

About the Housing Authority

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The Hong Kong Housing Authority (HA) is a statutory body established in April 1973 under the Housing Ordinance (Chapter 283). The HA supports the Transport and Housing Bureau in developing and implementing a public housing programme, with the Housing Department (HD) acting as its executive arm, to achieve the Government's housing policy objective of providing subsidised public housing to families who cannot afford local private rental housing.

Our Vision, Mission and Core Values

Our Vision

To help low-income families with housing need gain access to affordable housing.

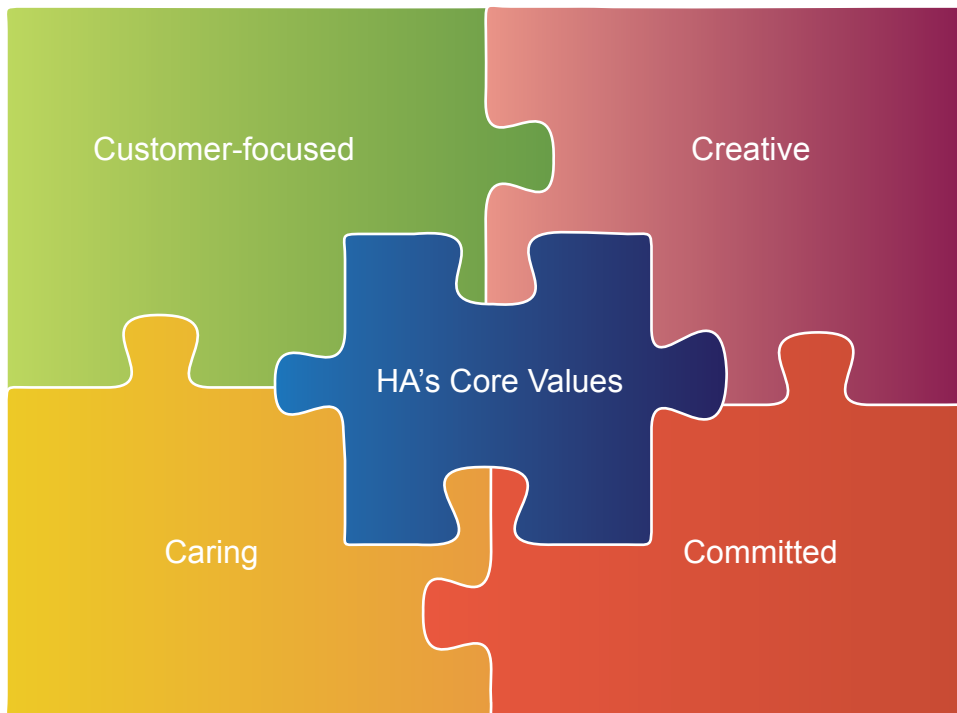
Our Mission

- To provide affordable quality housing, management, maintenance and other housing related services to meet the needs of our customers in a proactive and caring manner;
- To ensure cost-effective and rational use of public resources in service delivery and allocation of housing assistance in an open and equitable manner; and
- To maintain a competent, dedicated and performance-oriented team.



The HA Headquarters

Core Values



Overseeing and managing the public housing programme in Hong Kong, we strive to provide quality public housing that is environment-friendly, people-oriented and affordable for low income families.

Throughout the years, we endeavour to maintain the balance in various sustainability aspects in providing better living environments and livelihood to our tenants and the community. When planning and implementing our housing development and management programme, we incorporate sustainable considerations to achieve environment-friendliness, cost-effectiveness and user-friendliness in different stages of our operations. We also optimise our available resources for public housing production and enhance construction safety to protect the wellness of our business partners and the general public. Our strategies and priorities on different sustainability aspects are well defined and summarised below:

Our Strategy for Sustainable Housing

To achieve sustainable development in public housing which balances environment, social and economic needs with a view to attaining healthy living, sustainable construction and enhancement of the total urban environment.

