

管優理善 萬戶安居

Management and Maintenance –  
Safe and Healthy Living





To keep our estates in excellent condition and our residents contented, the Hong Kong Housing Authority (HA) operates systems, teams and experts whose job is to “Work Together for Quality Public Housing”. For them all, “quality” means keeping our estate environments in tip-top condition in terms of facilities and hygiene, improving the living conditions for tenants, keeping them safe, and much more. This working together also includes service contractors, [Estate Management Advisory Committees \(EMACs\)](#), and tenants themselves, in collaborative activities that help foster a sense of community and pride in one’s living environment. In this chapter, we describe some of the most significant of the schemes and systems we have in place and the benefits they are bringing by helping make our public rental housing (PRH) estates safe, clean and comfortable, and providing harmonious environments for our communities.

### Total Maintenance Scheme & Mandatory Window Inspection Scheme

To meet the expectations of our tenants, enhance economic efficiency and lengthen the usable life of our assets; the HA’s [Total Maintenance Scheme \(TMS\)](#), launched since 2006, proactively inspects in-flat conditions and provides comprehensive repair services for PRH flats in buildings aged 10 years or above. In 2019/20, the TMS was implemented in 37 PRH estates.

The three-pronged approach of the TMS includes identifying maintenance problems proactively, responding to tenants’ maintenance requests promptly, and strengthening promotion and education. During in-flat inspections, In-flat Inspection Ambassadors inspect and record the condition of each flat, educate tenants about building maintenance, and arrange one-stop repair services, including carrying out minor repairs on the spot and immediately issuing works orders to contractors to follow up more complicated repairs.

Supplementing the TMS is the Mandatory Window Inspection Scheme (MWIS), a Government initiative to improve building safety. Poorly-maintained windows can result in objects such as glass and window frames falling from height. Under the MWIS, any building over 10 years old that is higher than three storeys may be selected for inspection, including buildings in estates under the HA. The responsibility for selecting HA buildings for inspection and for issuing any statutory notices under the MWIS rests with the Independent Checking Unit of the Office of the Permanent Secretary for Transport and Housing (Housing), under the delegated authority of the Building Authority. If one of the HA’s buildings is selected for window inspection, we engage “Qualified Persons” (registered with the Buildings Department) to carry out the inspection and supervise any necessary repair works. In 2019/20, 17 of our estates had the MWIS implemented in them.



A TMS Mobile Education Booth



A “Qualified Person” undertaking a mandatory window inspection at Lai Kok Estate



A workman repairs door hinges of a flat under the Responsive In-flat Maintenance Services



Wah Fu Estate was one of the estates where the CSIP was implemented

## Other Maintenance and Improvement Services and Programmes

The HA runs various maintenance and rejuvenation programmes, linked with the life cycles of different PRH estates, to ensure a safe and pleasant living environment for tenants. For example, our Responsive In-flat Maintenance Services sends dedicated in-flat technical teams to closely coordinate with tenants, promptly respond to tenants' works requests, and provide them with indoor minor maintenance services.

The second cycle of the Comprehensive Structural Investigation Programme (CSIP) commenced in 2018. This CSIP cycle ascertains the structural safety and financial sustainability of PRH estates not covered by the first cycle but which will become aged during the period from 2018 to 2032, as well as checks the continuing structural safety and financial sustainability of PRH estates covered in the first cycle. This cycle will involve a total of 71 PRH estates.

In older estates that have undergone a CSIP assessment and have been confirmed to be structurally sound, the HA implements its Estate Improvement Programme. Nine estates were covered by this programme in 2019/20. As the name suggests, this is a programme to refresh and upgrade older estates and make them more liveable for tenants. The programme typically involves adding enhancements to the estate's recreational facilities, renovating the building exteriors and shared areas, and revamping the landscaping, gardens and planting.

Lifts represent essential mobility items for many PRH residents, so we are committed to ensuring our lifts are safe for use and in good working order. Our Lift Modernisation Programme is one means of achieving this goal. Under this programme, we first check and assess all lifts aged over 25 years in various PRH estates, and prioritise modernisation works. In 2019/20, we completed modernisation works for 54 lifts in PRH estates, and issued six tenders for the upcoming modernisation works of 87 lifts in six estates.

Recent initiatives to improve the amenities of individual flats have included programmes to provide laundry rods for some tenants, and to replace the collapsible gates at flat entrances. The HA has been meeting the needs of its tenants for laundry-drying by installing laundry rods as landlord's fixtures in seven kinds of housing block wherever practicable. In total, we have installed laundry rods for around 260 000 PRH flats. At the same time, we replaced fixed window grilles with openable ones upon requests by tenants, to make it easier for them to access the new laundry rods. The year 2019/20 also saw the completion of a large-scale programme begun in 2015 to replace all the old-type collapsible gates at the entrances to rental flats with new and more secure gates. Around 9 600 gates were replaced in the year.

