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香港中環昃臣道八號  
立法會大樓  
政府帳目委員會秘書  
(經辦人：伍美詩女士)

伍女士：

**審計署署長第五十六號  
衡工量值式審計結果報告書**

**香港房屋委員會：商業樓宇的管理（第七章）**

2011 年 5 月 13 日就上述事宜的來函收悉。現隨函夾附下列資料，  
以供議員參考 —

- (a) 香港房屋委員會 2006/07 年度至 2009/10 年度經審計的商業樓宇運作帳目，載於附件 I。請注意，2005/06 年度商業樓宇運作帳目不能與隨後數年的帳目直接相比，因為前者同時包括拆售物業和非拆售物業。鑑於分布全港的商業樓宇、停車場及非住宅樓宇的組合繁多，按不同管理模式細分這些帳目實在需時，因此我們會於 2011 年 5 月月底提供 2006/07 年度至 2009/10 年度期間的分攤帳目；
- (b) 就審計報告第 2.13 段提到公共屋邨的賭博活動，相關處理方法載於物業管理處通告第 3/97 號，見附件 II；
- (c) 就審計報告第 2.21(c)段提到按照以風險為本的方法加強逐戶巡查非住宅物業的工作，屋邨管理處訓令第 ND05/2011 號就此提供新指引，現載於附件 III；
- (d) 就審計報告第 2.23 段表三所開列 251 個空置零售單位的數目和百分比的分項數字，載於附件 IV；

/....

- (e) 在此我們扼要介紹工廠大廈的逐戶巡查制度，這套制度已沿用多年，我們在 2010 年 7 月將逐戶巡查制度擴展至所有零售單位，以 18 個月為一周期。此外，我們已就審計報告 4.20 段提及的《工廠大廈工作手冊》進行檢討，並於最近發布新版本。該手冊中有關巡邏及視察的相關章節載於附件 V；
- (f) 在 2009 年 7 月和 8 月，領匯沒有繳付多個公共屋邨的屋邨公用地方管理費，所涉金額約 800 萬元。領匯於 2009 年 9 月中清繳所有拖欠的管理費。此事已於 2009 年 9 月 28 日立法會房屋事務委員會的特別會議中向委員報告；以及
- (g) 審計報告附錄 B 所載 37 項主要零售設施主要分為由署方直接管理及外判予物業管理服務公司管理兩類，詳情見附件 VI。

本人希望在此重申，2005 年拆售有關產業後，房屋署一直竭力改善餘下商業樓宇的使用率，而這些樓宇當中不少屬於設計落後、坐落於出入不便的不受歡迎地區，以及依賴居住在較舊型屋邨的年長人士光顧。房屋署透過加強拓展市場和推出新措施（例如把過剩零售設施改作其他福利用途），已將零售單位的整體空置率由 7.3% 明顯改善至現時的 5%。街市檔位的空置率，同樣由 22% 大幅降低至 9%。另外，我們亦在上述期間，將停車場的使用率由 62% 大幅提升至 75%。我們現將擬備的附加資料載於附件 VII，以便委員參考。儘管有上述進展，我們仍會致力推行商業樓宇小組委員會所通過的各項措施，進一步改善現有商業樓宇的使用率。

房屋署署長

(廖敬良 代行)

連附件

副本分送：財經事務及庫務局局長（傳真號碼：2147 5239）  
審計署署長（傳真號碼：2583 9063）

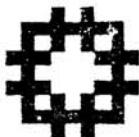
2011 年 5 月 16 日

**香港房屋委員會**  
**2006/07 至 2009/10 年度**  
**商業樓宇運作帳目**

	合計 (2006/07 年度) 百萬元	合計 (2007/08 年度) 百萬元	合計 (2008/09 年度) 百萬元	合計 (2009/10 年度) 百萬元
收入	1,291	1,273	1,267	1,366
開支	<u>(857)</u>	<u>(743)</u>	<u>(731)</u>	<u>(772)</u>
<b>未計算特殊項目 的運作盈餘<sup>(註 1)</sup></b>	<b>434</b>	<b>530</b>	<b>536</b>	<b>594</b>
特殊項目 <sup>(註 2)</sup>	<u>(76)</u>	<u>(96)</u>	<u>(225)</u>	<u>(133)</u>
年內運作盈餘／ (赤字)	358 =====	434 =====	311 =====	461 =====

