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2024/25 年度机构计划检讨概要及 2026/27 年度主题大纲和主要工作

SNAPSHOT OF 2024/25 CORPORATE PLAN AND THEMES AND KEY ACTIVITIES IN 2026/27



2024/25年度机构计划检讨概要及2026/27年度主题大纲和主要工作 SNAPSHOT OF 2024/25 CORPORATE PLAN AND THEMES AND KEY ACTIVITIES IN 2026/27

2024/25年度机构计划检讨概要

- 3.1 2024/25年度机构计划共有39项主要工作。截至2025年3月31日，五项主要工作已经完成，另外34项主要工作则如期进行、持续进行或部分完成。房委会在2024/25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，我们继续检讨构件式单位资料库中公屋和资助出售房屋的单位类型，以切合不断转变的需要。为加快建造过程，我们继续选取合适的项目采用「设计及建造」采购模式。
- 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。为推动智慧屋邨管理，我们选取十条公共屋邨进行试点，试用创新科技如物联网感测器、人工智能、机械人技术及行动装置等。《幸福设计指引》已于2024年9月推出，并逐步应用于2024/25年度新建的公营房屋项目及现有公屋，以加强相关设施。

Snapshot of 2024/25 Corporate Plan

- 3.1 There were 39 Key Activities (KAs) in 2024/25 Corporate Plan (CP). As at 31 March 2025, five KAs were completed and 34 KAs were on schedule, on-going, or partially completed. HA had different accomplishments under the four themes adopted in 2024/25 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 review the flat types of PRH units and SSF in the modular flat library for meeting changing and varying needs. In order to speed up the building process, we continued to identify suitable projects for adopting the Design-and-Build (D&B) procurement method.
- 3.3 **Promoting Sustainable Living**— Besides providing homes, it was also our goal to provide a sustainable living environment for the residents. To promote smart estate management, we selected ten pilot PRH estates for trial adoption of innovative technologies such as Internet of Things sensors, Artificial Intelligence (AI), Robotics and mobile devices. The Well-being Design Guide, launched in September 2024, was gradually applied to newly built public housing projects in 2024/25 and existing public estates to enhance relevant facilities.

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。我们于2024年12月在「房署资讯通」流动应用程式和房委会网站推出「房屋委员会聊天机械人」，以处理一般查询和收集居民意见。

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。

2026/27

3.6 为制定房委会2026/27年度的主题大纲和主要工作，策划小组委员会已于2025年11月3日的会议通过了2026/27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2025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，我们在本章胪列房委会2026/27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 also continued to review our workflow on both information and human resources management front to ensure the effective use of resources. The HA Chatbot was launched in iHousing mobile app and HA's website in December 2024 for handling general enquiries and collecting residents' suggestions.

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.

2026/27

3.6 To formulate the themes and KAs of HA in 2026/27, Strategic Planning Committee endorsed the 2026/27 Strategic Plan (SP) on 3 November 2025, 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 2025 and December 2025 respectively. Taking into account views expressed by Members, the themes and KAs of HA are set out in this chapter of the 2026/27 CP.

主题大纲

3.7 在近年公营房屋供应持续增加的情况下，我们有条件协助基层市民置业。房委会透过不同措施鼓励市民购买资助出售单位，循房屋阶梯向上流动。我们就主题大纲三作出修订，加入「鼓励上进上流」的元素，而其余主题大纲则维持不变：

- 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：合理运用公共资源
鼓励上进上流；以及
- 主题大纲四：提升商业楼宇的吸引力。

Themes

3.7 Against the backdrop of a sustained increase in public housing supply in recent years, we are well-positioned to assist low-income citizens in achieving homeownership. HA encourages members of the public to purchase SSF through various measures, thereby enabling upward mobility along the housing ladder. Theme 3 is revised by incorporating the element of “encouraging upward mobility”, while the remaining themes remain unchanged –

- Theme 1:** Providing Quality Homes;
- Theme 2:** Promoting Sustainable Living;
- Theme 3:** Rationalising the Use of Public Resources and Encouraging Upward Mobility; and
- Theme 4:** Enhancing the Attractiveness of Commercial Properties.



