

About the Housing Authority

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The Hong Kong Housing Authority (HA) is a statutory body established in April 1973 under the Housing Ordinance (Chapter 283) with the Housing Department acting as its executive arm. The HA supports the Transport and Housing Bureau in developing and implementing a public housing programme which seeks to achieve the Government's housing policy objective of providing subsidised public housing to families who cannot afford private rental housing in the territory.



The Housing Authority

Our Vision, Mission and Core Values:



HA's Vision, Mission and Core Values

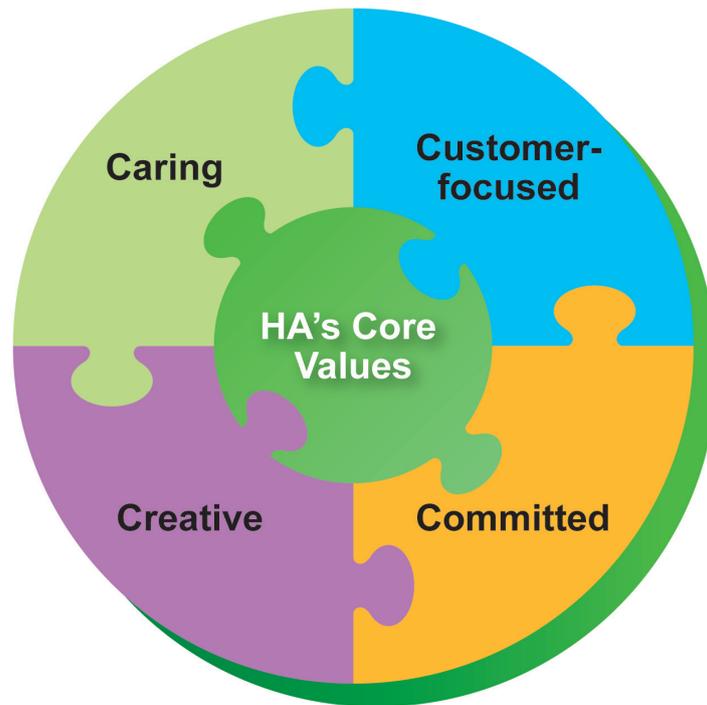
Our Vision

To help all families in need gain access to adequate and affordable housing.

Our Mission

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

Our Core Values



As approximately 30% of the Hong Kong population is living in public rental housing (PRH) units, we always strike out for maintaining the balance in different sustainability aspects to provide better living environments to our tenants. Along the years, we have made every effort to create a harmonious living environment for the tenants by optimising our available resources to meet the ever-changing housing needs. We have incorporated sustainable considerations in planning and implementing our housing development and management programme to achieve environmental-friendliness, cost-effectiveness and user friendliness. The sustainability strategies and priorities as well as our strategy for corporate social responsibility that we have followed are:

Our Strategy for Sustainable Construction

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

Our Strategy for Corporate Social Responsibility

Corporate Social Responsibility has already become an integral part of our corporate policy and daily work. As a public sector client, we have been leading by example in many areas, thereby driving it down the supply chain and influencing the industry. We hope that our delivery of public housing can demonstrate best practice for the construction industry. To project a positive image, it must run in a way which will not only accord the highest priority to health and safety and the environment, but it must be sensitive to the community's needs and respectful to the people engaged along the supply chain. As such, we have always encouraged Corporate Social Responsibility in its numerous forms along the supply chain. Through our List Management system, motivation and incentives in tender evaluation, contract conditions and specifications, we promote Corporate Social Responsibility to the supply chain. We require Premier League Contractors to practice Corporate Social Responsibility as a criterion for ascension. Specifically, in our construction contracts we promote Corporate Social Responsibility activities with Contractors' active participation driven through the supply chain.

