



Hong Kong Housing Authority

# **Corporate Plan**

**2019/20**

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# Corporate Vision

## *Vision*

To provide affordable rental housing to low-income families with housing needs, and to help low to middle-income families gain access to subsidised home ownership.

## *Mission*

- To provide affordable quality housing, management, maintenance and other housing related services to meet the needs of our customers in a proactive and caring manner.
- To provide an age-friendly and barrier-free estate environment to address the needs of residents of different ages and physical ability.
- To ensure cost-effective and rational use of public resources in service delivery and allocation of housing assistance in an open and equitable manner.
- To maintain a competent, dedicated and performance-oriented team.

## *Core Values*

Caring, Customer-focused, Creative, Committed.

# 1. CORPORATE PROFILE

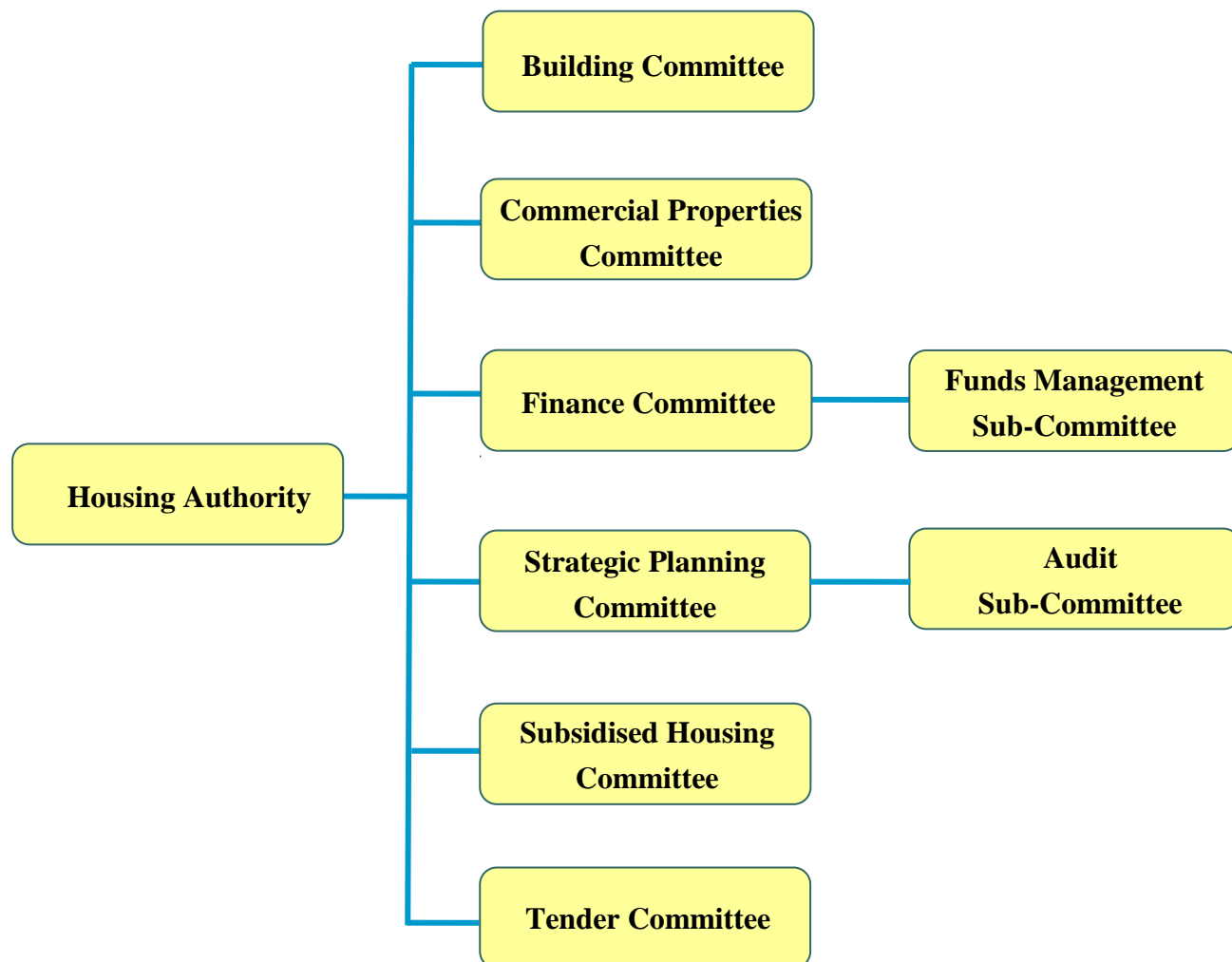
## Housing Authority

- 1.1 The primary role of the Hong Kong Housing Authority (HA) is to provide subsidised public rental housing (PRH) to low-income families who cannot afford private rental accommodation. It also operates interim housing and a transit centre to provide temporary accommodation to families facing short-term difficulties in finding suitable accommodation. To address the aspiration of low to middle-income families for home ownership, HA also provides subsidised sale flats (SSFs), primarily Home Ownership Scheme (HOS) flats.
- 1.2 As at September 2018<sup>[1]</sup>, HA had a stock of 787 500 PRH / interim housing flats, accommodating 2 087 900 persons, or 28% of Hong Kong's total population.
- 1.3 As at December 2018, the membership of HA comprised 24 non-official members and four official members. Appointments are made by the Chief Executive. To help forge closer collaboration between HA and the Government in the provision of public housing services, the Secretary for Transport and Housing and the Director of Housing have respectively assumed the positions of the Chairman and Vice-Chairman of HA.
- 1.4 Six standing committees together with two sub-committees have been formed under HA to formulate and oversee policies in specified areas.

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Note [1] Unless otherwise stated, all figures quoted in this Corporate Plan refer to position as at 30 September 2018.

