

4. THEMES AND KEY ACTIVITIES IN 2020/21

4.1 This chapter sets out the themes and KAs of HA in 2020/21

Themes

4.2 Taking into account HA's statutory objectives and functions, and the main directions of HA's work, HA will continue to concentrate its efforts in 2020/21 under the following four themes –

Theme 1: Providing Quality Homes;

Theme 2: Promoting Sustainable Living;

Theme 3: Optimising and Rationalising the Use of Public Resources; and

Theme 4: Enhancing the Attractiveness of Commercial Properties

Key Activities

- 4.3 Under the above four themes, we have drawn up 52 KAs for 2020/21. Among these KAs, four are new initiatives while 48 are on-going. In this Chapter, the KAs are presented under the relevant themes in order to achieve the respective objectives.

(I) New Initiatives

Theme 1: Providing Quality Homes

Objective: Providing PRH to low-income families and addressing the home ownership aspirations of low to middle-income families

1. To make active preparations with a view to accelerating the sale of about 42 000 unsold flats in the 39 estates under the Tenants Purchase Scheme.
2. To put up more HOS and GSH flats which are under construction for pre-sale in 2020^[10].
3. To further raise the quota of WSM in 2020.

Theme 3: Optimising and Rationalising the Use of Public Resources

Objective: Optimising the use of HA's factory buildings

4. To explore the feasibility of redeveloping HA's factory estates for public housing use, particularly to increase the supply of PRH units.

Note [10] It is expected that as many as around 12 000 HOS and GSH flats will be put up for pre-sale in 2020.

(II) On-going Initiatives

Theme 1: Providing Quality Homes

Objective: Providing PRH to low-income families and addressing the home ownership aspirations of low to middle-income families

5. To provide PRH to low-income families who cannot afford private rental accommodation. While the latest AWT^[11] for general applicants (i.e. family and elderly one-person applicants) has exceeded 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.

Objective: 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

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

Note [11] Waiting time refers to the time taken between registration for PRH and the 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.). AWT for general applicants refers to the average of the waiting time of those general applicants who were housed to PRH in the past 12 months.

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

11. 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.
12. To adopt environmentally responsive planning and design, and optimise greening in housing estates to promote a green and healthy environment.
13. To promote and streamline “green” procurement, including the use of “green” materials, “green” construction methods, resource conservation technologies, the simultaneous and integrated application of different environment-friendly material labelling schemes, and energy conservation.

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

14. 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.

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

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

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

17. To implement maintenance and improvement programmes (including regular preventive repairs) and upgrading works to enhance existing PRH stock and to meet the latest 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.

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.

Objective: Improving the environmental standards of PRH estates

18. To enhance environmental protection through the acquisition of ISO 50001^[13] certification for Energy Management System and ISO 14001^[14] certification for the Environmental Management System, as well as the implementation of various energy saving initiatives in PRH estates.

Objective: Enhancing safety and health practices for planned maintenance and improvement works

19. To maintain a structured OHSMS of planned maintenance and improvement works.

Theme 2: Promoting Sustainable Living

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

20. 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.
21. 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.
22. 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 and to promote partnering, such as conducting regular seminars and maintaining continuous communication in the development process of procurement initiatives.

Note [13] 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 [14] 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.

Objective: Maintaining estate cleanliness and environmental hygiene for healthy and harmonious living

23. To continue implementing the Marking Scheme for Estate Management Enforcement and strengthen the prevention and control of pest in PRH Estates.
24. To continue raising the awareness of PRH tenants on the Government's proposed Municipal Solid Waste Charging Scheme.

Objective: Enhancing community bonding and attending to tenants' needs

25. 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.

Objective: Promoting greening in existing PRH estates

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

Objective: Promoting understanding of HA's work

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

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

28. 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.
29. 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.

Theme 3: Optimising and Rationalising the Use of Public Resources

Objective: Optimising and rationalising the use of PRH resources

30. To provide opportunities for transfer of sitting tenants through various transfer exercises.
31. To incentivise under-occupied all elderly PRH households to transfer to right-sized flats.
32. 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.
33. To conduct the biennial PRH rent review.

Objective: Optimising the use of SSF resources

34. To allow eligible owners of HA's SSFs to join HKHS' enhanced Letting Scheme on a trial basis.
35. To allow eligible elderly owners participating in the "Flat for Flat Pilot Scheme for Elderly Owners" of HKHS to purchase a smaller SSF in HA's Secondary Market.

Objective: Implementing e-services

36. To implement e-services for submission of applications for PRH and SSFs (including HOS, GSH and WSM) and explore possible enhancements.
37. To explore alternative e-payment methods for rent collection.

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

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

Objective: Monitoring the construction cost of new housing development, enhancing the sustainability of older estates and reviewing the feasibility of redeveloping individual aged estates

39. To review the feasibility of redeveloping individual aged PRH estates in accordance with established policies under the Long Term Housing Strategy and make better use of land within or near existing PRH estates for additional developments to increase flat production and enhance facilities.
40. To prolong the useful life of some aged estates, enhance the provision of housing development and facilitate the maintenance of older estates.
41. To monitor construction cost and improve the cost-effectiveness of construction.

Objective: Making the best use of human resources to meet corporate goals

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

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

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

Objective: Maintaining sound financial and funds management

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

Theme 4: Enhancing the Attractiveness of Commercial Properties

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

49. 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, and explore opportunities for better use of resources.

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

50. To enhance the leasing and promotion strategies for HA's new and existing retail facilities.
51. 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.

Objective: Promoting environmental protection initiatives in HA's commercial facilities

52. To enhance awareness of environmental protection and implement green measures and campaigns launched by HA and the Government.