

**Memorandum for the Building Committee of  
the Hong Kong Housing Authority**

**Year-end Performance Review of the  
Programme of Activities for Development and Construction in 2024/25**

**PURPOSE**

This paper presents the year-end performance review of the Programme of Activities for Development and Construction in 2024/25.

**BACKGROUND**

2. To put a coherent and effective set of policies and programmes in place to achieve the Hong Kong Housing Authority's (HA's) strategic objectives, Programme of Activities is prepared for endorsement by relevant HA committees. The 2024/25 Programme of Activities was approved by Members in December 2023 (Paper No. **BC 59/2023** refers). This paper reports on the status of implementation of the Activities as at 31 March 2025.

## PERFORMANCE REVIEW

### (a) Key Activities

3. The 2024/25 Programme of Activities covers a total of 13 Key Activities. The progress as at 31 March 2025 is summarised below and a detailed report on the progress of individual activities is at **Annex A**.

No. of Key Activities			
Committed	Progress as at 31 March 2025 <sup>Note 1</sup>		
	Action Completed	On-going	Behind Schedule
13	0 (0%)	13 (100%)	0 (0%)

4. In order to promote a green and healthy environment, as well as to obtain gross floor area concessions for some projects, we registered 17 new works projects with the Hong Kong Green Building Council (HKGBC) for assessment and rating under the Building Environment Assessment Method Plus (BEAM Plus) Scheme in 2024/25.

5. We continued to adopt environmentally responsive planning and design and conducted “micro-climate” studies in 28 on-going projects and Air Ventilation Assessment in 35 on-going projects. The findings were applied in the planning and design of public housing. We continued to use acoustic windows, balconies, fins and noise barriers in suitable projects in accordance with site-specific characteristics to mitigate noise. Furthermore, we conducted Carbon Emission Estimation for 17 projects, and would implement it in all projects at the design stage.

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Note 1 The implementation progress of key activities is categorised according to the following criteria –

- “Action Completed” for a key activity with all performance goals under it achieved;
- “On-going” for a key activity with all or some performance goals under it being pursued on an on-going basis; and
- “Behind Schedule” for a key activity with all its performance goals behind schedule.

6. We continued to work with Government bureaux and departments concerned on identification and endorsement of potential sites suitable for public housing development. To optimise the development potential of public housing sites, we have implemented the Government policy which allows the domestic plot ratio at selected zones to increase by up to 30% where technically feasible. In the process of planning and designing public rental housing (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.

7. We announced Phase 1 clearance of the Choi Hung Estate redevelopment on 6 December 2024, after seeking HA's Strategic Planning Committee (SPC)'s approval on the proposed phased clearance and rehousing arrangements, as well as the Commercial Properties Committee's and the Subsidised Housing Committee's approval on the proposed rehousing and associated arrangements for the affected domestic and commercial tenants. In addition, we also announced the six-year advanced schedule for clearance and rehousing for the redevelopment of Wah Fu Estate Phase 3 on the same date.

8. We continued to review the flat types of PRH units and subsidised sale flats (SSFs) in the modular flat library for meeting changing and varying needs.

9. We continued to identify suitable projects for adopting the Design-and-Build (D&B) procurement method. We awarded contracts for three D&B projects and issued tenders for two additional D&B projects in 2024/25.

10. We continued to value the views and feedback from tenants on the planning and design of housing estates. We continued to consult relevant Government departments and organise community engagement activities, including engagement workshops, as well as forums and meetings, to present development proposals and obtain feedback on the planning and design of projects, and surveys to gauge the residents' views in every newly completed estate. We conducted post-completion review workshop for one project. Face-to-face interviews for resident survey were conducted for one newly completed estate.

11. In developing new PRH estates, we were mindful of socio-spatial equity for users of all abilities, as well as elements of social cohesion and sustainability. We continued to adopt universal design principles in the design and planning of community facilities and domestic flats. We also continued to provide integrated communal play areas for all ages and abilities, and implement barrier free access to block entrances, strategic estate facilities and transportation nodes.

12. The Well-being Design Guide, launched in September 2024, was gradually applied to newly built public housing projects in 2024-25, such as Yip Wong Estate Phases 1 and 2, Hin Fat Estate, On Ying Court, etc. The same design concepts were also introduced to existing public estates to enhance relevant facilities.

13. On the Information Technology front, we continued to implement and expand the use of Development and Construction Site Mobile System (DCSMS) to improve the workflow, communication and record management of the site inspection process. Since rolling out of the first mobile app in early 2016, we have successfully launched and adopted a total of 13 mobile apps/web applications in HA projects <sup>Note 2</sup>. We continued to explore further development of DCSMS to cover more areas of site applications. We had also developed a new web-based Housing Smart Intake (HOST) System to streamline the deficiency reporting process during mass intake of completed housing projects. The HOST System <sup>Note 3</sup> was rolled-out in phases for implementation at PRH and SSF projects in 2022 and early 2024 respectively. The system was further extended to cover common areas of public housing estates with its roll-out in May 2024.

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Note 2 Migration of Site Operation Module from HOMES and BIM Integration Module, as the Phase 5 development of DCSMS, was rolled out in July 2024.

Note 3 The HOST System is used for reporting deficiencies of the flats by tenants and owners during mass intake. The reported items would be interfaced with DCSMS for follow-up actions by Intake Ambassadors, Main Contractors and Site Inspection Team. Upon completion of relevant rectification works, tenants and owners will be notified via the HOST System on the completion of works. Since May 2024, the HOST System can be used for all domestic flats and common areas. In 2024/25, HOST System has been used for mass intake of five PRH estates and four SSF courts.

14. We continued to monitor the safety management system for construction sites to ensure effectiveness in the prevention of accidents, and devised and implemented improvement measures as necessary. We also continued to conduct safety trainings, forums and seminars, issue safety and health alerts, organise sharing of safety findings with site personnel, support territory-wide safety campaigns regularly to engage stakeholders and promote the best safety practices. The accident rates of new works contracts and maintenance works contracts were 4.8 and 0.7 per 1 000 workers respectively in 2024 <sup>Note 4</sup>. One fatal industrial accident was recorded in HA new works while no fatal industrial accident was recorded in maintenance works contracts in 2024/25. The fatal industrial accident occurred at the site of Tung Chung Area 99 on 22 November 2024. A male worker, while operating a power-operated elevating work platform for ceiling painting work, was trapped between the platform and a beam, and was certified dead later in hospital.