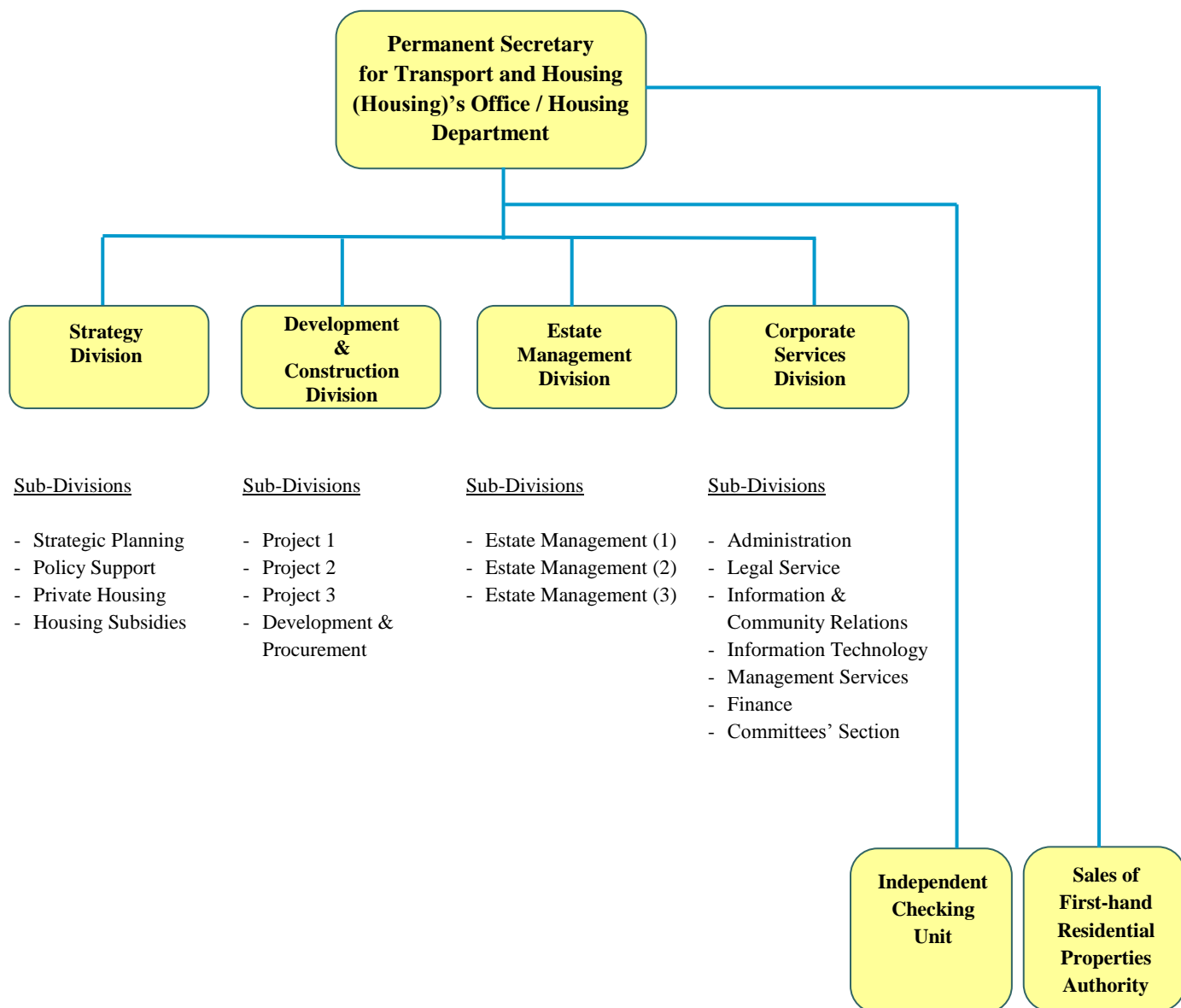
## Organisation of the Housing Authority



## Housing Department

- 1.5 The Housing Department (HD) acts as the executive arm of HA to implement its policies and those set by its standing committees. HD is headed by the Permanent Secretary for Transport and Housing (Housing) who also assumes the office of the Director of Housing. He is supported by four Deputy Directors. As at 1 December 2018, HD had a strength of 9 566 staff, of which 8 929 were civil servants and 637 were contract staff.

## Organisation of the Housing Department



## 2. CORPORATE STRATEGIES

- 2.1 The core function of HA is to assist low-income families who cannot afford private rental accommodation through the provision of PRH flats, with the target of providing the first flat offer to general applicants<sup>[2]</sup> at around three years on average in the long run, and meeting the home ownership aspirations of the low to middle-income families by providing SSFs.

### Strategic Objectives

- 2.2 Having regard to HA's latest work priorities and initiatives, we have developed the following strategic objectives –
- To facilitate the cost-effective provision of quality PRH<sup>[3]</sup>.
  - To address the aspiration of low to middle-income families for home ownership through the provision of SSFs.
  - To make efficient and effective use of public housing (including PRH and SSFs) resources.
  - To maximise the rational allocation and to eliminate abuse of PRH resources with a view to enhancing the turnover of PRH units.
  - To work in partnership with customers and other stakeholders to enhance service quality.
  - To adopt universal design for planning and design of new housing estates, and improve facilities in existing estates in accordance with the same principle.

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Note [2] Refer to family and elderly one-person applicants.

Note [3] “Quality” PRH, in a broad sense, refers to (a) safe and healthy accommodation for the low-income household / persons suitable for the formation of a harmonious and sustainable community, with estate facilities and domestic flats well-matched to the essential needs of modern living, and with estate designs serving the purpose of aging in place and socio-spatial equity for people of all ages and abilities; (b) building and maintaining the PRH in accordance with the principles of environmental protection and greening, with the application of green construction materials and energy-saving installations to minimise the burden on the environment; and (c) the procurement of value-for-money and durable construction materials, coupled with comprehensive maintenance services, to maintain a decent living environment for the residents.



- To manage and maintain assets with a view to maximising their economic life and contribution.
- To make effective use of private sector resources.
- To make the fullest use of human and financial resources and of information technology (IT) to meet corporate goals.
- To contribute actively and positively towards sustainable development.
- To be innovative in enhancing operational efficiency.
- To promote the core values of HA among staff members.
- To optimise the use of commercial properties.

2.3 To achieve the above strategic objectives, we have drawn up 51 key activities (KAs) under four main themes for the 2019/20 Corporate Plan (CP). Among these KAs, four are new initiatives while 47 are on-going initiatives. Details are set out in Chapter 4.

### 3. MID-YEAR PERFORMANCE REVIEW OF THE 2018/19 CORPORATE PLAN

- 3.1 The 2018/19 CP contained 50 KAs, three of which are new initiatives while the other 47 are on-going initiatives. As at 30 September 2018, one KA was completed and 49 KAs were on schedule, on-going or partially completed. The progress is highlighted below.

#### Provision of Public Housing

- 3.2 The goal for 2018/19 is to construct 15 100 PRH flats and 6 600 SSFs. Based on the Public Housing Construction Programme (PHCP) as at September 2018, we completed the construction of about 10 600 PRH/Green Form Subsidised Home Ownership Scheme (GSH) flats and 3 900 other SSFs in the first half of 2018/19. We anticipate that a total of 20 500 PRH/GSH flats and 6 600 other SSFs will be completed in 2018/19.
- 3.3 Regular meetings with Government bureaux and departments concerned were held to identify and endorse potential sites for public housing development, facilitate and advance site availability for public housing development, agree on the programme of comprehensive studies for selected sites, as well as to maximise the potential of public housing sites, for example, by increasing the plot ratios and relaxing building height and non-building areas. To expedite the construction of housing units, we continued to implement a series of measures, including the use of standardised precast elements in suitable projects, streamlining joint survey at foundation / building interface, and standardising falsework details, etc.
- 3.4 Up to 30 September 2018, about 12 000 PRH units were allocated to PRH applicants. The average waiting time (AWT)<sup>[4]</sup> was 5.5 years for general applicants (i.e. family and elderly one-person applicants) as at

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Note [4] Waiting time refers to the time taken between registration for PRH and first flat offer, excluding any frozen period during the application period (e.g. when the applicant has not yet fulfilled the residence requirement; the applicant has requested to put his/her application on hold pending arrival of family members for family reunion; the applicant is imprisoned, etc.). The AWT for general applicants (i.e. family and elderly one-person applicants) refers to the average of the waiting time of those general applicants who were housed to PRH in the past 12 months.

