

4. MAIN THEMES AND KEY ACTIVITIES IN 2014/15

4.1 This chapter sets out the main themes and KAs of the HA in 2014/15.

Main Themes

4.2 Taking into account the latest situation in Hong Kong and its impact on the HA's work, the HA's statutory objectives and functions, and the current main directions of the HA's work, we will continue to concentrate our efforts in 2014/15 under the following four main themes –

- (a) Providing Quality Homes;
- (b) Promoting Sustainable Living;
- (c) Optimizing and Rationalizing the Use of Public Resources; and
- (d) Enhancing the Attractiveness of Commercial Properties

Under these four main themes and the new initiative of considering the recommendations arising from the LTHS review, we have devised 47 KAs for 2014/15. Details of the KAs are set out below.

Key Activities

New Initiatives

Considering the recommendations arising from the review of the LTHS

- To consider and where appropriate implement the recommendations arising from the review of the LTHS

Providing Quality Homes

Identifying sites suitable for development, optimizing site development potential and maximizing supply of domestic flats

- To develop a comprehensive range of modular flats for HOS to suit the diverse needs of the public

Enhancing social responsibility practices in existing PRH estates

- To be enrolled in HKQAA Corporate Social Responsibility Index for verifying the social responsibility performance of existing estates through the adoption of the management framework of ISO 26000 Social Responsibility

Addressing the home ownership needs of the low- to middle-income families

- To launch the sale of new HOS flats

Promoting Sustainable Living

Promoting environmental-care attitude

- To benchmark the environmental performance of existing PRH estates with scientific building assessment method

Optimizing and Rationalizing the Use of Public Resources

Ensuring effective provision of property services to PRH estates

- To strengthen the procurement strategy of property services contracts

Making effective and wider application of IT to support business initiatives and enhance efficiency

- To replace the aging facial recognition devices of the Housing Department Facial Attendance System to improve operational efficiency in verifying the identity and recording time attendance of cleansing workers and security guards in PRH estates

On-going Initiatives

Providing Quality Homes

Identifying sites suitable for development, optimizing site development potential and maximizing supply of domestic flats

- To identify sites in a suitable condition to expedite the development of housing units and conduct detailed studies on selected sites in order to achieve the production targets of domestic flats and facilities as planned in the Public Housing Construction Programme, and optimize the development potential of the sites and maximize the supply of domestic flats
- To explore and implement initiatives to expedite construction of new works projects

Planning and designing new development for a green and healthy environment, conserving resources, and promoting green procurement

- To adopt environmentally responsive planning and design, and optimize greening in housing estates to promote a green and healthy environment
- To promote “green” procurement, including the use of “green” materials, construction methods and resource conservation technologies
- To promote energy conservation

Enhancing building standards through research, management system and liaison with stakeholders

- To improve building standards, quality and productivity in construction by conducting research on building design and construction, implementing a quality management system and product certification, as well as liaising with industry stakeholders

Maintaining compliance with statutory requirements in new development projects and existing properties

- To implement building control in the design, construction and post-occupation stages for the buildings developed by the HA, as well as monitor the use and operation of the lifts and escalators managed by the HA

Maintaining a sustainable PRH stock through proactive improvement work programmes and a verification system

- To implement maintenance and improvement programmes (including regular preventive repairs) and upgrading works to meet requirements of the legislation and other enhancement initiatives
- To be enrolled in HKQAA Sustainable Building Index for existing estates

Improving the environmental standards of existing PRH estates

- To enhance environmental protection through the acquisition of ISO 50001 certification for Energy Management System and ISO 14001 certification for the Environmental Management System of property management, as well as the implementation of various energy-saving initiatives in PRH estates

Promoting Sustainable Living

Enhancing the service standard and the awareness of our business partners on their corporate social responsibility

- To enhance the service standards and the awareness of our business partners, including contractors, sub-contractors, suppliers and service providers, of their corporate social responsibility

Enhancing community engagement throughout the delivery of development projects and promoting partnering with business partners

