

管理完善 安居無憂

Quality Management for
Well-functioning Communities



背景為將軍澳廣明苑
Kwong Ming Court in Tseung Kwan O
in the background



The Hong Kong Housing Authority (HA) is responsible for managing and maintaining a huge variety of public rental housing (PRH) estates across Hong Kong. While our efficient management of existing facilities seemingly does not contribute to the goal of increasing the housing supply in Hong Kong, it does so indirectly. By keeping our estates in tip-top condition, and by ensuring the communities there are harmonious and civic-minded, we are confirming the trust of Hong Kong people in the HA as a firm supporter of the needs of the grass-roots population.

Caring for our Housing Stock

The HA operates [a number of schemes](#) to ensure that its buildings and facilities remain in excellent sustainable condition, despite their age. They include:

Total Maintenance Scheme (TMS). This is an effective and highly proactive scheme for maintaining rental flats in good condition. Under the TMS in-flat inspection and repair programme, PRH flats aged 10 years or above are regularly inspected, and essential repair works are carried out or arranged on the spot. The three-pronged approach of TMS involves identifying maintenance problems proactively, responding promptly to tenants' maintenance requests, and running promotional and educational programmes – all in response to the rising expectations of our tenants. In 2017/18, the programme was carried out in 35 estates.

Mandatory Window Inspection Scheme (MWIS).

This scheme is a recent Government initiative to improve building safety in Hong Kong. Under the scheme, any building over 10 years old may be selected as a target building for MWIS implementation. The Independent Checking Unit of the Office of the Permanent Secretary for Transport and Housing (Housing), under the delegated authority of the Building Authority, regularly selects HA target buildings and issues statutory notices to the HA for implementing MWIS. When HA properties are selected, we engage Qualified Persons registered with the Buildings Department to carry out the inspection and to supervise any window repairs required under the scheme. In 2017/18, MWIS was implemented in buildings at 11 estates.

Responsive In-flat Maintenance Services (RIMS).

This is an ongoing service that includes in-flat inspections and maintenance services for PRH tenants upon request. Providing tenants with quality minor maintenance services, RIMS is characterised by prompt responses to requests, close liaison with tenants, and proper controls over the quality of work carried out.

Comprehensive Structural Investigation

Programme (CSIP). This programme checks older estates to ascertain their structural safety and to assess the repair works needed for sustaining them for at least 15 years, along with the cost-effectiveness of any such repair works. In 2017/18, we completed a comprehensive structural investigation of five estates.

 Tsui Ping (South) Estate in Kwun Tong is one of the 11 estates implemented with MWIS



Estate Improvement Programme (EIP). EIP is applied to estates that have undergone a CSIP assessment which has determined that the estate can be retained. It is applied to these estates in phases, and involves updating the recreational facilities, renovating the building exteriors and common areas, and enhancing their landscaping and greening coverage.

Lift Modernisation Programme. Under this rolling programme, we assess the condition of all lifts over 25 years of age on PRH estates. These are then prioritised based on the condition of the lifts and the availability of HA resources. In 2017/18, 55 lifts were modernised under the programme, and five tenders were issued for the modernisation of 75 lifts in five estates.

Replacement of Pole Holders with Laundry Racks Programme. During the year, the HA completed an extensive programme for replacing traditional pole holders with laundry racks across 162 PRH estates. This programme involved free installation of laundry racks for all tenants who asked for them, and the cutting away of all existing pole holders and sealing up of the fittings. However, in response to feedback from tenants, we also launched an extra programme targeting to complete in 2019. This programme will provide laundry rods as landlord's fixtures at a low level of the living

room façades in seven block types, and will replace the associated fixed window grilles with openable grilles on request to provide easy access to the laundry rods. Through the new programme, we address the genuine needs of tenants for laundry facilities while reducing the risk caused by the use of laundry rods at high levels.

Replacement of Collapsible Gates Programme.

This programme for replacing old-type collapsible gates, which began in 2015/16 and is planned to be completed in five years, is progressing smoothly. In 2017/18, we completed the replacement of around 45 000 gates. The new gates are more secure and easier to use.