30 September 2018, among which the AWT for elderly one-person applicants was 2.9 years. This shows that demand for PRH has persistently been higher than supply. HA will continue to work closely with relevant government departments to identify sites for PRH development and focus efforts in allocating limited PRH resources to those with more pressing needs.

- 3.5 To address the home ownership aspirations of low to middle-income families, pre-sale of the fourth batch of 4 431 new HOS flats was launched in March 2018 and the response was overwhelming. Following the Chief Executive's announcement of the new pricing mechanism for HOS in June 2018, the Subsidised Housing Committee (SHC) approved in July 2018 the revised selling prices and sales arrangements for Sale of HOS Flats 2018. As a continuation of the same exercise, applications had been re-opened in October 2018.
- 3.6 Taking into account the outcome of the review of the pilot schemes, SHC endorsed regularising both the Interim Scheme of Extending the HOS Secondary Market to White Form Buyers (as the White Form Secondary Market Scheme (WSM)) and the GSH in November 2017 and January 2018 respectively. The WSM 2018, with an annual quota of 2 500, was launched in March 2018. The ballot was conducted on 30 July 2018 and Approval Letters were issued to successful applicants in October 2018. On the other hand, the SPC endorsed in April 2018 to convert the PRH development at Lai Chi Kok Road-Tonkin Street Phase 1 (i.e. Blocks 1 to 4) to a GSH project. Pre-sale was launched in December 2018.

### **Providing Quality Homes**

- 3.7 We strive to optimise site potential and maximise the supply of flats. We continued to adopt comprehensive planning and site-specific design for all domestic blocks in new projects to best respond to site conditions, utilise plot ratio and maximise flat production. We had taken the views of the local community and the requirements of the Government departments into consideration in project planning and design stage, with the aim of providing the essential welfare facilities while optimising the development potential.
- 3.8 We continued to explore and implement enhancements to our specification and inspection procedures in respect of quality assurance of fresh water inside service. We have completed plumbing rectification works in common areas and more than 85% of the works inside flats in the 11 affected estates.

- 3.9 To promote a green and healthy environment, as well as to gain gross floor area concessions for some projects, we registered three new works projects with the Hong Kong Green Building Council (HKGBC) for assessment and rating under the Building Environment Assessment Method Plus (BEAM Plus) Scheme<sup>[5]</sup> in the first half of 2018/19.
- 3.10 We continued to adopt environmentally responsive planning and design. In the first half of 2018/19, we conducted “micro-climate” studies in 22 on-going projects and Air Ventilation Assessment in 13 on-going projects. The findings were applied in the design. To mitigate noise, we used acoustic windows, balconies, fins and noise barriers in suitable projects in accordance with site-specific characteristics. Furthermore, we conducted Carbon Emission Estimation for six projects in the first half of 2018/19, and would implement it in all projects in the design stage.
- 3.11 With a view to maintaining building sustainability and meeting statutory requirements, we implemented various maintenance and improvement programmes. To ensure building safety in aged PRH estates, we scheduled to complete the Fire Safety Improvement Reports for necessary improvement works to 12 PRH estates for meeting the requirements under the Fire Safety (Buildings) Ordinance (Chapter 572). As at 30 September 2018, seven of them have been completed. We also replaced 28 old lifts under the Lift Modernisation Programme against the target of replacing 52 old lifts in the year. For the Collapsible Gate Enhancement Programme, replacement works for the 25 000 units were in progress. Moreover, we have rolled out the Laundry Rod Addition Programme to install laundry rods outside living rooms in specified PRH block types. We continued to implement the Responsive In-flat Maintenance Services in all PRH estates, the Total Maintenance Scheme in 22 estates (including implementation of the Mandatory Window Inspection Scheme in three estates), and the Comprehensive Structural Investigation Programme for PRH estates around 40 years old as scheduled.

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Note [5] BEAM Plus is a comprehensive environmental assessment scheme for buildings recognised by HKGBC. The BEAM Plus assessment scheme includes the six aspects of a project (i.e. Site Aspects, Energy Use, Indoor Environmental Quality, Materials Aspect, Water Use, Innovations and Additions). A rating would be issued to the project according to the scoring after the assessment.

3.12 For enhancing environmental protection in existing PRH estates, we maintained the ISO 14001<sup>[6]</sup> certification for the Environmental Management System of property management and ISO 50001<sup>[7]</sup> certification for Energy Management System. Moreover, the preparation of the sixth Carbon Audit Report for 14 typical domestic block types to monitor energy consumption was in progress. With a view to achieving the highest site safety standards, we also continued to implement the Occupational Health and Safety Assessment Series (OHSAS) 18001<sup>[8]</sup> under the Occupational Health and Safety Management System for planned maintenance and improvement works.

### Promoting Sustainable Living

3.13 We strive to enhance community bonding and attend to tenants' needs. The Estate Management Advisory Committees (EMACs) partnered with non-governmental organisations (NGOs) to hold functions to promote neighbourliness and deliver caring and outreaching services for elderly tenants. We also continued to enhance family cohesion through Harmonious Families Policies.

3.14 To raise tenants' awareness of the Rent Assistance Scheme (RAS), we widely publicised the RAS through HA / HD website, radio broadcast, Housing Channel, poster, leaflet, estate newsletters, YouTube, "i-Housing" Mobile App and EMAC meetings. Estate staff also solicited assistance from NGOs, local District Councillors and EMAC members to refer tenants in need to estate office for rent assistance.

3.15 We continued to raise the environmental awareness of PRH residents through inviting community's participation in green activities, such as tree planting day and training / refresher courses for Estate Tree Ambassadors. "Green Delight in Estates" programme<sup>[9]</sup> Phase 11 and

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Note [6] 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 risks of environmental impact from its activities and to improve its environmental performance continually.

Note [7] ISO 50001 is an international standard which aims to enable organisations to establish an energy management system and process to improve energy performance (including energy efficiency, use and consumption) which would lead to reduction of green-house gas emissions.