註 1： 未計算特殊項目的運作盈餘在過去四年逐步增加。

註 2： 有關金額是拆卸及清拆成本，以及由房委會撥款進行的政府基建和社區設施開支。



# HONG KONG HOUSING AUTHORITY

Housing Authority Headquarters, 33, Fat Kwong Street, Kowloon, Hong Kong.

香港房屋委員會

九龍佛光街33號房屋委員會總辦事處

## MEMO

From	<u>Senior Assistant Director/ Estate Management</u>	To	<u>HMs/Estates</u>
Our Ref.	<u>HD(H)GR 11/28/1 VII</u>	Your Ref.	<u>                                  </u>
Tel. No.	<u>27615009</u>	Date	<u>21 January, 1997</u>
Fax No.	<u>27621110</u>	Dated	<u>                                  </u>

### EMB Circular No. 3/97 Gambling Activities in estates

Recently, there were a number of reports in the media on gambling activities in public housing estates. We were criticized for not taking positive action in dealing with the matter.

2. It is observed that games which started off as a social gathering of senior citizens living in the estates have developed into concentration of undesirable activities, sometimes with triad involvement.

3. Although the Housing Department is not the proper law enforcement authority to get rid of the illegal gamblers and triad elements, these activities will seriously tarnish our image should we maintain a passive attitude. Estate HMs should, therefore, make a more positive approach to tackle the problem by **reporting at once all suspected gambling activities in domestic and commercial premises and public areas to the Police for appropriate action**. In addition, they should take more noticeable measures to remove the eyesore. The measures include, but not confining to, the following -

- (a) As a start, EAs should be mobilized and formed into small teams to patrol those areas known to the Estate Office with gambling activities. They should take more positive action in stopping these activities and report the case to the Police whenever necessary;
- (b) Organize regular joint abatement action by estate staff and the Police;
- (c) Regularly clear the rendezvous of gambling activities of obstruction articles like chairs, stools, tables, wooden boxes, etc.;
- (d) Promulgate the evil and legal consequences of illegal gambling in estate newsletters;

I....

附件 II  
(Page 2 of 2)

- (e) Service of Notice-to-quit under Section 19(1)(b) of Housing Ordinance, Cap. 283, to tenants convicted of running gambling activities in domestic and non-domestic premises and to publicize the news widely through estate newsletters and ICRD.



(Simon Li)  
Senior Assistant Director/  
Estate Management

c.c. DD/HMW  
SAD/HA  
AD/RM(1)  
AD/RM(2)  
AD/CSMP  
AD/ICR  
RCHMs  
DSHMs  
SHM/MP(E&A)  
HM/RM(1)  
HM/RM(2)  
HM/EM

SL/fm

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To : All HMs in  
From : CES/CP Estates/DTMOs/ND/CP/ Shopping Date : 08 April 2011  
Centres & PSMs in PSAUs

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**Estate Management Division Instruction No. ND05/2011  
Unit-to-Unit Inspection and Daily Patrol  
of Commercial Properties**

**Status** : Mandatory

**Contact Point** : Mrs. CHAU LEE Tak-yuk HM/CP(3) (Tel.: 2794 5372)  
Ms. WONG Lan-nei Nanny AHM/CP(8) (Tel.: 2794 5374)

### **PURPOSE**

1. This instruction promulgates to include storerooms in the unit-to-unit inspection system being carried out by management officers in the Housing Authority (HA)'s commercial properties in the current cycle from 1.7.2010 to 31.12.2011. In addition, a risk-based approach should be adopted in conducting the unit-to-unit inspections, ensuring that high-risk categories are inspected with a higher priority and frequency. The previous EMDI No. ND09/2010 on the same subject is hereby superseded.

