

# Stakeholder Engagement

- Community Engagement
- Engagement of Tenants and Business Partners

- Engagement of Contractors and Suppliers
- Staff Engagement

Sustainable housing should not only be built with bricks and mortar, but should also with hearts to cater for the interests, needs and expectations of the entire community. To this end, we identify and engage various stakeholders in our decision making processes to hear their views as well as to proactively communicate with them to attain a greater understanding and acceptance of our decisions through different engagement programmes. Our stakeholders include:

- residents in our estates;
- business partners, including suppliers and contractors;
- our staff;
- other government colleagues;
- legislative and district councils;
- non-governmental organisations;
- green groups;
- educational and professional institutions;
- media; and
- community.

Stakeholder Engagement Targets for period 2009/10	Progress
Conduct various initiatives for our staff, active communications with staff and obtain feedback to enhance operational effectiveness.	Fully Met
Continue to actively work with relevant stakeholders to promote better understanding of Housing Authority (HA) policies and initiatives through different publicity channels.	Fully Met
Collaborate with green groups to conduct environmental awareness programme in Public Rental Housing (PRH) estates.	Fully Met
Promote green management initiatives in PRH estates by joining the Hong Kong Awards for Environmental Excellence – Sectoral Awards (Property Management).	Fully Met
Promote environmental awareness in Home Ownership Scheme (HOS) estates by liaising with Property Management Agents to organise activities for residents in Home Ownership Scheme courts and by referring environmental messages from the Environmental Protection Department to Property Management Agents.	Fully Met
Review and monitor environmental awareness in Public Rental Housing by reviewing the need for surveys and providing the results to the related sections for necessary improvements.	Fully Met

## Community Engagement

### Engaging the Community for the Design and Planning of New Developments

To provide sustainable housing, we maintain dialogues with our stakeholders when planning and designing of new developments. During the year, a series of engagement activities including consultations, workshops, forums were conducted for the redevelopment of Lower Ngau Tau Kok Estate and the housing development projects at Tuen Mun Area 18, Anderson Road and Kwai Chung Area 9H.

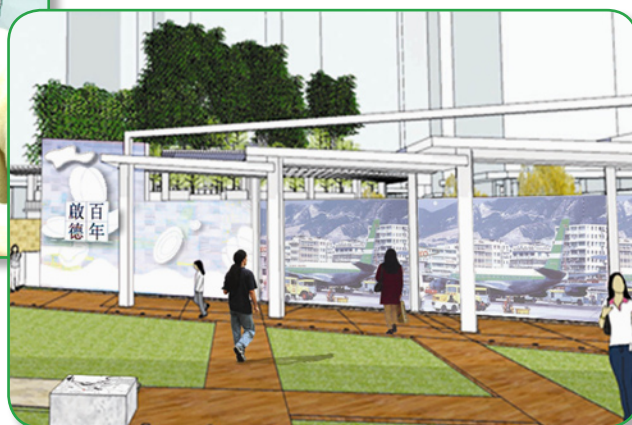


A community workshop was held to collect stakeholders' views

Engaging the community is important to foster a sense of identity especially for new estates based on their heritage and history to ensure that the history of the site is recorded and heritage features are retained for future generations. One of our showcases is the engagement of residents in the redevelopment of Ngau Tau Kok Estate to establish a cultural spine while maintaining heritage features in the estate. To further preserve the estate's heritage, we partnered with the Hong Kong Sheng Kung Hui Welfare Council to publish a book titled *Memory & Affection – The Years Together in Lower Ngau Tau Kok Estate* based on the estate's oral history. The book was given to each household as they move out of Lower Ngau Tau Kok Estate and has evoked memorable life and tremendous sense of affection of the local community. Other examples include the establishment of an exhibition gallery and using the external areas at the new Kai Tak housing project to show the site history and heritage as Hong Kong's former airport and history of local public housing, as well as the integration of ideas from the community into the design for the streetscape decorated with display panels, artworks and an exhibition area in the redevelopment of Shek Kip Mei Estate to evoke the memory of this first public housing estate in Hong Kong.



Representatives of the HA, the Sheng Kung Hui Welfare Council and LNTK tenants launch the commemorative book at a press conference



Exhibition Gallery of the New Kai Tai Housing Project

To review the effectiveness of our housing design and development, we conduct residents' surveys and post-completion reviews. During the year, we organised ten post-completion review workshops to obtain feedback from residents, building partners, property management and concerned non-governmental organisations to further improve our design and development process. We also identify improvement opportunities through review of user feedback and results of technical audits with regard to specifications for construction materials, technology improvement and performance of "green" materials used in projects.

