

Social Performance

● Initiatives in Planning and Construction of New Housing Estates

● Initiatives in Existing Housing Estates

● Initiatives in Office at Work

As a statutory body responsible for the territory-wide public housing programme, it is challenging yet crucial to ensure the well-being of our staff, business partners and tenants. We adopt people-oriented principles to manage all our stakeholder relationships.

It is our commitment to provide a safe working environment and foster a caring culture among stakeholders. Our contribution to the social well-being of our stakeholders is widely recognised by the community. In 2010/11, we have been awarded the “Caring Organisation Logo” issued by the Hong Kong Council of Social Service for the fifth consecutive year. As a socially responsible organisation, we fully complied with all applicable social legislation during the year.

Initiatives in Planning and Construction of New Housing Estates

Safety

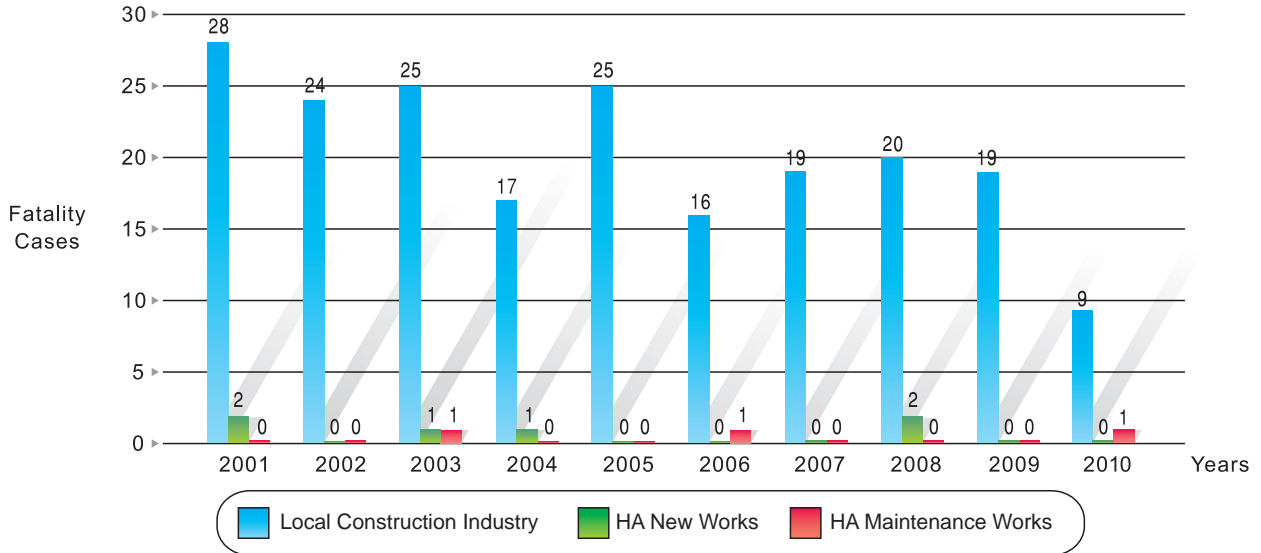
Construction Site Safety

To ensure a safe working environment, we have set safety goal to gauge our performance. Our target is to achieve an accident rate of no more than 15 injuries per 1 000 workers in our new works contracts.

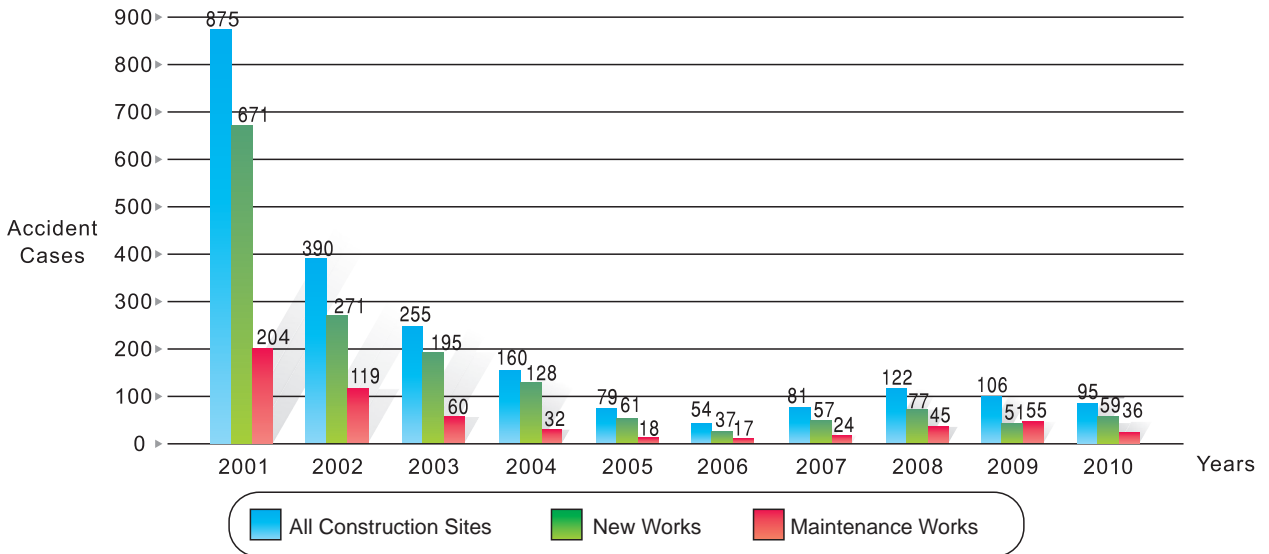
In 2010, we recorded a low accident rate for both our new works contracts and maintenance contracts. The accident rate for new works contracts stood at 9.9 per 1 000 workers (9.4 in 2009 and 16.1 in 2008), while that of maintenance contracts stood at 7.4 per 1 000 workers (12.3 in 2009 and 14.6 in 2008). Our rate is much lower than the average industry accident rate of 52.1 per 1 000 workers. However, one fatal accident happened in an estate undergoing lift modernisation works by end 2010. We would continue to adopt a three-pronged approach through procurement strategies and performance monitoring mechanism (e.g. Performance Assessment Scoring System, Housing Authority Safety Auditing System, and Maintenance Assessment Scoring System); enhanced contract requirements which go beyond and above the minimum regulatory requirements to uplift the site safety management system, safe working condition and safety awareness; as well as research, training and promotion.

