



About the Hong Kong Housing Authority

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The Hong Kong Housing Authority (HA) established in April 1973 under the Housing Ordinance (Chapter 283), is a statutory body responsible for supporting the Transport and Housing Bureau in the development and implementation of the local public housing programme. Housing Department (HD) acts as an executive arm.

Our Vision, Mission and Core Values

Our Vision

To help low-income families with housing need gain access to affordable housing.

Our Mission

- To provide affordable quality housing, management, maintenance and other housing related services to meet the needs of our customers in a proactive and caring manner;
- To ensure cost-effective and rational use of public resources in service delivery and allocation of housing assistance in an open and equitable manner; and
- To maintain a competent, dedicated and performance-oriented team.

Our Core Values

In providing quality public housing that is safe, affordable, people-oriented and environment-friendly, we incorporate many sustainability considerations in the planning and implementation of our housing development and management programme. For instance, we strive to optimise our available resources for public housing production, reduce energy consumption in the daily operation of the public rental housing, and enhance construction safety to protect the well-being of our business partners and the general public.

We have well defined our strategies and priorities for various sustainability aspects, details of which are highlighted below:

Our Strategy for Sustainable Housing

It is our mission to achieve sustainable development in public housing, which balances environment, social and economic needs with a view to attaining healthy living, sustainable construction and enhancement of the total urban environment.

Our Priority in Environmental Sustainability

The HA is committed to properly managing and reducing consumption of resources in our daily operations, especially in relation to waste reduction and energy use. We are also committed to introducing environment-friendly methods to further reduce overall environmental impacts arising from our planning, development, management and maintenance operations.

Our Priority in Social Sustainability

Corporate Social Responsibility has become an integral part of our corporate policy and daily work. The HA prioritised public housing to those who are in need. We are committed to providing a safe, hygienic and affordable living environment to our tenants, making public housing estates a comfortable place to live in. We also seek to become a role model in providing a safe and healthy working environment for our business partners who are involved in public housing construction and management services. We attempt to enhance social cohesion, foster the well-being of society as a whole, and encourage Corporate Social Responsibility along with the supply chain.

Our Priority in Economic Sustainability

The HA is committed to adopting cost-effective and economically-viable approaches in all aspects of our public housing programme. These can be achieved through a number of measures, including optimisation of the HA's resources, preventing abuses of public housing and extension of the useful life of our existing buildings.

We always look for opportunities to enhance the sustainability performance of our public rental housing (PRH) estates. We have ascertained the building sustainability performance of our existing PRH estates by registering the Hong Kong Quality Assurance Agency Sustainable Building Index (SBI) Scheme since 2012/13. This year, we have selected 10 estates, containing about 80 housing blocks representing the majority of the standard HA's block designs, for enrolment in the SBI Scheme. We successfully obtained the SBI Verified Mark for all these estates in March 2015.

Our Role and Services

The HA plans, designs, builds, manages and maintains different types of public housing, including rental housing estates, interim housing estates, and transit centres. Besides, the HA owns and operates some flatted factories and ancillary commercial and other non-domestic facilities. The HA also provides subsidised sale flats for qualified persons.

The HA plays an advisory role on various public housing issues for the government, while the HD is the executive arm to realise our public housing programme. We work closely with other government departments when dealing with local public housing matters.

We actively support community voluntary initiatives to demonstrate our commitment to sustainable development. During the year, we participated in activities held by green groups and other government departments, such as the Hong Kong Flower Show, Eco Expo Asia and Green Carnival. In addition, the HA also participated in activities organised by a number professional organisations as listed below.

- Occupational Safety & Health Council
- Asia Pacific Network for Housing Research
- The Lighthouse Club
- International Council for Research & Innovation in Building & Construction
- Council on Tall Buildings & Urban Habitat
- International Code Council
- Hong Kong Green Building Council
- International Concrete Repair Institute
- British Standards Institution
- Eastern Regional Organization for Planning and Housing

Housing Stock and Production

As at the end of March 2015, we were providing accommodation to about two million people who live in nearly 744 100 PRH units in 170 PRH estates across Hong Kong.

