

**Memorandum for the Hong Kong Housing Authority**  
**Year-end Review of the Housing Authority's**  
**2024/25 Corporate Plan**

**PURPOSE**

This paper sets out the results of the year-end review of the Housing Authority (HA)'s 2024/25 Corporate Plan (CP) for Members' information.

**BACKGROUND**

2. On 16 January 2024, Members endorsed HA's 2024/25 CP, which sets out HA's themes, key activities (KAs) and Key Performance Indicators (KPIs) for 2024/25 (Paper No. HA 1/2024). This year-end review reports on HA's overall implementation progress of KAs and KPIs in the 2024/25 CP, and summarises HA's financial position up to 31 March 2025.

**PROGRESS**

3. There were 39 KAs in 2024/25 CP. As at 31 March 2025, five KAs were completed and 34 KAs were on schedule, on-going, or partially completed. A summary of the progress is as follows –

Themes	No. of KAs in the 2024/25 CP	Implementation Progress as at 31 March 2025	
		Action Completed	On Schedule/ On-going/ Partially Completed
Providing Quality Homes	14	3	11
Promoting Sustainable Living	11	0	11
Optimising and Rationalising the Use of Public Resources	10	2	8
Enhancing the Attractiveness of Commercial Properties	4	0	4
<b>Total</b>	<b>39</b>	<b>5</b>	<b>34</b>

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 respectively in Paper Nos. SHC 19/2025, CPC 5/2025, TC 50/2025, BC 23/2025, BC 17/2025 and FC 14/2025, which have already been issued to respective committees earlier.

## PROVIDING QUALITY HOMES

5. Under this theme, HA has continued its work on improving people's living conditions by providing quality public housing. To low-income families which cannot afford private rental accommodation, we provide public rental housing (PRH). In 2024/25, about 11 800 PRH/Green Form Subsidised Home Ownership Scheme (GSH) flats were completed. Around 29 100 PRH flats (comprising both newly completed flats and recovered flats) were allocated in 2024/25. Of the around 29 100 flats, around 22 700 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.<sup>Note 1</sup> As at 31 March 2025,

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Note 1 Around 19 400 recovered flats were allocated in 2024/25, among which around 12 100 and 1 800 were allocated to PRH general applicants and non-elderly one-person applicants under the Quota and Points System respectively.

the average waiting time (AWT) <sup>Note 2</sup> for general applicants (i.e. family and elderly one-person applicants) who were housed to PRH in the past 12 months was 5.3 years. Among them, the AWT for elderly one-person applicants was 3.3 years. We would continue our efforts to increase PRH supply with a view to shortening the waiting time for PRH.

6. In 2024/25, about 11 300 other subsidised sale flats (SSF) were completed. In October 2024, the Sale of Home Ownership Scheme (HOS) Flats 2024 involving a total of 7 132 new flats was launched under which the “Families with Newborns Flat Selection Priority Scheme” was implemented. HOS flat selection would commence in the second quarter of 2025. The White Form Secondary Market Scheme (WSM) 2024 was launched in March 2025. The quota of WSM 2024 increased significantly by 1 500 to 6 000. All of the 1 500 additional quotas were allocated to young applicants aged below 40 under the Youth Scheme (WSM), while the remaining 4 500 were ordinary quotas. Balloting would be held in the second quarter of 2025. The Sale of GSH Flats 2023, involving a total of 2 359 new flats, was launched in March 2024. Flat selection was completed in mid-November 2024. To accelerate the sale of unsold flats in 39 estates under the Tenants Purchase Scheme (TPS), a new batch of around 400 recovered TPS flats was put up for sale under the Sale of HOS Flats 2024. Flat selection would commence in the second quarter of 2025. The relaxation of mortgage arrangements for SSF in the primary market and HOS Secondary Market Scheme were implemented from January 2024 and March 2024 respectively.

7. In the process of planning and designing PRH estates, we continued to review the flat types of PRH units and SSF in the modular flat library for meeting changing and varying needs. In order to speed up the building process, 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.

