

# Corporate Plan

# 機構計劃

## 2025/26



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1

# 機構概覽

CORPORATE PROFILE





## 機構概覽 CORPORATE PROFILE

### 香港房屋委員會

- 1.1 香港房屋委員會（下稱「房委會」）是香港制定公共房屋政策的主要機構。房委會的願景一直是為沒有能力租住私人樓宇的低收入家庭提供公共租住房屋（下稱「公屋」）及提供資助出售房屋，以回應中低收入家庭的置業訴求。
- 1.2 截至2024年12月，房委會成員中有20名非官方委員和四名官方委員，全部由行政長官委任。為使房委會和政府在提供公營房屋時更緊密合作，房委會的正、副主席分別由房屋局局長和房屋署署長出任。
- 1.3 房委會轄下設有六個常務小組委員會及兩個附屬小組委員會，負責制定不同範疇的政策，以及監督推行情況。

### The Hong Kong Housing Authority

- 1.1 The Hong Kong Housing Authority (HA) is the major organisation formulating the public housing policies in Hong Kong. HA's vision has long been to provide public rental housing (PRH) to low-income families who cannot afford private rental accommodation, and provide subsidised sale flats (SSF) to address the home ownership aspirations of low to middle-income families.
- 1.2 As at December 2024, the membership of HA comprised 20 non-official members and four official members. Appointments are made by the Chief Executive. To help forge closer collaboration between HA and the Government in the provision of public housing, the Secretary for Housing and the Director of Housing have respectively assumed the positions of the Chairman and Vice-Chairman of HA.
- 1.3 There are six standing committees and two sub-committees under HA to formulate and oversee policies in specified areas.



## 香港房屋委員會組織架構 Organisation of the Hong Kong Housing Authority





## 房屋署

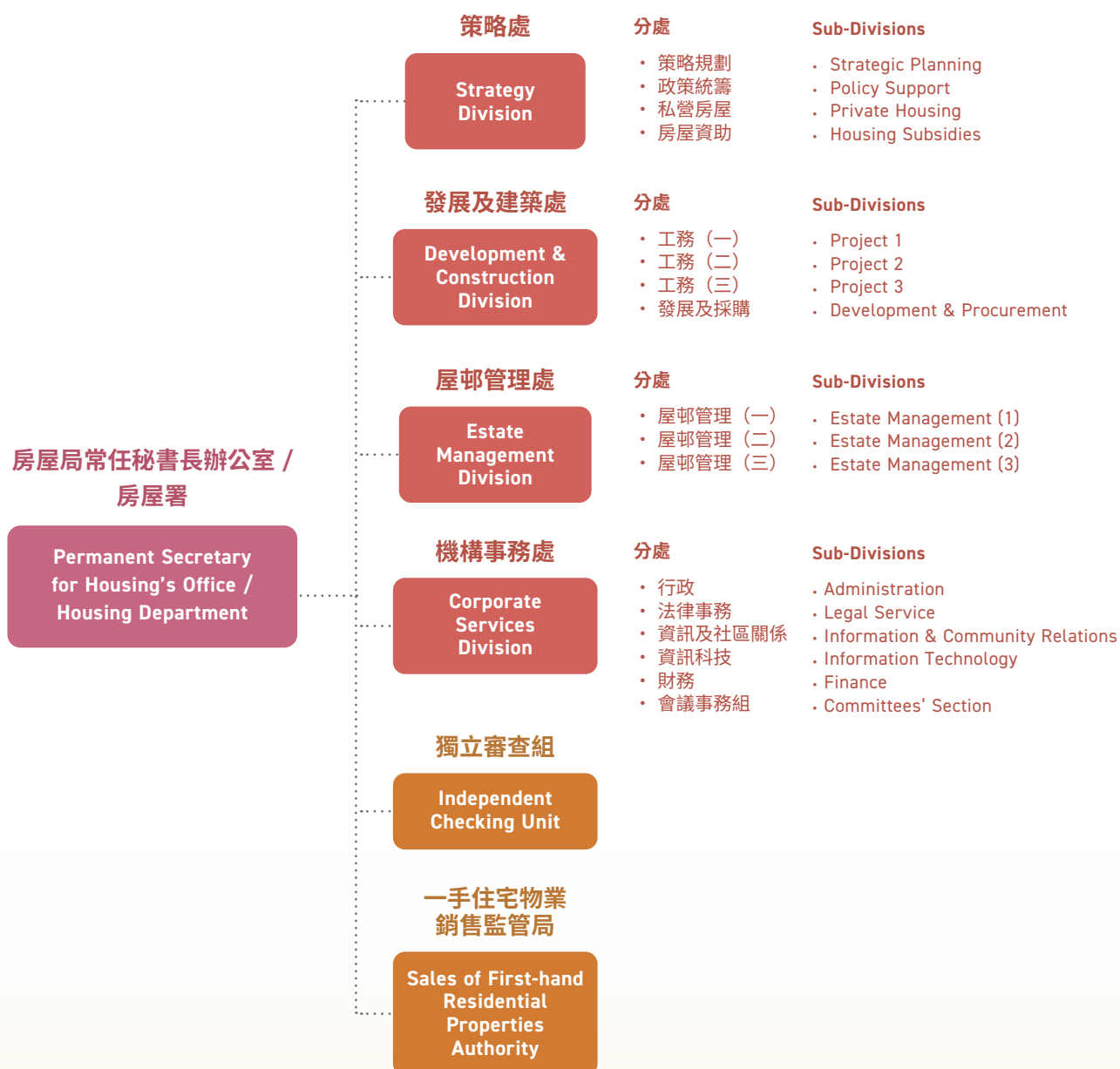
1.4 房屋署是房委會的執行機關，負責推行房委會所制定的政策。房屋局常任秘書長同時兼任房屋署署長一職，掌管房屋署。

## Housing Department

1.4 The Housing Department (HD) acts as the executive arm of HA to implement its policies. HD is headed by the Permanent Secretary for Housing, who also assumes the office of the Director of Housing.