Note [8] OHSAS 18001 is an internationally recognisable occupational health and safety management system standard which is certifiable. OHSAS 18001 takes a structured approach to occupational health and safety management with process model consisting of elements including planning, implementation, checking, and continual improvement.

Note [9] "Green Delight in Estates" programme is a community environmental education programme organised by HA in partnership with green groups to raise environmental awareness among PRH residents and to instill a culture of protecting and improving the environment.

the post-programme resident environmental survey were also completed in the third quarter of 2018. For improving the environment, we continued to conduct landscape improvement works in target estates. We also completed the annual tree risk assessment exercise and updated the tree database records for effective tree management through a computerised Enterprise Tree Management System.

- 3.16 We treasure the views of and feedback from tenants on the planning and design of housing estates. We conducted community engagement activities, including engagement workshops, as well as forums and meetings, to present development proposals and obtain feedback on the planning and design of projects. We also conducted surveys to gauge the residents' views in one newly completed estate. As at September 2018, we recorded an overall Customer Satisfaction Index of 91.8% for newly completed estates.
- 3.17 To secure competent and reliable business partners, we strive to improve our procurement practices and raise service standards, by implementing tendering scoring measures and ensuring a competent workforce. We continued to employ a two-envelope tendering system for complex building and piling contracts. Moreover, we have been applying the Performance Assessment Scoring System to our various contracts and implementing the Preferential Tender Award System for District Term Contracts. We also continued to require every works contractor to submit statutory declaration when applying for admission to or retention on HA Lists of Works Contractors.
- 3.18 In developing new PRH estates, we are mindful of socio-spatial equity for users of all abilities, as well as elements of social cohesion and sustainability. We continued to adopt universal design principles in the design and planning of community facilities and domestic flats. We also provided Integrated Community Play Areas for all ages and abilities, and implemented barrier free access to block entrances, strategic estate facilities and transportation nodes.
- 3.19 We continued to monitor the safety management system for construction sites to ensure its effectiveness in the prevention of accidents. We devised and implemented improvement measures for the system as necessary. We also continued to conduct safety training, forum and seminars, and issue circulars regularly to engage stakeholders and promote the best safety practices. Our relentless efforts resulted in a low accident rate of 6.8 and 5.0 per 1 000 workers for new works contracts and maintenance contracts respectively up to the second quarter of 2018.

## Optimising and Rationalising the Use of Public Resources

- 3.20 We continued to benchmark the average construction cost of HA's residential buildings against those in the private sector. We closely monitored the construction cost per flat in PRH and SSFs developments against the respective alert levels at feasibility study stage in order to achieve cost effectiveness. For projects with construction cost per flat exceeding the alert level, HA's Strategic Planning Committee will consider factors contributing to the higher unit cost and make a conscious decision of whether to include the sites in HA's PHCP.
- 3.21 We continued to devote our efforts in safeguarding the rational allocation of PRH resources. Intensive checking of some 6 000 income and assets declaration cases and rigorous investigation of some 6 600 randomly selected occupancy-related and suspected tenancy abuse cases by the Public Housing Resources Management Sub-section were in good progress. As at 30 September 2018, we completed Biennial Inspection (BI) on some 646 000 PRH flats under the current BI cycle commenced from November 2016. In addition to the intensified investigation measures, we launched various publicity and outreaching activities to enhance public awareness of providing PRH flats to those with pressing needs. We conducted outreaching visits to EMACs of six estates to promote the cherishing of public housing resources. Road Shows by means of a promotion truck with exhibition panels and games to 35 PRH estates in various districts to reinforce the deterrence and encourage reporting of abuse was launched in October - November 2018.
- 3.22 To ensure effective management of service providers, the performance of the services/maintenance contractors was under review by relevant Contractors Review Committees on a quarterly basis. Under the current assessment mechanism, service/maintenance contractors allotted with "Adverse" reports would be placed under "Restriction from Tendering" for three months or barred from tendering at least one service tender. We also conducted surprise checks on 14 service contracts to prevent exploitation of non-skilled workers. Meanwhile, a seminar with the Labour Department and Mandatory Provident Fund (MPF) Schemes Authority was scheduled for November 2018 to promote non-skilled workers' awareness of the Employment Ordinance (Chapter 57), Employees' Compensation Ordinance (Chapter 282), MPF Schemes and other employment protection rights.

- 3.23 For the 2018 PRH rent review, SHC considered the report compiled by the Commissioner for Census and Statistics and endorsed the outcome of the review in accordance with the Housing Ordinance (Chapter 283). PRH rent was adjusted upward by 10% with effect from 1 September 2018.
- 3.24 To meet the public housing supply target, further to the creation of 767 additional civil service posts between 2012/13 and 2017/18, another 53 posts had been secured in 2018/19. We will continue to monitor the manpower situation and make the most effective use of human resources through re-engineering of work processes, redeployment of staff and re-prioritisation of tasks, and to bid for additional manpower where necessary.
- 3.25 We engaged supplementary workforce, viz. body-shopped personnel, term staff and staff employed under the Government's Post-retirement Service Contract Scheme to meet special and/or temporary job needs. As at 30 September 2018, we have engaged 1 284 body-shopped personnel and 71 term staff. We will continue to make flexible use of supplementary workforce to cope with periodic peaks of workload.
- 3.26 As one of the measures to support staff development, we had organised the Development Scheme for Senior Professionals to provide the participants with opportunities to take up responsibilities beyond their professional boundary. National studies courses and familiarisation visits to the Mainland were arranged to broaden staff's perspectives. We also implemented other measures to enhance succession management, including two five-day internal attachment programmes.
- 3.27 On the IT front, the upgrade of Personal Computer (PC) operating system to Microsoft Windows 10 commenced in April 2018 while the SSF system (formerly the New HOS system) was enhanced in July 2018 to support the sale of HOS flats in the same year. The implementation of the pilot Application Control Solution was in progress and planned to complete by Q1 2019. The setup of HA Cloud Computing Infrastructure was in progress and scheduled to complete by December 2018.



- 3.28 In respect of funds management, an overall review on HA's Strategic Asset Allocation had been conducted. Having consulted and taken into account the advice of the Funds Management Sub-Committee (FMSC), the findings and recommendations were reported to the Finance Committee (FC) in May 2018. Actions were taken in accordance with the FMSC's advice to implement the recommendations as approved by the FC.
- 3.29 A full range of publicity materials for balloting and flat selection was promptly arranged to cater for the re-opening of applications for Sale of HOS Flats 2018 in October 2018. A territory-wide short video contest was launched in November 2018 to promote harmonious living in public housing.