8. The Independent Checking Unit continued to exercise administrative building control over new public housing development projects and existing buildings in PRH estates without any part sold or divested, which were not subject to the Buildings Ordinance, by applying standards and practices parallel to that of the Buildings Department.

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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 for general applicants refers to the average of waiting time of those general applicants who were housed to PRH in the past 12 months.

## PROMOTING SUSTAINABLE LIVING

9. Besides providing homes, we hope to promote a sustainable living environment for those who live in HA's developments. To foster community building and caring for the tenants in need, some 500 community building functions were held by estates in partnership with Non-governmental Organisations (NGOs) to promote neighbourliness in PRH estates. To enhance family cohesion, a cumulative total of 85 190 households had benefited from the Harmonious Families Policies.

10. To promote smart estate management, we selected ten pilot PRH estates for trial adoption of innovative technologies such as Internet of Things sensors, Artificial Intelligence (AI), Robotics and mobile devices. For instance, using AI Modelling Video Analytics System strengthened the detection of the misdeed of throwing objects from height and improved the quality of evidence collection, which facilitated the effectiveness and efficiency in estate management.

11. 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.

12. HA hosted the 27th Conference of Housing and Urban Public Corporations in Asia (AHUC Conference) under the theme "Sustainable Public Housing – Innovative Technologies and People-oriented Design". The attendees took this opportunity to share experiences in Hong Kong, Japan, Singapore and Korea.

13. In celebration of the 75th anniversary of the founding of People's Republic of China, HA organised various events including a photo contest and supported a festive estate decoration contest so as to promote sense of belonging among residents. Moreover, the new HA discovery centre, the Housing Hub, was open in November 2024, welcomed visitors to explore the history, achievements and technological development of HA through interactive experience.

## **OPTIMISING AND RATIONALISING THE USE OF PUBLIC RESOURCES**

14. For the biennial PRH rent review, the Subsidised Housing Committee (SHC) approved on 19 July 2024 the outcome of the 2024 PRH rent review which was conducted in accordance with section 16A(4) of the Housing Ordinance and agreed to effect an increase in PRH rent at 10% from 1 October 2024. SHC also endorsed to provide a one-off special concessionary measure to PRH tenants by waiving the extra rent payable by tenants each month due to the rent adjustment in the first three months following the rent adjustment by virtue of section 17 of the Housing Ordinance.

15. We spared no efforts in safeguarding the rational and efficient use of public housing resources. We completed vetting of about 250 000 Income and Assets Declaration Forms under the Well-off Tenants Policies for the first year of two-year cycle and in-depth investigation of 20 200 households. We also completed vetting of “Declaration Form on Occupancy Status” in 2024 by batches.

16. As for the redevelopment of Choi Hung Estate, we announced Phase 1 clearance of the Choi Hung Estate redevelopment on 6 December 2024, after HA’s Strategic Planning Committee’s approval of the proposed phased clearance and rehousing arrangements, as well as the Commercial Properties Committee (CPC)’s and the SHC’s approval of the proposed rehousing and associated arrangements for the affected domestic and commercial tenants. At the same time, we also announced the six-year advanced schedule for clearance and rehousing for the redevelopment of Wah Fu Estate Phase 3.

17. On human resource management, given the service-wide cut in civil service establishment, we will continue to review existing manpower resources and explore different means to address manpower needs. In addition, we will optimise the use of manpower resources through streamlining of work processes, staff redeployment, re-prioritisation of tasks and capitalisation on technology solutions.

18. On information technology front, the HA Chatbot was launched in iHousing mobile app and HA’s website in December 2024 for handling general enquiries and collecting residents’ suggestions.

## **ENHANCING THE ATTRACTIVENESS OF COMMERCIAL PROPERTIES**

19. We continued to explore suitable retail and car parking facilities to undertake feasibility studies for asset enhancement by Strengths-Weaknesses-Opportunities-Threats analysis. Projects of retail and car parking facilities earmarked under the five-year rolling programme were implemented as scheduled. To optimise the use of resources, we continued to explore ways to optimise the use of non-domestic premises and other spaces, including conversion to domestic or other uses. As at end March 2025, five domestic units converted from recovered Mutual Aid Committee offices had been successfully let out.