Our Priority in Environmental Sustainability

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

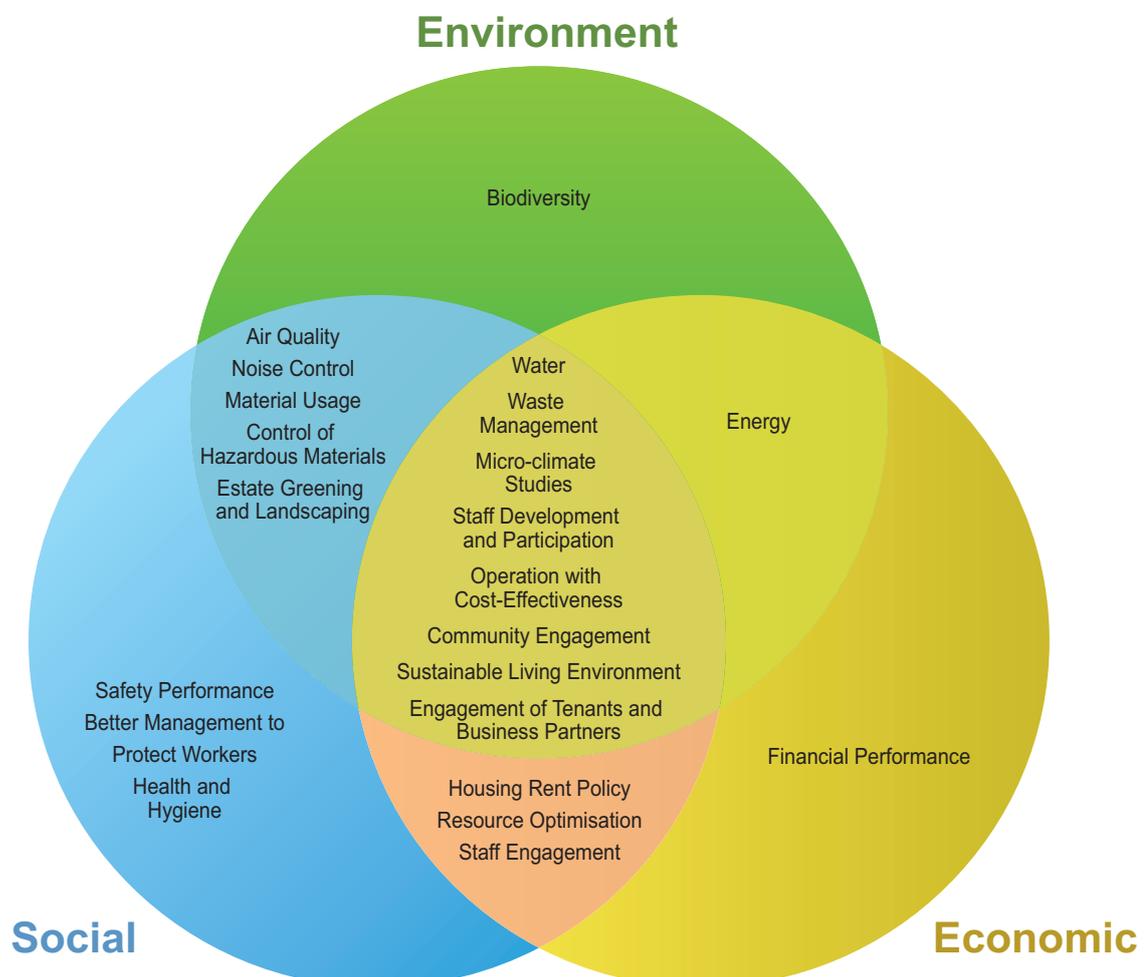
Our Priority in Social Sustainability

The HA is committed to prioritising the public housing to those who are in need. We are also committed to providing a safe, hygienic and affordable living environment to our tenants making public housing estates a better and comfortable place to live. In addition, we seek to become a role model in providing a safe and healthy working environment for our business partners who involve with public housing development and management services. We endeavour to enhance social cohesion and foster the well-being of the society as a whole.