### 房屋署組織架構

### Organisation of the Housing Department



# 2

## 機構願景、工作目標、基本信念 和策略方針

CORPORATE VISION, MISSION, CORE VALUES  
AND STRATEGIC OBJECTIVES



## 2.

### 機構願景、工作目標、基本信念和策略方針 CORPORATE VISION, MISSION, CORE VALUES AND STRATEGIC OBJECTIVES

- 2.1 房委會原有的願景、工作目標、基本信念及策略方針由2017/18年度開始沿用至今。適逢房委會於2023年成立50周年，我們就上述項目進行了全面的檢視。
  - 2.2 經蒐集了房委會及各小組委員會委員的意見後，房委會已敲定全新的願景、工作目標、基本信念和策略方針，並臚列如下：
- 2.1 The previous version of Corporate Vision, Mission, Core Values and Strategic Objectives of HA have been adopted since 2017/18. Upon the 50<sup>th</sup> anniversary of HA in 2023, a comprehensive review has been conducted.
  - 2.2 After the gauging the view of HA and Committee members, the brand new version of Vision, Mission, Core Values, and Strategic Objectives of HA have been finalised as set out below: –







## 願景

### VISION

致力為有需要的低收入家庭提供可以負擔的租住房屋，並協助中低收入家庭自置居所。

To strive for excellence in offering affordable rental housing to low-income families in need and helping low to middle-income families to achieve home ownership.



## 工作目標

### MISSION

- 全力“提量、提速、提效、提質”提供公營房屋。
- 透過可持續建築、與及專業管理及維修保養，促進可持續發展。
- 締造綠色及健康的生活環境，致力提升居民的幸福感。
- 提供服務及房屋資助時秉持開明的態度、公允持平的立場，以確保公共資源得到合理的運用，符合成本效益。

- To enhance quantity, speed, efficiency and quality of public housing supply.
- To foster sustainable development through sustainable building, as well as professional management and maintenance.
- To enhance the well-being of residents by creating a green and healthy environment.
- To ensure cost-effective and rational use of public resources in service delivery and allocation of housing assistance in an open and equitable manner.



## 基本信念

### CORE VALUES

#### 創新為民、盡責熱誠

- **創新**：發揮創意，探索創新的解決方案，以優化房屋政策、建築與服務
- **為民**：以關懷的態度和同理心提供以居民為本的服務
- **盡責**：積極和負責任地提供服務
- **熱誠**：對工作充滿熱誠

**CARE:** Creative, Attentive, Responsible, Enthusiastic

- **Creative:** Embrace creativity and explore innovative solutions to enhance housing policies, construction and services
- **Attentive:** Provide residents-oriented service in a caring and empathetic manner
- **Responsible:** Deliver service responsibly and proactively
- **Enthusiastic:** Work with passion



## 策略方針

### STRATEGIC OBJECTIVES

經考慮房委會最新的工作優先次序和措施後，我們訂定了以下策略方針：

- (a) 以符合成本效益的原則，提供優質公屋<sup>[1]</sup>。
- (b) 透過提供資助出售單位回應中低收入家庭自置居所的訴求。
- (c) 有效及高效運用公營房屋資源，合理分配公共資源，杜絕濫用。
- (d) 積極正面推動綠色及可持續發展，提升居民幸福感。
- (e) 致力創新，採用先進科技，以提高效率。
- (f) 與顧客和其他業務持份者維持伙伴合作關係，以提升服務質素，及善用私營市場資源。
- (g) 於規劃和設計新屋邨時採納通用設計原則，並按此原則，改善現有屋邨設施。
- (h) 管理及維護資產，將其經濟效益和使用年期最大化。
- (i) 充分運用商業樓宇。
- (j) 致力推廣及提升房委會的形象。

Having regard to HA's latest work priorities and initiatives, we have developed the following strategic objectives –

- (a) To facilitate the cost-effective provision of quality PRH <sup>Note 1</sup>.
- (b) To address the home ownership aspiration of low to middle-income families through the provision of SSF.
- (c) To make effective and efficient use of public housing resources and to maximise the rational allocation to eliminate abuse.
- (d) To contribute actively and positively towards green and sustainable development so as to enhance the sense of well-being of residents.
- (e) To be innovative in enhancing efficiency by employing advance technologies.
- (f) To work in partnership with customers and other stakeholders to enhance service quality and make effective utilisation of private sector resources.
- (g) To adopt universal design for planning and design of new housing estates, and improve facilities in existing estates in accordance with the same principle.
- (h) To manage and maintain assets with a view to maximising their economic life and contribution.
- (i) To optimise the use of commercial properties.
- (j) To promote and enhance the image of HA.

註[1] 「優質」公屋泛指(a)為低收入家庭／人士提供安全健康的居所，以締造和諧共融和可持續的社區；屋邨設施及住宅單位配套均能切合現代基本生活所需；屋邨設計以居家安老、長幼傷健人士均可公平使用社區空間為原則；(b)本着環保和綠化原則興建和保養公屋，包括應用環保建築材料和節能裝置，以盡量減低對環境的負荷；以及(c)採購物有所值而耐用的建築材料，加上完善的維修保養服務，為居民維持怡人的居住環境。

Note 1 "Quality" PRH, in a broad sense, refers to (a) safe and healthy accommodation for the low-income household/ persons suitable for the formation of a harmonious and sustainable community, with estate facilities and domestic flats well-matched to the essential needs of modern living, and with estate designs serving the purpose of aging in place and socio-spatial equity for people of all ages and abilities; (b) building and maintaining the PRH in accordance with the principles of environmental protection and greening, with the application of green construction materials and energy-saving installations to minimise the burden on the environment; and (c) the procurement of value-for-money and durable construction materials, coupled with comprehensive maintenance services, to maintain a decent living environment for the residents.

