

Memorandum for the Hong Kong Housing Authority

Year-end Review of the Housing Authority's 2020/21 Corporate Plan

PURPOSE

This paper summarises the results of the year-end review of the Housing Authority's (HA) 2020/21 Corporate Plan (CP) for Members' information.

BACKGROUND

2. On 20 January 2020, Members endorsed HA's 2020/21 CP, which sets out HA's themes, objectives, and key activities (KAs) for 2020/21 (Paper No. HA 2/2020). The mid-year implementation progress of the 2020/21 CP was reported to Members in Chapter 3 of HA's 2021/22 CP (Paper No. HA 3/2021) in January 2021. This year-end review reports the overall implementation progress of KAs and the Key Performance Indicators (KPIs) in the 2020/21 CP, and summarises HA's financial position up to 31 March 2021.

PROGRESS

3. There were 52 KAs in 2020/21 CP, four of which were new initiatives while 48 were on-going initiatives. As at 31 March 2021, seven KAs were completed and 45 KAs were on schedule, on-going, or partially completed. A summary of the progress is as follows –

Themes	No. of KAs in the 2020/21 CP		Implementation Progress as at 31 March 2021 ^{Note 1}			
			Action Completed		On Schedule/ On-going/ Partially Completed	
	New Initiatives	On-going Initiatives	New Initiatives	On-going Initiatives	New Initiatives	On-going Initiatives
Providing Quality Homes	3	15	3	-	-	15
Promoting Sustainable Living	-	10	-	-	-	10
Optimising and Rationalising the Use of Public Resources	1	19	-	4	1	15
Enhancing the Attractiveness of Commercial Properties	-	4	-	-	-	4
Sub-total	4	48	3	4	1	44
Total	52		7		45	

4. Detailed reports on the year-end performance of the Programme of Activities for Subsidised Housing, Commercial Properties, Procurement, Development and Construction, Building Control, and Corporate Services are set out in Paper Nos. SHC 27/2021, CPC 23/2021, TC 59/2021, BC 41/2021, BC 37/2021 and FC 19/2021, which have been issued to respective committees earlier.

PROVIDING QUALITY HOMES

5. We provide public rental housing (PRH) to low-income families which cannot afford private rental accommodation. In 2020/21, about 6 300 PRH/Green Form Subsidised Home Ownership Scheme (GSH) flats were

Note 1 The implementation progress of KAs is categorised in accordance with the following criteria –

- “Action Completed” for KAs with all performance goals achieved; and
- “On Schedule/On-going/Partially Completed” for KAs with their performance goals being pursued on schedule or on an on-going basis, and KAs with only some of their performance goals achieved.

completed. Around 23 000 PRH flats (comprising both newly completed flats and refurbished flats) were allocated in 2020/21. Of the around 23 000 flats, around 16 000 units were allocated to PRH applicants, while the rest were allocated to PRH tenants requesting transfer, households recommended by the Social Welfare Department for compassionate rehousing, junior civil servants, eligible clearerees, etc. As at end of March 2021, the average waiting time (AWT) ^{Note 2} for general applicants (i.e. family and elderly one-person applicants) who were housed to PRH in the past 12 months was 5.8 years. We will continue to strive to achieve the target of providing the first offer to general applicants at around three years on average in the long run.

6. In 2020/21, about 5000 other Subsidised Sale Flats (SSFs) were completed. The Sale of Home Ownership Scheme (HOS) Flats 2020, involving a total of around 7 000 new flats, was launched in September 2020. Balloting was held in December 2020 and eligible applicants were invited for flat selection from May 2021. The annual quota of White Form Secondary Market Scheme (WSM) increased from 3 000 in 2019 to 4 500 in 2020. WSM 2020 was launched in September 2020 together with the Sale of HOS Flats 2020 and e-services for submission of application were available. Successful applicants were informed to apply for a Certificate of Eligibility to Purchase with a validity period of 12 months in May 2021. A total of around 2 100 new flats were put up for sale in May 2021 under the Sale of GSH Flats 2020/21 and e-services for submission of application were also provided. Balloting and flat selection were scheduled for August and October 2021 respectively. To accelerate the sale of unsold flats in the 39 estates under the Tenants Purchase Scheme (TPS), the Subsidised Housing Committee (SHC) endorsed at its meeting on 28 July 2020 the sales arrangements for the sale of recovered TPS flats and the additional incentives to encourage sitting TPS tenants to purchase the flats in which they reside. On 15 March 2021, SHC further endorsed putting up about 800 recovered TPS flats for sale under GSH 2020/21 and the related detailed sales arrangements. In terms of publicity, a wide range of sales information on the HOS 2020 was published on HA's dedicated website in September 2020. Besides, online videos showing the building models and doll houses of the HOS courts were provided due to the closure of the Exhibition Area at HA Customer Service Centre and implementation of social distancing measures.