15. We continued to closely monitor the construction cost per flat in PRH/Green Form Subsidised Home Ownership Scheme and SSF developments against the respective alert levels at feasibility study stage in order to achieve cost effectiveness. In 2024/25, the construction cost per flat of all projects submitted to SPC for approval were within the alert level.

#### **(b) Key Performance Indicators**

16. A total of eight key performance indicators were developed to measure the business performance. The year-end position is summarised at **Annex B**.

### **FINANCIAL PERFORMANCE**

17. The provisional construction expenditure incurred for the year ended 31 March 2025 amounted to \$27,855 million, which was lower than the Revised Budget of \$29,617 million by \$1,762 million, mainly due to construction programme adjustments under some projects. A summary of the construction expenditure is at **Annex C**.

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Note 4 Annual accident rate based on the accident statistics of 2024 received on 30 April 2025 from the Labour Department (LD). LD compiles accident statistics on the basis of calendar year.

## **REVIEW OF PROJECT COSTS OF COMPLETED PROJECTS**

18. Seventeen projects were completed and one project was partially completed in the year 2024/25. Their estimated final project costs were within the approved project budgets shown in **Annex D**.

## **INFORMATION**

19. This paper is issued for Members' information.

Ms Sharon YUEN  
Secretary, Building Committee  
Tel. No.: 2761 7465  
Fax No.: 2761 0019

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## **LIST OF ANNEXES**

- Annex A Year-end Performance Review on Key Activities of Programme of Activities for Development & Construction in 2024/25
- Annex B Year-end Performance of Key Performance Indicators of Programme of Activities for Development & Construction in 2024/25
- Annex C Construction Expenditure for the Year Ended 31 March 2025
- Annex D Completed Projects for the Year Ended 31 March 2025

**Year-end Performance Review on Key Activities**  
**Programme of Activities for Development and Construction in 2024/25**  
**On-going Initiatives**

**Theme 1: Providing Quality Homes**

Key Activity (KA)	Progress as at 31 March 2025	Status
<p>KA(1)</p> <p>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.</p> <ul style="list-style-type: none"> <li>● To construct 17 300 Public Rental Housing/ Green Form Subsidised Home Ownership Scheme PRH/GSH) flats, 11 300 other Subsidised Sale Flats (other SSF)<sup>Note 1</sup>. (Q1 2025)</li> <li>● To work in close liaison with all concerned Government bureaux and departments for (On-going) – <ul style="list-style-type: none"> <li>a) provide suitable and spade ready sites which are properly zoned, resumed, cleared and formed with adequate provision of infrastructure for public housing development;</li> <li>b) carry out comprehensive studies on selected sites (including existing estates) to facilitate and advance the readiness of such sites for public housing development;</li> <li>c) increase the plot ratio and relax building height and non-building areas of suitable public housing development sites;</li> <li>d) optimise the development potential of domestic facilities, and non-domestic facilities; and</li> </ul> </li> </ul>	<p>We completed the construction of about 11 800 PRH/GSH flats<sup>Note 2</sup>, about 11 300 other Subsidised Sale Flats (other SSF) during the year.</p> <p>We continued to hold regular meetings and liaised with Government bureaux and departments (B/Ds) concerned to –</p> <ul style="list-style-type: none"> <li>a) identify and endorse potential sites suitable for public housing development;</li> <li>b) facilitate the site availability for public housing development and to agree on the programme of the comprehensive studies for selected sites;</li> <li>c) increase the PR of suitable public housing sites and relax building height and non-building areas of suitable public housing development sites;</li> <li>d) optimise development potential; and in consultation with concerned B/Ds, to implement the Government policy to allow the domestic PR at selected zones to increase by up to 30% where technically feasible; and</li> </ul>	<p>Partially completed</p> <p>On-going</p>

Note 1 Figures round to the nearest hundred for flat production.

Note 2 Including about 900 PRH flats in Pak Tin Phase 10 (Block 5) rescheduled for completion from 2023/24 to 2024/25; and excluding about 1 000 PRH flats in Tuen Mun Area 29 West (Block 1), 5 200 PRH flats in Tung Chung Area 100 (Blocks 1 to 5) and 200 PRH flats in Tung Chung Area 99 (Block 5) rescheduled for completion from 2024/25 to 2025/26.

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

<b>Key Activity (KA)</b>	<b>Progress as at 31 March 2025</b>	<b>Status</b>
<p>e) expedite the provision of formed sites and infrastructure for public housing developments, including securing the necessary funding from Government.</p> <p>● To implement phased completion in public housing projects as far as possible through planning, design and careful assessment of the construction process, making reference to the following approaches (On-going):</p> <p>a) phased possession of site;</p> <p>b) phased completion of building construction work;</p> <p>c) separation of ancillary facilities into standalone blocks; and</p> <p>d) delay recovery measures, and in liaison with Government bureaux and departments, utilities companies, etc.</p> <p>● To expedite the construction works by enhancing inter-departmental cooperation to resolve difficulties and streamlining construction process such as streamlining submissions, approval and inspection, etc. (On-going)</p>	<p>e) facilitate the provision of formed sites and infrastructure for public housing developments, including securing the necessary funding from Government.</p> <p>We continued to implement phased completion in public housing projects as far as possible through planning, design and careful assessment of the construction process, which we made reference to the following approaches:</p> <p>a) phased possession of site;</p> <p>b) phased completion of building construction work;</p> <p>c) separation of ancillary facilities into standalone blocks; and</p> <p>d) delay recovery measures, and in liaison with Government bureaux and departments, utilities companies, etc.</p> <p>We continued to hold regular interdepartmental meetings to resolve difficulties and streamlining construction progress whereas possible including site possession in phases, permit application and inspection, etc in different projects.</p>	<p align="center">On-going</p> <p align="center">On-going</p>
<p>KA(2)</p> <p>To monitor the site availability for public housing development.</p> <p>● To liaise with relevant Government departments on the progress of planning applications and rezoning which may have implications on the acquisition of sites for commencement of construction works. (On-going)</p>	<p>We continued to closely liaise with relevant Government departments on the progress of rezoning and planning applications for timely acquisition of sites for commencement of construction works.</p>	<p align="center">On-going</p>