Our Priority in Economic Sustainability

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

The HA's operations in relation to each of the sustainability components are depicted in the following figure.



Our Role and Services

The Housing Authority (HA) formulates housing development strategies and oversees strategic planning and implementation of the public housing programme in Hong Kong. We plan, build, manage and maintain different types of public housing, including rental housing estates, interim housing estates, and transit centres. In addition, we own and operate some flatted factories and ancillary commercial and other non-domestic facilities.



HA's Public Rental Housing Tin Ching Estate

Housing Stock and Production

2009/10 was a fruitful year for the HA. During the year, we completed a total of 15 400 new domestic flats in 10 estates including Lam Tin, Sau Mau Ping South, Shek Mun, Upper Wong Tai Sin, Choi Tak, Choi Fook, Mei Tung, Yau Lai, Chai Wan and Tin Ching. As at March 2010, our housing stock consists of around 703 600 public rental housing (PRH) units in 197 estates and courts. To keep pace with the housing needs, the housing stocks will further increase by 73 076 units which are currently under planning, design and construction in the next five years or so.

Infrastructure

At the end of March 2010, planning approval of six new projects was secured and there were seven piling contracts and eight new building contracts awarded.

While planning and developing PRH estates, we also consider the necessity to develop associated infrastructure facilities such as footbridges, landscape areas, car parks, public transport terminals/hubs, community centres, social welfare facilities, education facilities and commercial facilities, to provide a convenient and sustainable living environment to our tenants.

Commercial Properties

With the completion of a number of new retail premises, we added some 7100 square metres retail area during the reporting year. As of March 2010, our non-domestic portfolio include:

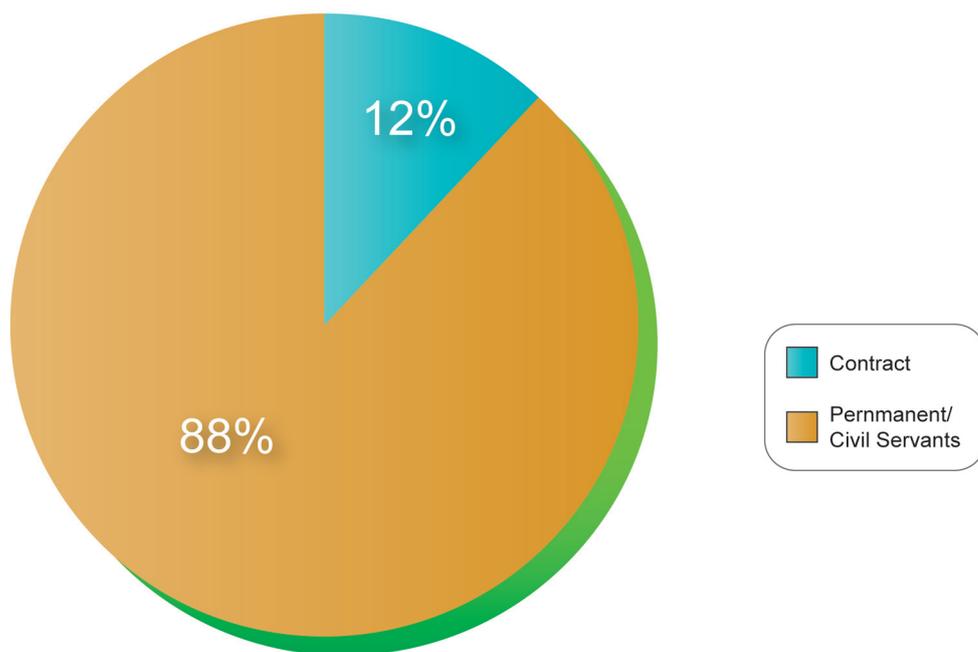
- about 168 000 square metres of retail and commercial space;
- about 26 400 car parking spaces;
- about 208 500 square metres of factory premises;
- about 2 163 500 square metres of community, education and welfare facilities; and
- about 395 400 square meters of miscellaneous spaces used as storerooms, councillors' offices, contractor offices, etc.

