服務

Fostering a *Service*
Heritage

繼往開來
服務為本

Fostering a Service Heritage

Over 40 years, the Hong Kong Housing Authority (HA) has built up a dedicated service culture, and created a tradition of strong communication with different stakeholders. At the same time, with the development of new technologies and new service needs, we have to enhance and refine our work in order to build for the future. In the past year, we have implemented a number of initiatives and maintained our communication with stakeholders through different means. These have achieved remarkable results.

Collaboration through communication

Our Housing Authority / Housing Department Website is a multi-functional, user-friendly resource, which in 2013/14 averaged 5.3 million hits per month. Its high level of usage springs from the range of public information that is accessible on it, including the latest allocation status for public rental housing (PRH) applications, forecast and actual PRH production statistics, and reports on completed HA projects.

During the year, we enhanced the website so that, as far as possible, it conforms to the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines (WCAG) 2.0 Level AA requirements. This enables the website to cater for the needs of a range of different community groups, including persons with disabilities. In recognition of our efforts to make the website accessible for all, we received a Gold Award under the Web Accessibility Recognition Scheme, co-organised by the Office of the Government Chief Information Officer and the Equal Opportunities Commission.

Other channels through which we maintain close, effective communication with stakeholders include our e-newsletter, *Housing Dimensions*, which reports on the HA's key initiatives and activities and covers interesting topics about HA staff and different aspects of PRH life. Our *EMAC Newsletter*, published bi-annually, is specifically targeted at PRH tenants.

Media engagement

As a public organisation, we consider it our duty to provide, through the media, information to the general public about new developments and initiatives undertaken by the HA. In 2013/14, we issued 56 press releases, arranged 45 briefings and interviews, handled 1 095 media enquiries and dealt with 663 complaints referred to us by the media.

Corporate visits

Many visitors to Hong Kong arrived with a special interest in learning more about the organisation and development of PRH in our city, and we were privileged to arrange visits to key sites for many of them. During the year, we organised a total of 77 separate visits for groups and delegations; 30 of these (39%) were from a range of overseas countries, another 23 (30%) were Mainland delegations, and the other 24 (31%) were made up of local groups.

Care for the community

The HA is very active in organising events and activities that bring the people living in PRH estates together and thus help develop a sense of community spirit and co-operation. In 2013/14, we organised regular activities and campaigns to promote fire safety, home safety, estate cleanliness and public hygiene.

Our annual Volunteer for Seniors Day took place in January 2014. This year there were more participants than ever, with almost 2 800 volunteers making personal visits and bringing gifts to around 1 200 elderly tenants across 60 PRH estates. As last year, the Chairman of the HA, Professor Anthony Cheung Bing-leung, also took part. Our fall prevention initiative continued throughout the year with volunteers attending eight estate-based roadshows. These were attended by over 800 senior tenants, who received useful tips on preventing falls, guidelines on safe exercise using estate fitness equipment, and risk assessments based on their individual living conditions. Those with a high risk of falling were able to benefit from follow-up home visits by occupational therapists and volunteers.

Engaging and motivating staff

By publishing inspiring stories of work done by exemplary staff members regularly on the intranet, we hoped to reinforce our core values and shape a staff culture of striving for excellence. Another regular staff engagement activity was the series of one-day Care@Work Workshops designed for middle managers. The workshops offered valuable tools and support to help participants develop a caring attitude as part of their management approach, thereby helping to keep their staff motivated and effective in their work.

1   The HA Exhibition Centre attracts local and overseas visitors.

2   The HA Chairman, Professor Anthony Cheung Bing-leung, (centre) visits an elderly with other volunteers on the Volunteer for Seniors Day.

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Staff development opportunities

We arranged a series of staff training and development activities in 2013/14 to support our business needs. Staff members received an average of 24.5 hours of training per year, aimed at enhancing their skills and introducing new initiatives. The training programmes were not just classroom activities, but included site visits, study tours and attachment programmes. Our induction training courses for new recruits were refined to take into account new directions and developments at the HA. As more and more staff now take advantage of online learning opportunities, we also enriched the contents of our HA e-Learning Portal and improved the way its learning resources are displayed and accessed.

Our long-running and popular Employee Wellness Programme continued during the year, offering staff practical health-focused support through seminars on eye care, dental health, coping with mid-life crisis, and stress management. Information on the Health Portal is updated each month, and is all easily accessible by staff. A fun staff quiz on health-related issues arranged during the year was enthusiastically received.

