

# Corporate Plan

# 机构计划

## 2025/26



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# 机构概览

CORPORATE PROFILE





## 机构概览 CORPORATE PROFILE

### 香港房屋委员会

- 1.1 香港房屋委员会(下称「房委会」)是香港制定公共房屋政策的主要机构。房委会的愿景一直是为没有能力租住私人楼宇的低收入家庭提供公共租住房屋(下称「公屋」)及提供资助出售房屋,以回应中低收入家庭的置业诉求。
- 1.2 截至2024年12月,房委会成员中有20名非官方委员和四名官方委员,全部由行政长官委任。为使房委会和政府提供公营房屋时更紧密合作,房委会的正、副主席分别由房屋局局长和房屋署署长出任。
- 1.3 房委会辖下设有六个常务小组委员会及两个附属小组委员会,负责制定不同范畴的政策,以及监督推行情况。

### The Hong Kong Housing Authority

- 1.1 The Hong Kong Housing Authority (HA) is the major organisation formulating the public housing policies in Hong Kong. HA's vision has long been to provide public rental housing (PRH) to low-income families who cannot afford private rental accommodation, and provide subsidised sale flats (SSF) to address the home ownership aspirations of low to middle-income families.
- 1.2 As at December 2024, the membership of HA comprised 20 non-official members and four official members. Appointments are made by the Chief Executive. To help forge closer collaboration between HA and the Government in the provision of public housing, the Secretary for Housing and the Director of Housing have respectively assumed the positions of the Chairman and Vice-Chairman of HA.
- 1.3 There are six standing committees and two sub-committees under HA to formulate and oversee policies in specified areas.





## 香港房屋委员会组织架构 Organisation of the Hong Kong Housing Authority



## 房屋署

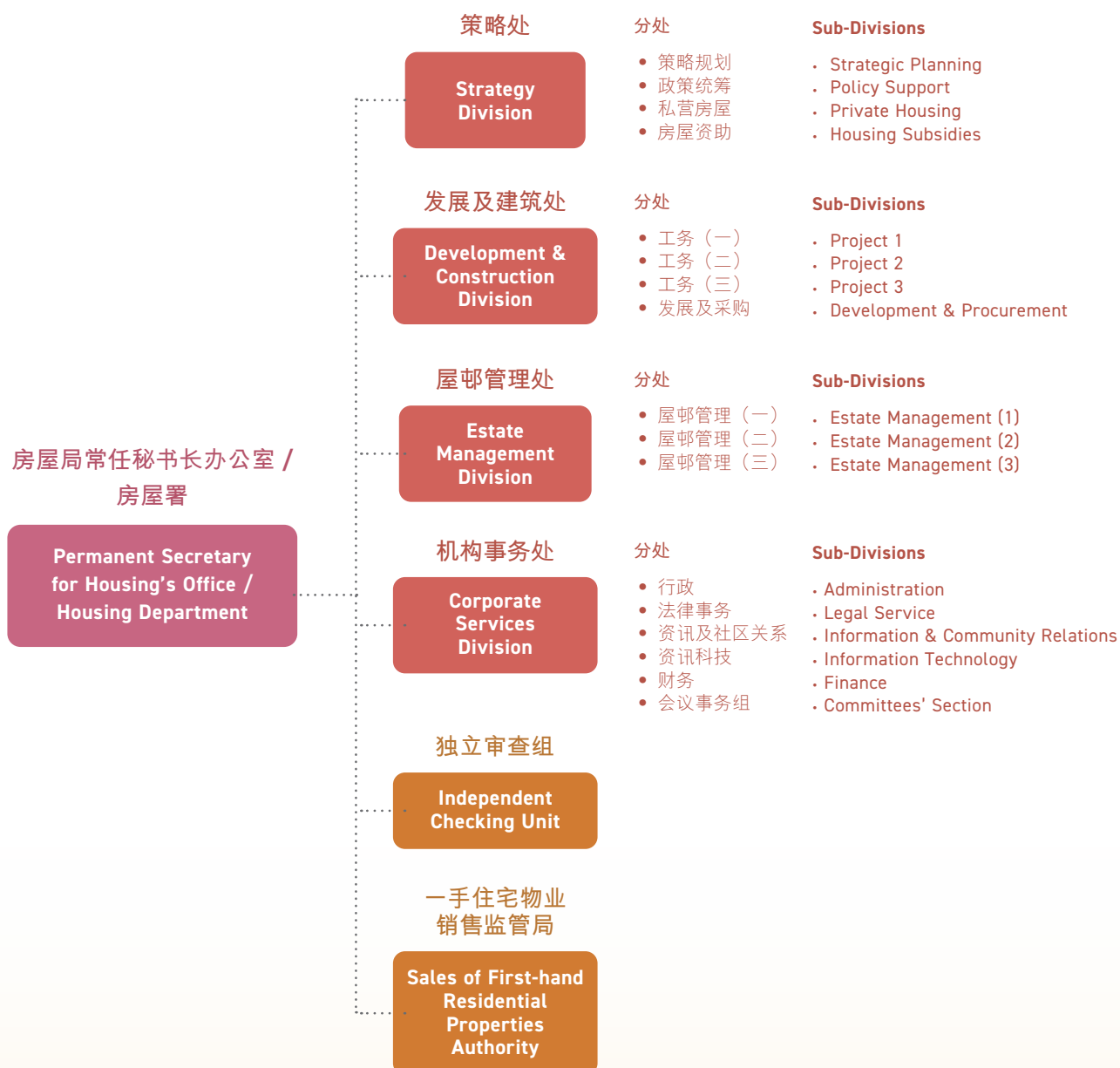
1.4 房屋署是房委会的执行机关，负责推行房委会所制定的政策。房屋局常任秘书长同时兼任房屋署署长一职，掌管房屋署。