- To promote partnering with stakeholders, such as engaging the community in the development process, as well as promoting social cohesion through the planning and design of estates
- To promote partnering with stakeholders, such as conducting regular seminars and maintaining continuous communication in the development process of procurement initiatives

Enhancing community bonding and attending to tenants' needs

- To foster engagement and building of the community while caring for the tenants' needs through the partnering functions of EMACs with NGOs, as well as various forms of assistance and housing schemes

Promoting greening in existing PRH estates

- To enhance tree management and implement landscape improvement programmes

Promoting understanding of the HA's work

- To build a proactive and caring corporate image of the HA and strengthen communication with our staff, tenants, partners and the general public

Enhancing awareness on health, environment and safety, and promoting relevant practices in the HA's workplace

- To monitor and enhance the quality of development and environment, as well as health and safety at the HA's construction sites, and improve the environmental, social and economic aspects of sustainability
- To promote staff awareness of environmental protection issues

- To promote staff awareness of and enhance their capacity to ensure occupational safety and health in the HA's workplace
- To join the Government carbon audit campaign and monitor carbon emission in the HA's buildings and workplace

Optimizing and Rationalizing the Use of Public Resources

Maintaining a healthy procurement environment and enhancing value-for-money through procurement practices

- To maintain an open, fair, transparent and cost-effective procurement environment and enhance value-for-money through procurement practices for works, services and goods

Monitoring the construction cost of new housing development, enhancing the sustainability of older estates and identifying aged estates for redevelopment

- To identify more aged PRH estates fit for redevelopment for optimization of site development potential and enhancement of facilities
- To prolong the useful life of some aged estates, and enhance the provision of housing development and facilitate the maintenance of older estates
- To monitor the construction cost and improve the cost-effectiveness of construction

Safeguarding the rational and efficient use of public housing resources

- To strengthen tenancy management and prevent abuse of public housing resources through income and assets declarations by PRH tenants, occupancy-related inspections by estate staff, as well as intensive investigation and overall monitoring by a central team

Ensuring effective management of service providers and maintenance contractors

- To strengthen monitoring of service providers and maintenance contractors through enhanced performance assessment systems, and safeguard the interests of non-skilled workers employed under contracts of these services and maintenance works

Maximizing the rational allocation of PRH with a view to providing housing to applicants with genuine housing needs

- To maintain the PRH average waiting time^[2] for general applicants at around three years
- To provide opportunities for transfer of sitting tenants through various transfer exercises

Conducting the PRH rent review under the existing rent adjustment mechanism

- To conduct the third PRH rent review under the existing rent adjustment mechanism

Making the best use of human resources to meet corporate goals

- To achieve a lean, flexible and dynamic organization with the capacity to respond to changes in service requirements
- To enhance staff engagement to nurture a committed and motivated workforce
- To enhance staff competencies to support business objectives and needs

Making effective and wider application of IT to support business initiatives and enhance efficiency

- To enhance or upgrade IT systems to support the evolving business requirements, as well as improve the overall operational efficiency and IT security
- To review and implement IT programmes set out in IT Strategy formulated in early 2012 to meet the HA's business needs in the coming years

Maintaining sound financial and funds management

- To review the HA's investment strategy and manage the HA's funds in accordance with the approved strategies and guidelines
- To manage the HA's finance in a prudent manner

Enhancing the Attractiveness of Commercial Properties

Developing the potential of the HA's commercial properties and improving business environment through asset enhancement

- To review the five-year rolling programme for asset enhancement, prioritize the major asset improvement works, and continue to carry out improvement works according to the priorities set

Optimizing the business potential of the HA's retail facilities as well as providing services to meet the needs of our community and PRH tenants

- To enhance the leasing terms and continue the promotional strategy for the HA's new and existing retail facilities
- To sustain Domain as the HA's premium regional shopping centre to serve as an entertainment venue with an integrated shopping and lifestyle experience

Encouraging environmental protection measures in the HA's commercial facilities

- To advocate energy saving, waste reduction and recycling in operating the HA's retail facilities, and line up shop tenants to participate in environmental campaigns for the commercial sector launched by the Government