### **Enhancing the Attractiveness of Commercial Properties**

- 3.30 During the first half of 2018/19, we continued to conduct feasibility studies and Strengths-Weaknesses-Opportunities-Threats (SWOT) analyses for identifying asset enhancement opportunities. Projects earmarked for asset enhancement of retail and carparking facilities under the five-year rolling programme were implemented as scheduled. The improvement works for Hoi Lai, Shek Pai Wan and Lei Muk Shue Shopping Centres as well as Shek Kip Mei and Pok Hong Markets were in good progress. We will conduct post-implementation review to assess the effectiveness of major projects upon their completion.
- 3.31 Through meticulous planning and strategic leasing strategy, we maintained a balanced and diversified trade mix according to market trend and provided more shopping choices and variety of services to our residents and the local community. To meet community needs, we have arranged mobile banking branches in 25 estates and set up 33 sets of parcel lockers in various estates. We continued to launch promotional activities and seasonal decorations in a coordinated manner during major festivals or special days. A celebration ceremony was also held to mark the opening of Shui Chuen O Plaza, enhancing its shopping ambience, attracting shoppers and increasing footfall. Through well-planned leasing arrangements, we have been able to enhance the utilisation of resources and maintain the vacancy rates at a low level of 1.7% for retail facilities and 1.2% for shopstalls and cooked food stalls as at end September 2018.

- 3.32 To maintain the popularity and attractiveness of Domain as a regional mall and entertaining hub, a full range of special themed events, tailor-made promotional activities and dynamic events were held. Short-term lettings of kiosks, roadshows and festive trade fairs were also arranged to enrich the choice of products and services. By adopting strategic planning during the tenancy renewal exercise, we requested the tenants of large eatery shops to carry out renovation works in a coordinated manner, bringing fresh look to the shopping centre while minimising disturbance. We continued to line up various mass media, renowned brands, Government departments and non-government organisations (NGOs) for holding entertaining and community events in Domain. Besides, an escalator modernisation programme is underway for the installation of safety devices to enhance safety standards. Installation works for one escalator had recently been completed.
- 3.33 To promote environmental protection initiatives, we continued to implement green measures in operating HA's retail facilities by joining the Energy Saving Charter<sup>Note 10</sup> and Charter on External Lighting<sup>Note 11</sup>. To show our support in food waste reduction, nine of our shopping centres / markets have joined the Government's Food Waste Collection Pilot Scheme for daily separation and collection of food waste. Moreover, some major tenants have participated in food donation schemes. Target NGOs and institutions were also lined up for holding recycling and educational programmes. We continued to encourage our shop tenants to incorporate sustainable green measures in their daily operations. In addition to the electric vehicle (EV) charging facilities already provided for use by hourly users in the new and existing carparks, standard EV charging facilities at existing carparks were also installed for monthly users on need basis.

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Note [10] Ten shopping centres have joined the Energy Saving Charter, i.e. Choi Tak, Hoi Lai, Kwai Chung, Lei Muk Shue, Mei Tin, On Kay, Tin Yan and Yau Lai Shopping Centres, Shui Chuen O Plaza and Domain, maintaining an average indoor temperature between 24 to 26 degrees Celsius in the summer months.

Note [11] Ten shopping centres have joined the Charter on External Lighting, i.e. Cheung Lung Wai, Ching Long, Choi Tak, Hung Fuk, Kwai Chung, Nam Shan, Yau Lai and Wah Fu (II) Shopping Centres, Choi Ying Place and Domain, to switch off lighting installations for decorative, promotional or advertising purposes from 11 p.m. to 7 a.m. of the following day.

## **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.

## 5. KEY PERFORMANCE INDICATORS

5.1 To help evaluate and monitor our performance in implementing the KAs, we have adopted 19 Key Performance Indicators (KPIs)<sup>[13]</sup> for 2018/19. We have reviewed these KPIs and retained them in the 2019/20 CP. The past performance and the proposed targets of the KPIs are set out below –

KPI	2017/18 Target (Year-end performance as at 31 March 2018)	2018/19 Target (Mid-year performance as at 30 September 2018)	2019/20 Target
(1) No. of new flats to be provided			
- PRH/GSH flats	16 800 <sup>[14]</sup> (13 400) <sup>[14]</sup>	15 100 <sup>[14]</sup> (10 600) <sup>[14][15]</sup>	13 800 <sup>[14]</sup>
- Other SSFs	200 <sup>[14]</sup> (200) <sup>[14]</sup>	6 600 <sup>[14]</sup> (3 900) <sup>[16]</sup>	4 400 <sup>[14]</sup>
(2) AWT for PRH applications (years)			
- General applicants	3 (5.1)	3 (5.5)	3 <sup>[17]</sup>
- <i>Among which, elderly one-person applicants</i>	2 (2.8)	2 (2.9)	2
(3) Annual average cost per PRH unit under the management of the HD (\$)			
- Direct management cost <sup>[18]</sup>	6,150 (5,764)	6,280 (5,866) <sup>[19]</sup>	6,250 <sup>[20]</sup>
- Maintenance cost <sup>[21]</sup>	4,540 (4,202)	4,760 (3,958) <sup>[22]</sup>	5,070 <sup>[23]</sup>

Note [13] Applicable to both in-house services and services provided by property services agents/contractors.

Note [14] Rounded to the nearest hundred.

Note [15] Based on the PHCP as at September 2018, we anticipate that 20 500 PRH/GSH flats will be completed in 2018/19.

Note [16] Based on the PHCP as at September 2018, we anticipate that 6 600 Other SSFs will be completed in 2018/19.

Note [17] While the latest AWT for general applicants exceeds three years, HA 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.

Note [18] The direct management cost comprises direct personal emoluments for property management only and other recurrent expenditure incurred at estate level.

Note [19] The lower annualised year-to-date actual cost compared with the target was mainly due to lower spending on Estate Common Area management fee, personal emoluments, and security and cleansing charges.

Note [20] The decrease in the target for 2019/20 is mainly due to lower contract price adjustment for property management services.

Note [21] The maintenance cost comprises costs of maintenance works incurred at estate level and the costs attributed to PRH maintenance allocated from indirect cost centres.

Note [22] The lower annualised year-to-date actual cost compared with the target was due to lower spending on re-roofing, and redecoration, and that the spending level was usually lower in the first half of the year when compared with the average for the whole year.

Note [23] The increase in the target for 2019/20 is mainly due to the assumed price level adjustment.