# 3

## 2023/24 年度機構計劃檢討概要 及 2025/26 年度主題大綱和 主要工作

SNAPSHOT OF 2023/24 CORPORATE PLAN AND  
THEMES AND KEY ACTIVITIES IN 2025/26



# 3.

## 2023/24年度機構計劃檢討概要及 2025/26年度主題大綱和主要工作 SNAPSHOT OF 2023/24 CORPORATE PLAN AND THEMES AND KEY ACTIVITIES IN 2025/26

### 2023/24年度機構計劃檢討概要

- 3.1 2023/24年度機構計劃共有35項主要工作。截至2024年3月31日，所有主要工作如期進行、持續進行或部分完成。房委會在2023/24年度機構計劃的四個主題大綱下分別取得不同成果。
- 3.2 **提供優質居所—** 房委會繼續為市民提供具質素的公共房屋，以改善居民的居住條件。我們為沒有能力負擔私人租住樓宇的低收入家庭提供公屋。我們亦推出資助出售單位，以滿足有置業需求的家庭。在規劃和設計公屋的過程中，我們繼續採用全面規劃和因地制宜的設計，以充分配合地盤情況和善用地積比率，並盡量增加新項目內住宅的單位數量。我們同時探討加快建造過程的方法。
- 3.3 **促進可持續生活—** 除了提供容身之所，我們的目標亦是為居民提供一個可持續的生活環境。我們支持政府的滅蚊及滅鼠工作、向居民宣傳減廢和回收的資訊、致力加強家庭凝聚力和充分利用傳統和社交媒體進行其推廣及宣傳工作。



### Snapshot of 2023/24 Corporate Plan

- 3.1 There were 35 Key Activities (KAs) in 2023/24 Corporate Plan (CP). As at 31 March 2024, all KAs were on schedule, on-going, or partially completed. HA had different accomplishments under the four themes adopted in 2023/24 CP.
- 3.2 **Providing Quality Homes—** HA had continued its work on improving people's living conditions by providing quality public housing. To low-income families which could not afford private rental accommodation, we provided PRH. For families who had aspirations on home ownership, we offered SSF. In the process of planning and designing PRH estates, we continued to adopt comprehensive planning and site-specific design that responded to site conditions, utilised plot ratio best, and maximised flat production of all domestic blocks in new projects. We also explored ways to expedite the building process.
- 3.3 **Promoting Sustainable Living—** Besides providing homes, it was also our goal to promote a sustainable living environment. We supported the Government's anti-mosquito and anti-rodent work, carried out publicity work on waste reduction and recycling, strived to enhance family cohesion and made full use of both the traditional and social media in promotion and publicity work.



3.4 **充分和合理運用公共資源**— 我們不遺餘力地維護公屋資源的合理和有效運用。我們亦繼續檢討資訊及人力資源管理方面的工作流程，確保有效地運用資源。

3.5 **提升商業樓宇的吸引力**— 我們在管理房委會的零售設施上繼續採取靈活的市場推廣和租賃策略、維持「大本型」的知名度和吸引力及繼續在營運房委會轄下零售設施時推行環保措施。

## 2025/26

3.6 為制定房委會2025/26年度的主題大綱和主要工作，策劃小組委員會已於2024年11月5日的會議通過了2025/26年度策略計劃，作為機構計劃的初稿。其後，各個小組委員會分別在2024年11月及12月討論及通過各自因應策略計劃而制定的工作計劃。在考慮委員的意見後，我們在本章臚列房委會2025/26年度機構計劃的主題大綱和主要工作。



3.4 **Optimising and Rationalising the Use of Public Resources**— We spared no efforts in safeguarding the rational and efficient use of public housing resources. We continued to review our workflow on both information and human resources management front to ensure the effective use of resources.

3.5 **Enhancing the Attractiveness of Commercial Properties**— We continued to adopt a flexible marketing and leasing strategy in the management of HA's retail facilities, sustain the popularity and attractiveness of Domain and implement green measures in operation of HA's retail facilities.

## 2025/26

3.6 To formulate the themes and KAs of HA in 2025/26, Strategic Planning Committee (SPC) endorsed the 2025/26 Strategic Plan (SP) on 5 November 2024, which served as a first draft of the CP. Subsequently, each Committee discussed and endorsed their relevant Programmes of Activities prepared based on the SP in November 2024 and December 2024 respectively. Taking into account views expressed by Members, the themes and KAs of HA in 2025/26 are set out in this chapter of the 2025/26 CP.



## 主題大綱

3.7 房委會在2025/26年度會繼續致力按以下四個主題大綱，推展各項工作：

主題大綱一： 提供優質居所；

主題大綱二： 促進可持續生活；

主題大綱三： 充分和合理運用公共資源；  
以及

主題大綱四： 提升商業樓宇的吸引力。

## Themes

3.7 HA shall continue to focus its efforts in 2025/26 under the following four themes –

**Theme 1:** Providing Quality Homes;

**Theme 2:** Promoting Sustainable Living;

**Theme 3:** Optimising and Rationalising the Use of Public Resources; and

**Theme 4:** Enhancing the Attractiveness of Commercial Properties.

主題大綱  
Theme

01



提供優質居所

Providing Quality Homes

主題大綱  
Theme

02



促進可持續生活

Promoting Sustainable Living

主題大綱  
Theme

03



充分和合理運用公共資源

Optimising and Rationalising the Use of Public Resources

主題大綱  
Theme

04



提升商業樓宇的吸引力

Enhancing the Attractiveness of Commercial Properties

## 主要工作

3.8 在四個主題大綱下，我們擬定了2025/26年度的21項主要工作。

## Key Activities

3.8 Under the above four themes, we have drawn up 21 KAs for 2025/26.



## 01 提供優質居所 Providing Quality Homes

### 主題大綱一：提供優質居所

1. 為沒有能力負擔私人租住樓宇的低收入家庭提供公屋。
2. 出售資助出售單位及分配白表居屋第二市場計劃（白居二）配額。
3. 加快出售現時在39個租者置其屋計劃屋邨中的未出售單位。
4. 爭取政府向房委會提供熟地，以加快興建公營房屋，並善用土地的發展潛力和盡量增加住宅單位供應量，以及在合適的情況下分階段落成項目。
5. 監察可供公營房屋發展項目的用地。
6. 採用「設計及建造」、「裝配式設計」、「組裝合成」建築法、項目資訊管理及分析平台和其他先進建築技術以加快興建房屋。

### Theme 1: Providing Quality Homes

1. To provide PRH to low-income families who cannot afford private rental accommodation.
2. To put up SSF for sale and allocate White Form Secondary Market Scheme (WSM) quota.
3. To accelerate the sale of unsold flats in the 39 estates under Tenants Purchase Scheme.
4. To seek Government's provision of spade-ready sites to HA to expedite the construction of public housing units, optimise the development potential of the sites and maximise the supply of domestic flats, and complete the projects in phases where appropriate.
5. To monitor the site availability for public housing development.
6. To accelerate housing production by the adoption of Design-and-Build (D&B) procurement model and adoption of the Design for Manufacture and Assembly (DfMA) approach, the Modular Integrated Construction (MiC) approach, Project Information Management and Analytics Platform and other advanced construction technologies.