Our Priority in Environmental Sustainability

The HA is committed to properly managing and reducing consumption of resources in our daily operations, especially in relation to waste reduction and energy use. We are also committed to introducing environment-friendly methods to further reduce overall environmental impacts arising from our planning, development, management and maintenance operations.

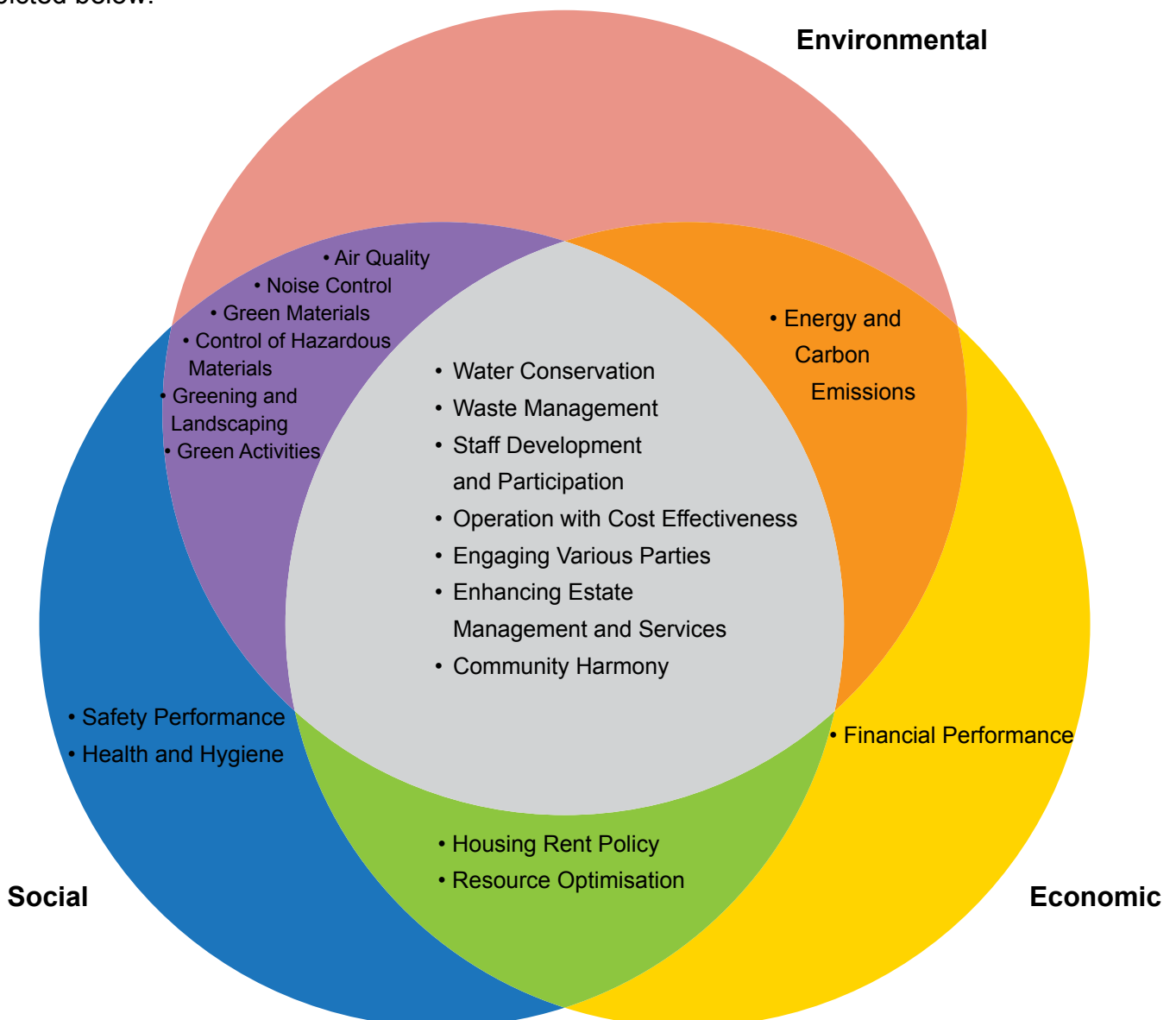
Our Priority in Social Sustainability

Corporate Social Responsibility has already become an integral part of our corporate policy and daily work. The HA prioritised public housing to those who are in need. We are also committed to providing a safe, hygienic and affordable living environment to our tenants making public housing estates a better and comfortable place to live. In addition, we seek to become a role model in providing a safe and healthy working environment for our business partners who are involved with public housing development and management services. We endeavour to enhance social cohesion, foster the well-being of the society as a whole, and encourage Corporate Social Responsibility along the supply chain.