In recent years, we have also engaged the community to beautify our estates and development projects. For instance, we have involved neighbouring schools in preparing designs for the vertical green panels at Yau Lai Estate Phase 4 and the painting of wall murals on the hoarding of the Tung Tau projects. We also placed a central sculpture entitled "infinity" making from bamboo dim sum baskets in Lam Tin. The sculpture was created with ideas received from the community to reflect life within the Lam Tin Estate based on the concepts of food and the family, life and social interaction. In addition to use artwork to decorate the physical environment of our estates, we have also involved the community to contribute to the stylish Chinese characters for the name plaque of new estates. These include the calligraphy at Lam Tin Estate done by a famous local artiste Mr Andy Lau, who lived in the estate previously, and those at Sau Mau Ping South Estate, that were written by a previous resident.



Vertical Green Panels at Yau Lai Estate Phase 4



Calligraphy at Lam Tin Estate



"Infinity" in Lam Tin Estate



Painting of wall murals on the hoarding of the Tung Tau Project

## Engagement for Better Neighbourhood Management

To create a sense of neighbourhood and belonging within the community, we work closely with district councils, local community centres, care agencies and non-governmental organisations to create all-embracing communities in PRH estates that provide residents with the necessary facilities, networks and support for happy homes.

The Housing Advisory and Service Team (HAST) exemplifies our “neighbourhood management” approach for the development of a harmonious community. Housing Advisory and Service Team was introduced to help new tenants at Tin Shui Wai to adapt to their new living environment and provide information on schools and community centres, service organisations and support facilities within the neighbourhood.

The success of the “neighbourhood management” needs close co-operation between estate management and the community. As such, a significant portion of the central reserve of the Estate Management Advisory Committee fund has been allocated to sponsor partnering functions organised by the HA with non-governmental organisations for the community. During the year, over 200 community events were held with funding supported by Estate Management Advisory Committees, to promote care for the elderly and the family as well as the community and the neighbourhood support.



Community event held by Estate Management Advisory Committee

## Preserving History of Housing Estates

During the year, we organised a photo and video roving exhibition entitled “Light & Shade – life passé in old estates” to depict the old days at Shek Kip Mei, So Uk and Lower Ngau Tau Kok estates before their redevelopment for over two months. We also arranged sharing sessions and guided tours to visit Mei Ho House, the historic building preserved in Shek Kip Mei Estate, to arouse public interest in estate preservation. Over 18 000 people were attracted to the exhibition and these events. A website was also established to make the history and previous vistas of the three estates electronically available. Meanwhile, we are preparing



The last days at Lower Ngau Tau Kok Estate by John Choy

an album containing photos which have been displayed at the Light & Shade exhibition as a memento of the three estates. A book [Link to Engaging the Community for the Design and Planning of New Developments] was published in May 2009 to record the history of Lower Ngau Tau Kok Estate.



Shek Kip Mei Estate at night, taken by Wong Kan Tai



So Uk Estate through the lens of Ducky Tse



The "Light and Shade: life passed in old estates" Photo and Video Exhibition encapsulates Hong Kong's public housing heritage



The Heritage Galley in Upper Ngau Tau Kok Estate showcases old items donated by the former residents of Lower Ngau Tau Kok Estate



Guided tour to visit Mei Ho House



Guided tour to visit Mei Ho House

Another event entitled “So Uk Retrospect – Heritage Items and Photo Exhibition” was arranged to present the history of So Uk Estate. During the four-month exhibition period, we displayed the historical living conditions of the estate by decorating vacant flats on the ground floor with photos and old household items donated by former residents. Tours guided by volunteers consisted of elderly tenants of So Uk Estate were arranged to present the history of the estate. There was also a modern dance performance choreographed by a young ex-So Uk tenant during the exhibition. As part of the community engagement process, we also invited tenants and visitors to express their views on how to preserve the estate.



A vacant flat in Azalea House is redecorated with old furniture and household items to mimic the living conditions of the old days



The So Uk story expressed by modern dance performers arouses the fond memories of many former residents



Conservation of the little white shed – a venue of collective memory at So Uk Estate

## Communicating with the Public

To enhance better understanding of and wider support for our activities from the community, we adopt various means to clearly spell out our policies, strategies and initiatives regarding planning, construction and management of public housing estates.

