenants enjoy a decent living environment by keeping infrastructure, buildings and utilities in prime working order, and by ensuring that every estate is a safe, clean and healthy place to live. It is not enough, however, to have quality hardware in place; we believe we need to take a step further and also undertake initiatives to foster harmonious living, boost a sense of belonging among residents, and promote care and mutual support within every PRH community.

We work to ensure decent living environments for all our tenants while promoting mutual care and support among them.



## Quality Living for All

We are committed to maintaining a quality living environment for our tenants, whether they live on new or older estates. To this end, we run three key programmes that identify areas for maintenance and repairs, as well as upgrading and improvement. These are our Total Maintenance Scheme (TMS), Comprehensive Structural Investigation Programme (CSIP) and Estate Improvement Programme (EIP).

### Total Maintenance Scheme

The TMS completed its first five-year cycle at the end of March 2011, having in that time gone through 177 PRH estates. The scheme, which tracks and addresses estate maintenance needs as quickly

and efficiently as possible, has received a very positive response from our tenants. The second cycle of the scheme, beginning in early 2011, has added some measures to make the scheme even more comprehensive. For instance, it now includes a detailed window inspection to comply with the government's impending mandatory window inspection requirements.

The TMS has proved to be a valuable initiative for improving the quality of living in PRH estates. Primarily driven by the HA, the scheme also relies on collaboration from tenants to work optimally. To give tenants more insight into the TMS and to help them understand their own roles, during the year we set up a roving Maintenance Education Booth in 26 PRH estates. The booth offered useful information, through display panels and videos, on the proper ways to maintain and use various flat fixtures and fittings. Inspection Ambassadors were also there to offer tenants advice and give them relevant pamphlets.

### Comprehensive Structural Investigation Programme

Introduced in 2005, the CSIP focuses on those estates that are around the 40 year-old mark. As its name suggests, the CSIP looks in detail at the structural condition of these old estates to determine whether the most cost-effective way forward is major revitalisation, clearance or redevelopment. To date, the programme has investigated a total of 15 estates, most of which have been approved for preservation. Appropriate work will be carried out to sustain them for at least another 15 years.

## Estate Improvement Programme

The EIP has been put in place to make sure our ageing estates continue to meet the needs of their residents. Upgrading obsolete facilities and installing new features can make a significant difference to the lives of many residents, especially the elderly who make up some 30% of the total PRH population. Accordingly, we have embarked on major improvements to pedestrian access in estates undergoing the EIP. This includes adding lifts to PRH blocks lacking lift access, and also at estates where large differences exist between the levels of the various building platforms.

Our Lift Installation Programme, started several years ago, covers 29 older estates. Up to the end of March 2011, works had been completed at eight estates, were ongoing at another 15, and with the remaining six still at the planning stage. In 2010/11 we completed four lift projects, at Choi Hung, Yue Wan, Lei Muk Shue (II) and Shui Pin Wai Estates. At Choi Hung and Shui Pin Wai, we used an innovative method for installing the lifts. Instead of building a lift tower in situ, we made use of a prefabricated steel tower structure, significantly reducing disruption and nuisance for residents. In parallel, we are carrying out regular assessment of older lifts at all PRH estates, and our target is to replace around 100 old lifts each year under our Lift Modernisation Programme. Since its commencement, we have replaced some 570 lifts, and 350 lifts are in progress of replacement in over 50 estates. During the year, replacement of 72 old lifts was completed, and another 90 old lifts will be replaced in the coming year.

## Barrier Free Environment

In line with the government's policy to provide a barrier free environment for people with disabilities, and following the Equal Opportunities Commission's recommendations, we have launched a \$330 million barrier free access programme to improve facilities

at our PRH estates. Adopting the standards of the government's *Design Manual: Barrier Free Access 2008*, the programme aims to enable people of different ages and abilities to enjoy a fuller and healthier life, both in their own homes and in their neighbourhoods.



Barrier free access enables those with limited mobility to enjoy a fuller life.