## Housing Department

1.4 The Housing Department (HD) acts as the executive arm of HA to implement its policies. HD is headed by the Permanent Secretary for Housing, who also assumes the office of the Director of Housing.

### 房屋署组织架构

### Organisation of the Housing Department



# 2

## 机构愿景、工作目标、基本信念 和策略方针

CORPORATE VISION, MISSION, CORE VALUES  
AND STRATEGIC OBJECTIVES



## 2.

### 机构愿景、工作目标、基本信念和策略方针 CORPORATE VISION, MISSION, CORE VALUES AND STRATEGIC OBJECTIVES

- 2.1 房委会原有的愿景、工作目标、基本信念及策略方针由2017/18年度开始沿用至今。适逢房委会于2023年成立50周年，我们就上述项目进行了全面的检视。
- 2.2 经蒐集了房委会及各小组委员会委员的意见后，房委会已敲定全新的愿景、工作目标、基本信念和策略方针，并胪列如下：
- 2.1 The previous version of Corporate Vision, Mission, Core Values and Strategic Objectives of HA have been adopted since 2017/18. Upon the 50<sup>th</sup> anniversary of HA in 2023, a comprehensive review has been conducted.
- 2.2 After the gauging the view of HA and Committee members, the brand new version of Vision, Mission, Core Values, and Strategic Objectives of HA have been finalised as set out below: –







## 愿景 VISION

致力为有需要的低收入家庭提供可以负担的租住房屋，并协助中低收入家庭自置居所。

To strive for excellence in offering affordable rental housing to low-income families in need and helping low to middle-income families to achieve home ownership.



## 工作目标 MISSION

- 全力“提量、提速、提效、提质”提供公营房屋。
- 透过可持续建筑、与及专业管理及维修保养，促进可持续发展。
- 缔造绿色及健康的生活环境，致力提升居民的幸福感。
- 提供服务及房屋资助时秉持开明的态度、公允持平的立场，以确保公共资源得到合理的运用，符合成本效益。
- To enhance quantity, speed, efficiency and quality of public housing supply.
- To foster sustainable development through sustainable building, as well as professional management and maintenance.
- To enhance the well-being of residents by creating a green and healthy environment.
- To ensure cost-effective and rational use of public resources in service delivery and allocation of housing assistance in an open and equitable manner.



## 基本信念 CORE VALUES

### 创新为民、尽责热诚

- **创新**：发挥创意，探索创新的解决方案，以优化房屋政策、建筑与服务
- **为民**：以关怀的态度和同理心提供以居民为本的服务
- **尽责**：积极和负责任地提供服务
- **热诚**：对工作充满热诚

### CARE: Creative, Attentive, Responsible, Enthusiastic

- **Creative**: Embrace creativity and explore innovative solutions to enhance housing policies, construction and services
- **Attentive**: Provide residents-oriented service in a caring and empathetic manner
- **Responsible**: Deliver service responsibly and proactively
- **Enthusiastic**: Work with passion



## 策略方针

### STRATEGIC OBJECTIVES

经考虑房委会最新的工作优先次序和措施后，我们订定了以下策略方针：

- (a) 以符合成本效益的原则，提供优质公屋<sup>[1]</sup>。
- (b) 透过提供资助出售单位回应中低收入家庭自置居所的诉求。
- (c) 有效及高效运用公营房屋资源，合理分配公共资源，杜绝滥用。
- (d) 积极正面推动绿色及可持续发展，提升居民幸福感。
- (e) 致力创新，采用先进科技，以提高效率。
- (f) 与顾客和其他业务持份者维持伙伴合作关系，以提升服务质素，及善用私营市场资源。
- (g) 于规划和设计新屋邨时采纳通用设计原则，并按此原则，改善现有屋邨设施。
- (h) 管理及维护资产，将其经济效益和使用年期最大化。
- (i) 充分运用商业楼宇。
- (j) 致力推广及提升房委会的形象。