7. 於2026-27年起提供新落成的資助出售單位其一般實用樓面面積不少於26平方米的最低面積。新落成的公屋單位（一至二人單位除外）一般室內樓面面積將不少於同等水平（即21平方米）。
  8. 透過研究樓宇設計和建造方法、推行品質管理體系和產品認證，以及與業務參與者聯繫，從而提升建築水平、質量和生產力。
  9. 在房委會發展的樓宇於設計、建築、完工和入伙後階段推行屋宇管制。
7. To provide newly-built SSF to be completed from 2026-27 onwards which are no less than 26 square metres saleable area in general. The internal floor area of newly-built PRH flats (except for 1-person and 2-person units) will be no less than the equivalent level in general, i.e. 21 square metres.
  8. To improve building standards, quality, and productivity in construction by conducting research on building design and construction, implementing a quality management system and product certification, as well as liaising with industry stakeholders.
  9. To implement building control in the design, construction, completion and post-occupation stages for the buildings developed by HA.





## 02 促進可持續生活 Promoting Sustainable Living

### 主題大綱二：促進可持續生活

10. 透過優化公共空間、設施及屋邨環境的設計，提升公營房屋居民的幸福感。
11. 在公共屋邨推行屋邨管理扣分制和加強防治蟲鼠工作。
12. 為房委會建立積極進取、關懷社區的機構形象，並加強與我們的員工、租戶、工作伙伴及市民的溝通。
13. 推廣環保採購，監察並提升發展項目和環境的質素，以及房委會轄下發展和興建項目工作地點的健康和安全狀況，並改進環境、社會和經濟方面的可持續性。

### Theme 2: Promoting Sustainable Living

10. To enhance the sense of well-being of public housing residents through improving the design for public spaces, facilities and estate environment.
11. To implement the Marking Scheme for Estate Management Enforcement and strengthen the prevention and control of pest and rodents in PRH estates.
12. To build a proactive and caring corporate image of HA and to strengthen communications with our staff, tenants, partners and the general public.
13. To promote "green procurement", monitor and enhance the quality of development and environment, as well as health and safety at HA's development and construction workplaces, and improve the environmental, social and economic aspects of sustainability.





## 03 充分和合理運用公共資源 Optimising and Rationalising the Use of Public Resources

### 主題大綱三：充分和合理運用公共資源

14. 加強租務管理，防止濫用公共房屋資源。
15. 加快公屋單位流轉。
16. 推進公屋重建，並檢討在現有公共屋邨範圍內或附近進行加建發展的機會。
17. 監察建築成本和提高建築工程的成本效益。
18. 推行或優化資訊科技系統，以支援不斷演變的業務需求，並改善整體運作效率和維持資訊科技的保安水平。
19. 就公屋及資助出售單位（包括居者有其屋計劃、綠表置居計劃（綠置居）及白居二）推行電子化的申請服務並探討優化措施。

### Theme 3: Optimising and Rationalising the Use of Public Resources

14. To strengthen tenancy management and prevent abuse of public housing resources.
15. To expedite the circulation of PRH units.
16. To take forward PRH redevelopment and to review the opportunities for additional developments within or near existing PRH estates.
17. To monitor construction cost and improve the cost-effectiveness of construction.
18. To implement or enhance information technology (IT) systems to support the evolving business requirements, and to improve the overall operational efficiency and maintain the standard of IT security.
19. To implement e-services for submission of applications for PRH and SSF (including Home Ownership Scheme, Green Form Subsidised Home Ownership Scheme (GSH) and WSM) and explore possible enhancements.







## 04 提升商業樓宇的吸引力 Enhancing the Attractiveness of Commercial Properties

### 主題大綱四：提升商業樓宇的吸引力

20. 發掘優化房委會商業樓宇及善用資源的機會。
21. 優化房委會新落成和現有商業設施的租賃、推廣和管理策略。

### Theme 4: Enhancing the Attractiveness of Commercial Properties

20. To explore opportunities to enhance HA's commercial properties and optimise the use of resources.
21. To enhance the leasing, promotion and management strategies for HA's new and existing commercial facilities.



# 4

## 主要成效指標

## KEY PERFORMANCE INDICATORS



# 4.

## 主要成效指標 KEY PERFORMANCE INDICATORS

4.1 為評估和監察主要工作的成效，我們參考了委員於制定機構計劃時所提出的意見及《2024年施政報告》，在2025/26年度採用了17項主要成效指標<sup>[2]</sup>。這些主要成效指標的2024/25年度目標和2025/26年度目標臚列如下：

4.1 In order to help evaluate and monitor our performance in implementing the KAs, having taken into account Members' views in the course of the Corporate Planning exercise and the 2024 Policy Address, we have adopted 17 Key Performance Indicators (KPIs)<sup>[2]</sup> for 2025/26. The target for 2024/25 and 2025/26 of the KPIs are set out below –

	2024/25年度目標 Target for 2024/25	2025/26年度目標 Target for 2025/26
(1) 提供的新單位數目 (個) <sup>[3]</sup> No. of new flats to be provided <sup>[3]</sup>		
– 公屋／綠置居單位 – PRH/GSH flats	17,300	15,500
– 其他資助出售單位 – Other SSF	11,300	8,200
(2) 公屋申請的平均輪候時間 (年) <sup>[4]</sup> AWT for PRH applications (years) <sup>[4]</sup>		
– 一般申請者 – General applicants	3	3
– 當中：長者一人申請者 – Among which, elderly one-person applicants	2	2

註[2] 同時適用於房屋署員工提供的服務，以及物業管理服務公司／承辦商提供的服務。

Note [2] Applicable to both in-house services and services provided by property services agents/contractors.

註[3] 四捨五入至最接近的百位數。

Note [3] Figures rounded to the nearest hundred.