Building Sustainability

In May 2017, blocks in 10 PRH estates that had been selected for enrolment in the Hong Kong Quality Assurance Agency's (HKQAA) Sustainable Building Index (SBI) were fully verified and awarded the HKQAA SBI Verified Mark. This verification (which covers the majority of block types built in PRH estates) is enabling the HA to better gauge the sustainability performance of different types of PRH blocks, and thus to formulate an effective long-term maintenance and improvement (M&I) strategy for its different blocks.



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- 2 In-flat Inspection Ambassador of Total Maintenance Scheme provides one-stop repair services for PRH tenants
- 3 Laundry racks are installed at Oi Man Estate in Kowloon City

A Safe and Healthy Work Environment

The HA implements the OHSAS 18001:2007 Occupational Health and Safety Management System (OHSMS) for M&I works for public housing. OHSMS is a system that is enabling the HA to assess occupational health and safety risks in our M&I works more systematically and efficiently, allocate resources more cost-effectively, and at the same time demonstrate our commitment to caring for staff and stakeholders. The system is also valuable for its role in increasing staff awareness of the various statutory requirements, codes of practice, instructions and guidelines associated with their work.

Alongside OHSMS, we provide staff with access to Occupational Safety and Health web-based courseware designed to enhance their safety awareness and knowledge. The courseware, made up of 24 chapters, covers safety management considerations relating to both routine maintenance and aspects of estate management, technical implementation, contingency plans, and other factors relevant to process control. A public version of the courseware has also been made available on our Website since 2016.

Fire Safety

The HA continued to carry out fire safety improvement works under its regular maintenance programmes, all designed to enhance fire safety standards across PRH estates and to ensure that its buildings comply with the Fire Safety (Buildings) Ordinance requirements.

Fire represents a significant hazard in the PRH environment, posing risks to the property and even the lives of our tenants. Vigilance is vital, and fire prevention activities combined with strong promotion of fire safety are a top priority in the management of our PRH estates.

Fire drills are organised once every two years for every domestic block, and a year-round fire safety campaign is run to keep tenants alert to fire risks and aware of vital safety tips. Over the past 12 months, the HA organised Estate Fire Safety Fun Fairs in 34 PRH estates, events which used fun activities and games to convey fire safety messages to tenants effectively.

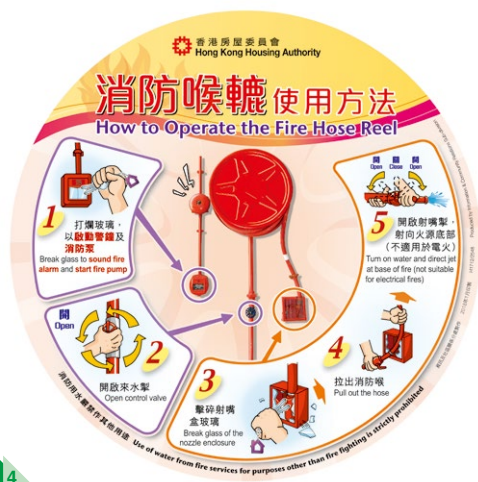
Our ongoing fire safety education activities include regular sharing of fire safety tips and other fire prevention information through video broadcasts on the Housing Channel, local radio channels, [the Estate Fire Safety mini-website](#), and on posters carrying different fire prevention themes. Large labels have been affixed next to hose reels in all PRH estates showing the proper steps for operating the fire hose reel in an emergency.

[The Estate Management Advisory Committees](#) (EMACs) have been constant valued partners in our efforts to promote fire safety among PRH tenants. We support the EMACs' efforts by providing them with resources to organise fire safety educational activities such as fire drills and fire safety talks. In recognition of their efforts, the 21 EMACs that had most actively promoted fire safety awareness at their estates during the year were presented with awards at the EMAC Seminar (see feature story of this chapter).

We have also continued to work closely with the Fire Services Department, which sent its Mobile Publicity Unit and Fire Safety Education Bus to more than 60 PRH estates over the year.

4 Large labels are affixed next to fire hose reels in all PRH estates

5 Estate Fire Safety Fun Fairs are well received by our residents



Marking Scheme

The HA's [Marking Scheme](#) is an important management tool helping us maintain a safe, pleasant and hygienic living environment for all PRH tenants. In addition, the scheme helps foster a sense of civic responsibility among residents, and discourages certain bad habits that can jeopardise public hygiene. It does this by allocating penalty points to residents who commit any of the 28 specified misdeeds at the estates where they live. Households with valid points records are debarred from applying for any of our voluntary transfer schemes, while a household accumulating 16 points or above within a 24-month period may have its tenancy terminated. As at 31 December 2017, approximately 28 000 households were allotted penalty points, with 84 of these having reached the 16-point threshold.