### Corporate Website

Our corporate website is one of the main communication channels with stakeholders and the general public and it has about five million hits every month. Users are able to find out HA's latest initiatives and relevant housing information from our website. As a continuous improvement measure, we refurbished our website during the year to strengthen its property search functions so as to enhance its user-friendliness and facilitate locating our public housing estates, Home Ownership Scheme courts and shopping centres. In addition, the refurbished website provides quick links to the four most frequently visited sections of our stakeholders including public housing applicants, public housing tenants, commercial tenants, contractors and suppliers. We also offer a mobile version for users of mobile phones and other mobile devices to access the latest housing information.

As a public recognition of our ongoing efforts to improve the functionality and user-friendliness of our website to meet the needs of different people including the visually-impaired, we received a Gold Prize at the Web Care Award 2009 presented by the Internet Professional Association. It is the fifth time that we have received this award. This award is a highlight activity in the local e-Inclusion Campaign supported by over 100 local organisations to promote a barrier-free Internet environment which provides equal opportunities for everyone to share the benefits of the Internet.

The mobile version facilitates the public to access the latest housing information anytime, anywhere



### Media Relations

We worked closely with the media to ensure that they fully understood our policies and activities, and also helped spread the housing information and messages accurately through their publications and other media channels. During the year, we handled a number of media activities including the issue of 57 press releases, holding of 30 press briefings, and handling of 950 media enquiries, as well as 1 133 complaints and enquiries referred to by the media.

### ***The Housing Channel***

To reach out our tenants directly, we broadcast important housing messages through the Housing Channel which is available in the ground floor lift lobbies of PRH blocks. During the year, we produced over 20 video segments broadcast in the Housing Channel regarding the safe use of estate facilities, healthy living, green practices and various housing schemes. We also make use of our “Messages on Air” radio programme to inform the public of new housing policies and initiatives in order to gain the community support.

### ***The Housing Authority Exhibition Centre***

The Exhibition Centre, located at HA’s Headquarters, is a showcase of public housing development in Hong Kong. The Centre enables visitors to learn about the past, present and future of our living environment and know more about public housing development in Hong Kong. Since its opening in 2002, over 160 000 people have visited the Centre and over 10% of them are government officials from the Mainland and overseas. The Exhibition Centre was refurbished in 2009 to provide an innovative, entertaining and interactive venue with adoption of more audio-visual equipment for visitors.



Display panels in the Exhibition Centre



Display panels in the Exhibition Centre



Interactive visual equipment in Exhibition Centre

## Receiving Visitors

We welcome visitors from government and housing bodies, academic institutions, and related professional organisations from around the world to share our extensive knowledge and experience as well as exchange views on public housing development and management. During the year, we received 52 delegations to attend various briefings, discussions, and visit our Exhibition Centre as well as our PRH estates and construction sites.

## International Conference

The [Conference of Public Housing Corporations in Asia \(A-HUC\)](#) is jointly organised by public housing authorities in Japan, South Korea, Singapore and Hong Kong. The Conference aims to share knowledge and experience in public housing and related technological development and the four member organisations take turns to hold the conference annually.

The [15th Conference of Public Housing Corporations](#) in Asia held in November 2009 was hosted by the HA in Hong Kong. During the three-day programme, delegates from the four regions shared their experiences and views under the theme of “Public Housing for a Harmonious Community”. They visited Upper Ngau Tau Kok Estate to look at the special architectural features such as site-specific and modular flat designs as well as the successful outcome of community engagement in preserving the estate’s heritage during the planning and building stages.



Delegates from four regions in the Conference of Public Housing Corporations in Asia



Mr Thomas Chan, Permanent Secretary for Transport and Housing (Housing), exchanges corporate souvenirs with the head of delegation from Korea Land and Housing Corporation



The delegates to visit the new Upper Ngau Tau Kok Estate

## Engagement of Tenants and Business Partners

### Greening Estates with Tenants

To cultivate a green culture within PRH estates, we engage tenants in a number of green initiatives including the Action Seedling and the Green Delight in Estates programmes as well as the set up of “community gardens”.

The Action Seedling programme was introduced in 2007 to involve tenants, contractors and the local community in the greening of PRH estates. Under the programme, participants will take care of the seedlings until they are mature enough to be transplanted into the planters and gardens of the new estates. During the year, residents, students and community organisations in seven estates were engaged in taking care of over 15 000 seedlings.