Human Resources

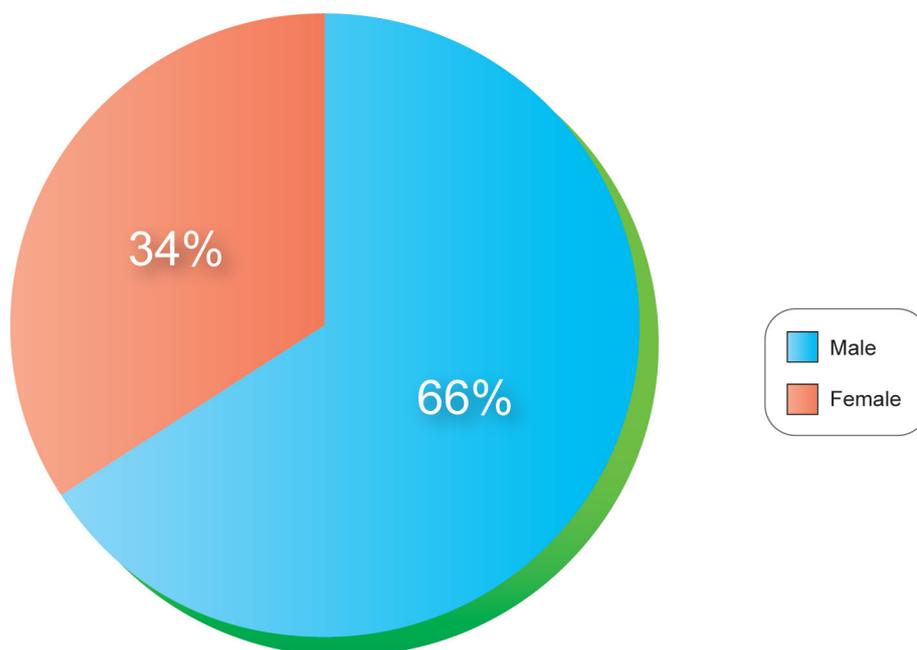
Staff Resources

At the end of March 2010, we had 8 458 staff, including 7 483 civil servants and 975 contract staff, representing a slightly increase of about 1.1% from the previous year. Breakdown of our workforce by employment type, gender and age group are provided below.