The Marking Scheme was first introduced in 2003, and has established itself as an important contributor to improved environmental hygiene at PRH estates. It is well supported by PRH tenants, and its effectiveness can be seen from the fact that, in the 2017 Public Housing Recurrent Survey, 72% of respondents were satisfied with the overall cleanliness of estates.

Sustainable Green Living

Phase 11 of the HA's Green Delight in Estates (GDE) programme kicked off in November 2017, with the appointment of three green groups in support roles. These groups are Friends of the Earth (HK), the Business Environment Council, and the Conservancy Association. Echoing current Government policy, the overall theme for Phase 11 has been set to continue as "Reduction of Municipal Solid Waste".

Part A of GDE Phase 11 was an estate-wide campaign under the theme "Green Junior's Academy on Waste Reduction". One of the highlight programmes titled "Finding Green Junior" was held from December 2017 to February 2018, in which the GDE character Green Junior visited 70 PRH estates to encourage tenants to reduce waste and engage in clean recycling. Part B has taken the form of an in-depth educational programme to be organised by the three green groups, which will promote reduction, separation and recycling of waste at 32 PRH estates. The activities organised by the groups include fun days, green carnivals, recycling days, a used items exchange square, workshops and eco-tours.

Following the implementation of the Source Separation of Domestic Waste Scheme, we carried out a variety of promotional activities and carnivals across our PRH estates to promote waste reduction and clean recycling. A tour of Theme Characters for Waste Reduction visited 20 estates from November 2017 to March 2018, as part of the "Let's join hands to reduce waste" Campaign that was launched back in 2014. Through a pilot scheme run in collaboration with the Environmental Protection Department (EPD) that was implemented in 2017, a total of 90.6 tonnes of source separated food waste was collected from four HA shopping centres and markets from April to October 2017.

In addition, around 750 tonnes of glass bottles have been collected as part of an ongoing glass recycling trial being spearheaded by the EPD. Following various festive promotional activities after the Mid-Autumn Festival and the Lunar New Year period in 2017/18, approximately 56 800 mooncake boxes (about 17 tonnes) were collected for recycling, and about 7 000 potted citrus plants were recovered for recycling.



6 Theme Characters "Waste Reduction Honey Bee" (left) and "Slim Rubbish Bin" promote waste reduction to residents of Kwai Shing West Estate in Kwai Chung

7 "Green Junior" and our residents at a Fun Day in Ap Lei Chau Estate



To ensure we are managing, monitoring and improving the energy performance of our existing PRH estates to an internationally recognised standard, we continued to implement the Energy Management System according to ISO 50001. This covers the planning, design, operation, project management and contract administration for facility management and improvement works in the communal areas of our existing PRH blocks.

To retain our ISO 14001 Environmental Management System certification on planned maintenance and property management, we arranged for a recertification audit to be conducted by the relevant ISO certification body. Recertification was successfully achieved in April 2017.

Energy Conservation

We are constantly looking for new energy-saving initiatives that can be applied effectively in PRH estates. As a matter of course, we adopt more energy efficient equipment when carrying out refurbishment works. Recent examples include the use of variable speed booster fresh water pump systems to replace conventional booster pump systems, and the use of energy-efficient lift drive control systems in our lift modernisation works.

We have continued to apply the Carbon Audit exercise to monitor carbon emissions in 14 selected PRH domestic blocks, which include the majority of the domestic block types in the HA's housing stock.

Horticultural Greening

The existing greenery cover at 20 PRH estates was upgraded during the year with the planting of new trees and shrubs selected to match local conditions. In collaboration with EMACs, we also organised greening activities for residents at 20 estates to encourage greater community participation in the greening of PRH estates.

Tree Management

We continued to manage the approximately 100 000 trees in and around PRH estates through our computerised Enterprise Tree Management System, which streamlines our tree risk assessment and management procedures. Tree planting days were organised at 10 estates during the year, and we also organised three tree identification and training courses for 710 voluntary Estate Tree Ambassadors. These Ambassadors are playing a valuable role in keeping their fellow PRH residents aware of proper tree management practices and helping create a culture of caring for our trees.