To continuously improve and drive for better site safety performance, we have tightened our accident rate goal from 2011 onwards to not more than 12 accidents per 1 000 workers.

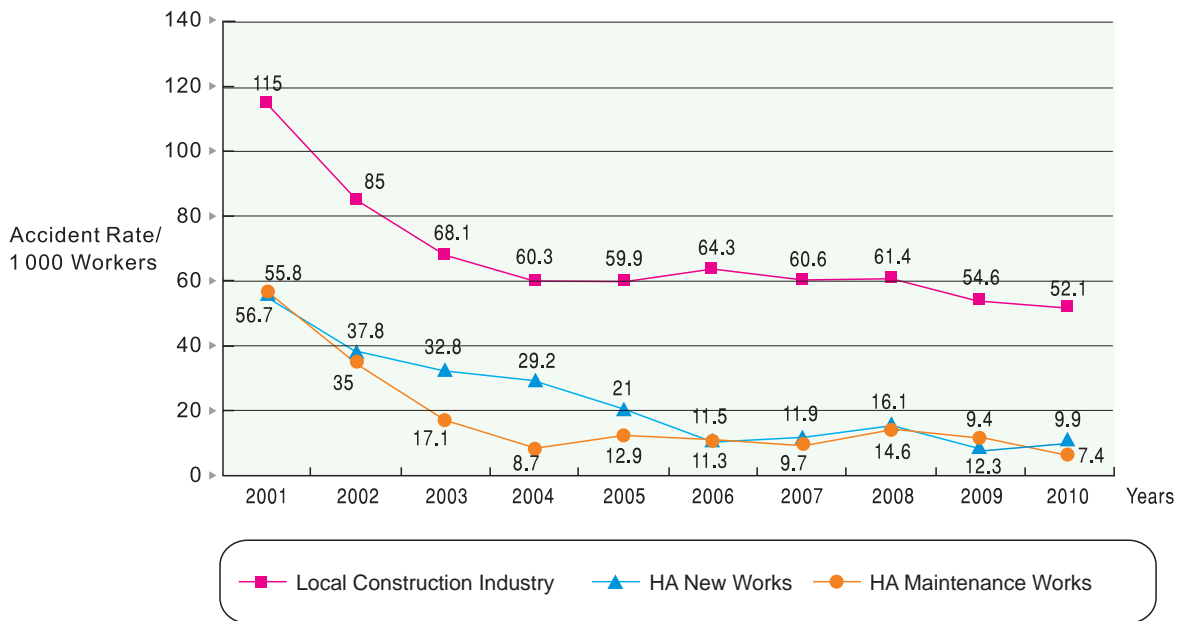
Number of Fatalities Compared to Local Construction Industry