Note 2 Waiting time basically refers to the time taken between registration for PRH and the first flat offer, excluding any frozen period during the application period (e.g. when the applicant has not yet fulfilled the residence requirement; the applicant has requested to put his/her application on hold pending arrival of family members for family reunion; the applicant is imprisoned, etc.). AWT refers to the average of the waiting time of those general applicants who were housed to PRH in the past 12 months.

7. In terms of development and construction of public housing projects, in the process of planning and designing PRH estates, we continued to adopt comprehensive planning and site-specific design that respond to site conditions and utilise plot ratio as far as practicable, and maximise flat production of all domestic blocks in new projects. We also continued to consult relevant Government departments and organise community engagement activities to present development proposals and obtain feedback. We continued to review the flat types of PRH units and SSFs in the modular flat library to meet changing and varying needs.

8. To safeguard drinking water safety, we had implemented water safety plans for buildings and participated in the Quality Water Supply Scheme for Buildings – Fresh Water (Management System) launched by the Water Authority. By March 2021, 79 PRH estates had participated in the scheme and maintained the certifications.

9. We continued to conduct micro-climate studies, Air Ventilation Assessment, and Carbon Emission Estimation for new public housing projects, and adopt noise mitigation measures, including the second generation acoustic window and balcony, with reference to the site specific characteristics where appropriate. In addition, we applied Building Environmental Assessment Method Plus (BEAM Plus)^{Note 3} specification clauses to all new works projects. In 2020/21, we registered five new works projects for assessment and rating.

10. In order to maintain the structural safety of PRH estates, we continued to implement the Comprehensive Structural Investigation Programme for PRH estates around 40 years of age as scheduled. We also continued to implement the Total Maintenance Scheme (TMS) programme and commenced TMS in five estates including implementation of the Mandatory Window Inspection Scheme in three estates and the Responsive In-flat Maintenance Services in all PRH estates. Under the Lift Modernisation Programme, we completed the replacement of 69 aged lifts in the year.

11. With a view to achieving the highest site safety standards, striving for continuous improvements and committing to promote a safety culture, we continued to implement ISO 45001 Occupational Health and Safety Management System for planned maintenance and improvement works. We continued to maintain the ISO 14001 certification for the Environmental Management System for all PRH estates. The internal audit on it was completed in the first quarter of 2021 whereas the external Surveillance Audit for PRH estates was carried out

Note 3 BEAM Plus is a comprehensive environmental assessment scheme for buildings recognised by the Hong Kong Green Building Council. A rating would be issued to the project according to the scoring after the assessment.

in May 2021. We also continued to maintain ISO 50001 certification for Energy Management System in communal area of all PRH domestic blocks. Moreover, we continued to monitor carbon emission and review the efficiency through the Carbon Audit exercise in the 14 typical domestic block types.