### **BACKGROUND**

2. To facilitate the Enhanced Marking Scheme for commercial properties, the unit-to-unit inspection system has been implemented since 1.7.2010 and are being carried out by management officers in the HA's commercial premises in a cycle of 18 months which will end on 31.12.2011. AHMs/HMs/PSMs are required to conduct at least 5% random spot checks by paying visits to the units with inspection already conducted by management officers.
3. In parallel, a standard checklist for daily patrol of the HA's commercial properties by management officers has been devised in order to control the proper use of the HA's properties, fixtures and fittings, including lift-rooms, duct-rooms and storerooms used by the Department etc, as well as to monitor tenants' performance in accordance with the Enhanced Marking Scheme for commercial properties.

### **RECENT REVIEW**

4. Notwithstanding the implementation of the unit-to-unit inspection system since July 2010 and the daily patrol of the HA's commercial properties by management officers, the recent surprise checks have revealed cases of suspected abuse or improper use of retail premises, suspected gambling activities, retail premises not regularly open for business and obstruction problems in the estate common areas. The surprise checks have also detected irregularities such as unauthorized uses and internal alteration in some storerooms currently leased to commercial tenants for storage purpose.

\* 委員會秘書附註：本訓令只備英文本。

## EMDI ND05/2011

5. There is a need for the Department to step up measures in order to combat the problems as mentioned in paragraph 4 above. After conducting a recent review on the management of the HA commercial properties including the day-to-day management of retail premises, we have decided to include storerooms, in addition to shops/shopstalls/cooked food stalls, under the existing unit-to-unit inspection system so that management officers shall carry out visit to each of these premises to verify their internal conditions and detect any breach of tenancy clauses for follow-up actions under the prevailing policies.

## REVISED UNIT-TO-UNIT INPSECTION IMPLEMENTATION DETAILS

6. Procedures have been revised to include storerooms under the existing unit-to-unit inspection system. Housing officers of the Department or property officers of PMA/PSA/PSC should carry out visit to each shop/shopstall/cooked food stall/storeroom within the 18-month cycle to verify the internal conditions of these premises, and detect any breach of tenancy/licence clauses for follow-up actions under the prevailing policies. In view that there are only about 9 months left under the first unit-to-unit inspection cycle, storerooms charging other than market rent are exempted from the current unit-to-unit inspections.

## Acquisition of the Revised Unit-to-Unit Inspection Form

7. The revised unit-to-unit inspection form at Annex I can be obtained and downloaded from e-Housing Portal via *EM > Property Mgt. > Non-Domestic (ND) Mgt. > ND Circulars & Policies > other ND Useful Information*. Management officers should make sufficient copies for use.

## Higher Priority and Frequency for High-risk Categories

8. In conducting the unit-to-unit inspections to commercial properties including storerooms, a risk-based approach should be adopted to ensure that those high-risk categories are inspected with a higher priority and frequency. Examples of high-risk categories include gambling activities, unauthorized use and alteration of premises, repeated offenders and retail premises not regularly open for business.
9. For commercial premises including storerooms once suspected to fall into one of the high-risk categories, they should be selected for conducting the unit-to-unit inspections in the first instance. When any irregularity of the high-risk categories is confirmed upon inspection, a systematic warning approach should be adopted for tenancy enforcement actions or in accordance with the Enhanced Marking Scheme (EMDI No. ND18/2006 and EMDI No. ND10/2010 refer) where applicable. The tenants/licensees concerned should be warned through interview, followed by a warning letter of the possible serious consequence if they fail to rectify the observed irregularity. Notice-to-quit (NTQ) should be served to terminate the tenancy/licence if the irregularity persists despite our warnings in two months. For conviction cases such as illegal gambling activities in the HA's commercial premises including storerooms, NTQ can be served without prior warning. A flow chart setting out the procedural guideline on taking enforcement actions against high-risk cases is shown in Annex II for easy reference.