Some of the barrier free initiatives are quite simple but can be enormously effective. For instance, we lay tactile warning strips on landings at the tops and bottoms of staircases, and make sure that appropriate handrails are in place and that they meet specific requirements for size and shape. Other initiatives include building ramps for wheelchair access, and ensuring all surface channels have effective gratings or covers. We expect most of these improvement works to be completed by mid-2012.

Stairs are a major barrier for those with limited mobility, especially those who live on hillside estates where the buildings are spread vertically across many levels. Besides the Lift Installation Programme



Fire safety is promoted to PRH residents through various educational activities.

providing additional lifts mentioned earlier, work on existing lifts is being carried out to improve accessibility for residents. For example, we are expanding the range of lift entrances (i.e. opening up new floors for lift access where possible), and improving the accessibility and ease of use of lifts by retrofitting them with new types of lift buttons, illuminated visual indicators and voice synthesisers. These works can only be done while lift services are suspended, so we are proceeding at a pace that keeps disruption to residents to a minimum. We expect to complete all our lift works related to improved accessibility by 2017.

Work undertaken during the year to create a safer environment for the hearing impaired included the installation of visual fire alarm systems in non-domestic areas, an initiative which should be completed by mid-2012.

## Safe, Clean and Healthy Living

### Ongoing Fire Safety Education

In densely populated estates, fire can pose a big hazard to residents. Our PRH blocks are all equipped with comprehensive fire services installation systems. However, much depends on the responses

of individuals in case of fire. We have made it an annual priority to keep all our tenants familiar with fire safety practices and responses. Alongside other fire safety educational programmes, for the future we plan to increase the frequency of our estate fire drills from once every three years to once every two years. Participation in the drills is encouraged through the use of souvenirs as incentives. To make sure residents know how to operate the fire hose reels, we have designed a handy sticker with simple illustrations that clearly depict the steps for operating the reel. These will be put up next to every hose reel in PRH estates in phases.

For many years now, the Estate Management Advisory Committees (EMACs) have been our close partners in promoting fire safety among PRH residents. We provide them with incentives and resources for organising various events such as fire drills, educational game booths, visits to our Estate Fire Safety Education Paths at Kai Tin and Tin Wan Estates, and other promotional activities. During the year, 18 of the many EMACs that took part in our fire safety incentive scheme were given awards for their outstanding efforts in boosting fire safety awareness. We also continued to work closely with the Fire Services Department (FSD). For instance, training classes were arranged for around 100 PRH

residents who were interested in becoming Fire Safety Ambassadors, and the FSD's mobile publicity unit paid visits to 28 of our estates.

### Lift and Escalator Safety

To make lift use in our PRH estates safer, we have laid black and yellow strips on the apron sheets of lift cars and landings to warn of uneven surfaces. We have also stepped up our promotion of the safe use of lifts and escalators, organising publicity activities at the five estates with the highest incident rates. We also took part in the annual E&M Safety Campaign spearheaded by the Electrical and Mechanical Services Department, where we emphasised safe living on PRH estates.



### Marking Scheme for Estate Management Enforcement

The Marking Scheme, introduced in 2003, continues to serve as an important management tool for maintaining a healthy and pleasant living environment for all PRH residents by emphasising the importance of environmental hygiene. The Scheme also bolsters a sense of civic responsibility among residents and encourages care and concern towards neighbours and the environment. Tenants are allocated penalty points for actions that cause a public nuisance or create a health hazard to others. The accumulation

of 16 points within two years triggers an action for termination of tenancy by means of a Notice-to-Quit (NTQ) issued by the Housing Department (HD). Up to the end of March 2011, some 14 800 households had been allocated points, of which 38 households had accrued 16 or more.

### Clean Measures

A clean neighbourhood is not only pleasant to live in, but also vital for good health. To foster a sustainable clean culture in our estates, during the year we organised a series of roving exhibitions and carnivals across 53 estates to educate tenants about public hygiene and the prevention of epidemic diseases. We also launched a territory-wide cleaning campaign to boost awareness of household and personal hygiene issues. Using posters and leaflets, along with messages broadcast on our Housing Channel and on the radio regarding hygiene lapses, residents were reminded that offenders would be allotted marks under the Marking Scheme.

