

3.

2023/24年度机构计划检讨概要及 2025/26年度主题大纲和主要工作 SNAPSHOT OF 2023/24 CORPORATE PLAN AND THEMES AND KEY ACTIVITIES IN 2025/26

2023/24年度机构计划检讨概要

- 3.1 2023/24年度机构计划共有35项主要工作。截至2024年3月31日，所有主要工作如期进行、持续进行或部分完成。房委会在2023/24年度机构计划的四个主题大纲下分别取得不同成果。
- 3.2 **提供优质居所—** 房委会继续为市民提供具质素的公共房屋，以改善居民的居住条件。我们为没有能力负担私人租住楼宇的低收入家庭提供公屋。我们亦推出资助出售单位，以满足有置业需求的家庭。在规划和设计公屋的过程中，我们继续采用全面规划和因地制宜的设计，以充分配合地盘情况和善用地积比率，并尽量增加新项目内住宅的单位数量。我们同时探讨加快建造过程的方法。
- 3.3 **促进可持续生活—** 除了提供容身之所，我们的目标亦是为居民提供一个可持续的生活环境。我们支持政府的灭蚊及灭鼠工作、向居民宣传减废和回收的资讯、致力加强家庭凝聚力和充分利用传统和社交媒体进行其推广及宣传工作。



Snapshot of 2023/24 Corporate Plan

- 3.1 There were 35 Key Activities (KAs) in 2023/24 Corporate Plan (CP). As at 31 March 2024, all KAs were on schedule, on-going, or partially completed. HA had different accomplishments under the four themes adopted in 2023/24 CP.
- 3.2 **Providing Quality Homes—** HA had continued its work on improving people's living conditions by providing quality public housing. To low-income families which could not afford private rental accommodation, we provided PRH. For families who had aspirations on home ownership, we offered SSF. In the process of planning and designing PRH estates, we continued to adopt comprehensive planning and site-specific design that responded to site conditions, utilised plot ratio best, and maximised flat production of all domestic blocks in new projects. We also explored ways to expedite the building process.
- 3.3 **Promoting Sustainable Living—** Besides providing homes, it was also our goal to promote a sustainable living environment. We supported the Government's anti-mosquito and anti-rodent work, carried out publicity work on waste reduction and recycling, strived to enhance family cohesion and made full use of both the traditional and social media in promotion and publicity work.

3.4 充分和合理运用公共资源— 我们不遗余力地维护公屋资源的合理和有效运用。我们亦继续检讨资讯及人力资源管理方面的工作流程，确保有效地运用资源。

3.5 提升商业楼宇的吸引力— 我们在管理房委会的零售设施上继续采取灵活的市场推广和租赁策略、维持「大本型」的知名度和吸引力及继续在营运房委会辖下零售设施时推行环保措施。

2025/26

3.6 为制定房委会2025/26年度的主题大纲和主要工作，策划小组委员会已于2024年11月5日的会议通过了2025/26年度策略计划，作为机构计划的初稿。其后，各个小组委员会分别在2024年11月及12月讨论及通过各自因应策略计划而制定的工作计划。在考虑委员的意见后，我们在本章罗列房委会2025/26年度机构计划的主题大纲和主要工作。



3.4 Optimising and Rationalising the Use of Public Resources— We spared no efforts in safeguarding the rational and efficient use of public housing resources. We continued to review our workflow on both information and human resources management front to ensure the effective use of resources.

3.5 Enhancing the Attractiveness of Commercial Properties— We continued to adopt a flexible marketing and leasing strategy in the management of HA's retail facilities, sustain the popularity and attractiveness of Domain and implement green measures in operation of HA's retail facilities.

2025/26

3.6 To formulate the themes and KAs of HA in 2025/26, Strategic Planning Committee (SPC) endorsed the 2025/26 Strategic Plan (SP) on 5 November 2024, which served as a first draft of the CP. Subsequently, each Committee discussed and endorsed their relevant Programmes of Activities prepared based on the SP in November 2024 and December 2024 respectively. Taking into account views expressed by Members, the themes and KAs of HA in 2025/26 are set out in this chapter of the 2025/26 CP.