**EMDI ND05/2011**

**Monitoring and Reporting Mechanism**

10. In case of any observed irregularities during the unit-to-unit inspections or daily patrol, management officers should carry out the investigation immediately, ascertain the reason(s) for non-compliance and take appropriate follow up actions. All inspection forms and the record of appropriate follow up actions taken, if any, should be documented in tenancy files. Irregularities observed in the unit-to-unit inspections and follow up actions taken/to be taken should be reported in the quarterly progress report for submission to DSHMs/SPSMs with a copy to RCMs for monitoring purpose. Cases under the high-risk categories should also be stated in the quarterly progress report for attention of the senior management. A revised sample of the quarterly progress report is attached at Annex III.

**DAILY PATROL**

11. It is of crucial importance that public facilities, fixtures and fittings provided in the common areas of shopping centres, markets and cooked food stalls are regularly maintained and kept up to a safe and proper standard. To ensure the proper use and prompt maintenance of HA's properties, fixtures and fittings including lift-rooms, duct-rooms and storerooms used by the Department, and to keep the tenants under control in accordance with the Enhanced Marking Scheme for commercial properties, management officers are required to conduct daily inspections to all the commercial properties within their area of responsibility. To streamline the daily inspection records, a standard form has been devised at Annex IV for use by management officers during their daily patrol of HA's commercial properties.
12. To combat obstruction problems in estate common areas, management officers are reminded to step up inspections and daily patrol for taking appropriate enforcement actions against those tenants who have repeatedly committed misdeeds under the Enhanced Marking Scheme and supervising HMs/PSMs should closely monitor the enforcement work. Proper records on the daily patrol at Annex IV must be kept and actions on any irregularities/misdeeds detected have to be properly followed up according to the prevailing policies and recorded in tenancy files. Besides, management officers should be conversant with and strictly follow the established procedures under the Enhanced Marking Scheme in taking enforcement actions. After the issue of written warnings or allotment of penalty points, the information system on Marking Scheme in Generic Marking Scheme System (GMSS) under EM Community of e-Housing should be updated simultaneously.
13. The daily patrol form can be obtained and downloaded from e-Housing Portal via *EM > Property Mgt. > Non-Domestic (ND) Mgt. > ND Circulars & Policies > other ND Useful Information*. Management officers should make sufficient copies for use.

**EMDI ND05/2011**

**IMPLEMENTATION**

14. This instruction takes immediate effect.



(Miss WONG Lai-ping, Rosaline)  
Chief Estate Surveyor / Commercial Properties

**Encls.**

**Annex I** - Unit-to-Unit Inspection Form

**Annex II** - Procedural Guideline on Enforcement Actions against High-risk Cases

**Annex III** - Quarterly Progress Report on Unit-to-Unit Inspection

**Annex IV** - Daily Patrol Form

\*委員會秘書附註：本訓令的附件I、II、III及IV並無在此隨附。

表三

**空置零售單位的空置期分析**  
**(二零一零年十二月三十一日)**

空置期	街市檔位	商場	其他地方 (位於地下及 平台的商舖)	總數	百分比
≤1 年	46	19	18	83	33%
>1 年至 2 年	14	2	8	24	9%
>2 年至 3 年	11	3	8	22	9%
>3 年至 4 年	8	3	6	17	7%
>4 年至 5 年	6	1	7	14	6%
>5 年	81	1	9	91	36%
<b>總計</b>	<b>166</b>	<b>29</b>	<b>56</b>	<b>251</b>	<b>100%</b>