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

Key Activity (KA)	Progress as at 31 March 2025	Status
<ul style="list-style-type: none"> <li>● Should unpredictable or unpreventable issues concerning or affecting HA's sites arise, liaise closely with relevant Government departments to mitigate delay in site availability. At the same time, to explore and implement measures to expedite subsequent construction. (On-going)</li> <li>● To liaise with district councillors, local community and stakeholders closely to gain support on new development proposals. (On-going)</li> </ul>	<p>We continued to maintain close liaison with the Development Bureau and relevant departments on matters affecting site availability of public housing sites during the land production process, such as reprovisioning, site clearance, etc. with a view to ensuring timely handover of the sites or mitigating delay through measures such as phased handover of sites.</p> <p>We continued to closely liaise with District Council members, local community and stakeholders to gain support on new development proposals.</p>	<p>On-going</p> <p>On-going</p>
<p>KA(3)</p> <p>To accelerate housing production by the adoption of "Design-and-Build" (D&amp;B) procurement model and adoption of the Design for Manufacture and Assembly (DfMA) approach, the Modular Integrated Construction (MiC) approach and other advanced construction technologies.</p> <ul style="list-style-type: none"> <li>● To identify suitable projects at planning and design stage for adopting D&amp;B procurement model. (On-going)</li> <li>● To review the effectiveness of the D&amp;B system (including mechanism and implementation details, etc.) based on the experience gained in the D&amp;B projects. (On-going)</li> <li>● To extend the implementation of "Design for Manufacture and Assembly" (DfMA) (MiC approach included) in all projects. (On-going)</li> </ul>	<p>We awarded contracts for three D&amp;B projects and issued tenders for two additional D&amp;B projects in 2024/25 and we continued to identify suitable projects for adopting D&amp;B procurement model from 2025/26 onwards.</p> <p>We continued to review and enhance the D&amp;B system upon acquiring more experiences from the D&amp;B projects.</p> <p>We continued to extend the implementation of DfMA and MiC in all projects.</p> <p>We also continued to review and enhance modular flat design to suit MiC approach.</p> <p>The full scale MiC 2.0 mockup was completed in Q1 2024, and we will adopt the MiC 2.0 method in new MiC projects at planning and design stage starting from 2025/26.</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p>

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

Key Activity (KA)	Progress as at 31 March 2025	Status
<ul style="list-style-type: none"> <li>● To extend the implementation of Multi-trade Integrated Mechanical, Electrical and Plumbing (MiMEP) approach for building services installations in all projects. (On-going)</li>   <li>● To engage stakeholders in exploring the use of innovation &amp; technology (I&amp;T), such as construction robotics, DfMA (MiC approach included). Building Information Management (BIM) application and digitalisation of site inspection process to enhance quality and productivity, and application of IT for enhancing site safety and health. (On-going)</li>   <li>● To review the standard design and material standards through enhancing the standard drawings and material database to further improve the efficiency of the construction of public housing. (on-going)</li>   <li>● To review the modular flat design for public housing developments for suitability of meeting changing and varying needs. (On-going)</li> </ul>	<p>We extended the implementation of MiMEP approach for building services installations to all Public Housing Development projects where feasible, and standardised the design of MiMEP modules in modular blocks to maximize its benefits such as reducing on-site installation time, enhancing site safety and limiting construction waste.</p> <p>We engaged stakeholders in exploring the use of I&amp;T, such as robotics construction, DfMA, MiC, BIM application, smart site safety system and digitalisation of site inspection process to enhance quality, productivity and safety and health.</p> <p>In 2024/25, we continued to extend the implementation of Housing Authority Project Information Management and Analytics Platform (HA-PIMAP) to collate and integrate data from diverse Internet of Things applications, to promptly identify safety and health risks, take preemptive actions, and enhance project efficiency.</p> <p>We refined Specific Material Submission framework of BS materials for streamlining the material submissions.</p> <p>We continued to review the modular flat library for suitability of meeting changing and varying needs</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>
<p>KA(4)</p> <p>To review the quality management system and to assure quality for all critical site works and installations for capital works new works projects.</p> <ul style="list-style-type: none"> <li>● To review the effectiveness of the quality management system. (On-going)</li> </ul>	<p>We continued to implement the enhanced Quality Control System on material checking and monitoring.</p>	<p>On-going</p>

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

<b>Key Activity (KA)</b>	<b>Progress as at 31 March 2025</b>	<b>Status</b>
<p>KA(5)</p> <p>To provide newly-built SSFs 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.</p> <ul style="list-style-type: none"> <li>● To implement in the design of PRH and SSF flats to achieve target. (On-going)</li> </ul>	<p>We designed new public housing developments completed from 2026/27 onwards to meet the minimum size requirements.</p>	<p align="center">On-going</p>
<p>KA(6)</p> <p>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.</p> <ul style="list-style-type: none"> <li>● To implement the following measures in respect of improving building standards, quality and productivity (On-going) – <ul style="list-style-type: none"> <li>a) to conduct regular R&amp;D Steering Committee meetings to monitor the progress of and upkeep a series of construction-related R&amp;D activities, and explore new initiatives;</li> <li>b) to collect feedback and liaise with stakeholders to improve building standards and productivity in construction through regular meetings, forums and seminars and to promulgate policies and drive new initiatives in the above platforms;</li> <li>c) to implement product certification in new works projects to effect upstream control of product quality in manufacturing factories;</li> <li>d) to review and enhance the general specification for maintenance works to meet the prevailing requirements and standards for building materials and workmanship</li> </ul> </li> </ul>	<p>We continued to implement the following measures in respect of improving building standards, quality and productivity –</p> <ul style="list-style-type: none"> <li>a) held regular R&amp;D Steering Committee meetings to monitor on-going activities, and explore new initiatives;</li> <li>b) held regular meetings, forums and seminars to collect feedback and liaise with stakeholders to improve building standards and productivity in construction and to promulgate policies and drive new initiatives in the above platforms;</li> <li>c) implemented product certification in 12 types of building and building services materials;</li> <li>d) regularly reviewed and enhanced the specification for maintenance works in order to meet the latest requirements and standards.</li> </ul>	<p align="center">On-going</p>