PROMOTING SUSTAINABLE LIVING

12. We strived to enhance community bonding and attend to tenants' needs. Functions previously organised by the Estate Management Advisory Committees (EMACs) in partnership with non-governmental organisations (NGOs) to promote neighbourliness in PRH estates and deliver caring and outreaching services for elderly tenants were suspended due to COVID-19 epidemic so as to minimise the risk of spreading the disease in the community. Still, we continued to have communication with the general public via social media platforms covering messages such as stepped-up cleaning actions and infection control measures in PRH estates as well as HA's commercial premises in view of the local epidemic situation. We also continued to widely publicise the Rent Assistance Scheme (RAS) to raise its awareness among PRH tenants so as to help the families in need. The messages were disseminated through various channels such as Housing Channel, posters, leaflets, estate newsletters, HA/the Housing Department (HD) website and EMAC meetings. To further strengthen the publicity of RAS, a video for RAS has been broadcasted on YouTube and e-News of RAS has been uploaded on "iHousing" Mobile App. Estate staff also solicited support from NGOs, local District Council members and EMAC members to refer tenants in need to estate offices for rent assistance. Starting from May 2020, HA had further implemented a temporary relief measure to withhold the issuance of Notice-to-quit (NTQ) from May to October 2020, and further extended it to March 2021, to tenants who could not settle their rent payments on time due to financial hardship. Eligible tenants may submit one-off applications to HA and NTQ against them would be withheld up to March 2021 upon approval of their applications. As at end of March 2021, around 1 500 applications were approved. We continued to enhance family cohesion through the Harmonious Families (HF) Policies. The cumulative number of households benefited from the HF Policies was around 65 000. These included around 28 000 applications for PRH units, around 3 200 through transfer, around 32 000 for addition of family members and around 1 000 for amalgamation of tenancies.

13. In collaboration with the Environment Bureau/Environmental Protection Department (EPD), trial projects on collection of plastic materials and Municipal Solid Waste (MSW) Charging Scheme were organised. Moreover, we collaborated with EPD to display promotion banners and pull-up banners in 40 PRH estates for preparation of the Phase 2 MSW charging trial from December 2020 to March 2021. Posters on waste electrical and electronic equipment, recovery of fluorescent lamp and rechargeable battery were also delivered to estate offices for display in November 2020. With a view to promoting greening in PRH estates, we organised tree planting day activities in ten estates and carried out landscape improvement works in 20 estates. We also held greening activities for community participation in 20 estates. We continued to conduct the annual tree assessment exercise and maintain the tree database records for effective tree management through the computerised Enterprise Tree Management System on an on-going basis.

14. We continued to conduct community engagement activities (such as engagement workshops, forums and meetings) to present development proposals and obtain feedback on the planning and design of projects, and surveys to gauge residents' views in every newly completed estate. We had conducted post-completion review workshop for seven projects. Survey for residents had been conducted via telephone interviews for four newly completed estates instead of face-to-face interview due to the COVID-19 epidemic.

OPTIMISING AND RATIONALISING THE USE OF PUBLIC RESOURCES

15. For the 2020 biennial PRH rent review, SHC endorsed the outcome of the rent review at its meeting on 28 July 2020 and adjusted the PRH rent upward by 9.66% with effect from 1 September 2020 in accordance with the Housing Ordinance (Chapter 283). Having regard to the economic challenges likely to be faced by PRH tenants amid the COVID-19 epidemic, and taking into account relief measures already provided by the Government, HA's financial position, and HA's rent assistance measures available to PRH tenants, SHC endorsed at the same meeting the permission of a two-month rent waiver for PRH tenants in accordance with the Housing Ordinance (Chapter 283) in September 2020 and September 2021 respectively.

16. SHC agreed at its meeting on 29 July 2019 for HA to join the Hong Kong Housing Society (HKHS)'s "Letting Scheme for Subsidised Sale Developments with Premium Unpaid" (Letting Scheme), on a trial basis, allowing eligible owners of HA's SSFs to let their flats with premium unpaid to eligible PRH applicants. As at end of March 2021, HKHS had approved around 480 and 320 applications from owners and tenants respectively; and around 60 tenancy agreements had been signed.

17. To facilitate HKHS' "Flat-for-Flat Pilot Scheme for Elderly Owners", SHC approved at its meeting on 21 June 2019 to allow eligible elderly owners of HKHS' SSFs who have sold their original flats without payment of premium to buy a smaller one in HA's Secondary Market. As at end of March 2021, HKHS had received 14 applications, among which ten eligible applications were approved with "Trade Down Permit" issued and four were ineligible. Among the ten approved applications, two sales of the original SSF had been recorded.

18. With a view to providing housing to applicants with genuine housing needs, SHC endorsed at its meeting on 21 June 2019 the implementation of a trial for a new initiative whereby under-occupation households with all family members aged 70 or above would be given an option to enjoy lifetime full rent exemption upon their transfer to PRH units of suitable sizes. The trial scheme was launched on 16 December 2019. Upon review, SHC endorsed at its meeting on 8 December 2020 the regularisation of the Scheme.