註

- 1： 大多數空置單位(66%)為街市檔位，主要位於葵盛西邨、華富（二）邨、長青邨、白田邨、南山邨等舊屋邨。
- 2： 由於重整街市和實行其他租務措施，街市檔位整體空置率已明顯改善，從2005年的22%下跌至現時的9%。並將會陸續推出更多重整街市計劃，包括兆康苑、長青邨、麗瑤邨、坪石邨等項目。

Subject Patrolling and Inspections  
Paper No. FH1 Routine/Regular Patrols and Inspections

Reference

Routine/regular patrols and inspection can help to detect irregularities at the earliest opportunity and ensure that –

- (a) the tenants have complied with the terms and conditions of the tenancy agreement or Tenancy Card and Intake Instructions;
- (b) only authorized machines are installed according to the layout plan approved by the management;
- (c) there is no subletting or unauthorized change of trade;
- (d) all building and electrical defects, damaged standard fittings and installations of the factory blocks are readily spotted and immediate repairs and replacement works are carried out;
- (e) there is no unauthorized parking and obstructions within the factory estate boundary;
- (f) all cargo and passenger lifts are in working order;
- (g) all communal areas, toilets and bathrooms are clean and tidy;
- (h) no unauthorized erections or unlawful activities exist in the factory estate including misuse of estate storerooms/services rooms; and

\*委員會秘書附註：本文件只備英文本。

(i) there is no illegal hawking within the estate boundary.

2. Patrolling and inspections are important day-to-day work of the HOs, PSA's Property Officers (POs) and the Estate Assistants/Estate Caretaking Guards. Although the latters are engaged mainly on patrolling common area whereas the HOs/POs carry out inspections inside the premises, the HOs/POs have an overall monitoring responsibility in ensuring that all defects and irregularities are made good and rectified. It is therefore imperative that they should work diligently to ensure that daily patrols are properly carried out to cover the whole blocks or areas under their charge.

- End -

Subject                  Patrolling and Inspections

Paper No. FH2                  Special Checks and Inspections

Reference

### Thorough Inspections

HOs are required to conduct thorough inspections to every factory unit for the specific purposes of –

- (a) verifying the certified true copy of the application for Business Registration Certificate; (To detect possibility of unauthorized subletting)
- (b) comparing the existing machinery with the approved layout plan; (To detect change of machinery without prior permission)

### Intake Inspection

2. As recommended by the ICAC, an inspection should be conducted within the first three months from the date of commencement of a new tenancy.

### Tenancy Renewal Inspection

3. A factory inspection should be conducted about six months before the fixed term tenancy is due for renewal.

### Unit-to unit Inspection

4. HOs are required to conduct unit-to-unit inspections in a cycle of 18 months on aspects as stipulated in the annual inspection form. In case of any irregularity was detected during inspection, proactive action for intensive investigation should be carried out at once and reported on file for monitoring by the senior.

- End -

Subject      Patrolling and Inspections

Paper No. FH3      Inspection Records and Monitoring System

Reference

Having checked and inspected a factory tenancy, the HO/PO should complete a copy of the Factory Undertaking Inspection Form (Appendix XIV) which is to be put in file and submitted to AHM at the end of each month together with a copy of the Summary Sheet (HD(F) 56/82) – (Appendix XV).

2. At the same time, the HO/PO should maintain a list of all factory units under his/her charge and enter the date of inspection against the appropriate unit number.
3. Upon receipt of the files with completed Factory Undertaking Inspection Forms, the AHM should check them. He should sign and forward the copies of Summary Sheet (HD(F) 56/82) (Revised 2011) to HM for reference and compilation of monthly return while retaining the completed Inspection Forms for selection of one or 5% of the inspected tenancies whichever is more for the purpose of random checking.
4. In case irregularities were discovered and reported in the Inspection Forms, immediate follow-up actions should be taken.
5. To ensure the task is completed on schedule, a quarterly progress report should be submitted to DSHMs for monitoring purpose.