Having regard to HA's latest work priorities and initiatives, we have developed the following strategic objectives –

- (a) To facilitate the cost-effective provision of quality PRH <sup>Note 1</sup>.
- (b) To address the home ownership aspiration of low to middle-income families through the provision of SSF.
- (c) To make effective and efficient use of public housing resources and to maximise the rational allocation to eliminate abuse.
- (d) To contribute actively and positively towards green and sustainable development so as to enhance the sense of well-being of residents.
- (e) To be innovative in enhancing efficiency by employing advance technologies.
- (f) To work in partnership with customers and other stakeholders to enhance service quality and make effective utilisation of private sector resources.
- (g) To adopt universal design for planning and design of new housing estates, and improve facilities in existing estates in accordance with the same principle.
- (h) To manage and maintain assets with a view to maximising their economic life and contribution.
- (i) To optimise the use of commercial properties.
- (j) To promote and enhance the image of HA.

注[1] 「优质」公屋泛指(a)为低收入家庭／人士提供安全健康的居所，以缔造和谐共融和可持续的社区；屋邨设施及住宅单位配套均能切合现代基本生活所需；屋邨设计以居家安老、长幼伤健人士均可公平使用社区空间为原则；(b)本着环保和绿化原则兴建和保养公屋，包括应用环保建筑材料和节能装置，以尽量减低对环境的负荷；以及(c)采购物有所值而耐用的建筑材料，加上完善的维修保养服务，为居民维持怡人的居住环境。

Note 1 "Quality" PRH, in a broad sense, refers to (a) safe and healthy accommodation for the low-income household/ persons suitable for the formation of a harmonious and sustainable community, with estate facilities and domestic flats well-matched to the essential needs of modern living, and with estate designs serving the purpose of aging in place and socio-spatial equity for people of all ages and abilities; (b) building and maintaining the PRH in accordance with the principles of environmental protection and greening, with the application of green construction materials and energy-saving installations to minimise the burden on the environment; and (c) the procurement of value-for-money and durable construction materials, coupled with comprehensive maintenance services, to maintain a decent living environment for the residents.

# 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



# 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，我们在本章列列房委会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

## Themes

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。

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.



# 4

## 主要成效指标 KEY PERFORMANCE INDICATORS





# 4.

## 主要成效指标 KEY PERFORMANCE INDICATORS

4.1 为评估和监察主要工作的成效，我们参考了委员于制定机构计划时所提出的意见及《2024年施政报告》，在2025/26年度采用了17项主要成效指标<sup>[2]</sup>。这些主要成效指标的2024/25年度目标和2025/26年度目标列如下：

4.1 In order to help evaluate and monitor our performance in implementing the KAs, having taken into account Members' views in the course of the Corporate Planning exercise and the 2024 Policy Address, we have adopted 17 Key Performance Indicators (KPIs)<sup>[2]</sup> for 2025/26. The target for 2024/25 and 2025/26 of the KPIs are set out below –

	2024/25年度目标 Target for 2024/25	2025/26年度目标 Target for 2025/26
(1) 提供的新单位数目(个) <sup>[3]</sup> No. of new flats to be provided <sup>[3]</sup>		
- 公屋／绿置居单位 - PRH/GSH flats	17,300	15,500
- 其他资助出售单位 - Other SSF	11,300	8,200
(2) 公屋申请的平均轮候时间(年) <sup>[4]</sup> AWT for PRH applications (years) <sup>[4]</sup>		
- 一般申请者 - General applicants	3	3
- 当中：长者一人申请者 - Among which, elderly one-person applicants	2	2

注[2] 同时适用于房屋署员工提供的服务，以及物业管理服务公司／承办商提供的服务。

Note [2] Applicable to both in-house services and services provided by property services agents/contractors.

注[3] 四舍五入至最接近的百位数。

Note [3] Figures rounded to the nearest hundred.

注[4] 长远而言，我们仍会致力达至一般申请者平均约三年获首次编配单位的目标。政府亦已推出「公屋综合轮候时间」指数，反映一般申请者轮候传统公屋或「简约公屋」的综合轮候时间。

Note [4] We strive to achieve the target of providing the first offer to general applicants at around three years on average in the long run. The Government also introduced the index of Composite Waiting Time to reflect general applicants' composite waiting time for traditional PRH or Light Public Housing.