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

**Theme 2: Promoting Sustainable Living**

Key Activity (KA)	Progress as at 31 March 2025	Status
<p>KA(7)</p> <p>To enhance the well-being of PRH residents through improving environmental protection, greening, and conservation in different aspects of HA’s work; and develop “Well-Being” design guidelines for new public housing projects and apply the same concept to existing estates.</p> <ul style="list-style-type: none"> <li>● To plan and design new estates with their own identities making reference to site character, and design common areas to promote social cohesion to facilitate social interaction and neighbourliness. (On-going)</li> <li>● To complete a consultancy study on public space, facilities and estate environment of new public housing projects, and develop “Well-Being” design guidelines.</li> <li>● To adopt environmentally responsive planning and design such as (on-going) – <ul style="list-style-type: none"> <li>a) conduct micro- climate studies and air ventilation assessment to optimise natural ventilation and use of daylight in the planning and design of new estates;</li> </ul> </li> </ul>	<p>We continued to plan and design new estates according to site character to foster their own identities. We suitably designed common areas to promote social interaction and neighbourliness.</p> <p>We developed eight “Well-Being” concepts through a series of research study-</p> <ol style="list-style-type: none"> <li>(1) Age-friendly;</li> <li>(2) Intergenerational and inclusive living;</li> <li>(3) Family and community connection;</li> <li>(4) Health and vitality;</li> <li>(5) Green living and sustainability;</li> <li>(6) Urban Integration;</li> <li>(7) Self sufficiency, and</li> <li>(8) Perception and image.</li> </ol> <p>The Well-Being Design Guide adopted a human-centric neighbourhood approach has been launched during the WELL • BEING Estate Festival in Q3 2024. It will be used for the future design of new public housing estates and serve as a reference for the enhancement works of existing estates.</p> <p>We adopted the following in respect of environmentally responsive planning and design –</p> <p>a) during 2024/25, we conducted micro-climate studies in 28 on-going projects and Air Ventilation Assessment in 35 on-going projects. The findings were applied in the design;</p>	<p>On-going</p> <p>Completed in Q3 2024</p> <p>On-going</p>

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

Key Activity (KA)	Progress as at 31 March 2025	Status
<ul style="list-style-type: none"> <li>b) apply balanced ecological planning and design principles in suitable new works projects;</li> <li>c) apply carbon emission estimation (CEE) at the design stage of new development projects including carbon emission during construction stage and throughout the life cycle of the building; and</li> <li>d) providing electric vehicle charging-enabling facilities in the car parks of new projects.</li> <li>● To install green roofs in suitable new works projects, and explore and review the effectiveness of other environmental initiatives for further application, such as (on-going) –               <ul style="list-style-type: none"> <li>a) zero irrigation system, including sustainable urban drainage system and sub-irrigation system, to reduce water consumption in irrigation; and</li> <li>b) recycling and supplying felled trees to Environmental Protection Department’s “Y.PARK” and collecting recycled product, mulch, for soft landscaping works.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>b) we applied balanced ecological planning and design principles in suitable new works projects;</li> <li>c) we conducted CEE for 17 projects and continued to implement it in all projects at design stage.</li> <li>d) we provided electric vehicle charging-enabling facilities in the car parks of new projects.</li> <li>We continued to install green roofs in suitable new works projects, and explored and reviewed the effectiveness of other environmental initiatives for further application, including –               <ul style="list-style-type: none"> <li>a) ZIS including Sustainable Urban Drainage System and Sub-irrigation System, to reduce water consumption in irrigation; and</li> <li>b) disposing suitable timber from felled trees to EPD’s Y.PARK and collected mulch from it for soft landscaping works.</li> </ul> </li> </ul>	<p>On-going</p>
<ul style="list-style-type: none"> <li>● To implement the following measures in respect of tree preservation and management (On-going)–               <ul style="list-style-type: none"> <li>a) to coordinate with the Development Bureau on tree preservation and management works, and on new guidelines and contractual requirements;</li> <li>b) to upload the data of all trees in existing PRH estates and construction sites to the ETrMS tree database after the annual tree risk assessment works in order to facilitate tree preservation and protection; and</li> <li>c) to conduct tree risk assessment works for construction sites and existing estates and carry out necessary remedial works.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>We implemented the following measures in respect of tree preservation and management –               <ul style="list-style-type: none"> <li>a) coordinated with the Development Bureau on tree preservation and management works, and on new guidelines and contractual requirements through regular liaison meetings and working group meetings;</li> <li>b) completed uploading the 2024 tree data from existing PRH estates and construction sites to the GIS Tree Database in Q3 2024; and</li> <li>c) Continue to conduct regular tree management including risk assessment and related remedial works for construction sites and existing PRH estates.</li> </ul> </li> </ul>	<p>On-going</p>

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

Key Activity (KA)	Progress as at 31 March 2025	Status
<ul style="list-style-type: none"> <li>● To adopt “green” construction methods, material and provisions in new works projects. (On-going)</li> </ul>	<p>We adopted “green” construction methods, material and provisions in new works projects, such as –</p> <ul style="list-style-type: none"> <li>a) used Forest Stewardship Council timber for temporary work;</li> <li>b) used precast segmental roof water tanks of standardised design in suitable new works projects;</li> <li>c) widened the use of precast concrete components including volumetric precast elements;</li> <li>d) widened the use of synthetic macro-fibre concrete in on-grade slabs in new works projects where applicable;</li> <li>e) used Ground Granular Blast Furnace Slag to partially replace cement in precast concrete facades and staircase and to explore its use in other precast structural elements;</li> <li>f) adopted re-usable modular hoarding with bolt-and-nut fixing in suitable new works projects;</li> <li>g) used re-cycled materials in new works projects to reduce the use of new materials and carbon emission;</li> <li>h) used softwood doors and Water Efficiency Labelling Scheme registered plumbing fixtures; and</li> <li>i) used hard paved construction at all piling and building construction sites.</li> </ul>	<p align="center">On-going</p>
<ul style="list-style-type: none"> <li>● To update the Guide (Green Selection Guidelines) for specifying “green” materials and products for maintenance and improvement (M&amp;I) works. (On-going)</li> </ul>	<p>We continued to update the Guide (Green Selection Guidelines) for specifying “green” materials and products for maintenance and M&amp;I works.</p>	<p align="center">On-going</p>

**Year-end Performance Review on Key Activities  
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**On-going Initiatives**

