

# 4

## **THEMES, OBJECTIVES, AND KEY ACTIVITIES IN 2023/24**



## 4. THEMES, OBJECTIVES, AND KEY ACTIVITIES IN 2023/24

- 4.1 To formulate the themes, objectives, and KAs of HA in 2023/24, SPC endorsed the 2023/24 Strategic Plan on 28 October 2022, which served as a first draft of the Corporate Plan. Subsequently, each Committee discussed and endorsed their relevant Programmes of Activities prepared based on the Strategic Plan in November 2022 and December 2022 respectively. Taking into account views expressed by Members, the themes, objectives, and KAs of HA in 2023/24 are set out in this chapter of the 2023/24 CP.

### Themes

- 4.2 HA shall continue to focus its efforts in 2023/24 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 35 KAs for 2023/24. 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 average waiting time (AWT) for general applicants (i.e. family and elderly one-person applicants) who were housed to PRH in the past 12 months 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, with the immediate target to cap the average waiting time for PRH at the existing level of six years.
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 TPS.

#### ***Objective 2: Seeking Government's provision of sites suitable for development***

5. To seek Government's provision of spade-ready sites to HA to expedite the construction of public housing units, optimise the development potential of the sites and maximise the supply of domestic flats, and complete the projects in phases where appropriate.
6. To monitor the site availability for public housing development.
7. To accelerate housing production by the adoption of "Design-and-Build" procurement model.
8. To accelerate housing production by the adoption of the Design for Manufacture and Assembly (DfMA) approach, the Modular Integrated Construction (MiC) approach and other advanced construction technologies, and review and update as necessary the corresponding building design.

***Objective 3: Reviewing and Enhancing the Quality Management System***

9. To review and enhance the quality management system and specifications to assure quality for all critical site works and installations for capital works new works projects.

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

10. To set the minimum size of newly-built subsidised sale flats completed from 2026-27 onwards to no less than 26 square metres saleable area in general. The internal floor area of newly-built PRH flats (except for 1-person and 2-person units) will be no less than the equivalent level in general, i.e. 21 square metres.
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.

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

### ***Objective 6: Enhancing community engagement throughout the delivery of development projects and promoting partnering with business partners***

13. 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 public housing projects.

### ***Objective 7: Maintaining estate cleanliness and environmental hygiene***

14. To implement the Marking Scheme for Estate Management Enforcement and strengthen the prevention and control of pest and rodents in PRH estates.
15. To raise the awareness of PRH tenants on the Government's upcoming implementation of Municipal Solid Waste Charging.

### ***Objective 8: Enhancing the sense of well-being among residents***

16. To enhance the well-being of PRH residents through improving environmental protection, greening, and conservation in different aspects of HA's work; develop "Well-Being" design guidelines for new public housing projects and apply the same concept to existing estates.
17. To implement maintenance and improvement programmes.
18. 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 enhance safety, accessibility and spatial equity in the community.

### ***Objective 9: Planning and designing new development for a green and healthy environment, conserving resources, and promoting green procurement***

19. To adopt environmentally responsive planning and design, optimise greening in housing estates to promote a green and healthy environment, and promote "green procurement."

### ***Objective 10: Enhancing community bonding and attending to tenants' needs***

20. To foster community building and caring for the tenants in need.

***Objective 11: Promoting HA's work***

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

***Objective 12: Enhancing awareness on health, safety, and promoting relevant practices in HA's workplace***

22. 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.

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

#### ***Objective 13: Optimising the use of PRH resources***

23. To provide transfer opportunities for sitting tenants through various transfer exercises.
24. To strengthen tenancy management and to prevent abuse of public housing resources.

#### ***Objective 14: To review the feasibility of redeveloping individual aged estates and enhancing the sustainability of older estates***

25. To review the feasibility of redeveloping individual aged PRH estates and to review the opportunities for additional developments within or near existing PRH estates, including selecting one more public housing estate to commence redevelopment study on top of the existing 10 redevelopment projects which are currently in progress or under planning.

#### ***Objective 15: Monitoring the construction cost of new housing development***

26. To monitor construction cost and improve the cost-effectiveness of construction.

#### ***Objective 16: Making the best use of human resources***

27. To achieve a lean, flexible and dynamic organisation with the capacity to respond to changes in service requirements.
28. To enhance staff engagement and staff competencies.

#### ***Objective 17: Making effective and wider application of IT***

29. To implement or enhance IT systems to support the evolving business requirements, and to improve the overall operational efficiency and IT security.
30. To implement e-services for submission of applications for PRH and SSFs (including HOS, GSH and WSM) and explore possible enhancements.

#### ***Objective 18: Maintaining sound financial and funds management***

31. To manage HA's finance and implement HA's investment strategy in a prudent manner.

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

***Objective 19: Enhancing the potential of HA's commercial properties through exploring asset enhancement opportunities and optimising usage***

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

***Objective 20 Enhancing HA's commercial properties***

33. To enhance the leasing, promotion and management strategies for HA's new and existing commercial facilities.

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

35. To enhance the implementation of green measures in HA's commercial facilities.