Working safe, staying healthy

Safeguarding the health and safety of staff members is a priority for the HA. A number of occupational safety and health (OSH) training courses and seminars were arranged again during the year, which kept awareness of safety high and reinforced the safety culture within the HA. At the same time, our dedicated OSH website on the HA intranet remained updated with the latest OSH guidelines, health tips and publications from the Occupational Safety and Health Council and the Labour Department.

In 2013, we increased the number of OSH training courses and seminars to 200, attracting some 9 700 staff in total. The courses and seminars covered topics such as first aid, construction site safety, arboriculture safety, stress and crisis management, working in confined spaces, using display screen equipment, and handling potentially violent customers. We also continued with our annual Departmental Office Safety Inspection Exercise.

Enhancing efficiency through IT

The rapid advance of technology has opened up vast opportunities for the HA to enhance the quality and efficiency of its services through advanced IT. In this respect, 2013/2014 proved a very rewarding year both in terms of transforming our business operations and enhancing our overall efficiency, as shown by the number of awards and recognitions gained by the HA in various categories relating to the use of IT.

Since completing our IT Strategy Study in 2012, we have made good progress in implementing the recommendations contained in it for our strategic IT development. Six programmes recommended by the Study are underway; they are associated with managing the new HOS, improving the public housing application and allocation processes, using Building Information Modelling (BIM) technology to develop fast and effective building designs, implementing technology to help in better building controls, extending mobile usage across our operations, and modernising the IT infrastructure. All these programmes will help us improve our overall performance and enhance our services to the community.

Another valuable IT development has been the wider use of the Geographic Information System (GIS) across different divisions in the HA. GIS makes the management and maintenance of underground services at PRH estates much simpler, and during the year it was made available to over 1 000 users, offering greater efficiency in keeping records and drawings up to date. Furthermore, when GIS is integrated with BIM, the powerful 3D models generated greatly facilitate many different types of study and analysis, resulting in faster and more accurate designs.

A new system called the Mandatory Inspection Management System (MIMS) was put into use during the year. This system uses a document scanning and e-workflow engine that enables the Independent Checking Unit (ICU) to manage the mandatory inspection of buildings and windows more efficiently than before. The business process has been greatly streamlined and efficiency improved, all in a paperless environment. An estimated 250 000 mandatory inspection cases can be handled every year.

In August 2013, we successfully rolled out a new Customer Services Management System (CSMS) to all of the HA's PRH estate offices to improve operational efficiency and enhance customer service. The system introduced a standardised customer service model that transformed our frontline business operations. It has greatly improved the quality of service, consistency of information and transparency of our customer service operations at PRH estate offices. This highly customised and user-friendly system allows frontline estate staff to process and monitor requests from tenants more accurately and efficiently using a simple menu via a touch screen computer. The system also facilitates comprehensive analysis of the nature of requests and complaints received, thus allowing for better planning. It has received widespread recognition.

1   We organise an array of activities for developing and training our staff.

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Information security is an important aspect of today's IT environment. The HA holds a large amount of tenancy information and personal data which must be kept well protected at all times. After spending more than two years in carefully selecting optimal security controls that will protect information and reduce risks, in early 2014 the HA achieved ISO 27001 certification, a major international benchmark for information security management. We are the first government body in Hong Kong to achieve full-scale certification relating to the protection of our important information assets, from personal computers to data centre infrastructure. The certification is a significant milestone, and an important recognition of the HA's achievement in using information technology within a safe and secure environment in support of its business operations.

Our "Green IT" drive has also made good progress in reducing energy and paper consumption throughout our offices and data centre. Initiatives undertaken during the year have included replacing non-energy efficient computer equipment, powering off all unused IT equipment in offices, and further expanding the use of e-channels wherever possible to reduce unnecessary paper reports and document files.

60th anniversary of public housing development

The year 2013 marks the 60th anniversary of the development of public rental housing in Hong Kong, a significant milestone for Hong Kong and for the HA. Given the importance of public housing to the development of Hong Kong as we know it today, the HA has organised a series of activities designed to share the highlights of the evolution of PRH with the public. The aim is not only to give the public a better understanding of how and why public housing has developed over the years, but also to highlight the major impact it has had on the lives of both individuals and the entire community over several generations.

A focal point of the anniversary activities was the public exhibition "60 Years of Public Housing Development in Hong Kong", held at the Hong Kong Heritage Discovery Centre, Tsim Sha Tsui, from late September 2013 to early March 2014. Developed around the theme "Growing up with Public Housing", the exhibition displayed a fascinating selection of historic photos, artefacts and models, along with videos in which a range of people shared how the experience of public housing had affected their lives. The exhibition was supplemented by talks by academics and experts on public housing. A smaller scale roving exhibition on the anniversary was held across PRH estates and at several of the HA's shopping centres which also put on stage variety shows and mini performances to mark the occasion.