註[4] 長遠而言，我們仍會致力達至一般申請者平均約三年獲首次編配單位的目標。政府亦已推出「公屋綜合輪候時間」指數，反映一般申請者輪候傳統公屋或「簡約公屋」的綜合輪候時間。

Note [4] We strive to achieve the target of providing the first offer to general applicants at around three years on average in the long run. The Government also introduced the index of Composite Waiting Time to reflect general applicants' composite waiting time for traditional PRH or Light Public Housing.

	2024/25年度目標 Target for 2024/25	2025/26年度目標 Target for 2025/26
(3) 採用「裝配式設計」(包括「組裝合成」建築法)及其他先進建築技術為主要建築方法的招標房屋項目數目 <sup>[5]</sup> Number of housing projects to be tendered out to adopt DfMA (MiC approach included) and other advanced construction technologies as the main construction method <sup>[5]</sup>	「裝配式設計」 — 所有項目 「組裝合成」建築法 — 9個項目  DfMA — All projects MiC approach — 9 projects	「裝配式設計」 — 所有項目 「組裝合成」建築法 — 17個項目  DfMA — All projects MiC approach — 17 projects
(4) 採用「設計及建造」採購模式招標的公營房屋單位數目(個) <sup>[6]</sup> Number of public housing units to be tendered out adopting D&B procurement model <sup>[6]</sup>	12,000	20,000

註[5] 《2022年施政報告》公布，所有在第一個五年期(2023/24至2027/28年度)的公營房屋項目必須採用「裝配式設計」，當中包括在合適的項目採用「組裝合成」建築法。此外，在第二個五年期(2028/29至2032/33年度)須有不少於一半的公營房屋項目採用「組裝合成」建築法；其餘項目亦必須採用「裝配式設計」。根據最新的招標計劃，在2024/25年度將會有多過九個項目及2025/26年度已選定了17個項目招標採用「組裝合成」建築法。房屋署會繼續由2026/27年度起進一步選定更多「組裝合成」建築法項目，以達致《施政報告》所訂的目標。

Note [5] As announced in the 2022 Policy Address, all public housing projects under HA which are scheduled for completion in the first five-year period (2023/24 to 2027/28) will adopt DfMA, including MiC approach in suitable projects. No less than half of the public housing projects scheduled for completion in the second five-year period (2028/29 to 2032/33) will adopt the MiC approach, and DfMA for the remaining projects. Based on the latest tender programme, more than nine MiC projects will be tendered out in 2024/25 and 17 MiC projects have been identified to be tendered out in 2025/26. HD continues to identify more MiC projects in 2026/27 onwards to achieve the target set in the Policy Address.

註[6] 《2022年施政報告》公布，房委會會在預計於第二個五年期(即2028/29至2032/33年度)落成的至少一半單位中採用「設計及建造」合約模式。根據最新的招標計劃，在2024/25年度約有20 900個單位(超出了目標12 000個單位)會以「設計及建造」模式招標；2025/26年度已選定了20 000個單位招標採用「設計及建造」模式。房屋署會繼續由2026/27年度起進一步選定更多「設計及建造」項目，以達致《施政報告》所訂的目標。

Note [6] As announced in the 2022 Policy Address, HA will adopt the D&B contract model for at least half of the flats scheduled for completion in the second five-year period (i.e. from 2028/29 to 2032/33). Based on the latest tender programme, about 20 900 flats (exceeding the target of 12 000 flats) will be tendered out under the D&B model in 2024/25; whereas about 20 000 flats have been identified for tendering out under the D&B model in 2025/26. HD continues to identify more D&B projects from 2026/27 onwards to achieve the target set in the Policy Address.

	2024/25年度目標 Target for 2024/25	2025/26年度目標 Target for 2025/26
(5) 擠迫戶 <sup>[7]</sup> 佔公屋家庭總數的百分率(%) Percentage of overcrowded families <sup>[7]</sup> against total PRH families (%)	低於0.55 Below 0.55	低於0.55 Below 0.55
(6) 空置率(%) Vacancy rate (%)		
– 公屋	低於1.3 Below 1.3	低於1.3 Below 1.3
– PRH		
– 零售單位(商舖)	低於2.5 Below 2.5	低於5.0 Below 5.0
– Retail Premises (shops)		
(7) 翻新空置單位平均所需時間(日) Average turnaround time for vacant flat refurbishment (days)	不超逾44 Not exceeding 44	不超逾44 Not exceeding 44
(8) 為有40個住宅樓層的公營房屋項目進行地基和上層結構工程的平均施工時間(月) <sup>[8]</sup> Average construction time for foundation and superstructure of public housing projects with 40 domestic storeys (months) <sup>[8]</sup>	56	56

註[7] 擠迫戶為居住密度每人少於5.5平方米室內樓面面積的家庭。

Note [7] Overcrowded families are families with living density below 5.5 m<sup>2</sup> internal floor area per person.

註[8] 這成效指標是所有公營房屋項目進行地基和上層結構工程所需的平均施工時間，當中包括性質複雜的項目（例如在基座平台或地庫提供大量福利、停車場及其他公共設施、土地和地質狀況複雜、深樁地基等），但不包括涉及拆卸、工地平整或淨化工程的項目；或樓高超過40層的住宅大廈。

Note [8] This KPI is the average construction time for foundation and superstructure of all public housing projects, including those which are complex in nature (e.g. with substantial welfare, car parking and other public facilities in podium or basement, complicated ground and geological conditions, deep piled foundation, etc.) but excluding those projects which entails demolition, site formation or decontamination; or where the domestic block exceeds 40 storeys.