	2024/25年度目标 Target for 2024/25	2025/26年度目标 Target for 2025/26
<p>(3) 采用「装配式设计」(包括「组装合成」建筑法)及其他先进建筑技术为主要建筑方法的招标房屋项目数目<sup>[5]</sup></p> <p>Number of housing projects to be tendered out to adopt DfMA (MiC approach included) and other advanced construction technologies as the main construction method<sup>[5]</sup></p>	<p>「装配式设计」 — 所有项目</p> <p>「组装合成」建筑法 — 9个项目</p> <p>DfMA – All projects</p> <p>MiC approach – 9 projects</p>	<p>「装配式设计」 — 所有项目</p> <p>「组装合成」建筑法 — 17个项目</p> <p>DfMA – All projects</p> <p>MiC approach – 17 projects</p>
<p>(4) 采用「设计及建造」采购模式招标的公营房屋单位数目(个)<sup>[6]</sup></p> <p>Number of public housing units to be tendered out adopting D&amp;B procurement model<sup>[6]</sup></p>	12,000	20,000

注[5] 《2022年施政报告》公布，所有在第一个五年期(2023/24至2027/28年度)的公营房屋项目必须采用「装配式设计」，当中包括在合适的项目采用「组装合成」建筑法。此外，在第二个五年期(2028/29至2032/33年度)须有不少于一半的公营房屋项目采用「组装合成」建筑法；其余项目亦必须采用「装配式设计」。根据最新的招标计划，在2024/25年度将会有多过九个项目及2025/26年度已选定了17个项目招标采用「组装合成」建筑法。房屋署会继续由2026/27年度起进一步选定更多「组装合成」建筑法项目，以达致《施政报告》所订的目标。

Note [5] As announced in the 2022 Policy Address, all public housing projects under HA which are scheduled for completion in the first five-year period (2023/24 to 2027/28) will adopt DfMA, including MiC approach in suitable projects. No less than half of the public housing projects scheduled for completion in the second five-year period (2028/29 to 2032/33) will adopt the MiC approach, and DfMA for the remaining projects. Based on the latest tender programme, more than nine MiC projects will be tendered out in 2024/25 and 17 MiC projects have been identified to be tendered out in 2025/26. HD continues to identify more MiC projects in 2026/27 onwards to achieve the target set in the Policy Address.

注[6] 《2022年施政报告》公布，房委会会在预计于第二个五年期(即2028/29至2032/33年度)落成的至少一半单位中采用「设计及建造」合约模式。根据最新的招标计划，在2024/25年度约有20 900个单位(超出了目标12 000个单位)会以「设计及建造」模式招标；2025/26年度已选定了20 000个单位招标采用「设计及建造」模式。房屋署会继续由2026/27年度起进一步选定更多「设计及建造」项目，以达致《施政报告》所订的目标。

Note [6] As announced in the 2022 Policy Address, HA will adopt the D&B contract model for at least half of the flats scheduled for completion in the second five-year period (i.e. from 2028/29 to 2032/33). Based on the latest tender programme, about 20 900 flats (exceeding the target of 12 000 flats) will be tendered out under the D&B model in 2024/25; whereas about 20 000 flats have been identified for tendering out under the D&B model in 2025/26. HD continues to identify more D&B projects from 2026/27 onwards to achieve the target set in the Policy Address.

	2024/25年度目标 Target for 2024/25	2025/26年度目标 Target for 2025/26
(5) 挤迫户 <sup>[7]</sup> 占公屋家庭总数的百分率(%) Percentage of overcrowded families <sup>[7]</sup> against total PRH families (%)	低于0.55 Below 0.55	低于0.55 Below 0.55
(6) 空置率(%) Vacancy rate (%)		
- 公屋	低于1.3 Below 1.3	低于1.3 Below 1.3
- PRH		
- 零售单位(商铺)	低于2.5 Below 2.5	低于5.0 Below 5.0
- Retail Premises (shops)		
(7) 翻新空置单位平均所需时间(日) Average turnaround time for vacant flat refurbishment (days)	不超逾44 Not exceeding 44	不超逾44 Not exceeding 44
(8) 为有40个住宅楼层的公营房屋项目进行地基和上层结构工程的平均施工时间(月) <sup>[8]</sup> Average construction time for foundation and superstructure of public housing projects with 40 domestic storeys (months) <sup>[8]</sup>	56	56

注[7] 挤迫户为居住密度每人少于5.5平方米室内楼面面积的家庭。

Note [7] Overcrowded families are families with living density below 5.5 m<sup>2</sup> internal floor area per person.

注[8] 这成效指标是所有公营房屋项目进行地基和上层结构工程所需的平均施工时间，当中包括性质复杂的项目（例如在基座平台或地库提供大量福利、停车场及其他公共设施、土地和地质状况复杂、深桩地基等），但不包括涉及拆卸、工地平整或净化工程的项目；或楼高超过40层的住宅大厦。

Note [8] This KPI is the average construction time for foundation and superstructure of all public housing projects, including those which are complex in nature (e.g. with substantial welfare, car parking and other public facilities in podium or basement, complicated ground and geological conditions, deep piled foundation, etc.) but excluding those projects which entails demolition, site formation or decontamination; or where the domestic block exceeds 40 storeys.