## Key Performance Indicators

KPI	2017/18 Target (Year-end performance as at 31 March 2018)	2018/19 Target (Mid-year performance as at 30 September 2018)	2019/20 Target
(4) Proportion of rent arrears (%)			
- Domestic	below 3.0 (1.42)	below 3.0 (1.61)	below 3.0
- Commercial Properties	below 2.5 (1.8)	below 2.5 (1.9)	below 2.5
(5) Proportion of overcrowded families <sup>[24]</sup> against total PRH families (%)	below 0.55 (0.52)	below 0.55 (0.56)	below 0.55
(6) Vacancy rate (%)			
- PRH	below 1.5 (0.5)	below 1.5 (0.7)	below 1.5
- Commercial Properties (shops)	below 2.5 (1.8)	below 2.5 (1.7)	below 2.5
(7) Average turnaround time for vacant flat refurbishment (days)	not exceeding 44 (47)	not exceeding 44 (36)	not exceeding 44
(8) Average development lead time for housing projects (months)	60 (60)	60 (55.8)	60
(9) Average number of defects per flat at handover	not exceeding 0.7 (less than 0.1)	not exceeding 0.7 (less than 0.1)	not exceeding 0.7
(10) Accident rate in HA construction sites <sup>[25]</sup> - both New Works and Maintenance and Improvement (M & I) Works (No. of accidents per 1 000 workers)	not exceeding 9.0  (New Works : 6.9 M & I Works : 4.2) <sup>[26]</sup>	not exceeding 9.0  (New Works : 6.8 M & I Works : 5) <sup>[27]</sup>	not exceeding 9.0
(11) Media enquiries handled (%):			
- General enquiries (within 48 hours)	95 (99.8)	95 (100)	95
- Enquiries requiring the collection of detailed information (within 10 days)	100 (100)	100 (100)	100
(12) Training investment per staff member (\$)	2,000 (2,225)	2,000 (1,093)	2,100
(13) Overall evaluation of training course effectiveness (rating of very effective or above) (%)	85 (96)	85 (95)	85

Note [24] Overcrowded families are families with living density below 5.5 m<sup>2</sup> internal floor area per person.

Note [25] Reportable accident as defined under the Factories and Industrial Undertakings Ordinance (Chapter 59) refers to fatal accidents, or accidents causing sick leave of over three days. It has all along been HA's objective to keep fatal accidents at zero.

Note [26] Based on statistical data in 2017 from the Labour Department.

Note [27] Based on statistical data up to 2<sup>nd</sup> quarter of 2018 from the Labour Department.

KPI	2017/18 Target (Year-end performance as at 31 March 2018)	2018/19 Target (Mid-year performance as at 30 September 2018)	2019/20 Target
(14) Paper consumption (reams) <sup>[28]</sup>	1.5% lower than the consumption in 2013/14 under comparable operating conditions <sup>[29]</sup>  (14.24 reams per staff) [4.4% lower than the consumption in 2013/14 under comparable operating conditions]	2.5% lower than the consumption in 2013/14 under comparable operating conditions <sup>[30]</sup>  (6.56 reams per staff) [i.e. 45.1% of the target consumption of 14.53 reams per staff]	3.0% lower than the consumption in 2013/14 under comparable operating conditions <sup>[30]</sup>
(15) Quantity of items collected from estates for recycling (tonnes)			
- Waste paper	not less than 28 000 (29 204)	not less than 26 500 (15 438)	not less than 26 500
- Aluminium cans	not less than 1 300 (1 541)	not less than 1 300 (965)	not less than 1 350
- Plastics bottles	not less than 1 750 (2 042)	not less than 1 750 (1 123)	not less than 1 750
(16) Water consumption in the HA Headquarters (m <sup>3</sup> )	13% lower than the consumption in 2007/08  (11 042) [27.8% lower than the consumption in 2007/08]	1% lower than the consumption in 2015/16 under comparable operating conditions <sup>[31]</sup>  (1.52 m <sup>3</sup> per staff in HAHQ) [i.e. 46.8% of the target consumption of 3.25 m <sup>3</sup> per staff in HAHQ]	2% lower than the consumption in 2015/16 under comparable operating conditions <sup>[31]</sup>

Note [28] There are 500 pieces of paper in one ream.

Note [29] We targeted to achieve a 1.5% reduction in 2017/18 paper consumptions as compared with 2013/14 under comparable operating conditions (having regard to the manpower expansion) through various measures such as wider use of e-reports and e-operations.

Note [30] At present, there is no government-wide saving target for paper consumption. To demonstrate our commitment towards protecting the environment, we have set our own target on paper consumption. We target to achieve a 2.5% and 3.0% reduction in the consumption in 2018/19 and 2019/20 respectively as compared with 2013/14 under comparable operating conditions (having regard to the manpower expansion) through various measures such as wider use of e-reports and e-operations.

Note [31] At present, there is no government-wide saving target for water consumption. To demonstrate our commitment towards protecting the environment, we have set our own target on water consumption and used 2007/08 as the base year for comparison in the past few years. To better evaluate the performance of water saving with due regard to the manpower expansion, we have set new water saving targets at a 1% and 2% reduction in the consumption in 2018/19 and 2019/20 respectively as compared with 2015/16 under comparable operating conditions through various measures such as regular inspection to minimise pipe bursting and leakage, installation of water flow controller and shower tap in toilets and pantries, as well as promotion of water saving tips to raise staff's awareness.

Key Performance Indicators

KPI	2017/18 Target (Year-end performance as at 31 March 2018)	2018/19 Target (Mid-year performance as at 30 September 2018)	2019/20 Target
(17) Electricity consumption for office premises (kWh)	3% lower than the consumption in 2013/14 under comparable operating conditions <sup>[32]</sup>  (3 621.3 kWh per staff) [9.7% lower than the consumption in 2013/14 under comparable operating conditions]	4% lower than the consumption in 2013/14 under comparable operating conditions <sup>[32]</sup>  (2 041.13 kWh per staff) [i.e. 53.0% of the target consumption of 3 850.27 kWh per staff]	5% lower than the consumption in 2013/14 under comparable operating conditions <sup>[32]</sup>
(18) Average energy consumption of building services installations in communal areas of domestic blocks designed within the year (kWh/m <sup>2</sup> /Annum)	Not exceeding 24 (22.04)	Not exceeding 24 (22.53)	Not exceeding 24
(19) Holding of bi-monthly EMAC meetings (number of meetings)	900 (935)	920 (477)	940

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Note [32] In March 2015, the Government promulgated its new electricity saving target of achieving a 5% saving on the total electricity consumption in government buildings from 2015/16 to 2019/20 under comparable operating conditions, using 2013/14 as the baseline. Similarly, we aim to align with the Government target on electricity consumption to achieve a 5% saving from 2015/16 to 2019/20. Therefore, we have set the electricity saving target at a 3%, 4% and 5% reduction in the consumption in 2017/18, 2018/19 and 2019/20 respectively as compared with 2013/14 under comparable operating conditions having regard to the manpower expansion.