Left: Various measures have been taken to boost safe use of lifts and escalators.

Below: The Director of Housing (right) joins tenants at a territory-wide cleaning campaign.





The green roof at our headquarters building demonstrates our green commitment.

## Greening and Protecting the Environment

### Greening the Roofs

Planting vegetation on the rooftops of buildings not only improves the surrounding environment visually, it also helps reduce heat and dilute pollutants. This year, we drove home this point by greening the roof of the HA headquarters building in Ho Man Tin. We also looked closely at every estate undergoing the EIP to identify opportunities for adding green roofs, alongside other environmental initiatives and landscape improvements.

### Reducing Energy Consumption

For some time now we have been implementing a series of initiatives to cut down consumption of electricity at our PRH estates. First and foremost are various lighting initiatives. These include the installation of sensors and modified lighting circuits in corridors and lift lobbies with good sunlight penetration, so that lights are switched off when

natural illumination is sufficient. We have been modifying lighting circuits for standard PRH blocks since 2009. In 2010/11, we achieved total annual savings of \$0.1 million for H-blocks, \$0.5 million for Harmony 3 blocks and \$0.48 million for Small Household blocks from this initiative.

Another initiative is the gradual replacement of older-style fluorescent tubes inside exit signs with more efficient light fittings that consume less energy without compromising lighting quality. In 2008 we launched a three-year programme to replace older-type fluorescent lamps in our PRH blocks with the more energy-efficient T5 tubes. The programme was completed this year, with over 80 000 fluorescent tubes in exit signs replaced. This measure alone can save around eight million kWh of electricity per year, which translates into savings of about \$8 million a year on our energy bill while also helping protect the environment.

We will soon launch a four-year programme to replace the conventional electromagnetic ballast in the light fittings in public areas of PRH blocks with more energy-efficient electronic ballast, which can reduce energy consumption by up to 20%. We are also exploring the use of various other energy-efficient light fittings to replace the existing bulkheads, which all use compact fluorescent tubes, in our PRH blocks. Currently we are trying out LED bulkheads in some public corridors; the initial results are encouraging. After further assessing the results at the end of 2011, we will consider installing such LED bulkheads on a larger scale.

Mindful of our carbon footprint, in 2008 we conducted our first carbon audit in five HA premises to identify opportunities for reducing carbon dioxide emissions. The second carbon audit cycle, which ran from August 2009 to July 2010, recorded reductions of between 1.8% and 14.1% in carbon emissions at

these premises. The third report, covering the period from August 2010 to July 2011, will be ready by November 2011.

### **Managing and Recycling Waste**

To reduce waste and develop a recycling culture, in recent years we have strongly encouraged residents on PRH estates to separate domestic waste at source and recycle wherever possible. We have been taking part in the Source Separation of Domestic Waste Programme since its inception by the Environmental Protection Department (EPD) in 2005. Now implemented across all PRH estates, the programme requires residents to sort out waste paper, plastic bottles and aluminium cans for recycling. Our success can be illustrated by some statistics. In 2005/06 we collected just over 10 000 tonnes of paper for recycling, an amount which had risen to nearly 21 400 tonnes in 2010/11. The 199 tonnes of plastic bottles collected in 2005/06 had swelled to about 1 430 tonnes by this year, while the 128 tonnes of aluminium cans collected five years ago had increased to 865 tonnes. Riding on this success, we are now looking closely at another area – glass bottle recycling. In December 2010 we launched a pilot scheme in collaboration with the EPD at six PRH estates in the Kowloon East region. The scheme provides special facilities for users to return glass bottles and is due for review at the end of 2011.

Apart from the EPD, we have also partnered with various green groups and charitable organisations to collect items such as used clothes, rechargeable batteries, fluorescent lamps, obsolete computers and other recyclable items. We organised a Recyclable Waste Exchange Incentive Scheme to encourage residents to bring in their recyclable household waste to collection counters set up on the estates, in exchange for small incentives.