01 主题大纲
Theme

提供优质居所
Providing Quality Homes



02 主题大纲
Theme

促进可持续生活
Promoting Sustainable Living



03 主题大纲
Theme

合理运用公共资源
鼓励上进上流
Rationalising the Use of
Public Resources and Encouraging
Upward Mobility



04 主题大纲
Theme

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2026/27年度的25项主要工作。

Key Activities

3.8 Under the above four themes, we have drawn up 25 KAs for 2026/27.



01

提供优质居所 Providing Quality Homes

主题大纲一：提供优质居所

1. 为没有能力租住私人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(租置计划)屋邨中的未出售单位，并就是否重推租置计划进行研究。
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. 透过采用「设计及建造」工程合约、「装配式设计」、「组装合成」建筑法、项目资讯管理及分析平台、建筑机械人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 (TPS) and conduct research on whether to relaunch TPS.
4. To seek the 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 the D&B procurement model, the Design for Manufacture and Assembly (DfMA) approach, the Modular Integrated Construction (MiC) approach, the Project Information Management and Analytics Platform, Construction Robotics and other advanced construction technologies.

7. 所有于2026-27年起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。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. 提升居者有其屋计划（居屋）和绿表置居计划（绿置居）面积较大单位的比例。
9. 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。
10. 致力优化资助出售单位的设计，以配合新家庭生活模式。
11. 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 increase the ratio of larger units in Home Ownership Scheme (HOS) and Green Form Subsidised Home Ownership Scheme (GSH) projects.
9. 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.
10. Committed to optimising the design of SSF to accommodate new family living patterns.
11. 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

12. 透过改善公共空间、设施及屋邨环境的设计，提升居民的幸福感。
13. 在公共屋邨推行屋邨管理扣分制和加强防治虫鼠工作。
14. 为房委会建立积极进取、关怀社区的机构形象，并加强与租户、工作伙伴及市民的沟通。
15. 推广环保采购，监察并提升发展项目和环境的质素；以及提高房委会辖下发展和兴建项目工地的职安健意识，并改进环境、社会和经济方面的可持续性。

Theme 2: Promoting Sustainable Living

12. To enhance the sense of well-being of residents through improving the design for public spaces, facilities and estate environment.
13. To implement the Marking Scheme for Estate Management Enforcement and strengthen the prevention and control of pest and rodents in PRH estates.
14. To build a proactive and caring corporate image of HA and to strengthen communications with tenants, partners and the general public.
15. 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 sites, and improve the environmental, social and economic aspects of sustainability.





03

合理运用公共资源 鼓励上进上流

Rationalising the Use of Public Resources and Encouraging Upward Mobility

主题大纲三：合理运用公共资源 鼓励上进上流

16. 加强租务管理，防止滥用公共房屋资源。
17. 加快公屋单位流转。
18. 加快资助出售单位流转。
19. 推进公屋重建，并检讨重建现有屋邨的机会。
20. 监察建筑成本和提高建筑工程的成本效益。
21. 提供资讯科技系统，以支援不断演变的业务需求，并改善运作效率，包括资讯保安。
22. 就公屋及资助出售单位（包括居屋、绿置居及白居二）推行电子化的申请服务并探讨优化措施。
23. 进行每两年一次的公屋租金检讨。

Theme 3: Rationalising the Use of Public Resources and Encouraging Upward Mobility

16. To strengthen tenancy management and prevent abuse of public housing resources.
17. To expedite the circulation of PRH units.
18. To expedite the circulation of SSF.
19. To take forward and review opportunities for PRH redevelopment.
20. To monitor construction cost and improve the cost-effectiveness of construction.
21. To provide information technology (IT) systems for supporting the evolving business requirements and improving operational efficiency, including IT security.
22. To implement e-services for submission of applications for PRH and SSF (including HOS, GSH and WSM) and explore possible enhancements.
23. To conduct the biennial PRH rent review.





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

- 24. 发掘优化房委会商业楼宇及善用资源的机会。
- 25. 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

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

