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## Year-end Review of the HA's 2021/22 Corporate Plan



### 3. YEAR-END REVIEW OF THE 2021/22 CORPORATE PLAN

- 3.1 The year-end performance of the 2021/22 CP was reviewed and members were informed of the details vide Paper No. HA 9/2022. There were 50 KAs in 2021/22 CP. As at 31 March 2022, four KAs were completed and 46 KAs were on schedule, on-going, or partially completed.

#### Theme 1: Providing Quality Homes

- 3.2 Under this theme, HA had continued its work on improving people's living conditions by providing quality public housing. To low-income families which cannot afford private rental accommodation, we provide PRH. In 2021/22, about 22 600 PRH/Green Form Subsidised Home Ownership Scheme (GSH) flats were completed. Around 26 000 PRH flats (comprising both newly completed flats and refurbished flats) were allocated in 2021/22. Of the around 26 000 flats, around 19 000 units were allocated to PRH applicants, while the rest were allocated to PRH tenants requesting transfer, households recommended by the Social Welfare Department for compassionate rehousing, junior civil servants, eligible clearerees, etc. <sup>[2]</sup> As at end-March 2022, the average waiting time (AWT) <sup>[3]</sup> for general applicants (i.e. family and elderly one-person applicants) who were housed to PRH in the past 12 months was 6.1 years. Among them, the AWT for elderly one-person applicants was 4.1 years. We would continue the efforts to increase PRH supply with a view to shortening the waiting time for PRH.

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Note [2] Around 13 500 refurbished flats were allocated in 2021/22, among which around 8 000 and 1 300 were allocated to PRH general applicants and non-elderly one-person applicants under the Quota and Points System respectively. There were two major reasons that the total number of PRH flats allocated (i.e. 26 000) was less than the sum of newly completed flats (i.e. 22 600) and refurbished PRH flats allocated (i.e. 13 500). First, the newly completed flats included both PRH and GSH flats and not all newly completed flats were available for allocation; and second, as issuance of occupation permits and the allocation process take time, not all newly completed flats could be allocated within the same financial year.

Note [3] Waiting time basically 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.



- 3.3 In 2021/22, about 3 200 Home Ownership Scheme (HOS) flats were completed. The Sale of HOS Flats 2020 was launched in September 2020 and flat selection was completed in September 2021. The Sale of HOS Flats 2022 (HOS 2022), involving a total of 8 926 new flats, was launched in February 2022 and ballot exercise would be held in June 2022. Flat selection was targeted to commence from the fourth quarter of 2022. White Form Secondary Market Scheme (WSM) 2022, with a quota of 4 500, was launched in February 2022 together with HOS 2022. Approval letters would be issued to successful applicants of WSM 2022 in the fourth quarter of 2022 tentatively. A total of 2 112 new GSH flats were put up for sale in May 2021 under the Sale of GSH Flats 2020/21. The ballot exercise was held in August 2021. Flat selection commenced in October 2021. Due to the COVID 19 situation, flat selection was suspended from late January 2022 and gradually resumed in late April 2022. As endorsed by Subsidised Housing Committee (SHC) at the meeting in January 2022, the unsold flats from Ching Fu Court upon completion of GSH 2020/21, together with any rescinded flats from Ching Fu Court and Dip Tsui Court, would be put up for sale to eligible PRH applicants in tandem with Express Flat Allocation Scheme 2022, which was expected to be open for application in the third quarter of 2022. In order to accelerate the sale of unsold flats in the 39 estates under the Tenants Purchase Scheme (TPS), the first batch of about 800 recovered TPS flats were put up for sale under the Sale of GSH Flats 2020/21. The second batch of recovered TPS flats (about 500 flats) would be put up for sale under HOS 2022 in the fourth quarter of 2022. We had also made use of online communication tools to promote HOS 2022. Videos of the virtual show flats, building models and doll houses of the HOS courts were provided on HA's dedicated website.
- 3.4 In terms of the development and construction of public housing projects, in the process of planning and designing PRH estates, we continued to adopt comprehensive planning and site-specific design that responds to site conditions, utilises plot ratio best, and maximises flat production of all domestic blocks in new projects. We also continued to consult relevant Government departments and organise community engagement activities to present development proposals and obtain feedback. In order to speed up the building process, we developed a new Design-and-Build (D&B) procurement model in leveraging on the contractors' expertise and resources to undertake design and construction in a bundle, thereby releasing resources to expedite the pre-construction planning of new projects and to further enhance the entire construction workflow. In March 2022, we sought approval of the governance model for public housing developments using D&B approach and the tendering arrangement and evaluation mechanism for D&B contracts.