- End -

### FACTORY UNDERTAKING INSPECTION FORM

Code Address : \_\_\_\_\_ Tenant : \_\_\_\_\_

Approved Factory \_\_\_\_\_

Name : \_\_\_\_\_ Tel. No. : \_\_\_\_\_

Tenancy \_\_\_\_\_

Approved Trade : \_\_\_\_\_ Condition : \_\_\_\_\_ T.C. / T.A. / Fixed

#### I. Document Checked

- a) Business Registration Certificate

Certified true copy of application for B.R.C. to be submitted during first inspection or in case of suspected change of ownership.

	As per certified true copy of application	As per B.R.C. displayed
Cert. No.		
Factory Name		
Business Status		
Name of Applicant		

- b) Insurance Policy (if any)

Name of Insurance Co. : \_\_\_\_\_

Policy No. : \_\_\_\_\_ Insured By : \_\_\_\_\_

Amount : \_\_\_\_\_ Insured on : \_\_\_\_\_ Expiry Date : \_\_\_\_\_

#### II. Personnel Checked

- a) Tenant(s)

Tenant(s) seen during \*inspection / interview

Personal particulars checked during \*inspection / interview

- b) Operator(s)

Name : \_\_\_\_\_

Relationship with tenant : \_\_\_\_\_

- c) Caretaker(s)

Name : \_\_\_\_\_

Relationship with tenant : \_\_\_\_\_

**III. Factory Situation Checked**

- a) Factory Name : \_\_\_\_\_  
b) Trade : \_\_\_\_\_  
c) Machinery : same as \*same as \*L/O plan / deviate from L/O Plan  
Remarks : \_\_\_\_\_  
d) Any irregularities found (e.g. change of trade, unauthorized installation, domestic use, sub-letting, etc.)

Action Taken :

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**IV. Remarks**

The person(s) \*met in the unit / interviewed in the Estate Office has (have) been informed that :

- (i) provision of personal data is voluntary;
- (ii) the personal data collected will be used for tenancy control by the Housing Department; and
- (iii) the data subject(s) has (have) a right of access and correction in respect of the personal data provided. Requests for access to or correction of the personal data may be addressed to the Departmental Data Controlling Officer.

Inspected by :

Name : \_\_\_\_\_

Post Title : \_\_\_\_\_

Date : \_\_\_\_\_

AHM's Comments : \_\_\_\_\_

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Signature : \_\_\_\_\_

Name : \_\_\_\_\_

Date : \_\_\_\_\_

\*Delete whichever not appropriate

附件 V  
(Page 7 of 7)

Appendix XV

**Summary of Factory Inspection Carried out in the Month of \_\_\_\_\_/2011**  
**( \_\_\_\_\_ Factory Estate)**

	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)
Block No.	No. of Tenancies			Inspection Monthly Quota (C/18)	No. of Inspection Carried Out			No of Tenancies to be inspected (C-G)	Remarks / Reasons if no. of inspection carried out in this Month (F) is less than Monthly Quota (D)
	As at end of Last Month	*Added in this Month	As at end of this Month (A+B)		Completed Cases b/f from Last Month	Inspection conducted in This Month	c/f to Next Month (E+F)		
Grand Total									

\* Please indicate the additional number of tenancies created as a result of transfer, new intake, etc.

**主要零售設施**

(二零一零年十二月三十一日)