19. We spared no efforts in safeguarding the rational and efficient use of public housing resources. Frontline staff completed the vetting of around 250 000 biennial income and assets declarations under the Well-off Tenants Policies. The Public Housing Resources Management Sub-section of HD conducted intensive checking on around 6 100 income and assets declaration cases (declaration forms) and rigorous investigation on around 6 600 randomly selected occupancy-related and suspected tenancy abuse cases (households). In addition to the intensified investigation measures, we launched various publicity and outreaching activities to enhance public awareness of providing PRH flats to those with pressing needs. Outreaching visits to EMAC meeting to promote cherishing public housing resources were organised.

20. In order to increase the supply of PRH units, we had explored the feasibility of redeveloping HA's factory estates for housing development. We completed the necessary assessments in the first quarter of 2021^{Note 4} and obtained no in-principle objection from all departments concerned.

Note 4 We have announced in May 2021 that HA will redevelop four of its factory estates as public housing with a total yield of some 4 800 units starting from 2031.

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 site inspection process. Up to now, nine mobile apps/web applications have been successfully launched and adopted in HA projects ^{Note5}. We are exploring the further development of DCSMS to cover more areas of site applications. Besides, the Internal Checking Unit (ICU) continued to operate and enhance its electronic submission and processing system, namely the “Housing Electronic Plan Submission System”, in handling building and structural plans and exercising building control in HA’s new development projects and existing buildings. We have also developed the technology to facilitate the production of 2-dimensional plans from 3-dimensional Building Information Modelling models that are good for statutory submissions. The technology is conducive to e-submission and e-processing of plans and has been shared with the public via ICU’s webpage since September 2020. ICU’s Site Mobile System with Mobile Apps was completed and rolled out in May 2020, making building control operation and reporting of site inspection activities more efficient.

21. In terms of human resources, we have been taking steps to create more civil service posts since 2012 for meeting the public housing supply target and a total of 403 posts were created for the five-year period from 2015/16 to 2019/20. We will continue to monitor the manpower situation and seek additional staff resources as and when necessary. Moreover, HD has been engaging supplementary workforce, viz. body-shopped personnel, term staff and staff employed under the Government’s Post-retirement Service Contract Scheme to meet special and/or temporary job needs. We will continue to make flexible use of supplementary workforce to cope with periodic peaks of workload. For staff development, we had arranged leadership development programmes and internal attachment programmes for different levels of staff to widen staff’s perspectives. Due to the local COVID-19 epidemic situation and implementation of the social distancing measures, we have been using more webinars, video-on-demand and other e-learning resources on HA’s e-Learning Portal to reduce face-to-face training.

Note 5 In 2020/21, the Final Flats Inspection App, as the first batch of the DCSMS Phase 3 development, was rolled out in June 2020 while the Foundation Works Inspection App as last batch of the Phase 3 development was targeted to be rolled out by the second quarter of 2021. Another App, namely Materials Testing Request App was on the pipeline and targeted to be rolled out, as the Phase 4 development, by the fourth quarter of 2022.

22. In respect of funds management, we had conducted an annual health check on HA's Strategic Asset Allocation. Following consultation with the Funds Management Sub-Committee (FMSC), the findings and recommendations were submitted to the Finance Committee (FC) in August 2020. Actions were taken in accordance with FMSC's advice to implement the recommendations as approved by FC.

ENHANCING THE ATTRACTIVENESS OF COMMERCIAL PROPERTIES

23. During the year, the improvement works in Lei Muk Shue and Choi Tak Shopping Centre had been completed. Meanwhile, retail facilities in Upper Ngau Tau Kok and Mei Tin Estates had been earmarked for further studies under the asset enhancement rolling programme. Furthermore, various measures had been taken from time to time to maximise the usage of HA's car parking facilities and create additional parking spaces in existing HA carparks to meet the increasing demand. We continued to plan ahead and adopt a proactive and market-oriented leasing strategy for HA's new retail facilities to tie in with the intake of the residents in corresponding estates.