Accidents at HA's Construction Sites

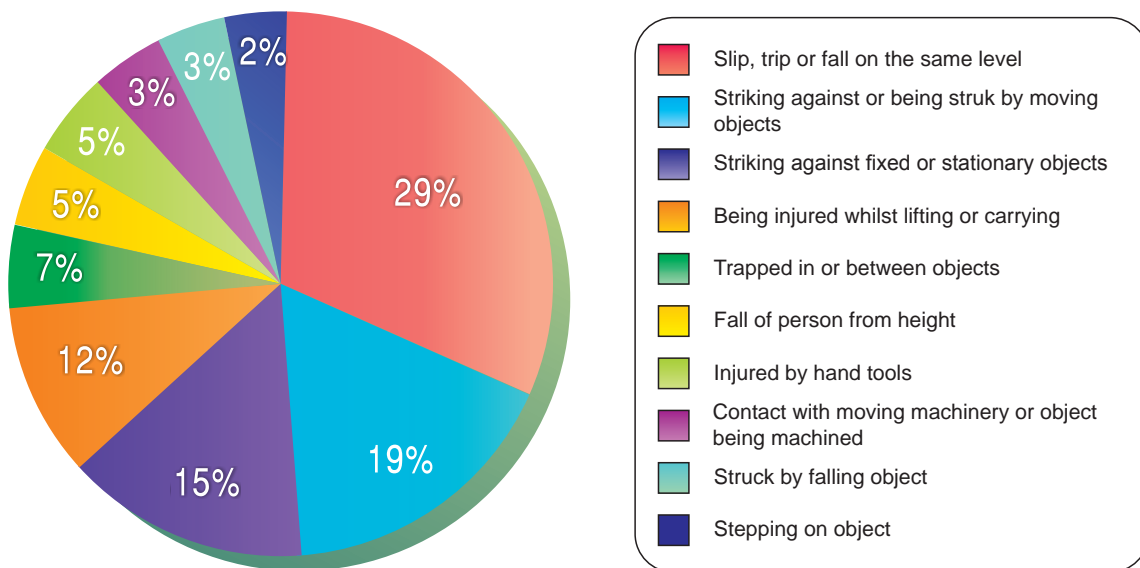


Accident Rate per 1000 Workers Compared to Local Construction Industry Average

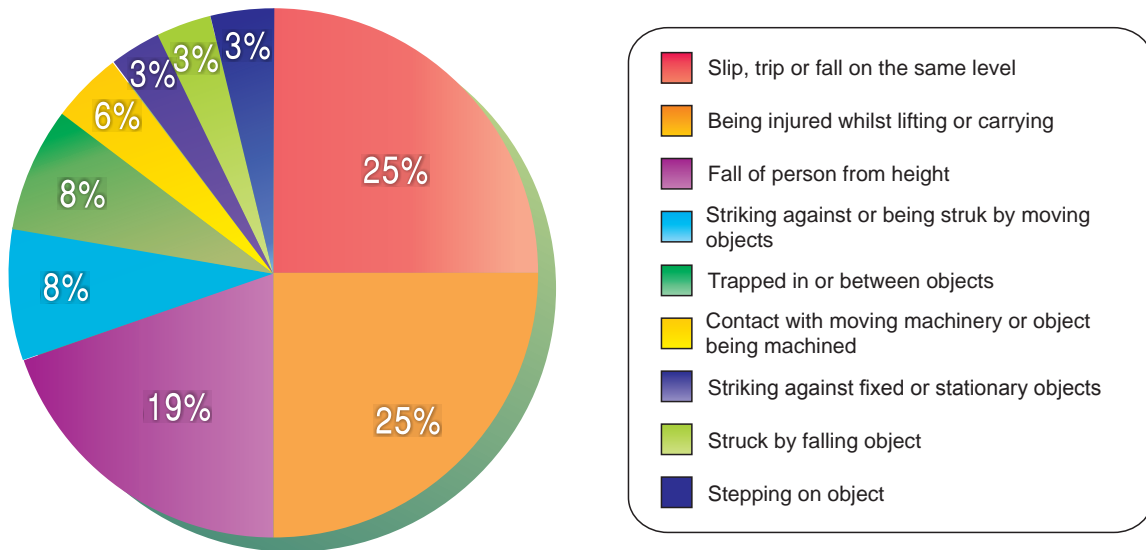


The major distribution of different types of accidents in both new works and maintenance works are presented in the chart below.

Types of Accidents in New Works



Types of Accidents in Maintenance Works



It is always our target to achieve “ZERO incidents” and adopt “Safety First” in our daily operations. These messages have been clearly and effectively communicated to our contractors. We have also enhanced the contract specification with new safety measures in the following areas:

- high risk areas of operations and general site safety such as tower cranes operation and lifting;
- non-smoking policies; and
- safety in site vehicles and mobile plants.

We endeavour to identify and adopt new technologies to make safety easier to realise. One of our examples is the use of Building Information Modelling (BIM) to simulate the sequence of construction work. This enables us to plan for risk assessment and develop site-specific safety measures.

Our efforts in promoting a safety culture and a safe working environment are well recognised by the industry. Last year, we received the first runner-up prize in the Safety Leadership Award (Client-Developer Category) presented by the Lighthouse Club and the Construction Industry Council. This year, we received the Champion prize from the same award, which demonstrates our leading role in the construction industry in safety standards and practices.



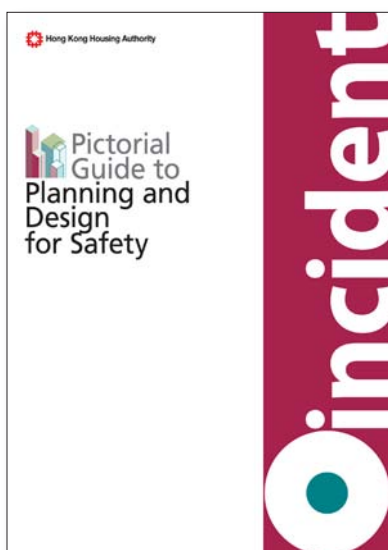
Certificate of Safety Leadership Award (Client-Developer Category)



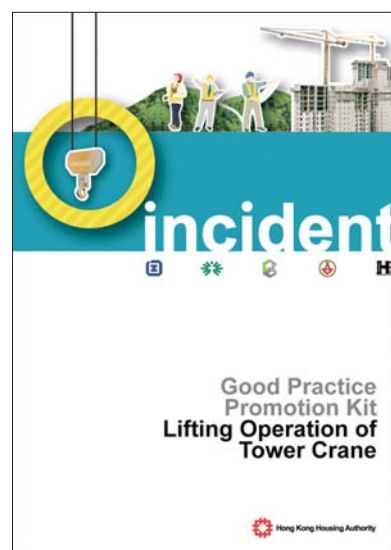
Award Presentation Ceremony

Safety Awareness

We worked closely with safety experts to publish two safety-focused booklets namely *Pictorial Guide to Planning and Design for Safety*, and *Good Practice Promotion Kit – Lifting Operation of Tower Cranes*. These booklets provided staff and contractors with quick reference on the essence of general and topical safety issues.



Pictorial Guide to Planning and Design for Safety



Good Practice Promotion Kit – Lifting Operation of Tower Cranes

We conducted our Site Safety Forum for Works Contracts and Property Services Contracts to share views on workplace safety by professionals from relevant disciplines. We have also organised site safety workshops and seminars on topical safety issues to reinforce the importance of safety in the workplace and foster a safety culture among stakeholders. A total of around 1 500 attendees participated in these forum and workshops.



Site Safety Forum 2010



Safety Workshop

Contract Management

We continue to use the Performance Assessment Scoring System (PASS) to monitor and measure the performance of our buildings, building services and piling contractors. At the end of 2010, the improvement of the average score of the PASS for different contractors in comparison to figures at the end of 2002 is tabulated below:

Type of Contractors	Average Performance Assessment Scoring System Score Improved (Compared with figures at the end of 2002)
Building Works	-0.8
Electrical	+17.83
Fire Services and Water Pumps	+22.68
Lifts and Escalators	+11.77

Under the prevailing tender assessment mechanism, Corporate Score was one of the non-price scores developed to assess contractors' levels of corporate performance with regard to site safety, environmental performance and payment of wages to workers, and so on. Since 2005, it has been one of the determinants of awarding contracts and thus, has been an incentive for contractors to uphold their performance as well as to strive for improvement.

To enhance labour protection, we have continued to strengthen contract management and monitor contractors' performance in wage payment to workers.

Various Design Principles to Create Harmonious Community

We continued to develop new estates' own identity and promote social cohesion. In the pursuit of social sustainability, we follow Universal Design principles in our estates to provide “socio-spatial equity” for all residents. Such design principles have been widely adopted when designing our PRH flats, common areas, open spaces and estate facilities to provide a barrier-free, comfortable, and convenient environment in our estates to cater for the needs of people of different ages and abilities since 2002.

To create a closer tie with tenants, we not only try to maximise usable community spaces at our estates and provide shared amenities to encourage greater community interaction, but also constructed a communal terrace for every three floors of the domestic blocks at Kwai Luen Estate to provide extra amenity areas for tenants.