	2024/25年度目標 Target for 2024/25	2025/26年度目標 Target for 2025/26
(9) 在10天內審理已完成佔用許可證前期視察的新建築項目快速佔用許可證申請 Processing applications for fast-track occupation permit of new construction projects (with pre-OP inspection completed) within 10 days	100%	100%
(10) 在10天內審理新建築項目的快速臨時佔用許可證申請 Processing applications for fast-track temporary occupation permit of new construction projects within 10 days	100%	100%
(11) 審理全面採用預先認可標準設計／細節的新建築項目計劃時： Processing plans for new construction projects wholly adopting pre-accepted typical design/details: <ul style="list-style-type: none"> <li>– 在15天內審理首次呈交的計劃 – first submission within 15 days</li> <li>– 在10天內審理修訂的計劃 – amendment within 10 days</li> </ul>	90%  90%	90%  90%
(12) 與房委會轄下公共屋邨持份者進行聯合清潔行動次數 No. of joint environmental hygiene operations with stakeholders in PRH estates under HA	不少於500 Not less than 500	不少於500 Not less than 500

	2024/25年度目標 Target for 2024/25	2025/26年度目標 Target for 2025/26
<p>(13) 意外率 Accident rate</p> <ul style="list-style-type: none"> <li>- 新工程合約每年每1 000名工人的平均意外數目</li> <li>- Average number of accidents per 1 000 workers per year for new works contract</li> <li>- 維修保養及改善工程合約每年每1 000名工人的平均意外數目</li> <li>- Average number of accidents per 1 000 workers per year for maintenance and improvement works contract</li> <li>- 新工程合約的致命意外數目</li> <li>- Number of fatal accident for new works contract</li> <li>- 維修保養及改善工程合約的致命意外數目</li> <li>- Number of fatal accident for maintenance and improvement works contract</li> </ul>	<p>不多於八宗 Not more than 8</p> <p>不多於八宗 Not more than 8</p> <p>0</p> <p>0</p>	<p>不多於八宗 Not more than 8</p> <p>不多於八宗 Not more than 8</p> <p>0</p> <p>0</p>
<p>(14) 合理運用公屋資源 Rationalise PRH resources</p> <ul style="list-style-type: none"> <li>- 在富戶政策下的兩年周期內審核入息及資產申報表(份)</li> <li>- Vetting of Income and Assets Declaration Forms under the Well-off Tenants Policies within a two-year cycle (nos.)</li> <li>- 每年深入調查個案(戶)</li> <li>- In-depth investigation per year (households)</li> </ul>	<p>不少於 No less than</p> <p>450 000</p> <p>10 000</p>	<p>不少於 No less than</p> <p>450 000</p> <p>10 000</p>

	2024/25年度目標 Target for 2024/25	2025/26年度目標 Target for 2025/26
(15) 為每名員工所作的培訓投資 (元) Training investment per staff member (\$)	2,300	2,300
(16) 耗紙量 Paper consumption	每名員工的耗紙量維持在與2023/24年度相若的水平  Maintain consumption per staff comparable to 2023/24 level	每名員工的耗紙量維持在與2024/25年度相若的水平 <sup>[9]</sup>  Maintain consumption per staff comparable to 2024/25 level <sup>[9]</sup>
(17) 房委會總部耗水量 Water consumption in HA Headquarters	每名員工的耗水量維持在與2023/24年度相若的水平  Maintain consumption per staff comparable to 2023/24 level	每名員工的耗水量維持在與2024/25年度相若的水平 <sup>[10]</sup>  Maintain consumption per staff comparable to 2024/25 level <sup>[10]</sup>

註[9] 政府現時並無就各部門的辦公室耗紙量訂定節省目標。在2025/26年度，我們的目標是把每名員工的耗紙量維持在與2024/25年度每名員工的實際耗紙量相若的水平。

Note [9] At present, there is no Government's service-wide saving target for paper consumption in office. For 2025/26, we target to maintain paper consumption per staff comparable to 2024/25 level, which is the actual consumption per staff.

註[10] 政府現時並無就各部門的辦公室耗水量訂定節省目標。在2025/26年度，我們的目標是把每名員工的耗水量維持在與2024/25年度每名員工的實際耗水量相若的水平。

Note [10] At present, there is no Government's service-wide saving target for water consumption in office. For 2025/26, we target to maintain water consumption per staff comparable to 2024/25 level, which is the actual consumption per staff.

# 5

## 主要工作範疇

MAIN OPERATIONS



# 5.

## 主要工作範疇 MAIN OPERATIONS

5.1 房委會的運作和工作分為六個主要範疇，分別是發展和建造、資助房屋、商業樓宇、屋宇管制、採購，以及機構事務。來年，房委會將繼續在不同範疇致力推展各項工作，以達到2025/26年度四個主題大綱下各個目標。

### 發展和建造

5.2 發展和建造方面的主要職能是規劃、設計及建造房委會的公營房屋發展項目及相關設施。

5.3 下圖展示2015/16至2024/25年度公屋單位數目的變化：

5.1 The operations and activities of HA lie in six main areas, namely development and construction, subsidised housing, commercial properties, building control, procurement, and corporate services. In the coming year, different operations of HA will continue to focus their efforts to achieve the objectives under the four themes for 2025/26.

### Development and Construction

5.2 The main functions of the development and construction operation are to plan, design and construct HA's public housing developments as well as associated facilities.

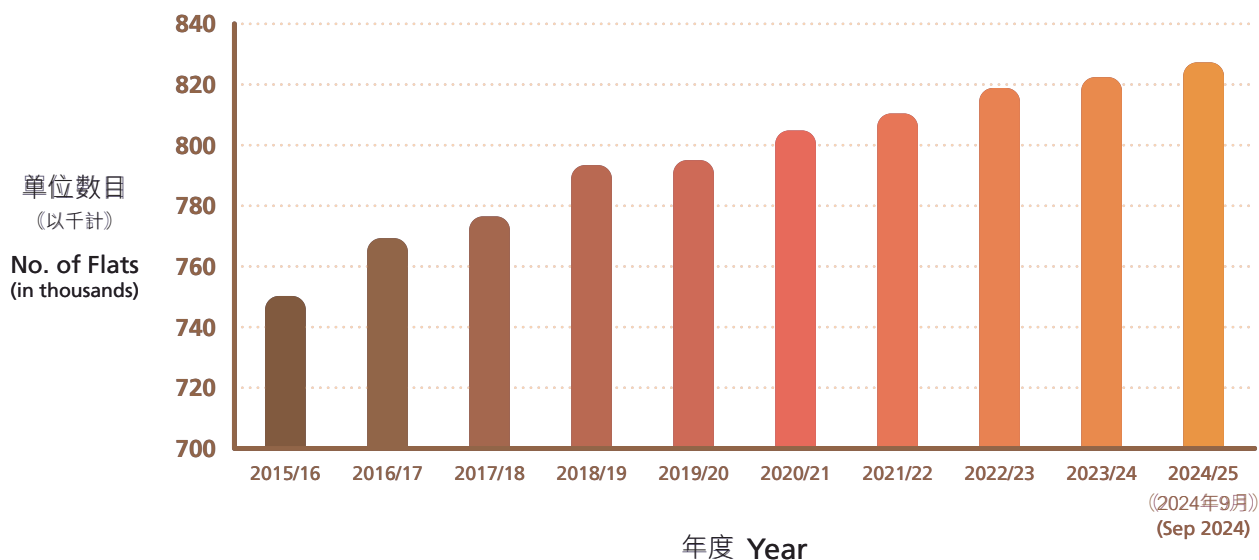
5.3 The following chart shows the changes in PRH stock from 2015/16 to 2024/25 –