24. In response to the growing demand for logistic service and popularity of online shopping, we continued to arrange letting of retail premises for express delivery service and spaces for setting up parcel lockers. Continuous efforts had been made in collaboration with major banks to extend various forms of banking services. To complement Government's promotion of efficient and safe instant payment services on a round-the-clock basis, tender arrangements for the provision of Faster Payment System Services for collecting rent and other charges for non-domestic premises and carparks were in good progress.

25. To combat the COVID-19 epidemic, we continued to implement the anti-epidemic measures and employ additional manpower with a view to maintaining good hygiene conditions and a safe environment in HA's commercial facilities. To improve public hygiene, Government launched a subsidy scheme under the Anti-epidemic Fund for market/cooked food stall tenants from October to December 2020 to provide a one-off subsidy at a flat rate of \$5,000 per stall for the provision of at least one contactless payment means for market patrons.

26. In line with the Government's initiatives to support enterprises and relieve members of the public's financial burden, HA provided a 50% rent concession to eligible retail and factory tenants from 1 October 2019 to 31 March 2020. The rent concession was extended up to the end of March 2021 and increased to 75%. The coverage was also extended to include tenants/licensees of bus kiosks and most advertising signboards, as well as carpark users for the monthly parking of commercial vehicles. Furthermore, eligible tenants/licensees of HA's non-domestic premises such as beauty parlours, children game centres, etc. could apply for 100% rent concession for the period during which their operation at the premises concerned was required to be closed under anti-epidemic regulations or directions of the Government.

27. We completed the study on necessary fire safety improvement works for HA's factory estates to meet the requirements of the Fire Safety (Industrial Buildings) Ordinance enacted in June 2020. As aforementioned, the study on the feasibility to redevelop HA's factory estate sites for public housing use was also completed. Following endorsement of the Strategic Planning Committee and the Commercial Properties Committee, HA announced the arrangements for clearance of HA's four factory estates (i.e. Yip On, Sui Fai, Wang Cheong and Kwai On Factory Estates) in May 2021.

28. Domain continued to maintain its market positioning and competitiveness as a regional shopping mall and entertainment hub through facilities management, regular special themed events and tailor-made promotion activities. The toilet improvement programme was launched in the year. Due to the need for social distancing in preventing the spread of COVID-19, we had suspended major promotional events but arranged small-scale promotional events instead. Amidst challenging economic conditions, we had launched 15 special themed events involving a total of 1 320 hours and consumption stimulating programmes during festive days to attract footfall and boost sales. As at the end of March 2021, the membership of Domain Club had reached around 25 500, representing an increase of 5% over the year. During the year, we had also held around 412 hours of promotion activities in 18 major shopping centres and decoration packages for 35 shopping centres and major retail facilities.

29. We also continued to support and promote Government's environmental protection initiatives by joining the Energy Saving Charter ^{Note 6} and Charter on External Lighting ^{Note 7} for some of our shopping centres. In addition, we had launched the "Plastic-Free" promotional programme in seven shopping centres ^{Note 8} with a promising result of saving about 28 500 sets of plastic tableware. To show our support in food waste reduction, we had successfully invited tenants of our 18 shopping centres/markets ^{Note 9} to join the Government's Food Waste Collection Pilot Scheme for daily separation and collection of food waste. Tenants of restaurants, supermarkets and market stalls were also encouraged to participate in food donation schemes as organised by various NGOs. Having signed up the "Hong Kong Green Shop Alliance" for 20 of our shopping centres ^{Note 10}, we continued to encourage our shop tenants to incorporate sustainable green measures in their daily operations. In addition, we continued to install more electric vehicle (EV) charging facilities in HA's car parks. As at the end of March 2021, we had provided EV charging facilities at about 400 hourly parking spaces and about 1 000 monthly parking spaces in 55 estates, of which about 50 were quick and medium chargers.

KEY PERFORMANCE INDICATORS

30. To monitor and evaluate HA's overall performance, 19 KPIs were adopted in 2020/21 CP. The respective year-end position of these KPIs is at
----- **Annex.**

Note 6 11 shopping centres have joined the Energy Saving Charter, i.e. Choi Tak, Hoi Lai, Kwai Chung, Lei Muk Shue, Mei Tin, On Kay, Shek Mun, Tin Yan and Yau Lai Shopping Centres as well as Shui Chuen O Plaza and Domain, maintaining an average indoor temperature between 24 to 26 degrees Celsius in the summer months.