Engaging Stakeholders from Planning and Design to Occupation Phases

To foster a sense of belonging, we design PRH estates with people in mind. We understand that the layout and position of the domestic buildings, communal areas and estate facilities are crucial to arranging community activities and inducing a vibrant lifestyle. We always have to strike the balance between maximising our housing resources and fulfilling the needs and expectations of various stakeholders by listening to the voice of the community. We reported the progress and outcome of a series of construction related research and development activities at a seminar in May 2010.



Engagement Workshop for the Development of PRH at Anderson Road

In 2010/11, a number of community engagement workshops and forums were organised regarding the development of PRH at Anderson Road, Shek Kip Mei, Kwai Shing Circuit, Po Heung Street and Tseung Kwan O Area 65B. These workshops and forums, arranged at the planning, design and construction stages of PRH development, had provided opportunities to collect views from stakeholders.

During the year, we partnered with a group of young local artists to hold a stone-painting activity at Sau Mau Ping South Estate. The creative engagement activity was conducted in May 2010. Marking the completion of mass intake at the estate, the activity was supported by over 100 residents, students from neighbouring schools, and artists to beautify the environment and create a unique identity for the estate. A total of 20 indigenous boulders were painted with fascinating images and graphics, many with a green message. To enhance customer service at flat intake stage, we also appointed Intake Ambassadors at all newly completed estates.



The Sau Mau Ping (South) Estate Stone Painting Ceremony



Parents and Children Have Fun in Stone Painting on the Lawn of Sau Mau Ping South Estate

It is important to obtain feedback from tenants for our future design and strategies. During the year, we completed resident surveys on eight newly completed projects. The result indicated tenants' satisfaction level at 91.9%.

Initiatives in Existing Housing Estates

Safety

Safety Awareness

During the year, we convened our Site Safety Forum for Works Contracts and Property Services Contracts to share views on workplace safety by professionals from construction, maintenance, property management and cleansing services. We have also organised site safety workshops and seminars on topical safety issues to reinforce the importance of safety in the workplace and foster a safety culture among stakeholders.



Site Safety Forum 2010

To promote safe living in PRH estates, we participated in the annual Electrical and Mechanical Safety Campaign organised by the Electrical and Mechanical Services Department for the public.

Fire Safety

One of our main concerns is to protect tenants from fire hazard. We have equipped all our PRH estates with suitable fire services installations. We understand that it is equally important to keep all our tenants familiar with safety practices and responses in case of fire. To this end, we have arranged various fire safety promotional programmes and fire drills to reinforce tenants' awareness. One of our initiatives was to post a sticker showing the steps of using fire hose reels in case of fire next to all hose reels in PRH estates in the coming few months to provide a simple guide to residents on how to operate the fire hose reels. To further enhance tenants' awareness, we have increased the frequency of our estate fire drills from once every three years to once every two years. Souvenirs were given as an incentive to encourage active participation during the drill.



Fire Hose Reel Sticker



Fire Drill



Besides our own initiatives, we have provided incentives and resources to the Estate Management Advisory Committees (EMAC) to promote fire safety in PRH estates. The EMAC have organised different activities such as fire drills, educational game booths, visits to our Estate Fire Safety Education Paths at Kai Tin and Tin Wan Estates, etc. to raise fire safety awareness of PRH residents. During the year, we awarded 18 EMACs for their outstanding efforts and participation in our safety incentive schemes to promote fire safety.



EMAC Activities to Promote Fire Safety

We have also worked closely with the Fire Services Department (FSD) in offering training classes to 100 residents to become Fire Safety Ambassadors as well as arranging FSD's mobile publicity unit to visit 28 PRH estates to further promote fire safety awareness in PRH estates.



Visit of FSD's Mobile Publicity Unit

Lift and Escalator Safety

To ensure that lifts and escalators in PRH remain a safe mean of transportation for our PRH tenants, we have to heighten and sustain lift and escalator safety awareness. Last year, we put black and yellow warning strips on the apron sheets of all lift cars and landings to alert users the possibility of uneven level between the lift car and the floor entrance. To further enhance tenants' awareness, this year we have also installed voice synthesizer that produces beeping sound upon door closing, infra detection beams at lift doors that re-open the door upon sensing passengers movement at the entrance. In addition, warning labels to alert passengers of the possible risk of dragging children's fingers into the gaps between the car door panels and the uprights would be provided in lifts with similar incidents before. And to further educate and foster our users on the safe use of lift & escalators, publicity activities were also organised at five estates with the highest incident rates related to safe use of lifts and escalators, that includes safety carnival, distribution of safety leaflets, posting up stickers and posters, as well as the broadcasting of safety promotional videos in Housing Channels.



Infra Red Detection Beams at Lift Car Door



Finger-trapping Warning Labels at Lift Car Door



Black and Yellow Warning Strips on the Apron Sheets of Lift Car



Publicity Activity Related to the Safe Use of Lifts and Escalators



Notice Board at Escalators



Lift & Escalator Safety Poster

Pursuit of a Sustainable Living Environment

Fostering Harmonious Families

Our objectives are not only to provide accommodation to low income families, but also to foster harmonious and caring communities for PRH residents. Over the years, we have launched several incentive schemes to help strengthen the family ties in PRH which included the Harmonious Families Priority Scheme, the Harmonious Families Transfer Scheme, the Harmonious Families Addition Scheme and the Harmonious Families Amalgamation Scheme.

The Harmonious Families Priority Scheme aims to encourage younger family members to live with the elderly members. Eligible Waiting List (WL) applicants can shorten their waiting time by six months if their application includes at least one elderly parent or dependent relative.

The Harmonious Families Transfer Scheme aims to encourage younger family members to move closer to their elderly parents in PRH or vice versa to form a family-based support network. In 2010/11, an annual quota of 1 000 flats was set for this scheme. During the two-month application period, around 400 applications were received. Another similar incentive scheme is the Harmonious Families Addition Scheme. Under this scheme, the housing

arrangements for families with elderly persons have been relaxed to accept the addition of one of their adult children and his or her family to their existing PRH tenancy.

The Harmonious Families Amalgamation Scheme allows younger family members to amalgamate their tenancy with that of their elderly parents or other elderly dependent relatives. Subject to the resource availability, a new flat of suitable size may be allocated to the amalgamated family.