The HA also carries out major repair and maintenance activities at the level of basic infrastructure where necessary, including a range of Civil Engineering Improvement (CEI) works at older estates where facilities have deteriorated beyond economic repair.



The new covered walkway at Lei Muk Shue (II) Estate

Typical CEI works mainly involve the replacement of underground water mains, the rehabilitation of underground drains, and the reconstruction of estate roads. These kinds of works have been implemented at our older estates according to a rolling programme, based on annual surveys that assess current conditions alongside the failure and repair history of the underground water mains and drains as well as of the estate roads at these estates. In 2019/20, CEI works were carried out in Wang Tau Hom Estate, Shun On Estate and Tai Hang Tung Estate.

In July 2019, 10 selected PRH estates that offered a good representation of all typical block types were fully verified under the HA's Building Sustainability Verification System, and awarded the Hong Kong Quality Assurance Agency Sustainable Building Index Verified Mark. This verification enables the HA to better gauge the sustainability performance of its PRH blocks, allowing us to formulate effective long-term maintenance and improvement strategies.

## Safe, Clean and Healthy Environment

### ISO 45001 OHSMS

The HA is wholly committed to safeguarding health and safety at every level, and consequently we have adopted the Occupational Health and Safety Management System (OHSMS) for planned maintenance and improvement of public housing. In June 2019, we successfully migrated the original OHSAS 18001:2007 OHSMS to ISO 45001:2018 OHSMS for planned maintenance and improvement works. The new system is helping to raise the awareness of our frontline staff of occupational hazards,



An Estate Fire Safety Fun Fair held at Tsui Ping South Estate, where messages about fire safety were conveyed to children through fun games

and to enhance the HA's overall occupational health and safety performance. In addition, in July 2019 the HA signed a Safety Charter with the Construction Industry Council, the Occupational Safety & Health Council and other supporting organisations signifying its commitment to bolstering a caring culture for the safety and health of workers.

### Fire Safety

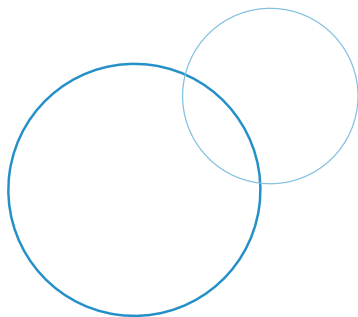
High priority has always been accorded to fire safety at PRH estates. Through our regular repair and maintenance programmes, we have continued to implement fire safety improvement works, enhance fire safety standards and ensure we comply with requirements under the Fire Safety (Buildings) Ordinance. Apart from regular fire drills, we run a year-round [Fire Safety Campaign](#) for all tenants to keep alert levels high and, more importantly, to ensure that tenants know what to do should a fire break out. During the year, we organised a series of Estate Fire Safety Fun Fairs under the campaign at 33 PRH estates. These delivered games and other fun activities designed to educate tenants about preventing fires at home. Messages on fire safety were also circulated through video broadcasts on the HA's Housing Channel network, information uploaded to the Estate Fire Safety Campaign website, the HA's Facebook, Instagram pages, and via posters with different fire prevention themes. Simple step-by-step guides for operating fire hose reels have been prominently displayed next to every reel on each floor of all housing blocks. In addition, we have been conducting fire safety improvement works to enhance fire safety standards and comply with the requirements under the Fire Safety (Buildings) Ordinance.



Many EMACs were also active in promoting fire safety in their estates, for example by organising fire safety activities and inviting officers from the Fire Services Department (FSD) to give fire safety talks. We provided EMACs with resources for these activities, and presented awards to 21 EMACs that had been most active in promoting fire safety awareness at their estates during the year. Meanwhile, we continued partnering with the FSD, which sent its Mobile Publicity Unit and Fire Safety Education Bus to various PRH estates to disseminate important fire safety messages.

### Lift & Escalator Safety

The safety of our residents in using lifts and escalators has always been a priority for the HA. The key here is creating a safety-conscious mindset among users. Our Lift and Escalator Safety Campaign for 2019/20 incorporated a range of eye-catching educational posters and escalator safety stand boards, along with safety videos broadcast on the Housing Channel. In addition, we produced warning stickers to remind registered lift workers to press the emergency stop button and lock the position of the lift car before they enter the lift shaft to carry out maintenance works.



An escalator safety stand-board at the entrance to Domain

### PRH Cleansing Programme

In the densely populated PRH estates across Hong Kong, good hygiene is a crucial part of **safe and healthy living** for all. For the HA, ensuring the highest standards of hygiene takes two main forms – active cleaning programmes and hygiene education for residents. In particular, we launched an Estate Cleaning Campaign in all PRH estates from June 2019 to February 2020 to tie directly in with the Government's territory-wide cleaning work. Our campaign included a series of extra measures to enhance rodent and mosquito controls.