Partnering for Better Estate Management

EMACs are committees composed of estate staff, elected District Councillors and tenants' representatives, who together make up a representative forum where local estate management staff can communicate with and consult on estate management matters. EMACs are especially important in helping estate management staff gain tenants' support for management policies and their implementation. In addition, they contribute valuable input for the daily management of estates and minor improvement works, and are also actively involved in supervising and appraising service contractors. Overall, EMACs help strengthen tenants' sense of belonging and their sense of collective involvement in estate management.

8 EMAC-funded greening activity held at Ping Tin Estate in Kwun Tong



Apart from operating individual estate funds for EMACs, the HA also holds a central reserve from which funds are allocated each year to enable them to partner with non-governmental organisations (NGOs). These funds are typically used to organise valuable community-building activities and services, such as outreach services for the elderly, activities to encourage a green and healthy environment, and initiatives to build a happy and harmonious community. In 2017/18, some 440 of these partnering functions were held, taking the form of seminars, workshops, performances and carnivals.

Some EMACs have also collaborated with the Department of Health to partner with relevant NGOs in running a health promotion programme, providing regular physical activities and healthy eating advice for tenants. In 2017/18, 17 estates took part in this programme.

In their efforts to provide care and support for elderly tenants, all EMACs conduct at least one partnering function each year at which NGOs deliver outreach services to the elderly tenants of individual estates. Relevant NGOs are also encouraged to invite young people from the estates or students of estate schools to join in these visits and interact with the elderly in positive ways. In 2017/18, some 190 of these partnering functions were held.

9 The Deputy Director of Housing (Estate Management), Miss Rosaline Wong (front row, seventh left), and the three Assistant Directors of Housing (Estate Management), Mr Martin Tsoi (front row, sixth left), Mr Ricky Yeung (front row, seventh right) and Mr Steve Luk (front row, fifth left) pictured with the awardees of Estate Management Services Contractors Awards 2017

Effective Management of Service Providers

The HA operates an efficient mechanism for managing its service providers effectively, which includes a series of stringent monitoring measures. It has set up a List of Cleansing Service Contractors and a List of Security Service Contractors, and only contractors on these Lists can bid for HA services contracts. Every aspect of the performance of contractors is monitored continuously through list management. Our Contractors Review Committee (Services) reviews the performance of services contractors on a quarterly basis. If contractors breach any statutory or contractual requirement, the HA takes action pertinent to the circumstances and seriousness of the case. This may include restriction or suspension from tendering, contract termination, and removal from the List. When evaluating tenders and contract extensions, the HA also takes into account contractors' quarterly performance appraisals, which contain comments by local Housing Managers and members of EMACs and the results of tenant surveys.

The HA is also committed to avoiding exploitation of non-skilled workers (including cleansing workers and security guards). Estate staff perform both regular and surprise checks, and interview cleansing workers and security guards to check whether their employers have complied with their legal and contractual obligations. Appropriate action is taken if irregularities are detected.

The HA has continued to liaise closely with labour unions as a way of ensuring the early detection of employment-related irregularities. In 2017/18, we conducted surprise checks to 22 estates in relation to 27 service contracts. This involved HA staff interviewing 757 non-skilled workers in an effort to detect and prevent the exploitation of non-skilled workers.



A seminar with the Labour Department and the Independent Commission Against Corruption was held on 7 November 2017 to increase non-skilled workers' awareness of their employment rights under the Employment Ordinance, the Employees' Compensation Ordinance, the Prevention of Bribery Ordinance, and other relevant laws and regulations.

The HA has established both a stringent tendering system and a strong contract management mechanism to ensure the quality and reliability of its building maintenance services. We have continued to implement the Maintenance Assessment Scoring System to closely monitor the performance of our building maintenance contractors, as well as the Preferential Tendering Opportunities and Preferential Tender Award System, which are used in the procurement of all building maintenance District Term Contracts and which take into account the past performance and track records of tenderers.

Retail and Commercial Properties

As at the end of March 2018, the HA was providing approximately 230 000 square metres of retail space, about 30 100 car parking spaces, around 202 000 square metres of factory premises, about 2 159 000 square metres of community, education and welfare facilities, and about 452 000 square metres of other space used for miscellaneous purposes.