20. To meet the challenges posed by changing consumption patterns of local residents, coupled with the growing popularity of cross-border shopping and online shopping, we have adopted a comprehensive leasing strategy for the letting of our commercial premises, including marketing and proactively approaching potential tenants and diversifying the trade mix of our shopping centres to improve the chance of leasing out commercial premises. On the other hand, HA launched the “Well Being • Start-Up” Programme in July 2024 which was implemented from October 2024 for a seven-month period in the initial stage, offering selected shop premises in HA’s shopping centres rent-free and assistance with basic shop renovation and marketing for young people to trial their business plans.

21. To sustain the popularity and attractiveness of Domain, HA’s flagship shopping centre and as a regional mall, we focused on improving its trade and tenant mix through proactive strategies in tenancy renewal and well-planned leasing initiatives.

22. On environmental protection, we continued to implement green measures in the operation of HA’s retail facilities. Apart from supporting energy saving, reducing food waste, encouraging tenants of restaurants, supermarkets and market stalls to participate in food donation schemes organised by various NGOs, HA incorporated green leasing terms cover various aspects, such as encouraging tenants to practise green operation and management principles and use the green features provided by the shopping centres, etc., in all the newly signed tenancy agreements and licences for commercial properties and non-domestic premises starting from end March 2025 to promote a caring society and environmental protection. In support of the Government’s initiative of marketisation of electric vehicles (EVs) charging services, CPC approved the implementation of fee-paying charging services in HA’s hourly parking spaces in 2024. The first review was completed and the hourly EV charging fee for medium chargers is \$10 per 30 minutes commencing from 1 January 2025.

## KEY PERFORMANCE INDICATORS

23. To monitor and evaluate HA's overall performance, 17 KPIs were adopted in 2024/25 CP. The respective year-end position of these KPIs is at **Annex**.

## FINANCIAL PERFORMANCE

24. The key figures for HA's 2024/25 financial performance for the year ended 31 March 2025 are summarised below –

	<b>2024/25 Actual</b>	<b>2024/25 Revised Budget</b>
	<b>\$M</b>	<b>\$M</b>
Rental Housing	1,128	401
Commercial	1,353	1,254
Home Ownership Assistance	4,548	7,590
<b>Operating Surplus</b>	<b>7,029</b>	<b>9,245</b>
Net non-operating income	20	78
	<b>7,049</b>	<b>9,323</b>
Funds Management Account Surplus	3,031	2,657
Agency Account Surplus	96	79
Total Surplus before Appropriation	10,176	12,059
Appropriation to the Government	(677)	(627)
<b>Net Surplus after Appropriation</b>	<b>9,499</b>	<b>11,432</b>
Capital Expenditure	28,922	30,762
Cash and Investment Balance at year-end	63,765	65,751

## INFORMATION

25. 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 : 18 November 2025

**The Housing Authority (HA)'s Key Performance Indicators (KPIs)  
for 2024/25 Corporate Plan**

	KPIs	2024/25 Target	Position as at 31 March 2025 (unless otherwise stated)
1.	No. of new flats to be provided <sup>Note 1</sup> - Public Rental Housing (PRH)/ Green Form Subsidised Home Ownership Scheme (GSH) flats  - Other Subsidised Sale Flats (Other SSFs)	17 300  11 300	11 800 <sup>Note 2</sup>  11 300
2.	Average waiting time (AWT) <sup>Note 3</sup> for PRH applications (years)  - General applicants  - <i>Among which, elderly one-person applicants</i>	3  2	5.3  3.3
3.	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 – All projects  MiC approach – 9 projects	DfMA – All projects  MiC approach – 12 projects
4.	Number of public housing units to be tendered out adopting Design and Build (D&B) procurement model	12 000	7 869 <sup>Note 4</sup>

Note 1 Figures were 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 Our target is to cap the waiting time for PRH at the level of six years. The Government also introduced the index of Composite Waiting Time for Subsidised Rental Housing (CWT) to reflect general applicants' composite waiting time for traditional PRH or Light Public Housing (LPH).

