

About the Hong Kong Housing Authority

- Our Vision, Mission and Core Values
- Our Role and Services
- Human Resources
- Significant Aspects
- Governance Structure and Management



The Hong Kong Housing Authority (HA) is a statutory body established in April 1973 under the Housing Ordinance (Chapter 283). It supports the Transport and Housing Bureau with the Housing Department (HD) acting as the executive arm. The HA is responsible for the development and implementation of the local public housing programme.

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;
- To maintain a competent, dedicated and performance-oriented team.

Our Core Values



While striving to provide quality public housing that is safe, affordable, people-oriented and environment-friendly, we also endeavour to incorporate other sustainability considerations in planning and implementing our housing development and management programme. For instance, we have made every effort to optimise our available resources for public housing production and enhance construction safety to protect the well-being of our business partners and the general public.

Our strategies and priorities on various sustainability aspects are well defined and highlighted 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.

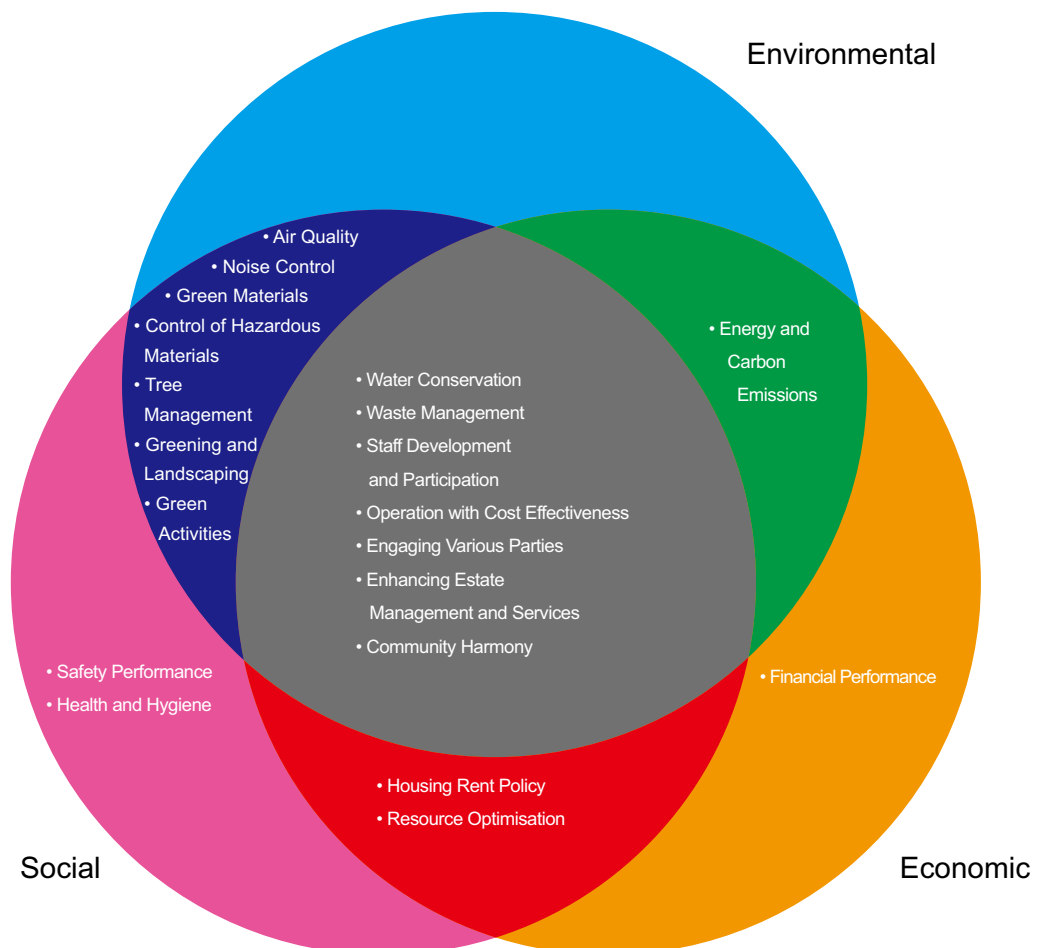
Our Priority in Social Sustainability

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 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. We also 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 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 in relation to the sustainability aspects are grouped and depicted as below:



To gauge the building sustainability performance of the existing public rental housing (PRH) estates, HA has enrolled the Hong Kong Quality Assurance Agency Sustainable Building Index (SBI) Scheme for three pilot estates. The sustainability performance of all the 11 PRH blocks of these estates was found above the norm and the HA became the first organisation awarded with the SBI Verified Mark in Hong Kong. In the coming two years, the HA will strategically select more estates which cover the majority of the block type designs for enrollment to the SBI Scheme, so as to gauge the sustainability performance of different block types and to analyse the results for formulation of long-term maintenance and improvement strategies.

