



# 6 Key Performance Indicators

**6.1** To better evaluate and monitor the performance in implementing our key programmes and initiatives, we have developed 21 Key Performance Indicators (KPIs). A brief trend analysis of the KPIs is provided below –

KPI	2000/01 Target (year-end performance as at 31.3.2001)	2001/02 Target (mid-year performance as at 30.9.2001)	2002/03 Target
(1) No. of new flats to be provided (including PRH/HOS/PSPS)	90 000 <sup>[10]</sup> (89 000) <sup>[10]</sup>	40 000 (25 100)	36 100
(2) Average waiting time for PRH (years)			
- Overall	5 (below 5)	4 (below 4)	3.5
- Elderly	3 (below 3)	3 (below 3)	2 <sup>[11]</sup>
(3) No. of home ownership flats offered for sale			
- HOS/PSPS	26 900 (10 300)	not more than 20 000 (4 400)	not more than 9 000
- MSS/ BRO	6 200 (0)	3 900 (1 900)	
- TPS	25 000 (26 400)	25 000 (0) <sup>[12]</sup>	about 26 000

*Note [10] : Including IH.*

*Note [11] : All elderly applicants registered on the Waiting List before 1.4.2001 will be offered a PRH flat by 2003.*

*Note [12] : TPS Phase 5 was launched in January 2002.*

KPI	2000/01 Target (year-end performance as at 31.3.2001)	2001/02 Target (mid-year performance as at 30.9.2001)	2002/03 Target
(4) No. of housing loans provided	4 500 (6 500)	4 500 <sup>[13]</sup> (3 300)	10 500
(5) Home ownership rate in public sector (%)	39 (36)	39 (37)	38 <sup>[14]</sup>
(6) Annual average cost per PRH unit under HD management (\$)			
- Direct management cost	7,600 <sup>[15]</sup> (6,000)	6,800 <sup>[15]</sup> (6,200)	below 4,400
- Actual maintenance cost	5,700 <sup>[15]</sup> (4,200)	5,300 <sup>[15]</sup> (4,500)	below 3,300
- Indirect cost	N.A.	N.A.	below 2,400 <sup>[16]</sup>
(7) % of rent arrears			
- Domestic	below 1.5 (2.9)	below 1.5 (3.2)	below 2.5 <sup>[17]</sup>
- Commercial	below 3 (3.3)	below 3 (3.1)	below 3

*Note [13]: To compensate for the reduction in housing assistance opportunities under the moratorium on HOS sales, 6 000 additional quota was added making a total of 10 500 quota in the year.*

*Note [14]: The downward adjustment of the target from 39% in 2001/02 to 38% in 2002/03 is due to the moratorium on HOS sales and the exclusion of all tradable subsidized sale flats in the open market for compiling home ownership rate in the public sector.*

*Note [15]: These are total costs which include direct management/maintenance costs and indirect cost charged by the Head Office cost centres for services provided to the business activities.*

*Note [16]: To strengthen cost control, the indirect cost is separated from the Average Management Cost and Actual Maintenance Cost, and is presented as a separate KPI. The corresponding 2001/2002 targets on average cost per PRH unit of Direct Management Cost, Actual Maintenance Cost, and Indirect Cost are "below \$4,600", "below \$3,900", and "below \$2,500" respectively.*

*Using 2001/2002 new target as an example, the sum of Direct Management Cost and Indirect Cost is almost equivalent to the old target "Average Direct Management Cost" except for the allocated cost of maintenance and depreciation which is not included in the old target. Regarding the new target Actual Maintenance Cost, please note that the basis has been changed from using maintenance fund to actual maintenance cost incurred for cost control purpose.*

*Note [17]: Given the fact that the actual rent arrears as at October 2001 was 3.16%, it is considered that the rent arrears for 2002/03 is unlikely to be reduced as the potential economic rebound may not immediately and directly benefit our tenants.*

KPI	2000/01 Target (year-end performance as at 31.3.2001)	2001/02 Target (mid-year performance as at 30.9.2001)	2002/03 Target
(8) % of overcrowded families against total PRH families	4 (3)	3.5 (2.3)	below 2
(9) Vacancy rate (%)			
- PRH	below 1.5 (3)	below 1.5 (5.1) <sup>[18]</sup>	below 1.5
- Commercial Properties	below 4.5 (4.9)	below 5 (5.5)	below 6
(10) Average void period of vacated PRH flats (days)	70 (66)	70 (76)	70
(11) Formation of OCs			
- HOS courts	14 (8)	14 (5)	6
- TPS estates	6 (6)	6 (0) <sup>[19]</sup>	6
(12) No. of HOS courts handed over for self-management for Pre-Phase 18A HOS courts	21 (21)	21 (11)	15

*Note [18]: The high vacancy rate was due to the high production level recorded in the year and the low acceptance rate of flats in unpopular districts.*

*Note [19]: Most OCs will be formed in early 2002.*

KPI	2000/01 Target (year-end performance as at 31.3.2001)	2001/02 Target (mid-year performance as at 30.9.2001)	2002/03 Target
(13) Outsourcing of management functions			
- PRH estates	12 (16)	19 (9)	23 <sup>[20]</sup>
- HOS courts	15 (12)	14 (6)	2 <sup>[21]</sup>
(14) Average development lead time for housing projects (months)	47 (52)	50 (51) <sup>[22]</sup>	51
(15) Average number of defects per flat at handover	4 (3)	3 (3)	not exceeding 3
(16) Accident rate in construction sites (No. of accidents per 1 000 workers)	- (101)	less than 100 (68)	less than 80
(17) Compliance with Hong Kong Building Environmental Assessment Method for new designs	Good ratings (good ratings)	Good ratings (good ratings)	Good ratings
(18) No. of training days per staff member	4.5 (4.6)	4.6 (1.7)	5

*Note [20] : involving about 95 500 flats.*

*Note [21] : involving about 5 970 flats.*

*Note [22] : The target has been adjusted to 51 months as endorsed by the Steering Committee on Land Supply for Housing in June 2001.*

KPI	2000/01 Target (year-end performance as at 31.3.2001)	2001/02 Target (mid-year performance as at 30.9.2001)	2002/03 Target
(19) Training investment per staff member (\$)	2,400 (2,070)	2,200 (580)	3,000
(20) Paper consumption per staff member (reams)	12.94 (12.75)	12.3 (7.1)	12.3
(21) Volume of domestic waste paper collected from estates for recycling (tonnes)	20 000 (26 300)	22 000 (11 100)	23 000