As part of our ongoing review of the variety of shops and services offered in [HA shopping centres](#) and markets, we adopted a flexible letting strategy to optimise the trade mix for new shopping centres such as Yan Tin Shopping Centre and Ying Tung Shopping Centre. This involved planning the letting arrangements well in advance so that essential retail facilities would be in place before the intake of residents to meet their basic needs, and then gradually expanding the trade mix to provide a wider range of shopping choices and greater convenience. In view of the popularity of online shopping and home delivery purchases, we also expanded the availability of parcel lockers at suitable areas in estates/shopping centres to cover a total of 31 estates/courts by the end of March 2018, generating additional footfall as a result.

Following the successful launch of new mobile banking services by the banking industry at some HA estates, we continued to arrange for such services to be provided in other estates. As at the end of March 2018, mobile banking services provided by three major banks were serving 23 of the HA's PRH estates.

To maintain the popularity and competitiveness of [Domain](#) as a regional shopping mall and entertainment hub, we continued to launch tailored promotional activities and other events in collaboration with shop tenants, the media, and NGOs. Highlights included a ceremony to mark the fifth anniversary of Domain, and the lighting of the Christmas decorations at the end of 2017. The seasonal decorations, festive promotional activities and live performances were warmly welcomed by shoppers, shop tenants and residents nearby.

We took advantage of the tenancy renewal exercise held in the year to enhance both the trade mix and the tenant mix, with a view to maintaining Domain's novelty and strengthening its market position. New businesses including a specialty restaurant and a furniture shop were successfully introduced. Domain's facilities were also enhanced and upgraded to provide a better leisure environment for shoppers, for example by improvements being made to the overall illumination of the roof garden.

At the HA's other shopping centres, a number of centrally-planned promotional activities and packaged seasonal decorations of different types and scales were run or displayed during major festivals and special days. Following the completion of asset enhancement works for On Kay Commercial Centre to improve the shopping ambience there, a celebration ceremony was held to mark the opening of the revamped shopping centre. Throughout the year, a number of roadshows and different kinds of trade fairs were periodically arranged in designated spaces in our shopping malls, widening the choice of products and services available for shoppers.

The HA operates a five-year rolling programme that looks to enhance its commercial property assets in ways that better meet the needs of local residents and also make best use of available resources. The programme includes careful analysis of our commercial portfolio in terms of strengths, weaknesses, opportunities and threats. As a result of this analysis, we have identified a number of retail and carpark assets that are suitable for enhancement, including retail facilities in Lei Muk Shue Estate as well as the market facilities in Shek Kip Mei and Pok Hong Estates. This will involve detailed studies followed by major improvement works. In some cases these projects will involve the redesignation of the trade mix of commercial properties, or conversion of usage.

Among existing projects under this rolling programme, improvement and conversion works at Pok Hong and Kwai Chung Shopping Centres were completed in 2017/18, while similar works at Hoi Lai and Shek Pai Wan Shopping Centres made good progress.

The five-year rolling programme has been in operation since 2011. The various improvement and conversion works undertaken under the programme since then, together with the adoption of enhanced leasing strategies, have substantially improved the utilisation and occupancy of the HA's commercial premises.

In support of green living and environmental protection, we have continued to collaborate with Hong Kong's power companies to provide electric vehicle (EV) charging facilities. Currently, we offer users of EVs up to two hours of free parking during the charging process at our hourly parking spaces. We have also been providing standard charging facilities for monthly EV parking in existing HA car parks on an "as-needed" basis and when technically feasible. Standard EV charging facilities have also been provided in the car parks of new PRH developments.

The HA has also continued to adopt measures to help reduce electricity consumption in its shopping centres, such as by joining the Energy Saving Charter and the Charter on External Lighting. It has promoted green measures through collaborations with green groups and NGOs to launch promotional activities in our shopping centres. Restaurant, supermarkets and market stalls tenants were also encouraged to take part in the food waste reduction and recycling activities that are periodically organised by NGOs and government departments. The HA has signed up 20 of its shopping centres and estates with retail facilities to join the HK Green Shop Alliance, in a move to encourage shop tenants to incorporate more sustainable practices into their operations.