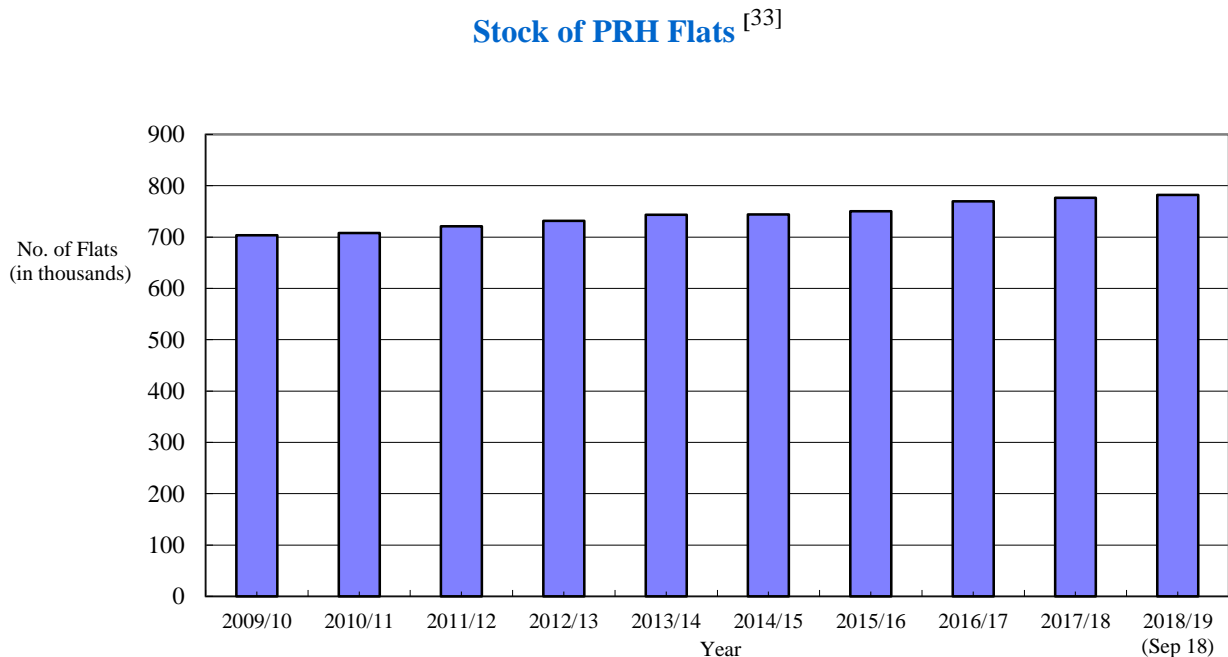
## 6. MAIN OPERATIONS OF THE HOUSING AUTHORITY

6.1 The operations and activities of HA lie in six main areas, namely development and construction, subsidised housing, commercial properties, building control, procurement, and corporate services. In the coming year, different operations of HA will gear their efforts and activities towards the four main themes for 2019/20.

### DEVELOPMENT AND CONSTRUCTION

6.2 The main functions of the development and construction operation are to plan, design and construct HA's public housing developments as well as associated facilities.

6.3 The following chart shows the changes in PRH stock from 2009/10 to 2018/19 –



Note [33] The chart shows the PRH flat stocks from 2009/10 to 2018/19. The position from 2009/10 to 2017/18 is as at end-March of the respective years, while that for 2018/19 is as at end-September 2018.



### ***Budget***

- 6.4 The construction expenditure in the 2019/20 Proposed Budget is projected at \$19,650 million, which is lower than the 2018/19 Revised Budget expenditure of \$20,225 million by \$575 million. The lower construction expenditure is mainly due to the number of flat production according to the Public Housing Construction Programme.

## **SUBSIDISED HOUSING**

- 6.5 The main functions of the subsidised housing operation are to allocate, manage and maintain HA's domestic rental properties. The subsidised housing operation is also responsible for handling the sale of SSFs.

### ***Budget***

#### **Rental Housing Operating Account**

- 6.6 The income and expenditure of the Rental Housing Operating Account in the 2019/20 Proposed Budget are projected at \$20,033 million and \$20,004 million respectively. An operating surplus of \$29 million is projected in 2019/20, which is lower than the 2018/19 Revised Budget of \$299 million by \$270 million. The decrease in operating surplus in 2019/20 is mainly due to the higher maintenance and improvements expenditure and other recurrent expenditure, which is partially offset by the full year effect of rent adjustment effective from September 2018.

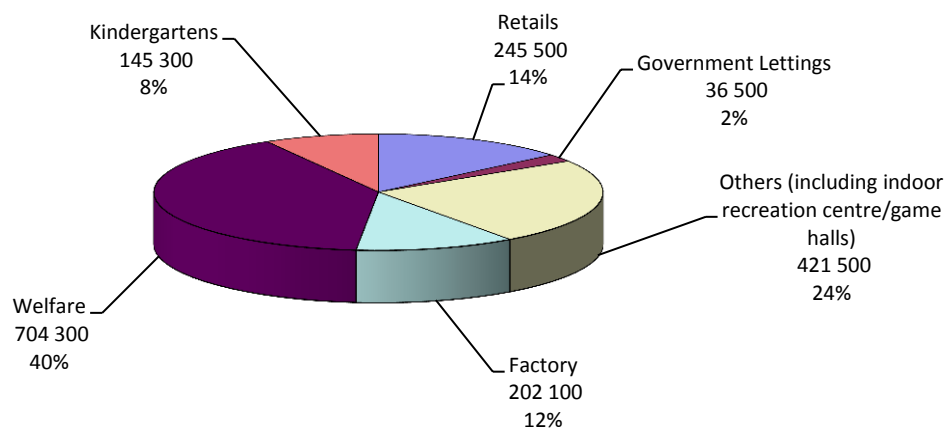
#### **Home Ownership Assistance Operating Account**

- 6.7 The income and expenditure of the Home Ownership Assistance Operating Account in the 2019/20 Proposed Budget are projected at \$20,773 million and \$11,364 million respectively. An operating surplus of \$9,409 million is projected in 2019/20, which is higher than the 2018/19 Revised Budget of \$5,456 million by \$3,953 million. The increase in operating surplus in 2019/20 is mainly due to the sale of more SSFs in the year.

## COMMERCIAL PROPERTIES

- 6.8 The main function of the commercial properties operation is to manage HA's commercial and non-domestic properties (including retail, Government lettings, welfare, kindergarten and flatted factories) as well as car parks.
- 6.9 As at 30 September 2018, HA ran approximately 1 755 200 m<sup>2</sup> internal floor area of commercial and other non-domestic properties (excluding schools) and 30 500 car parking spaces. Breakdown of the commercial and non-domestic properties portfolio by space is as follows –

**Commercial and Non-domestic Properties Portfolio by Space (internal floor area m<sup>2</sup>)  
As at 30 September 2018  
(Total Space 1 755 200 m<sup>2</sup>)**



### *Budget*

- 6.10 The income and expenditure of the Commercial Operating Account in the 2019/20 Proposed Budget are projected at \$3,632 million and \$1,893 million respectively. An operating surplus (before exceptional items) of \$1,739 million is projected in 2019/20, which is higher than the 2018/19 Revised Budget of \$1,541 million by \$198 million. The increase in operating surplus in 2019/20 is mainly due to the projected addition of some newly completed premises in the year.