Since the introduction of the aforementioned harmonious families schemes in 2007, a cumulative total of around 8 300 Waiting List applicants and 7 700 PRH tenants have benefited.

Greater Transfer Opportunities

It is understood that housing needs of PRH tenants may change from time to time. To keep pace with such changes, we have initiated a number of transfer schemes to suit the changing housing needs of our tenants.

Our Territory-wide Overcrowding Relief Scheme targets to allocate more spacious accommodation for overcrowded families. By our internal definition, household occupying less than 5.5 square metres of Internal Floor Area per person is classified as overcrowded family. It is our target to have less than 0.6% of PRH households falling into this overcrowded category. During the year, we undertook two exercises under this scheme and eventually assisted about 790 families to rehouse to suitable PRH flats. At the end of March 2011, there are 3 230 overcrowded households representing around 0.47% of all PRH households, which is well below our committed target.

Another transfer scheme to improve the living condition of PRH households is the Living Space Improvement Transfer Scheme. Under this scheme, households occupying less than seven square metres of Internal Floor Area per person are eligible for transfer to bigger flats. During the year, we conducted one transfer exercise under the scheme to accommodate 1 060 households to larger homes.

Our Internal Transfer and Special Transfer Schemes are specially designed for families with justified medical or social conditions to either transfer within the same estate or to another estate. In 2010/11, around 4 150 families have benefited under these transfer schemes.

Better Living Environment through Redevelopment and Clearance

We launched the Comprehensive Structural Investigation Programme (CSIP) in 2005 to take care of old PRH estates of around 40 years old. The CSIP examines the structural condition

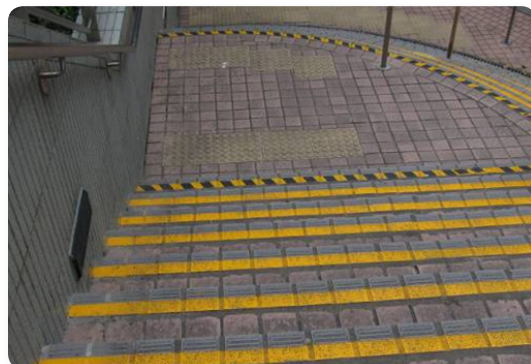
of these old estates to determine whether they should undergo revitalisation, clearance or redevelopment. Under this programme, we have completed the investigation of 15 estates. Most of them have been recommended for appropriate work in order to extend their use for a further period of at least 15 years. A number of estates were identified for clearance, including So Uk Estate, Block 22 of Tung Tau (I) Estate and the Interim Housing at Block 12, Kwai Shing East Estate.

In managing the public housing programme, we are responsible for handling rehousing applications from eligible applicants affected by the clearances of squatters and illegal rooftop structures undertaken by the Lands Department and the Buildings Department respectively. In 2010/11, we processed 330 rehousing applications in total, of which 180 applications were related to squatter and emergency clearances and 150 applications were related to clearance of illegal rooftop structures in private tenement buildings.

Various Design Principles to Create Harmonious Community

To further support government's barrier free policy and follow up recommendations from the Equal Opportunities Commission, we have launched a 330-million-dollar programme to improve the barrier free access and facilities of our existing PRH estates for people with disabilities. This programme allows residents of different ages and abilities to enjoy a safer and healthier living environment. Some of our barrier-free initiatives in renovating existing PRH estates, to be completed mostly by mid-2012, include:

- laying tactile warning strips on landings at the tops and bottoms of staircases;
- providing handrails that fully comply with barrier-free requirements in terms of size and shape; and
- installing cover or gratings of appropriate size in all surface channels and building ramps for wheelchair access.



Tactile Warning Strips on Landings at the Top and Bottom of Staircases



Handrails



Ramps for Wheelchair Access



Gratings or Cover in Surface Channel



New Lift Buttons

We realise that stairs are the major barrier for those with limited abilities in movement. In addition to the Lift Installation Programme under the Estate Improvement Programme, we arranged related improvement work for existing lifts to improve accessibility for residents with mobility constraint. These improvement works include opening up new floors for lift access in some of our estates as well as adding new lift buttons, illuminated visual indicators and voice synthesizers to facilitate the use of lifts. As we have to suspend the lift services when performing these improvement works, we have to schedule our works carefully to minimize disruption to residents. It is anticipated that relevant lift improvement works to all estates will be completed by 2017.



Illuminated Visual Indicator

Our barrier-free improvement works also cater for people with hearing impairment. During the year, we installed visual fire alarm systems at non-domestic portions. According to our schedule, all the installation works would be completed by mid-2012.

Total Maintenance Scheme and Estate Improvement Programme for Quality Living

We strive to maintain quality living environments for our tenants so that they can enjoy a decent living. Over the years, we have continually improved the infrastructure, buildings and utilities of our PRH to ensure that quality hardware is in place. Our Comprehensive Structural Investigation Programme caters for estates that are around the 40 year-old mark. The Total Maintenance Scheme (TMS) identifies areas for maintenance and repairs in PRH, whereas the Estate Improvement Programme (EIP) intends to upgrade, improve and modernise PRH facilities.

Total Maintenance Scheme (TMS)

The TMS is to establish a comprehensive maintenance service orientated around excellence in customer service featuring a proactive in-flat inspection and enhanced service to tenants' requests for repairs. The three main approaches are as follows:

- proactive and comprehensive approach to identify maintenance problems;
- prompt response to emergencies and tenants' requests for repairs; and
- enhanced promotional and educational programmes.

The TMS provides a more cost-effective and customer-oriented maintenance service to our tenants. The first five-year cycle of the TMS was completed at the end of March 2011 and had gone through 177 HA estates with very positive feedback from tenants. To enhance the comprehensiveness of the TMS, we have included some measures in the second cycle of the TMS, which commenced in early 2011 such as a detailed window inspection to comply with the government's impending mandatory window inspection requirements.



TMS – On-site Maintenance



We set up a roving Maintenance Education Booth in 26 PRH estates during the year. Useful information was displayed and broadcast through panels and videos respectively to demonstrate the proper ways to maintain and use various fixtures and fittings in the flat. With the help of Inspection Ambassadors, we also provide advice and dispatch pamphlets to participants.