We approached the rodent challenge by recognising the three basic survival needs of rodents: food, shelter, and passageways. By eliminating food sources and blocking hiding places and dispersal routes, the rodent population can be significantly reduced or even eliminated completely. Under our campaign, and in line with suggestions by the Food and Environmental Hygiene Department (FEHD), we installed more rodent-proofing facilities such as rat guards, wire mesh and metal kicking plates in suitable locations in our existing buildings. As for new buildings, rodent-proofing designs have been developed with reference to the guidelines from the Buildings Department. Mosquito control measures are also important; we continued to implement routine measures to eliminate environments where mosquitos can breed (e.g. stagnant water sources), while carrying out weekly fogging of scrubby areas near PRH residences in the rainy season to kill adult mosquitos. During the year we also purchased more mosquito trapping devices, including the In2Care traps recommended by the FEHD, to enhance our mosquito prevention and control work.

We attach great importance to promotional and public education efforts on cleansing and pest control in PRH estates, which encourage our residents to keep their estates clean and hygienic. Hygiene facts and tips were shared via multiple channels, including leaflets, posters, pest control talks, estate newsletters, the Housing Channel, and social media platforms. At the same time, we applied the Marking Scheme to discourage poor hygiene practices among residents and non-domestic tenants.



Jointly held by the Choi Wan (1) Estate Office, EMAC and the FEHD, the pest control talk boosts tenants' awareness of rodent and pest prevention and control work

Under the Estate Cleansing Campaign, joint inspections of priority estates were conducted by the HA, the FEHD and local stakeholders to identify areas for improvements in pest control. A total of around 90 priority estates were selected to have extra cleansing and pest control measures implemented in three phases running from June 2019 to February 2020.

### Marking Scheme

The HA's [Marking Scheme](#) for Estate Management Enforcement in Public Housing Estates is a scheme to enhance hygiene and civic responsibility on PRH estates by penalising residents who commit any of the 28 specified "misdeeds". Under the scheme, a tenant or authorised occupant who commits any of the misdeeds in the estate where he or she resides may have Marking Scheme points allotted to them, which are valid for two years. As at 31 December 2019, around 32 100 households had penalty points allotted to them, debarring them from applying for any of our voluntary transfer schemes. Households accumulating 16 valid points within 24 months may have their tenancies terminated. As of 31 December 2019, 106 households had reached this 16-point threshold.

The Marking Scheme has proved very effective in curbing environmental hygiene and estate management misdeeds, and is strongly supported by our PRH tenants. In addition to the scheme, we have been implementing other proactive measures to deter misdeeds. Patrols and enforcement actions are carried

out by staff at estate level and by Special Operation Teams at a regional level to tackle misdeeds such as littering, smoking, and throwing objects from height. We have continued to promote the importance of tenants showing civic responsibility and helping to maintain decent PRH living environments through publicity materials such as posters, leaflets, videos and social media posts.

### Sustainable Green Living

#### Green Projects

The HA's [Green Delight in Estates \(GDE\)](#) programme is an ongoing two-year programme that brings projects for [sustainable green living](#) to PRH estates across Hong Kong. In January 2019 we launched Phase 12 of GDE to cover 80 PRH estates, 40 each year in 2019 and 2020 respectively. The main theme for Phase 12 was "Waste Reduction and Recycling", selected to tie in with the Government's proposed Municipal Solid Waste Charging Scheme. Under the GDE, the HA engaged three green groups to deliver promotional and educational programmes that included green carnivals, eco-tours and educational workshops to selected PRH estates. The focus of these activities was to encourage the practice of waste separation at source among our PRH residents. Various activities were organised by the Business Environment Council, Greeners Action, and World Green Organisation.

Three-coloured recycling bins have now been placed in the ground floor common areas of each PRH domestic block across Hong Kong to help all residents reduce the amount of domestic waste they produce. This has been done in support of the Environmental Protection Department (EPD)'s "Source Separation of Domestic Waste Scheme", which has been set up to encourage people to separate their waste for recycling. Elsewhere, we organised various carnivals and promotional activities in PRH estates specifically to encourage tenants to reduce waste at source and embrace clean recycling, and sent the HA's two Waste Reduction theme characters, "Waste Reduction Bee" and "Slim Garbage Bin", on visits to around 20 estates to raise community awareness of waste reduction.

All this promotional work has achieved encouraging results. Over the year, the daily waste generated by PRH residents was reduced to an average of 0.59 kg per person, lower than our target of 0.70 kg per person. In addition to the collection of recyclables from the three-coloured recycling bins, we also collected some 511 tonnes of glass bottles from PRH estates as part of an ongoing glass recycling trial being spearheaded by the EPD. In other initiatives, we collected around 47 800 moon cake boxes (about 14 tonnes) for recycling after the Mid-Autumn Festival, and about 6 600 potted citrus plants for replanting after the Lunar New Year.