Action Seedling Programme

In 2009/10, the Green Delight in Estates programme entered into its fourth phase of operation. In partnership with three green groups namely Green Power, the Conservancy Association and Friends of the Earth (FoE) (HK), we target to provide education programmes and community activities for all the estates with further green infrastructure to a total of about 30 selected estates every year. The theme for the year was “Reduction in the Use of Plastic Bags” on par with the government’s call for using fewer plastic bags and the introduction of the plastic bag levy imposed in designated retail outlets.



The kick-off ceremony of the Green Delight in Estates programme



Green Delight in Estates programme

We further extend our tenant engagement programme by setting up “community gardens” in new estates such as Kai Tak Phases 1A and 1B as well as Tung Tau Estate Phase 9 to enable tenants to show their talents and abilities with the cultivation of their own plants and vegetables.



Perspective of Central Lawn and Covered Walkways in Kai Tak Phases 1A



Community Garden in Kai Tak Phases 1B

We also engaged our tenants in other green initiatives to generate greater environmental awareness. For instance, we organised Estate Green Fun Day annually with the Estate Management Advisory Committees. The event consisted of game booths, live entertainment, exhibitions and competitions was held in 15 estates during the year. Other annual green events that involve tenants’ participation include the Friends of the Earth (HK)’s Moon-cake Boxes Recycling Programme and the Green Council’s Green Carnival. We also participated in the E&M Safety Carnival organised by the Electrical and Mechanical Services Department to promote both energy conservation and safety messages.



Estate Green Fun Day on On Ting Estate



E&M Safety Carnival



Moon-cake Boxes Recycling Programme

## Supporting Ethnic Minority Tenants

The Race Discrimination Ordinance enacted in July 2009 aims to protect the right of ethnic minority (EM) citizens living in Hong Kong. There are a lot of ethnic minority citizens living in our PRH estates. To help ethnic minority tenants understand their rights, we sent out letters in English and seven ethnic minority languages to these tenants to inform them the enactment of the new ordinance and the available support services provided by four non-governmental organisations funded by the Constitutional and Mainland Affairs Bureau. A video was also produced and broadcast on our Housing Channel to promote harmonious neighbourhood among local and ethnic minority tenants. Internal instructions were issued to all frontline housing staff to facilitate both smooth handling and easy communication with ethnic minority tenants.

## Engagement of Contractors and Suppliers

### Fostering Outstanding Service Delivery

It is imperative to ensure the provision of quality services by our partners and contractors. As such, we conducted the Quality Public Housing Construction and Maintenance Awards in December 2009 to encourage and recognise effort of construction and maintenance partners and contractors in pursuit of outstanding performance. Awards were presented to 38 contractors and sub-contractors, 4 projects, 7 construction sites, 6 Housing Department project teams, 6 Total Maintenance Scheme practitioners, 10 supervisors, and 22 workers to recognise their efforts in relation to quality work, environmental protection, occupational safety and health, ethics and integrity, partnership, and customer relations.



Awards Presentation for the Quality Public Housing Construction and Maintenance Awards 2009



Awards Presentation for the Quality Public Housing Construction and Maintenance Awards 2009

## Staff Engagement

### Improvement through Staff Survey

To solicit staff's commitment on achieving our public mission and initiatives, we should understand and aware of their concerns. In 2007, we completed our first full-scale staff opinion survey which allowed us to identify major concerned areas of staff and subsequently to take various measures for further improvement. As a follow-up, we conducted a mini-survey in 2009 to gauge the effectiveness of the improvement actions taken since 2007 and to assess their impact on the staff engagement level. The results showed that our performance in Communications, People Management, Work Efficiency and Organisational Culture, which were the areas having the greatest staff's concerns in the previous survey, were improved and the score of staff engagement level was also higher than the result in 2007 survey.

### Caring for the Elderly

We held the annual "Volunteer for Seniors Day" in January 2010 to foster a sense of inclusiveness and belonging to elderly tenants who are living alone. Joined once again by the Chairman of the Housing Authority, our volunteer team visited around 900 single elderly tenants in over 50 estates to show our care and bring them with good luck scrolls, gifts of food and other delicacies to bring them the happiness and festive ambience of the Chinese New Year.



Ms Eva Cheng, Chairman of the HA, officiates at the opening ceremony of Volunteer for Seniors Day 2010



Over 2 000 volunteers join Volunteer for Seniors Day 2010



Ms Eva Cheng (second from right, front row) visits a senior couple, presenting them with an auspicious new year scroll written by herself and a fortune bag