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2024/25 年度機構計劃檢討概要及 2026/27 年度主題大綱和主要工作

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



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2024/25年度機構計劃檢討概要

- 3.1 2024/25年度機構計劃共有39項主要工作。截至2025年3月31日，五項主要工作已經完成，另外34項主要工作則如期進行、持續進行或部分完成。房委會在2024/25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，我們繼續檢討構件式單位資料庫中公屋和資助出售房屋的單位類型，以切合不斷轉變的需要。為加快建造過程，我們繼續選取合適的項目採用「設計及建造」採購模式。
- 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。為推動智慧屋邨管理，我們選取十條公共屋邨進行試點，試用創新科技如物聯網感測器、人工智能、機械人技術及行動裝置等。《幸福設計指引》已於2024年9月推出，並逐步應用於2024/25年度新建的公營房屋項目及現有公屋，以加強相關設施。

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。我們於2024年12月在「房署資訊通」流動應用程式和房委會網站推出「房屋委員會聊天機械人」，以處理一般查詢和收集居民意見。

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。

2026/27

3.6 為制定房委會2026/27年度的主題大綱和主要工作，策劃小組委員會已於2025年11月3日的會議通過了2026/27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2025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2026/27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 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.

主題大綱

3.7 在近年公營房屋供應持續增加的情況下，我們有條件協助基層市民置業。房委會透過不同措施鼓勵市民購買資助出售單位，循房屋階梯向上流動。我們就主題大綱三作出修訂，加入「鼓勵上進上流」的元素，而其餘主題大綱則維持不變：

- 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：** 合理運用公共資源
鼓勵上進上流；以及
- 主題大綱四：** 提升商業樓宇的吸引力。

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 主題大綱
Theme

提供優質居所
Providing Quality Homes



02 主題大綱
Theme

促進可持續生活
Promoting Sustainable Living



03 主題大綱
Theme

合理運用公共資源
鼓勵上進上流
Rationalising the Use of
Public Resources and Encouraging
Upward Mobility



04 主題大綱
Theme

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2026/27年度的25項主要工作。

Key Activities

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



01

提供優質居所 Providing Quality Homes

主題大綱一：提供優質居所

1. 為沒有能力租住私人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（租置計劃）屋邨中的未出售單位，並就是否重推租置計劃進行研究。
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. 透過採用「設計及建造」工程合約、「裝配式設計」、「組裝合成」建築法、項目資訊管理及分析平台、建築機械人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 (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. 所有於2026-27年起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。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. 提升居者有其屋計劃（居屋）和綠表置居計劃（綠置居）面積較大單位的比例。
9. 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。
10. 致力優化資助出售單位的設計，以配合新家庭生活模式。
11. 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 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 促進可持續生活 Promoting Sustainable Living

主題大綱二：促進可持續生活

12. 透過改善公共空間、設施及屋邨環境的設計，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強防治蟲鼠工作。
14. 為房委會建立積極進取、關懷社區的機構形象，並加強與租戶、工作伙伴及市民的溝通。
15. 推廣環保採購，監察並提升發展項目和環境的質素；以及提高房委會轄下發展和興建項目工地的職安健意識，並改進環境、社會和經濟方面的可持續性。

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

合理運用公共資源 鼓勵上進上流

Rationalising the Use of Public Resources and Encouraging Upward Mobility

主題大綱三：合理運用公共資源 鼓勵上進上流

16. 加強租務管理，防止濫用公共房屋資源。
17. 加快公屋單位流轉。
18. 加快資助出售單位流轉。
19. 推進公屋重建，並檢討重建現有屋邨的機會。
20. 監察建築成本和提高建築工程的成本效益。
21. 提供資訊科技系統，以支援不斷演變的業務需求，並改善運作效率，包括資訊保安。
22. 就公屋及資助出售單位（包括居屋、綠置居及白居二）推行電子化的申請服務並探討優化措施。
23. 進行每兩年一次的公屋租金檢討。

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

- 24. 發掘優化房委會商業樓宇及善用資源的機會。
- 25. 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

- 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.