## Waste Management

In preparation for the implementation of the Government's Municipal Solid Waste (MSW) Charging Scheme, the HA set up a half-year trial for selected PRH residents that started in November 2018. Run in

collaboration with the EPD, the trial was conducted in Ka Fuk, Tai Hang Tung and Yue Wan Estates. Residents in the designated trial blocks at those estates were provided with free dummy garbage bags for disposing of waste in accordance with the scheme, and a non-governmental organisation commissioned by the EPD was engaged to carry out promotion and publicity in the estates. The trial aimed at enabling stakeholders and residents in PRH settings to try out MSW charging in real life, and was effective in preparing residents for the scheme as well as conveying the message of the importance of waste reduction and recycling. We will collaborate further with the EPD on similar trial schemes in the future, and continue to implement promotional and educational programmes in PRH estates on adopting a sustainable lifestyle of waste reduction and separating waste at source.

Waste separation at source was also the theme in another initiative that involved collaboration among the HA, the EPD and the Food and Environmental Hygiene Department (FEHD). This saw the launch of a pilot scheme in July 2018 to collect source-separated food waste daily from nine HA shopping centres and wet markets and deposit it to designated collection points within each of the respective locations. FEHD contractors then delivered the waste to the Organic Resources Recovery Centre for off-site recycling. The success of this pilot scheme and the level of engagement by tenants has led to the extension of the food waste collection service to include several more of the HA's shopping centres and wet markets from around the middle of 2020. Together with the EPD, the HA has been working to get more shop and stall tenants to join the trial programme, at the same time



Environmental Recycling Day held at Ko Yee Estate to promote separation of waste for recycling



Food waste is collected from stalls at Ching Long wet market



organising various promotional and educational programmes to boost their awareness of environmental protection.

A further sustainability and waste reduction initiative undertaken recently was the launch of the Pilot Scheme on Collection and Recycling Services on Plastic Recyclable Materials. This is a scheme organised in collaboration with the EPD to enhance the recycling of waste plastics. The Pilot Scheme will run in three districts, with its first location being the Eastern District in late 2019. Under the Pilot Scheme, EPD contractors collected all types of waste plastics (e.g. different types of plastic bottles, containers and utensils, packaging materials and polyfoam) directly from non-commercial/industrial premises in the districts, including private and public housing estates, schools, and public institutions. These were further treated in order to produce either recycled raw materials or products for local or external markets. The contractors also carry out regular publicity and promotional activities, and mobile collection points have been set up both to collect waste plastics and to educate the public on proper recycling in PRH estates. The Pilot Scheme will soon be rolled out in Kwun Tong and Sha Tin Districts.

### Implementation of ISO 50001 and ISO 14001

In June 2019, the HA's Estate Management Division successfully renewed its ISO 50001 certification, which recognises the international quality of the HA's energy management standards. The scope of ISO 50001 certification, which has been held since 2013, includes the planning, design, operation, project management and contract administration for facilities management and improvement works at communal areas of PRH domestic blocks. In addition, the relevant certification body carried out an annual surveillance audit for the ISO 14001 Environmental Management System on planned maintenance and property management in May 2019, as a step towards keeping the certification up to date.

### Energy Conservation

In recent years, the HA has incorporated a number of energy-saving initiatives into its PRH estates. For example, we now use Light Emitting Diode (LED)

luminaires in place of Compact Fluorescent Lamp (CFL) in bulkhead light fittings, exit signs and directional signs during breakdown maintenance, and variable speed booster fresh water pump systems in place of conventional booster pump systems. We have also incorporated energy-efficient lift drive control systems in our lift modernisation works. Our Carbon Audit exercise, which monitors carbon emissions in 14 selected PRH domestic blocks, was continued in the year.

### Greening & Tree Management

Greening makes an important positive difference to the ambience of estates. During the year we introduced new types of plants to enhance the landscape of 20 PRH estates, many of which were selected to match the local environmental conditions. We have also made greening promotional activities available to residents, collaborating with EMACs in 20 estates to organise events to get local PRH communities involved.

In total, PRH estates under the HA are home to approximately 94 000 trees of various species of different sizes. The HA operates an Enterprise Tree Management System (ETMS), which both keeps track of each individual tree and also streamlines our processes for assessing and managing tree risk. To replenish the tree supply and further green our estates, we organised tree planting days in 10 estates during the year and recorded the newly planted trees in our ETMS. Meanwhile, more than 700 enthusiastic volunteers in our Estate Tree Ambassador Scheme remained active in promoting tree care. During the year we ran two special training courses for them, one on tree identification and the other on identifying problems in trees.