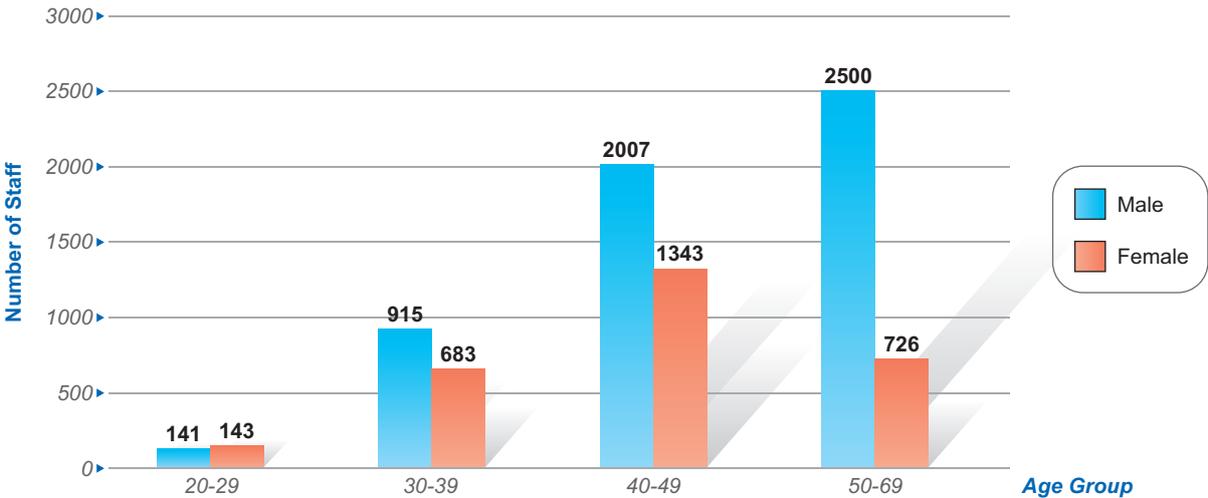
Breakdown of Staff by Employment Type



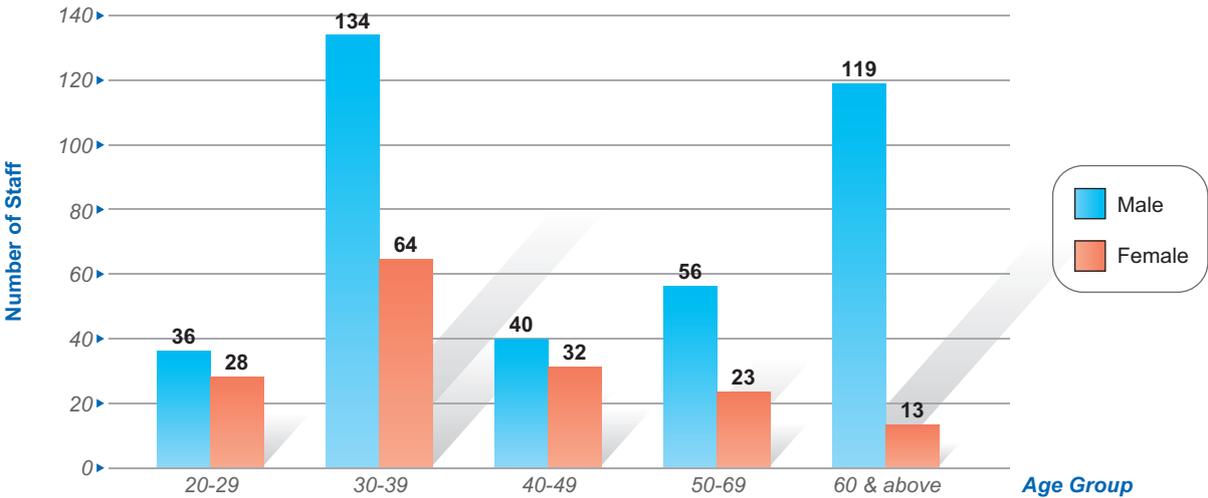
Breakdown of Staff by Gender



Breakdown of Staff by Age Group



Breakdown of Staff Turnover by Age Group



We committed to building an ethical workforce with high standards of integrity within our own operations. To resolve various management and staff issues due to the differing employment conditions of civil service and contract staff, we have launched a multi-faceted manpower strategy since 2008. Under the new strategy, we recruited 570 new staff and converted 177 contract staff posts into civil service positions that represented an increase of 2.3% in the establishment of civil service posts. We also introduced regular employment terms to our contract staff to retain high caliber professionals by offering continuous contracts to enhance their job security and foster a greater sense of belonging.

Staff Appointment

According to Article 99 of the Basic Law, appointment of new recruits to the Civil Service on or after 1 July 1997 must be permanent local residents.

All senior officers in Housing Department (at D2 rank and above) are permanent Hong Kong residents. They are civil servants and their appointments are governed by the Civil Service Regulations and subject to the approval of the Public Service Commission.

Staff Remuneration and Benefits

Remuneration of our staff follows either the civil service pay scales or contract pay bands depending on the terms of employment and job grades, and will be adjusted annually after going through their respective annual pay adjustment exercises and considering the staff performance. In general, civil servants may receive one increment annually in their respective rank scales and the contract staff may also be granted a one-off merit payment annually based on their performance. To maintain a fair and comprehensive review on individual's performance, we have adopted a 3-tier staff performance appraisal system.

