



深水埗海達邨
Hoi Tat Estate, Sham Shui Po

塑建今日社區 Shaping Today's Communities

屋邨管理處的主要職能

- 公共租住房屋（公屋）屋邨的管理及維修保養
- 公屋和中轉房屋的房屋改善計劃
- 推行公營房屋政策，包括執法工作
- 公共屋邨的社區建設活動

Key functions of the Estate Management Division

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

保養維修 改善生活

本章闡述房委會管理和維修保養全港公共屋邨的工作，以確保所有公屋租戶在整個租賃期內居於安全、舒適和保養得宜的單位。然而，房委會的工作絕不限於屋邨結構維修，我們還積極推展多項措施，以培養居民對屋邨和社區的歸屬感、促進睦鄰關係，並提升租戶的公民意識和對環境的責任感。

為確保轄下所有屋邨保持最佳狀況，我們多年來推行各項維修和改善計劃，包括加強住戶安全的計劃（例如在住宅單位內安裝「火警視像警報系統」、推行「強制驗窗計劃」）、確保居住環境安全衛生的計劃（例如「大廈優質供水認可計劃—食水（管理系統）」、「排水管改善計劃」），以及其他促進屋邨暢通易達的計劃（例如「升降機現代化計劃」）。「全方位維修計劃」是房委會另一項至關重要的舉措，我們主動檢查公屋單位的室內情況，並提供全面維修服務。

升降機現代化計劃

公共屋邨大多人口稠密，為租戶提供快捷安全、空間較大的升降機尤見重要。為此，我們推行「升降機現代化計劃」，檢查和評估公共屋邨內所有機齡逾25年的升降機，並根據各升降機的運作情況和現有資源，從中選出須優先進行現代化工程的升降機。2022/23年度，我們完成公共屋邨內62部升降機的現代化工程，另為77部升降機的現代化工程招標。

升降機新外門和樓層顯示器
New lift landing door and floor indicator



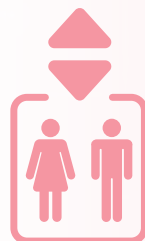
Maintenance for Better Living

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

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

Lift Modernisation Programme

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



為有需要租戶
安裝火警視像警報系統



住宅單位內的火警視像警報系統

我們十分重視公共屋邨租戶的安全，而火警風險是其中一個最受關注的安全問題。我們在屋邨裝設了火警警報系統，一旦發生火警，警鐘會向居民發出警報。然而，為保障聽障居民的安全，我們已陸續在他們的單位內安裝新的「火警視像警報系統」。當公共火警鐘響起時，系統的警示燈隨即閃動。

安裝「火警視像警報系統」雖非法定要求，但明顯能為聽障居民帶來重大的安全保障。我們已通知所有登記的聽障居民這項自願參與的計劃，並邀請他們申請。系統的安裝費用全免，安裝工作2020年3月展開，並於2022/23年度內持續進行。截至2023年3月底，我們已在59個公共屋邨的85個單位內安裝「火警視像警報系統」。

全方位維修計劃與強制驗窗計劃

房委會自2006年起推行「全方位維修計劃」，主動為樓齡十年或以上的公屋單位提供檢查和維修服務。根據這項計劃，專責技術隊伍有系統地檢查這些公屋單位的狀況，並在有需要時安排保養或維修服務。「全方位維修計劃」不但讓租戶住得安全，亦有助提升屋邨資產的經濟效益，延長其使用年期，為房委會帶來裨益。

為租戶單位即場進行小型維修
On-site minor repairs for a tenant's flat



Visual Fire Alarm (VFA) System inside domestic flats

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

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

Total Maintenance Scheme & Mandatory Window Inspection Scheme

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

全方位維修計劃服務站
A TMS services counter



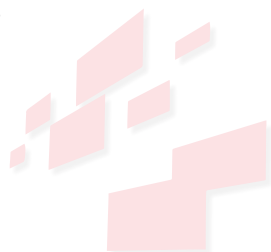
2022/23年度，我們在59個公共屋邨推行「全方位維修計劃」。計劃採取三管齊下的方針：第一，由家居維修大使勘察和記錄單位的室內狀況，並查找維修問題；第二，確保租戶提出的維修要求得到迅速回應，並按需要安排一站式的修葺服務；第三，向租戶宣傳和教育，例如定期派遣家居維修大使到屋邨講解樓宇維修知識，並在快將展開「全方位維修計劃」的屋邨為租戶設置流動教育櫃位。