Key Activity (KA)	Progress as at 31 March 2025	Status
<p>KA(8)</p> <p>To adopt universal design for all ages and abilities in modular flats, communal facilities and integrated community play areas, and implement barrier-free access to enhance safety, accessibility and spatial equity in the community.</p> <ul style="list-style-type: none"> <li>To plan and design new housing developments by adopting universal design for all ages and abilities in modular flats, communal facilities and integrated community play areas, and implement barrier free access to enhance safety, accessibility and spatial equity in the community. (On-going)</li> </ul>	<p>We continued to plan and design new housing developments by adopting universal design for all ages and abilities in modular flats, communal facilities and integrated community play areas, and implemented barrier free access to enhance safety, accessibility and spatial equity in the community.</p>	<p>On-going</p>
<p>KA(9)</p> <p>To promote partnering with stakeholders, such as engaging the community in the development process, as well as promoting social cohesion.</p> <ul style="list-style-type: none"> <li>To facilitate provision of essential ancillary facilities for population in-take, including support to other Government departments on bidding of fund and carrying out entrustment work as necessary. (On-going)</li> <li>To engage the community in the planning, design, construction and flat intake process, including conducting workshops, residents surveys and post completion reviews, to obtain communities' feedback, and to organise activities such as "action seedling" during construction and near flat intake stage to nurture social interaction. (On-going)</li> <li>To share HA's initiatives through presenting papers or by giving talks at local and international conferences, publications and media. (On-going)</li> </ul>	<p>We continued to maintain close liaison with other Government departments to secure timely availability of funding for facilities. We also maintained close liaison with the Civil Engineering and Development Department, its contactors and other departments to monitor the progress of infrastructure works and co-ordinate interfacing works.</p> <p>We continued to consult District Councils for all new developments and conducted community engagement activities to present development proposals for getting feedback on the planning and design of projects. These activities included engagement workshops, forums and meetings for project proposals.</p> <p>During construction and near flat intake stage, we organised "Action Seedling" activities and conducted residents surveys respectively to nurture social interaction.</p> <p>We published and presented papers and gave talks regularly in both the local and international areas to share HA's initiatives.</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p>

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**On-going Initiatives**

Key Activity (KA)	Progress as at 31 March 2025	Status
<p>KA(10)</p> <p>To 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.</p> <ul style="list-style-type: none"> <li>● To implement the following in respect of monitoring and enhancing the quality of development and environment for Development and Construction work (On-going) – <ul style="list-style-type: none"> <li>a) ISO 9001 and ISO 14001 in our management and operation;</li> <li>b) the European Foundation for Quality Management (EFQM) excellence model for DCD’s development and construction work;</li> <li>c) enrolment of DCD’s development and construction work annually in the HKQAA Corporate Social Responsibility (CSR) Index and obtained the HKQAA advocate mark;</li> <li>d) ISO 50001 on energy management system for domestic blocks in new development projects;</li> <li>e) to acquaint DCD’s new staff with HA’s practices in general and DCD’s operation in particular, by implementing the “DCD Buddy Scheme”; and</li> <li>f) to acquaint DCD’s new staff and professional services providers (PSPs) with, and to refresh existing staff and PSPs of DCD’s practices by operating the “DCD Academy”</li> </ul> </li> </ul>	<p>We implemented the following in respect of monitoring and enhancing the quality of development and environment for Development and Construction work –</p> <ul style="list-style-type: none"> <li>a) implemented ISO 9001 and ISO 14001 in our management and operation;</li> <li>b) implemented the EFQM Excellence Model for DCD’s development and construction work;</li> <li>c) enrolment of DCD’s development and construction work annually in the HKQAA CSR Index and obtained the HKQAA Advocate Mark;</li> <li>d) ISO 50001 on energy management system for domestic blocks in new development projects;</li> <li>e) acquainted DCD’s new staff with HA’s practices in general and DCD’s operation in particular, by implementing the “DCD Buddy Scheme”; and</li> <li>f) acquainted new staff and PSPs with, and to refresh existing staff and PSPs of DCD’s practices by operating the “DCD Academy”</li> </ul>	<p align="center">On-going</p>

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

Key Activity (KA)	Progress as at 31 March 2025	Status
<ul style="list-style-type: none"> <li>● To implement the following management system in respect of monitoring and enhancing the quality of M&amp;I works(On-going) –               <ul style="list-style-type: none"> <li>a) to implement ISO 9001 and ISO 14001 in the planning, design, project management and contract administration of planned M&amp;I works in existing estates;</li> <li>b) to implement ISO 19011 Auditing Management System for M&amp;I works in PRH estates;</li> <li>c) to enrol EMD annually in the HKQAA Corporate Social Responsibility (CSR) Index and obtain the HKQAA advocate mark;</li> <li>d) to implement ISO 31000 Risk Management System for M&amp;I works in PRH estates;</li> <li>e) to implement ISO 50001 Energy Management System for communal area of existing public rental housing domestic blocks;</li> <li>f) to implement ISO 45001 Occupational Health and Safety Management System (OHSMS) for planned maintenance and improvement works; and</li> <li>g) to maintain enrolment of 10 estates in the HKQAA Sustainable Building Index (SBI) and upkeep the HKQAA SBI Verified Mark.</li> </ul> </li> </ul>	<p>We implemented the following management system in respect of monitoring and enhancing the quality of M&amp;I works –</p> <ul style="list-style-type: none"> <li>a) implemented ISO 9001 and ISO 14001 in the planning, design, project management and contract administration of planned M&amp;I works in existing estates;</li> <li>b) implemented ISO 19011 Auditing Management System for M&amp;I works in PRH estates;</li> <li>c) enrolled EMD annually in the HKQAA CSR Index and obtained the HKQAA Advocate Mark;</li> <li>d) implemented ISO 31000 Risk Management System for M&amp;I works in PRH estates;</li> <li>e) implemented ISO 50001 Energy Management System for communal area of existing public rental housing domestic blocks;</li> <li>f) implemented ISO 45001 OHSMS for planned M&amp;I works; and</li> <li>g) maintained enrolment of 10 estates in the HKQAA SBI and upkeep the HKQAA SBI Verified Mark.</li> </ul>	<p align="center">On-going</p>