- 3.5 In order to maintain the structural safety of PRH estates, we continued with maintenance and improvement programmes such as the Comprehensive Structural Investigation Programme for PRH estates with age around 40 years to ascertain the state of structural safety. We also continued to implement the Total Maintenance Scheme for PRH units aged ten years or above including the Mandatory Window Inspection Scheme in selected estates and Responsive In-flat Maintenance Services in all PRH estates. Under the Lift Modernisation Programme, we completed the replacement of 61 old lifts as scheduled.
- 3.6 With a view to achieving the highest site safety standards, striving for continuous improvements and committing to promote a safety culture, we continued to implement ISO 45001:2018 Occupational Health and Safety Management System for planned maintenance and improvement works.
- 3.7 We continued to conduct micro-climate studies, Air Ventilation Assessment, and Carbon Emission Estimation for new public housing projects, and adopt noise mitigation measures, including the acoustic window and balcony, with reference to the site specific characteristics where appropriate. In order to promote a green and healthy environment, we had registered nine new works projects for assessment and rating under the Building Environment Assessment Method Plus (BEAM Plus) Scheme <sup>[4]</sup> in 2021/22. To safeguard drinking water safety, 136 PRH estates participated in the “Quality Water Supply Scheme for Buildings – Fresh Water (Management System)” launched by the Water Supplies Department and maintained the certifications.

## **Theme 2: Promoting Sustainable Living**

- 3.8 Besides providing homes, we hope to promote a sustainable living environment for those who live in HA’s developments. We continued to conduct annual internal audits to maintain the respective certification on ISO 14001 for Environmental Management System and ISO 50001 for Energy Management System. External Surveillance Audit for PRH estates was carried out in May 2021 and no non-conformity was observed. Moreover, we continued carbon emission monitoring and review of efficiency through the Carbon Audit exercise in the 14 typical domestic block types.

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Note [4] BEAM Plus is a comprehensive environmental assessment scheme for buildings recognised by the Hong Kong Green Building Council. A rating would be issued to the project according to the scoring after the assessment.

- 3.9 With a view to raising the awareness of PRH tenants on waste reduction and separation at source and to better prepare them for the implementation of municipal solid waste (MSW) charging, we collaborated with the Environmental Protection Department (EPD) to conduct various trial projects in PRH estates. The Phase 2 MSW charging trial in nine PRH estates covering 50 domestic blocks was launched from May to December 2021. Drawing on the experience of the trial, we continued to collaborate with EPD to conduct the Phase 3 MSW charging trial in early January 2022. Moreover, we joined EPD's other on-going trials, such as collection of plastic recyclable materials in three districts covering 63 PRH estates, collection of food waste in 18 shopping centres/ wet markets in phases, placing of reverse vending machine in three PRH estates and collection of domestic food waste in one domestic block by using smart bin in the year of 2021/22. As at 31 March 2022, we completed greening activities, tree planting day activities and landscape improvement works in selected estates. We had also completed an annual tree assessment exercise and maintained the tree database records for effective tree management through the computerised Enterprise Tree Management System.
- 3.10 We strived to enhance family cohesion and attend to tenants' needs. A cumulative total of 70 000 households benefited under the Harmonious Families Policies. We widely publicised the Rent Assistance Scheme through various channels to raise the awareness of PRH tenants so that those in need could submit applications accordingly. We also successively extended the temporary relief measure four times to withhold the issuance of departmental Notice-to quit (NTQ) to tenants who could not settle their rent payments on time due to financial hardship until September 2022. Eligible tenants might submit one-off applications to the HA and NTQ against them would be withheld upon approval of their applications. As at end March 2022, a cumulative total of 1 665 applications were approved.
- 3.11 We continued to conduct community engagement activities (such as engagement workshops, forums and meetings) to present development proposals and obtain feedback on the planning and design of projects, and conduct surveys to gauge residents' views in every newly completed estate. We also conducted post-completion review workshop for seven projects. Survey for residents was conducted via telephone interviews for two newly completed estates.