Our Role and Services

The HA plans, designs, builds, manages and maintains different types of public housing, including rental housing estates, interim housing estates, and transit centres. In addition, the HA owns and operates some flatted factories and ancillary commercial and other non-domestic facilities. The HA also supports the Government's policy in providing subsidised home ownership flats to qualified persons.

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

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

Housing Stock and Production

As at the end of March 2013, we are providing accommodation to over two million people who live in nearly 728 000 PRH units in more than 160 PRH estates across Hong Kong.

In 2012/13, we met our target for the year and completed construction of around 13 100 PRH flats. A total of seven projects were completed including Cheung Sha Wan Estate, Lung Yat Estate, Lower Ngau Tau Kok Estate, Kai Ching Estate (Phases 1 and 2), Mei Tin Estate (Phase 4) and Fung Wo Estate. In response to the pressing needs for PRH in the community, our Public Housing Construction Programme was adjusted to supply from around 75 000 PRH flats to 79 000 flats over the five-year period, starting from 2012/13.



Cheung Sha Wan Estate



Lung Yat Estate



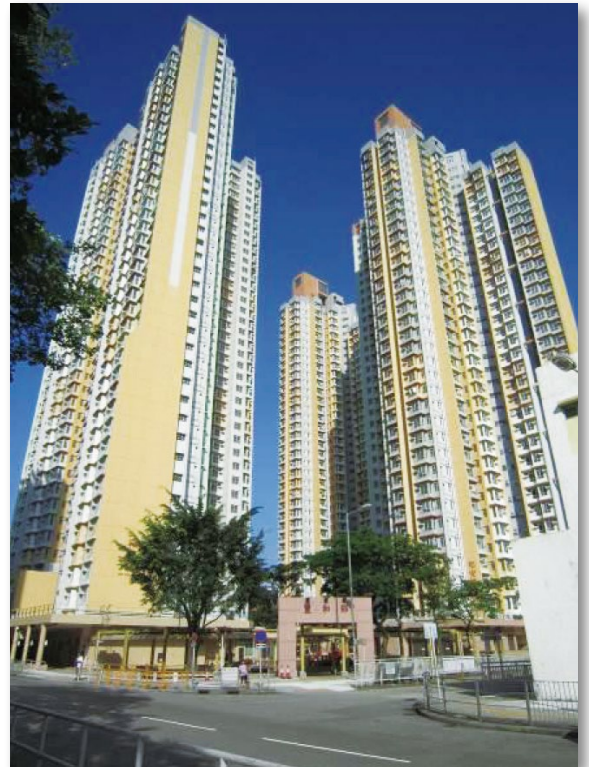
Mei Tin Estate (Phase 4)



Lower Ngau Tau Kok Estate



Kai Ching Estate (Phases 1 and 2)



Fung Wo Estate

Infrastructure

By the end of March 2013, we have awarded two foundation contracts and 10 new building contracts.

We always strive for user-friendliness and environment-friendliness in our public housing development. We therefore include associated infrastructure facilities such as footbridges, landscape areas, car parks, public transport interchanges, community facilities, social welfare facilities, educational facilities and commercial facilities as far as practicable when planning, designing and developing our public housing. These facilities are located in, or adjacent to, one or more public housing development in order to provide a sustainable living environment for our tenants.

Commercial Properties

In 2012/13, we completed 24 000 square metres of lettable floor area of retail facilities including Domain and other shop premises attaching to new estates, and 600 parking spaces for cars and commercial vehicles. As at the end of March 2013, our total non-domestic stock includes:

- around 198 000 square metres of commercial and retail space
- around 28 000 car parking spaces
- around 202 000 square metres of factory premises
- around 2 121 000 square metres of community, education and welfare facilities
- around 388 000 square metres of other space, used for miscellaneous purposes

Human Resources

Staff Resources

As at the end of March 2013, we had 8 531 staff, including 7 809 civil servants and 722 contract staff, representing a slight increase of 1.5% from the previous year.