We are pleased to report that our pledge to maintain the level of waste production per PRH resident at 0.7 kg per day in 2010/11 has been met.

### **Planting for Pleasure**

Estate greening is an effective way of improving the living environment for our tenants. In 2010/11 we brought our Landscape Improvement Programme to 18 estates, revamping and improving their green areas. Included in this work was the establishment of two thematic gardens, the Rainbow Garden at Choi Hung Estate and the Love Garden at Yau Oi Estate. In addition, we collaborated with the EMACs of 25 PRH estates in activities designed to raise awareness of the value and importance of maintaining a healthy green environment. In five estates, this involved installing community garden planters for residents to take part in vegetable growing and harvesting activities.

### **Green Delight in Estates**

Our Green Delight programme aims at fostering environmental awareness in a fun way, and was carried out for the fifth year in 2010/11 in collaboration with three green groups: the Conservancy Association, FoE (HK), and



The extensive greening of Yau Oi Estate.



We have to manage a significant tree stock on our estates.

Green Power. An array of green activities with the theme of carbon reduction was held in 33 selected PRH estates during the year.

### **Tree Management**

There are a considerable number of trees under our management – around 100 000 in total. In the past, these trees were managed and looked after by individual local estate managements. Recognising the significance of our tree stock, we set up a Tree Management Unit in July 2010 to help strengthen tree management in estates, and have since gone on to establish a centralised electronic tree database that uses the Geographic Information System to ascertain the exact location and store inventory data for every tree. The Tree Management Unit closely monitors specialist tree works contractors in assessing the health of the trees and undertaking remedial measures using the latest scientific methods.

## **Partnering for Improved Estate Management**

To ensure our estates function well and enjoy a vigorous community life, we rely on strong collaborations with our partners, including our contractors and the EMACs.

### **Driving Quality Management Services**

The job of our contractors is to carry out maintenance and repairs, and to provide property management, cleaning and security services. Currently, more than half of our estates are managed by property services agents. Each year we hold numerous seminars and workshops to promote exchanges and strengthen ties with our contractors. We also organise the annual Estate Management Services Contractors Awards to encourage our contractors to strive for excellence. In February 2011, we presented 17 awards to 11 estate management services contractors who had performed especially well in the past year.



The merger of property and tenancy management services brings convenience to tenants.

### Engaging the EMACs

EMACs not only contribute valuable input to the daily management and minor improvement works of their estates, they also help strengthen residents' sense of belonging by organising a range of community activities. Since October 2009, we have encouraged EMACs to partner with non-governmental organisations to arrange activities that promote neighbourliness, strengthen mutual care and develop supporting networks on PRH estates. In 2010/11, around 310 such partnering functions were held. Some catered for the elderly; others aimed at promoting family harmony or taking care of the specific needs of target groups. The functions took the form of seminars, workshops, shows, carnivals and other participatory activities, and covered topics such as care for the elderly, family relationships, health, environmental protection and green living.

EMACs also play an important role in enhancing communication between PRH tenants and the local estate management. We provide resources to help empower EMAC members as tenants' representatives, such as a biennial EMAC Seminar. With its theme of "Working Hand-in-Hand for a Safe and Harmonious Community", the seminar held in June 2010 was attended by over 700 EMAC

members from some 130 estates. Awards were given to EMACs who had actively participated in the campaigns to promote fire safety and reduce the use of plastic bags.

### Streamlining Property and Tenancy Services

To enhance the efficiency and standard of our overall service for tenants, in 2010/11 we merged the property and tenancy management services at all 67 estates managed directly by the HD, providing a one-stop service to handle requests from tenants more efficiently. Feedback from tenants on the new streamlined system has been very positive.

## Rational Use of Public Housing Resources

One of our mandates is to ensure that our limited public housing resources are optimally utilised and available to those who need them the most, a goal that involves ensuring that PRH flats are only occupied by those entitled to them. Staff from the Estate Offices or District Tenancy Management Offices carry out flat inspections once every two years, while also keeping an eye on occupancy irregularities in their day-to-day work.