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 7 869 flats have been tendered out under the D&B model in 2024/25. This number excludes about 5 000 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 rescheduling land clearance for these sites from Q1 2025 to Q3 2025, which consequently affected the commencement of site formation works by the Civil Engineering Development Department and the site handover date to HA. The Housing Department is actively identifying additional D&B projects from 2025/26 onwards to meet the targets set in the Policy Address.

	<b>KPIs</b>	<b>2024/25 Target</b>	<b>Position as at 31 March 2025 (unless otherwise stated)</b>
5.	Percentage of overcrowded families <sup>Note 5</sup> against total PRH families (%)	Below 0.55	0.36
6.	Vacancy rate (%) - PRH - Retail Premises (shops)	Below 1.3 Below 2.5	0.5 3.3 <sup>Note 6</sup>
7.	Average turnaround time for vacant flat refurbishment (days)	Not exceeding 44	43
8.	Average construction time for foundation and superstructure of public housing projects with 40 domestic storeys (months)	56	53.6
9.	Processing applications for fast-track occupation permit of new construction projects (with pre-occupation permit inspection completed) within 10 days	100%	100%
10.	Processing applications for fast-track temporary occupation permit of new construction projects within 10 days	100%	N/A
11.	Processing plans for new construction projects wholly adopting pre-accepted typical design/details – - first submission within 15 days - amendment within 10 days	90% 90%	100% 100%
12.	No. of joint environmental hygiene operations with stakeholders in PRH estates under HA	Not less than 500	687

Note 5 Overcrowded families are families with living density below 5.5 m<sup>2</sup> internal floor area per person.

Note 6 The vacancy rate for Retail Premises (Shops) was 3.3% (2.95% if excluding ward offices) against the KPI of below 2.5%. The higher vacancy rate was mainly due to the changing shopping habits of local residents with the growing popularity of online purchase and “going north” for consumption.

	<b>KPIs</b>	<b>2024/25 Target</b>	<b>Position as at 31 March 2025 (unless otherwise stated)</b>
13.	<p>Accident rate</p> <ul style="list-style-type: none"> <li>- Average number of accidents per 1 000 workers per year for new works contract</li> <li>- Average number of accidents per 1 000 workers per year for maintenance and improvement works contract</li> <li>- Number of fatal accident for new works contract</li> <li>- Number of fatal accident for maintenance and improvement works contract</li> </ul>	<p>Not more than 8</p> <p>Not more than 8</p> <p>0</p> <p>0</p>	<p>4.8 <sup>Note 7</sup></p> <p>0.7 <sup>Note 7</sup></p> <p>1 <sup>Note 8</sup></p> <p>0</p>
14.	<p>Rationalise PRH resources</p> <ul style="list-style-type: none"> <li>- Vetting of Income and Assets Declaration Forms under the Well-off Tenants Policies within a two-year cycle (nos.)</li> <li>- In-depth investigation per year (households)</li> </ul>	<p>No less than 450 000</p> <p>10 000</p>	<p>250 000 (first year of two-year cycle)</p> <p>20 200</p>
15.	Training investment per staff member (\$)	2,300	2,674
16.	Paper consumption	Maintain consumption per staff comparable to 2023/24 level <sup>Note 9</sup>	Target met under comparable operating conditions
17.	Water consumption in the HA Headquarters	Maintain consumption per staff comparable to 2023/24 level <sup>Note 10</sup>	Target met under comparable operating conditions

Note 7 Annual accident rate based on accident statistics of 2024 received on 30 April 2025 from the Labour Department (LD). LD complies accident statistics on basis of calendar year.

Note 8 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.

Note 9 At present, there is no Government's service-wide saving target for paper consumption in office. For 2024/25, we target to maintain paper consumption per staff comparable to 2023/24 level, which is the actual consumption per staff.

Note 10 At present, there is no Government's service-wide saving target for water consumption in office. For 2024/25, we target to maintain water consumption per staff comparable to 2023/24 level, which is the actual consumption per staff.