## 公屋單位數目<sup>[11]</sup>

## Stock of PRH Flats<sup>[11]</sup>



## 財政預算

5.4 2025/26年度的建築工程開支預計為317.82億元，較2024/25年度修訂預算280.16億元高37.66億元。建築工程開支增加，主要由於房委會公營房屋發展計劃的建築開支上升。

## Budget

5.4 The construction expenditure for 2025/26 is projected at \$31,782M which is higher than the 2024/25 Revised Budget of \$28,016M by \$3,766M. The higher construction expenditure is mainly due to an increase in construction expenditure for HA's public housing development.

註[11] 圖表展示2015/16至2024/25年度的公屋單位數目。2015/16至2023/24年度的公屋單位數目為各有關年度3月底的情況，而2024/25年度的公屋單位數目為2024年9月底的情況。

Note [11] The chart shows the PRH flat stocks from 2015/16 to 2024/25. The position from 2015/16 to 2023/24 is as at end-March of the respective years, while that for 2024/25 is as at end-September 2024.

## 資助房屋

5.5 資助房屋方面的主要職能，是編配、管理及維修房委會轄下的出租住宅物業，並負責銷售房委會的資助出售單位。

## 財政預算

### 租住房屋運作帳目

5.6 2025/26年度的運作帳目，預計淨收入為6.61億元，較2024/25年度修訂預算4.01億元高2.60億元，主要由於2024年租金調整的全年效應。

### 資助自置居所運作帳目

5.7 預計2025/26年度的淨收入為133.89億元，較2024/25年度修訂預算75.90億元高57.99億元，主要由於估計完成轉讓契據的資助出售單位數目增加。

## Subsidised Housing

5.5 The main functions of the subsidised housing operation are to allocate, manage and maintain HA's domestic rental properties, and to handle the sale of HA's SSF.

## Budget

### Rental Housing Operating Account

5.6 The operating account for 2025/26 is projected to generate a net income of \$661M, which is higher than the 2024/25 Revised Budget of \$401M by \$260M. This is mainly due to the full-year effect of the 2024 rent increase.

### Home Ownership Assistance Operating Account

5.7 The net income for 2025/26 is estimated to be \$13,389M, which is higher than the 2024/25 Revised Budget of \$7,590M by \$5,799M. This is mainly due to higher estimate made in terms of the number of SSF assignments completed.

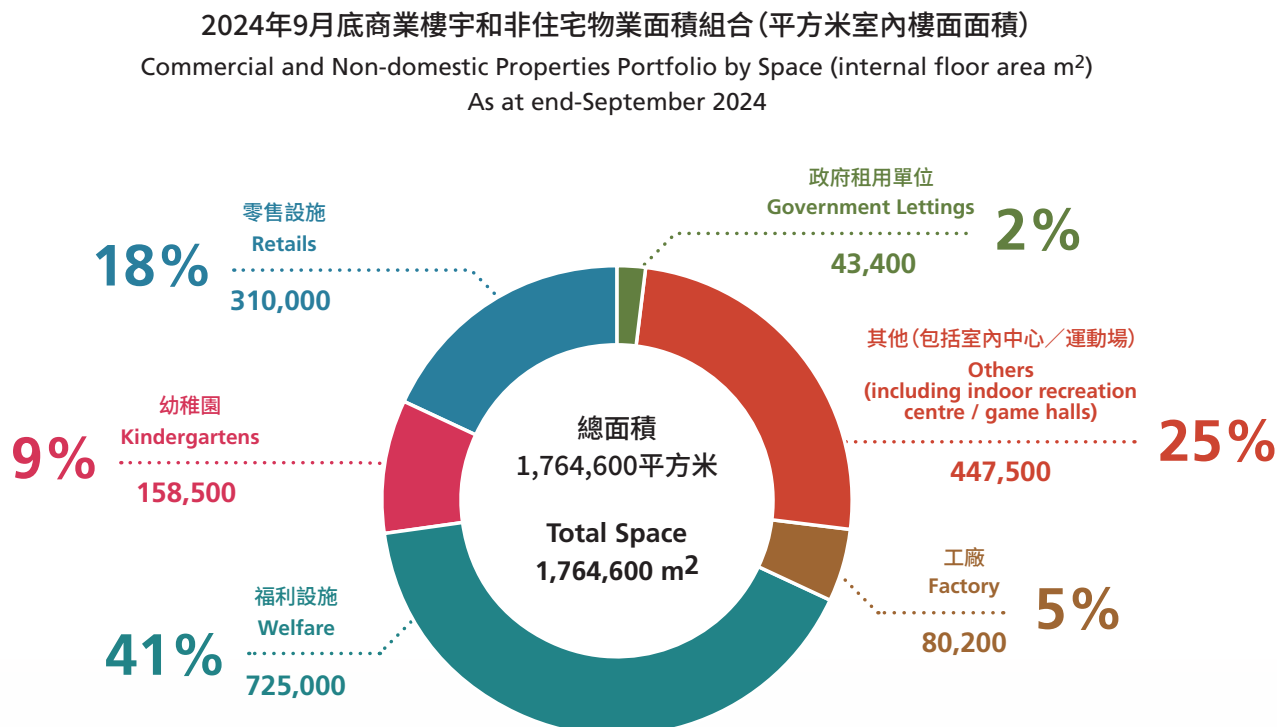


## 商業樓宇

- 5.8 商業樓宇方面的主要職能，是管理房委會轄下的商業樓宇和非住宅物業（包括零售商鋪、政府租用單位、福利設施、幼稚園和分層工廠大廈等）及停車場。
- 5.9 在2024年9月底，房委會所營運的商業樓宇和其他非住宅物業（不包括學校）的室內樓面面積約1 764 600平方米，而停車位則約為34 500個。商業樓宇和非住宅物業面積組合的分項數字如下：