Our Priority in Economic Sustainability

The HA is committed to adopting cost-effective and economically-viable approaches in all aspects of our public housing programme. These can be achieved through a number of measures, including optimisation of the HA's resources, prevention of the abuses of public housing and extension of the useful life of our existing buildings.

The HA's operations related to the range of sustainability aspects as described in the report are depicted below:



Our Role and Services

The HA plans, designs, constructs, manages and maintains various types of public housing, including public housing estates, interim housing estates, and transit centres. We also own and operate some flatted factories, ancillary commercial and other non-domestic facilities.

Housing Stock and Production

At the end of March 2012, we are providing quality public rental housing (PRH) for approximately two million people, living in some 722 000 PRH units in over 200 estates and courts across Hong Kong.

In 2011/12, we met our project targets and completed construction of a total of 11 200 new flats on seven PRH projects including Hung Hom Estate Phase 2, Yau Lai Estate Phase 5, Tung Tau Phase 9 (Tung Wui Estate), Shek Kip Mei Estate Phase 2 and Phase 5, Lower Ngau Tau Kok Estate Phase 1 and Un Chau Estate Phase 5. Under the latest five-year PRH production programme, around 75 000 new PRH flats will be built over the next five years, averaging about 15 000 flats each year.



Hung Hom Estate Phase 2



Yau Lai Estate Phase 5



Tung Tau Phase 9 (Tung Wui Estate)



Shek Kip Mei Estate Phase 2 and Phase 5



Lower Ngau Tau Kok Estate Phase 1



Un Chau Estate Phase 5

Infrastructure

As at the end of March 2012, we have awarded six foundation contracts and five new building contracts.

To enhance the user-friendliness and environment-friendliness of our public housing development, we include associated infrastructure facilities such as footbridges, landscape areas, car parks, public transport interchanges, community facilities, social welfare facilities, educational facilities and commercial facilities when planning, designing and developing our public housing development. These facilities are located in, or adjacent to, one or more public housing development, to provide convenient access to a sustainable living environment for our tenants.

Commercial Properties

As at the end of March 2012, our total non-domestic stock includes:

- around 177 150 square metres of retail and commercial space
- around 27 240 car parking spaces
- around 208 950 square metres of factory premises

- around 2 122 010 square metres of community, education and welfare facilities
- around 383 870 square metres of miscellaneous spaces

To optimise the utilisation rate of our non-domestic resources, we converted unpopular carparks to other purposes. Last year, around 3 900 square metres were converted to commercial space and 4 580 square metres to welfare facilities.

Human Resources

Staff Resources

At the end of March 2012, we had 8 403 staff, including 7 624 civil servants and 779 contract staff, representing a slight decrease of 0.40% from the previous year.

Staff

Total Staff	8 403
Training	
No. of training courses (including internal and external seminars/ workshops/ training courses/ visits)	818
Numbers of trainees	40 712
Injury	
Staff injury cases [1]	17
Staff sick leave granted for staff injury cases [1]	1 165 [2] Days

[1] The definition of staff injury cases is the reported cases of occupational injuries, under Employee's Compensation Ordinance, resulting in death or incapacity for work over 3 days.

[2] The number includes sick leave days granted in 2011/12 but enjoyed in 2012/13.