主题大纲

3.7 房委会在2025/26年度会继续致力按以下四个主题大纲，推展各项工作：

主题大纲一：提供优质居所；

主题大纲二：促进可持续生活；

主题大纲三：充分和合理运用公共资源；
以及

主题大纲四：提升商业楼宇的吸引力。

Themes

3.7 HA shall continue to focus its efforts in 2025/26 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.

主题大纲
Theme

01



提供优质居所
Providing Quality Homes

主题大纲
Theme

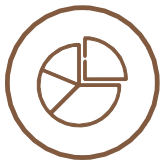
02



促进可持续生活
Promoting Sustainable Living

主题大纲
Theme

03



充分和合理运用公共资源
Optimising and Rationalising the Use of Public Resources

主题大纲
Theme

04



提升商业楼宇的吸引力
Enhancing the Attractiveness of Commercial Properties

主要工作

3.8 在四个主题大纲下，我们拟定了2025/26年度的21项主要工作。

Key Activities

3.8 Under the above four themes, we have drawn up 21 KAs for 2025/26.



01 提供优质居所 Providing Quality Homes

主题大纲一：提供优质居所

1. 为没有能力负担私人租住楼宇的低收入家庭提供公屋。
2. 出售资助出售单位及分配白表居屋第二市场计划(白居二)配额。
3. 加快出售现时在39个租者置其屋计划屋邨中的未出售单位。
4. 争取政府向房委会提供熟地，以加快兴建公营房屋，并善用土地的发展潜力和尽量增加住宅单位供应量，以及在合适的情况下分阶段落成项目。
5. 监察可供公营房屋发展项目的用地。
6. 采用「设计及建造」、「装配式设计」、「组装合成」建筑法、项目资讯管理及分析平台和其他先进建筑技术以加快兴建房屋。

Theme 1: Providing Quality Homes

1. To provide PRH to low-income families who cannot afford private rental accommodation.
2. To put up SSF for sale and allocate White Form Secondary Market Scheme (WSM) quota.
3. To accelerate the sale of unsold flats in the 39 estates under Tenants Purchase Scheme.
4. 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.
5. To monitor the site availability for public housing development.
6. To accelerate housing production by the adoption of Design-and-Build (D&B) procurement model and adoption of the Design for Manufacture and Assembly (DfMA) approach, the Modular Integrated Construction (MiC) approach, Project Information Management and Analytics Platform and other advanced construction technologies.

7. 于2026-27年起提供新落成的资助出售单位其一般实用楼面面积不少于26平方米的最低面积。新落成的公屋单位(一至二人单位除外)一般室内楼面面积将不少于同等水平(即21平方米)。
8. 透过研究楼宇设计和建造方法、推行品质管理体系和产品认证, 以及与业务参与者联系, 从而提升建筑水平、质量和生产力。
9. 在房委会发展的楼宇于设计、建筑、完工和入伙后阶段推行屋宇管制。

7. To provide newly-built SSF to be completed from 2026-27 onwards which are 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.
8. 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.
9. To implement building control in the design, construction, completion and post-occupation stages for the buildings developed by HA.





02 促进可持续生活 Promoting Sustainable Living

主题大纲二：促进可持续生活

10. 透过优化公共空间、设施及屋邨环境的设计，提升公营房屋居民的幸福感。
11. 在公共屋邨推行屋邨管理扣分制和加强防治虫鼠工作。
12. 为房委会建立积极进取、关怀社区的机构形象，并加强与我们的员工、租户、工作伙伴及市民的沟通。
13. 推广环保采购，监察并提升发展项目和环境的质素，以及房委会辖下发展和兴建项目工作地点的健康和安全状况，并改进环境、社会和经济方面的可持续性。

Theme 2: Promoting Sustainable Living

10. To enhance the sense of well-being of public housing residents through improving the design for public spaces, facilities and estate environment.
11. To implement the Marking Scheme for Estate Management Enforcement and strengthen the prevention and control of pest and rodents in PRH estates.
12. To build a proactive and caring corporate image of HA and to strengthen communications with our staff, tenants, partners and the general public.
13. To promote "green procurement", 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.





03 充分和合理运用公共资源 Optimising and Rationalising the Use of Public Resources

主题大纲三：充分和合理运用公共资源

14. 加强租务管理，防止滥用公共房屋资源。
15. 加快公屋单位流转。
16. 推进公屋重建，并检讨在现有公共屋邨范围内或附近进行加建发展的机会。
17. 监察建筑成本和提高建筑工程的成本效益。
18. 推行或优化资讯科技系统，以支援不断演变的业务需求，并改善整体运作效率和维持资讯科技的保安水平。
19. 就公屋及资助出售单位（包括居者有其屋计划、绿表置居计划（绿置居）及白居二）推行电子化的申请服务并探讨优化措施。

Theme 3: Optimising and Rationalising the Use of Public Resources

14. To strengthen tenancy management and prevent abuse of public housing resources.
15. To expedite the circulation of PRH units.
16. To take forward PRH redevelopment and to review the opportunities for additional developments within or near existing PRH estates.
17. To monitor construction cost and improve the cost-effectiveness of construction.
18. To implement or enhance information technology (IT) systems to support the evolving business requirements, and to improve the overall operational efficiency and maintain the standard of IT security.
19. To implement e-services for submission of applications for PRH and SSF (including Home Ownership Scheme, Green Form Subsidised Home Ownership Scheme (GSH) and WSM) and explore possible enhancements.





04 提升商业楼宇的吸引力 Enhancing the Attractiveness of Commercial Properties

主题大纲四：提升商业楼宇的吸引力

20. 发掘优化房委会商业楼宇及善用资源的机会。
21. 优化房委会新落成和现有商业设施的租赁、推广和管理策略。

Theme 4: Enhancing the Attractiveness of Commercial Properties

20. To explore opportunities to enhance HA's commercial properties and optimise the use of resources.
21. To enhance the leasing, promotion and management strategies for HA's new and existing commercial facilities.