	2024/25年度目标 Target for 2024/25	2025/26年度目标 Target for 2025/26
(9) 在10天内审理已完成占用许可证前期视察的新建筑项目快速占用许可证申请 Processing applications for fast-track occupation permit of new construction projects (with pre-OP inspection completed) within 10 days	100%	100%
(10) 在10天内审理新建筑项目的快速临时占用许可证申请 Processing applications for fast-track temporary occupation permit of new construction projects within 10 days	100%	100%
(11) 审理全面采用预先认可标准设计／细节的新建筑项目计划时： Processing plans for new construction projects wholly adopting pre-accepted typical design/details: <ul style="list-style-type: none"> <li>- 在15天内审理首次呈交的计划 - first submission within 15 days</li> <li>- 在10天内审理修订的计划 - amendment within 10 days</li> </ul>	90%  90%	90%  90%
(12) 与房委会辖下公共屋邨持份者进行联合清洁行动次数 No. of joint environmental hygiene operations with stakeholders in PRH estates under HA	不少于500 Not less than 500	不少于500 Not less than 500

	2024/25年度目标 Target for 2024/25	2025/26年度目标 Target for 2025/26
<b>(13) 意外率</b> <b>Accident rate</b>		
<ul style="list-style-type: none"> <li>- 新工程合约每年每1 000名工人的平均意外数目</li> <li>- Average number of accidents per 1 000 workers per year for new works contract</li> </ul>	不多于八宗 Not more than 8	不多于八宗 Not more than 8
<ul style="list-style-type: none"> <li>- 维修保养及改善工程合约每年每1 000名工人的平均意外数目</li> <li>- Average number of accidents per 1 000 workers per year for maintenance and improvement works contract</li> </ul>	不多于八宗 Not more than 8	不多于八宗 Not more than 8
<ul style="list-style-type: none"> <li>- 新工程合约的致命意外数目</li> <li>- Number of fatal accident for new works contract</li> </ul>	0	0
<ul style="list-style-type: none"> <li>- 维修保养及改善工程合约的致命意外数目</li> <li>- Number of fatal accident for maintenance and improvement works contract</li> </ul>	0	0
<b>(14) 合理运用公屋资源</b> <b>Rationalise PRH resources</b>		
<ul style="list-style-type: none"> <li>- 在富户政策下的两年周期内审核入息及资产申报表(份)</li> <li>- Vetting of Income and Assets Declaration Forms under the Well-off Tenants Policies within a two-year cycle (nos.)</li> </ul>	不少于 No less than  450 000	不少于 No less than  450 000
<ul style="list-style-type: none"> <li>- 每年深入调查个案(户)</li> <li>- In-depth investigation per year (households)</li> </ul>	10 000	10 000



	2024/25年度目标 Target for 2024/25	2025/26年度目标 Target for 2025/26
(15) 为每名员工所作的培训投资(元) Training investment per staff member (\$)	2,300	2,300
(16) 耗纸量 Paper consumption	每名员工的耗纸量维持在与2023/24年度相若的水平  Maintain consumption per staff comparable to 2023/24 level	每名员工的耗纸量维持在与2024/25年度相若的水平 <sup>[9]</sup>  Maintain consumption per staff comparable to 2024/25 level <sup>[9]</sup>
(17) 房委会总部耗水量 Water consumption in HA Headquarters	每名员工的耗水量维持在与2023/24年度相若的水平  Maintain consumption per staff comparable to 2023/24 level	每名员工的耗水量维持在与2024/25年度相若的水平 <sup>[10]</sup>  Maintain consumption per staff comparable to 2024/25 level <sup>[10]</sup>

注[9] 政府现时并无就各部门的办公室耗纸量订定节省目标。在2025/26年度，我们的目标是把每名员工的耗纸量维持在与2024/25年度每名员工的实际耗纸量相若的水平。

Note [9] At present, there is no Government's service-wide saving target for paper consumption in office. For 2025/26, we target to maintain paper consumption per staff comparable to 2024/25 level, which is the actual consumption per staff.

注[10] 政府现时并无就各部门的办公室耗水量订定节省目标。在2025/26年度，我们的目标是把每名员工的耗水量维持在与2024/25年度每名员工的实际耗水量相若的水平。

Note [10] At present, there is no Government's service-wide saving target for water consumption in office. For 2025/26, we target to maintain water consumption per staff comparable to 2024/25 level, which is the actual consumption per staff.

# 5

## 主要工作范畴

### MAIN OPERATIONS



# 5.

## 主要工作范畴 MAIN OPERATIONS

5.1 房委会的运作和工作分为六个主要范畴，分别是发展和建造、资助房屋、商业楼宇、屋宇管制、采购，以及机构事务。来年，房委会将继续在不同范畴致力推展各项工作，以达到2025/26年度四个主题大纲下各个目标。

### 发展和建造

5.2 发展和建造方面的主要职能是规划、设计及建造房委会的公营房屋发展项目及相关设施。

5.3 下图展示2015/16至2024/25年度公屋单位数目的变化：

5.1 The operations and activities of HA lie in six main areas, namely development and construction, subsidised housing, commercial properties, building control, procurement, and corporate services. In the coming year, different operations of HA will continue to focus their efforts to achieve the objectives under the four themes for 2025/26.