## Commercial Properties

- 5.8 The main function of the commercial properties operation is to manage HA's commercial and non-domestic properties (including retail shops, Government lettings, welfare facilities, kindergartens and flatted factories, etc.) as well as car parks.
- 5.9 As at end-September 2024, HA ran approximately 1 764 600 m<sup>2</sup> internal floor area of commercial and other non-domestic properties (excluding schools) and 34 500 car parking spaces. Breakdown of the commercial and non-domestic properties portfolio by space is as follows –



## 財政預算

5.10 2025/26年度淨收入預計為13.68億元，較2024/25年度修訂預算12.54億元高1.14億元，主要由於有新商業物業落成。

## 屋宇管制

5.11 獨立審查組直屬房屋局常任秘書長辦公室，負責執行雙重的監管職能，對受《建築物條例》規管的樓宇，根據建築事務監督（即屋宇署署長）所授權力執行法定的屋宇管制，以及對不受《建築物條例》規管的樓宇及工程，以房委會的行政安排實施行政屋宇管制<sup>[12]</sup>。獨立審查組的法定屋宇管制職能是由政府撥款進行，而其在行政屋宇管制職能的開支則由房委會負責。



## Budget

5.10 The net income in 2025/26 is estimated to be \$1,368M, which is higher than the 2024/25 Revised Budget of \$1,254M by \$114M. This is mainly due to the commissioning of new commercial premises.

## Building Control

5.11 The Independent Checking Unit (ICU) established directly under the Office of the Permanent Secretary for Housing exercises dual control functions including the statutory building control to buildings subject to Building Ordinance (BO) under the delegated authority from the Building Authority (i.e. Director of Buildings), as well as the administrative building control<sup>[12]</sup> to buildings and works not subject to the BO by way of HA's administrative arrangements. ICU's statutory building control function is funded by the Government, whilst its administrative building control function is funded by HA.

註[12] 行政屋宇管制主要包括處理房委會新公營房屋發展項目工程和沒有出售或拆售任何部分的現有房委會樓宇改動及加建工程的申請。

Note [12] Administrative building control mainly includes processing of submissions for HA's new public housing development and alteration and addition works in existing HA's buildings without any part sold or divested.

## 財政預算

5.12 2025/26年度的屋宇管制開支預計為3.20億元，較2024/25年度修訂預算2.65億元高5,500萬元，主要由於薪酬和電腦系統及設備資本開支的預算較高。

## 採購

5.13 採購工作主要是確保房委會本着公平的採購原則<sup>[13]</sup>，與有能力及可靠的承辦商或服務供應商合作。

## Budget

5.12 The expenditure for building control in 2025/26 is projected at \$320M, which is higher than the 2024/25 Revised Budget of \$265M by \$55M. This is mainly due to higher estimates for personal emoluments and capital expenditure on computer systems and equipment.

## Procurement

5.13 The main operations of procurement are to secure competent and reliable contractors or services providers through equitable procurement principles<sup>[13]</sup>.

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註[13] 房委會採購原則的基礎如下-

- (a) 力求符合經濟效益；
- (b) 採取全面的風險管理；
- (c) 在各方面不斷求進；
- (d) 作出負責任和具透明度的有效監管；
- (e) 提供開放和公平的市場競爭；以及
- (f) 本着誠信，以公平、合理和符合專業操守的方式採購。

Note [13] The basis of HA's procurement principles are as follows –

- (a) obtain Value for Money;
- (b) incorporate Risk Management in a holistic manner;
- (c) maintain a focus on continuous improvement at all levels;
- (d) provide effective governance which is accountable and transparent;
- (e) provide for open and fair competition in the market place; and
- (f) procure in a fair, reasonable and ethical manner with due regard to probity.



## 財政預算

5.14 2025/26年度採購工作的開支預計為1.66億元，較2024/25年度修訂預算1.41億元高2,500萬元，主要由於電腦系統的資本開支及其他經常開支的預算較高。

## 機構事務

5.15 機構事務涵蓋各項便利房委會有效運作的支援系統及服務，包括一般行政、人力資源管理、財政及會計服務、資訊科技、資訊及社區關係、法律事務和管理顧問服務。

## 財政預算

5.16 2025/26年度的機構事務開支預計為13.92億元，較2024/25年度修訂預算11.43億元高2.49億元，主要由於電腦器材的資本開支及薪酬開支的預算較高。

## Budget

5.14 The expenditure for procurement for 2025/26 is projected at \$166M which is higher than the 2024/25 Revised Budget of \$141M by \$25M. This is mainly due to higher estimates for capital expenditure on computer systems and other recurrent expenditure.

## Corporate Services

5.15 Corporate services operation comprises a wide range of supporting systems and services to facilitate efficient operation of HA. They include general administration, human resources management, finance and accounting services, IT, information and community relations, legal advice services and management consultancy services.

## Budget

5.16 The expenditure for corporate services in 2025/26 is projected at \$1,392M, which is higher than the 2024/25 Revised Budget of \$1,143M by \$249M. This is mainly due to higher estimates for capital expenditure on computer systems and personal emoluments.



# 簡稱一覽表

## LIST OF ABBREVIATIONS

香港房屋委員會	房委會	AWT	Average waiting time
公共租住房屋	公屋	BO	Buildings Ordinance
白表居屋第二市場計劃	白居二	CP	Corporate Plan
綠表置居計劃	綠置居	D&B	Design-and-Build
		DfMA	Design for Manufacture and Assembly
		GSH	Green Form Subsidised Home Ownership Scheme
		HA	Hong Kong Housing Authority
		HD	Housing Department
		ICU	Independent Checking Unit
		IT	Information technology
		KAs	Key activities
		KPIs	Key performance indicators
		MiC	Modular Integrated Construction
		PRH	Public rental housing
		SP	Strategic Plan
		SPC	Strategic Planning Committee
		SSF	Subsidised sale flats
		WSM	White Form Secondary Market Scheme