TMS - Maintenance Education Booth



Estate Improvement Programme (EIP)

The EIP has been purposely designed to upgrade and modernise PRH estates to provide a better living environment for tenants. Under the EIP, there is a major improvement of the pedestrian access in PRH estates to cater for the elderly who make up some 30% of our total PRH population.

We have started our Lift Installation Programme covering 29 older estates several years ago. As at the end of March 2011, works have been completed at eight estates, going on at another 15, and are under planning in the remaining six. This Lift Installation Programme includes installing lifts to PRH blocks without lift access and in estates where huge difference exists in the levels of different building platforms.

In 2010/11, four lift projects were completed at Choi Hung, Yue Wan, Lei Muk Shue (II) and Shui Pin Wai Estates. Among all, we adopted an innovative lift installation method at Choi Hung and Shui Pin Wai. This method involves the use of a prefabricated steel tower structure instead of cast-in-situ concrete lift tower that greatly reduces disruption and nuisance to the residents.



Lift Installation in Choi Hung Estate



Lift Installation in Shui Pin Wai Estate

Besides installing new lifts, we also monitor older lifts in all PRH estates regularly to ensure that they are safe and function properly. Under our Lift Modernisation Programme, we plan to replace about 100 old lifts annually. Up to now, we have replaced some 570 lifts since the programme commencement, and 350 lifts are in progress of replacement in over 50 estates.

Other Estate Improvement Initiatives

During the year, we implemented Responsive In-flat Maintenance Services in 100 PRH estates by batches and rolled out the pilot Responsive Maintenance Services for outdoor and common areas to 20 PRH estates. We also completed redecoration and associated external wall repairs in 30 PRH estates and implemented pedestrian access enhancement works in six PRH estates.

In addition, we completed the following improvement works in PRH estates:

- Rewiring works for electrical provisions in 18 035 domestic flats and that for the remaining 1 965 flats (to be completed by May 2011);
- Upgrading works to the Closed Circuit Television Security System in 20 PRH estates;
- Replumbing works in 11 PRH blocks to improve the quality of fresh water supply; and
- Drainage improvement works in 14 PRH estates to tackle backflow problem of foul water.

A pilot trial of the application of Radio Frequency Identification in the maintenance of air-conditioning systems had been conducted to improve the maintenance of relevant records. We also carried out an overall review to the General Specification and Particular Specification for maintenance works contracts to meet the latest requirements and standards. We will continue to implement building control measures with reference to Building Department's practices and enforce the Building Ordinance under delegated authority from the Building Authority.

Enhancing Estate Management and Service

We strive to ensure that our PRH tenants enjoy a quality and comfort living. We have continued to review the provision of Housing Advisory and Service Team in PRH estates. To raise awareness of our estate management services contractors on the importance of



Seminar Organised for Contractors

providing quality services and strengthen their ties with us, we have conducted seminars and workshops each year to educate and exchange views with them. As an incentive measure, we organise annual Estate Management Services Contractors Awards to recognise efforts of estate management services contractors. At the award presentation conducted in February 2011, 17 awards were bestowed to 11 estate management services contractors who showed excellent performance in the past year.



Estate Management Services Contractors Awards – Award Presentation Ceremony

We have continued to enhance the monitoring mechanism on the performance of Property Services Agents and services contractors, and to strengthen their awareness of compliance with contractual obligations and labour protection requirements.

Improving Public Health and Hygiene

Promoting Responsible Behaviour among PRH Tenants

Introduced in 2003, the Marking Scheme for “Estate Management Enforcement in Public Housing Estates” aims to promote responsible behaviour and caring culture among tenants. It is one of our important tools to ensure environmental hygiene and effective management of PRH estates in creating a pleasant living environment for tenants.

Under the Marking Scheme, tenants will be given penalty points for committing misdeeds which cause public nuisance or create health hazard to others. These points will be valid for a period of two years. The Housing Department will issue a “Notice-to-Quit” (NTQ) to households who have accumulated 16 or more penalty points within two years and their tenancies will be terminated. Up to the end of March 2011, about 14 800 households held valid penalty points and 38 households had accrued 16 or more points.

Clean Measures

To sustain healthy and pleasant living environment for all PRH tenants, we strive to promote and foster a sustainable “clean culture” in our estates. During the year, we organised a series of roving exhibitions and carnivals in 53 estates to advocate messages on public hygiene and prevention of epidemic diseases. We have engaged tenants to participate in a territory-wide cleaning campaign promoting personal hygiene, responsible behaviour and better living environment. Hygiene related misdeeds have been widely publicised through posters, leaflets, Housing Channel and radio broadcasts to alert tenants about the potential penalty points allotted if they commit an offence. We have continued to step up control on illegal cooked food hawkers and dog-keeping, and to strengthen prevention against rodent infestation and mosquito breeding.

Engaging the Estate Management Advisory Committees

Estate Management Advisory Committee (EMAC) assists us in the daily management and minor improvements works of their respective PRH estates. They organise various community activities to foster residents' sense of belonging. To enlist support of other organisations, we have encouraged EMACs to work with non-government organisations (NGOs) since October 2009 in arranging activities to promote harmony and neighbourliness in PRH estates. During the year, EMACs and NGOs jointly organised some 310 functions including seminars, workshops, performances, carnivals and other participatory activities. The topics covered care for the elderly, family relationship, health, environmental protection and green living.



EMAC and NGO Partnering Function at Sun Tin Wai Estate



EMAC and NGO Partnering Function at Lai King Estate

EMACs act as focal points to enhance communication between PRH tenants and respective housing management on estate operations. We have provided EMACs with the resources to enhance their participation in estate management matters. Over 700 EMAC members from around 130 estates participated in the biennial EMAC Seminar in June 2010 which carried the theme of “Working Hand-in-Hand for a Safe and Harmonious Community”. We presented awards to EMACs to recognise their active participation in the campaigns of promoting fire safety and the reduced use of plastic bags in PRH estates.