### Development and Construction

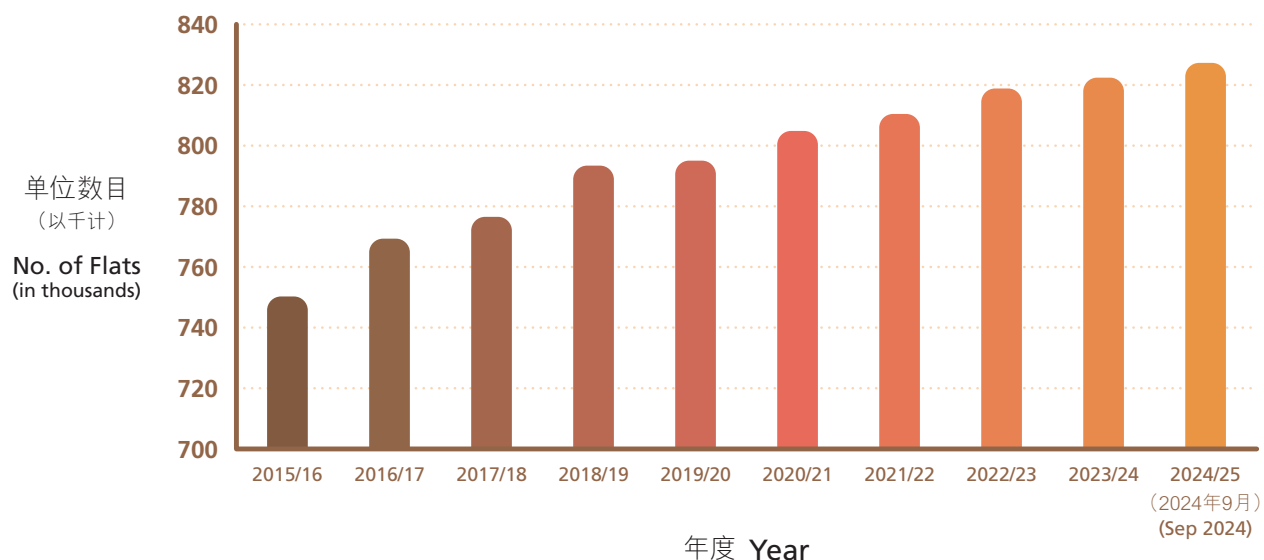
5.2 The main functions of the development and construction operation are to plan, design and construct HA's public housing developments as well as associated facilities.

5.3 The following chart shows the changes in PRH stock from 2015/16 to 2024/25 –



## 公屋单位数目<sup>[11]</sup>

## Stock of PRH Flats<sup>[11]</sup>



## 财政预算

## Budget

5.4 2025/26年度的建筑工程开支预计为317.82亿元，较2024/25年度修订预算280.16亿元高37.66亿元。建筑工程开支增加，主要由于房委会公营房屋发展计划的建筑开支上升。

5.4 The construction expenditure for 2025/26 is projected at \$31,782M which is higher than the 2024/25 Revised Budget of \$28,016M by \$3,766M. The higher construction expenditure is mainly due to an increase in construction expenditure for HA's public housing development.

注[11] 图表展示2015/16至2024/25年度的公屋单位数目。2015/16至2023/24年度的公屋单位数目为各有关年度3月底的情况，而2024/25年度的公屋单位数目为2024年9月底的情况。

Note [11] The chart shows the PRH flat stocks from 2015/16 to 2024/25. The position from 2015/16 to 2023/24 is as at end-March of the respective years, while that for 2024/25 is as at end-September 2024.

## 资助房屋

- 5.5 资助房屋方面的主要职能，是编配、管理及维修房委会辖下的出租住宅物业，并负责销售房委会的资助出售单位。

## 财政预算

### 租住房屋运作帐目

- 5.6 2025/26年度的运作帐目，预计净收入为6.61亿元，较2024/25年度修订预算4.01亿元高2.60亿元，主要由于2024年租金调整的全年效应。

### 资助自置居所运作帐目

- 5.7 预计2025/26年度的净收入为133.89亿元，较2024/25年度修订预算75.90亿元高57.99亿元，主要由于估计完成转让契据的资助出售单位数目增加。

## Subsidised Housing

- 5.5 The main functions of the subsidised housing operation are to allocate, manage and maintain HA's domestic rental properties, and to handle the sale of HA's SSF.

## Budget

### Rental Housing Operating Account

- 5.6 The operating account for 2025/26 is projected to generate a net income of \$661M, which is higher than the 2024/25 Revised Budget of \$401M by \$260M. This is mainly due to the full-year effect of the 2024 rent increase.