Their efforts are backed by a series of publicity activities to drive home the message about the importance of cherishing public housing resources and avoiding abuse. Leaflets and posters, along with articles in estate newsletters, internet postings and broadcasts on our Housing Channel and on the radio, all help to reinforce this message. In addition, a special unit of the HD, the Public Housing Resources Management Sub-section (PHRM), looks into cases where tenancy abuse is suspected and carries out in-depth investigations as required. In 2010/11, the PHRM investigated a total of 8 900 suspicious occupancy-related cases, and looked into a further 5 400 income and assets declaration cases to determine the tenants' housing subsidy levels. Furthermore, in accordance with the 2010/11 Policy Address, the PHRM also carried out additional checking on 4 200 income and assets declarations up to the end of March 2011, and completed the remaining 800 cases within the following month.

The TMS completed its first five-year cycle at the end of March 2011, having in that time gone through 177 PRH estates.



We seek to provide our tenants with pleasant living environments.



Choi Hung Estate has undergone a facelift and enhanced its green areas.

## Improvements at Choi Hung Estate

Completed between 1962 and 1964, Choi Hung Estate is one of the oldest public rental housing estates in Hong Kong. The estate underwent the CSIP in 2005/06, which established its structural integrity. All it needed was a range of work under the EIP that would equip it to carry on for another 15 years or more.

Of special benefit to residents was the construction of six new lift towers that provided nine lifts for the low-rise blocks, removing much stair-climbing and coming as an especially welcome relief to the elderly and those with limited mobility. Various initiatives were adopted in the design and construction of the lifts, including the use of lightweight pre-fabricated steel frames and aluminium cladding for the lift towers, and the use of machine-room-less lifts and buoyancy raft foundations, all of which helped reduce construction time and minimise nuisance for residents.



In addition to improving accessibility, we made structural repairs and improvements to empty bays in the high-rise blocks to solve the recurring problems of rain penetration and concrete spalling. Also, in line with our strong emphasis on the environment, we improved the landscape of the estate and at the same time significantly enhanced the green areas, for instance, by adding green roofs and introducing vertical greening to the pump house. Pavements on the estate were relaid with pavers manufactured from recycled materials. The public toilet was improved with the installation of water saving devices and a more hygienic ventilation system.

The EIP at Choi Hung Estate was substantially completed in 2010/11. The process has won us acclaim from residents as well as a certificate of merit in the Green Building Award 2010, under the category of Existing Buildings Revitalisation Projects.

## Revitalisation of Ping Shek Estate

The revitalisation of Ping Shek Estate aims to boost a sense of community.



**B**uilt in the 1970s, Ping Shek Estate is home to over 12 000 people, about 35% of whom are elderly. After going through a thorough inspection under the CSIP, the estate was selected as the very first to benefit from a holistic revitalisation scheme, with a budget of \$135 million. The detailed plan of the scheme was endorsed in early 2010; work is being carried out in phases, and will include a wide range of enhancements on top of standard scheduled improvement works such as structural repairs and replumbing.

To give the estate a stronger sense of identity the main estate entrance will be completely redesigned, with the aim of rearranging traffic flow and pedestrian access for greater safety and convenience. Lifts or escalators will be added to domestic blocks and commercial facilities lacking them, for more convenient access. Newly added covered walkways in the open areas will shield walkers from sun and rain, and the leisure areas and recreational facilities

will be upgraded to meet the needs of old and young alike. A covered stage and multi-purpose centre will be built, and to reinvigorate the shopping facilities, existing shops will be revamped and under-utilised car parking spaces turned into additional retail outlets. Alongside other landscape improvements, a green roof will be added to the low-rise market building, while external façades and lift lobbies of the domestic blocks will be renovated and brightened up. Subject to the needs of tenants, refitting of the interiors of the flats will also be arranged.

The overall changes will do more than simply give a facelift to an old estate; they will introduce new features to enhance a sense of community, create more opportunities for social interaction, green the environment, and generally build a sense of pride in this place which has been home to generations of Hong Kong people.