A landscape improvement project at Wu King Estate





An EMAC-funded greening activity at Kwong Fuk Estate



A Healthy Diet – Green Health Workshop for the elderly held at Lee On Estate

## Partnering for Better Estate Management and Healthy Living

### EMAC Involvement

Estate Management Advisory Committees (EMACs) are advisory groups that operate in individual estates, and are typically made up of estate staff, elected District Councillors and tenants' representatives. They perform multiple valuable roles, including liaising between HA staff and tenants, offering advice on management issues, gaining support from tenants for new management policies, evaluating the performance of service contractors, and organising community activities for residents.

All PRH estates that have EMACs in place are allocated funding annually by the HA specifically for EMACs to use in organising estate community-building activities. Other funding may also be provided to EMACs from the HA's central reserve to enable them to partner with non-governmental organisations (NGOs) in organising community-building activities with central themes. In 2019/20, a total of around 360 partnering activities were organised by EMACs, including outreach services for the elderly, activities to encourage a green and healthy environment, and initiatives to build a happy and harmonious community. These took the form of seminars, workshops, performances and carnivals.

In a longstanding collaboration with the Department of Health, the HA participates in regular thematic community health promotion programmes to encourage our PRH tenants to adopt a healthy lifestyle. EMACs have partnered with NGOs to deliver activities under

these programmes, such as giving residents regular physical activities along with healthy eating advice. In 2019/20, 17 EMACs participated in the programmes, with themes that focused on promoting a low-salt diet for better health and encouraging people to walk and exercise more.

Among the regular themes adopted each year for EMAC-NGO partnering activities, all EMACs conduct at least one partnering function with the theme of "Caring for the Elderly". This is an opportunity for selected NGOs to deliver outreach services to the elderly tenants of individual estates, as well as to invite young people from the estates or students at estate schools to join in these visits and interact with the elderly in positive ways. In addition to outreach services, other events for the elderly in 2019/20 included carnivals, health promotion workshops, exhibitions and talks, and basic health assessment tests. During the year, some 160 of these partnering functions were held.

### Healthy Ageing in Public Housing Estates

Many elderly people call a PRH estate their home. To promote happy and healthy living for our elderly tenants, we run a longstanding [Healthy Ageing in PRH Estates programme](#). The programme continued to be popular and attracted around 5 700 elderly tenants during the year.

Many activities were arranged during the year, including events, exhibitions, talks and free health assessments. Various oral health education initiatives were undertaken as part of our collaboration with the Department of Health's Oral Health Education Division.



Volunteers on a visit to an elderly resident of Lai Kok Estate



Elderly tenants receive health assessments at a mobile health assessment station set up at Upper Ngau Tau Kok Estate by the HKU School of Nursing Team

Meanwhile, our partnership with the School of Nursing of the University of Hong Kong (HKU) delivered free health assessment checks to elderly tenants in different housing estates, done either during home visits or at mobile health assessment stations. Sarcopenia, a condition of muscle loss with ageing that increases the risk of falling among the elderly, remained a major theme of our education activities under the programme. We included a mini exhibition on sarcopenia at the mobile health assessment stations, and also ran talks and workshops on preventing sarcopenia.

With the outbreak of coronavirus (COVID-19) in early 2020, unfortunately, three Health Talks cum workshops on preventing sarcopenia planned for February and March had to be cancelled. However, in lieu of the talks, we collaborated with HKU's School of Nursing to produce videos on muscle-strengthening exercises specially designed for the elderly, to encourage our elderly tenants to work out at home during the pandemic. The videos were posted on three of the HA's online platforms, Public Housing Vistas (Facebook), Instagram and YouTube, making it easy for the elderly to follow along with the video instructions at home.

### Service Provider Management

The HA contracts outsource many essential services to a wide range of service providers. We are committed to ensuring that these service providers operate to the highest standards, not only in terms of delivering quality goods and services, but also in the care they show to their own employees. One way we do this is by limiting the contractors used by the HA to qualified service contractors that meet certain requirements relating to

experience and financial capability. For example, to be admitted onto the HA's List of Cleansing and Security Service Contractors and Property Services Agents (the list of the companies permitted to bid for our Cleansing, Security service and Property Services contracts), service contractors must meet strict background criteria. In addition, their performance is assessed quarterly, a process that may involve input from Housing Managers or Property Services Managers and EMAC members, as well as reference to tenant surveys from the relevant estate. Also on a quarterly basis, the performance of all our service contractors is reviewed by the Contractors Review Committee (Services). Contractors that are found to be in breach of any statutory or contractual requirement may have regulatory or disciplinary action imposed on them, such as restriction or suspension from tendering, contract termination and even removal from the List. The results of these quarterly performance assessments may also have an impact on a contractor's chance of bidding for future tenders, or having a service contract extended.