「強制驗窗計劃」是一項法定計劃，旨在識別老化或失修窗戶所帶來的潛在危險，予以糾正，從而提高公共安全。我們在收到獨立審查組就屋邨內一扇或以上窗戶發出的強制驗窗法定通知後，委聘註冊合資格人士檢查窗戶和監督所需的修葺工作。



大廈優質供水認可計劃—食水(管理系統)

為居民提供優質食水是屋邨管理的首要工作。由2018年起，房委會參加由水務署管理的「大廈優質供水認可計劃—食水(管理系統)」，我們為屋邨制訂和推行「建築物水安全計劃」，並著力妥善管理和保養邨內水管系統。截至2023年3月，我們已在185個公共屋邨推行「建築物水安全計劃」，這些屋邨亦獲水務署頒發「大廈優質供水認可計劃—食水(管理系統)」證書。我們繼續推行「建築物水安全計劃」，目標是把這項計劃推廣至全港所有公共屋邨。



排水管道改善計劃

2021年，屋宇署公布就地面以上排水系統提升設計標準。為此，房委會推行「排水管道改善計劃」，由2022/23年度起為公共租住屋邨的排水系統進行改善工程。

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

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

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

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

Drainage Enhancement Programme

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

改善工程涵蓋三項主要工作。首項工作是伸延天台排氣管，以避免任何可能在大廈出現的擾流現象而導致污染物在地面積聚。第二項工作是加裝分支接駁喉管，收集用過的水以補充地台去水口的隔氣彎管內的水，以防止水封流失。最後，在遇有相鄰單位的廁所地台去水口接駁至共用U型隔氣彎管，為有需要去水口加裝新的獨立U型隔氣彎管，以防止氣體和異味由一個單位傳入另一個單位。

改善工程2022年8月展開，約需兩年半完成。截至2023年3月底，共46個屋邨正在進行有關工程，包括：

- 1 伸延天台排氣管；
- 2 加裝分支接駁喉管，收集用過的水以補充地台去水口的隔氣彎管內的水；
- 3 在住宅單位的廁所地台去水口加裝獨立U型隔氣彎管。

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

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

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



1



2



3

社區建設

年內，房委會與其他政府部門和非政府機構合辦活動，旨在促進社區建設、加強關懷互助、締造和諧生活環境和提升健康意識，當中包括可供不同年齡層租戶參與的多元化社區建設主題活動。我們與非政府機構合辦的活動圍繞四個核心主題，分別是「關懷長者」、「推廣環保／綠化」、「防止和打擊濫用公共房屋資源」及「建設和諧社區」。為配合政府的社交距離措施，我們2022/23年度停辦大型的屋邨和社區活動，但繼續舉辦規模較小的社區活動，並向有需要的租戶及其家人（尤其是長者租戶）提供支援服務。房委會鼓勵協作的非政府機構提供家訪或外展服務，從而識別獨居長者，並提供支援。我們亦建議這些機構協助有需要的租戶向社會福利署、衛生署或其他福利機構尋求所需協助。

此外，房委會與衛生署合辦「我好『叻』」社區健康推廣計劃，宣傳健康飲食和恆常體能活動的好處；又與消防處合作，傳遞有關防火和家居安全的信息。這些合作計劃和其他社區建設活動均有助促進租戶的健康和安全，並增加他們對屋邨和社區的歸屬感。

家訪、外展服務，以及與衛生署合辦的「健康飲食及體能活動」工作坊

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



Community Building

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

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



關顧長者

長者戶終身全免租金計劃

住戶若由一名或多於一名年屆70歲或以上的長者組成，即符合資格申請「**長者戶終身全免租金計劃**」，可享終身全免租金。這項計劃2019年以試驗形式推出，翌年成為恆常計劃。基本上，計劃以居住單位面積大於所需的長者住戶（即「寬敞戶」）為對象，藉豁免終身全額租金，鼓勵他們調遷至合適的面積較小單位，以騰出較大單位給正在輪候公屋的成員較多家庭。這項計劃既讓年長公屋住戶享有經濟得益，亦可增加需求殷切的較大公屋單位供應。