In 2014/15, we completed construction of around 8 600 PRH units. A total of five projects were completed including:

- Shui Chuen O Estate Phase 1 – Ching Chuen House, Long Chuen House, Yan Chuen House, Hei Chuen House and Lok Chuen House;
- Cheung Lung Wai Estate – Ching Cheung House and King Cheung House;
- Hung Fuk Estate Phase 1 – Hung Yan House and Hung Hei House;
- Hung Fuk Estate Phase 3 – Hung Yat House, Hung Yuet House, Hung Cheong House and Hung Shing House; and
- Mei Tung Estate – Mei Tak House.

In response to the pressing needs for PRH, our rolling five-year Public Housing Construction Programme targets to supply around 77 100 PRH units and 10 600 subsidised sale flats in the five-year period from 2014/15 to 2018/19.



Hung Fuk Estate



Mei Tung Estate



Shui Chuen O Estate Phase 1

Infrastructure

In 2014/15, we have awarded 13 foundation contracts and 9 new building contracts.

We always look for opportunities to enhance the user-friendliness and environment-friendliness in our public housing development. We therefore include associated infrastructure facilities such as footbridges, landscape areas, car parks, public transport interchanges, community facilities, social welfare facilities, educational facilities and commercial facilities as far as practicable when planning, designing and developing our public housing. These facilities are located in, or adjacent to, one or more public housing development, in order to provide a socially and environmentally sustainable living environment for our tenants and the community.

Commercial Properties

In 2014/15, we completed 3 700 square metres of retail facilities, and 400 car parking spaces. As at the end of March 2015, our total non-domestic stock included:

- Around 211 800 square metres of commercial and retail space
- Around 28 300 car parking spaces
- Around 202 100 square metres of factory premises
- Around 2 149 100 square metres of community, education and welfare facilities
- Around 408 400 square metres of other space, used for miscellaneous purposes

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Human Resources

Staff Resources

We regularly review the manpower plan and human resources management policy. As at the end of March 2015, we had 8 901 staff, including 8 209 civil servants and 692 contract staff, representing a slight increase of 0.5% from the previous year.

Total workforce (as at 31 March 2015)

Total number of staff		8 901
Breakdown by employment type	Civil servants:	8 209
	Contract staff:	692
Breakdown by strength	Directorate Staff:	58
	Professional Staff:	844
	General Staff:	5 082
	Site Staff:	1 712
	Technical Staff:	1 205
Breakdown by employment contract	Full-time:	8 901
	Part-time:	0

Breakdown by gender	Male:	5 570
	Female:	3 331
Breakdown by age	Age 20-29:	641
	Age 30-39:	1 723
	Age 40-49:	2 442
	Age 50-59:	3 982
	Age 60 or above:	113

New employee hires and employee turnover

	Male	Female
New employee hires [1]		
Age 29 or below:	127	72
Age 30-39:	92	54
Age 40-49:	25	11
Age 50-59:	6	2
Age 60 or above:	0	0
Employee turnover [2]		
Age 29 or below:	22	16
Age 30-39:	28	20
Age 40-49:	9	15
Age 50-59:	85	44
Age 60 or above:	174	37

Notes:

[1] The above figures involve staff (position as at 31.3.2015) with their 1st appointment date falling within the period from 1.4.2014 to 31.3.2015.

[2] The figures include staff transferred out of the Department from 1.4.2014 to 31.3.2015.

Training

Throughout the reporting year, we arranged 947 training courses (including internal and external seminars/ workshops/ training courses) and a total of 41 920 trainees were involved.