## BUILDING CONTROL

- 6.11 The Independent Checking Unit (ICU) established directly under the Office of the Permanent Secretary for Transport and Housing (Housing) exercises dual control functions including the statutory building control to buildings subject to the Buildings Ordinance (Chapter 123) (BO) under the delegated authority from the Director of Buildings as well as the administrative building control to buildings and works not subject to the BO by way of HA's administrative arrangements. ICU's statutory control function is funded by the Government, whilst its administrative control function including the processing of submissions for new housing development, alteration and addition work in existing buildings is funded by HA.
- 6.12 The Lift Inspection Focus Team is responsible for monitoring the use and operation of HA's lifts and escalators for risk management and facilitating the compliance with the Lifts and Escalators Ordinance (Chapter 618).

### *Budget*

- 6.13 The expenditure in the 2019/20 Proposed Budget is projected at \$225 million for building control, which is higher than the 2018/19 Revised Budget of \$203 million by \$22 million. The increase in expenditure in 2019/20 is mainly due to the higher personal emoluments.

## PROCUREMENT

- 6.14 The main operations of procurement are to secure competent and reliable business partners through equitable procurement principles<sup>[34]</sup>, achieving efficiency, effectiveness and value for money at all times.

### *Budget*

- 6.15 The expenditure in the 2019/20 Proposed Budget is projected at \$134 million for procurement, which is higher than the 2018/19 Revised Budget of \$120 million by \$14 million. The increase in expenditure in 2019/20 is mainly due to the higher other recurrent expenditure and capital expenditure on computer and equipment.

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Note [34] The basis of HA's procurement principles are as follows -

- (a) Obtain Value for Money;
- (b) Incorporate Risk Management in a holistic manner;
- (c) Maintain a focus on continuous improvement at all levels;
- (d) Provide effective governance which is accountable and transparent;
- (e) Provide for open and fair competition in the market place; and
- (f) Procure in a fair, reasonable and ethical manner with due regard to probity.

## **CORPORATE SERVICES**

6.16 Corporate services operation comprises a wide range of supporting services that facilitate the efficient operation of HA. These include general administration, human resources management, finance and accounting services, IT, information and community relations, legal advice services and management consultancy services.

### ***Budget***

6.17 The expenditure in the 2019/20 Proposed Budget is projected at \$1,006 million for corporate services, which is higher than the 2018/19 Revised Budget of \$933 million by \$73 million. The increase in expenditure in 2019/20 is mainly due to the higher personal emoluments, other recurrent expenditure and capital computer expenditure.

## 7. CONSOLIDATED BUDGETS

- 7.1 As a financially autonomous public body, the HA funds its public housing programmes with its own resources. A summary of the income and expenditure items of the HA's Revised Budget for 2018/19 and Proposed Budget for 2019/20 is set out below –

	<b>Revised Budget 2018/19</b>	<b>Proposed Budget 2019/20</b>
	<b>\$M</b>	<b>\$M</b>
Operating Income	34,128	44,438
Operating Expenditure	(26,911)	(33,360)
Net non-operating income	56	19
Consolidated Operating Surplus	<u>7,273</u>	<u>11,097</u>
Capital Expenditure	21,015	20,895

### CONSOLIDATED OPERATING ACCOUNT

- 7.2 The Consolidated Operating Account generates a surplus of \$11,097 million in the 2019/20 Proposed Budget, as compared to the 2018/19 Revised Budget surplus of \$7,273 million. The higher surplus is attributable to the higher surplus in Home Ownership Assistance Operating Account, mainly due to the sale of more SSFs. A summary by business operation is set out below –

	<b>Revised Budget 2018/19</b>	<b>Proposed Budget 2019/20</b>
	<b>\$M</b>	<b>\$M</b>
Rental Housing	299	29
Commercial	1,462	1,640
Home Ownership Assistance	5,456	9,409
Net non-operating income <sup>[35]</sup>	56	19
Consolidated Operating Surplus	<u>7,273</u>	<u>11,097</u>

Note [35] The net non-operating income is mainly income from Urban Renewal Authority for the rental flats allocated to affected tenants.

## CASH AND INVESTMENT BALANCE

- 7.3 The projected cash and investment balance at the end of March 2019 and 2020 are summarised below –

	<b>Revised Budget 2018/19</b>	<b>Proposed Budget 2019/20</b>
	<b>\$M</b>	<b>\$M</b>
Cash and Investment Balance at year-end	41,062	52,611

- 7.4 The cash and investment balance in 2019/20 Proposed Budget is projected to increase to \$52,611M, mainly due to the SSF receipts.

## CAPITAL EXPENDITURE

- 7.5 The capital expenditure in 2019/20 Proposed Budget is \$20,895 million. The details are summarised below –

	<b>Revised Budget 2018/19</b>	<b>Proposed Budget 2019/20</b>
	<b>\$M</b>	<b>\$M</b>
Construction Expenditure	17,746	17,077
Improvement Works	582	895
Computer Equipment, Other Equipment and Motor Vehicles	139	275
Direct Costs and Overheads	2,548	2,648
Total	21,015	20,895

- 7.6 Compared with the 2018/19 Revised Budget, the capital expenditure in the 2019/20 Proposed Budget is projected to slightly decrease by \$120 million or 0.6%, arising from the lower construction expenditure in the year.

# LIST OF ABBREVIATIONS

AWT	average waiting time
BEAM Plus	Building Environment Assessment Method Plus
BI	Biennial Inspection
BO	Buildings Ordinance
CP	Corporate Plan
EMAC	Estate Management Advisory Committee
EV	electric vehicle
FC	Finance Committee
FMSC	Funds Management Sub-Committee
GSH	Green Form Subsidised Home Ownership Scheme
HA	Hong Kong Housing Authority
HD	Housing Department
HKGBC	Hong Kong Green Building Council
HKHS	Hong Kong Housing Society
HKQAA	Hong Kong Quality Assurance Agency
HOS	Home Ownership Scheme
ICU	Independent Checking Unit
IT	information technology
KAs	key activities
KPI	key performance indicator

Letting Scheme	“Letting Scheme for Subsidised Sale Developments with Premium Unpaid”
MPF	Mandatory Provident Fund
M & I	Maintenance and Improvement
NGO	non-governmental organisation
OHSAS	Occupational Health and Safety Assessment Series
PHCP	Public Housing Construction Programme
PRH	public rental housing
RAS	Rent Assistance Scheme
SBI	Sustainable Building Index
SHC	Subsidised Housing Committee
SSF	subsidised sale flat
WSM	White Form Secondary Market Scheme