### **Theme 3: Optimising and Rationalising the Use of Public Resources**

- 3.12 HA has always strived to optimise and rationalise the use of public resources, so as to address society's housing needs as best as we can. To optimise the use of rental housing resources, we would clear Shek Lei Interim Housing by end-2022 for public housing development of about 1 600 units. As at 31 March 2022, among the 329 affected households, 173 households accepted the offers of PRH flats and six households had accepted flats in Po Tin Interim Housing. One household opted the singleton/doubleton allowance while one household opted to purchase GSH flat. In addition, nine households voluntarily surrendered their interim housing units.
- 3.13 After taking into account the Hong Kong Housing Society's (HKHS) review results and the effectiveness of the HA's participation in the Letting Scheme for Subsidised Sale Developments with Premium Unpaid (Letting Scheme), HA agreed to join the enhanced Letting Scheme on a regular basis in June 2021. As at 31 March 2022, HKHS received around 1 000 and 1 500 applications from owners and tenants respectively, among which around 800 and 500 applications from owners and tenants respectively were approved and 119 tenancy agreements were signed.
- 3.14 To facilitate HKHS's "Flat for Flat Pilot Scheme for Elderly Owners", SHC approved at its meeting on 21 June 2019 to allow eligible elderly owners of HKHS's SSFs who have sold their original flats without payment of premium to buy a smaller one in HA's Secondary Market. As at 31 March 2022, HKHS received 23 applications, among which 19 eligible applications were approved with "Trade Down Permit" issued while four were ineligible. Among the 19 approved applications, six sales of the original SSF were recorded and one purchase of a smaller SSF under the secondary market of HA was recorded.
- 3.15 Under the scheme to grant lifetime full rent exemption to all-elderly households in under-occupied units, Housing for Senior Citizens of Type I design and non-self-contained Converted-one-person units upon their transfer to suitably-sized flats, we received and approved around 500 applications as at 31 March 2022. Among the around 600 housing offers made, around 150 offers were accepted by the applicants.
- 3.16 To safeguard the rational and effective use of public housing resource, we completed the vetting of some 250 000 income and assets declarations under the Well-off Tenants Policies; intensive checking on some 6 000 income and assets declaration cases; and rigorous investigation on some 6 600 randomly selected occupancy-related and suspected tenancy abuse cases. 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 and to promote cherishing public housing resources.

- 3.17 In order to optimise the development potential of public housing sites, we had implemented the Government policy which allows the domestic plot ratio at the selected zones to increase by up to 30% where technically feasible. We also continued to facilitate the rezoning process of the four HA factory sites to implement the proposed public housing developments. We continued to implement and expand the use of Development and Construction Site Mobile System (DCSMS) to improve the workflow, communication and record management of site inspection process. The first mobile app was rolled out in early 2016. A total of eleven mobile apps/web applications were successfully launched and adopted in HA projects <sup>[5]</sup>. We were exploring further development of DCSMS to cover more areas of site applications. We also commissioned to develop a new web-based Housing Smart Intake (HOST) System <sup>[6]</sup> to streamline the defects reporting process during mass intake of completed housing estates. The reported defects items, via the HOST System, would be interfaced to DCSMS for follow-up by our Contractors. There would also be data exchange between the new system and other IT systems operated by our Estate Management Division. Besides, the Independent Checking Unit (ICU) continued to operate and enhance its electronic submission and processing system, namely the “Housing Electronic Plan Submission System” (HePlan), in handling building and structural plans and exercising building control in HA’s new development projects and existing buildings. To facilitate electronic submission and processing of plans, ICU also developed the technology for the production of 2-dimensional plans from 3-dimensional Building Information Modelling models in meeting the statutory submission requirements. Moreover, ICU developed a “Housing Electronic Checking System for Test Reports” (HeCheck) to enhance the efficiency and accuracy of checking any non-compliance in test reports of concrete and reinforcement. The trial use of HeCheck was completed in March 2022 and the project was completed in April 2022.

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Note [5] In 2021/2022, the Final Flats Inspection App and Reference Document App were both launched in April 2021. Another App, namely Materials Testing Request App is in the pipeline and targeted to be rolled out, as the Phase 4 development, by the fourth Quarter of 2022.

Note [6] Development of the HOST System was commenced in September 2021. The system will be used in the defects reporting process by tenants and owners during mass intake for follow-up actions by Intake Ambassadors, Main Contractors and Site Inspection Team. Upon completion of defects rectification works, tenants and owners will be notified via the HOST System on the completion of works. The first phase of the HOST System for Public Rental Housing Projects will be rolled out in early July 2022.