Training Hours Breakdown

	No. of staff	No. of staff attended training	Training hours received (hours)	Training hours per staff (hours)
By Strength				
Directorate Staff	58	52	1 244	21.5
Professional and Technical Staff	2 049	1 995	68 699	33.5
General and Site Staff	6 794	5 637	171 523	25.3
By Gender				
Male	5 570	4 986	156 568	28.1
Female	3 331	2 698	84 898	25.5
Training Regarding Human Rights				
Training on policies and procedures concerning aspects of human rights	8 901	143	492.1	0.06

Injury

Number of staff injury cases [3]	26
Staff sick leave granted for staff injury cases [4]	591.5 days

Notes:

[3] The definition of staff injury cases is the reported cases of occupational injuries, under Employee's Compensation Ordinance, resulting in death or incapacity for work over 3 days.

[4] The number includes sick leave days granted in 2014/15 but taken in 2015/16.

In 2014/15, we recruited 389 new staff, both to civil service posts and on a contract basis and converted 23 contract staff posts into civil service positions. We adopt regular employment terms and offer continuous contracts to our contract staff to enhance their job security and sense of belonging in order to retain professionals of high calibre.

Due to the difference in employment conditions between civil service and contract staff, we have introduced the Multi-faceted Manpower Strategy to resolve relevant management and staff issues since 2008. The strategy enables us to adjust staffing intake to suit our business operations and offer staff benefits including clear promotion and career opportunities and greater job security.

Staff Appointment, Remuneration and Benefits

As a government body, we abide by requirements stipulated in the Basic Law for our staff appointment. With reference to Article 99 of the Basic Law, new recruits to the Civil Service on or after 1 July 1997 must be permanent local residents. All senior officers in the HD (at D2 rank and above) are permanent Hong Kong residents. They are civil servants and their appointments are governed by the Civil Service Regulations and subject to the approval of the Public Service Commission.

Depending on the terms of employment and job grades, our staff's remuneration follows either the civil service pay scales or contract pay band, which will be adjusted annually according to the respective annual pay adjustment exercises and staff performance. We have introduced a stringent 3-tier performance appraisal system to ensure a fair and comprehensive review on staff's performance. In general, civil servants may have one increment annually in their respective rank scales and the contract staff may also be received a one-off merit payment annually based on their performance.

We offer various fringe benefits to staff with respect to their rank levels and terms of employment. These benefits include medical and dental treatment, housing benefits, annual leaves, retirement benefits, passage and education allowances.

Staff Integrity

It is important to maintain high standards of staff integrity and conduct when planning and managing the territory-wide public housing programme. We require all our staff to adhere to the Government and departmental guidelines including those provided by Civil Service Bureau and our departmental staff circulars. These documents lay down the internal guidelines and requirements for the declaration of private investments, avoidance of conflict of interest, and acceptance of advantages and benefits.

Our internal circulars also stipulate procedures to deal with attempted bribe, allegations of corruption and Independent Commission Against Corruption's referrals. To assure staff integrity and enhance awareness, we have provided anti-corruption briefings for all new recruits as part of their induction programme and integrity reinforcement seminars for existing staff. In 2014/15, over 1 327 staff attended various anti-corruption courses. As a government body, we are fully committed to complying with all anti-corruption legislation. During the year, there was one reported conviction case involving a retired officer who was convicted of one count of Fraud. To step up monitoring, administrative measures including inspection of records, regular spot checks and surprise checks, etc. have been strengthened in the concerned office.

Human Rights

We respect all people are equally entitled to their human rights without discrimination. We therefore provide equal opportunities and fair treatment in terms of remuneration, fringe benefits, promotion and compensation for all our staff without discriminating individual's gender, ethnic group, age and disabilities. We comply with all the employment related legislation. Child labour and forced labour are strictly prohibited from all our operations.

Staff members are the foundation of our operations. We maintain close relationship and open communication between the management and staff members to foster a dynamic and committed workforce. Our staff members have the freedom to join staff associations and working groups. In 2014/15, there were a total of 33 staff associations or working groups and five Departmental Consultative Committees in the HD. In addition to our bi-weekly publication the "Housing Dimensions" and our periodic publication "Development and Construction Division (DCD) Newsletter", we have maintained various effective communication channels with staff to exchange views and enhance transparency on departmental initiatives of mutual concern.