EMAC Seminar 2010

Caring for the Local Community and Our Stakeholders

The elderly are always one of the target groups that we take care of. We realise that falls are amongst the most common accidents associated with the elderly. During the year, we have put substantial efforts to address this problem. For instance, we conducted roadshows in 12 PRH estates educating over a thousand elderly tenants on fall prevention by our volunteers. Follow-up visits were arranged and conducted by occupational therapists for those with potentially high risk of falls. In addition, we held the annual “Volunteer for Seniors Day” in January 2011 to continue showing our care and bringing happiness to the elderly tenants. Officiating by the Chairman of the Housing Authority, around 2 500 volunteers visited 900 single elderly tenants in 58 PRH estates with food, gift packs and useful leaflets providing fall prevention tips.



Roadshows for Elderly on Fall Prevention



Volunteer for Seniors Day

We have continued to enhance communication and partnership with labour unions and stakeholders in the industry, and have stepped up securing timely wage payment to construction workers in maintenance and improvement contracts. We also awarded a cleansing contract for the Housing for Senior Citizens of Tin Yuet Estate to a social enterprise.

Initiatives in Office at Work

Safety

Safety Performance

In 2010, we recorded 37 injury-on-duty cases related to HA/HD employees. Our injury rate per 1 000 employees was 4.4, which is lower than the injury rate of 15.5 per 1 000 employees in all economic activities in Hong Kong. There was no fatal or occupational disease case reported.

Safety Awareness

Besides implementing safety best practices, we provide training and publicity to relevant parties to raise their safety awareness. In 2010/11, we arranged about 170 safety training programmes for staff at different grades including professionals, technical and resident site staff to promote staff awareness on occupational safety and health.

Engaging Various Parties

We build our PRH with bricks and mortar and, at the same time, with hearts to cater for the interests, needs and expectations of the entire community. Over the years, we have identified relevant stakeholders interested in our operations and considered their views, as far as possible, in our decision making process. We have initiated various engagement programmes to attain mutual understanding and acceptance of the public housing programme. Our stakeholders include:

- residents in our estates;
- business partners, including suppliers and contractors;
- our staff;
- other government colleagues;
- legislative and district councils;
- non-governmental organisations;
- green groups;
- educational and professional institutions;
- media; and
- general community.

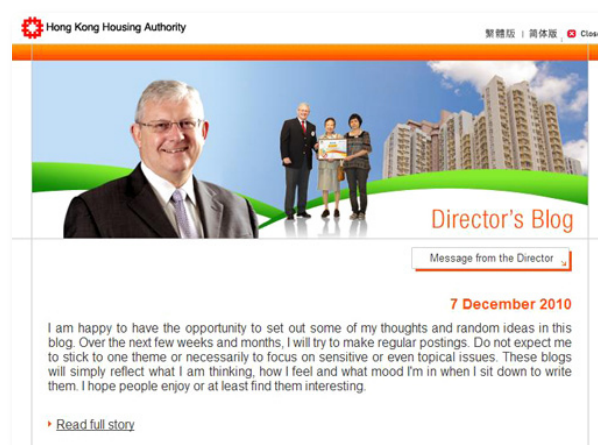
Communicating with the Public

We adopted various communication channels to interact with our diverse range of stakeholders openly and actively. These include [our website](#), broadcast in Housing Channels and radio to clearly spell out our policies, strategies and initiatives regarding planning, construction and management of public housing estates. We also publicised an array of community-focused activities as well as directly collected views from our tenants.

Online Communication

We have adopted several e-initiatives progressively. At the end of October 2010, we launched an official Facebook page entitled “[Public Housing Vistas](#)”. This page creates a unique virtual meeting place for people to share pictures, thoughts and memories of their lives in PRH estates.

In December 2010, the Director of Housing placed a personal blog on the Housing Authority / Housing Department Website. He has spelt out his thoughts on different housing topics through regular postings and received a steady stream of feedback from the blog. This new initiative provides a platform to exchange views on various housing topics amongst the HA management, PRH tenants, HA staff and the general public.



The Director's Blog

We continue to use our HA/HD website as the main communication channels with stakeholders and the general public. During the year, it has recorded about seven million hits every month. The website includes a huge amount of useful housing information, and it is highly accessible and user-friendly. The website received a Jade prize of the Web Care Award 2010, sponsored by the Internet Professional Association for the sixth consecutive year in recognition of our contribution to create a barrier-free website that is accessible by the general public including the visually-impaired.



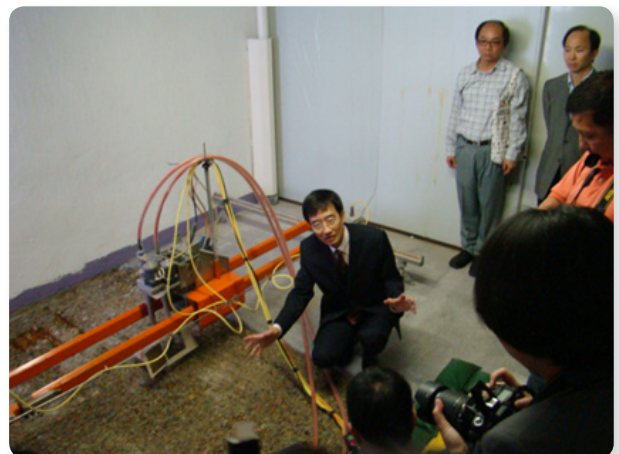
Web Care Award 2010

As a continuous improvement measure, we are undergoing a comprehensive revamp of the website. This will involve streamlining the content structure, improving navigation, incorporating the latest accessibility features, and adding useful tools and functions for locating information more quickly and easily. It is anticipated that the revamped site would be completed in the later part of 2011.

To improve the overall efficiency and performance standards, we target to escalate the use of e-services to our customers through our Corporate website and the GovHK portal. We plan to expand the level of electronic information and data exchange with our business partners through a secure and reliable extranet portal. These new IT initiatives will also benefit the environment by cutting the quantity of paper use.

Media Relations

We maintain a healthy and proactive relationship with the media to ensure that they convey our latest housing information and messages accurately. During the year, we issued 43 regular press releases to publicise our new initiatives and movements and organised 27 press briefing sessions to announce major housing issues. We also handled 881 enquiries directly from the media and another 838 public complaints referred to by the media in relation to housing issues.



