

4. MAIN THEMES AND KEY ACTIVITIES IN 2015/16

4.1 This chapter sets out the main themes and KAs of the HA in 2015/16.

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, the HA will continue to concentrate its efforts in 2015/16 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 initiative of implementing the Government's LTHS, we have devised 45 KAs for 2015/16. Details of the KAs are set out below.

Key Activities

New Initiative

Providing Quality Homes

Enhancing safety and health practices for planned maintenance and improvement works

1. To establish and maintain a structured Occupational Health and Safety Management System of planned maintenance and improvement works.

On-going Initiatives

Implementing the Government's LTHS

2. To implement the Government's LTHS.

Providing Quality Homes

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

3. 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.
4. To explore and implement initiatives to expedite construction of new works projects.
5. To develop a comprehensive range of modular flats for PRH and HOS to suit the diverse needs of the public.

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

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

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

9. 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

10. 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

11. To implement maintenance and improvement programmes (including regular preventive repairs) and upgrading works to meet requirements of the legislation and other enhancement initiatives.
12. To review the enrollment of the HKQAA SBI for ten pilot estates.

Improving the environmental standards of PRH estates

13. To enhance environmental protection through the acquisition of ISO 50001 certification for EnMS 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.

Addressing the home ownership aspiration of the lower to middle-income families

14. To launch the sale of new HOS flats.
15. To implement one more round of the “Interim Scheme of Extending the HOS Secondary Market to White Form Buyers” before conducting a full review.

Promoting Sustainable Living

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

16. 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

17. 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.

18. 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

19. 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.

Maintaining estate cleanliness and environmental hygiene for healthy and harmonious living

20. To continue implementing the Marking Scheme for Estate Management Enforcement in PRH Estates.

Promoting greening in existing PRH estates

21. To enhance tree management and implement landscape improvement programmes.

Promoting understanding of the HA's work

22. 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

23. 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.

24. To promote staff awareness of environmental protection issues.
25. To promote staff awareness of and enhance their capacity to ensure occupational safety and health in the HA's workplace.
26. To join the Government's 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

27. 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

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

Safeguarding the rational and efficient use of public housing resources

31. 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

32. 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

33. To maintain the AWT for general applicants (i.e. family and elderly one-person applicants) at around three years.
34. To provide opportunities for transfer of sitting tenants through various transfer exercises.

Making the best use of human resources to meet corporate goals

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

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

38. To enhance or upgrade IT systems to support the evolving business requirements, as well as improve the overall operational efficiency and IT security.

39. To review and implement the IT programmes set out in the IT Strategy formulated in early 2012 to meet the HA's business needs in the coming years.

Maintaining sound financial and funds management

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

Enhancing the Attractiveness of Commercial Properties

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

42. To review the progress of the five-year rolling programme for asset enhancement and continue to carry out improvement works according to the priorities set.

Maximizing the business potential of the HA's retail facilities and delivering quality services to meet the needs of public housing tenants and aspiration of our community

43. To enhance the leasing and promotion strategies for the HA's new and existing retail facilities.
44. To sustain the continual growth of Domain and reinforce its market positioning as a regional shopping centre, providing local and cross district shoppers with fresh and memorable shopping experience.

Encouraging environmental protection measures in the HA's commercial facilities

45. To advocate environmental awareness and encourage participation of shop tenants in environmental campaigns launched by the HA and the Government.