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

Key Activity (KA)	Progress as at 31 March 2025	Status
<ul style="list-style-type: none"> <li>To monitor site safety at construction sites to achieve accident rate of not more than 8 accidents per 1 000 workers for New Works contracts and Maintenance contracts, and achieve zero fatal accident. (On-going)</li> </ul>	<p>We continued to monitor site safety at construction sites to achieve accident rate of not more than eight accidents per 1 000 workers for New Works contracts and Maintenance contracts, and achieve zero fatal accident.</p> <p>The accident rates of new works contracts and maintenance works contracts were 4.8 and 0.7 per 1000 workers respectively in 2024.</p> <p>In 2024/25, one industrial fatal accident was recorded in HA New Works contract while no industrial fatal accident was recorded in Maintenance Works contract.</p>	On-going
<ul style="list-style-type: none"> <li>To enhance and promote safety awareness and practices of HD staff and stakeholders at construction sites. (On-going)</li> </ul>	<p>We enhanced and promoted safety awareness and practices of HD staff and stakeholders at construction sites including –</p> <ul style="list-style-type: none"> <li>a) issued safety and health alerts, organised Safety Forum, site safety seminars on topical issues, gave briefings in site visits and prepared articles to disseminate messages of safety events;</li> <li>b) conducted Site Safety PASSPORT Training Programme for HD new works staff and required contractors to provide safety training for their works personnel and monitor that their works personnel fulfilling the prescribed level of safety training;</li> <li>c) maintained the online Refresher Site Safety PASSPORT Training Course for HD new works staff, and Health and Safety online courseware for maintenance works staff;</li> <li>d) engaged stakeholders to promote best practices and formulate new / revised specification requirements;</li> </ul>	On-going

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

Key Activity (KA)	Progress as at 31 March 2025	Status
<ul style="list-style-type: none"> <li>● To implement, monitor, maintain and review the effectiveness of the following safety management system, including (On-going) –               <ul style="list-style-type: none"> <li>a) the Integrated Pay for Safety, Environment and Hygiene Scheme for new works, the Pay for Safety Scheme for M&amp;I contracts, and surveillance checks under the Housing Authority Safety Auditing System (HASAS) in new works and M&amp;I contracts; and</li> <li>b) Surprise Safety Inspection Programme (SSIP) in on-going new works contracts, and surprise check on safety in M&amp;I contracts to tighten vigilance on high risk operations.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>e) maintained a Site Safety website with site safety information and multi-media materials;</li> <li>f) alerted contractors to implement precautionary measures at time of severe/ extreme weather conditions; and</li> <li>g) implemented the mandatory use of metal scaffolding and smart site safety systems in Capital Works New Works Contracts.</li> </ul> <p>We implemented, monitored, maintained and continued to review the effectiveness of the following safety management system, including –</p> <ul style="list-style-type: none"> <li>a) the Integrated Pay for Safety, Environment and Hygiene Scheme for new works, the Pay for Safety Scheme for M&amp;I contracts, and surveillance checks under the Independent Safety Audit Scheme in new works and M&amp;I contracts;</li> <li>b) enhancing SSIP in on-going new works contracts; and surprise check on safety in M&amp;I contracts to tighten vigilance on high-risk operations.</li> </ul>	<p align="center">On-going</p>

**Year-end Performance Review on Key Activities**  
**Programme of Activities for Development and Construction in 2024/25**  
**On-going Initiatives**

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

Key Activity (KA)	Progress as at 31 March 2025	Status
<p>KA(11)</p> <p>To review the feasibility of redeveloping individual aged PRH estates and to review the opportunities for additional developments within or near existing PRH estates.</p> <ul style="list-style-type: none"> <li>● a) To review the feasibility of redeveloping aged estates on an estate-by-estate basis, with reference to four basic principles (On-going) – <ul style="list-style-type: none"> <li>i) structural conditions of buildings;</li> <li>ii) cost-effectiveness of repair works;</li> <li>iii) availability of suitable rehousing resources in the vicinity of the estates to be redeveloped; and</li> <li>iv) build-back potential upon redevelopment.</li> </ul> </li> <li>b) To review the opportunities for additional developments within or near existing PRH estates. (On-going)</li> </ul>	<ul style="list-style-type: none"> <li>a) We continued to review the feasibility of redeveloping aged estates on an estate-by-estate basis, with reference to four basic principles – <ul style="list-style-type: none"> <li>i) structural conditions of buildings;</li> <li>ii) cost-effectiveness of repair works;</li> <li>iii) availability of suitable rehousing resources in the vicinity of the estates to be redeveloped; and</li> <li>iv) build-back potential upon redevelopment.</li> </ul> </li> <li>b) We continued to review and identify opportunities for additional developments within or near existing PRH estates in a cost-effective manner; <p>HA announced the advanced schedule for clearance and rehousing arrangements for Phase 3 of Wah Fu Estate redevelopment and the clearance and rehousing arrangements for Phase 1 of Choi Hung Estate redevelopment on 6 December 2024; and</p> <p>HA will release the redevelopment plans for Sai Wan Estate and Ma Tau Wai Estate in due course.</p> </li> </ul>	<p>On-going</p> <p>On-going</p>

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

Key Activity (KA)	Progress as at 31 March 2025	Status
<p>KA(12)</p> <p>To monitor construction cost and improve the cost-effectiveness of construction.</p> <ul style="list-style-type: none"> <li>● To implement the following in respect of monitoring construction cost and improving cost-effectiveness of construction (On-going)–               <ul style="list-style-type: none"> <li>a) apply “lean design and construction” in new works projects, including the exploration and application of innovative construction methods to save labour, time and resources; and</li> <li>b) monitor the construction cost per flat for PRH/GSH and other SSF against the respective alert levels to trigger projects for submission to the Strategic Planning Committee for approval by discussion instead of by presumption.</li> </ul> </li> </ul>	<p>We implemented the following for monitoring construction cost and improving cost-effectiveness of construction–</p> <ul style="list-style-type: none"> <li>a) applied “Lean Design and Construction” in new works projects, including the exploration and application of innovative construction methods to save labour, time and resources;</li> <li>b) closely monitored the construction cost per flat for PRH/GSH and SSF against the respective alert levels. In 2024/25, there was no project with cost per flat above the alert level.</li> </ul>	<p align="center">On-going</p>
<p>KA(13)</p> <p>To implement or enhance IT systems to support the evolving business requirements, and to improve the overall operational efficiency and IT security.</p> <ul style="list-style-type: none"> <li>● To apply IT to improve design and construction processes, monitor quality of deliverables, reduce environmental impacts, and enhance construction safety for new works contracts and M&amp;I works. (On-going)</li> </ul>	<p>We applied IT to improve design and construction processes, monitored quality of deliverables, reduce environmental impacts, and enhance construction safety for new works contracts and M&amp;I works including –</p> <ul style="list-style-type: none"> <li>a) implemented expanded the use of new technologies relating to mobile devices and explore the use of Internet of Things (IoT) including –               <ul style="list-style-type: none"> <li>i) applied Development and Construction Site Mobile System (DCSMS), a system utilising Apps” on smart phones and mobile devices to assist HD’s site staff in site inspection and for exchanging related information with contractors;</li> </ul> </li> </ul>	<p align="center">On-going</p>