1   The Chief Executive, Mr C Y Leung (fourth from right), and the HA Chairman, Professor Anthony Cheung Bing-leung (fourth from left), pictured with former HA chairmen and guests at the event.

To coincide with the anniversary, in October 2013 the HA hosted at its headquarters the 18th Conference of the Housing and Urban Public Corporations in Asia, with the theme of "In Quest of Sustainability: Public Housing in an Ever-changing Compact City". This was a three-day conference at which representatives from the public housing authorities of Hong Kong, Japan, South Korea and Singapore shared their experience of housing and discussed the latest professional practices and technologies.

To involve PRH tenants in the celebration of the 60th Anniversary, the HA put on a Chinese Couplet Competition that ran from November 2013 to January 2014. Over 1 000 entries were received from PRH residents, from which three winners and 20 merit prizes were selected. The prize presentation ceremony was held at the biennial Estate Management Advisory Committees (EMAC) Seminar on 22 March 2014. EMAC members, ex-HA members and ex-HD staff also came together at the seminar to talk about developments in estate management over the past 60 years, and reflect on the changing role of EMACs in that time.

The HA produced an informative 15-minute video to mark the 60th Anniversary, covering many different aspects of Hong Kong's public housing including topics such as the design and construction of units over the decades, estate management activities, and the HA's drive towards sustainable development.

Internally, the HA held a special cocktail reception on 13 December 2013 in commemoration of both the 60th anniversary of public housing development in Hong Kong and the 40th anniversary of the establishment of the HA. The Chief Executive, Mr C Y Leung, officiated at the event, with guests including serving and former HA Chairmen, Vice-Chairmen and members.

2013/14 年度所獲業界獎項及社會嘉許
Industrial Awards and Community Recognitions

獎項／得獎項目 Award／Winning Project	頒發機構 Awarding Organisation
建築及維修 Construction and Maintenance	
Autodesk 香港建築信息模擬設計大獎2013 獲獎機構 **Autodesk HK BIM Awards 2013** Winning Organisation	歐特克 Autodesk
HKQAA-HSBC企業社會責任先導者標誌 達到5.00滿分 — 發展及建築處 **HKQAA-HSBC CSR Advocate Mark** Achieved full score of 5.00 – Development and Construction Division	香港品質保證局、 香港上海匯豐銀行有限公司 Hong Kong Quality Assurance Agency, and Hongkong and Shanghai Banking Corporation Limited
香港品質保證局「樓宇可持續發展指數」 驗證標誌 — 葵盛東邨、葵盛西邨、秀茂坪南邨、常樂邨、新翠邨及天澤邨 **Hong Kong Quality Assurance Agency Sustainable Building Index** Verified Mark – Kwai Shing East Estate, Kwai Shing West Estate, Sau Mau Ping South Estate, Sheung Lok Estate, Sun Chui Estate and Tin Chak Estate	香港品質保證局 Hong Kong Quality Assurance Agency
ISO 19011 ISO19011 稽核管理體系核實聲明 **ISO 19011** ISO 19011 Verification Statement of Auditing Management System	香港品質保證局 Hong Kong Quality Assurance Agency
ISO 31000 ISO31000 風險管理架構核實聲明 **ISO 31000** ISO 31000 Verification Statement of Risk Management Framework	香港品質保證局 Hong Kong Quality Assurance Agency
環保 Environmental	
FuturArc環保先鋒大獎2013 獲獎項目 — 油麗邨第五期 嘉獎 — 油塘邨重建第四期項目（大本型） **FuturArc Green Leadership Award 2013** Winner – Yau Lai Estate Phase 5 Citation – Yau Tong Estate Redevelopment Phase 4 (Domain)	Building and Construction Interchange Asia
香港工程師學會年獎環境分部論文獎 亞軍 — 海泥的環保處理 **Environmental Paper Award,** **Environmental Division, Hong Kong Institution of Engineers** First Runner-up – Green Treatment of Marine Mud	香港工程師學會 Hong Kong Institution of Engineers