Media Interview & Site Visit on Hydro-Scarification at Lai King Estate

Diverse Communication Channels

We make use of various channels to enhance communication with our stakeholders and to announce our policies and initiatives. These include newsletters, posters, brochures, leaflets, e-publications, videos and radio promos.

Among all, the Housing Channel is one of the effective channels to reach out to our tenants directly. The Channel broadcasts important housing messages in the ground floor lobbies of public housing blocks. During the year, we produced and broadcast 55 video segments through the Channel covering safe use of estate facilities, schemes available for tenants in need, and ideas for healthy living and green practices. We have also disseminated our housing initiatives and information through the radio programme “Messages on Air”. During the year, we arranged 33 radio segments to publicise our messages and gain community support.

The Housing Department Integrated Communication Centre

The Housing Department Integrated Communication Centre is another important communication channel which handles public enquiries directly. The Centre received and answered about 1.2 million telephone calls in the past year, that is around 3 000 per day on average. The majority of these enquiries were answered by our pre-recorded messages system, and about 30% are handled by personal helpdesk staff. The Centre also handles enquiries and requests made by email, letters and faxes. During the year, we received and handled around 42 300 enquiries and 806 complaints.



The Housing Department Integrated Communication Centre

The Housing Authority Exhibition Centre

The Exhibition Centre exhibits the history of public housing development in Hong Kong. We welcome corporate visitors and government officials from local, the Mainland and overseas for experience sharing and knowledge exchange. The Centre was revamped in 2009 to provide an innovative, entertaining and interactive venue with adoption of more audio-visual equipment for visitors. During the year, 14 000 people visited the Centre with over 10% being government officials from the Mainland and abroad.



Exhibition Centre

Staff Development and Participation

Human resource is the most important asset to ensure the sustainability of our operations. Throughout the years, we have identified and provided development opportunities to enhance the competence of our staff as far as possible in relation to work-related skills, professional development and personal attributes. In pursuit of performance excellence, we strive to establish and maintain a team of competent, versatile and enthusiastic staff to serve the community.

Competence Building

On average, our staff received a total of 32.8 hours of training in 2010/11. This compares very favourably with figures from the private sector, where the average training hours per employee in 2010 amounted to 17.9¹. These figures reflect our very strong commitment to providing staff with training to boost their competency, something we do at all levels and for

¹ Based on the 2010 Training and Development Needs Survey conducted by the Hong Kong Institute of Human Resource Management

all sectors of our operations. Besides providing tailored courses on various professional and management topics, we designed courses to support specific business initiatives during the year, such as the merger of property and tenancy management functions in estates, green design, and new IT systems. Training was not conducted solely in formal classroom environments; but also offered through a range of diverse learning opportunities such as attachment programmes, conferences, site visits and study tours. Meanwhile, we keep reviewing our online learning resources to ensure that access is available anytime, anywhere.



National Studies Course in Guangzhou



Site Visit

Besides core competency, we drive safety awareness among staff to ensure their wellness and provide them a safe and healthy working environment. During the year, one of our main thrusts was on education. To this end, our Training and Development Centre arranged about 170 training courses focusing on different safety aspects. These training courses, attended by over 5 200 staff members, cover construction site safety, tree-trimming safety, tips for using display screen equipment and stress management. During the year, we began to offer frontline staff courses on dealing with mentally ill customers, along with seminars and training on the handling of potentially violent customers. These have proved exceptionally useful and reassuring to many of our staff who have to interact directly with the public on a daily basis.



Workshop on Breakaway Skills

Staff Participation

To retain our pool of talents, we launched a number of initiatives to engage our staff at different levels during the year. For instance:

- we designed the Core Values Alignment Package to create greater cohesion among our staff. The Package included sharing success stories of individual staff or teams with outstanding performance and introducing interesting yet lesser-known aspects of the HA's work.
- we organised the Care@Work Workshop tailored for middle managers. The training programme covered the key aspects of supervisor-subordinate relationship and looked into details of the caring and support element to create a caring and harmonious work environment.



Care@Work Workshop



- we launched a pilot Work Improvement Team Project for frontline staff. This programme enabled frontline staff to review and improve their responsible daily work process.



Prize Presentation Ceremony of Work Improvement Projects

Our Employee Wellness Programme continues to provide comprehensive support to enhance physical, emotional, social and occupational well-being of staff. During the year, our Health Portal has been revamped to enable staff searching for a full spectrum of health information easily. As part of the programme, we recruited and assigned internal Health Ambassadors to raise colleagues' awareness in relation to physical and mental well-being. In addition, the HA Staff Club arranged various recreational activities such as eco-tours and interest groups for staff during the year.



Outing to Mai Po Nature Reserve Organised by HA Staff Club

To enhance positive relations between the Department and our tenants and to promote the HD's image as a caring and responsible organisation, we encouraged HD staff to participate in volunteer services and activities. In December 2010, the Housing Department Volunteer Corps (HDVC) organised visits to 100 elderly households living in Hing Wah (I) Estate and presented self-made woolen scarfs to the senior tenants as gifts. We have also arranged 50 HDVC members to accompany PRH tenants to the Hong Kong Tree Planting Day 2011 on 26 March 2011, an annual event to promote environmental protection in Hong Kong.



HDVC Participated in the Hong Kong Tree Planting Day



Visit to Elderly Households Living in Hing Wah (I) Estate

Moreover, we held two Environmental Collection and Recycling Campaigns in collaboration with the Community Recycling Coop (CRC), a non-profit-making group, in June 2010 and January 2011 at the HA headquarters to promote waste reduction and re-use of resources among the HA staff and to help the less privileged sector of the society. Staff members were encouraged to donate reusable surplus household items to the CRC that would sell those household items at affordable prices to low-income families in Sham Shui Po. The Campaigns received overwhelming support from our staff and about 4 500 items (or 3.7 tonnes in weight) including household items, electrical appliances, computer peripherals, clothes, shoes, books and toys were collected in the Campaigns.



Environmental Collection and Recycling Campaign