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

Key Activity (KA)	Progress as at 31 March 2025	Status
	<ul style="list-style-type: none"> <li>ii) applied Radio Frequency Identification (RFID) for delivery tracking of building components as well as for tracking construction waste from construction sites and for the maintenance of existing properties;</li> <li>iii) maintained and enhanced the Enterprise Tree Management System (ETrMS) which incorporated the use of mobile device, RFID, GPS and Geographic Information System (GIS) technologies for tree management;</li> <li>iv) applied IoT in smart meter monitoring and energy information display system to monitor the energy consumption of tenant and communal area, energy generation from grid-connected photovoltaic system and operation status of and other building services installations in communal area domestic blocks;</li> <li>b) continued to implement HA-PIMAP to collate and integrate data from diverse IoT applications, providing 3D visualisation of our public housing projects at various stages of their planning, design, and construction;</li> <li>c) implemented smart site safety system (4S) for new works contracts, making use of IoT sensors and artificial intelligent (AI) cameras to control the high risk activities for enhancing site safety management;</li> <li>d) implemented Digital Construction to our projects through the integrated use of BIM, GIS and associated software for planning, design and construction, and also adoption of BIM and GIS in maintenance works;</li> <li>e) maintained and enhanced HOMES' applications and efficiency;</li> </ul>	

**Year-end Performance Review on Key Activities  
Programme of Activities for Development and Construction in 2024/25**

**On-going Initiatives**

<b>Key Activity (KA)</b>	<b>Progress as at 31 March 2025</b>	<b>Status</b>
	f) enhanced construction site security of new works contracts by installing CCTV cameras at strategic locations; and  g) continued to adopt HOST System for mass intake of new PRH estates. Phase 2B of HOST System (for common area) was rolled out in 5/2024 marking the full implementation of HOST System to all new PRH estates and SSF courts.	

**Year-end Performance of Key Performance Indicators  
Programme of Activities for Development and Construction in 2024/25**

Key Performance Indicator		Target for 2024/25	Position as at 31 March 2025
(01)	Number of new flats to be provided <sup>Note 1</sup>  - PRH/GSH Flats  - Other SSF	17 300  11 300	11 800 <sup>Note 2</sup>  11 300
(02)	Number of housing projects to be tendered out to adopt “Design for Manufacture and Assembly” (DfMA) (Modular Integrated Construction (MiC) approach included) and other advanced construction technologies as the main construction method	DfMA <sup>Note 3</sup> : All projects  MiC approach: 9 projects	DfMA: All projects  MiC approach: 12 projects
(03)	Number of public housing units to be tendered out adopting Design and Build (D&B) procurement model	12 000	7869 <sup>Note 4</sup>
(04)	Average construction time for foundation and superstructure of public housing projects with 40 domestic storeys	56 months <sup>Note 5</sup>	53.6 months

Note 1 Figures rounded to the nearest hundred.

Note 2 Including about 900 PRH flats in Pak Tin Phase 10 (Block 5) rescheduled for completion from 2023/24 to 2024/25; and excluding about 1 000 PRH flats in Tuen Mun Area 29 West (Block 1), 5 200 PRH flats in Tung Chung Area 100 (Blocks 1 to 5) and 200 PRH flats in Tung Chung Area 99 (Block 5) rescheduled for completion from 2024/25 to 2025/26.

Note 3 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 MiC approach, and DfMA for the remaining projects. Based on the latest tender programme, twelve MiC projects were tendered out in 2024/25. HD continues to identify more MiC projects in 2025/26 onwards to achieve the target set in the Policy Address.

Note 4 As announced in the 2022 Policy Address, HA will adopt the D&B contract model in at least half of the flats scheduled for completion in the second five-year period (from 2028/29 to 2032/33). According to the latest tender programme, about 7869 flats have been tendered out under the D&B model in 2024/25. This number excludes about 5000 units in Fanling North New Development Area (NDA) Areas 13, 14 and 15W, which have been tentatively rescheduled for tendering from 2024/25 to 2025/26. This change is due to the Lands Department (LandsD) rescheduling land clearance for these sites from Q1 2025 to Q3 2025, which consequently affected the commencement of site formation works by the CEDD and the site handover date to HA. The HD is actively identifying additional D&B projects from 2025/26 onwards to meet the targets set in the Policy Address.

Note 5 KPI 04 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.

Key Performance Indicator		Target for 2024/25	Position as at 31 March 2025
(05)	Average construction cost for superstructure		
	- Average construction cost per m <sup>2</sup> CFA for the superstructure of PRH/GSH	Not exceeding \$14,000/m <sup>2</sup> <sup>Note 6</sup>	\$15,310/m <sup>2</sup> <sup>Note 7</sup>
	- Average construction cost per m <sup>2</sup> CFA for the superstructure of Other SSF blocks	Not exceeding \$14,550/m <sup>2</sup> <sup>Note 6</sup>	\$13,630/m <sup>2</sup>
(06)	Customer satisfaction index	Not less than <b>80%</b>	81.2%
(07)	Accident rate		
	- Average number of accidents per 1000 workers per year for new works contract	No more than 8	4.8 <sup>Note 8</sup>
	- Average number of accidents per 1000 workers per year for maintenance and improvement works contract	No more than 8	0.7 <sup>Note 8</sup>
	- Number of fatal accident for new works contract	0	1 <sup>Note 9</sup>
	- Number of fatal accident for maintenance and improvement works contract	0	0
(08)	Energy Consumption		
	- Average energy consumption of building services installations in communal areas of domestic blocks designed within the year	Not exceeding 23.5 kWh/m <sup>2</sup> / Annum	20.63 kWh/m <sup>2</sup> / Annum
	- Average energy consumption of building services installations in communal areas of existing domestic blocks	Not exceeding 605kWh/Flat/Annum	542.4 kWh/Flat/Annum

Note 6 KPI 05 is estimated based on the superstructure cost of the domestic blocks of those projects with their building tenders forecast to be approved by the Tender Committee in the relevant financial year.