Staff Breakdown

By Strength	
Directorate Staff	50
Professional Staff	583
General Staff	5 229
Site Staff	1 536
Technical Staff	1 005

By Employment Type	
Full-time	8 403
By Employment Contract	
Permanent (male)	5 420
Permanent (female)	2 983
By Age	
Age 20-29	310 (3.7%)
Age 30-39	1 504 (17.9%)
Age 40-49	2 816 (33.5%)
Age 50-59	3 698 (44.0%)
Age 60 or above	75 (0.9%)
By Gender	
Male	5 420 (64.5%)
Female	2 983 (35.5%)

Training Hours Breakdown

Type of Staff	Total No. of Staff	No. of Staff Attended Training	Training Hours Received (hours)	Training Hours Per Staff (hours)
By Strength				
Directorate Staff	50	48	3 205.6	64.1
Professional and Technical Staff	1 588	1 121	61 158.2	38.5
General and Site Staff	6 765	6 675	205 762.4	30.4

By Gender				
Male	5 420	5 148	184 232	33.99
Female	2 983	2 696	85 894.4	28.79
Training Related to Human Rights				
Training on policies and procedures concerning aspects of human rights	8 403	956	4 040	0.48

Staff Turnover [3]

	Female	Male
Age 20-29	28	17
Age 30-39	49	28
Age 40-49	7	7
Age 50-59	27	62
Age 60 or above	8	159

New Employee Hires[4]

	Female	Male
Age 20-29	65	56
Age 30-39	81	77
Age 40-49	6	20
Age 50-59	0	2
Age 60 or above	0	0

[3] The staff turnover figures exclude those General/Common Grades' staff on inter-department transfer.

[4] The above figures involve staff (position as at 31.3.2012) with their 1st appointment date falling within the period from 1.4.2011 to 31.3.2012.

Retention after Parental Leave

No. of employees completed parental leaves during 2011/12	56
No. of employees leaving the service after parental leave ended	2
No, of employees returning to work after parental leave	54
Retention rate after parental leave	96.4 %

In 2008, we launched the Multi-faceted Manpower Strategy to resolve management and staff issues due to different employment conditions of civil service and contract staff. The strategy enables us to adjust staffing intake to suit our business operations and offer staff benefits including clear promotion and career opportunities and greater job security. In 2011/12, we recruited around 280 new staff, both to civil service posts and on a contract basis and converted 67 contract staff posts into civil service positions. To retain professionals of high calibre, we adopt regular employment terms and offer continuous contracts to our contract staff to enhance their job security and sense of belonging.

Staff Appointment

Our staff appointment strictly follows requirements in the Basic Law. Stipulating in Article 99 of the Basic Law, new recruits to the Civil Service on or after 1 July 1997 must be permanent local residents.

All senior officers in the HD (at D2 rank and above) are permanent Hong Kong residents. They are civil servants and their appointments are governed by the Civil Service Regulations and subject to the approval of the Public Service Commission.

Staff Remuneration and Benefits

Remuneration of our staff follows either the civil service pay scales or contract pay bands depending on the terms of employment and job grades. After going through respective annual pay adjustment exercises and considering the staff performance, the remuneration will be adjusted annually. In general, civil servants may receive one increment annually in their respective rank scales and the contract staff may also be granted a one-off merit payment annually based on their performance which would be assessed through a stringent 3-tier performance appraisal system to ensure a fair and comprehensive review on individual's performance.

Staff also enjoys a wide range of fringe benefits with respect to their rank levels and terms of employment. These benefits include medical and dental treatment, housing benefits, annual leaves, retirement benefits, passage and education allowances.

Staff Integrity

We understand the importance of staff integrity in planning and managing the territory-wide public housing programme. To this end, we request all our staff to ensure and maintain high standards of integrity and conduct during their daily operations. We strictly follow the Government and departmental guidelines including those provided by Civil Service Bureau and our departmental staff circulars which stipulate the internal guidelines and requirements for the declaration of private investments, avoidance of conflict of interest, and acceptance of advantages and benefits.