- 10 Domain is a regional shopping mall and entertainment hub
- 11 A new restaurant opens in Domain
- 12 EV charging facilities at Yau Lai Shopping Centre in Yau Tong



EMAC Seminar 2018

The Hong Kong Housing Authority (HA) manages and maintains more than 180 public rental housing (PRH) estates – but it doesn't do this alone. Among its most valued partners, [the Estate Management Advisory Committees](#) (EMACs) have been set up for each individual estate. Currently, 158 PRH estates have formed EMACs, made up of representatives of estate tenants along with HA estate management staff and elected District Council members. They provide multiple opportunities for enthusiastic and civic-minded PRH tenants to participate in the estate management process. Their input has led to significant enhancements both in the efficiency of our estate management operations, and its quality. Over the past year, for example, EMACs have been staunch supporters of the Housing Department (HD) in combating tenancy abuse, promoting waste reduction and building harmonious communities. EMAC members have also helped in promoting the iHousing app, the first mobile application for PRH tenants.

EMACs work independently, on an estate-by-estate basis, but they benefit from regular opportunities to get together and share their experiences and achievements. For this reason, every two years the HA hosts the EMAC Seminar. The seminar is also an ideal forum at which the HD can collect tenants' views and gather feedback on estate management issues. This year's EMAC Seminar was held on 24 March 2018 at the Hong Kong Science Park, bringing together around 700 EMAC representatives from different PRH

estates across the territory. Its themes were “cherishing our housing resources” and “building a harmonious community”. Guests included the Director of Housing, Mr Stanley Ying; the Deputy Director of Housing (Estate Management), Miss Rosaline Wong; the Chairman of the HA's Commercial Properties Committee, Ms Tennesy Hui Mei-sheung, MH, JP; and two members of the HA's Subsidised Housing Committee, the Honourable Wilson Or Chong-shing, MH, and Mr Anthony Chiu Kwok-wai.

The event included a number of speeches, talks and presentations that reflected the wide-ranging work of EMACs. In his address, Mr Ying thanked EMAC members for their advice and support on management issues and for playing such an important role in improving estate management services and facilities, before presenting certificates of appreciation to 127 EMAC members who have been serving their committees for more than 20 years. Besides, the seminar also included lively presentations by tenant representatives, HD staff, Fire Services Department staff, representatives from Po Leung Kuk and the Business Environment Council; each of which engaged with the key messages of the themes in different and creative ways. Special presentations were also given by tenant representatives from Sha Kok Estate and Siu Sai Wan Estate, in which the presenters shared their own views and experiences relating to the theme.



1 Panels on the themes of the seminar are displayed at the reception

2 The presentation on “Fire Safety at Home” given by tenant representatives from Sha Kok Estate, staff of the HD and Fire Services Department



iHousing Mobile Application Launched for PRH Tenants

In today's world of rapidly advancing technology, mobile apps are the way of the future. In recognition of the near universal use of apps in modern Hong Kong, the Hong Kong Housing Authority (HA) this year developed and launched the first-ever mobile application – iHousing app. The iHousing app is bringing together multiple functions related to public rental housing (PRH) in a single convenient tool, in the process enhancing the quality and efficiency of the services that the HA can offer to its PRH tenants.

The iHousing app is still being further developed and enriched, and as time goes on the range of functions and services provided by the app will be expanded. Already, though, it offers a good range of useful services in two key areas – rent enquiries and rent payments. Currently PRH tenants can use the app to carry out the following actions:

- ▲ Pay their rent at designated convenience stores, by using a Quick Response (QR) code provided by the app;
- ▲ Check their rent position and their rent payment history for the last six months;
- ▲ Use the app's global positioning system (GPS) to locate a nearby Estate Shroff Office, convenience store or supermarket where they can pay their rent;
- ▲ Receive rent payment reminders by push notifications;
- ▲ Receive messages about the HA's latest rent policies.

Launched on 13 December 2017, the iHousing app can be downloaded free of charge from the Apple Store or Google Play, and supports devices running on Android (version 4.4 or later) and Apple iOS (version 9.0 or later). To encourage PRH tenants to start downloading and using the app, the HA organised a series of promotional events that included lucky draws and promotion booths in 25 PRH estates between December 2017 and April 2018. As at the end of March 2018, the cumulative download rate and the cumulative usage rate were over 25 000 and 406 000 respectively.

- 1 Assistant Director of Housing (Estate Management), Mr Martin Tsoi (front row, centre), and Head (Information Technology), Mr Donald Mak (front row, second left), pictured with colleagues at the iHousing Launching Ceremony
- 2 Login page of iHousing