Material Aspects

Our activities mainly involve building construction, estate management and maintenance, which will have impact on the community in the aspects of environment, health, safety and society. To avoid, eliminate, minimise, manage and control potential risks arising from our daily operations proactively, we have adopted a systematic “plan-do-check-act” approach and introduced a series of initiatives to achieve sustainability in the environmental, social and economic aspects. In addition, our senior management has frequently reviewed public and stakeholders’ concerns through internal management meetings and customer satisfaction surveys to address the ever-changing housing needs.

We treasure views and comments from our stakeholders. Based on our daily operation, we have identified a list of stakeholders who may be interested in our sustainability performance. Following the stakeholder engagement exercises conducted in previous years, we have engaged one of our key stakeholder groups, the tenants, through meetings and survey to collect their views and feedback on our sustainability initiatives and performance during the year. Through the engagement exercises, we have identified a list of material aspects and their respective boundaries to be covered in this report. In addition, we took a further step to manage the energy consumption by our piling and building contractors, by starting to collect their energy consumption in the course of the project delivery. Their energy consumption figures are also disclosed in the Report. List of our material aspects and the reporting boundaries are depicted below:



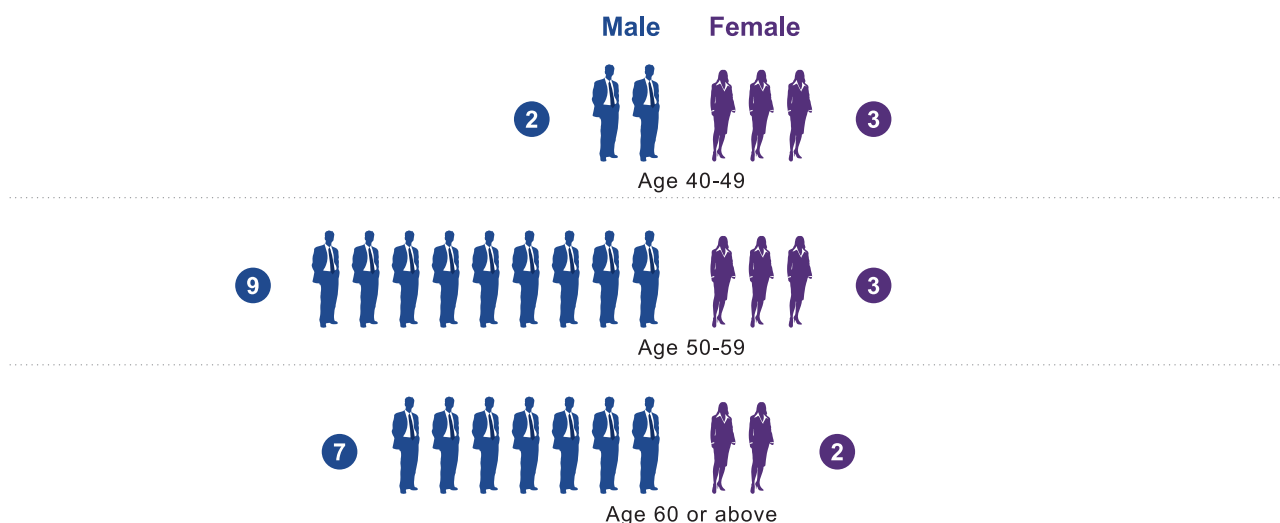
*The performance of HA's contractors in the material aspects “Anti-corruption” and “Energy” has also been covered in this report.