設施種類	屋邨／居屋屋苑	啓用年份	零售面積 (平方米)	管理模式 <sup>#</sup>
商場	1. 華富(一)邨	1967	9,932	房屋署
	2. 長青邨	1977	3,821	物業管理服務公司
	3. 麗瑤邨	1977	1,813	物業管理服務公司
	4. 南山邨	1977	4,464	物業管理服務公司
	5. 華富(二)邨	1978	4,733	物業管理服務公司
	6. 象山邨	1979	3,554	物業管理服務公司
	7. 白田邨	1979	4,464	物業管理服務公司
	8. 石硤尾邨	1979	8,876	物業管理服務公司
	9. 清麗苑	1981	535	物業管理服務公司
	10. 博康邨	1982	5,345	物業管理服務公司
	11. 愉田苑	1983	873	物業管理服務公司
	12. 安基苑	1984	4,228	物業管理服務公司
	13. 兆康苑	1984	4,745	物業管理服務公司
	14. 龍蟠苑	1987	1,999	物業管理服務公司
	15. 天恩商場	2002	3,775	房屋署
	16. 梨木樹商場	2004	7,955	物業管理服務公司
	17. 海麗商場	2005	3,801	房屋署
	18. 葵涌商場	2005	7,698	房屋署
	19. 美田商場	2005	3,018	物業管理服務公司
	20. 石排灣商場	2005	1,338	房屋署
	21. 清河商場	2008	2,370	物業管理服務公司
	22. 彩盈坊	2008	1,062	物業管理服務公司
	23. 天晴商場	2008	1,407	物業管理服務公司
	24. 牛頭角上邨商場	2009	1,046	物業管理服務公司
	25. 彩德商場	2010	4,174	物業管理服務公司
	26. 油麗商場	2010	3,270	物業管理服務公司
地下或平 台上的商 舖	27. 彩虹邨	1962	4,467	房屋署
	28. 馬頭圍邨	1962	1,642	物業管理服務公司
	29. 福來邨	1963	2,449	房屋署
	30. 坪石邨	1970	5,950	房屋署
	31. 美東邨	1974	1,541	房屋署
	32. 葵盛西邨	1975	5,556	房屋署
	33. 荔景邨	1975	5,012	房屋署
	34. 興華(二)邨	1976	3,497	房屋署
	35. 漁灣邨	1977	4,509	房屋署
	36. 富山邨	1978	4,639	物業管理服務公司
	37. 澤安邨	1983	1,939	房屋署

<sup>#</sup>：房屋署

- 由房屋署直接管理的零售設施 (14)

物業管理服務公司 - 由物業管理服務公司管理的零售設施 (23)

零售單位和街市空置率  
與停車場使用率

**零售單位空置率**

06 年 3 月	07 年 3 月	08 年 3 月	09 年 3 月	10 年 3 月	11 年 3 月
7.6%	5.2%	4.2%	5.5%	5.5%	5%

- 經實施一些改善舉措後，零售單位整體空置率已明顯改善，從 2006 年的 7.6% 下降至 2011 年的 5%。
- 鑑於一些零售單位設施陳舊，位於出入不便又或不受歡迎地點，例如華富（二）邨、葵盛西邨、白田邨等個別屋邨的零售設施較難招租，以致空置率偏高。
- 我們會加大力度，採用靈活的租賃條款和招標程序、改建過剩設施作其他用途、以及為零售單位進行為期五年向前推展計劃的產業增值主要改善工程，務求進一步降低零售單位的空置率。

**街市空置率**

05 年 12 月	06 年 12 月	07 年 12 月	08 年 12 月	09 年 12 月	10 年 12 月	11 年 3 月
22%	21%	20%	14%	11%	10%	9%

- 為切合居民需要而重整街市和改作其他用途後，街市空置率已從 2005 年的 22% 大幅改善至 2011 年的 9%。
- 我們會繼續重整街市和採取針對性措施，處理華富（二）邨和葵盛西邨這些街市空置率偏高的問題。

**停車場使用率**

06 年 3 月	07 年 3 月	08 年 3 月	09 年 3 月	10 年 3 月	11 年 3 月
62%	64%	68%	70%	73%	75%

- 當剩餘停車位改為電單車停車位，以及改作福利、社區等其他用途後，停車場使用率已從 2006 年的 62% 大幅改善至 2011 年的 75%。
- 我們會再接再厲，進一步改善停車位使用率，在停車場進行為期五年向前推展計劃的主要改善工程和改變其他用途的工程。持續進行的改善項目包括南山邨停車場和石排灣邨停車場，分別改為大學教室和福利機構單位。