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

Staff Integrity

Shouldering a public mission to manage all public housing resources in the territory, we must maintain high standards of integrity and conduct. We have strictly followed the guidelines provided by Civil Service Bureau and our departmental staff circulars which stipulate the internal guidelines and requirements for the declaration of private investments, avoidance of conflict of interest, and acceptance of advantages and benefits.

We have also developed internal circulars to deal with attempted bribe, allegations of corruption and Independent Commission Against Corruption's (ICAC) referrals. To further enhance staff awareness, we have arranged anti-corruption's briefings to all newly appointed staff as part of their induction programme and integrity reinforcement seminars for existing staff. In 2009/10, over 1 330 staff attended various course related to anti-corruption. We are fully committed to complying with all anti-corruption legislation and no conviction case was reported during the year.

Human Rights

We understand that people are the most important asset in HA. We provide equal opportunities and fair treatment in terms of remuneration, fringe benefits, promotion and compensation among our staff without discriminating individual's gender, ethnicity, age and movement ability. We fully comply with all the employment related legislation including prohibition of child labour and forced labour.

Our staff have the freedom to join staff association/working groups. In 2009/10, there were a total of 33 numbers of staff association/working groups and five Departmental Consultative Committees in the Housing Department. We believe that a close relationship and communication between the management and staff are essential to build a dynamic and committed workforce. Through staff associations/working groups and Departmental Consultative Committees as well as our bi-weekly publication, the "Housing Dimensions", we have created effective communication links with staff to exchange views and enhance transparency on departmental initiatives of mutual concerns.

Support and Participation

As a government agency dealing with public housing matters, we maintain close working relationships with all other relevant government departments. The HA plays an advisory role to provide professional advice on various public housing issues and the Housing Department turns our public housing programme into reality.

Besides our own initiatives, we also support community voluntary initiatives to demonstrate our commitment to sustainable development. For instance, we participated in the Earth Hour 2010 organised by World Wide Fund for Nature to drive public awareness on energy conservation and to help combat climate change. We also took part in the Moon-cake Boxes Recycling Programme organised by Friends of the Earth (HK), the Green Carnival organised by the Green Council, as well as the E&M Safety Carnival organised by the Electrical and Mechanical Services Department to promote green messages.

Significant Aspects

It is one of our missions to maintain a sustainable public housing programme for Hong Kong. Our services involve building construction and estate management that will create significant environmental, health, safety and social impacts to the community. We have therefore proactively adopted a systematic “plan-do-check-act” approach to avoid, minimise and manage potential risks arising from our daily operations. Our senior management has also frequently reviewed public and stakeholders’ concerns through internal management meetings and customer satisfaction surveys to ensure prompt and effective responses to meet the local public housing needs without compromising housing and environmental quality.

Major potential significant aspects related to various operations are provided below.

	Office	Construction	Management and Maintenance	Demolition
Significant Environmental Aspects				
Site Identification and Land Use		✓		
Air Emissions		✓	✓	✓
Noise Emissions		✓	✓	✓
Energy Efficiency	✓	✓	✓	
Water Conservation and Discharge	✓	✓	✓	✓
Materials Selection and Usage	✓	✓	✓	
Hazardous Materials		✓	✓	✓
Waste Management	✓	✓	✓	✓
Estate Greening		✓	✓	
Significant Health and Safety Aspects				
Indoor Air Quality	✓		✓	
Environmental Hygiene	✓	✓	✓	✓
Building Accessibility	✓		✓	
Occupational Hazards and Risks	✓	✓	✓	✓
Ergonomics	✓	✓	✓	✓
Other Health and Safety Concerns	✓	✓	✓	
Significant Social Aspects				
Employee Development	✓			
Supply Chain Management		✓	✓	✓
Significant Economical Aspects				
Cost-effectiveness	✓	✓	✓	✓
Housing Resources Management	✓		✓	

Governance Structure and Management

Our Governance Structure

As at March 2010, the Housing Authority (HA) has four official members and 26 non-official members. Appointments are made by the Chief Executive. To help forge closer collaboration between the HA and Government in the provision of public housing services, the Secretary for Transport and Housing and the Director of Housing have respectively assumed the positions of the Chairman and Vice-chairman of the HA.



