

## **4. MAIN THEMES AND KEY ACTIVITIES IN 2019/20**

4.1 This chapter sets out the main themes and KAs of HA in 2019/20.

### **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 2019/20 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 51 KAs for 2019/20. Details of the KAs are set out below.

## **Key Activities**

### **New Initiatives**

#### **Optimising and Rationalising the Use of Public Resources**

##### ***Enhancing the use of public housing resources***

1. Subject to the outcome of the Hong Kong Housing Society (HKHS)'s "Letting Scheme for Subsidised Sale Developments with Premium Unpaid" (Letting Scheme), consider allowing owners of HA's SSFs to sub-let their flats with premium unpaid under the Scheme.
2. To consider facilitating the HKHS' trial "Flat-for-Flat Pilot Scheme for Elderly Owners", and allow eligible elderly owners of HKHS' SSFs who have sold their original flats without payment of premium to buy a smaller one in HA's Secondary Market.

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

3. To implement e-Submission service for applications of PRH and SSFs (including HOS, GSH and WSM).

##### ***Rationalising the allocation of PRH with a view to providing housing to applicants with genuine housing needs.***

4. To consider introducing suitable measures to incentivise under-occupied all elderly PRH households to transfer to right-sized flats.

## **On-going Initiatives**

### **Providing Quality Homes**

***Seeking Government's provision of 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***

5. To seek Government's provision of 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 PHCP, and optimise the development potential of the sites and maximise the supply of domestic flats.
6. To monitor town planning and associated processes affecting housing development, and mitigate any adverse impact on site availability for construction.
7. To monitor public objections to housing development, take measures to avoid interruption to site works and mitigate any effect on progress.
8. To explore and implement initiatives to expedite construction of new works projects.
9. To review the range of modular flats for public housing developments to suit the diverse needs of the public.

***Addressing the home ownership aspirations of low to middle-income families***

10. To launch the sale of HOS flats and GSH flats.
11. To launch the WSM

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

12. To review and enhance the quality management system and specifications in respect of assuring quality for all critical site works and installations for capital works new works projects, including risk assessment and site inspection procedures in respect of assuring proper use of materials.

13. To explore and implement measures to assure proper use of materials on site to safeguard fresh water quality, including review and enhancement of specifications, risk assessment and site inspection procedures for all critical site works and installations for capital works new works projects.
14. To adopt environmentally responsive planning and design, and optimise greening in housing estates to promote a green and healthy environment.
15. 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.
16. To promote energy conservation.

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

17. 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***

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

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

20. To implement maintenance and improvement programmes (including regular preventive repairs) and upgrading works to enhance existing PRH stock and to meet statutory requirements and other enhancement initiatives and to maintain enrolment to the Hong Kong Quality Assurance Agency (HKQAA) Sustainable Building Index (SBI) [12] for existing PRH estates.

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Note [12] The SBI, launched by the HKQAA in 2012, is a benchmarking scheme based on the United Nations Environmental Programme – “2009 Sustainable Buildings and Construction Initiative’s Financial and Sustainability Metrics Report”. It facilitates measuring and benchmarking of the sustainability performance of buildings.

***Improving the environmental standards of PRH estates***

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

***Enhancing safety and health practices for planned maintenance and improvement works***

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

**Promoting Sustainable Living**

***Enhancing the service standard and strengthening the monitoring of our business partners, and raising their awareness of corporate social responsibility***

23. To enhance the service standards and strengthen monitoring of our business partners, including contractors, sub-contractors, suppliers, consultants and service providers, and raise their awareness of corporate social responsibility.

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

24. 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.
25. To adopt universal design for all ages and abilities in modular flats, communal facilities and integrated community play areas, and implement barrier-free access to domestic block entrances, strategic estate facilities and transportation nodes to enhance safety, accessibility and spatial equity in the community.
26. To promote partnering with stakeholders, such as conducting regular seminars and maintaining continuous communication in the development process of procurement initiatives.

***Maintaining estate cleanliness and environmental hygiene for healthy and harmonious living***

27. To continue implementing the Marking Scheme for Estate Management Enforcement in PRH Estates.
28. To continue raising the awareness of PRH tenants on the Government's proposed Municipal Solid Waste Charging Scheme.

***Enhancing community bonding and attending to tenants' needs***

29. 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***

30. To implement landscape improvement programmes and estate greening.

***Promoting understanding of HA's work***

31. 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***

32. To monitor and enhance the quality of development and environment, as well as health and safety at HA's development and construction workplaces, and improve the environmental, social and economic aspects of sustainability.
33. To promote staff awareness of environmental protection issues and enhance their awareness of and capacity to ensure occupational safety and health in HA's workplace.

## **Optimising and Rationalising the Use of Public Resources**

### ***Rationalising the allocation of PRH with a view to providing housing to applicants with genuine housing needs***

34. 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 continue to strive to achieve the target of providing the first flat offer to general applicants at around three years on average in the long run.
35. To provide opportunities for transfer of sitting tenants through various transfer exercises.

### ***Safeguarding the rational and efficient use of public housing resources***

36. 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 risk-based intensive investigation and overall monitoring by a central team.

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

37. 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 reviewing the feasibility of redeveloping individual aged estates***

38. To review the feasibility of redeveloping individual aged PRH estates in accordance with established policies to optimise site development potential and enhance facilities.
39. To prolong the useful life of some aged estates, and enhance the provision of housing development and facilitate the maintenance of older estates.
40. To monitor construction cost and improve the cost-effectiveness of construction.

***Making the best use of human resources to meet corporate goals***

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

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

- 44. To implement or enhance IT systems to support the evolving business requirements, and to improve the overall operational efficiency and IT security.
- 45. To implement IT infrastructure and centralised IT services to meet HA's future business needs.

***Maintaining sound financial and funds management***

- 46. To review HA's investment strategy and manage HA's funds in accordance with the approved strategies and guidelines.
- 47. 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***

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

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

- 49. To enhance the leasing and promotion strategies for HA's new and existing retail facilities.



50. To maintain Domain's market positioning and competitiveness as a regional shopping mall, and provide visitors and customers with memorable shopping experience and lifestyle pleasure.

***Promoting environmental protection initiatives in HA's commercial facilities***

51. To enhance awareness of environmental protection and implement green measures and campaigns launched by HA and the Government in operating HA's retail facilities.