We also have provisions in place for ensuring that our service providers treat their workers, especially their non-skilled workers, well. Service contractors must enter into a Standard Employment Contract (SEC) with their non-skilled workers if the employment period exceeds seven days. The HA has put into effect the Government's new measures for tenders of service contracts invited from 1 April 2019 onwards, which include the provision of gratuity, statutory holiday pay and extra typhoon wages to non-skilled workers. In addition, relevant service contractors who employ non-skilled workers are required to sign a new SEC with their employees to ensure they are entitled to enhanced employment benefits under the new service contracts.



Our estate management staff regularly speak to non-skilled workers to check on whether their employers are complying with the relevant labour legislation. If we identify irregularities or non-compliance, we may issue advisory letters, warning letters or default notices to contractors, all of which may affect our evaluation of any future tenders or applications for contract extension.

### Maintenance Contractor Management

Ensuring that maintenance works is carried out to the best standards is of particular importance for the HA, and we have systems in place to do this at both the tendering and contract management levels. For example, we have continued to implement the Preferential Tendering Opportunities and Preferential Tender Award System in the procurement of all building maintenance District Term Contracts, which take into account the past performance and track records of tenderers. For contractors who are currently fulfilling their contracts, we operate the Maintenance Assessment Scoring System, which allows us to monitor and assess their performance closely.

### Protecting the Rights of Workers

Making surprise checks on contractors is a valuable way of detecting irregularities that may involve potential breaches to workers' rights. In 2019/20, we carried out surprise checks at 24 PRH estates in relation to 27 separate service contracts. These checks included talking with around 749 non-skilled workers to learn more about their working and contract conditions, and were carried out in collaboration with various labour unions. Education of non-skilled workers on their rights is another way of helping stamp out contract irregularities. We played our part by organising a seminar attended by 125 non-skilled workers at the Housing Department's Training Centre in November 2019, in conjunction with the Labour Department and the Independent Commission Against Corruption. This was aimed at helping non-skilled workers become more aware of their rights and responsibilities under the Employment Ordinance, the Employees' Compensation Ordinance and the Prevention of Bribery Ordinance, and other employment related rights.

### Retail and Commercial Properties

Apart from PRH management, the HA is responsible for managing around 1.79 million square metres of non-domestic facilities (as at the end of March 2020). Among these, about 49% are welfare and community facilities, about 15% are retail facilities, and the remaining 36% are for other purposes, including factory units and office use.

Most of the non-domestic facilities under the HA are set up with the priority of catering for the needs of PRH residents. For example, the HA's retail facilities have the primary aim of providing a wide range of basic necessities to local PRH tenants. To ensure this is the case, we adopt flexible marketing and leasing strategies to ensure that the trade mix in [our shopping centres](#) is an optimum one, providing mainly basic retail facilities such as supermarkets, eateries and pharmacies. For new shopping centres, such as the Lai Tsui Shopping Centre, we also adopt strategic and diversified planning for commercial leasing that widens the trade mix and provides more shopping choices.

Recognising the need of PRH tenants for convenient banking services, we have been collaborating with major banks on provision of mobile services in recent years. As at 31 March 2020, mobile branch services served 30 estates, and these will be extended to more estates over time, especially those that lack suitable banking facilities nearby. In addition, some HA shops are let to banks for branch services or self-service banking, and some spaces in estates are designated for automatic teller machines. As a result of these initiatives, PRH tenants enjoy good access to essential financial services.

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Mei Tin Shopping Centre in Sha Tin



Parcel collection lockers in Cheung Shan Estate

As the popularity of online shopping and home delivery has increased, especially with the arrival of COVID-19 in 2020, we have arranged to let more shops to express delivery service providers. Parcel lockers for delivery are a popular way of receiving goods ordered online, and the HA has been identifying suitable sites for setting up parcel lockers in its estates as well as in its shopping centres. As at 31 March 2020, parcel lockers had been set up in 43 PRH estates and shopping centres.

### Domain

Domain, the largest of the HA's shopping malls and an important regional mall and entertainment hub, has continued to be a popular destination for many shoppers from within and outside the district. To keep it in the spotlight, a programme of special events for some of the major festivals and special days during the year was run. These were supplemented by events specially targeting children and their families. Some of the special themed events held in the year included the Fish Kaleidoscope – Stream Explorer in Lantau Nature Aquarium Exhibition; the Environment and Conservation Fund Decluttering Lifestyle: The Joy of Less; Summer Dynamic Green Farm; the Hong Kong Underwater Photo & Video Competition 2019; Pororo Winter Amusement Park; and a series of lifestyle-themed trade fairs and expos in partnership with renowned brands.

All these events and more have continued to be promoted widely on the mall's designated website, <http://www.domain-mall.hk/>, and associated social media platforms. The Domain Club loyalty programme has also been successful in maintaining the loyalty of



The themed Dynamic Green Farm event at Domain

customers. Throughout the year, the HA made available short-term kiosks and venues suitable for holding roadshows and festive trade fairs, adding new interest to the mall environment.