The HA Headquarters

The HA is responsible for leading the development and implementation of a public housing programme in Hong Kong. Six standing committees have been formed under the HA to formulate, administer and oversee policies in specified areas including building, commercial properties, finance, strategic planning, subsidised housing and tenders. Sub-committees and ad hoc committees will also be formed when needed. Our governance structure and the terms of reference of respective committees are provided in [our website](#).

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

The Housing Department has established the Housing Department Environmental, Health and Safety Committee (HDEHSC) responsible for the development and formulation of policy direction on environmental, health, safety (EHS) and sustainability issues within the department with the support by the following three sub-committees:

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

Our Management Approaches

To turn sustainability into practices, it requires not only the commitment of our top management, but also full support from all our staff and business partners. We have established and implemented various policies to clearly spell out our commitment on managing sustainability issues and to provide a framework for our continual improvement. These policies have been widely published and they are communicated to and fully supported by our staff, suppliers and contractors.

Environmental Policy

- To promote healthy living and a green environment;
- To develop a strategic framework and implement environmental management for the promotion of sustainable development;
- To strictly comply with and fully implement all relevant environmental legislation and regulations;
- To address environmental concerns and incorporate environmental initiatives in planning and design, construction and demolition, marketing and estate management activities;
- To minimise environmental impacts from our operations (air, dust, noise, waste and water) on residents and the public;
- To develop procurement policies to minimise the use of resources and achieve cost effectiveness;
- To promote environmental awareness and participation among staff, residents and contractors through education and publicity programmes; and
- To review and seek continual improvement on the implementation of an environmental management system.

Safety Policy

- To provide information on safety and health criteria in new projects and maintenance operations for contractors, the public and other key stakeholders;
- To make safety and health performance one of the critical considerations in tender selection for all new and existing building projects;
- To build up a safety profile of contractors for continuous assessment of safety performance;
- To monitor contractor's safety performance by independent and in-house assessment;
- To work through partnership by incorporation of contractors' input in respect of safe construction technology and equipment, and
- To promote safety and health issues particularly related to HA projects to enhance the safety and health of all persons involved.

We adhere to the Government Procurement Agreement and HA's procurement policies and instructions to ensure a fair, open, equitable and ethical purchasing process by offering equal opportunities without prejudice to their geographical location.

Externally, we maintain close communications with our suppliers and contractors to ensure that they fully understand and meet our sustainability requirements. We also keep track of supplier and contractor performance through a robust monitoring system.

Internally, we practise green procurement by encouraging staff to employ environment-friendly products and services where practicable and economically viable. All staff members are required to observe our Environmental Procurement Policy whenever products and services are purchased.

Environmental Procurement Policy

- To identify significant environmental impacts of materials and services in use;
- To purchase materials, goods and services to specifications that are compliant with relevant environmental legislation;
- To include environmental considerations in our purchasing decisions so that, if technically, acceptable and economically viable, lower environmental-impact goods are purchased;
- To assess the environmental commitment of suppliers, contractors and service suppliers as part of the tender evaluation process, and to reward the best environmental performers;
- To require contractors and service providers (where appropriate) to produce Environmental Management Plans in their bids for work, and to evaluate the evidence of implementation as part of the supervision of the works;
- To provide feedback and advice, and facilitate training to key suppliers, contractors and service providers on environmental performance and improvement opportunities;
- To ensure all staff, as well as suppliers, contractors and service providers are aware of, and act in accordance with, the Environmental Procurement Policy and contribute to the HA's environmental objectives; and
- To establish systems, targets and action plans for effective environmental procurement and regular reporting on performance.