Governance Structure and Management

Our Governance Structure

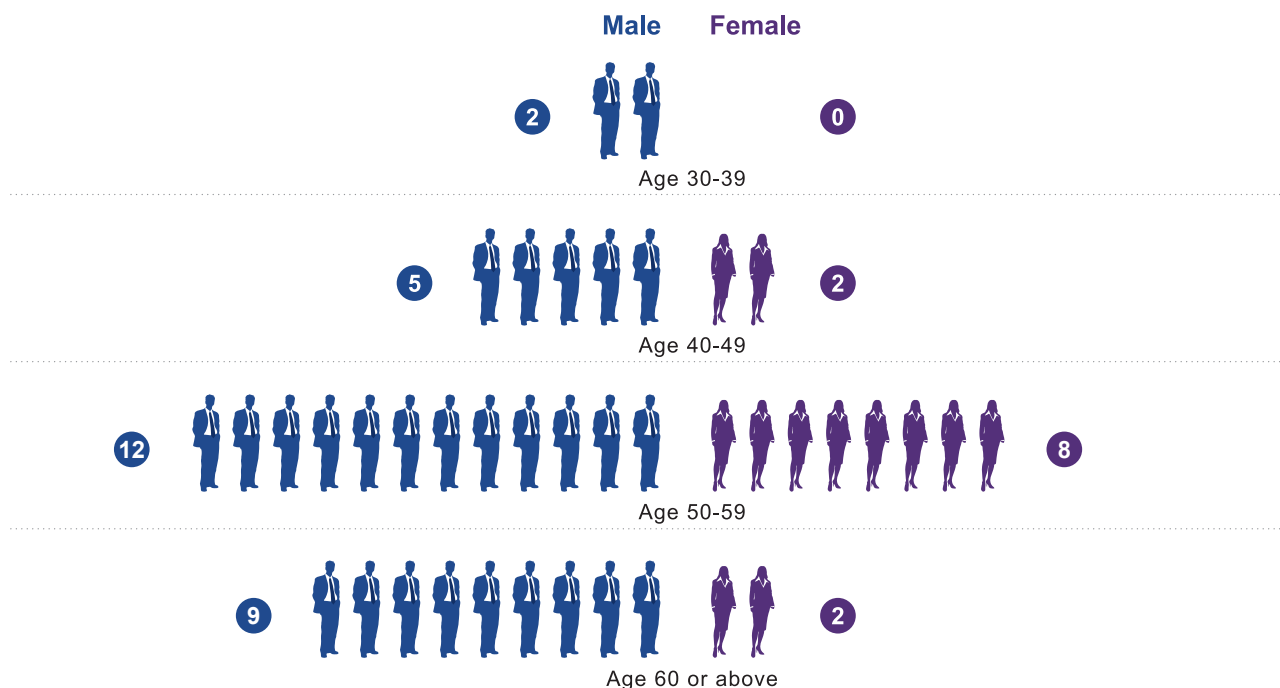
Apart from the Chairman and Vice-chairman, the HA has two official members and 26 non-official members. Appointments are made by the Chief Executive. All non-official members are appointed on an individual basis. The Secretary for Transport and Housing assumes the office of Chairman of the HA, while the Director of Housing assumes that of Vice-chairman.

Breakdown of non-official HA members by age group and gender:



Under the HA, there are six standing committees responsible for formulating, administering and overseeing policies in specified areas including building, commercial properties, finance, strategic planning, subsidised housing and tenders. Sub-committees and ad hoc committees will be set up when necessary. Details of our governance structure and the terms of reference of respective committees can be found in our [website](#).

Breakdown of non-official Committees and Sub-committees members by age group and gender:



The HD is serving as an executive arm of the HA to assist in the implementation of housing related policies. The HD is headed by the Permanent Secretary for Transport and Housing (Housing) who also assumes the office of the Director of Housing. The HD has four operation divisions, namely Strategy, Development & Construction, Estate Management and Corporate Services, which support the implementation of HA's policies in housing strategies, overall housing development, construction and estate management. The HD's organisation can be found in our [website](#).

The Housing Department Environmental, Health and Safety Committee (HDEHSC) is responsible for the development and formulation of policy direction on environmental, health, safety and sustainability aspects within the HD. It is further supported by the following three sub-committees to address different sustainability issues:

- The HD Environmental Sub-committee – assists the HDEHSC in overseeing the progress and performance of environmental initiatives and action plans in the Department.
- The HD Occupational Safety and Health Sub-committee – assists the HDEHSC in overseeing the occupational safety and health of the employees at their workplace.
- The HD Site Safety Sub-committee – assists the HDEHSC in overseeing site safety management measures for works contracts.