New businesses introduced to the mall during the year included an Italian-style specialty restaurant, a well-known bakery shop and a Drawing Studio, among others. We added or upgraded various facilities in the year, including installing five medium chargers for electric vehicles in the car park to meet demand from electric vehicle owners and show our commitment to environment protection.

### Promotional Activities

We continued to launch centrally arranged promotional activities and festive decorations during major festivals in other HA shopping centres, including a special opening celebration ceremony to mark the opening of Yan Tin Shopping Centre. We also arranged for short-term lettings of kiosks and venues for roadshows and trade fairs periodically at other shopping centres, widening the choice of products and services and enhancing the shopping experience.

To enhance the user-friendly shopping environment, free Wi-Fi has been provided for public use in 37 of the HA's shopping centres and 15 major retail facilities. This fast and stable Wi-Fi service has been available for shoppers since early 2020.



## Enhancing Our Non-domestic Facilities

The HA's non-domestic spaces and facilities are used for many different purposes, and we are continually looking at how effectively we are using these spaces and how they can best be utilised. To this end, we run a five-year rolling programme to prioritise asset enhancement of our retail and carparking facilities. Our "asset enhancement" work includes major improvement works, re-designating the trade mix, providing additional shops, or converting the use of the premises. In 2019/20, we included retail facilities in Yau Lai Estate, Choi Ying Estate and Tin Ching Estate in the asset enhancement programme, and carried out detailed studies of enhancement options at these sites. Meanwhile, the improvement work at Shek Pai Wan Shopping Centre was completed during the year, while good progress was made on our studies or work at Lei Muk Shue and Choi Tak Shopping Centres as well as at the market facilities in Shek Kip Mei and Pok Hong Estates. The improvement and conversion works carried out under the programme, together with flexible marketing and leasing strategies, have helped us significantly improve the utilisation of our commercial premises and optimise the use of resources to meet residents' needs.

We have also been exploring ways to better utilise some of our non-domestic facilities such as storerooms or other spaces, for example by improving the letting rate of storerooms and studying the feasibility of converting them into domestic flats or for other uses as appropriate. Progress has been made in converting some suitable non-domestic facilities (e.g. empty bays in PRH estates) for use as welfare and retail premises.

## Supporting Environmental Protection

Environmental protection and green living are important aspects of our retail environment planning and operations. The HA is a signatory of the Energy Saving Charter and the Charter on External Lighting, as part of its commitment to reducing energy consumption at its retail premises. As a member of the Hong Kong Green Shop Alliance, we encourage our shop tenants to incorporate sustainable green measures into their daily operations, such as by joining food donation schemes organised by NGOs.

We also try to get our tenants and members of the public to embrace various environmental protection practices on reducing and recycling food waste and phasing out the use of disposable plastic tableware. A promotional campaign to encourage reducing the use of disposable plastic tableware was extended from Domain to Yau Lai Shopping Centre, On Tai Shopping Centre, Shui Chuen O Plaza and Ching Long Shopping Centre, running from August to October 2019. The campaign was welcomed by shoppers, whose awareness of the issue was raised through various gift redemption and promotion schemes. More widely, the HA encouraged other operators of food establishments in HA premises to reduce or avoid the use of disposable tableware. Seven of the HA's shopping centres and major retail facilities – Domain, Yau Lai Shopping Centre, Hoi Lai Shopping Centre, Shui Chuen O Plaza, Mei Tin Shopping Centre, Ching Long Shopping Centre and Ping Shek Estate – also participated in the Lai See Reuse and Recycle Programme 2020, which aimed at promoting the habit of reusing and recycling.



A lion dance being performed at the Grand Opening of Yan Tin Shopping Centre



Yan Tin Shopping Centre in Tuen Mun

### *How the HA Fought the Virus in its Estates*

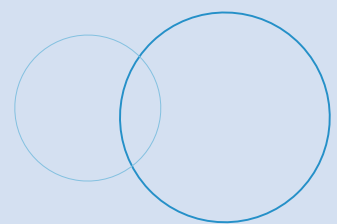
In early 2020, Hong Kong faced perhaps its biggest-ever public health threat with the outbreak of COVID-19. In a city as densely populated as ours, the highly contagious nature of the virus posed special difficulties for controlling its spread. This was a challenge of special relevance to the HA, which is responsible for managing more than 180 public rental housing (PRH) estates where around 29% of the city's population live, including many high-risk elderly. Drawing on its experience in handling SARS in 2003, the HA quickly launched a host of actions designed to keep its tenants, contractors and staff as safe as possible in the face of COVID-19. This feature story describes some of the moves that have been helping to protect HA estates and people against the spread of the virus, while hammering home the importance of our city-wide slogan, 'Together, we fight the virus!'