Note 7 Ten shopping centres have joined the Charter on External Lighting, i.e. Cheung Lung Lane, Ching Long, Choi Tak, Hung Fuk, Kwai Chung, Nam Shan, Yau Lai and Wah Fu (II) Shopping Centres, Choi Ying Place and Domain, to switch off lighting installations for decorative, promotional or advertising purposes from 11 p.m. to 7 a.m. of the following day.

Note 8 Seven shopping centres have joined "Plastic-Free", i.e. Ching Long, On Tai, Shek Mun, Ying Tung and Yau Lai Shopping Centres as well as Domain and Shui Chuen O Plaza.

Note 9 18 shopping centres/markets have joined the two phases of the Food Waste Collection Pilot Scheme. (Phase 1: Cheung Ching, Ching Long, Kwai Chung, Kwai Shing West, Lai Yiu, Lei Muk Shue, Nam Shan and Wah Fu (I) and (II) Shopping Centres. Phase 2: Hung Fuk, On Tai, Ping Yan, Shek Mun, Tin Yan, Yan Tin and Ying Tung Shopping Centres, Siu Hong Commercial Centre and Shui Chuen O Plaza)

Note 10 The 20 shopping centres/estates with retail facilities joining the Hong Kong Green Shop Alliance comprise Ching Long, Choi Tak, Hung Fuk, Lower Ngau Tau Kok, Mei Tin, Pok Hong, Lung Poon Court, Shek Kip Mei, Shek Pai Wan, Tin Ching, Tin Yan, Upper Ngau Tau Kok, Wah Fu (I) and (II), Yue Tin Court and Yau Lai Shopping Centres as well as Siu Hong Commercial Centre, Choi Ying Place, Shui Chuen O Plaza and Domain. Shop tenants concerned were encouraged to incorporate sustainable green measures in their daily operations.

FINANCIAL PERFORMANCE

31. The key figures for HA's 2020/21 financial performance are summarised below –

	2020/21 Actual	2020/21 Revised Budget	Variance
	<A>		<A> -
	\$M	\$M	\$M
Operating Surplus/(Deficit)			
Rental Housing	(259)	(780)	521
Commercial	781	896	(115)
Home Ownership Assistance	8,278	9,465	(1,187)
Others	43	23	20
Operating Surplus	8,843	9,604	(761)
Funds Management Account Surplus	5,077	3,741	1,336
Agency Account Surplus	42	27	15
Total Surplus before Appropriation	13,962	13,372	590
Appropriation to the Government	(390)	(448)	58
Net Surplus after Appropriation	13,572	12,924	648
Capital Expenditure	19,595	20,340	(745)
Cash and Investment Balance at year-end	57,860	56,816	1,044

32. The operating deficit for the Rental Housing Operations in 2020/21 was lower than the Revised Budget by \$521 million, mainly due to the lower than budgeted Other Recurrent Expenditure and Personal Emoluments. The operating surplus for the Commercial Operations was lower than the Revised Budget by \$115 million, mainly due to rent concession adjustments. The operating surplus for the Home Ownership Assistance Operations was lower than the Revised Budget by \$1,187 million, mainly due to the lower than budgeted number of TPS flats sold and lower income from alienation premium. The surplus for the Funds Management Account was higher than the Revised Budget by \$1,336 million, mainly due to the higher than budgeted return on investment as a result of the strong performance in the global equity market. The overall investment return for HA's funds in 2020/21 was 9.4%. Taking into account the Agency Account result and the appropriation to the Government, the net surplus of HA in 2020/21 was \$13,572 million.

33. On the other hand, the capital expenditure of the year was \$19,595 million, which was lower than the Revised Budget of \$20,340 million by \$745 million, mainly due to construction programme adjustments of some projects.

34. As at 31 March 2021, HA had a consolidated cash and investment balance of \$57.9 billion, which was \$1.1 billion higher than the Revised Budget of \$56.8 billion, mainly due to the higher than budgeted investment income.