Total workforce (as at 31 March 2013)

| | |
|----------------------------------|---|
| Total number of staff | 8 531 |
| Breakdown by employment type | Civil Servants: 7 809 Contract Staff: 722 |
| Breakdown by strength | Directorate Staff: 51 Professional Staff: 763 General Staff: 5 046 Site Staff: 1 580 Technical Staff: 1 091 |
| Breakdown by employment contract | Full-time: 8 531 Part-time: 0 |
| Breakdown by gender | Male: 5 464 (64.0%) Female: 3 067 (36.0%) |
| Breakdown by age | Age 20-29: 399 (4.7%) Age 30-39: 1 549 (18.1%) Age 40-49: 2 618 (30.7%) Age 50-59: 3 872 (45.4%) Age 60 or above: 93 (1.1%) |

New employee hires and employee turnover

| | Male | Female |
|--|------|--------|
| New employee hires ^[1] | | |
| Age 20-29: | 37 | 50 |
| Age 30-39: | 16 | 35 |
| Age 40-49: | 5 | 3 |
| Age 50-59: | 10 | 0 |
| Age 60 or above: | 0 | 0 |
| Employee turnover ^[2] | | |
| Age 20-29: | 10 | 4 |
| Age 30-39: | 26 | 23 |
| Age 40-49: | 13 | 21 |
| Age 50-59: | 50 | 35 |
| Age 60 or above: | 156 | 14 |

[1] The above figures involve staff (position as at 31.3.2013) with their 1st appointment date falling within the period from 1.4.2012 to 31.3.2013.

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

Training

Throughout the reporting year, we conducted 887 training courses (including internal and external seminars/workshops/training courses/visits) and a total of 36 563 trainees were involved.

Training Hours Breakdown

| | No. of staff | No. of staff attended training | Training hours received (hours) | Training hours per staff (hours) |
|--|--------------|--------------------------------|---------------------------------|----------------------------------|
| By Strength | | | | |
| Directorate Staff | 51 | 50 | 1 469 | 29 |
| Professional and Technical Staff | 1 854 | 1 800 | 60 670 | 33 |
| General and Site Staff | 6 626 | 5 965 | 168 475 | 25 |
| By Gender | | | | |
| Male | 5 464 | 5 049 | 156 576 | 29 |
| Female | 3 067 | 2 766 | 74 038 | 24 |
| Training Regarding Human Rights | | | | |
| Training on policies and procedures concerning aspects of human rights | 8 531 | 184 | 683 | 0.08 |

Retention after Parental Leave

| | |
|--|-------|
| Number of employees completed parental leaves during 2012/13 | 166 |
| Number of employees leaving the service after parental leave ended | 4 |
| Number of employees returning to work after parental leave | 162 |
| Retention rate after parental leave | 97.6% |

Injury

| | |
|--|------------|
| Number of staff injury cases ^[3] | 32 |
| Staff sick leave granted for staff injury cases ^[4] | 913.5 days |

[3] 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.

[4] The number includes sick leave days granted in 2012/13 but enjoyed in 2013/14 (up to 30.9.2013).

In 2012/13, we recruited 156 new staff, both to civil service posts and on a contract basis and converted 40 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. Since 2008, we have introduced the Multi-faceted Manpower Strategy to resolve management and staff issues owing 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.

Staff Appointment, Remuneration and Benefits

We strictly follow requirements stipulated in the Basic Law for our staff appointment. According to 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.

Depending on the terms of employment and job grades, our staff's remuneration follows either the civil service pay scales or contract pay band. The remuneration will be adjusted annually based on the respective annual pay adjustment exercises and staff performance. 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.

Our staff members enjoy various 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

High standards of staff integrity and conduct are important in planning and managing the territory-wide public housing programme. 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. In order to enhance staff awareness, we have arranged briefings on anti-corruption to all new recruits as part of their induction programme and integrity reinforcement seminars for existing staff. In 2012/13, over 2 900 staff attended various anti-corruption courses. We are fully committed to complying with all anti-corruption legislation. There was no conviction case reported during the year.

Human Rights

People are our most valuable asset. We provide equal opportunities and fair treatment in terms of remuneration, fringe benefits, promotion and compensation to all our staff without discriminating individual's gender, ethnicity, age and physical abilities. We comply with all the employment related legislation including prohibition of child labour and forced labour.

We believe close relationship and open communication between the management and staff members are essential to establish a dynamic and committed workforce. Our staff members have the freedom to join staff associations and working groups. In 2012/13, there were a total of 33 staff associations or working groups and five Departmental Consultative Committees in the HD. Together with our bi-weekly publication the "Housing Dimensions" and our periodic publication "Development and Construction Division (DCD) Newsletter", we have maintained effective communication channels with staff to exchange views and enhance transparency on departmental initiatives of mutual concern.