We also adhere to internal circulars to deal with attempted bribe, allegations of corruption and Independent Commission Against Corruption's (ICAC) referrals. We have arranged anti-corruption's briefings to all new recruits as part of their induction programme and integrity reinforcement seminars for existing staff to enhance overall staff awareness. In 2011/12, 2 158 staff attended various anti-corruption courses.

During the year, we are fully complying with all anti-corruption legislation and there was no conviction case reported in relation to our operations.

Human Rights

We treasure our staff and realise that they are the most important asset in the HA. To retain talents, we provide equal opportunities and fair treatment in terms of remuneration, fringe benefits, promotion and compensation among our 8 403 staff without discriminating individual's gender, ethnicity, age and physical abilities. We are committed to compliance with all the employment related legislation including prohibition of child labour and forced labour.

We believe that a close relationship and open communication between the management and staff are essential to build a dynamic and committed workforce. Our staff have the freedom to join staff associations/working groups. In 2011/12, there were a total of 33 numbers of staff associations/working groups and 5 Departmental Consultative Committees in the HD. Through these communication platforms as well as our bi-weekly publication, the "Housing Dimensions", we have created effective communication channels with staff to exchange views and enhance transparency on departmental initiatives of mutual concern.

Support and Participation

The HA plays an advisory role to provide professional advice on public housing issues to the Government, while the HD is an executive arm to realise our public housing programme. We therefore maintain close working relationships with all other relevant Government departments to deal with local public housing matters.

We fully support community voluntary initiatives to demonstrate our commitment to sustainable development. During the year, we participated in green activities, such as the Green Carnival and the Hong Kong Flower Show, organised by green groups and other Government departments.

Significant Aspects

The HA's operations generally involve building planning, building, estate management and maintenance as well as the HA's offices operations. We understand that our activities create certain environmental, health, safety and social impacts to the community. To avoid, minimise, manage and control potential risks arising from our daily operations, we have introduced a series of initiatives for achieving sustainability in the environmental, social and economic aspects through the adoption of a systematic "plan-do-check-act" approach. Our senior management has frequently reviewed public and stakeholders' concerns through internal management meetings and customer satisfaction surveys to provide swift and effective responses to meet the changing housing needs and expectations of the public.

Major potential sustainability aspects in relation to our operations are identified and highlighted below:

	Office Operation	Management and Maintenance of the PRH	Construction Work	Demolition Work
Significant Environmental Aspects				
Air Quality	✓	✓	✓	✓
Control of Hazardous Materials	✓	✓	✓	✓
Energy and Carbon Emissions	✓	✓	✓	✓
Green Activities	✓	✓	✓	
Green Materials	✓	✓	✓	
Greening and Landscaping	✓	✓	✓	
Noise Control		✓	✓	✓
Tree Management		✓		
Waste Management	✓	✓	✓	✓
Water Conservation	✓	✓	✓	
Significant Social Aspects				
Engaging Various Parties	✓	✓	✓	✓
Enhancing Estate Management and Services		✓		
Health and Hygiene	✓	✓	✓	✓
Safety Performance	✓	✓	✓	✓
Staff Development and Participation	✓			
Community Harmony	✓	✓	✓	✓
Significant Economic Aspects				
Financial Performance	✓	✓	✓	✓
Housing Rent Policy		✓		
Operation with Cost-Effectiveness	✓	✓	✓	✓
Resources Optimisation	✓	✓	✓	✓

Governance Structure and Management

Our Governance Structure

The HA comprises the Chairman, the Vice-chairman, two official members and 26 non-official members. Appointments are made by the Chief Executive. All non-official members are appointed ad personam. The Secretary for Transport and Housing assumes the office of Chairman of the HA, while the Director of Housing assumes that of Vice-chairman.

Breakdown of the non-official HA members by age group and gender is as follows:

Age Group	Male	Female
Age 40-49	2 (8%)	2 (8%)
Age 50-59	13 (50%)	3 (12%)
Age 60 or above	5 (19%)	1 (4%)

Managing the development and implementation of a public housing programme for around 30% of the Hong Kong people, the HA has established six standing committees to formulate, administer and oversee policies in specified areas including building, commercial properties, finance, strategic planning, subsidised housing and tenders. Sub-committees and ad hoc committees will also be set up when necessary. Details of our governance structure and the terms of reference of respective committees are provided in [our website](#).