Note 7 The exceedance of average construction cost for superstructure was owing to the higher pricing in MiC particularly for projects with abnormally high building blocks; extra allowance by contractor for the rising trend of building services works, labour cost for building works; and for small scale projects and complex projects with long contract period, stringent site constraints, including highly congested site conditions, limited working space, restricted site access and very close to existing slopes/ building.

Note 8 Annual accident rate based on accident statistics of 2024 received on 30 April 2025 from the Labour Department (LD). LD compiles accident statistics on basis of calendar year.

Note 9 The industrial fatal accident occurred at the site of Tung Chung Area 99 on 22 November 2024. A male worker, while operating a power-operated elevating work platform for ceiling painting work, was trapped between the platform and a beam. He was certified dead later in hospital.

**HONG KONG HOUSING AUTHORITY**  
**Construction Expenditure**  
**for the Year Ended 31 March 2025**

	<b>2024/25</b>				
	2023/24	Provisional	Revised	Variance	
	Actual	(Note 1)	Budget	\$M	%
	\$M	\$M	\$M	\$M	(a - b)/(b)
		(a)	(b)	(a) - (b)	
1. Housing Authority (HA) projects					
(a) Public rental housing / Green Form Subsidised Home Ownership Scheme	10,362	13,544	14,418	(874)	-6.1
(b) Other subsidised sale flats	5,344	7,422	7,818	(396)	-5.1
(c) Commercial centres and others	1,748	2,488	2,719	(231)	-8.5
Sub-total (1)	17,454	23,454	24,955	(1,501)	-6.0
2. Government non-reimbursable projects	-	1	1	-	-
Sub-total (1) + (2)	17,454	23,455	24,956	(1,501)	-6.0
3. In-house supervision and administration costs	2,662	2,941	3,060	(119)	-3.9
Sub-total (1) + (2) + (3)	20,116	26,396	28,016	(1,620)	-5.8
4. Government-funded projects	970	1,459	1,601	(142)	-8.9
<b>Total (1) + (2) + (3) + (4)</b>	<b>21,086</b>	<b>27,855</b>	<b>29,617</b>	<b>(1,762)</b>	<b>-5.9</b>

Note

(1) These are provisional figures which may be subject to year-end and audit adjustments upon finalisation of the 2024/25 annual accounts.

**HONG KONG HOUSING AUTHORITY**  
**Completed Projects**  
**for the Year Ended 31 March 2025**

Projects Completed	Approved Project Budgets (Note 1)	Estimated Final Project Costs (Note 2)	Variance	
	\$M (a)	\$M (b)	% (a-b) / (a)	
1. Hin Fat Lane, Tuen Mun	832	826	0.7%	Completed in the 1 <sup>st</sup> quarter of 2024/25
2. Fanling Area 36 Phase 4	990	968	2.2%	
3. Tai Po Area 9	4,249	4,209	0.9%	
4. Pak Tin Phase 10	1,120	1,066	4.8%	Completed in the 2 <sup>nd</sup> quarter of 2024/25
5. Ko Shan Road	640	639	0.1%	
6. Chiu Shun Road, Tseung Kwan O (Note 3)	638	573	10.2%	
7. Sheung Shui Areas 4 and 30 Site 2 Phase 1 (Note 4)	77	58	24.7%	Completed in the 3 <sup>rd</sup> quarter of 2024/25
8. Yip Wong Road Phase 2 (Note 5)	2,282	1,900	16.7%	
9. Anderson Road Quarry Site RS-1	1,692	1,691	0.1%	
10. Anderson Road Quarry Site R2-7 (Note 6)	560	498	11.1%	Completed in the 4 <sup>th</sup> quarter of 2024/25
11. Kai Tak Area 2B2	1,693	1,647	2.7%	
12. Hang Fu Street, TM 16 (Note 7)	738	637	13.7%	
13. Anderson Road Quarry Site R2-5 (Note 8)	1,412	1,302	7.8%	Completed in the 4 <sup>th</sup> quarter of 2024/25
14. Anderson Road Quarry Site R2-6 (Note 9)	1,166	1,057	9.3%	
15. Anderson Road Quarry Site R2-8 (Note 10)	1,588	1,423	10.4%	
16. Kai Tak Area 2B6 (Note 11)	2,349	1,894	19.4%	
17. Lei Yue Mun Phase 4	1,553	1,547	0.4%	
<b>Total</b>	<b>23,579</b>	<b>21,935</b>	<b>7.0%</b>	

Projects Partially Completed

1. Tung Chung Area 99	3,930	Not yet available	Partially completed. The estimated final project cost will be reported when the project is fully completed.
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Notes

- (1) Project budgets exclude overheads.
- (2) Estimated final project costs include anticipated future payments.
- (3) The savings are mainly due to saving in estimated final cost of the building contract and saving in consultancy fees.
- (4) The savings are mainly due to lower estimated final cost of the building contract and saving in consultancy fees.
- (5) The savings are mainly due to lower estimated final cost of the foundation contract, lower estimated final cost of the building contract including saving in Prime Cost Sums of nominated sub-contracts, and saving in consultancy fees.
- (6) The savings are mainly due to lower estimated final cost of the foundation contract and saving in contract price fluctuation for building contract.
- (7) The saving is mainly due to lower estimated final cost of the building contract.
- (8) The savings are mainly due to saving in provisional allowance for contract price fluctuation of building contract and saving in consultancy fees.
- (9) The saving is mainly due to saving in provisional allowance for contract price fluctuation of building contract.
- (10) The savings are mainly due to saving in provisional allowance for contract price fluctuation of building contract, saving in consultancy fee and saving in Sums for nominated sub-contracts of building contract.
- (11) The savings are mainly due to lower awarded contract sum of building contract and foundation contract, saving in provisional allowance for contract of building contract, saving in Prime Cost Sums for nominated sub-contracts of building contract and saving in consultancy fee.