

4. MAIN THEMES AND KEY ACTIVITIES IN 2016/17

4.1 This chapter sets out the main themes and KAs of HA in 2016/17.

Main Themes

4.2 Taking into account HA's statutory objectives and functions, and the current main directions of HA's work, HA will continue to concentrate its efforts in 2016/17 under the following four main themes –

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

Under these four main themes, we have drawn up 50 KAs for 2016/17. Details of the KAs are set out below.

Key Activities

New Initiatives

Providing Quality Homes

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

1. To explore and implement measures to assure proper use of materials on site to safeguard fresh water quality; review and enhance site inspection procedures in respect of assuring proper use of materials for all critical site works and installations for capital works new works projects.

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

2. To launch the sale of flats under the “Green Form Subsidised Home Ownership Pilot Scheme”, and to closely monitor the effect of the pilot scheme to facilitate review.

Optimising and Rationalising the Use of Public Resources

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

3. To implement a new automated document approval system to support the handling of collection, consolidation, review and approval of the External Document Impact Assessment^[10] as well as approval of Quality Document for HD’s Estate Management Division.

Note [10]: Impact assessment of documents received from external (i.e. mainly from other government departments and statutory, mandatory or advisory in nature) on the Estate Management Division's current procedures and practices.

On-going Initiatives

Providing Quality Homes

Identifying sites suitable for development, monitoring their timely availability for construction, optimising site development potential and maximising supply of domestic flats, and managing external risks affecting the progress of construction works

4. 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 optimise the development potential of the sites and maximise the supply of domestic flats.
5. To monitor town planning and associated processes affecting housing development, and mitigate any adverse impact on site availability for construction.
6. To monitor public objections to housing development, take measures to avoid interruption to site works and mitigate any effect on progress.
7. To explore and implement initiatives to expedite construction of new works projects.
8. To develop a comprehensive range of modular flats for PRH and subsidised sale flats 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

9. To adopt environmentally responsive planning and design, and optimise greening in housing estates to promote a green and healthy environment.

10. To promote and streamline “green” procurement, including the use of “green” materials, “green” construction methods, resource conservation technologies, and the simultaneous and integrated application of different environment-friendly material labelling schemes.
11. To promote energy conservation.

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

12. To improve building standards, quality and productivity in construction by conducting research on building design and construction, implementing 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

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

Enhancing social responsibility practices in existing PRH estates

14. To explore enrollment to the Hong Kong Quality Assurance Agency Corporate Social Responsibility Index Plus^[11] for measuring the social responsibility and sustainability performance of existing PRH.

Enhancing safety and health practices for planned maintenance and improvement works

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

Note [11]: The Hong Kong Quality Assurance Agency Corporate Social Responsibility Index Plus, designed with reference to the international standard ISO 26000, is a comprehensive framework used to assess the implementation and maturity status of an organisation’s social responsibility undertaking and contribution.

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

16. To implement maintenance and improvement programmes (including regular preventive repairs) and upgrading works to enhance existing PRH stock and to meet statutory requirements.

Improving the environmental standards of PRH estates

17. To enhance environmental protection through the acquisition of ISO 50001 certification for Energy Management System and ISO 14001^[12] 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 low to middle-income families

18. To launch the sale of new HOS flats.
19. To continue implementing the new round of the Interim Scheme to Extend 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

20. 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.

Note [12]: ISO 14001 is an international standard which specifies the requirements for an environmental management system to enable an organisation to identify its environmental policy and objectives, to manage the risk of environmental impact from its activities and to improve its environmental performance continually.

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

21. 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.
22. 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

23. 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

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

Promoting greening in existing PRH estates

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

Promoting understanding of HA's work

26. To build a proactive and caring corporate image of 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 HA's workplace

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

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

Optimising and Rationalising the Use of Public Resources

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

31. 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

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

Safeguarding the rational and efficient use of public housing resources

35. 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

36. 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.

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

37. To provide PRH to low-income families who cannot afford private rental accommodation. While the latest AWT for general applicants exceeds three years, we will strive to achieve the target of providing the first flat offer to general applicants at around three years on average in the long run.
38. To provide opportunities for transfer of sitting tenants through various transfer exercises.

Conducting the biennial PRH rent review

39. To conduct the biennial PRH rent review.

Making the best use of human resources to meet corporate goals

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

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

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

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

Maintaining sound financial and funds management

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

Enhancing the Attractiveness of Commercial Properties

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

47. To continue reviewing the five-year rolling programme for asset enhancement, identifying new enhancement opportunities and carrying out improvement works according to the priority set.

Enhancing the business potential of HA's retail facilities and providing services to meet the needs of local community and public housing tenants

48. To enhance the trade mix management and promotion strategies for HA's new and existing retail facilities.
49. To sustain Domain as a regional shopping centre and entertaining hub, bringing memorable shopping experience and lifestyle pleasure to local and cross district shoppers.

Promoting environmental protection initiatives in HA's commercial facilities

50. To advocate green measures in operating HA's retail facilities and encourage shop tenants in participation of environmental campaigns launched by HA and Government.