Breakdown of non-official Committees and Sub-committees members by age group and gender is as follows:

Age Group	Male	Female
Age 30-39	3 (9%)	0 (0%)
Age 40-49	5 (16%)	1 (3%)
Age 50-59	11 (34%)	4 (13%)
Age 60 or above	8 (25%)	0 (0%)

Acting as the executive arm of the HA, the HD assists in executing housing related policies. The HD is headed by the Permanent Secretary for Transport and Housing (Housing), who also assumes the office of the Director of Housing. The HD has four operation divisions, namely Strategy, Development & Construction, Estate Management and Corporate Services to support the implementation of the HA's policies in housing strategies, overall housing development, construction and estate management. The HD's organisation can be found in [our website](#).

The HD has established the Housing Department Environmental, Health and Safety Committee (HDEHSC) for the development and formulation of policy on environmental, health, safety (EHS) and sustainability aspects within the Department. It is supported by the following three sub-committees to address different sustainability issues:

- The Housing Department Environmental Sub-committee – assists the HDEHSC in overseeing the progress and performance of environmental initiatives and action plans in the Department.
- The Housing Department Occupational Safety and Health Sub-committee – assists the HDEHSC in overseeing the occupational safety and health of the employees at their workplace.
- The Housing Department Site Safety Sub-committee – assists the HDEHSC in overseeing site safety management measures for works contracts.

Our Management Approaches

Our management has defined clear direction on the departmental commitment, approach and strategy in achieving sustainable development, which have been spelt out in various specific policies to govern our operations and lay down framework for continual improvement. These policies, both at departmental level and divisional level, have been widely communicated to and fully supported by our staff, service providers, material providers and contractors.

Policies at Departmental Level

Environmental Policy

The Housing Authority is committed to continually improving the environmental standards in the provision of public housing and related services. In achieving this objective, the Housing Authority has adopted the following environmental principles:

- To promote healthy living and a green environment;
- To develop a strategic framework and implement environmental management for the promotion of sustainable development;
- To strictly comply with and fully implement all relevant environmental legislation and regulations;
- To address environmental concerns and incorporate environmental initiatives in planning and design, construction and demolition, marketing and estate management activities;
- To minimise environmental impacts (air, dust, noise, waste and water) to residents and public from the Housing Authority's operations;
- To develop procurement policies to minimise the use of resources and achieve cost effectiveness;
- To promote environmental awareness and participation among staff, residents and contractors through education and publicity programmes; and
- To review and seek continual improvement on the implementation of an environmental management system.

Safety and Health Policy

The Hong Kong Housing Authority (HA) fully recognises safety and health at work as an integral part of our activities. The HA is dedicated to provide and maintain a safe and healthy working environment for all of our staff.

The HA is committed to maintaining a climate of safety awareness and developing guidelines and a health and safety management system that leads to continuous improvement in occupational safety and health performance. All employees are required to assume responsibility for assuring their own safety by conforming to the policy, observing all statutory requirements and guidelines that are related to their works.

To achieve the objective of safety and health at work, the HA has adopted the following principles:

- To provide and maintain working conditions, equipment and work systems for our staff consistent with good practices of occupational safety and health;
- To develop a strategic framework and implement safety management system for the promotion of safety and health at work;
- To ensure compliance with all relevant health and safety legislation as the minimum requirement;
- To take appropriate measures to eliminate safety and health hazards in our operations, and where this is not reasonably practicable, to devise procedures and guidelines to reduce such hazards to an acceptable level;
- To provide staff with training and supervision as required to achieve the objective of creating a safe and health working environment; and
- To pursue continual improvement in occupational safety and health by regularly reviewing our performance.

The policy and the overall safety management system will be regularly monitored and reviewed to ensure that the above objectives are achieved.