The Hong Kong Government moved quickly as soon as the seriousness of the COVID-19 threat became clear. On 25 January, it announced that Hong Kong would move to the "Emergency Response Level" of the "Preparedness and Response Plan for Novel Infectious Disease of Public Health Significance", up from the "Serious Response Level" introduced on 4 January. A number of stringent measures to maintain good hygiene and reduce the spread of the disease were introduced. In line with these, we launched a number of targeted anti-infection measures at our PRH estates across Hong Kong, all aimed at protecting the health of tenants and workers. To begin with, we stepped up the frequency of our cleansing and disinfection work in all estates. We gave special attention to the common areas of estates with high visitor flows, and cleaning was also enhanced for buttons and button panels of entrance gates and lifts, as well as areas such as lift lobbies, lift cars, escalators, stairs and handrails, and at our commercial centres, markets, and public toilets. In addition, we provided alcohol-based hand-rubs and sanitising mats in the ground floor lobbies of every residential block, shopping centre and estate management office.

Ultimately, good hygiene standards require the co-operation of every individual in the community. To get this message out, along with education about how to fight the virus on an individual and household level,

we circulated a range of publicity and educational notices, posters and social media posts that promoted good hygiene practices for personal and household living and in shops, and appealed to residents and non-domestic tenants for support in the battle against COVID-19. These were prominently displayed on notice boards and in other conspicuous locations in PRH estates. Supplementing this, we increased our enforcement actions against hygiene misdeeds and offences under the Marking Scheme and relevant legislation, emphasising just how seriously everyone needed to take the virus situation.

Social distancing became the new norm as a strategy of containing the virus, as the Government issued directives for reducing social contact. In response, we implemented work-from-home arrangements for many of our HA staff, as well as temporarily closing our recreation and community facilities and suspending all major events. Exceptions were only approved for certain promotional booths or mobile exhibitions, and for the handling of items required to prevent and control the disease. To maintain social distancing in crowded locations, we took measures where necessary to control the flow of people and queuing practices at estate office reception lobbies. We supplemented this by introducing body temperature checks for all members of the public entering estate offices.



Recreation facilities have been temporarily closed

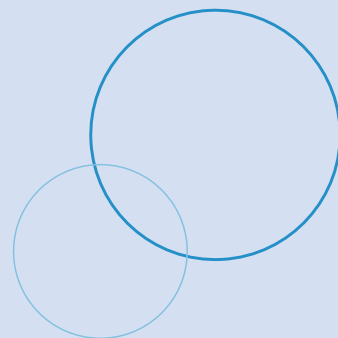




Temperature check before entering an estate office



Cleansing in wet market



With so many service contractors working in our estates, keeping workers of outsourced service contracts safe was another essential part of our COVID-19 response plan. To begin with, we reminded the management of these contractors of their responsibility to provide appropriate and adequate personal protective equipment for frontline staff responsible for cleansing, disinfection and other essential services in PRH estates. With masks in short supply across Hong Kong, the Government decided to distribute masks produced by the Correctional Services Department each month for free to frontline cleansing workers engaged by government outsourced service contractors. From mid-February 2020 onwards, the HA distributed these masks to cleansing workers under its service contracts.

We also played our part in facilitating another scheme introduced by the Government in the face of COVID-19. This was the “Anti-epidemic Support Scheme for Property Management Sector”, launched under the Government’s Anti-epidemic Fund to support the property management sector in its anti-epidemic efforts and to recognise the services of frontline workers such as cleansing and security personnel. We have been expediting the Government’s funding arrangements for this scheme by providing the monthly allowance of \$1,000 to each cleansing worker and security worker employed by our service contractors since March 2020.

When confirmed cases of COVID-19 have come to light on HA estates, we have implemented a strict and thorough response plan. Staff wearing personal protective equipment is sent in to carry out thorough cleansing and disinfection of the affected buildings, in accordance with Government guidelines, while increased cleansing and disinfection of the common areas of the estate is also undertaken. Technical staff then inspect all units that shared drainage and vent pipes with the units of the infection cases. To minimise the risk of the disease spreading through faulty or incorrect pipework and venting, we have posted notices widely reminding tenants that they must obtain prior approval from the HA before carrying out any alterations to their units, and warning that, because of the health risks, unauthorised modification of pipes is a serious matter. The notices also encourages good environmental hygiene by reminding residents to maintain their drainage pipes properly and to regularly pour half a litre of water into each drain outlet (U-trap) to keep them clear.

Our staff, contractors and tenants have all been called upon to work together and fight the virus on PRH estates. The task has not been easy as it required much commitment, vigilance and co-operation from everyone involved. We all have pulled together to keep each other safe and healthy. In Hong Kong’s fight against the virus, the HA has done its utmost to play its part effectively, together with its stakeholders.