

# Chairman's Message



## “Rising to Challenges Increasing Supply”

I am pleased to present the Annual Report of the Hong Kong Housing Authority (HA) for 2017/18 which aims to provide an overview of the HA's initiatives and measures in the past year to advance our work in providing affordable quality housing, management, maintenance and other housing related services to meet the needs of our community. Our theme this year is *Rising to Challenges, Increasing Supply* – a theme which reflects the high level of public concern that has been drawn to the debate on how best Hong Kong's housing supply can be increased. I would like to take this opportunity to summarise the initiatives which the HA has been pursuing in the drive to enlarge our housing pool.

The HA is central to this debate because we are not only one of the largest housing suppliers in Hong Kong, but also we supply housing to the grassroots and low-income families. Currently, around two million people, or 28% of the entire population of Hong Kong, live in HA's public rental housing (PRH) units, and hundred thousands of households are queuing up for a PRH unit. We therefore have an indispensable role to take care of the housing needs of families that have long been on the waiting list for PRH and to help those residents in poor living conditions. In the meantime, we continue to support those households who are ready to embark on home ownership through different subsidised housing schemes, including the Home Ownership Scheme, the regularised Green Form Subsidised Home Ownership Scheme and White Form Secondary Market Scheme. Against such backdrop, it is imperative that we rise to the challenge and step up our efforts in increasing the housing supply.

The task is indeed a daunting one as the shortage of land supply is severe in Hong Kong, not to mention developable land for constructing new public housing projects. Furthermore, the process of acquiring suitable sites, obtaining all the required approvals from the authorities, and enlisting local support may take years to complete. In 2017/18, we completed the construction of around 13 700 new public housing flats, made up of both PRH and subsidised sale flats. We will strive to identify suitable sites for public housing development to meet the long term housing targets.

We will continue to proactively examine how we can better utilise identified and existing public housing sites to increase the supply for public housing. In the past, our search for land was constrained by the difficulties posed by Hong Kong's hilly terrain. However, the HA's adoption of "passive design" principles has shed new light on maximising the potential of sites with challenging terrain. An example of applying the passive design principles in shaping the development of the new high-density Shui Chuen O Estate – which is housing around 30 000 people – is laid out in one of our feature stories in this report.

We have also been working hard to streamline our actual construction workflow for speedier completion of the necessary procedures while ensuring quality and safety. For example, having worked on enhancing our Development and Construction Site Mobile System (DCSMS) over the year, we are going to roll out extension which will enable our contractors to use the DCSMS app to perform various essential functions more efficiently than ever before. Our feature story on the use of Building Information Modelling (BIM) also highlights the application of latest technology to reduce unforeseen delays and better ensure the delivery of HA's projects on, or even ahead of, schedule.

Since the demand for PRH far exceeds supply, while the best efforts have all along been made to increase PRH supply, the HA should at the same time examine ways to better utilise PRH resources to ensure that such resources would be focused towards allocating to those with more pressing housing needs. In the past year, we revised the "Well-off Tenants Policies" and extended the deployment of the Special Team, which was set up to investigate cases of tenancy abuse, to 2020/21.

I have only been able to touch on a few areas in which the HA has worked towards achieving the goal of *Rising to Challenges, Increasing Supply*. There is much being done to meet the Government's long-term housing supply target. In the year ahead, we will continue with our best endeavours to enhance our efficiency and productivity at the levels of planning, construction and management, and will adopt innovative and effective technologies, design principles, materials and administrative practices to do so. We will also focus on many other important aspects of our work, for example, overseeing and supporting our contractors, fostering community harmony in our PRH estates, and seeking to apply principles of accessibility and sustainability across all our developments, old and new. This would not have been made possible without the commitment and expertise from our staff. The HA will therefore continue to cultivate a caring corporate culture and devote considerable resources to staff support and training.

To conclude, I would like to record my sincere gratitude to the HA Members for their contribution over the past year. I also wish to pay special recognition to those HA Members who have retired in the past year upon completion of their remarkable service, and welcome those who have newly joined the HA. Special thanks also go to the Chairpersons of the various HA Committees and Sub-Committees.

**Retired members:**

Prof Edwin Chan Hon-wan  
Mr Winfield Wong Wing-cheung  
Miss Anita Fung Yuen-mei  
Prof Bernard Vincent Lim Wan-fung  
Mr Leo Kung Lin-cheng  
Ms Virginia Choi Wai-kam  
Mrs Cheung Ang Siew-mei  
Mr Francis Mok Gar-lon  
Prof Ng Mee-kam  
Ms Susanna Shen Shuk-ching  
Dr Brian Fong Chi-hang

**New members:**

Dr Johnnie Casire Chan Chi-kau  
Mr Raymond Chan Yuk-ming  
Ms Cleresa Wong Pie-yue  
Ms Cissy Chan Ching-sze  
Ms Au Chor-kwan  
Mr Mac Chan Ho-ting  
Mr Alex Fan Hoi-kit  
Mr Bryan Fok  
Ms Norris Lam Man-ngar  
Ms Lau Mung-ha  
Mr Ted Suen Yiu-tat  
Mr Roland Wong Ka-yeung  
Ms Avon Yue Nga-fong  
Ms Hilda Lam  
Mr Lee Wing-fung

**Chairpersons of HA Committees and Sub-Committees:**

Prof Bernard Vincent Lim Wan-fung (Building Committee)  
Ms Tennesy Hui Mei-sheung (Commercial Properties  
Committee)  
Prof Chan Ka-lok (Finance Committee and Funds  
Management Sub-Committee)  
Mr Stanley Wong Yuen-fai (Subsidised Housing Committee)  
Mr Cheung Tat-tong (Tender Committee)  
Mr Winfield Wong Wing-cheung (Audit Sub-Committee)

Last but not least, I would like to express my appreciation to the management and staff of the Housing Department (HD), the executive arm of the HA. The HD has been dedicatedly carrying out HA policies to achieve corporate goals and deliver quality service to the community. I look forward to their unfailing support in the years ahead.

**Chan Fan, Frank**

Chairman