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This year, we have adopted “Building for the Community” as the theme for our Annual Report 2014/15. We intend this to bring to the forefront the community focus of all of our work and link it to the future of the wider community of Hong Kong to which the Hong Kong Housing Authority (HA) is intimately connected. Today, with nearly two million people calling one of the HA's public rental housing (PRH) flats their home, the work of the HA touches everyone's life in Hong Kong in one way or another and reflects its core values – Caring, Customer-focused, Creative and Committed.

A core part of this commitment to “building for the community” lies in our longstanding task of housing construction. Hong Kong needs more homes to meet the community's needs, especially homes that those of limited means can afford. To achieve this goal, we

need not only to build more, but also to make the best use of our public housing stock and avoid abuses.

As laid out in the Long Term Housing Strategy promulgated in December 2014, the Government has set ambitious goals to increase public housing, including 200 000 rental flats, over the next decade. The HA is playing its part in this by seeking new sites, designing cost-effective sustainable housing for the future, and building it quickly and efficiently. At the same time, in response to the Government's policy, the HA has resumed building subsidised flats of Home Ownership Scheme for sale to enable low- to middle-income Hong Kong people to get on the first rung of the housing ladder. The first batch was launched for sale in late 2014. Even with the long-term goal set, the delivery process is full of challenges, with progress encountering setbacks from time to time.

The goal of “building for the community” not only entails an increase in *quantity*; we also strive to enhance *quality* while providing “no frills” homes. Today, Hong Kong people expect housing to provide more than simply a roof over the head. Our housing construction also seeks to address wider community expectations of sustainability. In designing and building, we care for the future and take into account the impact on the environment and the suitability for long-term use. So far, we have implemented various groundbreaking design strategies and principles – like Carbon Emission Estimation, “passive design” (in harnessing the natural characteristics of sites), micro-climate studies, and ISO 50001 energy estimation, etc.

Our new construction also incorporates sustainability features such as recycled materials, low-energy lighting systems, energy recycling and the use of renewable energy. Greening is another focus of our work. All our new estates are planned with a greening ratio of at least 20%, with a target of 30% for large projects of over two hectares, and a tree planting ratio of not less than one tree per 15 flats. These benchmarks offer comfortable, healthy living spaces for our residents while enhancing the natural environment and contributing to biodiversity.

As communities change, so do their expectations and the way they live. Another aspect of our theme takes this into account by ensuring that the built environment of our existing estates matches the needs of today’s PRH communities. This involves, for example, renovating and rejuvenating our older estates to incorporate the kinds of energy-saving and sustainability features that are now standard for our new estates. There are also initiatives to modernise and update older features. Since 2014 we have launched a \$607 million initiative to replace all the remaining old-style collapsible security gates on PRH units. We have also implemented the second phase of our Rewiring

Inside Domestic Flats Programme, modernising electricity supply and making it safer. Equally important is our work to make our existing estates barrier-free and hence accessible to tenants of every age and ability. To this end, we have been modernising our lifts and adding new lifts, improving our children’s playgrounds and adult leisure areas, and introducing a host of other enhancements around our estates.

The ultimate goal of our theme is to build happy, tightly-knit and harmonious PRH communities. This is a goal achieved not only through construction and renovation, but also partly by our professional estate management practice that facilitates communication with PRH tenants. The HA has all along formed Estate Management Advisory Committees (EMACs). As at the end of 2014/15, there were 151 EMACs which advise the Estate Managers on priorities of maintenance and improvement works within the estate, proposals relating to security and cleanliness, control over roads and carparks, noise and amenities in the estate, the award/renewal of service contracts, and the drawing up of estate management and maintenance plans.

In 2014, our three 24-hour telephone hotlines offer round-the-clock enquiry services for our PRH tenants and the general public. The HA has also been active in encouraging and organising community activities and initiatives, such as some very successful recycling programmes on estates, and health and safety campaigns, to bring together local communities and improve the living environment of PRH tenants.

In summary, our goal of “building for the community” has been attained in both physical and social aspects through our diverse work and activities over the past year. Our efforts are not only directed at the communities of today, but also for the benefit of the next generation.

## 10 Chairman's Message

For all this, I am extremely grateful for the insight and expertise contributed by HA Members over the past year, and particularly for the work of those who have now retired, namely Ms Angela Lee Wai-yin, Mr Michael Choi Ngai-min, Hon Vincent Fang Kang, Hon Ip Kwok-him, Hon Alan Leong Kah-kit, Hon Wong Kwok-kin, Mr Leo Kung Lin-cheng, Dr Chung Shui-ming, Dr Alex Chan Siu-kun, Mr Cheung Yin-tung, Mr Man Yu-ming and Mr Joseph Tsang Hon-ping. I also warmly welcome the new Members: Mr Cheung Tat-tong, Dr the Hon Lo Wai-kiok, Mr Alan Lui Siu-lun, Mr Horace Cheung Kwok-kwan, Hon Tommy Cheung Yu-yan, Hon Kwok Wai-keung, Hon Dennis Kwok Wing-hang, Prof the Hon Joseph Lee Kok-long, Ms Cissy Chan Ching-sze, Dr Eric Cheng Kam-chung, Mr Anthony Chiu Kwok-wai, Mr Edward Ho Man-tat, Mr Liu Che-ning, Mr Lo Kin-hei, Ms Melissa Kaye Pang, Mr Pun Kwok-shan, Mr Samson Wong San and Prof Yip Ngai-ming.

Much of HA's work has been expedited by the efforts of hardworking members on various Committees and Sub-Committees. I would especially like to acknowledge the sterling work of those who served as Chairpersons of these bodies in 2014/15. They are Prof Bernard Vincent Lim Wan-fung, Chairman of the Building Committee; Mr Michael Choi Ngai-min, Chairman of the Commercial Properties Committee; Prof Raymond So Wai-man, Chairman of the Finance Committee and Funds Management Sub-Committee; Mr Stanley Wong Yuen-fai, Chairman of the Subsidised Housing Committee; Ms Angela Lee Wai-yin, Chairman of the Tender Committee and Mr Winfield Wong Wing-cheung, Chairman of the Audit Sub-Committee.

Finally, I would like to extend my heartfelt gratitude to the management and staff of the Housing Department. Their efforts as the HA's executive arm have brought many of our plans to successful fruition. Together, I believe we have the will and the capabilities to continue "building for the community" in a way that will respond to the various housing needs of our community well into the future.

While reflecting on previous efforts, the HA is geared up to meeting new challenges. Since July 2015, samples of drinking water taken from some individual PRH flats were found to contain lead at levels exceeding the World Health Organisation's guideline limit. Apart from instructing the contractors concerned to actively investigate, and take remedial and rectifying measures, we have also set up a Review Committee on Quality Assurance Issues Relating to Fresh Water Supply of Public Housing Estates to conduct a health check on the HA's system for quality control and works supervision. In addition, the HA will take into consideration the recommendations of the Task Force set up by the Development Bureau to investigate the cause of excessive lead content in drinking water and facilitate the inquiry conducted by the Commission of Inquiry into Excess Lead Found in Drinking Water, with a view to ensuring a safe and healthy living environment for our residents upon completion of the investigation and the implementation of various improvement measures.



**Professor Anthony Cheung Bing-leung**  
Chairman