

4. THEMES, OBJECTIVES, AND KEY ACTIVITIES IN 2021/22

4.1 This chapter sets out the themes, objectives, and KAs of HA in 2021/22

Themes

4.2 HA will continue to focus its efforts in 2021/22 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 50 KAs for 2021/22. In this Chapter, the KAs are presented under the relevant themes in order to achieve the respective objectives.

Theme 1: Providing Quality Homes

Objective 1: Providing PRH to low-income families and addressing the home ownership aspirations of low-to middle-income families.

1. To provide PRH to low-income families who cannot afford private rental accommodation. While the latest AWT ^[9] 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.
2. To put up HOS and GSH flats for sale.
3. To allocate WSM quota.
4. To accelerate the sale of unsold flats in the 39 estates under the Tenants Purchase Scheme.

Objective 2: 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, 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.
6. To monitor town planning, associated processes, and public objection affecting housing development, mitigate any adverse impact on site availability for construction, and take measures to avoid interruption to site works and mitigate any effect on progress.

Note [9] 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.

7. To explore and implement initiatives to expedite construction of new works projects.
8. To review and update as necessary the range of modular flats for public housing developments.

Objective 3: Planning and designing new development for a green and healthy environment, conserving resources, and promoting green procurement

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

Objective 4: Enhancing building standards through research, management system and liaison with stakeholders

11. 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 5: Maintaining compliance with statutory requirements in new development projects and existing properties

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

Objective 6: Maintaining a sustainable PRH stock through proactive improvement work programmes and verification systems

14. To implement maintenance and improvement programmes (including regular preventive repairs) and upgrading works to enhance existing PRH stock, and meet the latest statutory requirements and other enhancement initiatives.
15. To maintain a structured Occupational Health and Safety Management System of planned maintenance and improvement works.

Theme 2: Promoting Sustainable Living

Objective 7: Enhancing community engagement throughout the delivery of development projects and promoting partnering with business partners

16. 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.
17. 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.
18. To enhance the service standards, strengthen monitoring of our business partners, raise their awareness of corporate social responsibility, and promote partnering with them.

Objective 8: Maintaining estate cleanliness and environmental hygiene for a healthy and harmonious living environment, and promoting greening and energy conservation in PRH estates

19. To implement the Marking Scheme for Estate Management Enforcement and strengthen the prevention and control of pest in PRH estates.
20. To raise the awareness of PRH tenants on the Government's proposed municipal solid waste charging.
21. To enhance environmental protection through the acquisition of ISO 50001^[10] certification for Energy Management System and ISO 14001^[11] certification for the Environmental Management System, as well as the implementation of various energy saving initiatives in PRH estates.
22. To enhance tree management and implement landscape improvement programmes.

Note [10] ISO 50001 is an international standard which aims to reduce green-house gas emissions by enabling organisations to establish an energy management system and process to improve energy performance (including energy efficiency, use and consumption).

Note [11] 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 9: 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.

Objective 10: Promoting understanding of HA's work

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

Objective 11: Enhancing awareness on health, environment and safety, and promoting relevant practices in HA's workplace

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

Theme 3: Optimising and Rationalising the Use of Public Resources

Objective 12: Optimising and rationalising the use of PRH resources

27. To provide transfer opportunities for sitting tenants through various transfer exercises.
28. To incentivise under-occupied all-elderly PRH households to transfer to right-sized flats.
29. 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.

Objective 13: Optimising the use of SSF resources

30. To allow eligible owners of HA's SSFs to join HKHS' enhanced Letting Scheme.
31. 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 14: Optimising the use of HA's Interim Housing

32. To clear Shek Lei Interim Housing for public housing development.

Objective 15: Optimising the use of HA's factory buildings

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

Objective 16: Maintaining a healthy procurement environment and enhancing value-for-money through procurement practices

34. 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 17: Monitoring the construction cost of new housing development, enhancing the sustainability of older estates and reviewing the feasibility of redeveloping individual aged estates

35. 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.

36. To prolong the useful life of some aged estates, enhance the provision of housing development and facilitate the maintenance of older estates.
37. To monitor construction cost and improve the cost-effectiveness of construction.

Objective 18: Making the best use of human resources to meet corporate goals

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

Objective 19: Making effective and wider application of IT to support business initiatives and enhance efficiency

41. To implement or enhance IT systems to support the evolving business requirements, and to improve the overall operational efficiency and IT security.
42. To implement IT infrastructure and centralised IT services to meet HA's future business needs.
43. To implement e-services for submission of applications for PRH and SSFs (including HOS, GSH and WSM) and explore possible enhancements.
44. To explore alternative e-payment methods for rent collection.

Objective 20: 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.

Theme 4: Enhancing the Attractiveness of Commercial Properties

Objective 21: Enhancing the potential of HA's commercial properties through exploring asset enhancement opportunities and optimising usage

47. To explore opportunities to enhance HA's commercial properties and optimise the use of resources.

Objective 22: Enhancing business strategies in leasing, marketing and managing HA's commercial properties

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

49. To maintain Domain's market positioning, attractiveness and competitiveness as a regional shopping mall and entertainment hub.

Objective 23: Promoting environmental protection in HA's commercial facilities

50. To enhance awareness of environmental protection and implement green measures in the operation of HA's commercial facilities.