Our Management Approaches

Taking care of a wide range of public housing programmes, our management has established and endorsed policies in specific areas to govern our operations and define framework for continuous improvement. Providing a clear direction on our sustainability commitment and approach, these policies both at departmental level and divisional level have been widely communicated to and fully supported by our staff, services providers, materials suppliers and contractors.

Policies at Departmental Level

Environmental Policy

The Housing Authority is committed to continuously improving the environmental standards in the provision of public housing and related services. In achieving this objective, the Housing Authority has adopted the following environmental principles:

- To promote healthy living and a green environment;
- To develop a strategic framework and implement environmental management for the promotion of sustainable development;
- To strictly comply with and fully implement all relevant environmental legislation and regulations;
- To address environmental concerns and incorporate environmental initiatives in planning and design, construction and demolition, marketing and estate management activities;
- To minimise environmental impacts (air, dust, noise, waste and water) to residents and public from the Housing Authority's operations;

- To develop procurement policies to minimise the use of resources and achieve cost effectiveness;
- To promote environmental awareness and participation among staff, residents and contractors through education and publicity programmes; and
- To review and seek continual improvement on the implementation of an environmental management system.

Safety and Health Policy

The Hong Kong Housing Authority (HA) fully recognises safety and health at work as an integral part of our activities. HA is dedicated to provide and maintain a safe and healthy working environment for all of our staff.

HA is committed to maintaining a climate of safety awareness and developing guidelines and a health and safety management system that leads to continuous improvement in occupational safety and health performance. All employees are required to assume responsibility for assuring their own safety by conforming to the policy, observing all statutory requirements and guidelines that are related to their works.

To achieve the objective of safety and health at work, HA has adopted the following principles:

- To provide and maintain working conditions, equipment and work systems for our staff consistent with good practices of occupational safety and health;
- To develop a strategic framework and implement safety management system for the promotion of safety and health at work;
- To ensure compliance with all relevant health and safety legislation as the minimum requirement;
- To take appropriate measures to eliminate safety and health hazards in our operations, and where this is not reasonably practicable, to devise procedures and guidelines to reduce such hazards to an acceptable level;
- To provide staff with training and supervision as required to achieve the objective of creating a safe and health working environment; and
- To pursue continual improvement in occupational safety and health by regularly reviewing our performance.

The policy and the overall safety management system will be regularly monitored and reviewed to ensure that the above objectives are achieved.

To lay down the foundation of our green procurement requirements, we have developed an Environmentally Responsible Procurement Policy to provide guidelines regarding procurement of products and services. We encourage all staff members to follow the Policy and to use green products and services where practicable and economically viable.

Our supply chain mainly consists of construction contractors as well as estate management companies and associated service providers. Most of them are located in Hong Kong. As part of the supply chain management, we work and communicate closely with our contractors and material suppliers to ensure that they fully understand our sustainability requirements. We have maintained a robust and effective monitoring system to review and assess their performance and compliance status regularly. We strictly follow the Government Procurement Agreement of the World Trade Organisation and the HA's procurement policies and instructions during our procurement. We provide equal opportunities without prejudice to material suppliers to assure a fair, open, equitable and ethical purchasing process.

Environmentally Responsible Procurement Policy

The Environmentally Responsible Procurement Policy for contractors, suppliers and service providers is as follows:

According to Hong Kong Housing Authority Environmental Policy, HA is committed to minimise the use of resource and achieve cost effectiveness in its operation. This policy is developed to fulfil this commitment by:

