

3.

2023/24年度機構計劃檢討概要及 2025/26年度主題大綱和主要工作 SNAPSHOT OF 2023/24 CORPORATE PLAN AND THEMES AND KEY ACTIVITIES IN 2025/26

2023/24年度機構計劃檢討概要

- 3.1 2023/24年度機構計劃共有35項主要工作。截至2024年3月31日，所有主要工作如期進行、持續進行或部分完成。房委會在2023/24年度機構計劃的四個主題大綱下分別取得不同成果。
- 3.2 **提供優質居所—** 房委會繼續為市民提供具質素的公共房屋，以改善居民的居住條件。我們為沒有能力負擔私人租住樓宇的低收入家庭提供公屋。我們亦推出資助出售單位，以滿足有置業需求的家庭。在規劃和設計公屋的過程中，我們繼續採用全面規劃和因地制宜的設計，以充分配合地盤情況和善用地積比率，並盡量增加新項目內住宅的單位數量。我們同時探討加快建造過程的方法。
- 3.3 **促進可持續生活—** 除了提供容身之所，我們的目標亦是為居民提供一個可持續的生活環境。我們支持政府的滅蚊及滅鼠工作、向居民宣傳減廢和回收的資訊、致力加強家庭凝聚力和充分利用傳統和社交媒體進行其推廣及宣傳工作。



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 **充分和合理運用公共資源**— 我們不遺餘力地維護公屋資源的合理和有效運用。我們亦繼續檢討資訊及人力資源管理方面的工作流程，確保有效地運用資源。

3.5 **提升商業樓宇的吸引力**— 我們在管理房委會的零售設施上繼續採取靈活的市場推廣和租賃策略、維持「大本型」的知名度和吸引力及繼續在營運房委會轄下零售設施時推行環保措施。

2025/26

3.6 為制定房委會2025/26年度的主題大綱和主要工作，策劃小組委員會已於2024年11月5日的會議通過了2025/26年度策略計劃，作為機構計劃的初稿。其後，各個小組委員會分別在2024年11月及12月討論及通過各自因應策略計劃而制定的工作計劃。在考慮委員的意見後，我們在本章臚列房委會2025/26年度機構計劃的主題大綱和主要工作。



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.

主題大綱

3.7 房委會在2025/26年度會繼續致力按以下四個主題大綱，推展各項工作：

主題大綱一： 提供優質居所；

主題大綱二： 促進可持續生活；

主題大綱三： 充分和合理運用公共資源；
以及

主題大綱四： 提升商業樓宇的吸引力。

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.

主題大綱
Theme

01



提供優質居所

Providing Quality Homes

主題大綱
Theme

02

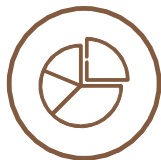


促進可持續生活

Promoting Sustainable Living

主題大綱
Theme

03



充分和合理運用公共資源

Optimising and Rationalising the Use of Public Resources

主題大綱
Theme

04



提升商業樓宇的吸引力

Enhancing the Attractiveness of Commercial Properties

主要工作

3.8 在四個主題大綱下，我們擬定了2025/26年度的21項主要工作。

Key Activities

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



01 提供優質居所 Providing Quality Homes

主題大綱一：提供優質居所

1. 為沒有能力負擔私人租住樓宇的低收入家庭提供公屋。
2. 出售資助出售單位及分配白表居屋第二市場計劃（白居二）配額。
3. 加快出售現時在39個租者置其屋計劃屋邨中的未出售單位。
4. 爭取政府向房委會提供熟地，以加快興建公營房屋，並善用土地的發展潛力和盡量增加住宅單位供應量，以及在合適的情況下分階段落成項目。
5. 監察可供公營房屋發展項目的用地。
6. 採用「設計及建造」、「裝配式設計」、「組裝合成」建築法、項目資訊管理及分析平台和其他先進建築技術以加快興建房屋。

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. 於2026-27年起提供新落成的資助出售單位其一般實用樓面面積不少於26平方米的最低面積。新落成的公屋單位（一至二人單位除外）一般室內樓面面積將不少於同等水平（即21平方米）。
 8. 透過研究樓宇設計和建造方法、推行品質管理體系和產品認證，以及與業務參與者聯繫，從而提升建築水平、質量和生產力。
 9. 在房委會發展的樓宇於設計、建築、完工和入伙後階段推行屋宇管制。
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 促進可持續生活 Promoting Sustainable Living

主題大綱二：促進可持續生活

10. 透過優化公共空間、設施及屋邨環境的設計，提升公營房屋居民的幸福感。
11. 在公共屋邨推行屋邨管理扣分制和加強防治蟲鼠工作。
12. 為房委會建立積極進取、關懷社區的機構形象，並加強與我們的員工、租戶、工作伙伴及市民的溝通。
13. 推廣環保採購，監察並提升發展項目和環境的質素，以及房委會轄下發展和興建項目工作地點的健康和安全狀況，並改進環境、社會和經濟方面的可持續性。

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 充分和合理運用公共資源 Optimising and Rationalising the Use of Public Resources

主題大綱三：充分和合理運用公共資源

14. 加強租務管理，防止濫用公共房屋資源。
15. 加快公屋單位流轉。
16. 推進公屋重建，並檢討在現有公共屋邨範圍內或附近進行加建發展的機會。
17. 監察建築成本和提高建築工程的成本效益。
18. 推行或優化資訊科技系統，以支援不斷演變的業務需求，並改善整體運作效率和維持資訊科技的保安水平。
19. 就公屋及資助出售單位（包括居者有其屋計劃、綠表置居計劃（綠置居）及白居二）推行電子化的申請服務並探討優化措施。

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 提升商業樓宇的吸引力 Enhancing the Attractiveness of Commercial Properties

主題大綱四：提升商業樓宇的吸引力

- 20. 發掘優化房委會商業樓宇及善用資源的機會。
- 21. 優化房委會新落成和現有商業設施的租賃、推廣和管理策略。

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.