- 3.18 In respect of human resources, 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 civil service posts where necessary. Moreover, supplementary workforce (viz. body-shopped personnel, term staff and staff employed under the Government's Post-retirement Service Contract (PRSC) Scheme) were also used to meet special and/or temporary job needs. As at 31 March 2022, we engaged 1 450 body-shopped personnel, 148 term staff and 16 PRSC staff. We will continue to make greater use of supplementary workforce to cope with periodic peaks of workload. For staff development, we had been using the Development Scheme for Senior Professionals to provide HD colleagues with opportunities to take up responsibilities beyond their professional boundary. Besides, management development programmes for different levels of staff and internal attachment programmes had been arranged to broaden their perspectives. Having regard to the local epidemic situation in Q1 2022, face-to-face local training activities scheduled between January and March 2022 were postponed or converted to webinars. We had also been using more webinars, video-on-demand and other e-learning resources on HA's e-Learning Portal.
- 3.19 In respect of funds management, we had conducted an overall review on HA's Strategic Asset Allocation. Following consultation with the Funds Management Sub-Committee, the recommendations were submitted to the Finance Committee for approval in August 2021.

#### **Theme 4: Enhancing the Attractiveness of Commercial Properties**

- 3.20 Apart from residential developments, HA has continuously strived to optimise the use of resources and enhance the potential of HA's commercial facilities. On this front, we continued to review and roll forward the asset enhancement programme for HA's commercial properties portfolio.
- 3.21 Over the year, we continued to adopt strategic planning and a market-oriented approach in the leasing of our new retail facilities and arrange early marketing and leasing of commercial facilities in new public housing developments well in advance before completion to address residents' basic needs upon intake. We also continued to adopt proactive leasing and promotion strategies with a view to widening the choice of goods and services for residents and the local community in line with market trends.
- 3.22 To sustain the popularity and attractiveness of Domain, HA's flagship shopping centre, as a regional mall, we continued to adopt proactive and



flexible leasing strategies with a view to enhancing its tenants' profile and trade mix. In enhancing the shopping facilities, we also commenced improvement works for the toilet facilities in Domain in order to improve operational efficiency and upgrade the facilities in line with market trend. The mock-up toilet was completed in April 2021 and opened for public use. The improvement works for other toilets were in good progress. In the second half of 2021 when the epidemic situation stabilised, we made use of the window to launch a series of promotion activities in Domain such as "Fall Autumn Lucky Draw" and "Jingle Bell Christmas Market".

- 3.23 In support of Government's further helping measures, the rent concession for eligible non-domestic tenants was extended several times up to 31 March 2022, and increased to 75%. The coverage of the 75% rent concession was also extended to include tenants/licensees of bus kiosks and most advertising signboards, as well as carpark users for the monthly parking of commercial vehicles. Furthermore, eligible tenants/licensees of HA's non-domestic premises such as beauty parlours, children game centres, etc. could apply for 100% rent concession for the period during which their operation at the premises concerned was required to be closed under anti-epidemic regulations or directions of the Government.
- 3.24 In response to the severe outbreak of the fifth wave of COVID-19 in early 2022, we continued to step up the daily cleansing and disinfection of common areas in our shopping centres and markets and the employment of anti-epidemic ambassadors to monitor various anti-epidemic measures.
- 3.25 We completed the feasibility study and announced the study results as well as the arrangements for clearance of four factory estates (i.e. Yip On, Sui Fai, Wang Cheong and Kwai On Factory Estates) on 24 May 2021 upon endorsement of the Strategic Planning Committee (SPC) and the Commercial Properties Committee. As at the end of March 2022, a total of around 1 560 affected tenants (involving around 79% of the tenancies) had either vacated or committed to vacate their premises. We would continue to liaise closely with the tenants with a view to facilitating a smooth clearance process.
- 3.26 In support of the Government's efforts to increase car parking spaces, we continued to seek opportunities to increase the provision of car parking facilities to meet local demand subject to technical feasibility and necessary approvals.
- 3.27 On environmental protection in our commercial properties, we continued to implement green measures in the operation of HA's retail facilities, for examples, supporting energy saving and food waste reduction and encouraging Tenants of restaurants, supermarkets and market stalls to

participate in food donation schemes organised by various NGOs. In support of Government's policy to promote wider use of electric vehicles (EVs), we had also been installing EV chargers at PC parking spaces in existing car parks on a need basis and subject to technical feasibility. As at the end of March 2022, we had provided EV chargers at about 480 hourly and about 1 280 monthly PC parking spaces in about 70 car parks.