計劃恆常化後，對象亦已擴展至所有家庭成員均年屆70歲或以上而居於一型設計長者住屋和沒有獨立設備的「改建一人單位」的長者戶，同時擴闊了可供選擇的地區範圍，即由同一區議會分區擴大至同一個公屋申請地區。這項計劃已取得預期成效，截至2023年3月底，我們已批准約650宗申請，並把245個長者戶調遷至面積合適的公屋單位。



長者戶全免租金計劃
Full Rent Exemption
Scheme for Elderly
Households

房委會推出多項關顧長者的計劃

HA has introduced various schemes for caring for the elderly



Caring for the Elderly

Lifetime Full Rent Exemption Scheme for Elderly Households

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

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



長者緊急警報系統津貼

房委會公屋有很多獨居長者，當中不少在健康、安全和行動方面有特別需要。「緊急警報系統」由商業機構或非政府機構提供，當長者跌倒或遇上緊急醫療需要時，系統可協助長者尋求緊急援助。為鼓勵長者住戶使用「緊急警報系統」以保障自身安全，我們為合資格的長者住戶提供2,500元的一筆過「緊急警報系統津貼」，用作支付「緊急警報系統」的安裝費用及／或使用系統的相關服務費用。

「緊急警報系統津貼」的資助範圍不單涵蓋實體系統的安裝費用，（由2021年2月起）還可用於支付具備「緊急警報系統」的手機、在智能電話安裝系統專用應用程式、具備「緊急警報系統」功能的手錶等相關流動裝置產品的費用。截至2023年3月底，我們收到約24 100宗申請，可見這項津貼深受住戶歡迎。



平安鐘

「轉數快」電子支付服務

愈來愈多公屋租戶願意使用最新的網上銀行服務繳付帳單和進行其他財務交易，房委會正為租戶增加支付選項，方便他們繳交房委會各項費用。2022年3月中，我們就某些服務（例如停車場繳費）增設「轉數快」電子支付服務，作為支付選項之一。2022年9月，我們提升「轉數快」的停車場繳費功能，讓停車場使用者可選擇透過「房署資訊通」流動應用程式繳交停車場費用。停車場使用者以往必須到停車場繳費處掃描「轉數快」二維碼方可繳交費用，現在則可隨時隨地以簡便的方式繳費。



「房署資訊通」
“i-Housing”

Emergency Alarm System Grant for the Elderly

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

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

Faster Payment System (FPS) e-Payment Service

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

「轉數快」電子支付服務
FPS e-payment service



網上提交申請表格

公屋租戶使用房委會服務時，須填寫和提交表格。為了更方便租戶，我們2022年6月27日推出新的電子表格提交平台，提供紙本表格以外另一選項。租戶可在以下平台—「房委會網站」、「公屋住戶電子服務」、「房署資訊通流動應用程式」、「智方便流動應用程式／網站」，或「香港政府一站通網站」，以電子方式填寫和網上提交相關表格。申請者如使用這個新系統，須使用「智方便+」或「香港郵政電子證書」在文件上電子簽署。

打擊濫用公屋

濫用公屋的情況多樣，歸根究柢都是不合資格的人不當使用香港寶貴的公共房屋資源，原因大多是他們沒有披露擁有的資產。為偵察和糾正濫用公屋個案，我們採取多管齊下的行動和方法，包括屋邨職員藉日常屋邨管理措施和例行巡查單位，查找濫用公屋情況；以及中央專責小組對隨機抽選的個案、前線管理人員轉介的懷疑濫用個案和公眾舉報的個案展開深入調查。此外，我們進行廣泛的宣傳和教育活動，讓公眾更深入了解善用公屋資源的重要，爭取市民支持打擊濫用公屋。

過去一年，我們徹查濫用公屋情況和入息及資產申報個案；又推行一系列宣傳工作，包括派發郵柬和《屋邨通訊》、屋邨張貼海報和展示橫額、「房屋資訊台」播放動畫短片和文字信息、多條隧道入口設置戶外廣告牌、推出網上廣告和網上遊戲、電台廣播宣傳，並在專線小巴、電車、巴士、港鐵等公共交通工具廣泛展示宣傳廣告。