Internally, we encourage our staff members to use green products and services where practicable and economically viable. All staff members are advised to follow our internal Environmentally Responsible Procurement Policy whenever products and services are procured.

We also work and communicate with material providers and contractors closely to ensure that they fully understand our sustainability requirements. Compliance status will be checked by means of a robust and effective monitoring system to gauge their performance.

We strictly follow the Government Procurement Agreement of the World Trade Organisation and the HA's procurement policies and instructions during our procurement. We ensure and offer equal opportunities without prejudice to material providers' geographical location to assure a fair, open, equitable and ethical purchasing process.

Environmentally Responsible Procurement Policy

The Environmentally Responsible Procurement Policy for contractors, suppliers and service providers is as follows:

According to Hong Kong Housing Authority Environmental Policy, the HA is committed to minimise the use of resource and achieve cost effectiveness in its operation. This policy is developed to fulfill this commitment by:

- Identifying the significant environmental impacts of materials and services in use;
- Purchasing materials, goods and services to specifications that are compliant with relevant environmental legislation, and include environmental considerations so that, if technically acceptable and economically viable, lower environmental impact goods and services are purchased;
- Assessing the environmental commitment of suppliers, contractors and service suppliers as part of the tender evaluation process, and rewarding the best environmental performers. Paying for environment to demand for higher environmental performance;
- As appropriate to the scale and or nature of the work requiring contractors and service providers to produce project environmental management plans (EMPs) within their bids for work;
- Regularly evaluating evidence supplied by contractors and service providers towards implementation of their environmental management plan as part of our ongoing supervision of works;
- Providing feedback, advice and facilitate training to key suppliers, contractors and service providers on environmental performance and improvement opportunities;
- Ensuring that all the HA staff, the HA suppliers, contractors and service providers are aware of, and act in accordance with, the HA environmental procurement policy and contribute to the HA's environmental objectives; and
- Establishing systems, targets and action plans for effective environmental procurement and regular reports on performance.

Policies at Divisional Level

To further enhance the department's existing environmental practices, the Development and Construction Division (DCD) and the whole works section, together with the property management services of the Estate Management Division, with three PRH estates as pilot, obtained ISO 14001 Environmental Management System (EMS) certification in June 2009 and May 2011 respectively. The Corporate Services Division is also preparing for ISO 14001 certification in early 2013. With the EMS in place, individual division can manage significant environmental aspects arising from their operations, activities and services in a systematic and holistic manner.

In addition, the DCD has proactively established its divisional social responsibility policy in accordance with ISO 26000 standard. This policy has been developed with reference to the HA's Vision, Mission and Core Values to provide framework on management of the DCD's social issues.

Social Responsibility Policy

DCD recognises social responsibility as an integral part of our long established caring value. Social responsibility is the way we have done and will continue in our approaches and practices. We affirm our commitment in adopting and practising the following principles of social responsibility:

- Be accountable for our impacts on society and the environment;
- Be transparent in our decisions and activities that impact on society and the environment;
- Be ethical in terms of honesty, equity and integrity;
- Be conscious of and respect the interests of our stakeholders and respond to their expressed concerns;
- Be respectful to the rule of law and international norms of behaviour for environmental or social safeguards; and
- Be respectful and supportive to human rights with particular regard to discrimination, grievance resolution, and rights at work.

As an upstream environmental enhancement with particular focus on energy efficiency design, DCD has developed and rolled out its energy management system according to ISO 50001 Energy Management System standard in December 2011, and obtained external ISO 50001 certification in June 2012. The DCD's energy policy stipulating its energy management commitment is presented below.

Energy Policy

In moving towards our goal of sustainable operations in meeting the customer and community expectations, the DCD recognises the importance of energy management in the provision of affordable quality housing. To this end, we affirm our commitment to:

- continual improvement in energy performance;
- ensure the availability of information and necessary resources to achieve objectives and targets; and
- comply with applicable legal requirements and other requirements to which we subscribe that relate to our energy use, consumption and efficiency.

In addition, we support the purchase of energy-efficient products and services, and the design for energy performance improvement.