INFORMATION

35. This paper is issued for Members' information.

Davey CHUNG
Secretary, Housing Authority
Tel. No.: 2712 2712
Fax No.: 2624 5685

File Ref. : HD CR 4-4/SP/1-150/1
(Strategy Division)
Date of Issue : 16 November 2021

**The Housing Authority (HA)'s Key Performance Indicators (KPIs)
for 2020/21 Corporate Plan**

	KPIs	2020/21 Target	Position as at 31 March 2021 (unless otherwise stated)
1.	New flats to be provided - Public Rental Housing (PRH)/Green Form Subsidised Home Ownership Scheme (GSH) flats - Other Subsidised sale flats (SSFs)	6 100 ^{Note 1} 6 800 ^{Note 1}	6 300 ^{Note 1 & 2} 5 000 ^{Note 1 & 3}
2.	Average waiting time (AWT) ^{Note 4} for PRH applications (years) - General applicants - <i>Among which, elderly one-person applicants</i>	3 2	5.8 ^{Note 5} 3.6
3.	Annual average cost per PRH unit under the management of the Housing Department (\$) - Direct management cost ^{Note 6} - Maintenance cost ^{Note 7}	6,620 5,040	6,480 ^{Note 8} 4,980 ^{Note 9}

Note 1 Figures were rounded to the nearest hundred

Note 2 Including about 900 PRH/GSH flats in Northwest Kowloon Reclamation Site 6 Phase 1 (Block 1), about 1 000 PRH/GSH flats in Pak Tin Phase 7 (Blocks 1-2) and about 1 000 PRH/GSH flats in Pak Tin Phase 8 (Blocks 3-4) rescheduled for completion from 2019/20 to 2020/21; and excluding about 1 000 PRH/GSH flats in Diamond Hill Phase 1 (Blocks 1-2), about 1 100 PRH/GSH flats in Pak Tin Phase 11 (Blocks 6-7) and about 700 PRH/GSH flats in Chung Nga Road East (Block 1) rescheduled for completion from 2020/21 to 2021/22.

Note 3 Including about 800 Other SSFs in Fat Tseung Street West (Block A) and about 1 400 Other SSFs in Tseung Kwan O Area 65C2 Phase 1 (Blocks A-B) rescheduled for completion from 2019/20 to 2020/21; excluding about 3 200 Other SSFs in Queen's Hill Phase 3 (Blocks A-F) rescheduled for completion from 2020/21 to 2021/22; and about 800 Other SSFs in Wo Sheung Tun Street (Block A) rescheduled for completion from 2020/21 to 2019/20.

Note 4 Waiting time basically refers to the time taken between registration for PRH and the first flat offer, excluding any frozen period during the application period (e.g. when the applicant has not yet fulfilled the residence requirement; the applicant has requested to put his/her application on hold pending arrival of family members for family reunion; the applicant is imprisoned, etc). AWT for general applicants refers to the average of the waiting time of those general applicants who were housed to PRH in the past 12 months.

Note 5 While the latest AWT for general applicants who were housed to PRH in the past 12 months has exceeded three years, HA will continue to strive to achieve the target of providing the first flat offer to general applicants at around three years on average in the long run.

Note 6 Direct management cost comprises direct personal emoluments for property management only and other recurrent expenditure incurred at estate level.

Note 7 Maintenance cost comprises costs of maintenance works incurred at estate level and the costs attributed to PRH maintenance allocated from indirect cost centres.

Note 8 The lower provisional cost compared with the target was mainly due to lower spending on personal emoluments and electricity charge.

Note 9 The slightly lower provisional cost compared with the target was mainly due to lower spending on the Total Maintenance Scheme.