獎項／得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
ISO 50001 能源管理系統認證 葵盛西邨 **ISO 50001 Energy Management System (EnMS)** Kwai Shing West Estate	香港品質保證局 Hong Kong Quality Assurance Agency
ISO 14001 環境管理體系認證 證書 — 所有公共屋邨 **ISO 14001 Environmental Management System in Property Management** Certificate – all PRH estates	香港品質保證局 Hong Kong Quality Assurance Agency
香港環保卓越計劃 「卓越級別」減廢標誌 累計完成最多減廢目標的首五名機構 **Hong Kong Awards for Environmental Excellence** "Class of Excellence" Wastewi$e Top 5 Organisations Achieving Cumulatively the Most Number of Goals in Wastewi$e Label	環境保護運動委員會 Environmental Campaign Committee
香港綠色企業大獎2013 「企業綠色管治獎」大獎 「明智環保採購獎」白金獎 「優越環保管理獎」白金獎 「企業綠色管治獎」管理系統獎 **Hong Kong Green Awards 2013** Grand Award (Corporate Green Governance Award) Platinum Award (Green Purchasewi$e Award) Platinum Award (Green Management Award) Management System Award (Corporate Green Governance Award)	環保促進會 Green Council
2014 年香港花卉展覽 最佳展品（園林景點）金獎 **Hong Kong Flower Show 2014** Gold Award for Outstanding Exhibit (Landscape Display)	康樂及文化事務署 Leisure and Cultural Services Department

設施管理 Facility Management

卓越設施管理獎 2013 卓越設施管理獎（商場）— 大本型 卓越設施管理獎（公營租住房屋）— 藍田邨及坪石邨 優秀獎（公營租住房屋）— 天晴邨 **Excellence in Facility Management Award (EFMA) 2013** Excellence in Facility Management Award (Retail) – Domain Excellence in Facility Management Award (Public Rental Housing) – Lam Tin Estate and Ping Shek Estate Certificate of Merit (Public Rental Housing) – Tin Ching Estate	香港設施管理學會 Hong Kong Institute of Facility Management

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獎項／得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
機構 Corporate	
Galaxy Awards 2013/2014 錄像及數碼錄像：「企業形象」組別金獎 —「公營房屋發展六十周年」 「持份者通訊」組別榮譽獎 **Galaxy Awards 2013/2014** Gold Award (Video and DVDs: Corporate Identity) – "60 Years of Public Housing Development in Hong Kong" Honours Award (Video and DVDs: Stakeholder Communications)	MerComm, Inc
2013 Astrid Awards 「非牟利機構」組別銀獎 —《香港房屋委員會2011/12年度年報》 **2013 Astrid Awards** Silver Award (Not-for-profit Organisations) – The Hong Kong Housing Authority Annual Report 2011/12	MerComm, Inc
2013 年國際年報大獎 「非牟利機構：房屋」組別銅獎 —《香港房屋委員會2011/12年度年報》 **2013 International Annual Report Competition (ARC) Awards** Bronze Award (Non-profit Organisation: Housing) – The Hong Kong Housing Authority Annual Report 2011/12	MerComm, Inc
能力成熟度模式整合 — 採購 成熟度第三級 1.3 版 **Capability Maturity Model Integration for Acquisition** Maturity Level 3 Version 1.3	美國卡內基美隆大學的 軟件工程學院 Software Engineering Institute, Carnegie Mellon University, USA
ISO 27001 資訊安全管理系統驗證 ISO 27001:2005 **ISO 27001 Information Security Management Systems Certification** ISO 27001:2005	英國標準協會 British Standards Institution
「同心展關懷」機構 2013/14 「連續超過5年同心展關懷」標誌 — 房屋署 「無障礙友善企業／機構名單」 **Caring Organisation 2013/14** 5 Plus Consecutive Years Caring Organisation Logo – Housing Department List of Barrier-free Companies / Organisations	香港社會服務聯會 Hong Kong Council of Social Service
2013 年度香港十大 .hk 網站競選 特別嘉許 **Top 10 .hk Website Competition 2013** Special Mention	香港互聯網註冊管理有限公司 Hong Kong Internet Registration Corporation Limited
無障礙網頁金獎級別 **Web for All Gold Award**	政府資訊科技總監辦公室及 平等機會委員會 Office of the Government Chief Information Officer and Equal Opportunities Commission

獎項／得獎項目 Award / Winning Project	頒發機構 Awarding Organisation
2013 公務員優質服務獎勵計劃 「部門合作獎」銀獎 — 房屋署與勞工及福利局、建築署、路政署及運輸署合作的項目（改善公眾可進出處所的無障礙通道及設施） 「一般公共服務隊伍獎」銅獎 — 南山邨多層停車場改建工程 「內部支援服務隊伍獎」優異獎 — 客戶服務系統計劃小組 **Civil Service Outstanding Service Award Scheme 2013** Inter-departmental Partnership Award Silver Prize – The project of improving accessibility of government premises: the Housing Department collaborated with the Labour and Welfare Bureau, the Architectural Services Department, the Highways Department and the Transport Department General Public Service Team Award – Bronze Prize (Nam Shan Carpark Conversion) Internal Service Team Award – Meritorious Award (Customer Service Management System)	公務員事務局 Civil Service Bureau