### Home Ownership Assistance Operating Account

- 5.7 The net income for 2025/26 is estimated to be \$13,389M, which is higher than the 2024/25 Revised Budget of \$7,590M by \$5,799M. This is mainly due to higher estimate made in terms of the number of SSF assignments completed.





## 商业楼宇

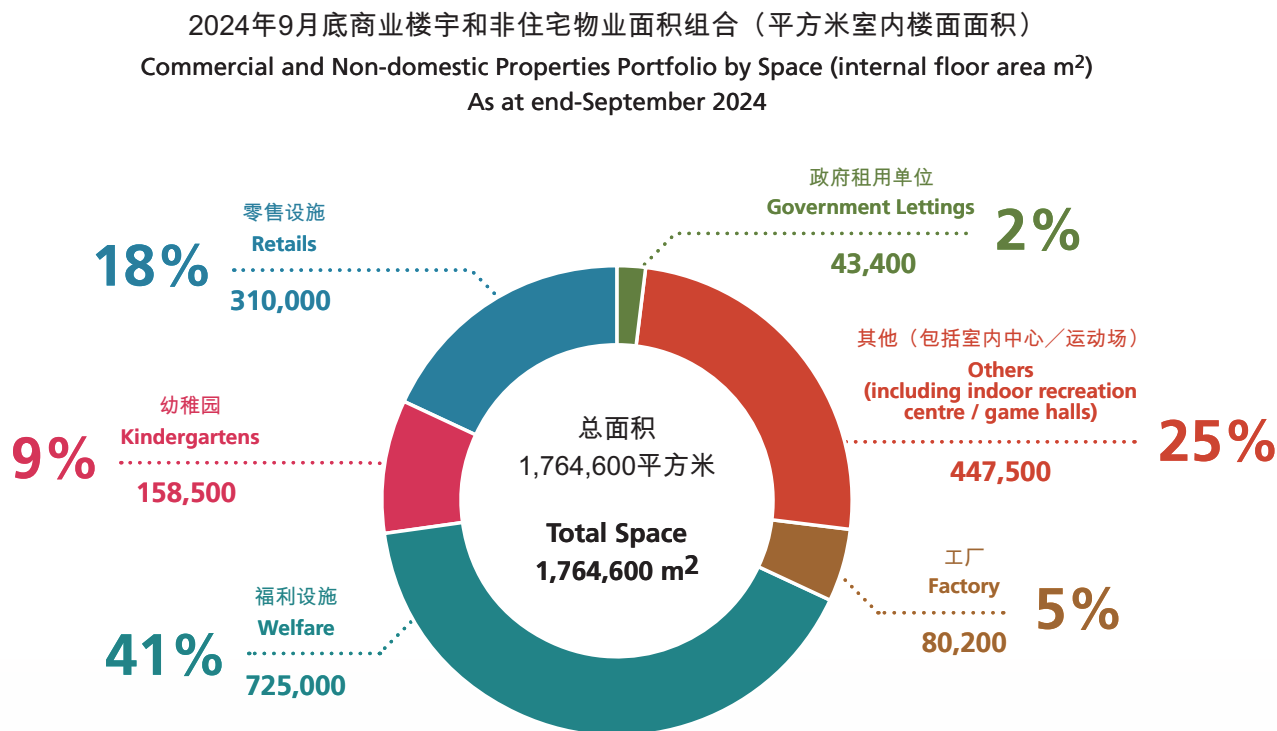
5.8 商业楼宇方面的主要职能，是管理房委会辖下的商业楼宇和非住宅物业（包括零售商铺、政府租用单位、福利设施、幼稚园和分层工厂大厦等）及停车场。

5.9 在2024年9月底，房委会所营运的商业楼宇和其他非住宅物业（不包括学校）的室内楼面面积约1 764 600平方米，而停车位则约为34 500个。商业楼宇和非住宅物业面积组合的分项数字如下：

## Commercial Properties

5.8 The main function of the commercial properties operation is to manage HA's commercial and non-domestic properties (including retail shops, Government lettings, welfare facilities, kindergartens and flatted factories, etc.) as well as car parks.

5.9 As at end-September 2024, HA ran approximately 1 764 600 m<sup>2</sup> internal floor area of commercial and other non-domestic properties (excluding schools) and 34 500 car parking spaces. Breakdown of the commercial and non-domestic properties portfolio by space is as follows –



## 财政预算

5.10 2025/26年度净收入预计为13.68亿元，较2024/25年度修订预算12.54亿元高1.14亿元，主要由于有新商业物业落成。

## 屋宇管制

5.11 独立审查组直属房屋局常任秘书长办公室，负责执行双重的监管职能，对受《建筑物条例》规管的楼宇，根据建筑事务监督（即屋宇署署长）所授权力执行法定的屋宇管制，以及对不受《建筑物条例》规管的楼宇及工程，以房委会的行政安排实施行政屋宇管制<sup>[12]</sup>。独立审查组的法定屋宇管制职能是由政府拨款进行，而其在行政屋宇管制职能的开支则由房委会负责。



## Budget

5.10 The net income in 2025/26 is estimated to be \$1,368M, which is higher than the 2024/25 Revised Budget of \$1,254M by \$114M. This is mainly due to the commissioning of new commercial premises.