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

Facebook 和 IG 網上遊戲
Facebook & IG online games

E-submission of HA Forms

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

Combating Tenancy Abuse

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

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

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



清潔及防治鼠患工作

屋邨管理工作中，定期清潔行動是不可或缺的，以保持公共屋邨的居住環境清潔衛生。2022/23年度，我們在全港193個公共屋邨進行多項重點打擊衛生黑點的針對性清潔行動，又加強巡查清潔工作是否徹底執行，並更著力宣傳，推動所有居民一同努力保持清潔和免受蟲鼠禍害的環境。

其中一項清潔活動是加強版「屋邨清潔大行動」，2022年8月至11月舉行，在屋邨的衛生黑點進行特別清潔行動，並於所有公共屋邨與其他持份者進行聯合清潔行動。此外，為改善屋邨內個別雜物收集站的清潔情況，我們增加夾車服務。我們也在2022年12月底展開「歲晚清潔大行動」，要求所有公共屋邨實施加強措施，持續提升清潔水平，成效理想。

由2023年1月起，為推展新的「屋邨滅鼠行動」，所有公共屋邨須實施新的防治鼠患措施，以更有效控制鼠患帶來的健康風險。2023年1月至3月期間，各公共屋邨的地下大堂均張貼附有二維碼及超連結的通告，並設置實體意見箱，收集居民提供的鼠患黑點資料；屋邨管理人員正根據這些資料為各屋邨制訂滅鼠工作計劃。此外，我們正採用新設備及科技防治鼠患，例如在屋邨試行使用不同類型的鼠餌盒及捕鼠器（例如T型及隧道型鼠餌盒、酒精捕鼠器）。老鼠主要在夜間出沒，因此各屋邨正探討可否設立夜間巡查屋邨鼠患小隊，甚或裝設內置動態感應器的攝錄系統，讓員工得悉夜間鼠蹤。我們沿用自2021年起的做法，繼續每年揀選80個重點屋邨，推行密集式的防治鼠患措施及宣傳工作。

富昌邨舉辦「屋邨滅鼠行動」

An Anti-Rodent Action conducted in Fu Cheong Estate



Cleaning and Rodent Control

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

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

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

零售及商業樓宇

多元化和均衡的行業組合

房委會在轄下公共屋邨內或其附近營運多項零售設施，務求方便居民選購日常所需和服務。就此，房委會其中的一項重任，是確保行業組合恰當均衡，我們在新建零售設施啟用前，早已審慎規劃行業組合。待零售設施落成後，我們將因時制宜採用高度靈活的營銷和租賃策略，以照顧居民和顧客的需要。

近年為配合鄰近公共屋邨落成而開設的新零售設施，包括菁田商場、和田商場、裕雅商場和青富商場，我們悉心安排合適的行業組合，確保為顧客提供多元化的購物選擇。年內引進普及品牌的商業租戶，進一步提升商場的吸引力。

和田商場
Wo Tin Shopping Centre



Retail & Commercial Properties

Diversified and balanced trade mix

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

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



菁田商場
Ching Tin Shopping Centre

零售和停車場設施的資產優化

房委會的五年向前推展資產優化計劃旨在物色一些別具潛力的資產（包括商業、零售和停車場設施），藉資產優化工程而提升價值；優化工程包括進行大型改善工程、重訂商場的行業組合、增設商舖或更改設施用途。獲選定納入上述計劃的資產，在優化後將更能切合居民需要，並符合善用資源的原則。

2022/23年度，我們把石蔭東邨和東匯邨納入資產優化計劃，進一步研究如何優化這兩個屋邨的零售設施。年內完成彩盈坊、天晴邨和博康邨街市的改善及改建工程：彩盈坊新增一間商舖，讓居民有更多購物選擇；把天晴邨一幢住宅大廈的某些空格改建為四間新商舖，增加邨內商品和服務的種類；博康邨的改善工程則包括在博康街市加裝空調系統、優化街市內部布局和外牆、增設有蓋行人通道和翻新洗手間。與此同時，我們繼續研究優化和改善油麗商場、牛頭角上邨、美田邨、水邊圍邨和彩雲（二）邨。



博康街市「大變身」

Asset enhancement of retail and carparking facilities

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

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

博康街市 — 翻新工程和加裝空調系統工程進行前（左圖）和後的情況

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