- Identifying the significant environmental impacts of materials and services in use;
- Purchasing materials, goods and services to specifications that are compliant with relevant environmental legislation, and include environmental considerations so that, if technically acceptable and economically viable, lower environmental impact goods and services are purchased;
- Assessing the environmental commitment of suppliers, contractors and service suppliers as part of the tender evaluation process, and rewarding the best environmental performers. Paying for environment to demand for higher environmental performance;
- As appropriate to the scale and or nature of the work requiring contractors and service providers to produce project environmental management plans (EMPs) within their bids for work;
- Regularly evaluating evidence supplied by contractors and service providers towards implementation of their environmental management plan as part of our ongoing supervision of works;
- Providing feedback, advice and facilitate training to key suppliers, contractors and service providers on environmental performance and improvement opportunities;
- Ensuring that all HA staff, HA suppliers, contractors and service providers are aware of, and act in accordance with, HA environmental procurement policy and contribute to HA's environmental objectives; and
- Establishing systems, targets and action plans for effective environmental procurement and regular reports on performance.

Policies at Divisional Level

Apart from following the policies at departmental level, individual divisions/units have pursued ISO 14001 Environmental Management System (EMS) certification to further enhance their existing green practices and continually improve environmental performance. The DCD obtained ISO 14001 certification in June 2009, while the Estate Management Division (EMD) has achieved the ISO 14001 EMS certification for maintenance and property management for all existing estates in May 2011 and July 2013 respectively. The Corporate Services Division has certified to ISO 14001 EMS for the provision of property management functions in the HA Headquarters in December 2013. The Independent Checking Unit also achieved ISO 14001 certification in May 2014. With the EMS in place, individual divisions and units can better manage significant environmental aspects in relation to their operations, activities and services in a systematic and holistic manner.

Moreover, both the DCD and EMD have adopted the divisional social responsibility policy with reference to ISO 26000 Guidance of Social Responsibility. This policy has been developed following the HA's Vision, Mission and Core Values to provide framework on management of the divisional social issues.

Social Responsibility Policy

We recognise social responsibility as an integral part of our long established caring value. Social responsibility is the way we have done and will continue in our approaches and practices. We affirm our commitment in adopting and practising the following principles of social responsibility:

- Be accountable for our impacts on society and the environment;
- Be transparent in our decisions and activities that impact on society and the environment;
- Be ethical in terms of honesty, equity and integrity;
- Be conscious of and respect the interests of our stakeholders and respond to their expressed concerns;
- Be respectful to the rule of law and international norms of behaviour for environmental or social safeguards; and
- Be respectful and supportive to human rights with particular regard to discrimination, grievance resolution, and rights at work.

To further enhance energy efficiency and performance in residential building design, the DCD has developed and rolled out an energy management system (EnMS) according to ISO 50001 standard in December 2011, and obtained external certification in June 2012. The EMD has selected Kwai Shing West Estate as a pilot for the implementation of the ISO 50001 EnMS, and the Estate was certified in June 2013. With the successful experiences gained at Kwai Shing West Estate, the EMD extended the EnMS certification to cover 167 PRH estates on 2 April 2015. Details of our ISO 50001 EnMS implementation journey are described in the [Case Study](#).

The energy policies of the DCD and EMD spelling out their energy management commitment are provided below.

Energy Policy in DCD

In moving towards our goal of sustainable operations in meeting the customer and community expectations, DCD recognises the importance of energy management in the provision of affordable quality housing. To this end, we affirm our commitment to:

- Continual improvement in energy performance;
- Ensure the availability of information and necessary resources to achieve objectives and targets; and
- Comply with applicable legal requirements and other requirements to which we subscribe that relate to our energy use, consumption and efficiency.

In addition, we support the purchase of energy-efficient products and services, and the design for energy performance improvement.

Energy Policy in EMD

EMD is committed to continually improving the energy performance standards in the areas of facility management and improvement works of public rental housing (PRH) domestic blocks. To achieve this objective, the top management of EMD affirms the following commitments:

- To regularly review and seek for continual improvement in energy performance;
- To ensure the availability of information and necessary resources to achieve objectives and targets;
- To comply with applicable legal requirements and other requirements to which we subscribe related to our energy use, consumption and efficiency;
- To provide the framework for setting and reviewing energy objectives and targets; and
- To support the purchase of energy-efficient products, services, and design for energy performance improvement.