Significant Aspects

Our activities, mainly building construction, estate management and maintenance, will inevitably impact on the community in the aspects of environment, health, safety and society. By adopting the systematic "plan-do-check-act" approach, we have introduced a series of initiatives for achieving sustainability in the environmental, social and economic aspects to avoid, minimise, manage and control potential risks arising from our daily operations proactively. To provide timely and effective responses to meet the ever-changing housing needs, our senior management has frequently reviewed public and stakeholders' concerns through internal management meetings and customer satisfaction surveys.

The major potential sustainability aspects related to our operations are identified and tabulated below:

| | Office Operation | Management and Maintenance of 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 (including food waste) | ✓ | ✓ | ✓ | ✓ |
| 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

Apart from the Chairman and Vice-chairman, the HA has 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 non-official HA members by age group and gender:

| Breakdown of non-official HA members | Male | Female |
|--------------------------------------|----------|---------|
| Age 40-49: | 2 (8%) | 2 (8%) |
| Age 50-59: | 12 (46%) | 5 (19%) |
| Age 60 or above: | 4 (15%) | 1 (4%) |

Six standing committees have been formed under the HA 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 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:

| Breakdown of non-official Committees and Sub-committees members | Male | Female |
|---|-----------|-----------|
| Age 30-39: | 4 (12.1%) | 0 |
| Age 40-49: | 4 (12.1%) | 3 (9.1%) |
| Age 50-59: | 9 (27.3%) | 5 (15.2%) |
| Age 60 or above | 8 (24.2%) | 0 |

The HD acts as the HA's executive arm and assists in the implementation of 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 HA's policies in housing strategies, overall housing development, construction and estate management. The HD's organisation can be found in our [website](#).

The Housing Department Environmental, Health and Safety Committee (HDEHSC) is responsible for the development and formulation of policy direction on environmental, health, safety (EHS) and sustainability aspects within the HD. It is further 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 established and endorsed policies in specific areas to govern the operations and define framework for continuous improvement. Aiming to provide a clear direction on our sustainability commitment and approach, these policies both at departmental level and divisional level have been widely communicated to and fully supported by our staff, services providers, materials suppliers 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. HA is dedicated to provide and maintain a safe and healthy working environment for all of our staff.

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, 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.

We have developed an Environmentally Responsible Procurement Policy to provide guidelines regarding product and service procurement. All staff members are advised to follow the Policy and are encouraged to use green products and services where practicable and economically viable.

We work and communicate closely with our contractors and material suppliers to ensure that they fully understand our sustainability requirements. We check their performance and compliance status regularly by means of a robust and effective monitoring system. We strictly follow the Government Procurement Agreement of the World Trade Organisation and the HA's procurement policies and instructions during our procurement. We offer equal opportunities without prejudice to material suppliers 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, 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 HA staff, HA suppliers, contractors and service providers are aware of, and act in accordance with, HA environmental procurement policy and contribute to 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 DCD obtained ISO 14001 Environmental Management System (EMS) certification in June 2009. The Estate Management Division (EMD) has been implementing the ISO 14001 EMS for planned maintenance and improvement works for all existing estates and property management for three pilot estates since September 2010 and obtained certification in May 2011. In addition, the EMD has extended and implemented the ISO 14001 EMS in another 90 estates and achieved certification in January 2013.

The Corporate Services Division has developed the EMS in accordance with ISO 14001 requirements and started to implement the EMS since 1 April 2013. The Independent Checking Unit is also preparing for ISO 14001 certification in 2014. With the EMS in place, individual divisions can better manage significant environmental aspects in relation to their operations, activities and services in a systematic and holistic manner.

Both the DCD and EMD have adopted the 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 divisional social issues.

Social Responsibility Policy

We recognise 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.

To reinforce energy efficiency enhancement in residential building design, the DCD has developed and rolled out an energy management system (EnMS) according to ISO 50001 standard in December 2011, and obtained external certification in June 2012. For the EMD, Kwai Shing West Estate is planned to obtain the ISO 50001 certification in mid-2013.

The energy policies of the DCD and EMD underpinning their energy management commitment are provided below.

Energy Policy in DCD

In moving towards our goal of sustainable operations in meeting the customer and community expectations, 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.

Energy Policy in EMD

EMD is committed to continually improving the energy performance standards in the areas of facility management and improvement works of public rental housing (PRH) domestic blocks. To achieve this objective, the top management of EMD affirms the following commitments:

- To regularly review and seek for continual improvement in energy performance;
- To ensure the availability of information and necessary resources to achieve objectives and targets;
- To comply with applicable legal requirements and other requirements to which we subscribe related to our energy use, consumption and efficiency;
- To provide the framework for setting and reviewing energy objectives and targets; and
- To support the purchase of energy-efficient products, services, and design for energy performance improvement.