## Building Control

5.11 The Independent Checking Unit (ICU) established directly under the Office of the Permanent Secretary for Housing exercises dual control functions including the statutory building control to buildings subject to Building Ordinance (BO) under the delegated authority from the Building Authority (i.e. Director of Buildings), as well as the administrative building control<sup>[12]</sup> to buildings and works not subject to the BO by way of HA's administrative arrangements. ICU's statutory building control function is funded by the Government, whilst its administrative building control function is funded by HA.

注[12] 行政屋宇管制主要包括处理房委会新公营房屋发展项目工程 and 没有出售或拆售任何部分的现有房委会楼宇改动及加建工程的申请。

Note [12] Administrative building control mainly includes processing of submissions for HA's new public housing development and alteration and addition works in existing HA's buildings without any part sold or divested.

## 财政预算

5.12 2025/26年度的屋宇管制开支预计为3.20亿元，较2024/25年度修订预算2.65亿元高5,500万元，主要由于薪酬和电脑系统及设备资本开支的预算较高。

## 采购

5.13 采购工作主要是确保房委会本着公平的采购原则<sup>[13]</sup>，与有能力及可靠的承办商或服务供应商合作。

## Budget

5.12 The expenditure for building control in 2025/26 is projected at \$320M, which is higher than the 2024/25 Revised Budget of \$265M by \$55M. This is mainly due to higher estimates for personal emoluments and capital expenditure on computer systems and equipment.

## Procurement

5.13 The main operations of procurement are to secure competent and reliable contractors or services providers through equitable procurement principles<sup>[13]</sup>.

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注[13] 房委会采购原则的基础如下-

- (a) 力求符合经济效益；
- (b) 采取全面的风险管理；
- (c) 在各方面不断求进；
- (d) 作出负责任和具透明度的有效监管；
- (e) 提供开放和公平的市场竞争；以及
- (f) 本着诚信，以公平、合理和符合专业操守的方式采购。

Note [13] The basis of HA's procurement principles are as follows -

- (a) obtain Value for Money;
- (b) incorporate Risk Management in a holistic manner;
- (c) maintain a focus on continuous improvement at all levels;
- (d) provide effective governance which is accountable and transparent;
- (e) provide for open and fair competition in the market place; and
- (f) procure in a fair, reasonable and ethical manner with due regard to probity.

## 财政预算

5.14 2025/26年度采购工作的开支预计为1.66亿元，较2024/25年度修订预算1.41亿元高2,500万元，主要由于电脑系统的资本开支及其他经常开支的预算较高。

## 机构事务

5.15 机构事务涵盖各项便利房委会有效运作的支援系统及服务，包括一般行政、人力资源管理、财政及会计服务、资讯科技、资讯及社区关系、法律事务和管理顾问服务。

## 财政预算

5.16 2025/26年度的机构事务开支预计为13.92亿元，较2024/25年度修订预算11.43亿元高2.49亿元，主要由于电脑器材的资本开支及薪酬开支的预算较高。

## Budget

5.14 The expenditure for procurement for 2025/26 is projected at \$166M which is higher than the 2024/25 Revised Budget of \$141M by \$25M. This is mainly due to higher estimates for capital expenditure on computer systems and other recurrent expenditure.

## Corporate Services

5.15 Corporate services operation comprises a wide range of supporting systems and services to facilitate efficient operation of HA. They include general administration, human resources management, finance and accounting services, IT, information and community relations, legal advice services and management consultancy services.

## Budget

5.16 The expenditure for corporate services in 2025/26 is projected at \$1,392M, which is higher than the 2024/25 Revised Budget of \$1,143M by \$249M. This is mainly due to higher estimates for capital expenditure on computer systems and personal emoluments.



# 简称一览表

## LIST OF ABBREVIATIONS

香港房屋委员会	房委会	AWT	Average waiting time
公共租住房屋	公屋	BO	Buildings Ordinance
白表居屋第二市场计划	白居二	CP	Corporate Plan
绿表置居计划	绿置居	D&B	Design-and-Build
		DfMA	Design for Manufacture and Assembly
		GSH	Green Form Subsidised Home Ownership Scheme
		HA	Hong Kong Housing Authority
		HD	Housing Department
		ICU	Independent Checking Unit
		IT	Information technology
		KAs	Key activities
		KPIs	Key performance indicators
		MiC	Modular Integrated Construction
		PRH	Public rental housing
		SP	Strategic Plan
		SPC	Strategic Planning Committee
		SSF	Subsidised sale flats
		WSM	White Form Secondary Market Scheme