	KPIs	2020/21 Target	Position as at 31 March 2021 (unless otherwise stated)
4.	Rent arrears rate (%) - Domestic - Commercial Properties	Below 3.0 Below 2.5	1.6 1.5
5.	Percentage of overcrowded families ^{Note 10} against total PRH families (%)	Below 0.55	0.55
6.	Vacancy rate (%) - PRH - Commercial Properties (retail premises (shops))	Below 1.5 Below 2.5	0.6 1.9
7.	Average turnaround time for vacant flat refurbishment (days)	Not exceeding 44	38
8.	Average development lead time for housing projects (months)	60	56.5
9.	Average number of defects per flat at handover	Not exceeding 0.7	Less than 0.1
10.	Accident rate in HA construction sites ^{Note 11} – new works contract (No. of accidents per 1 000 workers)	Not exceeding 9.0	4.5 ^{Note 12}
11.	Media enquiries handled (%) – - general enquiries (within 48 hours) - enquiries requiring the collection of detailed information (within ten days)	95 100	99.9 100
12.	Training investment per staff member (\$)	2,300	1,720 ^{Note 13}
13.	Overall evaluation of training course effectiveness (rating of very effective or above) (%)	85	90
14.	Paper consumption (reams)	3.5% lower than the consumption in 2013/14 under comparable operating conditions ^{Note 14}	11.3% lower than the consumption in 2013/14 under comparable operating conditions

Note 10 Overcrowded families are families with living density below 5.5 m² internal floor area per person.

Note 11 Reportable accident as defined under the Factories and Industrial Undertakings Ordinance (Cap. 59) refers to fatal accidents, or accidents causing sick leave of over three days.

Note 12 Annual accident rate based on data of 2020 issued by the Labour Department on 30 April 2021.

Note 13 The training budget could not be fully utilised in 2020/21 because training programmes were cancelled/postponed due to the COVID-19 epidemic situation including the social distancing measures in place.

Note 14 At present, there is no service-wide saving target for paper consumption in office. To demonstrate our commitment towards protecting the environment, we have set our own target on paper consumption. We target to achieve a 3.5% reduction in the consumption in 2020/21 as compared with 2013/14 under comparable operating conditions (having regard to the manpower expansion) through various measures such as wider use of e-reports and e-operations.

	KPIs	2020/21 Target	Position as at 31 March 2021 (unless otherwise stated)
15.	Quantity of items collected from estates for recycling (tonnes) - Waste paper - Aluminum cans - Plastics bottles	Not less than 27 000 1 400 1 800	26 196 ^{Note 15} 2 118 2 256
16.	Water consumption in HA Headquarters (m ³)	2.5% lower than the consumption in 2015/16 under comparable operating conditions ^{Note 16}	18.3% lower than the consumption in 2015/16 under comparable operating conditions
17.	Electricity consumption for office premises (kWh)	5.5% lower than the consumption in 2013/14 under comparable operating conditions ^{Note 17}	15.4% lower than the consumption in 2013/14 under comparable operating condition
18.	Average energy consumption of building services installations in communal areas of domestic blocks designed within the year (kWh/m ² /Annum)	Not exceeding 23.5	21.75
19.	Holding of bi-monthly Estate Management Advisory Committee meetings (number of meetings)	950	580 ^{Note 18}

Note 15 The targets could not be achieved since most residents read more e-News and the availability of free newspapers is less than before. Besides, as various collection points are available in the community (e.g. EPD's recycling spots), residents have more choices to dispose of the waste recyclable materials according to their own preference. In addition, since most of the promotional activities had been suspended under the COVID-19 epidemic situation, the amount of waste recyclable collected by organisations was also less than before.

Note 16 At present, there is no service-wide saving target for water consumption in office. To demonstrate our commitment towards protecting the environment, we have set our own target on water consumption at a 2.5% reduction in the consumption in 2020/21 as compared with 2015/16 under comparable operating conditions through various measures such as regular inspection to minimise pipe bursting and leakage, installation of water flow controller and shower tap in toilets and pantries, as well as promotion of water saving tips to raise staff's awareness.

Note 17 In March 2015, the Government promulgated its electricity saving target of achieving a 5% saving on the total electricity consumption in government buildings from 2015/16 to 2019/20 under comparable operating conditions, using 2013/14 as the baseline. Similarly, we have aligned with the Government target on electricity consumption to achieve a 5% saving from 2015/16 to 2019/20. For 2020/21, we have set the electricity saving target at a 5.5% reduction in the consumption in 2020/21 as compared with 2013/14 under comparable operating conditions having regard to the manpower expansion.

Note 18 Slippage was due to cancellation of meetings amid COVID-19 epidemic.